### UNITED STATES SECURITIES AND EXCHANGE COMMISSION

WASHINGTON, D.C. 20549

FORM 8-K	

CURRENT REPORT

Pursuant to Section 13 or 15(d) of the Securities Exchange Act of 1934

Date of Report (Date of earliest event reported): February 02, 2023

### LESLIE'S, INC.

(Exact name of Registrant as Specified in Its Charter)

Delaware (State or Other Jurisdiction of Incorporation) 001-39667 (Commission File Number) 20-8397425 (IRS Employer Identification No.)

2005 East Indian School Road Phoenix, Arizona (Address of Principal Executive Offices)

85016 (Zip Code)

Registrant's Telephone Number, Including Area Code: (602) 366-3999

(Former Name or Former Address, if Changed Since Last Report)

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions:

Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)

Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)

Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))

Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

Securities registered pursuant to Section 12(b) of the Act:

Trading
Symbol(s)
Name of each exchange on which registered
Common stock, par value \$0.001 per share
LESL
The NASDAQ Global Select Market

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act of 1933 (§ 230.405 of this chapter) or Rule 12b-2 of the Securities Exchange Act of 1934 (§ 240.12b-2 of this chapter).

Emerging growth company □

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act.  $\Box$ 

#### Item 2.02 Results of Operations and Financial Condition.

On February 2, 2023, Leslie's, Inc. (the "Company") issued a press release announcing its financial results for the first quarter ended December 31, 2022. A copy of the press release is furnished as Exhibit 99.1 to this report.

The information under Item 2.02 of this report, including Exhibit 99.1 hereto, shall not be deemed to be "filed" for purposes of Section 18 of the Securities Exchange Act of 1934, as amended, or otherwise subject to the liabilities of that section or Sections 11 and 12(a)(2) of the Securities Act of 1933, as amended. The information and the accompanying exhibit shall not be deemed to be incorporated by reference into filings with the U.S. Securities and Exchange Commission made by the Company, except as shall be expressly set forth by specific reference in such filing.

#### Item 9.01 Financial Statements and Exhibits.

#### (d) Exhibits.

Exhibit No.	Description
99.1 104	Press Release of Leslie's, Inc., dated February 2, 2023 Cover Page Interactive Data File (embedded within the Inline XBRL document)

#### **SIGNATURES**

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

LESLIE'S, INC.

By: /s/ Steven M. Weddell Name: Steven M. Weddell

Title: Executive Vice President and Chief Financial Officer

Date: February 2, 2023



#### Leslie's, Inc. Announces First Quarter Fiscal 2023 Financial Results

- •Record first quarter sales of \$195.1 million, an increase of 5.6% compared to the first quarter of Fiscal 2022, driven by an increase in non-comparable sales of \$17.7 million from acquisitions and new store growth
- •Comparable sales in the first quarter declined 4.0% compared to the first quarter of Fiscal 2022, driven by adverse weather
- •Diluted earnings per share was \$(0.14) in the first quarter; Adjusted diluted earnings per share was \$(0.14) in the first quarter
- •Reaffirms Fiscal 2023 outlook

PHOENIX, February 2, 2023 – Leslie's, Inc. ("Leslie's", "we", "our" or "its"; NASDAQ: LESL), the largest and most trusted direct-to-consumer brand in the U.S. pool and spa care industry, today announced its financial results for the first quarter of Fiscal 2023.

Mike Egeck, Chief Executive Officer, commented, "We delivered first quarter results that were in line with our expectations despite significant weather headwinds. Our topline growth and continued market share gains are a testament to the durable competitive advantages derived from our integrated system of physical and digital assets as well as our team's strong execution against our diversified growth initiatives. As we look ahead to the remainder of the year and the upcoming 2023 pool season, we believe we are well positioned to deliver on our financial and operational objectives."

#### Three Months Ended December 31, 2022 Highlights

- •Sales increased \$10.3 million, or 5.6%, to \$195.1 million compared to \$184.8 million in the prior year period and non-comparable sales related to our acquisitions and new store growth increased \$17.7 million. Comparable sales decreased 4.0% compared to the prior year period.
- •Gross profit decreased \$2.0 million, or 3.0%, to \$65.3 million compared to \$67.3 million in the prior year period and gross margin was 33.5% compared to 36.4% in the prior year period. The decrease in gross margin was primarily attributed to business mix, and occupancy deleverage.
- •Selling, general and administrative expenses ("SG&A") increased \$12.5 million to \$92.3 million compared to \$79.8 million in the prior year period, primarily driven by inflationary costs associated with payroll and digital marketing expenses, and non-comparable SG&A related to our acquisitions.
- •Operating loss was \$(27.0) million compared to \$(12.5) million in the prior year period.
- •Net loss was \$(30.3) million compared to \$(14.5) million in the prior year period.
- •Adjusted net loss was \$(25.3) million compared to \$(10.9) million in the prior year period.
- •Diluted earnings per share was (0.16) compared to (0.08) in the prior year period. Adjusted diluted earnings per share was (0.14) compared to (0.06) in the prior year period.
- •Adjusted EBITDA was \$(11.9) million compared to \$1.1 million in the prior year period.

#### **Balance Sheet and Cash Flow Highlights**

- •Cash and cash equivalents totaled \$2.7 million as of December 31, 2022 compared to \$53.3 million as of January 1, 2022, a decrease of \$50.6 million which was primarily due to inventory investments and business acquisitions.
- •Inventories totaled \$429.5 million as of December 31, 2022 compared to \$244.6 million as of January 1, 2022, an increase of \$184.9 million primarily related to non-discretionary categories including equipment and chemicals, which reflected continued investment to meet consumer demand and to mitigate the impact of ongoing supply chain disruptions.
- •Funded debt totaled \$886.8 million as of December 31, 2022 compared to \$803.9 million as of January 1, 2022. The total as of December 31, 2022 included \$91.0 million borrowed on our revolving credit facility.
- •The applicable rate on our term loan during the first quarter was LIBOR + 250 bps and our effective interest rate was 6.1% compared to an effective interest rate of 3.0% during the first quarter of Fiscal 2022.
- •Net cash used in operating activities totaled \$184.4 million in the first quarter of Fiscal 2023 compared to \$125.6 million in the first quarter of Fiscal 2022.
- •Capital expenditures totaled \$5.7 million in the first guarter of Fiscal 2023 compared to \$5.4 million in the first guarter of Fiscal 2022.
- •Net cash used for business acquisitions totaled \$8.5 million during the first quarter of 2023 compared to \$5.1 million in the first quarter of Fiscal 2022.
- •As of December 31, 2022, approximately \$147.7 million remained available for future repurchases under the Company's existing share repurchase program.

#### Fiscal 2023 Outlook

The Company reaffirmed its outlook for the full year of Fiscal 2023:

Sales	\$1,560 to \$1,640 million
Gross profit	\$667 to \$708 million
Net income	\$131 to \$146 million
Adjusted net income	\$145 to \$160 million
Adjusted EBITDA	\$280 to \$310 million
Adjusted diluted earnings per share	\$0.78 to \$0.86
Diluted weighted average shares outstanding	185 to 187 million

#### **Conference Call Details**

A conference call to discuss its financial results for the first quarter of Fiscal 2023 is scheduled for today, Thursday, February 2, 2023 at 4:30 p.m. Eastern Time. Investors and analysts interested in participating in the call are invited to dial 877-407-0784 (international callers please dial 1-201-689-8560) approximately 10 minutes prior to the start of the call. A live audio webcast of the conference call will be available online at https://ir.lesliespool.com/

A recorded replay of the conference call will be available within approximately three hours of the conclusion of the call and can be accessed, along with the associated slides, online at https://ir.lesliespool.com/ for 90 days.

#### **About Leslie's**

Founded in 1963, Leslie's is the largest and most trusted direct-to-consumer brand in the U.S. pool and spa care industry. The Company serves the aftermarket needs of residential and professional consumers with

an extensive and largely exclusive assortment of essential pool and spa care products. The Company operates an integrated ecosystem of over 975 physical locations and a robust digital platform, enabling consumers to engage with Leslie's whenever, wherever, and however they prefer to shop. Its dedicated team of associates, pool and spa care experts, and experienced service technicians are passionate about empowering Leslie's consumers with the knowledge, products, and solutions necessary to confidently maintain and enjoy their pools and spas.

#### **Use of Non-GAAP Financial Measures and Other Operating Measures**

In addition to reporting financial results in accordance with accounting principles generally accepted in the United States ("GAAP"), we use certain non-GAAP financial measures and other operating measures, including comparable sales growth and Adjusted EBITDA, Adjusted net income (loss), and Adjusted earnings per share, to evaluate the effectiveness of our business strategies, to make budgeting decisions, and to compare our performance against that of other peer companies using similar measures. These non-GAAP financial measures and other operating measures should not be considered in isolation or as substitutes for our results as reported under GAAP. In addition, these non-GAAP financial measures and other operating measures are not calculated in the same manner by all companies, and accordingly, are not necessarily comparable to similarly titled measures of other companies and may not be appropriate measures for performance relative to other companies.

#### Comparable Sales Growth

We measure comparable sales growth as the increase or decrease in sales recorded by the comparable base in any reporting period, compared to sales recorded by the comparable base in the prior reporting period. The comparable base includes sales through our locations and through our ecommerce websites and third-party marketplaces. Comparable sales growth is a key measure used by management and our board of directors to assess our financial performance.

#### Adjusted EBITDA

Adjusted EBITDA is defined as earnings before interest (including amortization of debt issuance costs), taxes, depreciation and amortization, management fees, equity-based compensation expense, loss on debt extinguishment, costs related to equity offerings, strategic project costs, executive transition costs, severance, losses (gains) on disposition of fixed assets, merger and acquisition costs, and other non-recurring, non-cash or discrete items. Adjusted EBITDA is a key measure used by management and our board of directors to assess our financial performance. Adjusted EBITDA is also frequently used by analysts, investors, and other interested parties to evaluate companies in our industry, when considered alongside other GAAP measures. We use Adjusted EBITDA to supplement GAAP measures of performance to evaluate the effectiveness of our business strategies, to make budgeting decisions, and to compare our performance against that of other companies using similar measures.

Adjusted EBITDA is not a recognized measure of financial performance under GAAP but is used by some investors to determine a company's ability to service or incur indebtedness. Adjusted EBITDA is not calculated in the same manner by all companies, and accordingly, is not necessarily comparable to similarly titled measures of other companies and may not be an appropriate measure for performance relative to other companies. Adjusted EBITDA should not be construed as an indicator of a company's operating performance in isolation from, or as a substitute for, net income (loss), cash flows from operations or cash flow data, all of which are prepared in accordance with GAAP. We have presented Adjusted EBITDA solely as supplemental disclosure because we believe it allows for a more complete analysis of results of operations. Adjusted EBITDA is not intended to represent, and should not be considered more meaningful

than, or as an alternative to, measures of operating performance as determined in accordance with GAAP. In the future, we may incur expenses or charges such as those added back to calculate Adjusted EBITDA. Our presentation of Adjusted EBITDA should not be construed as an inference that our future results will be unaffected by these items.

Adjusted Net Income (Loss) and Adjusted Earnings per Share

Adjusted net income (loss) and Adjusted earnings per share are additional key measures used by management and our board of directors to assess our financial performance. Adjusted net income (loss) and Adjusted earnings per share are also frequently used by analysts, investors, and other interested parties to evaluate companies in our industry, when considered alongside other GAAP measures.

Adjusted net income (loss) is defined as net income (loss) adjusted to exclude management fees, equity-based compensation expense, loss on debt extinguishment, costs related to equity offerings, strategic project costs, executive transition costs, severance, losses (gains) on disposition of fixed assets, merger and acquisition costs, and other non-recurring, non-cash or discrete items. Adjusted diluted earnings per share is defined as Adjusted net income (loss) divided by the diluted weighted average number of common shares outstanding.

#### **Forward Looking Statements**

This press release contains forward-looking statements about us and our industry that involve substantial risks and uncertainties. All statements other than statements of historical fact contained in this press release, including statements regarding our future results of operations or financial condition, business strategy, and plans and objectives of management for future operations, are forward-looking statements. In some cases, you can identify forward-looking statements because they contain words such as "anticipate," "believe," "contemplate," "continue," "could," "estimate," "expect," "intend," "may," "plan," "potential," "predict," "project," "should," "target," "will," or "would" or the negative of these words or other similar terms or expressions. Our actual results or outcomes could differ materially from those indicated in these forward-looking statements for a variety of reasons, including, among others:

- •our ability to execute on our growth strategies;
- supply disruptions;
- •our ability to maintain favorable relationships with suppliers and manufacturers;
- •competition from mass merchants and specialty retailers;
- •impacts on our business from the sensitivity of our business to weather conditions, changes in the economy (including rising interest rates, recession fears, and inflationary pressures), geopolitical events or conflicts, and the housing market;
- •disruptions in the operations of our distribution centers;
- •our ability to implement technology initiatives that deliver the anticipated benefits, without disrupting our operations;
- •our ability to attract and retain senior management and other qualified personnel;
- •regulatory changes and development affecting our current and future products;
- •our ability to obtain additional capital to finance operations;
- commodity price inflation and deflation;
- •impacts on our business from epidemics, pandemics or natural disasters;
- •impacts on our business from cyber incidents and other security threats or disruptions; and

•other risks and uncertainties, including those listed in the section titled "Risk Factors" in our filings with the United States Securities and Exchange Commission ("SEC").

You should not rely on forward-looking statements as predictions of future events. We have based the forward-looking statements contained in this press release primarily on our current expectations and projections about future events and trends that we believe may affect our business, financial condition, and operating results. The outcome of the events described in these forward-looking statements is subject to risks, uncertainties, and other factors described above and our filings with the SEC. Moreover, we operate in a very competitive and rapidly changing environment. New risks and uncertainties emerge from time to time, and it is not possible for us to predict all risks and uncertainties that could have an impact on the forward-looking statements contained in this press release. The results, events, and circumstances reflected in the forward-looking statements may not be achieved or occur, and actual results or outcomes could differ materially from those described in the forward-looking statements.

In addition, statements that "we believe" and similar statements reflect our beliefs and opinions on the relevant subject. These statements are based on information available to us as of the date of this press release, and while we believe that information provides a reasonable basis for these statements, that information may be limited or incomplete. Our statements should not be read to indicate that we have conducted an exhaustive inquiry into, or review of, all relevant information. These statements are inherently uncertain, and investors are cautioned not to unduly rely on these statements.

The forward-looking statements made in this press release are based on events or circumstances as of the date on which the statements are made. We undertake no obligation to update any forward-looking statements made in this press release to reflect events or circumstances after the date of this press release or to reflect new information or the occurrence of unanticipated events, except as required by law. We may not actually achieve the plans, intentions, or expectations disclosed in our forward-looking statements, and you should not place undue reliance on our forward-looking statements. Our forward-looking statements do not reflect the potential impact of any future acquisitions, mergers, dispositions, joint ventures, or investments.

#### Contact

Investors
Farah Soi/Caitlin Churchill
ICR
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## Condensed Consolidated Statements of Operations (Amounts in thousands, except per share amounts) (Unaudited)

	Three Months Ended				
		December 31, 2022		January 1, 2022	
Sales	\$		195,104	\$	184,824
Cost of merchandise and services sold			129,808		117,508
Gross profit			65,296		67,316
Selling, general and administrative expenses			92,281		79,785
Operating loss			(26,985)		(12,469)
Other expense:					
Interest expense			13,360		c 0.50
					6,863
Other expenses, net			_		389
Total other expense			13,360		7,252
Loss before taxes			(40,345)		(19,721)
Income tax benefit			(10,086)		(5,270)
Net loss	\$		(30,259)	\$	(14,451)
Earnings per share:					
Basic	\$		(0.16)	\$	(0.08)
Diluted	\$		(0.16)	\$	(0.08)
Weighted average shares outstanding:					
Basic			183,513		188,507
Diluted			183,513		188,507

## Other Financial Data <sup>(1)</sup> (Amounts in thousands, except per share amounts) (Unaudited)

	Three Months Ended				
		ecember 31, 2022		January 1, 2022	
Adjusted EBITDA	\$	(11,915 )	\$		1,096
Adjusted net loss	\$	(25,333 )	\$		(10,916)
Adjusted diluted earnings per share	\$	(0.14)	\$		(0.06)

(1)See section titled "GAAP to Non-GAAP Reconciliation."

### Condensed Consolidated Balance Sheets (Amounts in thousands, except share and per share amounts)

Accounts and other receivables, net Inventories Prepaid expenses and other current assets  Total current assets Property and equipment, net  Operating lease right-of-use assets Goodwill and other intangibles, net Deferred tax assets Other assets  Total assets  Total assets  Liabilities and stockholders' deficit  Current liabilities Accounts payable and accrued expenses	(Ur \$	2,691 46,375 429,517 29,921 508,504	\$ (Audited)  112,293  45,295  361,686	\$ (Unaudited) 53,341
Cash and cash equivalents Accounts and other receivables, net Inventories Prepaid expenses and other current assets  Total current assets Property and equipment, net  Operating lease right-of-use assets Goodwill and other intangibles, net Deferred tax assets Other assets  Total assets  Total assets  Liabilities and stockholders' deficit  Current liabilities Accounts payable and accrued expenses	\$	46,375 429,517 29,921	\$ 45,295 361,686	\$ •
Accounts and other receivables, net Inventories Prepaid expenses and other current assets Total current assets Property and equipment, net Operating lease right-of-use assets Goodwill and other intangibles, net Deferred tax assets Other assets Total assets  Total assets Liabilities and stockholders' deficit Current liabilities Accounts payable and accrued expenses	\$	46,375 429,517 29,921	\$ 45,295 361,686	\$ •
Inventories Prepaid expenses and other current assets  Total current assets Property and equipment, net  Operating lease right-of-use assets Goodwill and other intangibles, net Deferred tax assets Other assets  Total assets  Liabilities and stockholders' deficit  Current liabilities Accounts payable and accrued expenses		429,517 29,921	361,686	20.252
Prepaid expenses and other current assets  Total current assets  Property and equipment, net  Operating lease right-of-use assets  Goodwill and other intangibles, net  Deferred tax assets  Other assets  Total assets  Liabilities and stockholders' deficit  Current liabilities  Accounts payable and accrued expenses		29,921	·	39,353
Total current assets Property and equipment, net  Operating lease right-of-use assets Goodwill and other intangibles, net Deferred tax assets Other assets  Total assets  Liabilities and stockholders' deficit  Current liabilities  Accounts payable and accrued expenses			22.404	244,632
Property and equipment, net  Operating lease right-of-use assets Goodwill and other intangibles, net  Deferred tax assets Other assets  Total assets  Liabilities and stockholders' deficit  Current liabilities  Accounts payable and accrued expenses		508,504	23,104	38,173
Operating lease right-of-use assets Goodwill and other intangibles, net Deferred tax assets Other assets Total assets Liabilities and stockholders' deficit Current liabilities Accounts payable and accrued expenses			542,378	375,499
Goodwill and other intangibles, net  Deferred tax assets  Other assets  Total assets  Liabilities and stockholders' deficit  Current liabilities  Accounts payable and accrued expenses		75,049	78,087	65,883
Deferred tax assets Other assets Total assets  Liabilities and stockholders' deficit  Current liabilities Accounts payable and accrued expenses		233,852	236,477	207,291
Other assets Total assets  Liabilities and stockholders' deficit  Current liabilities Accounts payable and accrued expenses		218,119	213,701	132,428
Total assets  Liabilities and stockholders' deficit  Current liabilities  Accounts payable and accrued expenses		_	1,268	2,327
Liabilities and stockholders' deficit  Current liabilities  Accounts payable and accrued expenses		41,258	37,720	27,837
Current liabilities  Accounts payable and accrued expenses	\$	1,076,782	\$ 1,109,631	\$ 811,265
Accounts payable and accrued expenses				
On anational and the little of	\$	182,763	\$ 266,972	\$ 188,824
Operating lease liabilities		63,251	60,373	56,873
Income taxes payable		480	12,511	411
Current portion of long-term debt		8,100	8,100	8,100
Total current liabilities		254,594	347,956	254,208
Deferred tax liabilities		676	_	_
Operating lease liabilities, noncurrent		174,954	179,835	153,834
Revolving Credit Facility		91,000	_	_
Long-term debt, net		778,133	779,726	784,527
Other long-term liabilities		3,060	65	_
Total liabilities		1,302,417	1,307,582	1,192,569
Commitments and contingencies				
Stockholders' deficit				
Common stock, \$0.001 par value, 1,000,000,000 shares authorized and 183,564,172, 183,480,545, and 182,496,645 issued and outstanding as of December 31, 2022, October				
1, 2022, and January 1, 2022, respectively.		184	183	182
Additional paid in capital		92,508	89,934	80,062
Retained deficit		(318,327)	(288,068)	(461,548)
Total stockholders' deficit		(225,635)	(197,951)	(381,304)
Total liabilities and stockholders' deficit	\$	1,076,782	\$ 1,109,631	\$ 811,265

# Condensed Consolidated Statements of Cash Flows (Amounts in thousands) (Unaudited)

Net los         \$ (30,29)         \$ (14,61)           Adjustments to reconcile net loss to net cash used in operating activities:         Very Company of the Company of t		December 31, 2022	January 1, 2022
Adjustments to reconcile net loss to net cash used in operating activities:         8,503         9,241           Depreciation and amortization         8,933         2,751           Equity-based compensation         9,939         2,751           Amortization of deferred financing costs and debt discounts         502         406           Provision for doubtful accounts         1,04         1,04           Deferred income taxes         1,94         1,04           Changes in operating assets and liabilities:         4,07         4,07           Changes in operating assets and liabilities:         4,040         4,07           Prepaid expenses and other current assets         1,090         1,02           Prepaid expenses and other current assets         8,080         1,02           Prepaid expenses and other current assets         8,080         1,02           Other assets         1,000         1,000           Income taxes payable and accrued expenses         8,080         1,05           Income taxes payable and accrued expenses         1,000         1,05           Income taxes payable and accrued expenses         1,000         1,05           Business associations of the contractivities         1,000         1,05           Business associations, activities         1,000         5,00	Operating Activities		
Depreciation and amortization         8,503         9,241           Equity-based compensation         2,503         2,751           Amortization of deferred financing costs and debt discounts         500         496           Provision for doubtiful accounts         10         2,93           Deferred income taxes         1,943         1,040           Loss on disposition of assets         6         7         17           Changes in operating assets and liabilities:         4,647         4,637         4,361         4,372           Propagid expenses and other current assets         (6,479)         4,362         1,052	Net loss	\$ (30,259)	\$ (14,451)
Equity-based compensation         2,93         2,751           Amortization of deferred financing costs and debt discounts         50         486           Provision for doubtful accounts         10         29           Deferred income taxes         1,944         1,040           Loss on disposition of assets         1,942         1,040           Changes in operating assets and liabilities:         4,070         6,229           Changes in operating assets and liabilities.         (6,470)         6,322           Inventories         (6,470)         (3,723           Other assets         (6,429)         (1,593           Other assets         (3,601)         (2,741           Accounts payable and accrued expenses         (8,089)         (8,528)           Other assets         (8,089)         (8,528)           Income taxes payable of payable and accrued expenses         (8,089)         (8,528)           Operating lease assets and liabilities, net         (8,59)         (8,508)           Vet cas bused in operating activities         (8,59)         (5,694)           Operating lease assets and liabilities, net         (8,59)         (8,508)           Vet cas bused in operating activities         (8,59)         (8,508)           Vet cas payment of long-trang activities	Adjustments to reconcile net loss to net cash used in operating activities:		
Amortization of deferred financing costs and debt discounts         502         496           Provision for doubtful accounts         10         249           Deferred financing costs and spost from discounts         1,944         1,407           Loss on disposition of assets         1,70         1           Changes in operating assets and liabilities.         4         7           Accounts and other receivables         (64,70)         (43,723           Prepaid expenses and other current assets         (36,02)         (7,803           Other assets         (36,02)         (2,743           Accounts apayable and accrued expenses         (80,809)         (48,528           Income taxes payable         (80,809)         (48,528           Operating lease assets and liabilities, net         (82,02)         (5,697)         (5,697)           Operating lease assets and liabilities, net         (82,00)         (82,00)         (82,00)           Vet cash used in operating activities         (85,00)         (85,00)         (85,00)           Vet cash used in operating activities         (85,00)         (85,00)         (85,00)           Vet cash used in operating activities         (85,00)         (85,00)         (85,00)         (85,00)         (85,00)         (85,00)         (85,00)         (85,	Depreciation and amortization	8,503	9,241
Provision for doubtful accounts         10         249           Deferred income taxes         1,944         1,404           Loss on disposition of assets         6         1,707           Changes in operating assets and liabilities:         3         7           Accounts and other cereivables         (1,090)         (7,202)           Inventories         (6,479)         (3,203)         (3,203)           Other assets         (3,601)         (2,014)         (3,602)         (3,603)           Decide a counts payable and accrued expenses         (3,602)         (3,603)         (4,622)         (5,604)           Income taxes payable         (12,031)         (6,504)         (5,604) <th< td=""><td>Equity-based compensation</td><td>2,993</td><td>2,751</td></th<>	Equity-based compensation	2,993	2,751
Deferred income taxes         1,948         1,040           Loss on disposition of assets         6         17           Changes in operating assets and libilities.         4         1,090         7,000           Accounts and other receivables         (1,090)         (4,702)         (4,702)           Inventories         (6,277)         (6,273)         (1,703)           Other assets         (3,601)         (2,704)           Accounts payable and accrued expenses         (80,809)         (48,282)           Income taxes payable         (10,901)         (6,534)           Operating lease assets and libilities, end         (80,809)         (12,503)           Use and support year and equipment         (5,607)         (5,607)         (5,608)           Purchase of property and equipment         (5,607)         (5,607)         (5,607)         (5,607)         (5,607)         (5,607)         (5,607)         (5,607)         (5,607)         (5,607)         (5,607)         (5,607)         (5,607)         (5,607) <th< td=""><td>Amortization of deferred financing costs and debt discounts</td><td>502</td><td>496</td></th<>	Amortization of deferred financing costs and debt discounts	502	496
Los on disposition of assets         6         17           Changes in operating assets and liabilities:         7           Accounts and other receivables         (1,090)         (742           Inventories         (64,79)         (43,723)           Prepaid expenses and other current assets         (6,429)         (17,933)           Other assets         (80,809)         (48,528)           Income taxes payable and accrued expenses         (80,809)         (48,528)           Income taxes payable         (12,011)         (6,534)           Operating lease assets and liabilities, net         (62)         (5,404)           Vet cash used in operating activities         (184,409)         (182,559)           Income taxes payable         (184,409)         (182,559)         (5,674)           Operating lease assets and liabilities, net         (184,409)         (182,559)         (5,674)	Provision for doubtful accounts	10	249
Changes in operating assets and liabilities:         (1,090)         (74           Accounts and other receivables         (6,470)         (3,232)           Inventories         (6,470)         (3,673)           Prepaid expenses and other current assets         (6,49)         (1,799)           Other assets         (80,809)         (8,528)           Income taxes payable and accrued expenses         (80,809)         (8,528)           Income taxes payable and payable taxes payable income taxes payable payable taxes payable taxes payable payable payable payable payable payable payable payable payabl	Deferred income taxes	1,944	1,407
Accounts and other receivables         (1,000)         (742           Inventories         (64,770)         (83,733)           Prepaid expenses and other current assets         (64,629)         (17,059)           Other assets         (36,61)         (27,014)           Accounts payable and accrued expenses         (80,809)         (48,528)           Income taxes payable         (12,031)         (6,534)           Operating lease assets and liabilities, net         (18,409)         (12,556)           Operating excivities         (18,409)         (12,556)           Vet cash used in operating activities         (18,409)         (5,606)           Proceeds from dequipment         (5,697)         (5,602)           Business acquisitions, net of cash acquired         (8,504)         (5,102)           Proceeds from disposition of fixed assets         (13,79)         (10,525)           Vet cash used in investing activities         (13,79)         (10,525)           Borrowings on Revolving Credit Facility         91,000         6           Repayment of long-term debt         (2,025)         (2,025)           Proceeds from options exercised         1,025         (2,025)           Payments of employee tax withholdings related to restricted stock vesting         (8,50)         (15,071) </td <td>Loss on disposition of assets</td> <td>6</td> <td>17</td>	Loss on disposition of assets	6	17
Inventories   (64,77)   (43,723	Changes in operating assets and liabilities:		
Prepaid expenses and other current assets         (6,429)         (17,93)           Other assets         (3,601)         (2,741)           Accounts payable and accrued expenses         (80,809)         (48,528)           Income taxes payable         (12,031)         (6,534)           Operating lease assets and liabilities, net         (184,409)         (125,559)           Income taxes payable         (184,409)         (125,559)           Net cash used in operating activities         (184,409)         (5,608)           Purchases of property and equipment         (5,697)         (5,402)           Purchases of property and equipment         (8,540)         (5,146)           Proceeds from disposition of fixed assets         488         21           Net cash used in investing activities         (13,749)         (10,527)           Borrowings on Revolving Credit Facility         91,000         -           Repayment of long-term debt         (2,025)         (2,025)           Proceeds from options exercised         91,000         -           Repurchase and retirement of common stock         91,000         -           Payments of employee tax withholdings related to restricted stock vesting         419         -           Vet cash provided by (used in) financing activities         8,556	Accounts and other receivables	(1,090 )	(742 )
Other assets         (3,601)         (2,741)           Accounts payable and accrued expenses         (80,809)         (48,528)           Income taxes payable         (12,031)         (5,534)           Operating lease assets and liabilities, net         (82,000)         (184,000)         (12,555)           Investing Activities         (8,600)         (8,540)         (5,697)         (5,692)           Purchases of property and equipment         (8,540)         (5,697)         (5,040)           Business acquisitions, net of cash acquired         (8,540)         (5,146)           Proceeds from disposition of fixed assets         (8,540)         (5,640)           Proceeds from disposition of fixed assets         (8,540)         (8,540)         (8,540)           Borrowings on Revolving Credit Facility         (9,020)         (9,020)         (9,020)         (9,020)         (9,020)         (9,020)         (9,020)         (9,020)         (9,020)         (9,020)         <	Inventories	(64,770 )	(43,723 )
Accounts payable and accrued expenses         (88,089)         (48,528)           Income taxes payable         (12,031)         (6,534)           Operating lease assets and liabilities, net         (22)         (3,408)           let cash used in operating activities         (184,409)         (12,535)           Investing Activities         Very Capability         (5,697)         (5,692)           Purchases of property and equipment         (5,697)         (5,402)           Business acquisitions, net of cash acquired         (8,540)         (5,547)           Proceeds from disposition of fixed assets         48         21           Vet cash used in investing activities         48         21           Set cash used in investing activities         91,000         5           Proceeds from disposition of fixed assets         91,000         5           Business acquisitions, net of cash and expenses         91,000         5         2           Proceeds from disposition of fixed assets         91,000         5         2	Prepaid expenses and other current assets	(6,429)	(17,593 )
Income taxes payable	Other assets	(3,601)	(2,741)
Operating lease assets and liabilities, net         622         (5,408           Net cash used in operating activities         (184,409)         (125,559           nvesting Activities         36,697         (5,607)         (5,607)           Purchases of property and equipment         (5,697)         (5,406)           Business acquisitions, net of cash acquired         (8,540)         (5,146)           Proceeds from disposition of fixed assets         (13,749)         (10,527)           Proceeds from viles on Revolving Credit Facility         91,000         —           Repayment of long-term debt         (2,025)         (2,025)           Proceeds from options exercised         —         (152,146)           Repurchase and retirement of common stock         —         (152,146)           Payments of employee tax withholdings related to restricted stock vesting         (419)         —           Vet cash provided by (used in) financing activities         (10,900)         —           Vet cash provided by (used in) financing activities         (10,900)         —           Vet cash provided by (used in) financing activities         (10,900)         —           Vet cash provided by (used in) financing activities         (10,900)         —           Vet ash provided by (used in) financing activities         (10,900)         —	Accounts payable and accrued expenses	(80,809)	(48,528 )
Net cash used in operating activities         (184,09)         (125,595)           revesting Activities           Purchases of property and equipment         (5,697)         (5,402)           Business acquisitions, net of cash acquired         (8,540)         (5,146)           Proceeds from disposition of fixed assets         48         21           Net cash used in investing activities         (13,749)         (10,527)           Net cash used in investing activities         91,000         —           Borrowings on Revolving Credit Facility         91,000         —           Repayment of long-term debt         (2,025)         (2,025)         (2,025)           Proceeds from options exercised         —         —         (15,21,46)           Payments of employee tax withholdings related to restricted stock vesting         (19,002)         —           Net cash provided by (used in) financing activities         88,556         (154,071)           Net cash provided by (used in) financing activities         88,556         (154,071)           Net cash provided by (used in) financing activities         1(109,602)         20,201,157           Cash and cash equivalents, beginning of period         112,293         343,498           Cash and cash equivalents, end of period         \$ 2,691         5 3,334 <t< td=""><td>Income taxes payable</td><td>(12,031 )</td><td>(6,534)</td></t<>	Income taxes payable	(12,031 )	(6,534)
Purchases of property and equipment (5,697 ) (5,402 Business acquisitions, net of cash acquired (8,540 ) (5,146 Proceeds from disposition of fixed assets 488 211 Net cash used in investing activities (13,749 ) (10,527 Financing Activities (13,749 ) (10	Operating lease assets and liabilities, net	622	(5,408)
Purchases of property and equipment         (5,697)         (5,402)           Business acquisitions, net of cash acquired         (8,540)         (5,146)           Proceeds from disposition of fixed assets         488         21           Net cash used in investing activities         (13,749)         (10,527)           Financing Activities         91,000         —           Borrowings on Revolving Credit Facility         91,000         —           Repayment of long-term debt         (2,025)         (2,025)           Proceeds from options exercised         —         (152,146)           Repurchase and retirement of common stock         —         (152,146)           Payments of employee tax withholdings related to restricted stock vesting         419         —           Vet cash provided by (used in) financing activities         88,556         (154,071)           Vet decrease in cash and cash equivalents         (109,602)         (290,157)           Cash and cash equivalents, beginning of period         112,293         343,498           Cash and cash equivalents, end of period         \$ 2,691         \$ 53,341           Supplemental Information:         \$ 12,593         \$ 6,752	Net cash used in operating activities	(184,409)	(125,559)
Business acquisitions, net of cash acquired         (8,540)         (5,146)           Proceeds from disposition of fixed assets         488         21           Let cash used in investing activities         (13,749)         (10,527)           Financing Activities         887         887           Borrowings on Revolving Credit Facility         91,000         9           Repayment of long-term debt         (2,025)         (2,025)           Proceeds from options exercised         9         100           Repurchase and retirement of common stock         9         100           Payments of employee tax withholdings related to restricted stock vesting         (419)         9           Vet cash provided by (used in) financing activities         88,556         (154,071)           Vet decrease in cash and cash equivalents         (109,602)         (290,157)           Cash and cash equivalents, beginning of period         112,293         343,498           Cash and cash equivalents, end of period         \$ 2,691         \$ 53,341           Supplemental Information:         \$ 12,593         \$ 6,725	Investing Activities		
Proceeds from disposition of fixed assets 488 21 Net cash used in investing activities (13,749 ) (10,527 Financing Activities  Borrowings on Revolving Credit Facility 91,000 — Repayment of long-term debt (2,025 ) (2,025 Proceeds from options exercised — 100 Repurchase and retirement of common stock — (152,146 Payments of employee tax withholdings related to restricted stock vesting (419 ) — (152,146 Net cash provided by (used in) financing activities 88,556 (154,071 Net decrease in cash and cash equivalents Let decrease in cash and cash equivalents (109,602 ) (290,157 Cash and cash equivalents, beginning of period 112,293 (343,498) Cash and cash equivalents, end of period \$ 2,691 § 53,341  Explain the formation:  Interest \$ 12,593 \$ 6,725	Purchases of property and equipment	(5,697)	(5,402)
Net cash used in investing activities  Borrowings on Revolving Credit Facility  Borrowings on Revolving Credit Facility  Repayment of long-term debt  Proceeds from options exercised  Repurchase and retirement of common stock  Payments of employee tax withholdings related to restricted stock vesting  Net cash provided by (used in) financial activities  Net decrease in cash and cash equivalents  Cash and cash equivalents, beginning of period  Interest  (10,527)  (10,527)  (2,025)  (2,02	Business acquisitions, net of cash acquired	(8,540)	(5,146)
Borrowings on Revolving Credit Facility 91,000 — Repayment of long-term debt (2,025) (2,025) Proceeds from options exercised — 100 Repurchase and retirement of common stock — (152,146) Payments of employee tax withholdings related to restricted stock vesting (419) — (154,071) Net cash provided by (used in) financing activities 88,556 (154,071) Net decrease in cash and cash equivalents (109,602) (290,157) Cash and cash equivalents, beginning of period (112,293) 343,498 Cash and cash equivalents, end of period (109,602) (109,602) Interest (109,602) (10	Proceeds from disposition of fixed assets	488	21
Borrowings on Revolving Credit Facility  Repayment of long-term debt  (2,025)  Proceeds from options exercised  Repurchase and retirement of common stock  Payments of employee tax withholdings related to restricted stock vesting  Net cash provided by (used in) financing activities  Reter decrease in cash and cash equivalents  Cash and cash equivalents, beginning of period  Cash and cash equivalents, period  Cash and cash equivalents, end of period  Cash and cash equivalents, end of period  Cash and cash equivalents  Cash and cas	Net cash used in investing activities	(13,749)	(10,527 )
Repayment of long-term debt (2,025) (2,025) Proceeds from options exercised - 100 Repurchase and retirement of common stock - (152,146) Payments of employee tax withholdings related to restricted stock vesting (419) - (152,146) Pet cash provided by (used in) financing activities 88,556 (154,071) Pet decrease in cash and cash equivalents (109,602) (290,157) Cash and cash equivalents, beginning of period 112,293 343,498 Cash and cash equivalents, end of period \$ 2,691 \$ 53,341  Supplemental Information: Interest \$ 12,593 \$ 6,725	Financing Activities		
Proceeds from options exercised	Borrowings on Revolving Credit Facility	91,000	_
Repurchase and retirement of common stock Payments of employee tax withholdings related to restricted stock vesting Net cash provided by (used in) financing activities Net decrease in cash and cash equivalents Cash and cash equivalents, beginning of period Cash and cash equivalents, period Cash and cash equivalents, end of period Cash and cash equivalents, beginning of period Cash and cash equi	Repayment of long-term debt	(2,025 )	(2,025 )
Payments of employee tax withholdings related to restricted stock vesting  Net cash provided by (used in) financing activities  Net decrease in cash and cash equivalents  Net decrease in cash and cash equivalents  Net decrease in cash and cash equivalents  Supplemental Information:  Interest  (109,602 ) (290,157  112,293 343,498  234,498  254,691 \$ 53,341  254,691  254,691 \$ 6,725	Proceeds from options exercised	_	100
Net cash provided by (used in) financing activities  Net decrease in cash and cash equivalents  Cash and cash equivalents, beginning of period  Cash and cash equivalents, beginning of period  Cash and cash equivalents, end of period  Cash and cash equivalents, end of period  Supplemental Information:  Interest  \$ 12,593 \$ 6,725	Repurchase and retirement of common stock	_	(152,146)
Net decrease in cash and cash equivalents (109,602 ) (290,157 Cash and cash equivalents, beginning of period 112,293 343,498 Cash and cash equivalents, end of period \$ 2,691 \$ 53,341 Supplemental Information: Interest \$ 12,593 \$ 6,725	Payments of employee tax withholdings related to restricted stock vesting	(419)	_
Cash and cash equivalents, beginning of period 112,293 343,498 Cash and cash equivalents, end of period \$ 2,691 \$ 53,341  Supplemental Information: Interest \$ 12,593 \$ 6,725	Net cash provided by (used in) financing activities	88,556	(154,071 )
Cash and cash equivalents, end of period         \$ 2,691         \$ 53,341           Supplemental Information:         \$ 12,593         \$ 6,725	Net decrease in cash and cash equivalents	(109,602)	(290,157)
Supplemental Information:  Interest \$ 12,593 \$ 6,725	Cash and cash equivalents, beginning of period	112,293	343,498
Interest \$ 12,593 \$ 6,725	Cash and cash equivalents, end of period	\$ 2,691	\$ 53,341
	Supplemental Information:		
Income taxes, net of refunds received 1 (50	Interest	\$ 12,593	\$ 6,725
	Income taxes, net of refunds received	1	(50 )

#### GAAP to Non-GAAP Reconciliation (Amounts in thousands except per share amounts) (unaudited)

	Three Months Ended				
		December 31, 2022		January 1, 2022	
Net loss	\$	(30,259)	\$		(14,451)
Interest expense		13,360			6,863
Income tax benefit		(10,086)			(5,270)
Depreciation and amortization expense <sup>(1)</sup>		8,503			9,241
Equity-based compensation expense <sup>(2)</sup>		3,044			2,794
Costs related to equity offerings <sup>(3)</sup>		_			389
Strategic project costs <sup>(4)</sup>		720			1,513
Executive transition costs and other <sup>(5)</sup>		2,803			17
Adjusted EBITDA	\$	(11,915 )	\$		1,096

	Three Months Ended				
	December 31, 2	2022		January 1, 2022	
Net loss	\$	(30,259)	\$		(14,451)
Equity-based compensation expense <sup>(2)</sup>		3,044			2,794
Costs related to equity offerings <sup>(3)</sup>		_			389
Strategic project costs <sup>(4)</sup>		720			1,513
Executive transition costs and other <sup>(5)</sup>		2,803			17
Tax effects of these adjustments <sup>(6)</sup>		(1,641)			(1,178)
Adjusted net loss	\$	(25,333 )	\$		(10,916)
Diluted earnings per share	\$	(0.16)	\$		(0.08)
Adjusted diluted earnings per share	\$	(0.14)	\$		(0.06)
Weighted average shares outstanding					
Basic		183,513			188,507
Diluted		183,513			188,507

- (1)Includes depreciation related to our distribution centers and locations, which is reported in cost of merchandise and services sold in our condensed consolidated statements of operations.
- (2)Represents charges related to equity-based compensation and the related Company payroll tax expense, which are reported in SG&A in our condensed consolidated statements of operations.
- (3)Includes costs incurred for follow on equity offerings, which are reported in other (income) expenses, net in our condensed consolidated statements of operations.
- (4)Represents non-recurring costs, such as third-party consulting costs, which are not part of our ongoing operations and are incurred to execute differentiated, strategic projects, and are reported in SG&A in our condensed consolidated statements of operations.
- (5)Includes executive transition costs, severance associated with corporate restructuring, losses (gains) on disposition of fixed assets, merger and acquisition costs, and other non-recurring, non-cash or discrete items as determined by management. Amounts are reported in SG&A in our condensed consolidated statements of operations.
- (6)Represents the tax effect of the total adjustments based on our actual statutory tax rate. Amounts are reported in income tax benefit in our condensed consolidated statements of operations.

Note: A reconciliation of non-GAAP guidance measures to corresponding GAAP measures is not available on a forward-looking basis without unreasonable effort due to the uncertainty of expenses that may be incurred in the future, although it is important to note that these factors could be material to our results computed in accordance with GAAP.