

Third Quarter 2024 Earnings Results

November 7, 2024



Introduction



Thibaut Mongon
Chief Executive Officer



Paul Ruh
Chief Financial Officer



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Cautionary note on forward-looking statements

This presentation contains “forward-looking statements” as defined in the Private Securities Litigation Reform Act of 1995 regarding, among other things, statements about management’s expectations of Kenvue’s future operating and financial performance, product development, market position and business strategy. Forward-looking statements may be identified by the use of words such as “plans,” “expects,” “will,” “anticipates,” “estimates” and other words of similar meaning. The viewer is cautioned not to rely on these forward-looking statements. These statements are based on current expectations of future events. If underlying assumptions prove inaccurate or known or unknown risks or uncertainties materialize, actual results could vary materially from the expectations and projections of Kenvue and its affiliates. Risks and uncertainties include, but are not limited to: the inability to execute on Kenvue’s business development strategy; inflation and other economic factors, such as interest rate and currency exchange rate fluctuations; the ability to successfully manage local, regional or global economic volatility including reduced market growth rates, and to generate sufficient income and cash flow to allow Kenvue to effect any expected share repurchases and dividend payments; Kenvue’s ability to access capital markets and maintain satisfactory credit ratings, which could adversely affect its liquidity, capital position and borrowing costs; competition, including technological advances, new products and intellectual property attained by competitors; challenges inherent in new product research and development; uncertainty of commercial success for new and existing products and digital capabilities; challenges to intellectual property protections including counterfeiting; the ability of Kenvue to successfully execute strategic plans, including Our Vue Forward and other restructuring or cost-saving initiatives; the impact of business combinations and divestitures, including any ongoing or future transactions; manufacturing difficulties or delays, internally or within the supply chain; product efficacy or safety concerns resulting in product recalls or regulatory action; significant adverse litigation or government action, including related to product liability claims; changes to applicable laws and regulations and other requirements imposed by stakeholders; changes in behavior and spending patterns of consumers; natural disasters, acts of war (including the Russia-Ukraine War and conflicts in the Middle East) or terrorism, catastrophes, or epidemics, pandemics, or other disease outbreaks; financial instability of international economies and legal systems and sovereign risk; the inability to realize the benefits of the separation from Kenvue’s former parent, Johnson & Johnson; and the risk of disruption or unanticipated costs in connection with the separation. A further list and descriptions of these risks, uncertainties and other factors can be found in Kenvue’s filings with the Securities and Exchange Commission, including its Annual Report on Form 10-K for the fiscal year ended December 31, 2023 and subsequent Quarterly Reports on Form 10-Q and other filings, available at www.kenvue.com or on request from Kenvue. Any forward-looking statement made in this presentation speaks only as of the date of this presentation. Kenvue undertakes no obligation to update any forward-looking statements, whether as a result of new information, future events or developments or otherwise.

Non-GAAP Financial Measures

This presentation includes certain non-GAAP financial measures, which may include Adjusted diluted earnings per share, Adjusted EBITDA margin, Adjusted effective tax rate, Adjusted gross profit margin, Adjusted net income, Adjusted operating income, Adjusted operating income margin, EBITDA, Free cash flow and Organic growth. Such non-GAAP financial measures are in addition to, not a substitute for or superior to, measures of financial performance prepared in accordance with U.S. GAAP. A reconciliation of these measures to the most directly comparable GAAP measure is included in the Appendix to these slides and the earnings release available on the Company's website at investors.kenvue.com.

Q3 2024 By the Numbers



+0.9%

y/y Organic growth¹ vs. +3.6% PY



60.7%

Adjusted gross profit margin¹,
+ 130bps vs. PY



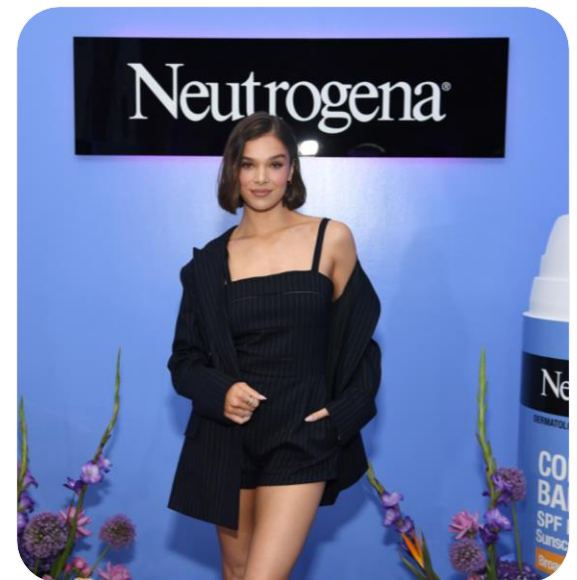
+~20%

brand activation investment vs. PY

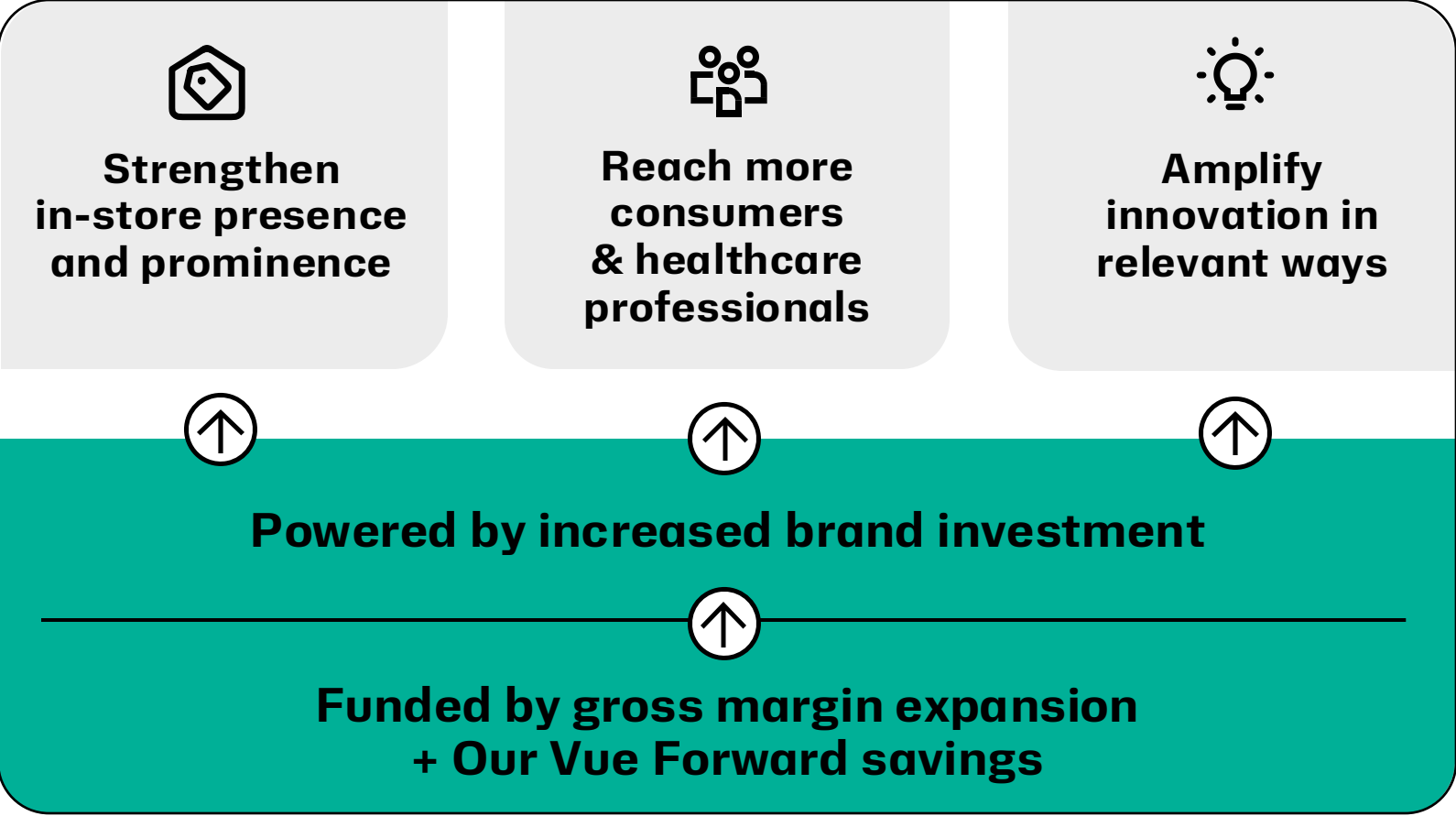


\$0.28

Adjusted diluted earnings per share¹



Kenvue Playbook in Action



TYLENOL



Neutrogena®

Aveeno®

LISTERINE



Johnson's®

Progress Towards Becoming a Leaner, More Agile Organization

→ On track to invest +~20% vs. PY in brand activation, focus on social media marketing powered by analytics and AI




→ On track to fully exit Transition Service Agreements by mid-2025

→ Created Kenvue Global Content Factory to improve efficiency and effectiveness of marketing spend

→ On track to deliver \$350 million in annual savings by 2026 through Our Vue Forward



Q3 2024 Portfolio Performance

| | Q3 2024 Net sales | Q3 2024 Organic growth ¹ | Takeaways |
|--|----------------------|--|---|
| Total Kenvue | \$3.9B | +0.9% vs. +3.6% PY | |
|  Self Care | \$1.6B | +0.7% vs. +6.7% PY | <ul style="list-style-type: none"> • Continues to outperform the market and gain share |
|  Skin Health & Beauty | \$1.1B | (2.7)% vs. (0.4)% PY | <ul style="list-style-type: none"> • Building the right foundation, seeing early signs of recovery |
|  Essential Health | \$1.2B | +4.5% vs. +3.8% PY | <ul style="list-style-type: none"> • Broad-based growth across all categories and all regions |

Self Care

Continues to outperform the market and gain share

+0.7%

Q3 Organic growth¹
vs. +6.7% PY



Key Highlights

- Lower level of incidence in Allergy and Pediatric Fever impacting volumes
- Outperforming the market with share gains across key brands
- Expanding distribution of successful innovations, amplified through omnichannel marketing

TYLENOL



Motrin

ZARBEE'S

Benadryl

ORSL™

nicorette

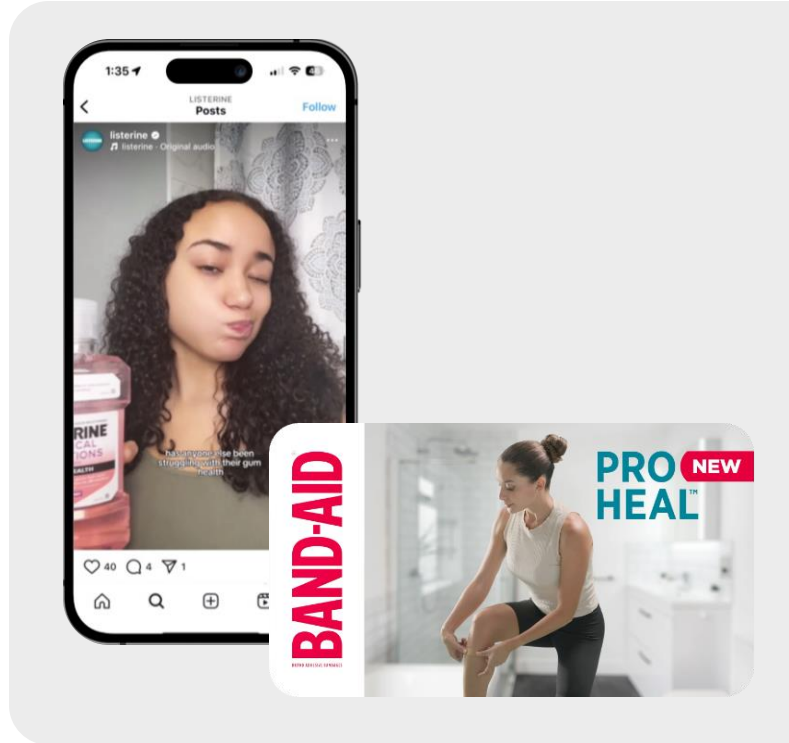


Essential Health

Broad-based growth across all categories and all regions

+4.5%

Q3 Organic growth¹
vs. +3.8% PY



Key Highlights

- Delivering second consecutive quarter of volume growth
- Expanding distribution and enhancing in-store prominence of premium innovations
- Increasing media spend and partnering with digital creators to engage consumers

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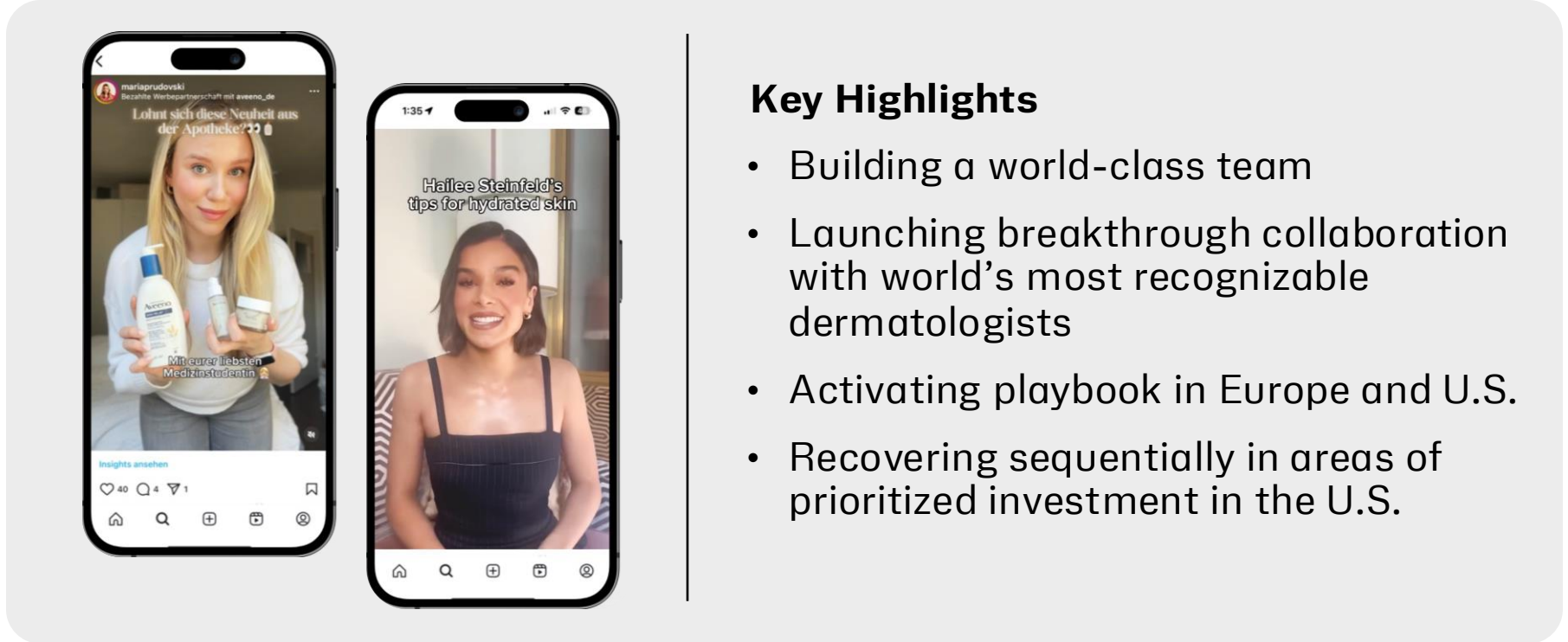
BAND-AID
BRAND ADHESIVE BANDAGES

Skin Health & Beauty

Building the right foundation, seeing early signs of recovery

(2.7%)

Q3 Organic growth¹
vs. (0.4)% PY



Key Highlights

- Building a world-class team
- Launching breakthrough collaboration with world's most recognizable dermatologists
- Activating playbook in Europe and U.S.
- Recovering sequentially in areas of prioritized investment in the U.S.

Neutrogena®

Aveeno.

Ogx

DR.CI:LABO



¹ Non-GAAP financial measure; refer to reconciliations of non-GAAP financial measures included in accompanying schedules to this presentation and to the earnings release available at investors.kenvue.com

U.S. Neutrogena Recovery Actions

- ➔ Improving in-store presence and prominence
- ➔ Broadening distribution of innovation
- ➔ Reaching more consumers through social media and celebrity campaigns
- ➔ Engaging with dermatologists leading to increased levels of recommendations
- ➔ Launching breakthrough collaboration with world's most recognizable dermatologists



Advancing Our Transformation



Reaching more consumers



Investing more behind our brands



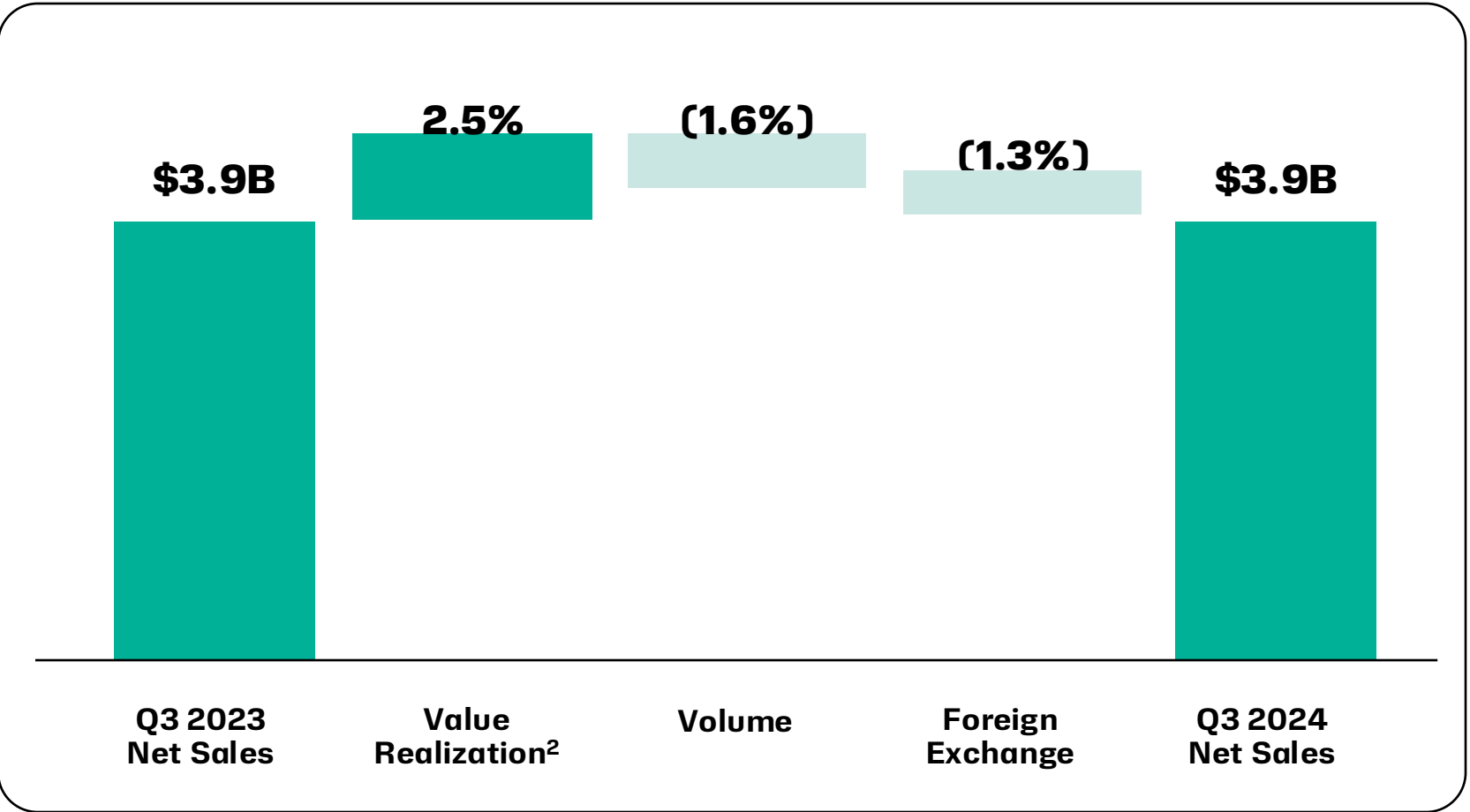
Building a culture of performance and impact



Q3 2024 Financial Performance

Reported Net Sales & Organic Growth¹

+0.9% Organic Growth in Q3 2024, On Top of 3.6 % in Q3 2023



Key Drivers

- ➔ Value realization² across all segments
- ➔ Volume declines in Skin Health & Beauty and Self Care, partially offset by volume growth in Essential Health

¹ Non-GAAP financial measure; refer to reconciliations of non-GAAP financial measures included in accompanying schedules to this presentation and to the earnings release available at investors.kenvue.com
² Value Realization reflects Price/Mix

Self Care



Continues to outperform the market and gain share

\$1.6B Net Sales

Reported

0.7%

vs +6.4% PY

Organic Growth¹

0.7%

vs +6.7% PY

Organic Growth¹ Drivers

Value Realization²

+1.8%

vs +5.5% PY

Volume

(1.1)%

vs +1.2% PY



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² Value Realization reflects Price/Mix

Essential Health



Broad-based growth across all categories and all regions

\$1.2B Net Sales

Reported

+1.6%

vs +3.0% PY

Organic Growth¹

+4.5%

vs +3.8% PY

Organic Growth¹ Drivers

Value Realization²

+3.7%

vs +10.0% PY

Volume

+0.8%

vs (6.2)% PY



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BAND-AID
BRAND ADHESIVE BANDAGES

Skin Health & Beauty

 Building the right foundation, seeing early signs of recovery

\$1.1B Net Sales

Reported **(4.2)%**
vs +(0.4)% PY

Organic Growth¹ **(2.7)%**
vs (0.4)% PY

Organic Growth¹ Drivers

Value Realization² **+2.0%**
vs +6.4% PY

Volume **(4.7)%**
vs (6.8)% PY



Neutrogena®

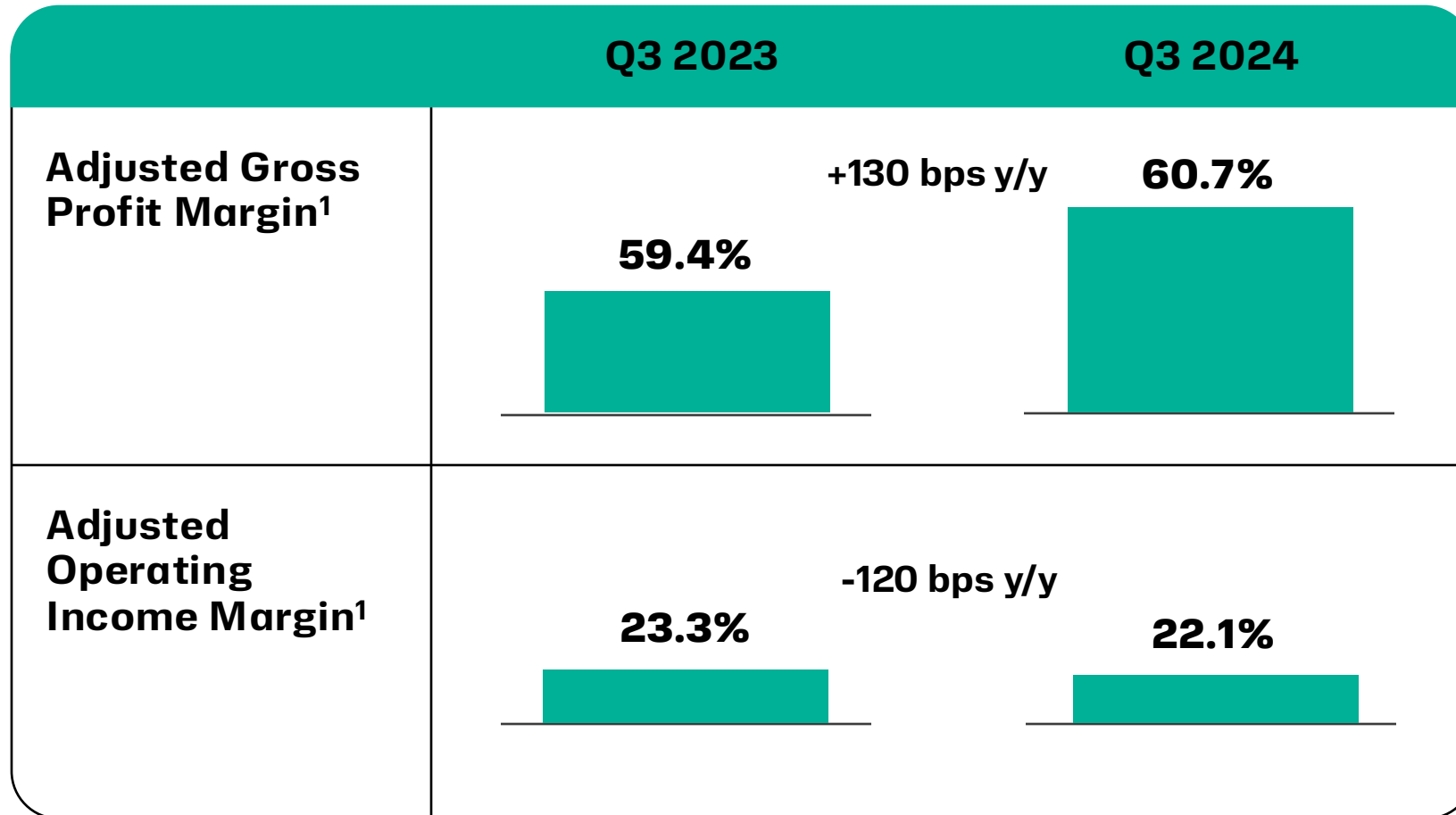
Aveeno.

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DR.CI:LABO

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² Value Realization reflects Price/Mix

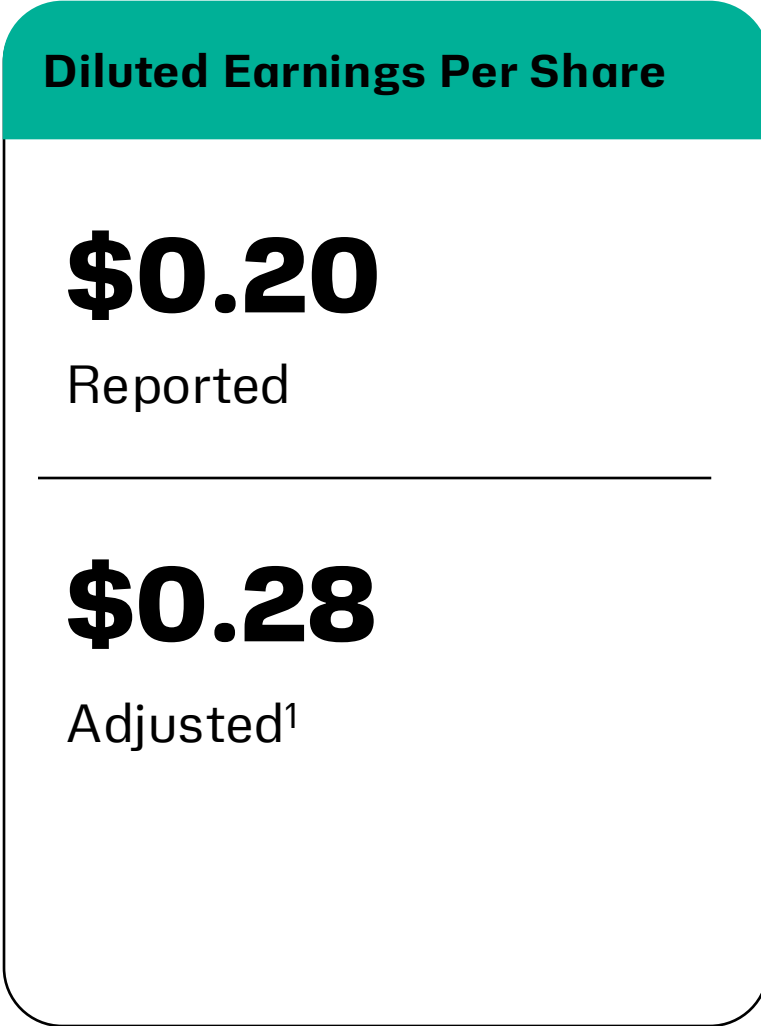
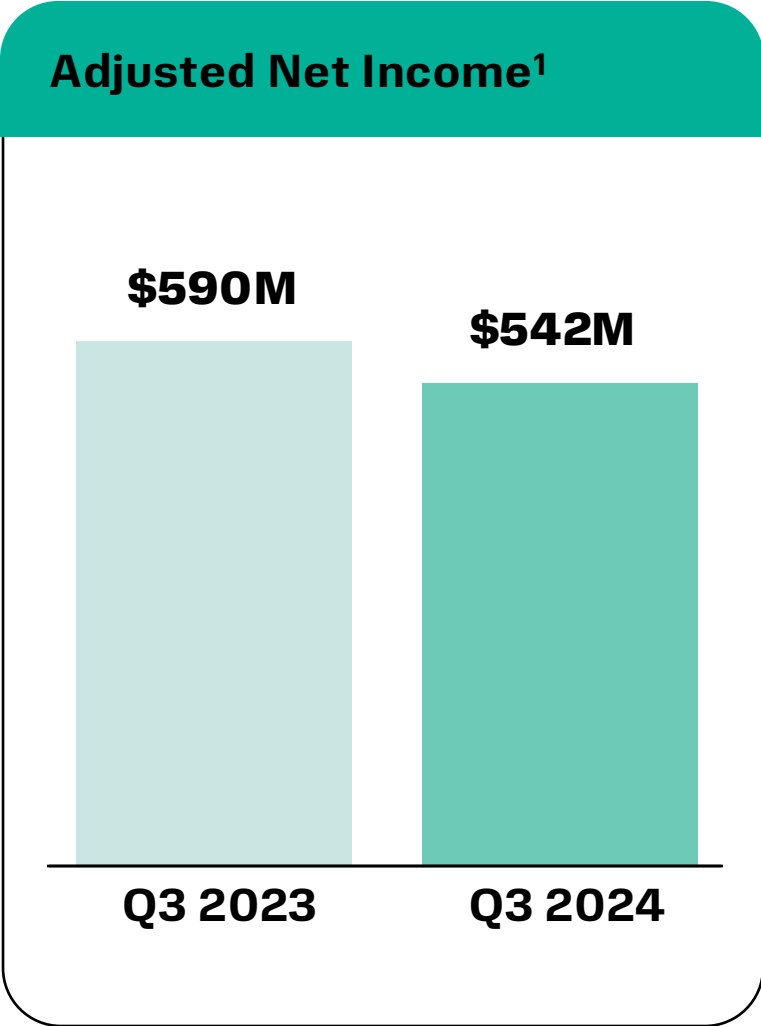
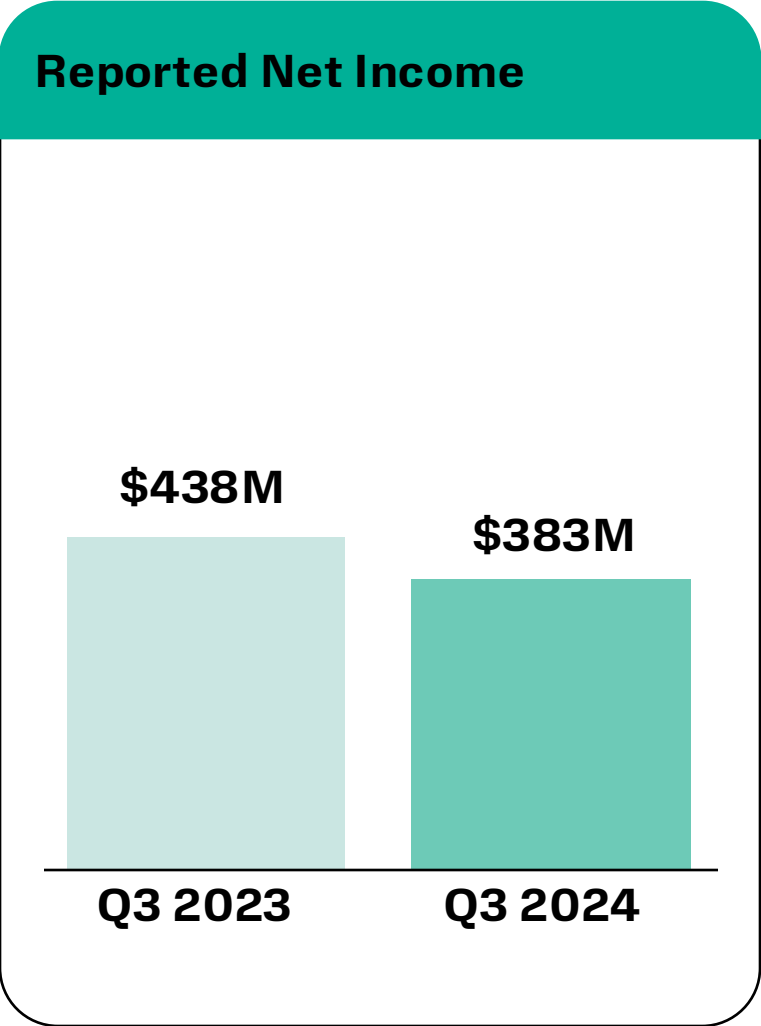
Adjusted Gross Profit and Operating Income Margins¹



Key Drivers

- ➔ Strong productivity and continued supply chain efficiencies
- ➔ Execution of TSA exits and Our Vue Forward on track
- ➔ Higher y/y brand investments

Q3 2024 Net Income and Earnings Per Share



¹ Non-GAAP financial measure; refer to reconciliations of non-GAAP financial measures included in accompanying schedules to this presentation and to the earnings release available at investors.kenvue.com

2024 Guidance Summary




| | Current | | Prior |
|--|------------------------|---|-----------------|
| Reported Net Sales Growth | 1.0% - 3.0% | <ul style="list-style-type: none"> Tracking toward low end of range | 1.0% - 3.0% |
| Organic Growth ¹ | 2.0% - 4.0% | <ul style="list-style-type: none"> Assuming FX headwind ~1% y/y | 2.0% - 4.0% |
| Adjusted Operating Income Margin ¹ | 21% - 22% | <ul style="list-style-type: none"> Unchanged; productivity and efficiency gains offset impact of sales | 21% - 22% |
| Reported Interest Expense, Net | ~\$380M | <ul style="list-style-type: none"> Lower borrowings YTD | \$380 - \$400M |
| Adjusted Effective Tax Rate ¹ | 26.5% - 27.0% | <ul style="list-style-type: none"> Slightly higher due to jurisdictional mix | 25.5% - 26.5% |
| Adjusted Diluted Earnings per Share ^{1,2} | \$1.10 - \$1.20 | <ul style="list-style-type: none"> Unchanged | \$1.10 - \$1.20 |

Q&A



Appendix

2023 Organic Growth¹ Considerations

| | Q1'23 | Q2'23 | Q3'23 | Q4'23 |
|--|--|--------------|--|---|
|  Self-Care | <ul style="list-style-type: none"> ⊕ Higher incidences of cough, cold and flu outside the U.S. ⊕ Retailer inventory re-build, following Q4'22 demand surge | → | | <ul style="list-style-type: none"> ⊖ Delayed season and lower incidence levels |
| Organic Growth | 15.3% | 14.2% | 6.7% | (2.0%) |
|  Skin Health and Beauty | <ul style="list-style-type: none"> ⊕ Retailer inventory re-build, following supply constraints ⊖ Strategic portfolio rationalization ⊖ Suspension of personal care products in Russia | → | <ul style="list-style-type: none"> ⊖ Consumer softness in China | → |
| Organic Growth | 13.2% | 3.4% | (0.4%) | (8.0%) |
|  Essential Health | <ul style="list-style-type: none"> ⊖ Suspension of personal care products in Russia | → | <ul style="list-style-type: none"> ⊖ Consumer softness in China | → |
| Organic Growth | 4.0% | 3.8% | 3.8% | 2.5% |
| Total Organic Growth % | 11.2% | 7.7% | 3.6% | (2.4%) |

Organic Growth

Fiscal Three Months Ended September 29, 2024 vs October 1, 2023⁽¹⁾

| (Unaudited; Dollars in Millions) | Reported Net sales change | | Impact of foreign currency | | Organic growth ⁽²⁾ | |
|----------------------------------|---------------------------|----------------|----------------------------|--------------|-------------------------------|--|
| | Amount | Percent | Amount | Amount | Percent | |
| Self Care | \$ 12 | 0.7 % | \$ 1 | \$ 11 | 0.7 % | |
| Skin Health and Beauty | (47) | (4.2) | (17) | (30) | (2.7) | |
| Essential Health | 19 | 1.6 | (34) | 53 | 4.5 | |
| Total | \$ (16) | (0.4) % | \$ (50) | \$ 34 | 0.9 % | |

Fiscal Three Months Ended September 29, 2024 vs October 1, 2023⁽¹⁾

| (Unaudited) | Reported Net sales change | Impact of foreign currency | Organic growth ⁽²⁾ | |
|------------------------|---------------------------|----------------------------|-------------------------------|----------------|
| | | | Price/Mix ⁽³⁾ | Volume |
| Self Care | 0.7 % | — % | 1.8 % | (1.1) % |
| Skin Health and Beauty | (4.2) | (1.5) | 2.0 | (4.7) |
| Essential Health | 1.6 | (2.9) | 3.7 | 0.8 |
| Total | (0.4) % | (1.3) % | 2.5 % | (1.6) % |

⁽¹⁾ Acquisitions and divestitures did not materially impact the reported Net sales change.

⁽²⁾ Non-GAAP financial measure. Excludes the impact of foreign currency exchange and the impact of Acquisitions and divestitures.

⁽³⁾ Price/Mix reflects value realization.

Organic Growth

Fiscal Three Months Ended October 1, 2023 vs October 2, 2022⁽¹⁾

| (Unaudited; Dollars in Millions) | Reported Net sales change | | Impact of foreign currency | Organic growth ⁽²⁾ | |
|----------------------------------|---------------------------|--------------|----------------------------|-------------------------------|--------------|
| | Amount | Percent | Amount | Amount | Percent |
| Self Care | \$ 97 | 6.4 % | \$ (4) | \$ 101 | 6.7 % |
| Skin Health and Beauty | (5) | (0.4) | — | (5) | (0.4) |
| Essential Health | 34 | 3.0 | (9) | 43 | 3.8 |
| Total | \$ 126 | 3.3 % | \$ (13) | \$ 139 | 3.6 % |

Fiscal Three Months Ended October 1, 2023 vs October 2, 2022⁽¹⁾

| (Unaudited) | Reported Net sales change | Impact of foreign currency | Organic growth ⁽²⁾ | |
|------------------------|---------------------------|----------------------------|-------------------------------|----------------|
| | | | Price/Mix ⁽³⁾ | Volume |
| Self Care | 6.4 % | (0.3) % | 5.5 % | 1.2 % |
| Skin Health and Beauty | (0.4) | — | 6.4 | (6.8) |
| Essential Health | 3.0 | (0.8) | 10.0 | (6.2) |
| Total | 3.3 % | (0.3) % | 7.1 % | (3.5) % |

⁽¹⁾ Acquisitions and divestitures did not materially impact the reported Net sales change.

⁽²⁾ Non-GAAP financial measure. Excludes the impact of foreign currency exchange and the impact of Acquisitions and divestitures.

⁽³⁾ Price/Mix reflects value realization.

Organic Growth

Fiscal Nine Months Ended September 29, 2024 vs October 1, 2023⁽¹⁾

| (Unaudited; Dollars in Millions) | Reported Net sales change | | Impact of foreign currency | | Organic growth ⁽²⁾ | |
|----------------------------------|---------------------------|--------------|----------------------------|---------------|-------------------------------|--|
| | Amount | Percent | Amount | Amount | Percent | |
| Self Care | \$ 44 | 0.9 % | \$ (32) | \$ 76 | 1.5 % | |
| Skin Health and Beauty | (148) | (4.4) | (41) | (107) | (3.2) | |
| Essential Health | 119 | 3.4 | (80) | 199 | 5.7 % | |
| Total | \$ 15 | 0.1 % | \$ (153) | \$ 168 | 1.4 % | |

Fiscal Nine Months Ended September 29, 2024 vs October 1, 2023⁽¹⁾

| (Unaudited) | Reported Net sales change | Impact of foreign currency | Organic growth ⁽²⁾ | |
|------------------------|---------------------------|----------------------------|-------------------------------|----------------|
| | | | Price/Mix ⁽³⁾ | Volume |
| Self Care | 0.9 % | (0.6) % | 2.8 % | (1.3) % |
| Skin Health and Beauty | (4.4) | (1.2) | 2.0 | (5.2) |
| Essential Health | 3.4 | (2.3) | 4.8 | 0.9 |
| Total | 0.1 % | (1.3) % | 3.1 % | (1.7) % |

⁽¹⁾ Acquisitions and divestitures did not materially impact the reported Net sales change.

⁽²⁾ Non-GAAP financial measure. Excludes the impact of foreign currency exchange and the impact of Acquisitions and divestitures.

⁽³⁾ Price/Mix reflects value realization.

Organic Growth

Fiscal Nine Months Ended October 1, 2023 vs October 2, 2022⁽¹⁾

| (Unaudited; Dollars in Millions) | Reported Net sales change | | Impact of foreign currency | | Organic growth ⁽²⁾ | |
|----------------------------------|---------------------------|--------------|----------------------------|---------------|-------------------------------|--|
| | Amount | Percent | Amount | Amount | Percent | |
| Self Care | \$ 452 | 10.1 % | \$ (84) | \$ 536 | 12.0 % | |
| Skin Health and Beauty | 115 | 3.5 | (52) | 167 | 5.1 | |
| Essential Health | 28 | 0.8 | (106) | 134 | 3.9 | |
| Total | \$ 595 | 5.3 % | \$ (242) | \$ 837 | 7.5 % | |

Fiscal Nine Months Ended October 1, 2023 vs October 2, 2022⁽¹⁾

| (Unaudited) | Reported Net sales change | Impact of foreign currency | Organic growth ⁽²⁾ | |
|------------------------|---------------------------|----------------------------|-------------------------------|----------------|
| | | | Price/Mix ⁽³⁾ | Volume |
| Self Care | 10.1 % | (1.9) % | 8.1 % | 3.9 % |
| Skin Health and Beauty | 3.5 | (1.6) | 7.2 | (2.1) |
| Essential Health | 0.8 | (3.1) | 10.0 | (6.1) |
| Total | 5.3 % | (2.2) % | 8.4 % | (0.9) % |

⁽¹⁾ Acquisitions and divestitures did not materially impact the reported Net sales change.

⁽²⁾ Non-GAAP financial measure. Excludes the impact of foreign currency exchange and the impact of Acquisitions and divestitures.

⁽³⁾ Price/Mix reflects value realization.

Total Segment Net Sales

| (Unaudited; Dollars in Millions) | Net Sales | | Net Sales | |
|----------------------------------|---------------------------|-----------------|--------------------------|------------------|
| | Fiscal Three Months Ended | | Fiscal Nine Months Ended | |
| | September 29, 2024 | October 1, 2023 | September 29, 2024 | October 1, 2023 |
| Self Care | 1,625 | 1,613 | 4,958 | 4,914 |
| Skin Health and Beauty | 1,072 | 1,119 | 3,229 | 3,377 |
| Essential Health | 1,202 | 1,183 | 3,606 | 3,487 |
| Total segment net sales | \$ 3,899 | \$ 3,915 | \$ 11,793 | \$ 11,778 |

Total Segment Adjusted Operating Income

| (Unaudited; Dollars in Millions) | Adjusted Operating Income | | Adjusted Operating Income | |
|--|---------------------------|-----------------|---------------------------|-----------------|
| | Fiscal Three Months Ended | | Fiscal Nine Months Ended | |
| | September 29, 2024 | October 1, 2023 | September 29, 2024 | October 1, 2023 |
| Self Care Adjusted operating income | 557 | 604 | 1,692 | 1,762 |
| Skin Health and Beauty Adjusted operating income | 191 | 180 | 502 | 530 |
| Essential Health Adjusted operating income | 291 | 275 | 914 | 736 |
| Total⁽¹⁾⁽²⁾ | \$ 1,039 | \$ 1,059 | \$ 3,108 | \$ 3,028 |
| Depreciation ⁽³⁾ | (94) | (72) | (238) | (211) |
| General corporate/unallocated expenses | (82) | (76) | (258) | (219) |
| Other operating (expense) income, net | (7) | (9) | (29) | 7 |
| Other—impact of Deferred Markets ⁽⁴⁾ | 8 | 12 | 47 | 33 |
| Litigation (income) expense | (4) | — | (4) | 20 |
| Adjusted operating income (non-GAAP) | \$ 860 | \$ 914 | \$ 2,626 | \$ 2,658 |
| Reconciliation to Income before taxes: | | | | |
| Amortization of intangible assets | 66 | 81 | 212 | 242 |
| Separation-related costs ⁽⁵⁾ | 85 | 133 | 231 | 333 |
| Restructuring and operating model optimization initiatives | 38 | 3 | 146 | 3 |
| Conversion of stock-based awards | 6 | (25) | 34 | (25) |
| Other—impact of Deferred Markets ⁽⁴⁾ | 8 | 12 | 47 | 33 |
| Founder Shares | 7 | — | 24 | — |
| Litigation (income) expense | (4) | — | (4) | 20 |
| Impairment charges | — | — | 578 | — |
| Operating income | \$ 654 | \$ 710 | \$ 1,358 | \$ 2,052 |
| Other (income) expense, net | (19) | 25 | 6 | 65 |
| Interest expense, net | 96 | 100 | 283 | 154 |
| Income before taxes | \$ 577 | \$ 585 | \$ 1,069 | \$ 1,833 |

⁽¹⁾ Effective in the fiscal three months ended September 29, 2024, the Company adjusted the allocation for certain brand marketing expenses within Selling, general, and administrative expenses to align with segment financial results as measured by the Company, including the chief operating decision maker (the “CODM”). Accordingly, the Company has updated its segment disclosures to reflect the updated presentation in all prior periods. Total Adjusted operating income did not change as a result of this update.

⁽²⁾ Effective in the fiscal three months ended June 30, 2024, the Company adjusted the allocation for certain Research and development costs within Selling, general, and administrative expenses to align with segment financial results as measured by the Company, including the CODM. Accordingly, the Company has updated its segment disclosures to reflect the updated presentation in all prior periods. Total Adjusted operating income did not change as a result of this update.

⁽³⁾ Depreciation includes the amortization of integration and development costs capitalized in connection with cloud computing arrangements.

⁽⁴⁾ Includes the provision for taxes and minority interest expense related to Deferred Markets recognized within Other operating expense (income), net, which are payable to Johnson & Johnson through interim agreements until these Deferred Markets can be transferred to the Company. Deferred Markets are local businesses in certain non-U.S. jurisdictions in which the transfer from Johnson & Johnson of certain assets and liabilities were deferred in order to ensure compliance with applicable law, to obtain necessary governmental approvals and other consents, and for other business reasons.

⁽⁵⁾ Costs incurred in connection with our establishment as a standalone public company are defined as “Separation-related costs.”

Non-GAAP Reconciliations (Q3 2024)

| (Unaudited; Dollars in Millions) | Fiscal Three Months Ended September 29, 2024 | | | |
|----------------------------------|--|-------------|--------------|-------------|
| | As Reported | Adjustments | Reference | As Adjusted |
| Net sales | \$ 3,899 | — | | \$ 3,899 |
| Gross profit | \$ 2,282 | 86 | (a) | \$ 2,368 |
| <i>Gross profit margin</i> | 58.5 % | | | 60.7 % |
| Operating income | \$ 654 | 206 | (a)-(c) | \$ 860 |
| <i>Operating income margin</i> | 16.8 % | | | 22.1 % |
| Net Income | \$ 383 | 159 | (a)-(e) | \$ 542 |
| <i>Net income margin</i> | 9.8 % | | | 13.9 % |
| Interest expense, net | \$ 96 | | | |
| Provision for taxes | \$ 194 | | | |
| Depreciation and amortization | \$ 160 | | | |
| EBITDA (non-GAAP) | \$ 833 | 119 | (b)-(d), (f) | \$ 952 |
| <i>EBITDA margin</i> | 21.4 % | | | 24.4 % |

Detail of Adjustments

| | Cost of sales | SG&A/ Restructuring expenses | Other operating expense (income), net | Other (income) expense, net | Provision for taxes | Total |
|--|---------------|------------------------------------|---|--------------------------------|---------------------|---------------|
| Amortization of intangible assets | \$ 66 | \$ — | \$ — | \$ — | \$ — | \$ 66 |
| Restructuring expenses | — | 31 | — | — | — | 31 |
| Operating model optimization initiatives | 4 | 3 | — | — | — | 7 |
| Separation-related costs (including conversion of stock-based awards and Founder Shares) | 16 | 82 | — | — | — | 98 |
| Impact of Deferred Markets—minority interest expense | — | — | 4 | — | — | 4 |
| Impact of Deferred Markets—provision for taxes | — | — | 4 | — | (4) | — |
| Litigation income | — | — | (4) | — | — | (4) |
| Tax indemnification release | — | — | — | (21) | — | (21) |
| Tax impact on special item adjustments | — | — | — | — | (22) | (22) |
| Total | \$ 86 | \$ 116 | \$ 4 | \$ (21) | \$ (26) | \$ 159 |
| | (a) | (b) | (c) | (d) | (e) | |
| Cost of sales less amortization | \$ 20 | | | | | |
| | (f) | | | | | |

Non-GAAP Reconciliations (Q3 2023)

Fiscal Three Months Ended October 1, 2023

(Unaudited; Dollars in Millions)

| | As Reported | Adjustments | Reference | As Adjusted |
|--------------------------------|-------------|-------------|--------------|-------------|
| Net sales | \$ 3,915 | — | | \$ 3,915 |
| Gross profit | \$ 2,250 | 75 | (a) | \$ 2,325 |
| <i>Gross profit margin</i> | 57.5 % | | | 59.4 % |
| Operating income | \$ 710 | 204 | (a)-(c) | \$ 914 |
| <i>Operating income margin</i> | 18.1 % | | | 23.3 % |
| Net Income | \$ 438 | 152 | (a)-(d) | \$ 590 |
| <i>Net income margin</i> | 11.2 % | | | 15.1 % |
| Interest expense, net | \$ 100 | | | |
| Provision for taxes | \$ 147 | | | |
| Depreciation and amortization | \$ 153 | | | |
| EBITDA (non-GAAP) | \$ 838 | 123 | (b)-(c), (e) | \$ 961 |
| <i>EBITDA margin</i> | 21.4 % | | | 24.5 % |

Detail of Adjustments

| | Cost of sales | SG&A/ Restructuring expenses | Other operating expense (income), net | Provision for taxes | Total |
|---|---------------|------------------------------------|---|------------------------|---------------|
| Amortization of intangible assets | \$ 81 | \$ — | \$ — | \$ — | \$ 81 |
| Operating model optimization initiatives | 1 | 2 | — | — | 3 |
| Separation-related costs (including conversion of stock-based awards) | (7) | 115 | — | — | 108 |
| Impact of Deferred Markets—minority interest expense | — | — | 4 | — | 4 |
| Impact of Deferred Markets—provision for taxes | — | — | 8 | (8) | — |
| Tax impact on special item adjustments | — | — | — | (44) | (44) |
| Total | \$ 75 | \$ 117 | \$ 12 | \$ (52) | \$ 152 |

| | | | | | |
|--|--------|-----|-----|-----|-----|
| | (a) | (b) | (c) | (d) | |
| Cost of sales less amortization | \$ (6) | | | | (e) |

Non-GAAP Reconciliations (Q3 2024)

| (Unaudited; Dollars in Millions) | Fiscal Nine Months Ended September 29, 2024 | | | |
|----------------------------------|---|-------------|--------------|-------------|
| | As Reported | Adjustments | Reference | As Adjusted |
| Net sales | \$ 11,793 | — | | \$ 11,793 |
| Gross profit | \$ 6,889 | 288 | (a) | \$ 7,177 |
| <i>Gross profit margin</i> | 58.4 % | | | 60.9 % |
| Operating income | \$ 1,358 | 1,268 | (a)-(d) | \$ 2,626 |
| <i>Operating income margin</i> | 11.5 % | | | 22.3 % |
| Net Income | \$ 737 | 963 | (a)-(f) | \$ 1,700 |
| <i>Net income margin</i> | 6.2 % | | | 14.4 % |
| Interest expense, net | \$ 283 | | | |
| Provision for taxes | \$ 332 | | | |
| Depreciation and amortization | \$ 450 | | | |
| EBITDA (non-GAAP) | \$ 1,802 | 1,066 | (b)-(e), (g) | \$ 2,868 |
| <i>EBITDA margin</i> | 15.3 % | | | 24.3 % |

Detail of Adjustments

| | Cost of sales | SG&A/ Restructuring expenses | Impairment charges | Other operating expense (income), net | Other (income) expense, net | Provision for taxes | Total |
|--|---------------|------------------------------------|-----------------------|---|--------------------------------|------------------------|---------------|
| Amortization of intangible assets | \$ 212 | \$ — | \$ — | \$ — | \$ — | \$ — | \$ 212 |
| Restructuring expenses | — | 120 | — | — | — | — | 120 |
| Operating model optimization initiatives | 19 | 7 | — | — | — | — | 26 |
| Separation-related costs (including conversion of stock-based awards and Founder Shares) | 57 | 232 | — | — | — | — | 289 |
| Impairment charges | — | — | 578 | — | — | (151) | 427 |
| Impact of Deferred Markets—minority interest expense | — | — | — | 20 | — | — | 20 |
| Impact of Deferred Markets—provision for taxes | — | — | — | 27 | — | (27) | — |
| Litigation income | — | — | — | (4) | — | — | (4) |
| Losses on investments | — | — | — | — | 31 | — | 31 |
| Tax indemnification release | — | — | — | — | (21) | — | (21) |
| Tax impact on special item adjustments | — | — | — | — | — | (137) | (137) |
| Total | \$ 288 | \$ 359 | \$ 578 | \$ 43 | \$ 10 | \$ (315) | \$ 963 |
| | (a) | (b) | (c) | (d) | (e) | (f) | |
| Cost of sales less amortization | \$ 76 | | | | | | |
| | (g) | | | | | | |

Non-GAAP Reconciliations (Q3 2023)

| (Unaudited; Dollars in Millions) | Fiscal Nine Months Ended October 1, 2023 | | | |
|----------------------------------|--|-------------|--------------|------------------|
| | As Reported | Adjustments | Reference | As Adjusted |
| Net sales | \$ 11,778 | — | | \$ 11,778 |
| Gross profit | \$ 6,600 | 236 | (a) | \$ 6,836 |
| <i>Gross profit margin</i> | 56.0 % | | | 58.0 % |
| Operating income | \$ 2,052 | 606 | (a)-(c) | \$ 2,658 |
| <i>Operating income margin</i> | 17.4 % | | | 22.6 % |
| Net Income | \$ 1,337 | 460 | (a)-(f) | \$ 1,797 |
| <i>Net income margin</i> | 11.4 % | | | 15.3 % |
| Interest expense, net | \$ 154 | | | |
| Provision for taxes | \$ 496 | | | |
| Depreciation and amortization | \$ 453 | | | |
| EBITDA (non-GAAP) | \$ 2,440 | 371 | (b)-(d), (g) | \$ 2,811 |
| <i>EBITDA margin</i> | 20.7 % | | | 23.9 % |

Detail of Adjustments

| | Cost of sales | SG&A/ Restructuring expenses | Other operating expense (income), net | Other (income) expense, net | Interest expense, net | Provision for taxes | Total |
|---|---------------|------------------------------|---------------------------------------|-----------------------------|-----------------------|---------------------|---------------|
| Amortization of intangible assets | \$ 242 | \$ — | \$ — | \$ — | \$ — | \$ — | \$ 242 |
| Operating model optimization initiatives | 1 | 2 | — | — | — | — | 3 |
| Separation-related costs (including conversion of stock-based awards) | (7) | 315 | — | — | — | — | 308 |
| Impact of Deferred Markets—minority interest expense | — | — | 10 | — | — | — | 10 |
| Impact of Deferred Markets—provision for taxes | — | — | 23 | — | — | (23) | — |
| Litigation expense | — | — | 20 | — | — | — | 20 |
| Losses on investments | — | — | — | 7 | — | — | 7 |
| Interest income from related party note | — | — | — | — | (33) | — | (33) |
| Tax impact on special item adjustments | — | — | — | — | — | (97) | (97) |
| Total | \$ 236 | \$ 317 | \$ 53 | \$ 7 | \$ (33) | \$ (120) | \$ 460 |
| | (a) | (b) | (c) | (d) | (e) | (f) | |

| | |
|--|---------------|
| Cost of sales less amortization | \$ (6) |
| | (g) |

Adjusted Effective Tax Rate

| (Unaudited) | Fiscal Three Months Ended | | Fiscal Nine Months Ended | |
|--|---------------------------|-----------------|--------------------------|-----------------|
| | September 29, 2024 | October 1, 2023 | September 29, 2024 | October 1, 2023 |
| Effective tax rate | 33.6 % | 25.1 % | 31.1 % | 27.1 % |
| Adjustments: | | | | |
| Tax-effect on special item adjustments | (5.2) | (3.1) | (4.8) | (3.0) |
| Dr.Ci:Labo® Impairment | — | — | 0.8 | — |
| Removal of tax benefits from carve out methodology | — | — | — | 2.3 |
| Taxes related to Deferred Markets | 0.5 | 1.1 | 0.5 | 1.1 |
| Valuation allowance on foreign tax credits due to interest expense | — | 0.9 | — | (2.8) |
| Other | — | 1.3 | — | 0.8 |
| Adjusted Effective tax rate (non-GAAP) | 28.9 % | 25.3 % | 27.6 % | 25.5 % |

Adjusted Effective Tax Rate

| | <u>Fiscal Year 2024</u> |
|---|-----------------------------|
| (Unaudited) | Forecast |
| Effective tax rate | 28.5% - 29.0% |
| Adjustments: | |
| Tax-effect on special item adjustments | (2.5) |
| Taxes related to Deferred Markets | 0.5 |
| Adjusted Effective tax rate (non-GAAP) | <u>26.5% - 27.0%</u> |

Adjusted Diluted Earnings Per Share

| (Unaudited) | Fiscal Three Months Ended | | Fiscal Nine Months Ended | |
|--|---------------------------|-----------------|--------------------------|-----------------|
| | September 29, 2024 | October 1, 2023 | September 29, 2024 | October 1, 2023 |
| Diluted earnings per share | \$ 0.20 | \$ 0.23 | \$ 0.38 | \$ 0.73 |
| Adjustments: | | | | |
| Separation-related costs | 0.04 | 0.07 | 0.12 | 0.18 |
| Conversion of stock-based awards | — | (0.01) | 0.02 | (0.01) |
| Restructuring and operating model optimization initiatives | 0.02 | — | 0.08 | — |
| Impairment charges | — | — | 0.30 | — |
| Amortization of intangible assets | 0.03 | 0.04 | 0.11 | 0.13 |
| Losses on investments | — | — | 0.02 | — |
| Interest income from related party note | — | — | — | (0.02) |
| Tax impact on special item adjustments | (0.01) | (0.02) | (0.15) | (0.05) |
| Other | — | — | — | 0.02 |
| Adjusted diluted earnings per share (non-GAAP) | \$ 0.28 | \$ 0.31 | \$ 0.88 | \$ 0.98 |

Free Cash Flow

| (Unaudited; Dollars in Billions) | Fiscal Nine Months Ended | |
|---|--------------------------|-----------------|
| | September 29, 2024 | October 1, 2023 |
| Net cash flows from operating activities | \$ 1.0 | \$ 2.2 |
| Purchases of property, plant, and equipment | (0.3) | (0.2) |
| Free cash flow (non-GAAP) | \$ 0.7 | \$ 2.0 |

2024 Guidance Non-GAAP Reconciliations

Kenvue is not able to provide the most directly comparable GAAP measures or reconcile Adjusted diluted earnings per share, Adjusted operating income margin, or Organic growth to comparable GAAP measures on a forward-looking basis without unreasonable efforts given the unpredictability of the timing and amounts of discrete items such as foreign exchange, acquisitions, or divestitures.

Research and Development

| (Unaudited; Dollars in Millions) | Fiscal Three Months Ended | | Fiscal Nine Months Ended | |
|----------------------------------|---------------------------|-----------------|--------------------------|-----------------|
| | September 29, 2024 | October 1, 2023 | September 29, 2024 | October 1, 2023 |
| Research & Development | \$ 97 | \$ 78 | \$ 302 | \$ 266 |

