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Uniforms and Workplace Supplies™

Fourth Quarter and Fiscal 2024 Results

November 21, 2024

Forward looking statements

This presentation contains “forward-looking statements” within the meaning of the securities laws. All statements that reflect our expectations, assumptions or projections about the future, other than statements of historical fact, are forward-looking statements, including, without limitation, statements relating to future operations and financial performance and statements regarding our strategy for growth, future product development, regulatory approvals, competitive position and expenditures. In some cases, forward-looking statements can be identified by words such as “FY25 Outlook", "Fiscal 2025 Outlook,” “continue to,” “strategy,” “guidance,” “opportunities,” “focus,” “expect,” “will be,” “pipeline”, “believe,” and other words and terms of similar meaning or the negative versions of such words. These forward-looking statements are subject to risks and uncertainties that may change at any time, and actual results or outcomes may differ materially from those that we expected. Forward-looking statements are not guarantees of future performance and are subject to risks, uncertainties, and changes in circumstances that are difficult to predict including, but not limited to: unfavorable economic conditions; increases in fuel and energy costs; the failure to retain current customers, renew existing customer contracts and obtain new customer contracts; natural disasters, global calamities, climate change, pandemics, strikes and other adverse incidents; competition in our industry; increased operating costs and obstacles to cost recovery due to the pricing and cancellation terms of our support services contracts; our leverage and reliance on an accounts receivable securitization facility; a determination by our customers to reduce their outsourcing or use of preferred vendors; risks associated with suppliers from whom our products are sourced; challenge of contracts by our customers; our expansion strategy and our ability to successfully integrate the businesses we acquire and costs and timing related thereto; currency risks and other risks associated with international operations; our inability to hire and retain key or sufficient qualified personnel or increases in labor costs; continued or further unionization of our workforce; liability resulting from our participation in multiemployer-defined benefit pension plans; liability associated with noncompliance with applicable law or other governmental regulations; laws and governmental regulations including those relating to the environment, wage and hour and government contracting; increases or changes in income tax rates or tax-related laws; new interpretations of or changes in the enforcement of the government regulatory framework; a cybersecurity incident or other disruptions in the availability of our computer systems or privacy breaches; stakeholder expectations relating to environmental, social and governance considerations; any failure by Aramark to perform its obligations under the various separation agreements entered into in connection with the separation and distribution; a determination by the IRS that the distribution or certain related transactions are taxable; and the timing and occurrence (or non-occurrence) of other transactions, events and circumstances which may be beyond our control. The above list of factors is not exhaustive or necessarily in order of importance. For additional information on identifying factors that may cause actual results to vary materially from those stated in forward-looking statements, see Vestis’ filings with the Securities and Exchange Commission. Any forward-looking statement speaks only as of the date on which it is made, and we assume no obligation to update or revise such statement, whether as a result of new information, future events or otherwise, except as required by applicable law.

Fiscal 2024 results

Q4	2024
Revenue	**Revenue**
$684M	**$2.81B**
(4.4)% Y/Y	(0.7)% Y/Y
Adj EBITDA[1]	**Adj EBITDA[1]**
$81M	**$353M**
11.8% Margin	12.6% Margin
Free Cash Flow[1]	**Free Cash Flow[1]**
$40M	**$165M**
49% FCF Conversion	47% FCF Conversion

- Healthy growth from new customer wins and penetration with existing customers
- Absorbed carryover losses from FY23 customer churn and tough Q4 pricing compare
- Customer retention[2] improved 150bps in FY24 versus FY23, setting up stronger FY25
- Incremental public company costs of $18M impacted FY24 margin by 65bps
- Net Debt / Adj EBITDA[1] of 3.6x as strong cash generation supported strategic priority to de-lever

Prior year financials are on a carve-out basis. See Appendix for definitions. 1) See appendix for reconciliation of GAAP to non-GAAP financial measures. 2) See Appendix for information regarding customer retention

Key messages

1. Commercial momentum driving acceleration in new sales growth through FY25
2. Delivering operational advancements to elevate the customer experience
3. Driving productivity initiatives that support structurally higher profitability
4. Positioned to deliver growth and operating leverage with prudent investments
5. Second consecutive quarter of delivering against our financial commitments

Continuing to advance Vestis' long-term strategy

High-Quality Growth

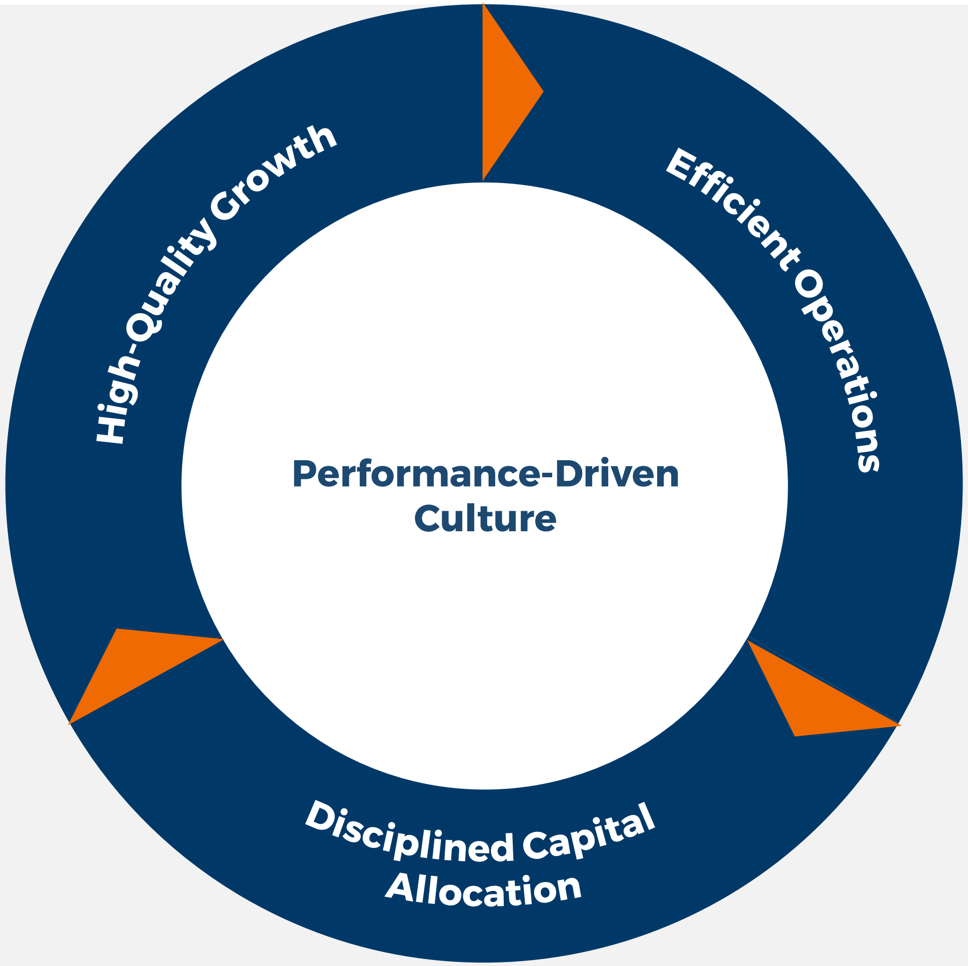
Prioritize highest margin growth in the base and targeted, high-quality new growth

- ✓ Positive sales productivity trends under new Field Sales leadership and structure
- ✓ National Account wins and healthy pipeline
- ✓ 50% growth with existing customers | route sales

Disciplined Capital Allocation

Seek to operate within a target net leverage range, maintain a flexible financial position and invest in high return opportunities

- ✓ Capex ~3% of sales
- ✓ Continue to generate strong cash flow and focus on de-levering the balance sheet



Efficient Operations

Enhance workforce productivity, optimize network | logistics, and strategically manage costs and merchandise inventory

- ✓ Building momentum with Network & Logistics initiatives and cost savings
- ✓ Improving workforce | organizational structure for profitable growth in Fiscal 2025 and beyond

Performance-Driven Culture

Build a high-performing team with capabilities aligned to our strategy and a data-driven approach to decision making

- ✓ Safety – Total Recordable Injury Rate hit record low in Fiscal 2024
- ✓ Teammate turnover continues to improve, led by frontline plant and service teammates

Driving capital-light growth and operating leverage

Fixed Assets

Estimated idle wash plant capacity

~35%

Grow Customer Base

- Targeting new uniform customers who are likely to be future customers of multiple products
- Driving route density

Retain Existing Customers

- Established customers contribute at higher margins as merchandise amortizes over time
- Grow recurring revenue base over time

Capture Wallet Share

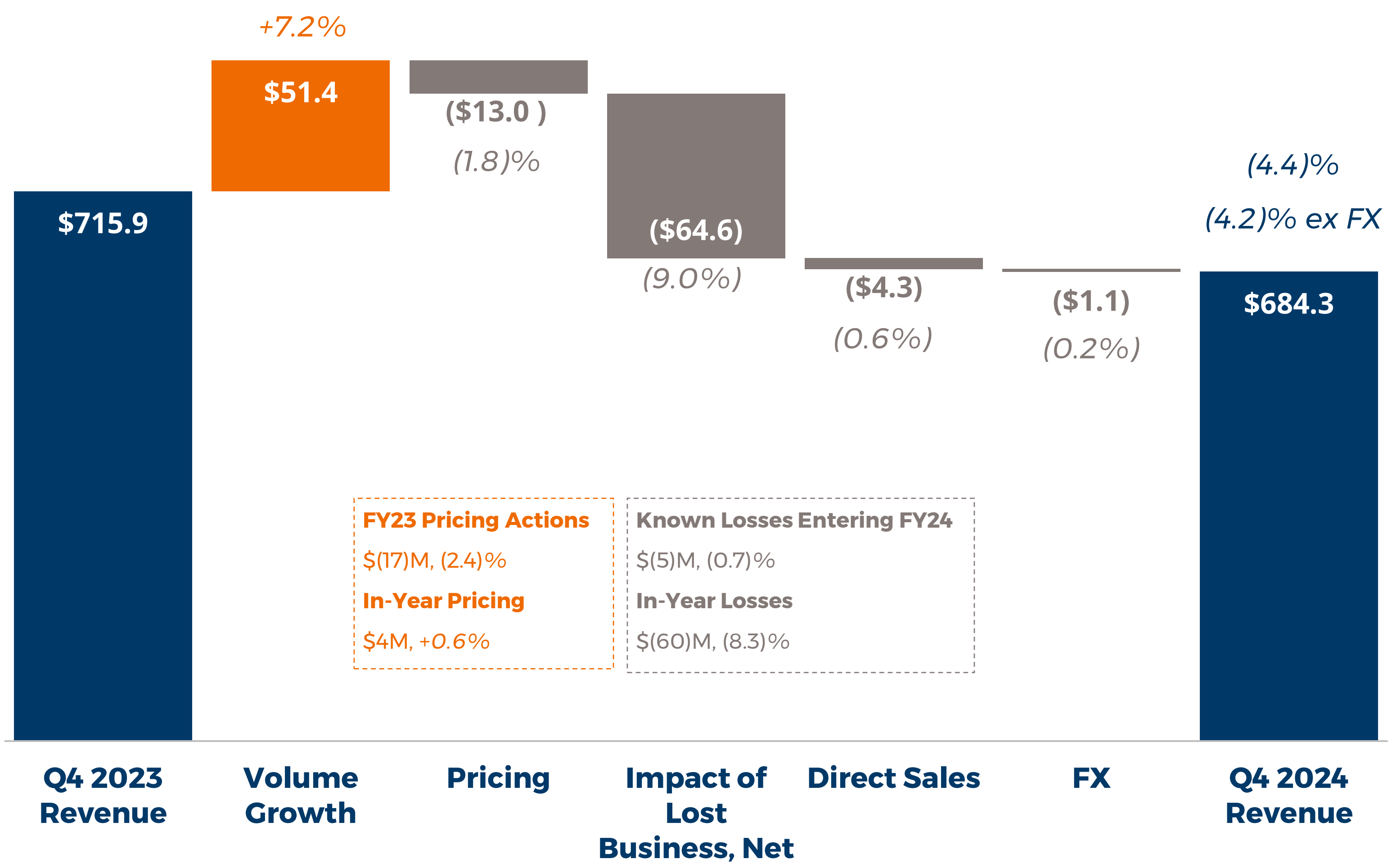
- Enhance customer penetration by cross-selling higher margin products on existing routes
- Leveraging fixed assets to obtain increased revenue per stop

Growing volumes to increase utilization and drive operating leverage on fixed assets already in place

FINANCIAL RESULTS

Q4 2024 revenue bridge

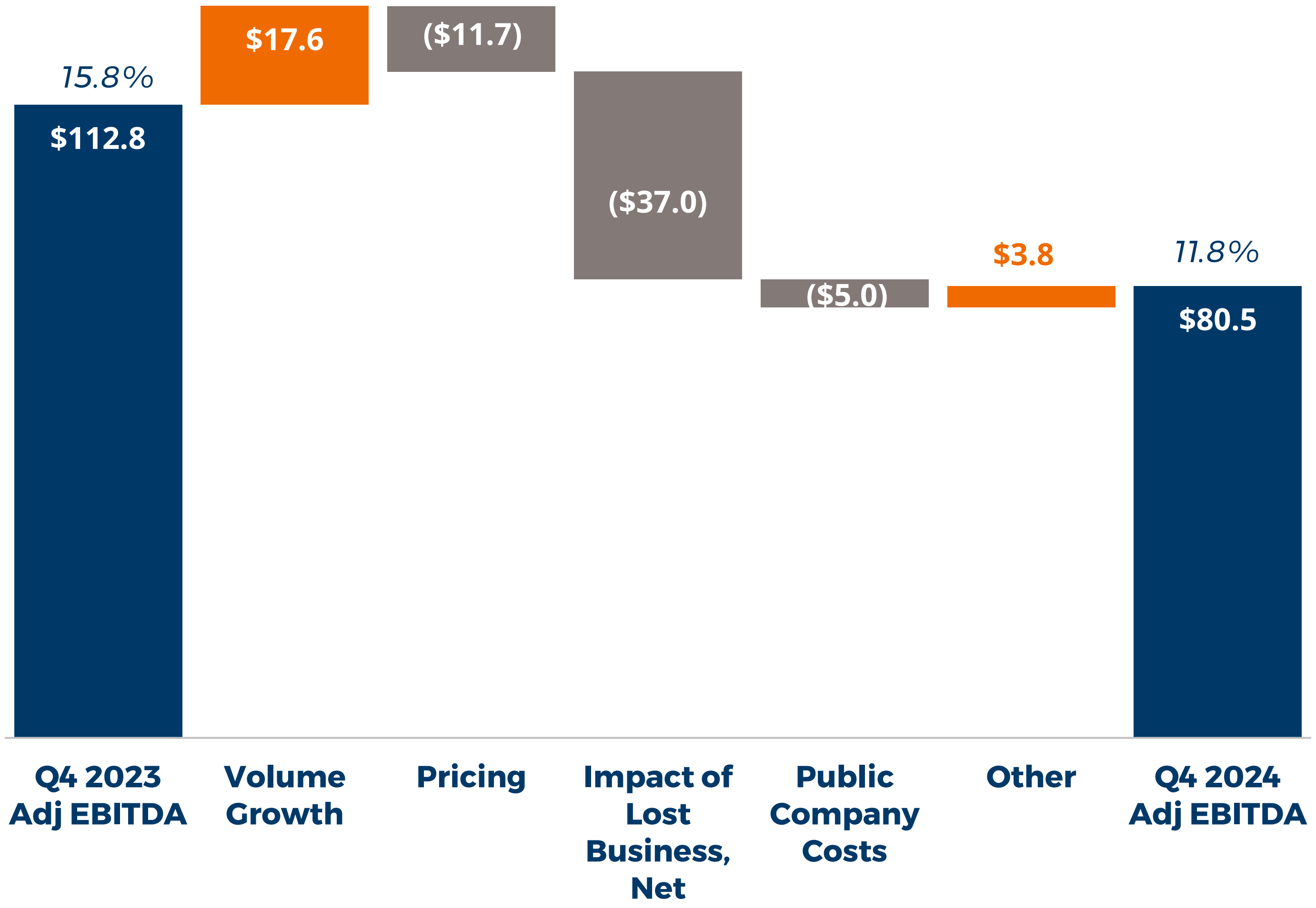
($ millions)



- New volume drove approximately 700bps Y/Y growth in the quarter
  - New customer wins contributed approximately 600bps to growth
  - Route sales with existing customers contributed approximately 100bps to growth
- Net Y/Y pricing impact was (180)bps as in-year pricing of +60bps was more than offset by comp effect against strong FY23 pricing actions
  - Q4-23 revenue benefited from June 2023 pricing actions that later rolled back in Q4-23 and Q1-24
- Workplace Supplies (3)% Y/Y
- Uniforms (6)% Y/Y (excluding Direct Sales)

Q4 2024 adjusted EBITDA bridge

($ millions)



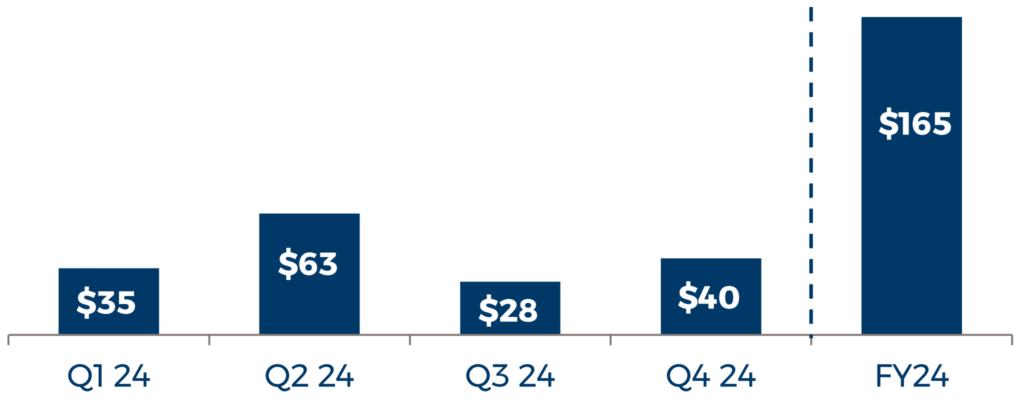
- Adj EBITDA margin declined 400bps Y/Y, which includes 75bps of incremental public company costs
- Margin decline was primarily attributable to decremental margins on lower volume and lower net pricing from rollback of price gains that favorably impacted Q4-23
- Benefits from network & logistics initiatives and lower incentive compensation cost offset higher labor, which was in-line with expectations

See Appendix for reconciliation of GAAP to non-GAAP financial measures

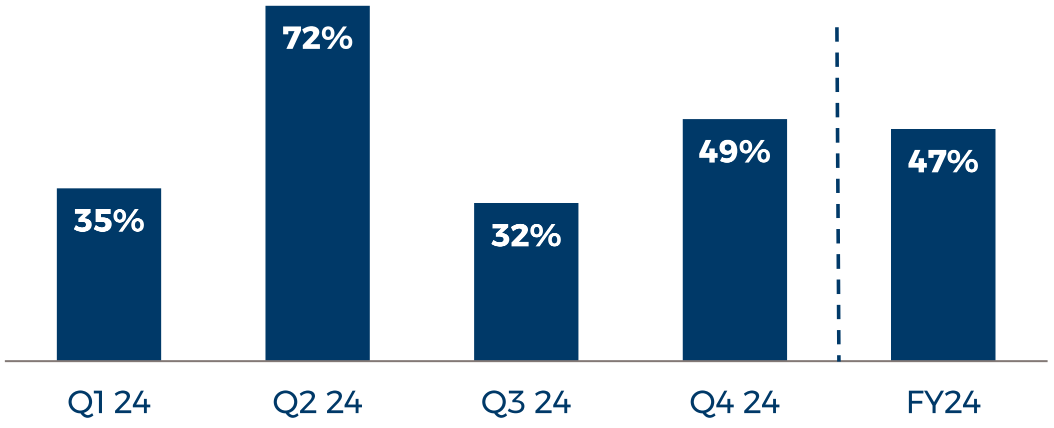
Strong cash generation

($ millions)

Free Cash Flow[1]



FCF Conversion[1] (FCF to Adj EBITDA Ratio)



See Appendix for reconciliation of GAAP to non-GAAP financial measures. 1) Free cash flow excludes $233M operating cash inflow related to the A/R Securitization Facility

- **We are delivering against our targeted FCF conversion rate of ~50% of Adj EBITDA**
- Continued focus on working capital management – $10M inventory reduction in FY24
- FY24 cash flow includes cash outflow from $22M one-time spin costs and does not include the impact of the A/R Securitization Facility
- FY24 cash flow excludes ~$35M proceeds from sale of AUSJ joint venture, which was completed subsequent to fiscal year end

Strengthening our balance sheet

($ millions)

	$ Millions
FY23 Ending Debt[1]	1,633
Less: Debt Repayment, net[2]	(91)
Less: Additional Debt Repayment from A/R Facility Proceeds	(233)
FY24 Ending Debt[2]	**1,309**
Less: Cash	(31)
Net Debt	**1,278**
FY24 Adjusted EBITDA	353
Net Debt to Adj EBITDA	**3.62x**

- Remain committed to strengthening our balance sheet by de-levering with long-term target leverage range of 1.5-2.5x
- Reduced debt by $105M in Fiscal 2024, with an additional $233M debt reduction utilizing proceeds from the initial sale associated with the Accounts Receivable securitization facility we closed on in August
- The A/R facility provides early access to cash from a portion of our outstanding Accounts Receivables and results in a reduction in working capital needed to support the business
- This resulted in a reduction in long term debt on the balance sheet, and improvements in debt to equity and covenant net debt to Adj EBITDA leverage ratios
- The current cost of the facility is also 125 bps lower than our Term Loan interest rates resulting in $3M net annualized cash savings from lower interest expense partially offset by A/R facility cost

See Appendix for reconciliation of GAAP to non-GAAP financial measures
1) Includes debt and finance lease. 2) $105M principal repayment of debt, net of $14M increase in finance lease obligation.

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Fiscal 2025 outlook[1]

		Commentary
Revenue	**$2.8B to $2.83B** *(0.2)% to +0.9% growth*	• Anticipate Q1-25 will look similar to Q4-24 • Core revenue +1-2% with positive contribution from both net volume and pricing • Core revenue excludes $28M of one-time customer exit billings and direct sale revenue in FY24
Adj EBITDA	**$345M to $360M** *12.3% to 12.7% margin*	• Anticipate Q1-25 will look similar to Q4-24 • Improvement throughout the year as we continue to execute our strategic initiatives and cost structure enhancements • Core EBITDA +MSD and margin +40bps excluding one-time items in FY24
Free Cash Flow	*~50% Adj EBITDA to FCF Conversion*	• Cash flow includes $15M separation related cash costs excluded from Adjusted EBITDA

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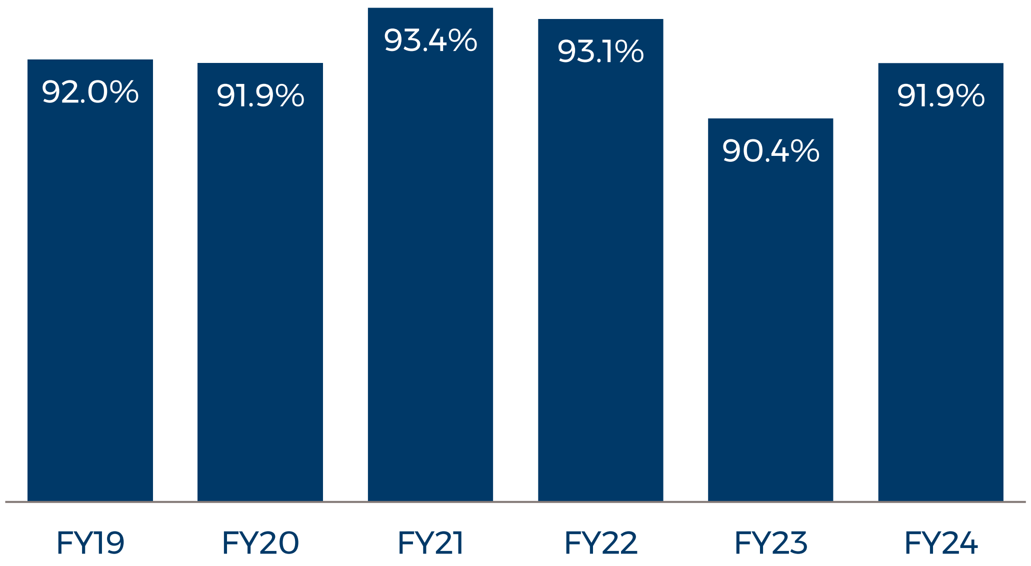
See Appendix for a discussion of forward-looking non-GAAP information and for definitions of non-GAAP measures
1) Fiscal 2025 guidance is provided on a normalized 52-week fiscal year basis. Fiscal 2025 reported financials will include the impact of a 53rd week, with the extra week impacting the fourth quarter

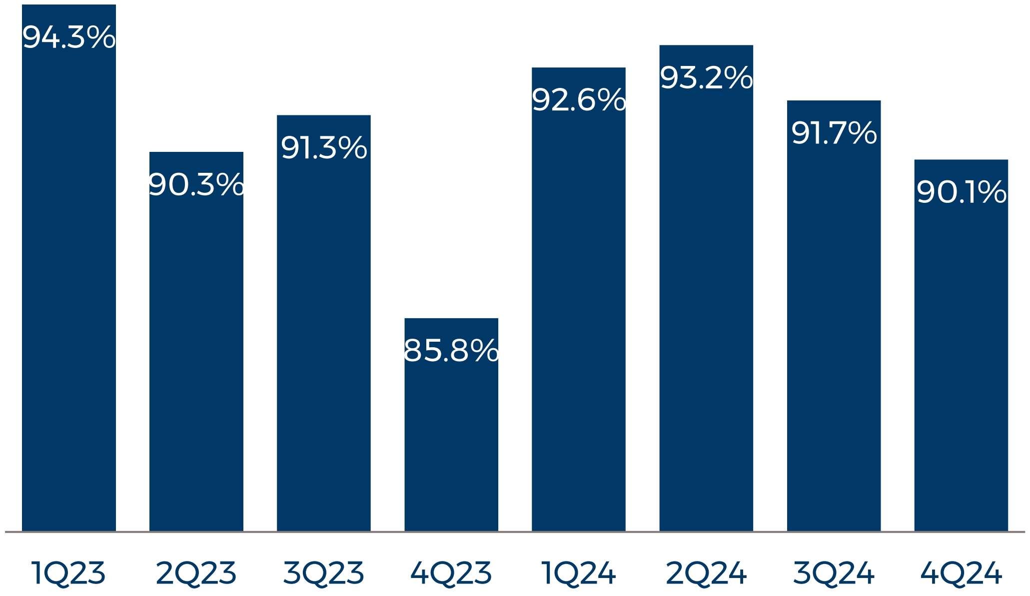
Q&A

APPENDIX

Customer retention

Recurring Revenue Customer Retention[1]





1) Retention is defined as lost annualized recurring revenue for the period reported divided by total company annualized recurring revenue for the trailing 52 weeks. This metric takes the full annualized impact of a lost customer in the period it is reported.

Fiscal 2024 revenue breakdown

($ millions, except where noted)

U.S.
$2.556B
(0.8)%

Canada
$250M
flat

Workplace Supplies
$1.671B
+0.9%

Uniforms
$1.134B
(2.9)%

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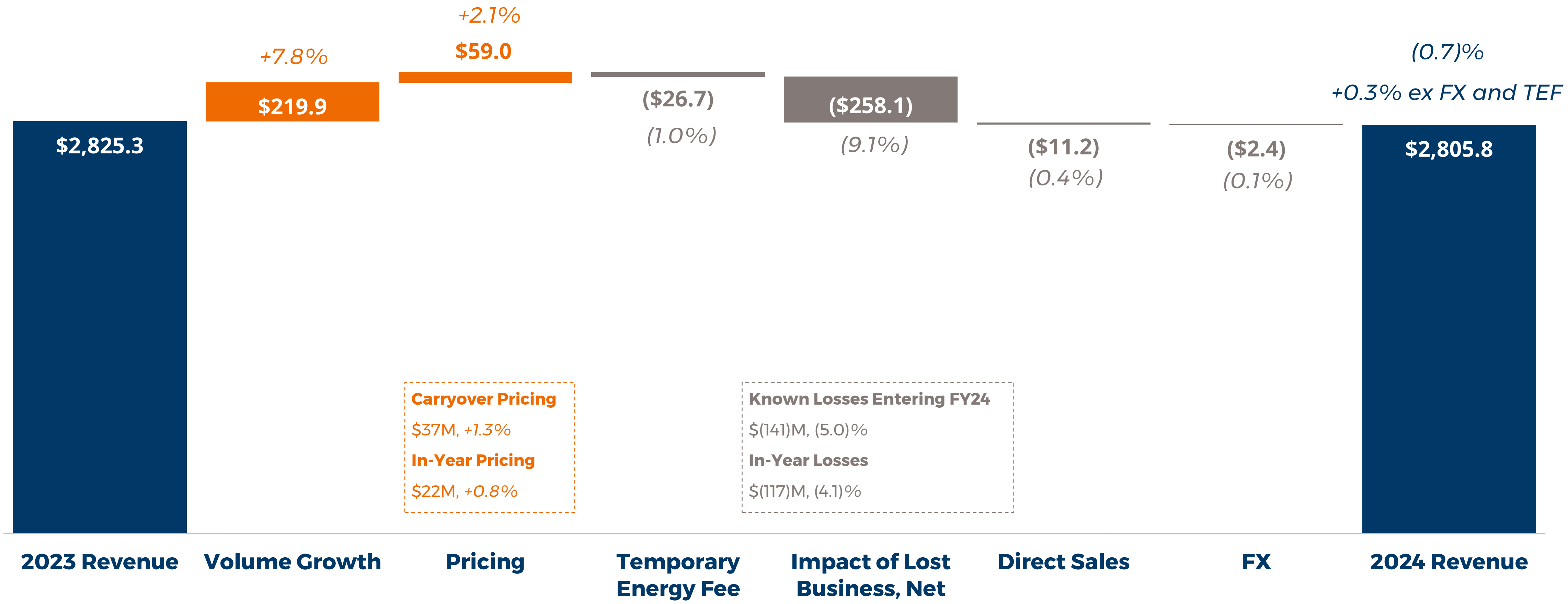
Fiscal 2024 revenue bridge

($ millions)



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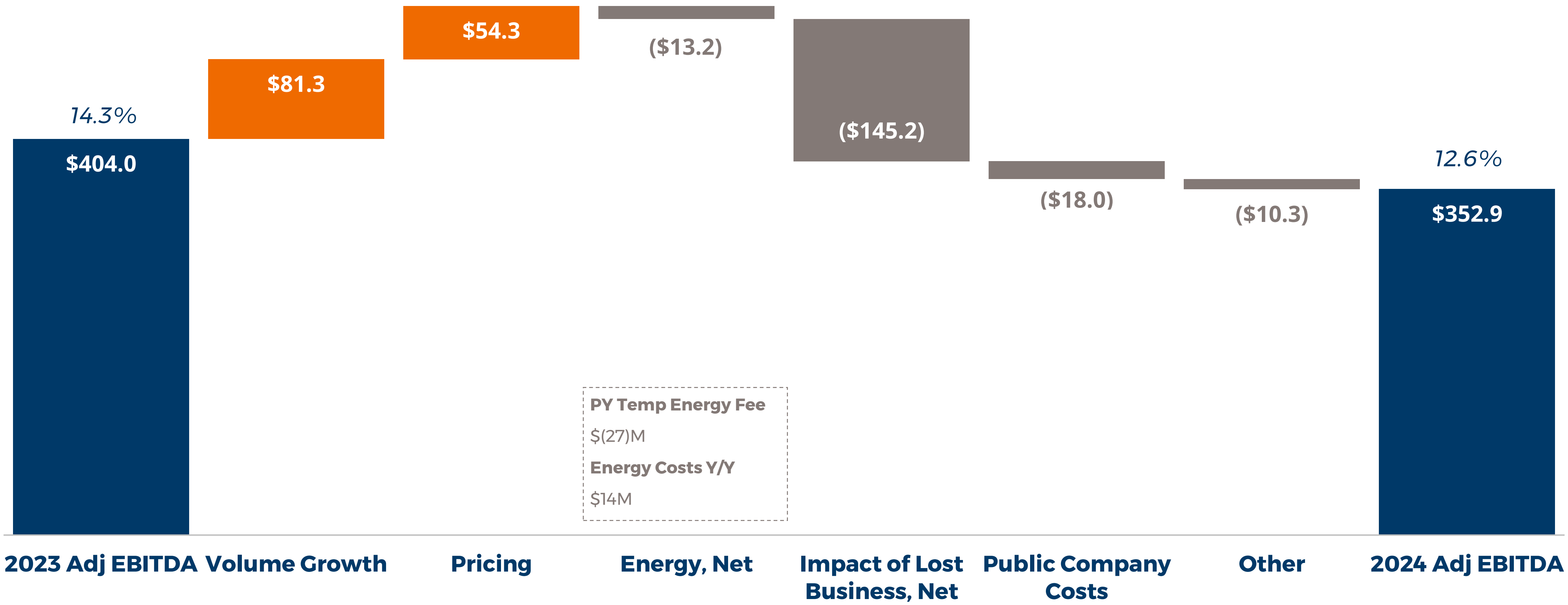
Fiscal 2024 adjusted EBITDA bridge

($ millions)



See Appendix for reconciliation of GAAP to non-GAAP financial measures

Fiscal 2025 outlook – modeling assumptions

Modeling Assumptions	
Depreciation & Amortization	$145 to $150 million
Share-Based Compensation	$15 to $20 million
Separation Related Costs	~$15 million
Interest Expense	$95 to $100 million
A/R Facility Costs[1]	~$15 million
Effective Tax Rate	~27%
Shares Outstanding	~132 million
Capex	~3% of revenue
Sale of AUSJ Minority Stake	~$35 million after-tax cash proceeds ~$2 million GAAP loss on sale $(0.01) to $(0.02) Adj EPS impact in FY25 vs. FY24

1) Included in Other Expense, net

Non-GAAP Definitions

This presentation could include certain non-GAAP financial measures, such as Organic Revenue Growth, Adjusted Revenue, Adjusted Operating Income, Adjusted Operating Income Margin, Adjusted EBITDA, Adjusted EBITDA Margin and Free Cash Flow. Vestis utilizes these measures when monitoring and evaluating operating performance. The non-GAAP financial measures presented herein are supplemental measures of Vestis' performance that Vestis believes help investors because they enable better comparisons of Vestis' historical results and allow Vestis' investors to evaluate its performance based on the same metrics that Vestis uses to evaluate its performance and trends in its results. Vestis' presentation of these metrics has limitations as an analytical tool and should not be considered in isolation or as a substitute for analysis of Vestis' results as reported under U.S. GAAP. Because of their limitations, these non-GAAP financial measures should not be considered as measures of cash available to Vestis to invest in the growth of Vestis' business or that will be available to Vestis to meet its obligations. Vestis compensates for these limitations by using these non-GAAP financial measures along with other comparative tools, together with U.S. GAAP financial measures, to assist in the evaluation of operating performance. You should not consider these measures as alternatives to revenue, operating income, operating income margin, net income, net income margin or net cash provided by operating activities determined in accordance with U.S. GAAP. Vestis believes that these non-GAAP financial measures, in addition to the corresponding U.S. GAAP financial measures, are important supplemental measures which exclude non-cash or other items that may not be indicative of or are unrelated to Vestis' core operating results and the overall health of Vestis. Non-GAAP financial measures as presented by Vestis may not be comparable to other similarly titled measures of other companies because not all companies use identical calculations.

Organic Revenue Growth

Organic revenue growth measures our revenue growth trends excluding the impact of acquisitions and foreign currency, and we believe it is useful for investors to understand growth through internal efforts. We define "organic revenue growth" as the growth in revenues, excluding (i) Acquisitions and (ii) the impact of foreign currency exchange rate changes, (iii) the impact of the 53rd week, when applicable.

Adjusted Revenue

Adjusted Revenue represents revenue as determined in accordance with U.S. GAAP, adjusted to eliminate the impact of the 53rd Week, when applicable.

Adjusted Operating Income

Adjusted Operating Income represents Operating Income adjusted for Amortization Expense of Acquired Intangibles; Share-based Compensation Expense; Severance and Other Charges; Merger and Integration Related Charges; Separation Related Charges; Estimated Impact of 53rd Week, when applicable; and Gain, Losses, Settlements and Other Items impacting comparability. Adjusted results are presented in order to reflect the results in a manner that allows a better understanding of operational activities separate from the financial impact of decisions made for the long-term benefit of the company and other items impacting comparability between periods. Similar adjustments have been recorded in earlier periods and similar types of adjustments can reasonably be expected to be recorded in future periods.

Adjusted Operating Income Margin

Adjusted Operating Income Margin represents Adjusted Operating Income as a percentage of Adjusted Revenue.

Adjusted EBITDA

Adjusted EBITDA represents Net Income adjusted for Provision for Income Taxes; Interest Expense and Other, net; and Depreciation and Amortization (EBITDA), further adjusted for Share-based Compensation Expense; Severance and Other Charges; Merger and Integration Charges; Separation Related Charges; Estimated Impact of 53rd Week (when applicable); Gains, Losses, Settlements; and other items impacting comparability. Adjusted results are presented in order to reflect the results in a manner that allows a better understanding of operational activities separate from the financial impact of decisions made for the long-term benefit of the company and other items impacting comparability between periods. Similar adjustments have been recorded in earlier periods and similar types of adjustments can reasonably be expected to be recorded in future periods.

Adjusted EBITDA Margin is Adjusted EBITDA as a percentage of Adjusted Revenue.

Free Cash Flow

Free Cash Flow represents Net cash provided by operating activities adjusted for Purchases of Property and Equipment and Other and Disposals of property and equipment.

Forward Looking Non-GAAP Information

This presentation includes certain non-GAAP financial information that is forward-looking in nature, including without limitation annual revenue growth and adjusted EBITDA margin. Vestis believes that a quantitative reconciliation of such forward-looking information to the most comparable financial measure calculated and presented in accordance with GAAP cannot be made available without unreasonable efforts. A reconciliation of these non-GAAP financial measures would require Vestis to predict the timing and likelihood of among other things future acquisitions and divestitures, restructurings, asset impairments, other charges and other factors not within Vestis' control. Neither these forward-looking measures, nor their probable significance, can be quantified with a reasonable degree of accuracy. Accordingly, the most directly comparable forward-looking GAAP measures are not provided. Forward-looking non-GAAP financial measures provided without the most directly comparable GAAP financial measures may vary materially from the corresponding GAAP financial measures. The estimates of revenue growth for fiscal year 2025 and adjusted EBITDA margin for fiscal year 2025 do not attempt to forecast currency fluctuations and, accordingly, reflect an assumption of constant currency.

Non-GAAP reconciliations / 4Q revenue and adjusted EBITDA

($ millions)

	Three Months Ended September 27, 2024				Three Months Ended September 29, 2023			
	United States	Canada	Corporate	Total	United States	Canada	Corporate	Total
Revenue (as reported)	$ 623.8	$ 60.5		$ 684.3	$ 654.3	$ 61.6		$ 715.9
Effect of Currency Translation on Current Year Revenue		1.1		1.1	-	-		-
Adjusted Revenue (Organic)	$ 623.8	$ 61.6		$ 685.4	$ 654.3	$ 61.6		$ 715.9
Revenue Growth (as reported)	(4.7)%	(1.8)%		(4.4)%	5.0%	2.7%		4.8%
Adjusted Revenue Growth (Organic)	(4.7)%	0.0%		(4.3)%	5.0%	5.5%		5.0%
Operating Income (U.S. GAAP)	$ 54.9	$ 1.4	$ (26.5)	$ 29.8	$ 87.7	$ 3.5	$ (33.4.)	$ 57.8
Amortization Expense	6.4	-	-	6.4	6.4	0.1	-	6.5
Share-Based Compensation	-	-	3.0	3.0	-	-	2.9	2.9
Severance and Other Charges	3.6	0.1	-	3.7	0.2	-	-	0.2
Separation Related Charges	-	-	4.2	4.2	-	-	18.2	18.2
Management Fee	1.2	(1.2)		-	(1.8)	1.8	-	-
Gain, Losses, Settlements and Other Items	3.5	-	1.1	4.6	(1.1)	-	-	(1.1)
Subtotal - Operating Income Adjustments	$ 14.7	(1.1)	8.3	21.9	3.7	1.9	21.1	26.7
Adjusted Operating Income (Non-GAAP)	$ 69.6	$ 0.3	$ (18.2)	$ 51.7	$ 91.4	$ 5.4	$ (12.3)	$ 84.5
Depreciation Expense	26.0	2.7	0.1	28.8	25.3	2.9	0.1	28.3
Adjusted EBITDA (Non-GAAP)	$ 95.6	$ 3.0	$ (18.1)	$ 80.5	$ 116.7	$ 8.3	$ (12.2)	$ 112.8
Operating Income Margin (as reported)	8.8%	2.3%		4.4%	13.4%	5.7%		8.1%
Adjusted Operating Income Margin (Non-GAAP)	11.2%	0.5%		7.6%	14.0%	8.8%		11.8%
Adjusted EBITDA Margin (Non-GAAP)	15.3%	5.0%		11.8%	17.8%	13.5%		15.8%

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Non-GAAP reconciliations / fiscal 2024 revenue and adjusted EBITDA

($ millions)

	Fiscal Year Ended September 27, 2024				Fiscal Year Ended September 29, 2023			
	United States	Canada	Corporate	Total	United States	Canada	Corporate	Total
Revenue (as reported)	$ 2,555.9	$ 249.9		$ 2,805.8	$ 2,575.4	$ 249.9		$ 2,825.3
Effect of Currency Translation on Current Year Revenue		2.4		2.4	-	-		-
Adjusted Revenue (Organic)	$ 2,555.9	$ 252.3		$ 2,808.2	$ 2,575.4	$ 249.9		$ 2,825.3
Temporary Energy Fee				$ -	$ 26.7	$ -		$ 26.7
Adjusted Revenue excluding Temporary Energy Fee	$ 2,555.9	$ 252.3		$ 2,808.2	$ 2,548.7	$ 249.9		$ 2,798.6
Revenue Growth (as reported)	(0.8)%	0.0%		(0.7)%	5.2%	4.1%		5.1%
Adjusted Revenue Growth (Organic)	(0.8)%	1.0%		(0.6)%	5.2%	10.1%		5.7%
Adjusted Revenue Growth excluding Temporary Energy Fee	0.3%	1.0%		0.3%	4.2%	10.1%		4.7%
Operating Income (U.S. GAAP)	$ 264.7	$ 8.2	$ (114.9)	$ 158.0	$ 303.8	$ 13.7	$ (99.6)	$ 217.9
Amortization Expense	25.6	0.3	-	25.9	25.7	0.4	-	26.1
Share-Based Compensation	-	-	16.3	16.3	-	-	14.5	14.5
Severance and Other Charges	4.1	0.3	-	4.4	5.1	(0.2)	-	4.9
Separation Related Charges	-	-	22.7	22.7	-	-	31.1	31.1
Management Fee	(4.6)	4.6		-	(7.5)	7.5	-	-
Gain, Losses, Settlements and Other Items	9.7	-	1.1	10.8	(8.5)	-	7.7	(0.8)
Subtotal - Operating Income Adjustments	34.8	5.2	40.1	80.1	14.8	7.7	53.3	75.8
Adjusted Operating Income (Non-GAAP)	$ 299.5	$ 13.4	$ (74.8)	$ 238.1	$ 318.6	$ 21.4	$ (46.3)	$ 293.7
Depreciation Expense	103.6	11.0	0.2	114.8	99.5	10.4	0.4	110.3
Adjusted EBITDA (Non-GAAP)	$ 403.1	$ 24.4	$ (74.6)	$ 352.9	$ 418.1	$ 31.8	$ (45.9)	$ 404.0
Operating Income Margin (as reported)	10.4%	3.3%		5.6%	11.8%	5.5%		7.7%
Adjusted Operating Income Margin (Non-GAAP)	11.7%	5.4%		8.5%	12.4%	8.6%		10.4%
Adjusted EBITDA Margin (Non-GAAP)	15.8%	9.8%		12.6%	16.2%	12.7%		14.3%

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Non-GAAP reconciliations / net debt and leverage

($ millions)

	Fiscal Year Ended	
	September 27, 2024	**September 29, 2023**
Total principal debt outstanding	$ 1,162.5	$ 1,500.0
Finance lease obligations	146.7	132.9
Less: Cash and cash equivalents	(31.0)	(36.1)
Net Debt (Non-GAAP)	$ 1,278.2	$ 1,596.8
Net Leverage (Non-GAAP)	3.62	3.95

	Fiscal Year Ended	
	September 27, 2024	**September 29, 2023**
Adjusted EBITDA (Non-GAAP)	$ 352.9	$ 404.0

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Non-GAAP reconciliations / free cash flow

($ millions)

	Three Months Ended				Fiscal Year Ended
	September 27, 2024	**June 28, 2024**	**March 29, 2024**	**December 29, 2023**	**September 27, 2024**
Net cash provided by operating activities	$ 295.6	$ 48.7	$ 76.0	$ 51.5	$ 471.8
Purchases of property and equipment and other	(28.1)	(21.0)	(12.9)	(16.9)	(78.9)
Disposals of property and equipment	5.3	-	-	-	5.3
Less: A/R Facility Adjustment[1]	(233.0)	-	-	-	(233.0)
Free Cash Flow (Non-GAAP)	$ 39.8	$ 27.7	$ 63.1	$ 34.6	$ 165.2
Adjusted EBITDA (Non-GAAP)	$ 80.5	$ 86.8	$ 87.2	$ 98.4	$ 352.9
Free Cash Flow to Adjusted EBITDA Ratio (Non-GAAP)	49.4%	31.9%	72.4%	35.2%	46.8%

1) The A/R Facility Adjustment represents the estimated value of accounts receivable sold under the Company's A/R Facility and derecognized from the Company's Consolidated Balance Sheet for fiscal 2025