



Brian Johnson

CEO USA



01

The Fresh Market Overview



Who We Are

Awards and Accolades

Five #1 Awards. Endless Reasons to Visit.



VOTED #1 GROCERY STORE • BAKERY • DELI
PREPARED FOOD • PRODUCE



TFM at a Glance

The Fresh Market is a premium specialty retailer with a reputation for high-quality fresh products, curated meal offerings and an enhanced, differentiated shopping experience

172

Stores



+10

New Stores Opened
LTM



2.2B

Revenue

USD



9.7%

Adjusted EBITDA
Margin

USD



29%

Private Label
Penetration



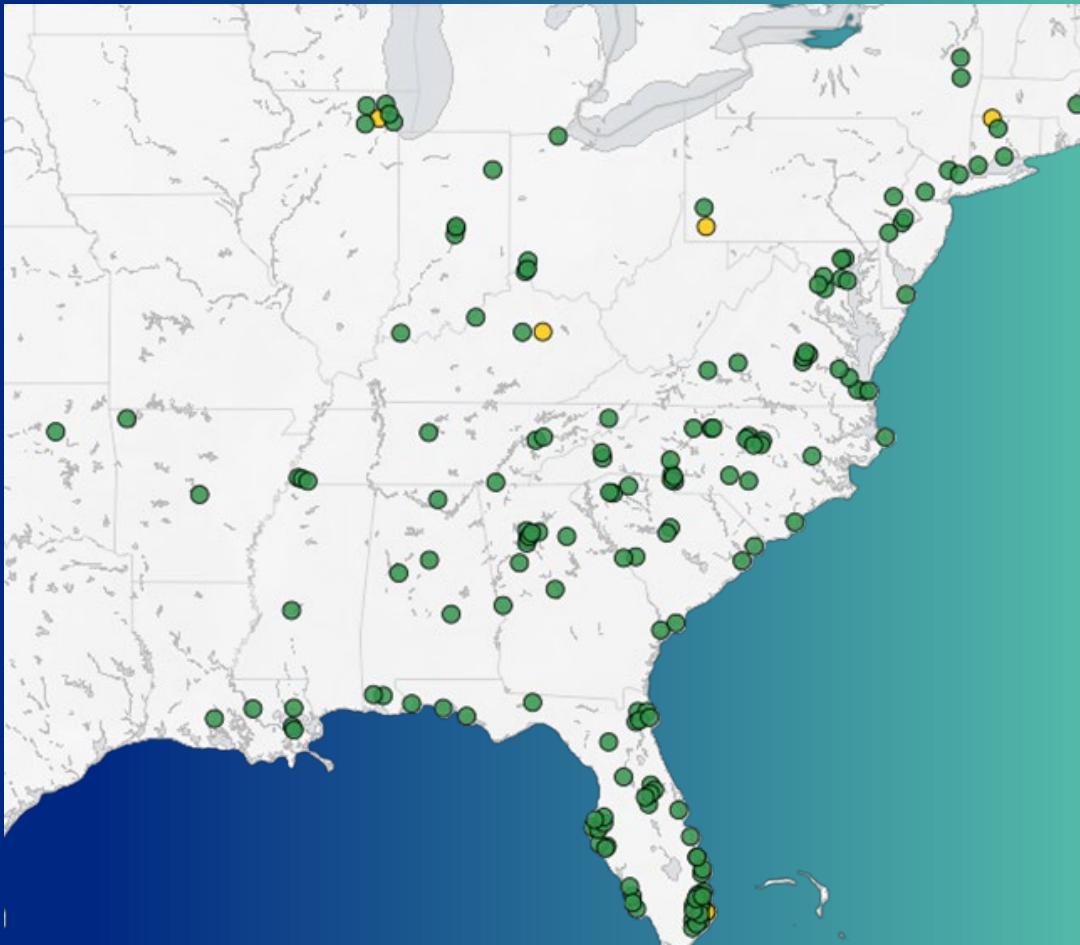
+22%

E-Commerce
Sales Growth



The Fresh Market: Our Stores

- ✓ Strong regional presence in attractive, mature markets
- ✓ Growth driven by geographic densification leveraging brand strength



Stores in 22 states



Average annual sales per sqM
~USD \$10.5k



Average store size
2,010 m²



Average basket size
USD 40

TFM Business Environment – Key Signals

Inflation:
Services Still
Elevated



**Consumer
Confidence:**
Cautious Despite
Growth



E-commerce:
Digital Is Now
Core



**Grocery
Industry:** Growth
Driven by Price,
Not Volume



What Sets Us Apart



Exceptional Guest Experience

Fresh, Highest-Quality Products

Chef-Prepared, In-Store Meals

Curated & Local Assortment



Fresh Paninis

Chef-quality meals made in-store



In-Store Made Meal Kits

Convenience without compromise



Top Grade Beef (Prime & Wagyu)

Premium Fresh Produce

Private Label

Award winning brands



Multiple honors at the Vertex Awards, a global competition recognizing excellence in packaging design

~USD 650 Million
LTM sales as of Sept-25

Differentiated, Fresh-Led Operations

Key Business Model Components



Third-Party Distribution Partners



Fresh-Led Sales Mix



Curated Product Assortment



Sustainability and Community



- ✓ ~90% of product flow through outsourced DCs
- ✓ Partners manage warehousing, freight and physical distribution
- ✓ TFM is responsible for all in-house merchandising and assortment control

- ✓ ~70% of total sales from Fresh
- ✓ Core to value proposition and premium positioning
- ✓ Key differentiator vs. conventional grocers

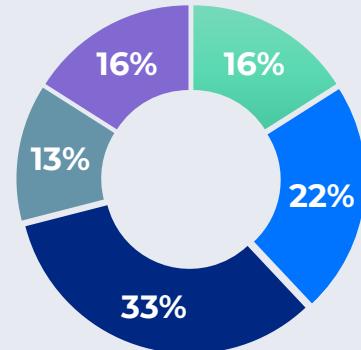
- ✓ Restaurant-quality prepared foods
- ✓ Hand-picked produce, premium bakery, custom-cut meats
- ✓ Local items drive differentiation and loyalty

- ✓ Local sourcing supports small businesses
- ✓ Reduced environmental footprint
- ✓ Stronger community connection and trust

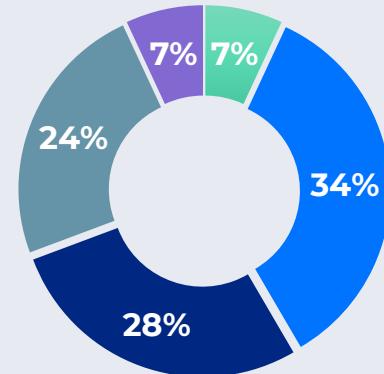
The Fresh Market Guest Profile

Guest demographic profile is higher income with over 80% college educated. Half of our guests are from Millennial and Gen X age groups

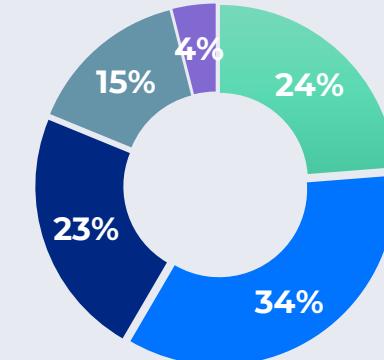
By Income: 71% > USD 75k



By Age: 52% Millennials/Gen X



By Education: 81% College Educated



57%
Female

43%
Male

America's Most Loved Brand



America's most loved brand A red heart icon is positioned to the right of the brand name.

Where we inspire our guests to make everyday eating extraordinary!



Reputation for the
Best Experience
Differentiated + Memorable

TRUST • ANTICIPATION • JOY

- Impeccable Service
- Well-Stocked / Frictionless
- Calming Atmosphere & Exceptionally Clean
- European Shopping Experience



Our People
Are the Difference

- Guests First
- Proud Part of the Community
- Delivering Results

We Aim to
Own
① Fresh Trip
② Curated Meal Offerings
③ Special Occasions



Reputation for
High-Quality Fresh Food

TASTE • EATING EXPERIENCE • FRESHNESS

- What We Believe is the Highest Quality Fresh Food
- Curated Meal Offerings
- Local, Curated, Seasonal Selections

02

Synergies with Cencosud



Integration Benefits

2022-2025

Financial Benefits

- Restricted cash savings
- Lower debt service costs
- Interest income
- Lower professional costs

IT Contract Cost Savings

- Microsoft
- Salesforce
- AWS
- Cloud License software

Merchandising Synergies

- TFM Recipes shared with LATAM
- New product offerings such as Argentinian wine, olive oil
- Vendor savings on products including Chilean seafood
- Leverage Global Procurement

Corporate Synergies

- SAP
- Development of customer-facing mobile app
- Development of internal communications platform
- Integration of common pricing tool
- Other back office integrations

Synergies Highlights



New Argentinian Reserve Program for premium meat, wine, and olive oil



TFM Recipes sold in LATAM including brisket, chicken salad, cut fruit



New products and brands in TFM such as Havanna bread, Juan Valdez coffee, Finca Lalande wine



TFM Private Label products carried in stores including Jumbo, Wong

03

Looking Forward





THE FRESH MARKET

11525

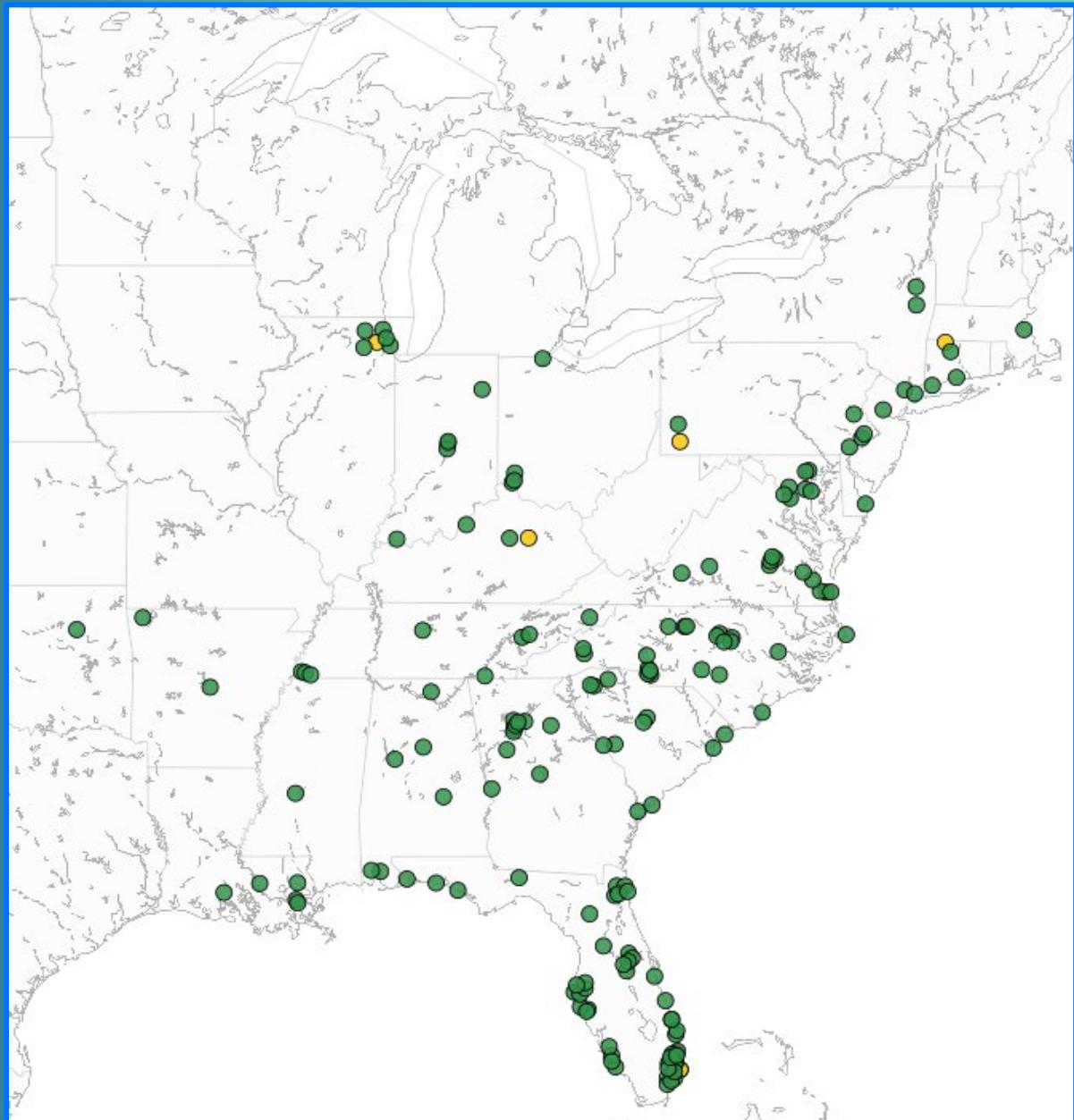
NOW HIRING

Looking Forward



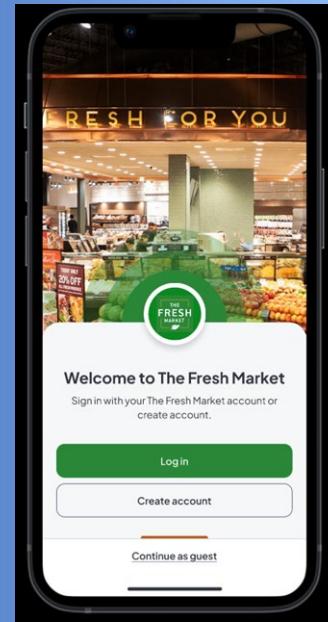
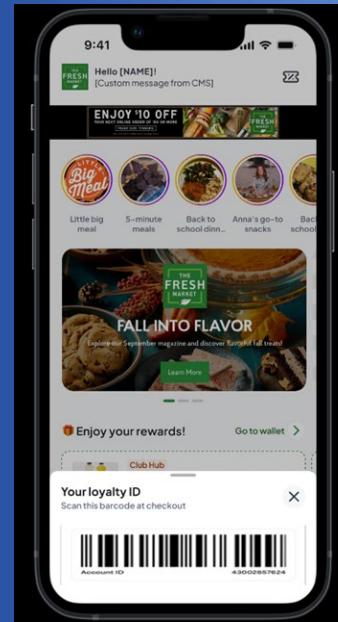
 **15**
Stores Openings
since 2022

 **5**
Executed Leases for
2026 Openings



Strengthening the Business in 2026

- ▶ **Launch of our New App**
- ▶ **Launch of Loyalty 2.0**
- ▶ **Enhanced Local Assortment**
- ▶ **Enhanced Store Brand Program**
- ▶ **Expanded Use of our Computer-Generated Ordering and Production Planning Tools**
- ▶ **Enhanced Sustainability Program**



Inventory optimization



**Servir de forma
extraordinaria en
cada momento**

Forward-Looking Statement

This presentation contains forward-looking statements, including, but not limited to, statements regarding the Company's guidance for 2026, expected revenues, Adjusted EBITDA, margins, capital expenditures, investment plans, expansion initiatives, and strategic priorities. Forward-looking statements are based on management's current expectations, estimates, assumptions, and beliefs as of the date of this presentation and are subject to risks, uncertainties, and other factors that may cause actual results, performance, or developments to differ materially from those expressed or implied by such statements. These factors include, among others, changes in economic, financial, political, or market conditions in the countries in

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