



Q3 Fiscal 2026

Supplemental Information
August 3, 2026

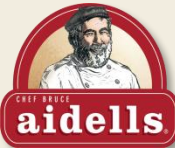
Forward-Looking Statements

Certain information in this presentation constitutes forward-looking statements as contemplated by the Private Securities Litigation Reform Act of 1995. Such forward-looking statements include, but are not limited to, current views and estimates of our outlook for fiscal 2026 and fiscal 2027, other future economic circumstances, industry conditions in domestic and international markets, our performance and financial results (e.g., debt levels, return on invested capital, value-added product growth, capital expenditures, tax rates, access to foreign markets and dividend policy). These forward-looking statements are subject to a number of factors and uncertainties that could cause our actual results and experiences to differ materially from anticipated results and expectations expressed in such forward-looking statements. We wish to caution readers not to place undue reliance on any forward-looking statements, which are expressly qualified in their entirety by this cautionary statement and speak only as of the date made. We undertake no obligation to update any forward-looking statements, whether as a result of new information, future events or otherwise. Among the factors that may cause actual results and experiences to differ from anticipated results and expectations expressed in such forward-looking statements are the following: (i) the effectiveness of financial excellence programs or operational optimization plans; (ii) access to, and inputs from, foreign markets, together with foreign economic conditions, including currency fluctuations, import/export restrictions and foreign politics; (iii) global pandemics have had, and may in the future have, an adverse impact on our business and operations; (iv) cyber attacks, other cyber incidents, security breaches or other disruptions of our information technology systems; (v) risks associated with our failure to consummate favorable acquisition transactions or integrate certain acquisitions' operations; (vi) the Tyson Limited Partnership's ability to exercise significant control over Tyson Foods, Inc. (the "Company"); (vii) fluctuations in the cost and availability of inputs and raw materials, such as live cattle, live swine, feed grains (including corn and soybean meal) and energy; (viii) market conditions for finished products, including competition from other global and domestic food processors, supply and pricing of competing products and alternative proteins and demand for alternative proteins; (ix) outbreak of a livestock disease (such as African swine fever (ASF), avian influenza (AI), New World screwworm or bovine spongiform encephalopathy (BSE)), which could have an adverse effect on livestock we own, the availability of livestock we purchase, consumer perception of certain protein products or our ability to conduct our operations; (x) changes in consumer preference and diets and our ability to identify and react to consumer trends; (xi) effectiveness of advertising and marketing programs; (xii) significant marketing plan changes by large customers or loss of one or more large customers; (xiii) our ability to leverage brand value propositions; (xiv) changes in availability and relative costs of labor and contract farmers and our ability to maintain good relationships with team members, labor unions, contract farmers and independent producers providing us livestock; (xv) issues related to food safety, including costs resulting from product recalls, regulatory compliance and any related claims or litigation; (xvi) compliance with and changes to regulations and laws (both domestic and foreign), including changes in accounting standards, tax laws, environmental laws, agricultural laws and occupational, health and safety laws; (xvii) the effect of climate change and any legal or regulatory response thereto; (xviii) adverse results from litigation; (xix) risks associated with leverage, including cost increases due to rising interest rates or changes in debt ratings or outlook; (xx) impairment in the carrying value of our goodwill or indefinite life intangible assets; (xxi) our participation in a multiemployer pension plan; (xxii) volatility in capital markets or interest rates; (xxiii) risks associated with our commodity purchasing activities; (xxiv) the effect of, or changes in, general economic conditions; (xxv) impacts on our operations caused by factors and forces beyond our control, such as natural disasters, fire, bioterrorism, pandemics, armed conflicts or extreme weather; (xxvi) failure to maximize or assert our intellectual property rights; (xxvii) effects related to changes in tax rates, valuation of deferred tax assets and liabilities, or tax laws and their interpretation; and (xxviii) the other risks and uncertainties detailed from time to time in our filings with the Securities and Exchange Commission, including those included under the captions "Risk Factors" and "Management's Discussion and Analysis of Financial Condition and Results of Operations" in our most recent Annual Report on Form 10-K and Quarterly reports on Form 10-Q.

Non-GAAP Financial Measures

This presentation contains the financial measures "EBITDA," "Adjusted EBITDA," "Adjusted EPS," "Adjusted Operating Income," "Adjusted Operating Margin," "net debt to Adjusted EBITDA," "Segment Operating Income (Loss), as adjusted", "Corporate Expenses, as adjusted", "Amortization, as adjusted," and "Free Cash Flow" which are not calculated in accordance with U.S. GAAP. A reconciliation of non-GAAP financial measures to the most directly comparable GAAP financial measure has been provided in the Appendix. Non-GAAP financial measures should be considered in addition to, but not as a substitute for, the Company's reported GAAP results.

3Q26 Key Messages



Growth

Strong momentum with sales of \$13.9 billion and adjusted operating income of \$547¹ million.

Financial Strength

Strong cash generation and disciplined capital allocation supported further deleveraging and shareholder returns.

Segment Performance

Seventh consecutive quarter of year-over-year Chicken volume and sales growth; Prepared Foods continued volume, net sales and share gains.

Controlling the Controllables

Disciplined execution and targeted operational actions in Beef amid continued cattle supply headwinds, with improving utilization trends.

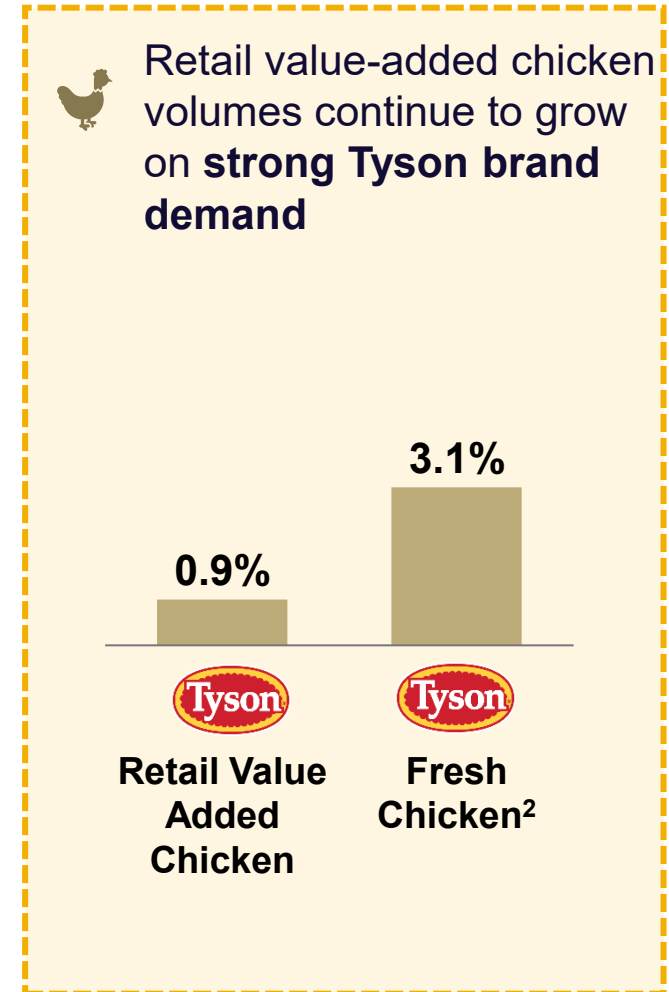
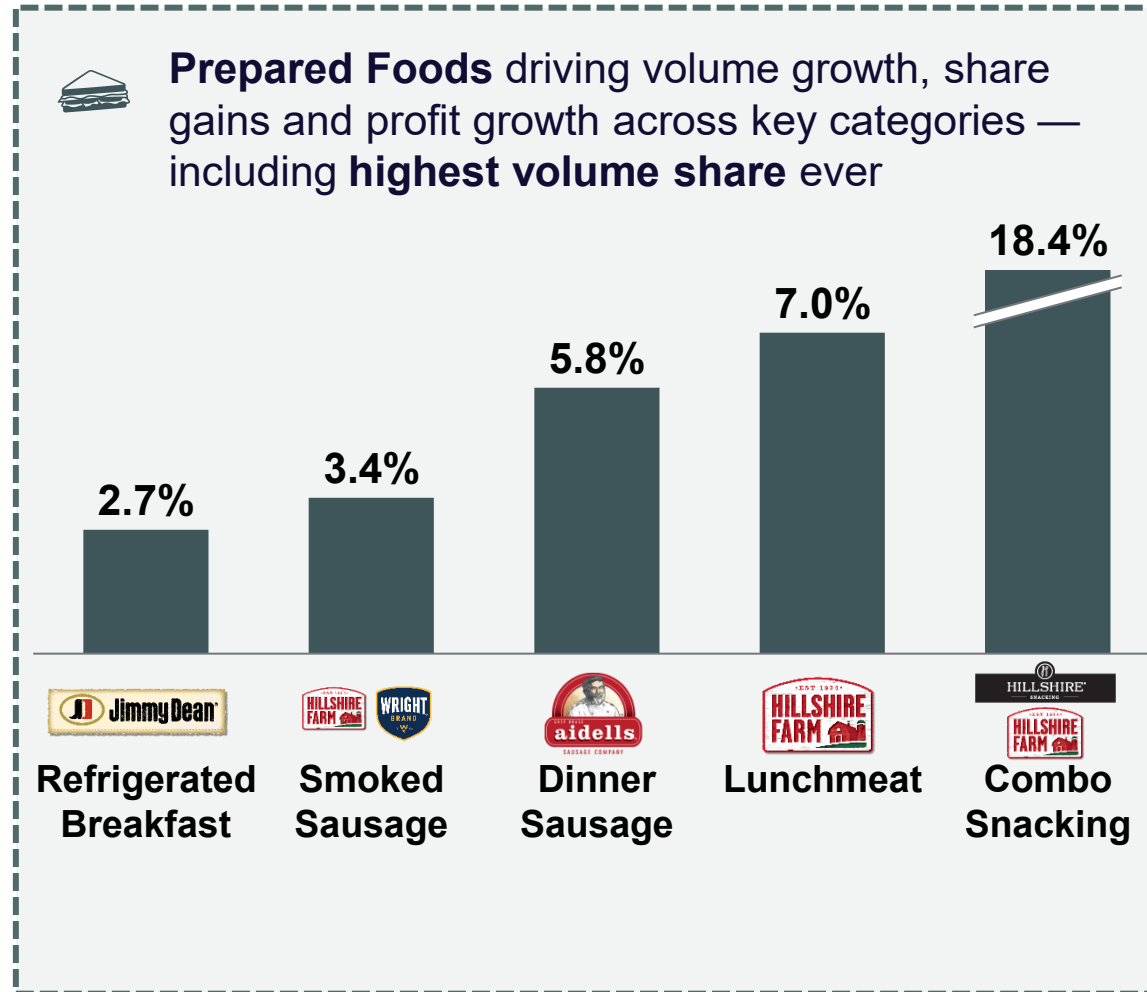
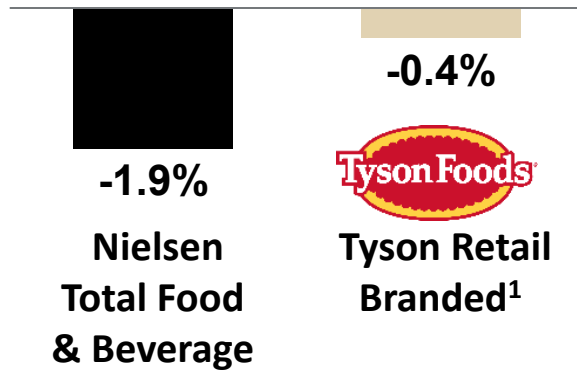
¹ Adjusted operating income is a non-GAAP financial measure. Non-GAAP financial measures are explained and reconciled to the most directly comparable GAAP financial measure in the Appendix.

Consumers Are Choosing Tyson Foods Brands



Latest 13 Week Volume % Change

Tyson Foods Retail Branded¹ portfolio **outpacing Total Food & Beverage Volume**



Source: NielsenIQ Total U.S. xAOC Fixed Weight Volume EQ and Dollar Sales FY26 Q3 Latest 13 weeks ending 06/27/26

¹Retail Branded products excluding variable weight products

²All Tyson brands including regionals

Hillshire® Brands: Built For Every Occasion



Capturing everyday, snacking and elevated eating occasions to reach new customers with multi-tier offering



Hillshire Farm®

TRUSTED
HOUSEHOLD STAPLE



Hillshire® Snacking

PREMIUM SNACKING
ON-THE-GO



Hillshire Reserve™

CRAFT-INSPIRED
PREMIUM TRADE-UP



PROTEIN FOCUSED

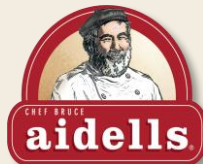


BOLD FLAVORS

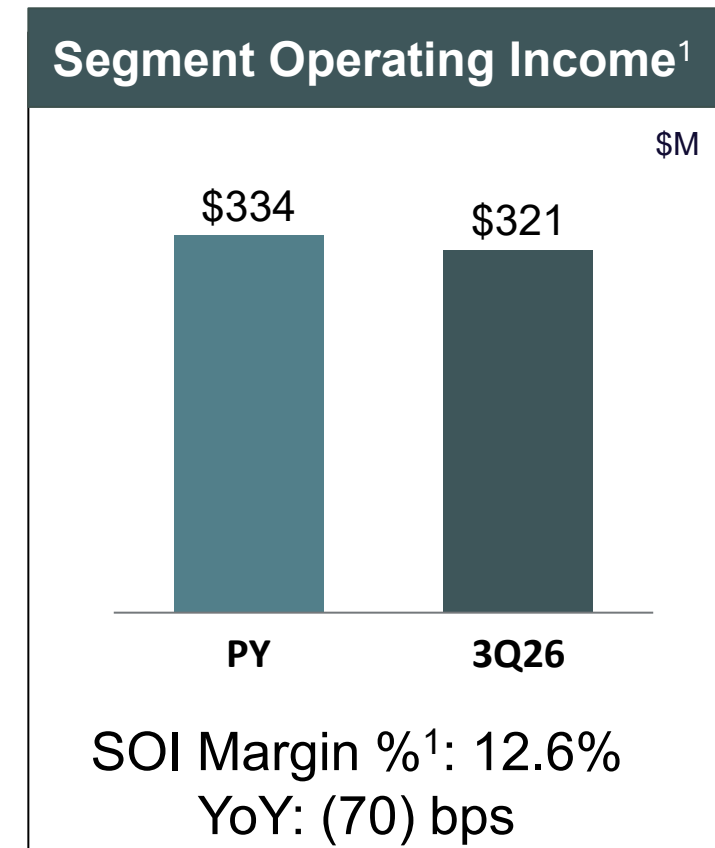
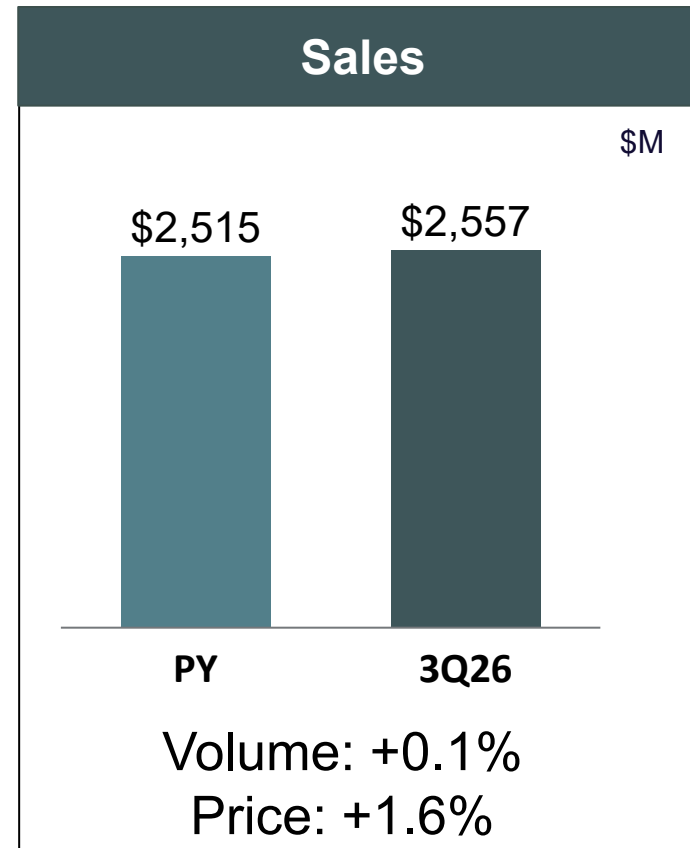


EVERYDAY CONVENIENCE

Share Growth in Prepared Foods



- We gained share in volume, dollars and units
- Strong retail brand performance outpacing category in volume and dollars, leading to share growth

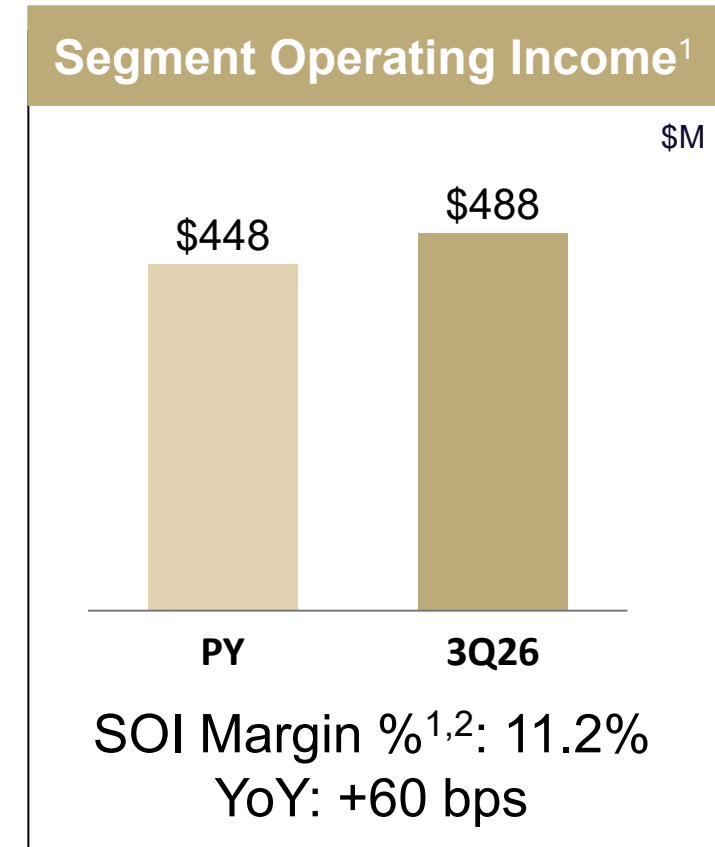
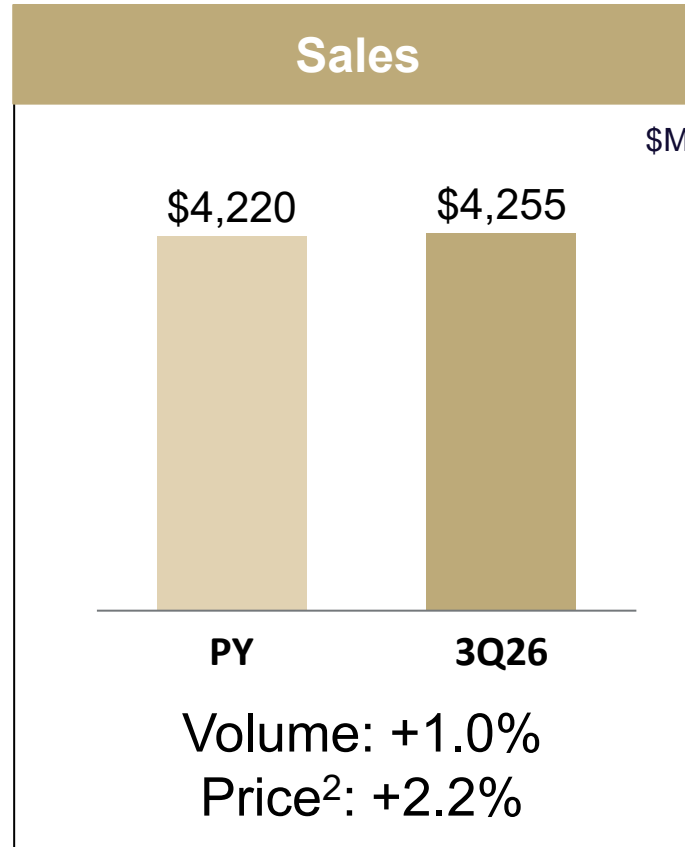


¹ Segment operating income (SOI), as adjusted, is a non-GAAP financial measure. Non-GAAP financial measures are explained and reconciled to the most directly comparable GAAP financial measure in the Appendix.



Strong Momentum in Chicken

- Seventh consecutive quarter of year-over-year volume and sales gains
- Strong end-to-end execution across controllables—from live performance to supply chain discipline
- Differentiated chicken model



¹ Segment operating income (SOI), as adjusted, is a non-GAAP financial measure. Non-GAAP financial measures are explained and reconciled to the most directly comparable GAAP financial measure in the Appendix.

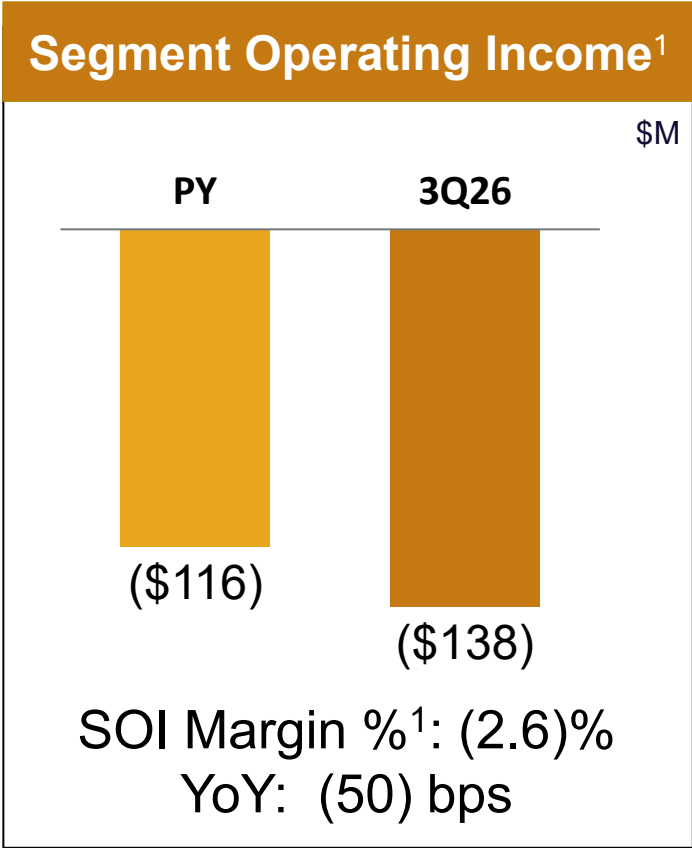
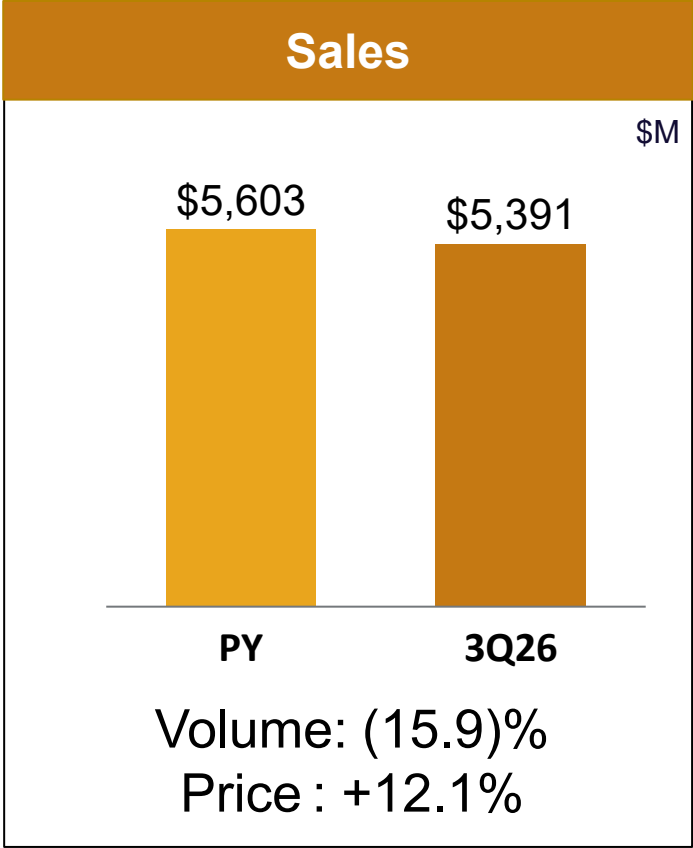
² Average Sales Price Change and SOI%, as adjusted (Non-GAAP), exclude the impact of a \$98 million legal contingency accrual recognized as a reduction to Sales in the third quarter of fiscal 2026.



Challenging Beef Market Continues



- Margins pressured by higher cattle costs, driven by lower cattle availability
- Disciplined execution and controllable actions

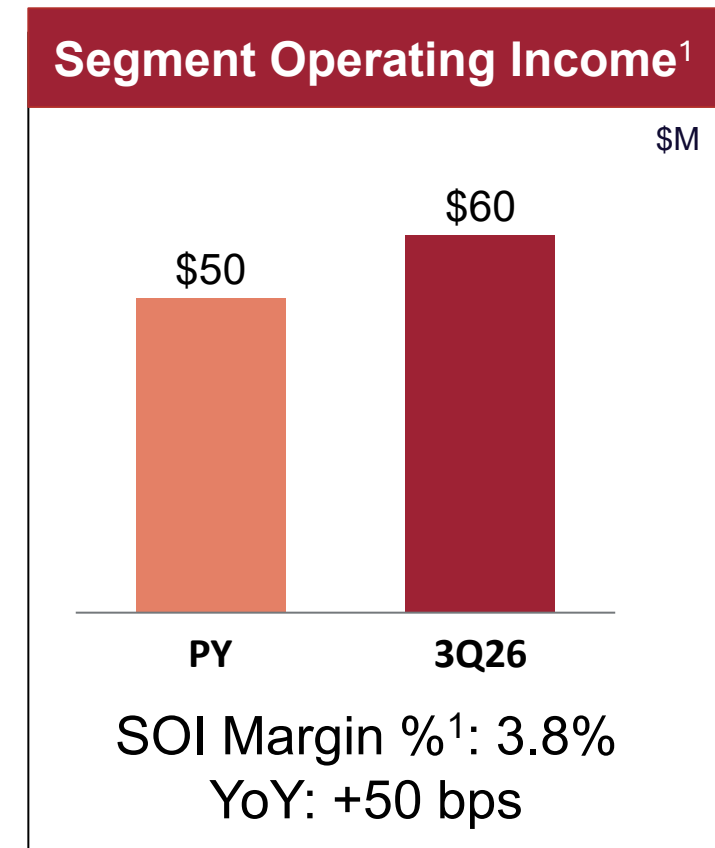
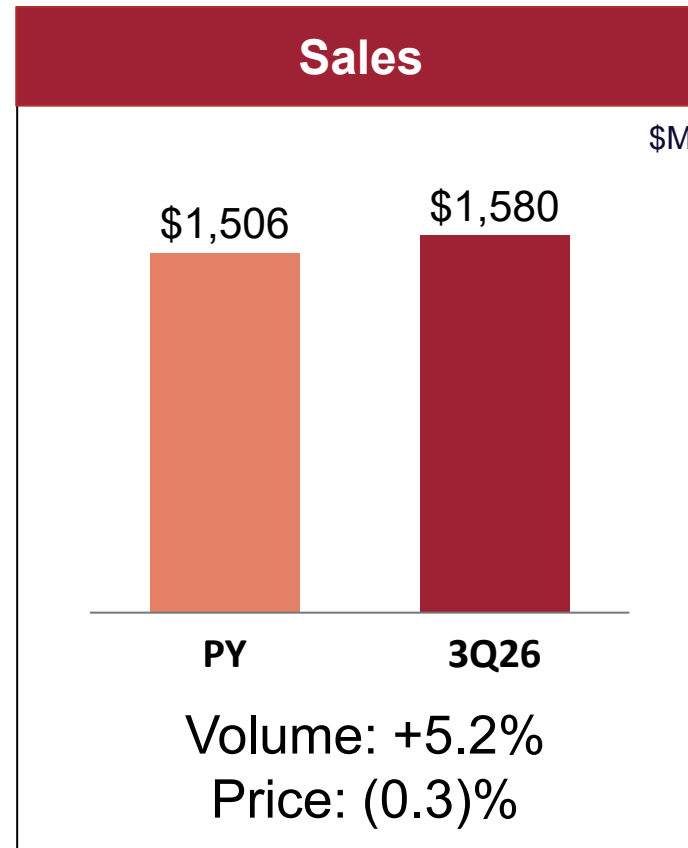


¹ Segment operating income (SOI), as adjusted, is a non-GAAP financial measure. Non-GAAP financial measures are explained and reconciled to the most directly comparable GAAP financial measure in the Appendix.



Sustained Strength in Pork

- Sales increase driven by strong demand and adequate hog supplies
- Raw material utilization supporting Prepared Foods growth and pork strategy



¹ Segment operating income (SOI), as adjusted, is a non-GAAP financial measure. Non-GAAP financial measures are explained and reconciled to the most directly comparable GAAP financial measure in the Appendix.



Resilient Portfolio, Dynamic Environment

Resilient Consumer Demand

Protein-centric foods winning consideration across a pressured consumer environment.



Outpacing the Category

Tyson's Retail and Foodservice performance outpacing broader food and beverage.

Scale as a Competitive Advantage

Brand strength and scale position us to serve customers effectively and grow.



Disciplined Investment

Investing in brand, innovation and operations to drive long-term shareholder value.



Strong Foundation... ...Clear Path Forward

Building Momentum

Strong Q3 execution reinforces confidence in our ability to grow and improve across operational and controllable aspects of the business in 2026 and beyond.

Strategic Customer Focus

Customer-centric approach driving volume gains across Retail and Foodservice, delivering value to shareholders.

Portfolio Diversity

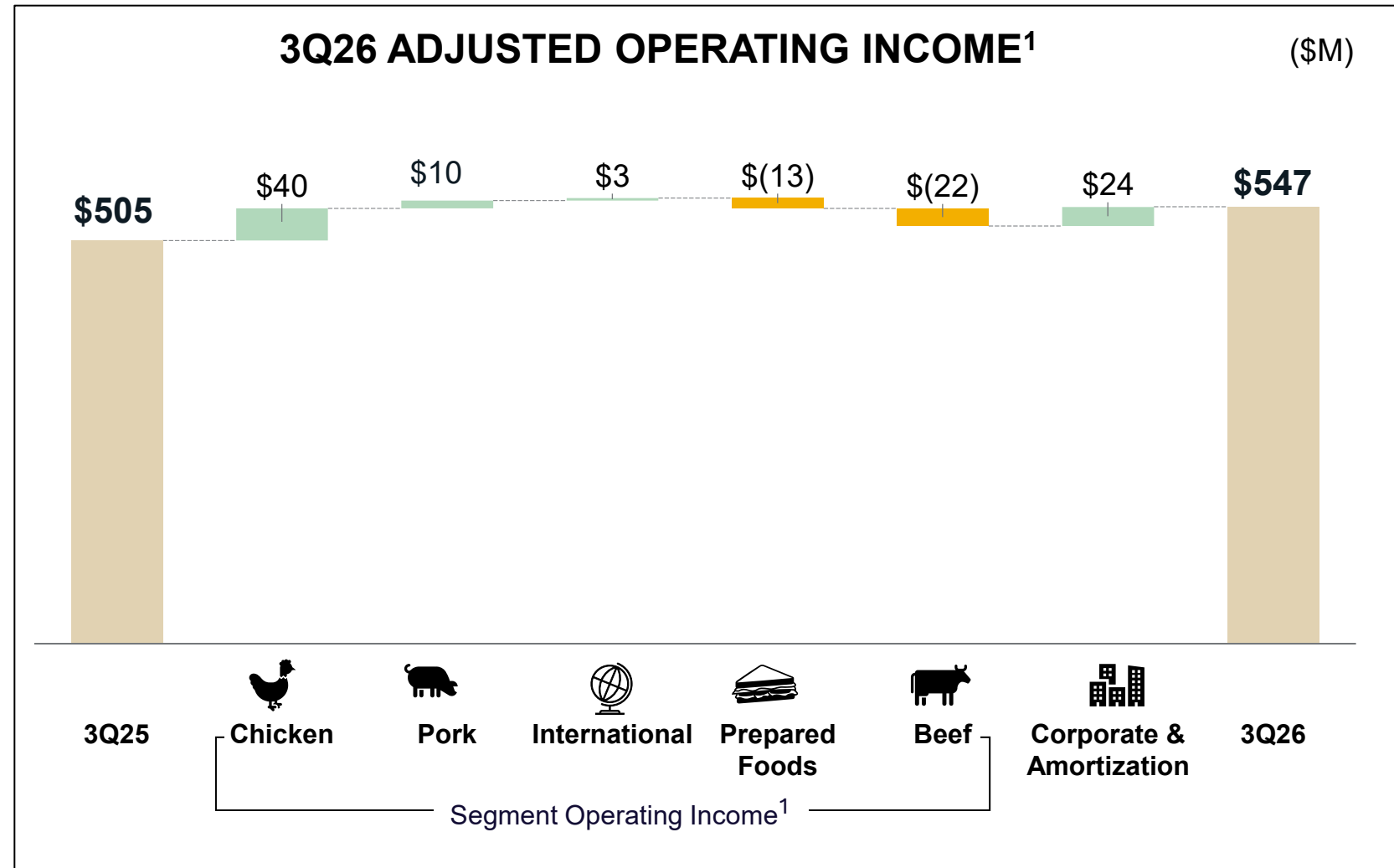
With protein remaining a clear consumer priority, our diverse multi-protein portfolio and iconic brands enable strategic customer partnerships and category expansion across economic cycles.



Enterprise Sales, AOI¹ and EPS Performance

3Q26 vs Comparable Prior Year Period

in \$m, except EPS (in \$ per share)			3Q26
Sales	\$13,868	0.6% ² vs PY	
AOI ¹	\$547	8.3% vs PY	
AOI Margin ¹	3.9%	30bps vs PY	
Adjusted EPS ¹	\$0.99	8.8% vs PY	



¹ Adjusted operating income (AOI), Adjusted AOI margin, Segment operating income (SOI), as adjusted, and Adjusted EPS are non-GAAP financial measures. Non-GAAP financial measures are explained and reconciled to the most directly comparable GAAP financial measure in the Appendix..

² Sales of \$13,868 million, down 0.1% from prior year; Sales up 0.6% excluding the impact of a legal contingency accrual of \$98 million recognized as a reduction to Sales in the third quarter of fiscal 2026.

Strong Cash Management and Improving Financial Position

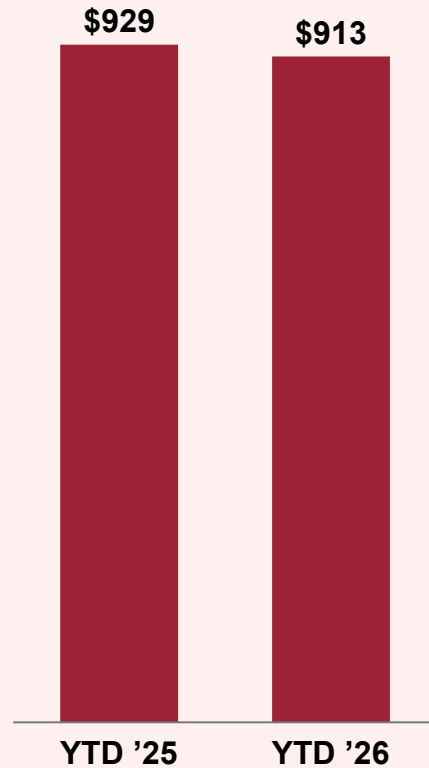
Build Financial Strength

Invest in our Business

Return Cash to Shareholders

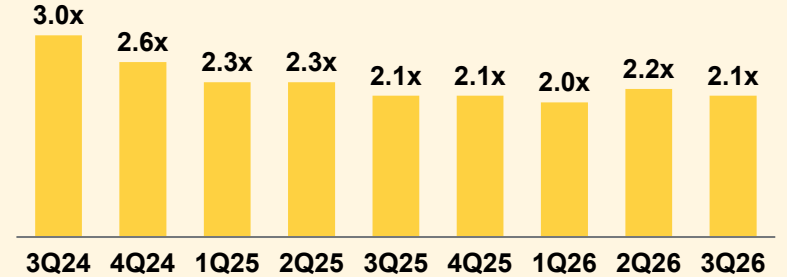
FREE CASH FLOW ¹

\$M



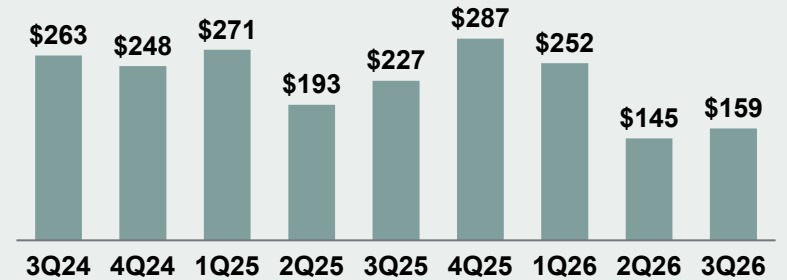
Leverage ratio at
2.1x

(Net Debt/Adj. LTM EBITDA)¹



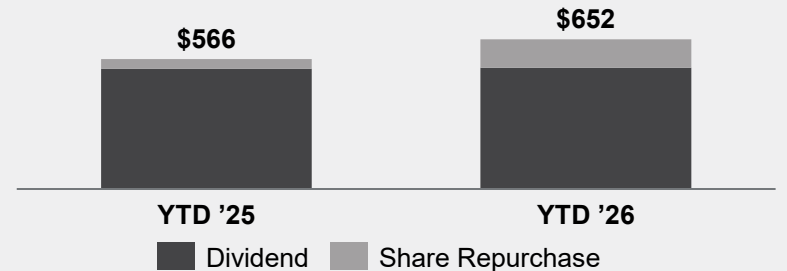
YTD Capital expenditures at
~\$556M

\$M



Increased **cash to shareholders** through dividends and share repurchases

\$M



¹ Represents a non-GAAP financial measure. Non-GAAP financial measures are explained and reconciled to the most directly comparable GAAP financial measure in the Appendix.

FY26 Guidance¹



Sales Growth	2.5% – 3.5%
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Total AOI¹	\$2.1 – 2.3B
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Net Interest Expense	~\$365M
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Adjusted Tax Rate¹	~25%
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Capital Expenditures	\$0.7 – \$0.9B
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Free Cash Flow¹	\$1.3 – 1.7B
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SOI¹ Guidance

	Prepared Foods	\$1.3 – 1.35B
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	Chicken	\$1.90 – 2.05B
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	Beef	\$(650) – (500)M
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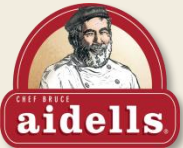
	Pork	\$250 – 300M
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	International	\$150 – 200M
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	Corporate & Amortization	\$(950) – (975)M
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¹ As our accounting cycle results in a 53-week year in fiscal 2026, as compared to a 52-week year in fiscal 2025, the fiscal 2026 outlook is based on a comparable 52-week year. The Company is not able to reconcile its full-year fiscal 2026 projected adjusted results to its fiscal 2026 projected GAAP results because certain information necessary to calculate such measures on a GAAP basis is unavailable or dependent on the timing of future events outside of our control. Therefore, because of the uncertainty and variability of the nature of the number of future adjustments, such as legal contingency accruals and other items which could be significant, the Company is unable to provide a reconciliation for these forward-looking non-GAAP measures without unreasonable effort. Segment operating income (SOI), as adjusted, adjusted operating income (AOI), adjusted tax rate and Free Cash Flow are non-GAAP financial measures and should not be considered a substitute for operating income, operating margin, effective tax rate or any other measures of financial performance reported in accordance with GAAP. Investors should rely primarily on the Company's GAAP results and use non-GAAP financial measures only supplementally in making investment decisions.

Built For Long-Term Growth



- ✓ Year-to-date FY26 demonstrates strength of our diversified portfolio
- ✓ Uniquely positioned to capitalize on protein demand as our strategy and consumer preferences continue favoring real food
- ✓ Growth-focused execution and disciplined capital allocation driving shareholder value in 2026 and beyond

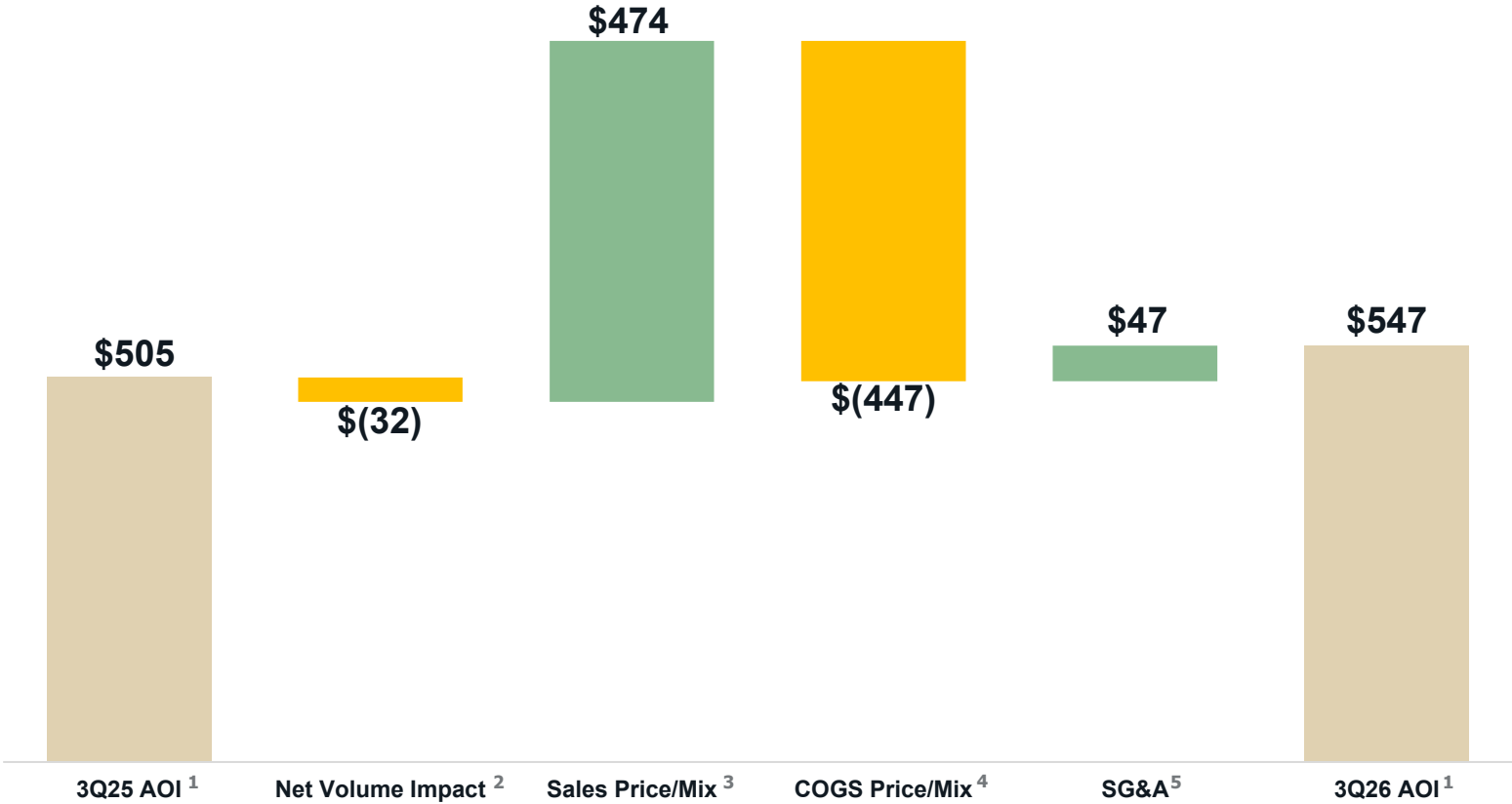


Appendix

AOI Bridge by P&L Items

3Q26 vs Comparable Prior Year Period

\$ in millions



1 Represents a non-GAAP financial measure. Non-GAAP financial measures are explained and reconciled to the most directly comparable GAAP financial measure in the Appendix.

2 Represents the net impact of the change in Sales and change in COGS attributable to decreased sales volumes.

3 Excludes the impact of a \$98 million legal contingency accrual in the third quarter of fiscal 2026.

4 Excludes the impacts of \$14 million of restructuring and related charges in the third quarter of fiscal 2026, and \$83 million of restructuring and related gains, net of charges, \$14 million of production facility fire insurance proceeds, net of costs, and \$6 million of plant closure and disposal income, net of charges, in the third quarter of fiscal 2025.

5 Excludes the impacts of \$73 million in executive leadership transition charges in the third quarter of fiscal 2026 and \$5 million of brand and product line discontinuations in the third quarter of fiscal 2025.

Non-GAAP Financial Measures

Adjusted Operating Income (Loss), Adjusted Income before Income Taxes, Adjusted Income Tax Expense, Adjusted Net Income Attributable to Tyson and Adjusted EPS, EBITDA, Adjusted EBITDA, net debt to EBITDA, net debt to Adjusted EBITDA, Segment Operating Income (Loss), As Adjusted, Corporate Expenses, As Adjusted, Amortization, As Adjusted, and Free Cash Flow are presented as supplemental financial measures in the evaluation of our business that are not required by, or presented in accordance with GAAP. The non-GAAP financial measures are tools intended to assist our management and investors in comparing our performance on a consistent basis for purposes of business decision-making by removing the impact of certain items that management believes do not directly reflect our core operations on an ongoing basis. These non-GAAP measures should not be a substitute for their comparable GAAP financial measures. Investors should rely primarily on our GAAP results and use non-GAAP financial measures only supplementally in making investment decisions. We believe the presentation of these non-GAAP financial measures helps management and investors to assess our operating performance from period to period, including our ability to generate earnings sufficient to service our debt, enhances understanding of our financial performance and highlights operational trends. These measures are widely used by investors and rating agencies in the valuation, comparison, rating and investment recommendations of companies. Our calculation of non-GAAP measures may not be comparable to similarly titled measures reported by other companies and other companies may not define these non-GAAP financial measures in the same way, which may limit their usefulness of comparative measures.

Definitions

EBITDA is defined as net income before interest, income taxes, depreciation and amortization. Net debt to EBITDA (Adjusted EBITDA) represents the ratio of our debt, net of cash, cash equivalents and short-term investments, to EBITDA (and to Adjusted EBITDA). EBITDA, Adjusted EBITDA, net debt to EBITDA and net debt to Adjusted EBITDA are presented as supplemental financial measurements in the evaluation of our business.

Adjusted EBITDA, Adjusted Operating Income (Loss), Adjusted Income (Loss) before Income Taxes, Adjusted Income Tax Expense (Benefit), Adjusted Net Income (Loss) Attributable to Tyson and Adjusted EPS are defined as EBITDA, Operating Income (Loss), Income (Loss) before Income Taxes, Income Tax Expense (Benefit), Net Income (Loss) Attributable to Tyson and diluted earnings per share, respectively, excluding the impacts of any items that management believes do not directly reflect our core operations on an ongoing basis.

Non-GAAP Financial Measures (Continued)

Definitions

Segment Operating Income (Loss) is defined as Operating Income (Loss) less corporate expenses and amortization. Corporate expenses are unallocated general and administrative costs, including the costs of corporate functions, that are shared across multiple segments. Amortization includes amortization generated from intangible assets including brands and trademarks, customer relationships, supply arrangements, patents and intellectual property, land use rights and software.

Segment Operating Income (Loss), As Adjusted is defined as Segment Operating Income (Loss) less the impact of items affecting comparability, which in management's judgment, affect the year-to-year assessment of operating results. Items affecting comparability include restructuring and related charges (including network optimization), plant closure and disposal charges (net of gains), goodwill and intangible impairments, brand and product line discontinuations, facility fire related costs (net of insurance proceeds), and certain non-ordinary course legal, regulatory and other matters.

Corporate Expenses, As Adjusted is defined as Corporate Expenses less the impact of items affecting comparability, which in management's judgment, affect the year-to-year assessment of operating results. Items affecting comparability include restructuring and related charges (including network optimization), corporate asset disposal charges (net of gains) and certain non-ordinary course legal, regulatory and other matters.

Amortization, As Adjusted is defined as Amortization less the impact of items affecting comparability, which in management's judgment, affect the year-to-year assessment of operating results. Items affecting comparability include accelerated amortization related to the discontinuance of intangible assets.

Free Cash Flow is defined as Cash Provided by Operating Activities minus payments for Property, Plant and Equipment.

GAAP Results to Non-GAAP Results Reconciliations

\$ in millions, except per share data (Unaudited)

Results for the third quarter ended June 27, 2026										
	Sales	Cost of Sales	Selling, General and Administrative	Goodwill Impairment	Operating Income	Other (Income) Expense	Income before Income Taxes	Income Tax Expense	Net Income Attributable to Tyson	EPS Impact
GAAP Results					\$ 362	\$	266	\$ 80	\$ 182	\$ 0.52
Restructuring and related charges ¹	-	14	-	-	14	18	32	8	24	0.06
Legal contingency accruals	98	-	-	-	98	-	98	25	73	0.20
Executive leadership transition charges ²	-	-	73	-	73	-	73	-	73	0.21
Adjusted Non-GAAP Results					\$ 547	\$	469	\$ 113	\$ 352	\$ 0.99

Results for the third quarter ended June 28, 2025										
	Sales	Cost of Sales	Selling, General and Administrative	Goodwill Impairment	Operating Income	Other (Income) Expense	Income before Income Taxes	Income Tax Expense	Net Income Attributable to Tyson	EPS Impact
GAAP Results					\$ 260	\$	193	\$ 124	\$ 61	\$ 0.17
Facility fire related costs (insurance proceeds) ³	-	(14)	-	-	(14)	-	(14)	-	(14)	(0.04)
Brand and product line discontinuations	-	-	5	-	5	-	5	1	4	0.01
Restructuring and related charges ¹	-	(83)	-	-	(83)	-	(83)	(18)	(65)	(0.18)
Plant closure and disposal charges ⁴	-	(6)	-	-	(6)	-	(6)	(1)	(4)	(0.01)
Goodwill and intangible impairments	-	-	-	343	343	-	343	-	343	0.96
Adjusted Non-GAAP Results					\$ 505	\$	438	\$ 106	\$ 325	\$ 0.91

¹ Includes the Network Optimization Plan that commenced in fiscal 2025.

² Includes severance costs and other one-time payments associated with the executive leadership transition announced in the third quarter of fiscal 2026.

³ Relates to a fire at a Chicken production facility in the fourth quarter of fiscal 2021, and a fire at our production facility in the Netherlands in the first quarter of fiscal 2024 that we subsequently decided to sell.

⁴ Includes the China plant relocation remuneration and related EPS impact, net of \$1 million associated with Net Income (Loss) Attributable to Noncontrolling Interests.

Segment Operating Income (Loss), As Adjusted and Adjusted Operating Income (Loss) Non-GAAP Reconciliations



\$ in millions (Unaudited)

Results for the third quarter ended June 27, 2026									
	Segment Operating Income (Loss)						Operating Income (Loss)		
	Beef	Pork	Chicken	Prepared Foods	International	Total	Corporate Expenses	Amortization	Total
As Reported	\$ (142)	\$ 60	\$ 389	\$ 312	\$ 48	\$ 667	\$ (251)	\$ (54)	362
Add: Restructuring and related charges ¹	4	-	1	9	-	14	-	-	14
Add: Legal contingency accruals	-	-	98	-	-	98	-	-	98
Add: Executive leadership transition charges ²	-	-	-	-	-	-	73	-	73
As Adjusted	\$ (138)	\$ 60	\$ 488	\$ 321	\$ 48	\$ 779	\$ (178)	\$ (54)	\$ 547

Results for the third quarter ended June 28, 2025									
	Segment Operating Income (Loss)						Operating Income (Loss)		
	Beef	Pork	Chicken	Prepared Foods	International	Total	Corporate Expenses	Amortization	Total
As Reported	\$ (459)	\$ 50	\$ 475	\$ 390	\$ 65	\$ 521	\$ (197)	\$ (64)	260
Less: Facility fire related costs (insurance proceeds) ³	-	-	-	-	(14)	(14)	-	-	(14)
Add: Brand and product line discontinuations	-	-	-	-	-	-	-	5	5
Add: Restructuring and related charges ¹	-	-	(27)	(56)	-	(83)	-	-	(83)
Add Plant closure and disposal charges	-	-	-	-	(6)	(6)	-	-	(6)
Add Goodwill and intangible impairments	343	-	-	-	-	343	-	-	343
As Adjusted	\$ (116)	\$ 50	\$ 448	\$ 334	\$ 45	\$ 761	\$ (197)	\$ (59)	\$ 505

¹ Includes the Network Optimization Plan that commenced in fiscal 2025.

² Includes severance costs and other one-time payments associated with the executive leadership transition announced in the third quarter of fiscal 2026.

³ Relates to a fire at a Chicken production facility in the fourth quarter of fiscal 2021, and a fire at our production facility in the Netherlands in the first quarter of fiscal 2024 that we subsequently decided to sell.



EBITDA and Adjusted EBITDA Non-GAAP Reconciliations

\$ in millions (Unaudited)

	Nine Months Ended		Fiscal Year Ended	Twelve Months Ended
	June 27, 2026	June 28, 2025	September 27, 2025	June 27, 2026
Net income	\$ 540	\$ 449	\$ 507	\$ 598
Less: Interest income	(27)	(57)	(73)	(43)
Add: Interest expense	299	343	449	405
Add: Income tax expense	212	252	262	222
Add: Depreciation	885	828	1,093	1,150
Add: Amortization ¹	162	193	257	226
EBITDA	<u>\$ 2,071</u>	<u>\$ 2,008</u>	<u>\$ 2,495</u>	<u>\$ 2,558</u>
Adjustments to EBITDA:				
(Less): Facility fire related costs (insurance proceeds) ²	\$ -	\$ (21)	\$ (36)	\$ (15)
Add: Brand and product line discontinuations	-	17	23	6
Add: Restructuring and related charges ³	195	33	45	207
Add: Legal contingency accruals ⁴	269	343	738	664
Add: Plant closure and disposal charges	-	17	17	-
Add: Goodwill and intangible impairments	-	343	343	-
Add: Product recall	-	-	41	41
Add: Impairment of equity investments	73	-	28	101
Add: Executive leadership transition charges ⁵	73	-	-	73
Less: Depreciation and amortization included in EBITDA adjustments ⁶	(100)	(56)	(62)	(106)
Total Adjusted EBITDA	<u>\$ 2,581</u>	<u>\$ 2,684</u>	<u>\$ 3,632</u>	<u>\$ 3,529</u>
Total gross debt				
			\$ 8,830	\$ 8,006
Less: Cash and cash equivalents			(1,229)	(740)
Less: Short-term investments			-	-
Total net debt			<u>\$ 7,601</u>	<u>\$ 7,266</u>
Ratio Calculations:				
Gross debt/EBITDA			3.5x	3.1x
Net debt/EBITDA			3.0x	2.8x
Gross debt/Adjusted EBITDA			2.4x	2.3x
Net debt/Adjusted EBITDA			2.1x	2.1x

1 Excludes the amortization of debt issuance and debt discount expense of \$8 million for the nine months ended June 27, 2026, \$8 million for the nine months ended June 28, 2025, \$11 million for the fiscal year ended September 27, 2025 and \$11 million for the twelve months ended June 27, 2026 as it is included in interest expense.

2 Relates to a fire at a Chicken production facility in the fourth quarter of fiscal 2021, and a fire at our production facility in the Netherlands in the first quarter of fiscal 2024 that we subsequently decided to sell.

3 Includes the Network Optimization Plan that commenced in fiscal 2025.

4 Includes charges of \$5 million, \$40 million and \$45 million related to the 2015 sale of our Mexico operation for the nine months ended June 27, 2026, the fiscal year ended September 27, 2025 and the twelve months ended June 27, 2026, respectively.

5 Includes severance costs and other one-time payments associated with the executive leadership transition announced in the third quarter of fiscal 2026.

6 Removal of accelerated depreciation of \$100 million, \$39 million, \$39 million and \$100 million related to restructuring and related charges for the nine months ended June 27, 2026, the nine months ended June 28, 2025, the fiscal year ended September 27, 2025 and the twelve months ended June 27, 2026, respectively, as they are already included in depreciation expense. Removal of accelerated amortization of \$17 million, \$23 million and \$6 million related to brand discontinuation for the nine months ended June 28, 2025, the fiscal year ended September 27, 2025 and the twelve months ended June 27, 2026, respectively, as they are already included in amortization expense.



EBITDA and Adjusted EBITDA Non-GAAP Reconciliations

\$ in millions (Unaudited)

	Six Months		Fiscal Year Ended		Twelve Months Ended	
	March 28, 2026	March 29, 2025	September 27, 2025	March 28, 2026		
Net income	\$ 354	\$ 380	\$ 507	\$ 481		
Less: Interest income	(21)	(42)	(73)	(52)		
Add: Interest expense	201	230	449	420		
Add: Income tax expense	132	128	262	266		
Add: Depreciation	612	566	1,093	1,139		
Add: Amortization ¹	108	129	257	236		
EBITDA	\$ 1,386	\$ 1,391	\$ 2,495	\$ 2,490		
Adjustments to EBITDA:						
(Less): Facility fire related costs (insurance proceeds) ²	\$ -	\$ (7)	\$ (36)	\$ (29)		
Add: Brand and product line discontinuations	-	12	23	11		
Add: Restructuring and related charges ³	163	116	45	92		
Add: Legal contingency accruals ⁴	171	343	738	566		
Add: Plant closure and disposal charges	-	23	17	(6)		
Add: Goodwill and intangible impairments	-	-	343	343		
Add: Product recall	-	-	41	41		
Add: Impairment of equity investments	73	-	28	101		
Less: Depreciation and amortization included in EBITDA adjustments ⁵	(90)	(51)	(62)	(101)		
Total Adjusted EBITDA	\$ 1,703	\$ 1,827	\$ 3,632	\$ 3,508		
Total gross debt						
			\$ 8,830	\$ 8,083		
Less: Cash and cash equivalents			(1,229)	(500)		
Less: Short-term investments			-	-		
Total net debt			\$ 7,601	\$ 7,583		
Ratio Calculations:						
Gross debt/EBITDA			3.5x	3.2x		
Net debt/EBITDA			3.0x	3.0x		
Gross debt/Adjusted EBITDA			2.4x	2.3x		
Net debt/Adjusted EBITDA			2.1x	2.2x		

1 Excludes the amortization of debt issuance and debt discount expense of \$6 million for the six months ended March 28, 2026, \$5 million for the six months ended March 29, 2025, \$11 million for the fiscal year ended September 27, 2025 and \$12 million for the twelve months ended March 28, 2026 as it is included in interest expense.

2 Relates to a fire at a Chicken production facility in the fourth quarter of fiscal 2021 and a fire at our production facility in the Netherlands in the first quarter of fiscal 2024 that we subsequently decided to sell.

3 Includes the Network Optimization Plan that commenced in fiscal 2025.

4 Includes charges of \$5 million, \$40 million and \$45 million related to the 2015 sale of our Mexico operation for the six months ended March 28, 2026, the fiscal year ended September 27, 2025 and the twelve months ended March 28, 2026, respectively.

5 Removal of accelerated depreciation of \$90 million, \$39 million, \$39 million and \$90 million related to restructuring and related charges for the six months ended March 28, 2026, the six months ended March 29, 2025, the fiscal year ended September 27, 2025 and the twelve months ended March 28, 2026, respectively, as they are already included in depreciation expense. Removal of accelerated amortization of \$12 million, \$23 million and \$11 million related to brand discontinuation for the six months ended March 29, 2025, the fiscal year ended September 27, 2025 and the twelve months ended March 28, 2026, respectively, as they are already included in amortization expense.



EBITDA and Adjusted EBITDA Non-GAAP Reconciliations

\$ in millions (Unaudited)

	Three Months Ended		Fiscal Year Ended		Twelve Months Ended	
	December 27, 2025	December 28, 2024	September 27, 2025	December 27, 2025		
Net income	\$ 90	\$ 366	\$ 507	\$ 231		
Less: Interest income	(13)	(25)	(73)	(61)		
Add: Interest expense	104	120	449	433		
Add: Income tax expense	37	112	262	187		
Add: Depreciation	319	281	1,093	1,131		
Add: Amortization ¹	54	64	257	247		
EBITDA	<u>\$ 591</u>	<u>\$ 918</u>	<u>\$ 2,495</u>	<u>\$ 2,168</u>		
Adjustments to EBITDA:						
(Less): Facility fire related costs (insurance proceeds) ²	\$ -	\$ (7)	\$ (36)	\$ (29)		
Add: Brand and product line discontinuations	-	6	23	17		
Add: Restructuring and related charges ³	117	73	45	89		
Add: Legal contingency accruals ⁴	155	-	738	893		
Add: Plant closure and disposal charges	-	-	17	17		
Add: Goodwill and intangible impairments	-	-	343	343		
Add: Product recall	-	-	41	41		
Add: Impairment of equity investments	73	-	28	101		
Less: Depreciation and amortization included in EBITDA adjustments ⁵	(57)	(29)	(62)	(90)		
Total Adjusted EBITDA	<u>\$ 879</u>	<u>\$ 961</u>	<u>\$ 3,632</u>	<u>\$ 3,550</u>		
Total gross debt						
			\$ 8,830	\$ 8,362		
Less: Cash and cash equivalents			(1,229)	(1,278)		
Less: Short-term investments			-	-		
Total net debt			<u>\$ 7,601</u>	<u>\$ 7,084</u>		
Ratio Calculations:						
Gross debt/EBITDA			3.5x	3.9x		
Net debt/EBITDA			3.0x	3.3x		
Gross debt/Adjusted EBITDA			2.4x	2.4x		
Net debt/Adjusted EBITDA			2.1x	2.0x		

1 Excludes the amortization of debt issuance and debt discount expense of \$3 million for the three months ended December 27, 2025 and December 28, 2024 and \$11 million for the fiscal year ended September 27, 2025 and the twelve months ended December 27, 2025 as it is included in interest expense.

2 Relates to a fire at a Chicken production facility in the fourth quarter of fiscal 2021 and a fire at our production facility in the Netherlands in the first quarter of fiscal 204 that we subsequently decided to sell.

3 Includes the Network Optimization Plan that commenced in fiscal 2025.

4 Includes charges of \$5 million, \$40 million and \$45 million related to the 2015 sale of our Mexico operation for the three months ended December 27, 2025, the fiscal year ended September 27, 2025 and the twelve months ended December 27, 2025, respectively.

5 Removal of accelerated depreciation of \$57 million, \$23 million, \$39 million and \$73 million related to restructuring and related charges for the three months ended December 27, 2025, the three months ended December 28, 2024, the fiscal year ended September 27, 2025 and the twelve months ended December 27, 2025, respectively, as they are already included in depreciation expense. Removal of accelerated amortization of \$6 million, \$23 million and \$17 million related to brand discontinuation for the three months ended December 28, 2024, the fiscal year ended September 27, 2025 and the twelve months ended December 27, 2025, respectively, as they are already included in amortization expense.



EBITDA and Adjusted EBITDA Non-GAAP Reconciliations

\$ in millions (Unaudited)

	Nine Months Ended		Fiscal Year Ended	Twelve Months Ended
	June 28, 2025	June 29, 2024	September 28, 2024	June 28, 2025
Net income	\$ 449	\$ 458	\$ 822	\$ 813
Less: Interest income	(57)	(60)	(89)	(86)
Add: Interest expense	343	351	481	473
Add: Income tax expense	252	159	270	363
Add: Depreciation	828	902	1,159	1,085
Add: Amortization ¹	193	171	229	251
EBITDA	<u>\$ 2,008</u>	<u>\$ 1,981</u>	<u>\$ 2,872</u>	<u>\$ 2,899</u>
Adjustments to EBITDA:				
Add/(Less): Facility fire related costs (insurance proceeds) ²	\$ (21)	\$ 61	\$ (18)	\$ (100)
Add: Brand and product line discontinuations	17	-	8	25
Add: Restructuring and related charges ³	33	31	31	33
Add: Legal contingency accruals	343	174	174	343
Add: Plant closure and disposal charges ⁴	17	155	182	44
Add: Goodwill and intangible impairments	343	-	-	343
Less: Depreciation and amortization included in EBITDA adjustments ⁵	(56)	(127)	(129)	(58)
Total Adjusted EBITDA	<u>\$ 2,684</u>	<u>\$ 2,275</u>	<u>\$ 3,120</u>	<u>\$ 3,529</u>
Total gross debt				
			\$ 9,787	\$ 9,065
Less: Cash and cash equivalents			(1,717)	(1,547)
Less: Short-term investments			(10)	(1)
Total net debt			<u>\$ 8,060</u>	<u>\$ 7,517</u>
Ratio Calculations:				
Gross debt/EBITDA			3.4x	3.1x
Net debt/EBITDA			2.8x	2.6x
Gross debt/Adjusted EBITDA			3.1x	2.6x
Net debt/Adjusted EBITDA			2.6x	2.1x

¹ Excludes the amortization of debt issuance and debt discount expense of \$8 million for the nine months ended June 28, 2025, \$9 million for the nine months ended June 29, 2024, \$12 million for the fiscal year ended September 28, 2024 and \$11 million for the twelve months ended June 28, 2025 as it is included in interest expense.

² Relates to a fire at a Chicken production facility in the fourth quarter of fiscal 2021 and a fire at our production facility in the Netherlands in the first quarter of fiscal 204 that we subsequently decided to sell.

³ Includes the Network Optimization Plan that commenced in fiscal 2025 and gain on sale of storage facilities in the third quarter of fiscal 2025, and the 2022 Program which completed in fiscal 2024.

⁴ Includes China plant relocation remuneration and related EPS impact, net of \$1 million associated with Net Income (Loss) Attributable to Noncontrolling Interests.

⁵ Removal of accelerated depreciation of \$39 million related to network optimization plan charges for the nine and twelve months ended June 28, 2025 and \$127 million related to plant closures and disposals for the nine months ended June 29, 2024 and twelve months ended September 28, 2024 as they are already included in depreciation expense. Removal of accelerated amortization of \$17 million, \$2 million and \$19 million related to brand discontinuation for the nine months ended June 28, 2025, the twelve months ended September 28, 2024 and the twelve months ended June 28, 2025, respectively, as they are already included in amortization expense.



EBITDA and Adjusted EBITDA Non-GAAP Reconciliations

\$ in millions (Unaudited)

	Six Months Ended		Fiscal Year Ended	Twelve Months Ended
	March 29, 2025	March 30, 2024	September 28, 2024	March 29, 2025
Net income	\$ 380	\$ 262	\$ 822	\$ 940
Less: Interest income	(42)	(24)	(89)	(107)
Add: Interest expense	230	216	481	495
Add: Income tax expense	128	102	270	296
Add: Depreciation	566	602	1,159	1,123
Add: Amortization ¹	129	115	229	243
EBITDA	<u>\$ 1,391</u>	<u>\$ 1,273</u>	<u>\$ 2,872</u>	<u>\$ 2,990</u>
Adjustments to EBITDA:				
Add/(Less): Facility fire related costs (insurance proceeds) ²	\$ (7)	\$ 53	\$ (18)	\$ (78)
Add: Brand and product line discontinuations	12	-	8	20
Add: Restructuring and related charges ³	116	31	31	116
Add: Legal contingency accruals	343	73	174	444
Add: Plant closure and disposal charges	23	114	182	91
Less: Depreciation and amortization included in EBITDA adjustments ⁴	(51)	(92)	(129)	(88)
Total Adjusted EBITDA	<u>\$ 1,827</u>	<u>\$ 1,452</u>	<u>\$ 3,120</u>	<u>\$ 3,495</u>
Total gross debt			\$ 9,787	\$ 9,068
Less: Cash and cash equivalents			(1,717)	(992)
Less: Short-term investments			(10)	-
Total net debt			<u>\$ 8,060</u>	<u>\$ 8,076</u>
Ratio Calculations:				
Gross debt/EBITDA			3.4x	3.0x
Net debt/EBITDA			2.8x	2.7x
Gross debt/Adjusted EBITDA			3.1x	2.6x
Net debt/Adjusted EBITDA			2.6x	2.3x

1 Excludes the amortization of debt issuance and debt discount expense of \$5 million for the six months ended March 29, 2025 and March 30, 2024, and \$12 million for the fiscal year ended September 28, 2024 and the twelve months ended March 29, 2025 as it is included in interest expense.

2 Relates to a fire at a Chicken production facility in the fourth quarter of fiscal 2021 and a fire at our production facility in the Netherlands in the first quarter of fiscal 2024 that we subsequently decided to sell.

3 Includes the Network Optimization Plan that commenced in fiscal 2025 and the 2022 Program which completed in fiscal 2024.

4 Removal of accelerated depreciation of \$39 million related to network optimization plan charges for the six and twelve months ended March 29, 2025, \$92 million related to plant closures and disposals for the six months ended March 30, 2024, \$127 million related to plant closures and disposals for the twelve months ended September 28, 2024, and \$35 million related to plant closures and disposals for the twelve months ended March 29, 2025 as they are already included in depreciation expense. Removal of accelerated amortization of \$12 million, \$2 million and \$14 million related to brand discontinuation for the six months ended March 29, 2025, the twelve months ended September 28, 2024 and the twelve months ended March 29, 2025, respectively, as they are already included in amortization expense.



EBITDA and Adjusted EBITDA Non-GAAP Reconciliations

\$ in millions (Unaudited)

	Three Months Ended		Fiscal Year Ended	Twelve Months Ended
	December 28, 2024	December 30, 2023	September 28, 2024	December 28, 2024
Net income	\$ 366	\$ 114	\$ 822	\$ 1,074
Less: Interest income	(25)	(10)	(89)	(104)
Add: Interest expense	120	105	481	496
Add: Income tax expense	112	47	270	335
Add: Depreciation	281	312	1,159	1,128
Add: Amortization ¹	64	59	229	234
EBITDA	\$ 918	\$ 627	\$ 2,872	\$ 3,163
Adjustments to EBITDA:				
Less: Facility fire related costs (insurance proceeds) ²	\$ (7)	\$ (1)	\$ (18)	\$ (24)
Add: Brand and product line discontinuations	6	-	8	14
Add: Restructuring and related charges ³	73	30	31	74
Add: Legal contingency accruals	-	73	174	101
Add: Plant closure and disposal charges	-	75	182	107
Less: Depreciation and amortization included in EBITDA adjustments ⁴	(29)	(60)	(129)	(98)
Total Adjusted EBITDA	\$ 961	\$ 744	\$ 3,120	\$ 3,337
Total gross debt				
			\$ 9,787	\$ 9,806
Less: Cash and cash equivalents			(1,717)	(2,292)
Less: Short-term investments			(10)	(1)
Total net debt			\$ 8,060	\$ 7,513
Ratio Calculations:				
Gross debt/EBITDA			3.4x	3.1x
Net debt/EBITDA			2.8x	2.4x
Gross debt/Adjusted EBITDA			3.1x	2.9x
Net debt/Adjusted EBITDA			2.6x	2.3x

1 Excludes the amortization of debt issuance and debt discount expense of \$3 million and \$2 million for the three months ended December 28, 2024 and December 30, 2023, respectively, and \$12 million and \$13 million for the fiscal year ended September 28, 2024 and the twelve months ended December 28, 2024, respectively, as it is included in interest expense.

2 Relates to a fire at a Chicken production facility in the fourth quarter of fiscal 2021 and a fire at our production facility in the Netherlands in the first quarter of fiscal 2024 that we subsequently decided to sell.

3 Includes the Network Optimization Plan that commenced in fiscal 2025 and the 2022 Program which completed in fiscal 2024.

4 Removal of accelerated depreciation of \$23 million related to network optimization plan charges for the three and twelve months ended December 28, 2024, \$60 million related to plant closures and disposals for the three months ended December 30, 2023, \$127 million related to plant closures and disposals for the twelve months ended September 28, 2024, and \$67 million related to plant closures and disposals for the twelve months ended December 28, 2024 as they are already included in depreciation expense. Removal of accelerated amortization of \$6 million, \$2 million and \$8 million related to brand discontinuation for the three months ended December 28, 2024, the twelve months ended September 28, 2024 and the twelve months ended December 28, 2024, respectively, as they are already included in amortization expense.



EBITDA and Adjusted EBITDA Non-GAAP Reconciliations

\$ in millions, except per share data (Unaudited)

	Nine Months Ended		Fiscal Year Ended	Twelve Months Ended
	June 29, 2024	July 1, 2023	September 30, 2023	June 29, 2024
Net income (loss)	\$ 458	\$ (206)	\$ (649)	\$ 15
Less: Interest income	(60)	(22)	(30)	(68)
Add: Interest expense	351	262	355	444
Add/(Less): Income tax expense (benefit)	159	84	(29)	46
Add: Depreciation	902	762	1,100	1,240
Add: Amortization ¹	171	174	229	226
EBITDA	\$ 1,981	\$ 1,054	\$ 976	\$ 1,903
Adjustments to EBITDA:				
Add/(Less): Facility fire related costs (insurance proceeds) ²	\$ 61	\$ (79)	\$ (75)	\$ 65
Add: Brand and product line discontinuation	-	-	17	17
Add: Restructuring and related charges ³	31	93	124	62
Add: Legal contingency accruals	174	38	156	292
Add: Plant closure and disposal charges ⁴	155	107	303	351
Add: Goodwill and intangible impairments	-	448	781	333
Less: Depreciation included in EBITDA adjustments ⁵	(127)	(38)	(133)	(222)
Total Adjusted EBITDA	\$ 2,275	\$ 1,623	\$ 2,149	\$ 2,801
Total gross debt			\$ 9,506	\$ 11,021
Less: Cash and cash equivalents			(573)	(2,569)
Less: Short-term investments			(15)	(13)
Total net debt			\$ 8,918	\$ 8,439
Ratio Calculations:				
Gross debt/EBITDA			9.7x	5.8x
Net debt/EBITDA			9.1x	4.4x
Gross debt/Adjusted EBITDA			4.4x	3.9x
Net debt/Adjusted EBITDA			4.1x	3.0x

1 Excludes the amortization of debt issuance and debt discount expense of \$9 million for the nine months ended June 29, 2024, \$7 million for the nine months ended July 1, 2023, \$10 million for the fiscal year ended September 30, 2023 and \$12 million for the twelve months ended June 29, 2024 as it is included in interest expense.

2 Relates to fires at production facilities in Chicken in the fourth quarter of fiscal 2021, Beef in the fourth quarter of fiscal 2019, and our production facility in the Netherlands in the first quarter of fiscal 2024 that we subsequently decided to sell.

3 Relates to the 2022 Program which completed in fiscal 2024.

4 Includes China plant relocation remuneration.

5 Removal of accelerated depreciation of \$127 million related to plant closures and disposals for the nine months ended June 29, 2024; \$14 million related to restructuring and related charges and \$24 million related to plant closures and disposals for the nine months ended July 1, 2023; \$19 million related to restructuring and related charges and \$114 million related to plant closures and disposals for the twelve months ended September 30, 2023; and \$5 million related to restructuring and related charges and \$217 million related to plant closures and disposals for the twelve months ended June 29, 2024 as they are already included in depreciation expense.



Free Cash Flow Non-GAAP Reconciliation

\$ in millions (Unaudited)

	Nine Months Ended	
	June 27, 2026	June 28, 2025
Cash Provided by Operating Activities	\$ 1,469	\$ 1,620
Additions to property, plant and equipment	(556)	(691)
Free cash flow	\$ 913	\$ 929

Recast of Historical Segment Operating Income



Historical segment recast financials are available on our IR website (<https://ir.tyson.com>), including quarterly reconciliations for fiscal years 2023–2025 from Segment Operating Income, as reported, to Operating Income, and from Segment Operating Income, as adjusted (non-GAAP), to Adjusted Operating Income (non-GAAP).