SOLOMON

FOOD DISTRIBUTION SECTOR UPDATE

Q2 2026 Earnings Review

September 2026

Solomon's Comprehensive Approach to Food Distribution

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C&S Wholesale Grocers
Acquisition of
SpartanNash
Served as exclusive financial advisor to C&S Wholesale Grocers

Roche Bros.
Sale to owner of
Bozzuto's Inc.
Served as exclusive financial advisor to Roche Bros.

fresh ENCOUNTER
Sale to
SpartanNash
Served as exclusive financial advisor to Fresh Encounter

freshdirect
Split-off from
getir
Served as lead financial advisor to FreshDirect

Mr Greens
A portfolio company of
SHORELINE EQUITY PARTNERS
Sale to
STERLING INVESTMENT PARTNERS, L.P.
Served as lead financial advisor to Mr Greens

Advent International GLOBAL PRIVATE EQUITY
Acquired a significant stake in
ImperialDade
A portfolio company of
BainCapital
Served as exclusive financial advisor to Advent

SUPERMERCADO EL RANCHO EL REY DE LOS PRECIOS BAJOS
Sale to
HERITAGE GROCERS GROUP
APOLLO
Served as exclusive financial advisor to El Rancho

save a lot
Recapitalization, refinancing and relicensing conversion sales to various parties including
Served as financial advisor to Save a Lot

Partstown
A Portfolio Company of
Berkshire Partners
Recapitalization in partnership with
LGP LEONARD GREEN & PARTNERS
Served as financial advisor to Parts Town

Ahold
Divestiture of
US FOODSERVICE
To
KKR
CLAYTON DUBILIER & RICE
Served as financial advisor to Ahold

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Note: Includes transactions completed by current Solomon bankers at previous employers.

Executive Summary

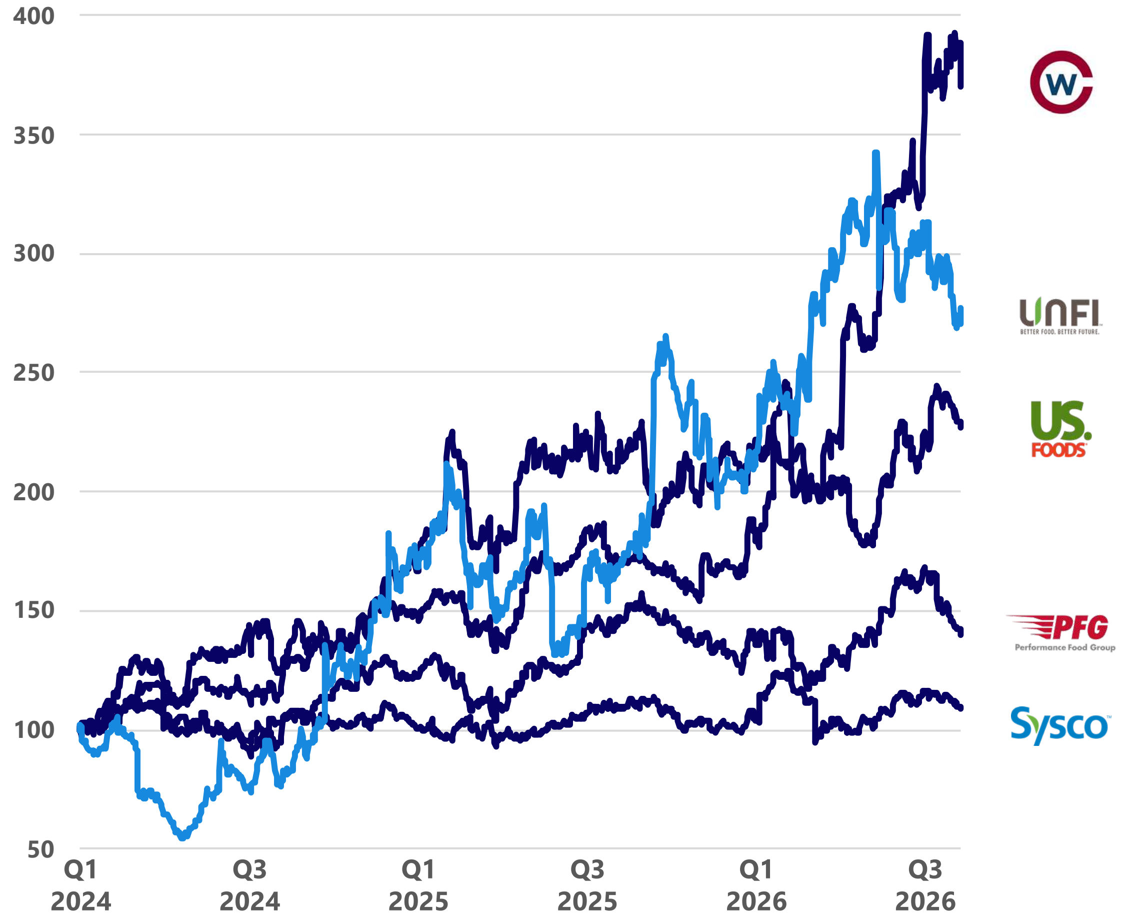
Public food distributors are leveraging scale, improved execution and technology investments to take share and drive earnings growth

- Sales growth among public food distributors in CY Q2 was driven by above-market volume growth, consistent price inflation and contributions from programmatic tuck-in acquisitions
  - Independent case growth continues to outpace chain business as public food distributors leverage scale, improving service levels and AI-powered sales tools to take share in more resilient and higher-margin foodservice segments
- Earnings growth is outpacing topline growth, supported by favorable mix shift, sourcing initiatives, productivity improvements and disciplined cost management
  - Continued penetration of higher-margin independent customers and private brands is driving gross margin expansion and operating leverage
- Investment in AI is expanding beyond sales enablement to enterprise-wide operational transformation
  - Sales enablement tools continue to improve sales productivity, customer retention and product mix
  - AI-enabled forecasting, inventory management, procurement and routing tools are enhancing service levels, planning accuracy and supply-chain productivity
- M&A continues to be a core growth strategy with public food distributors well positioned to execute both continued tuck-in acquisitions and more transformational transactions that expand specialty product portfolios, capabilities and geographic reach

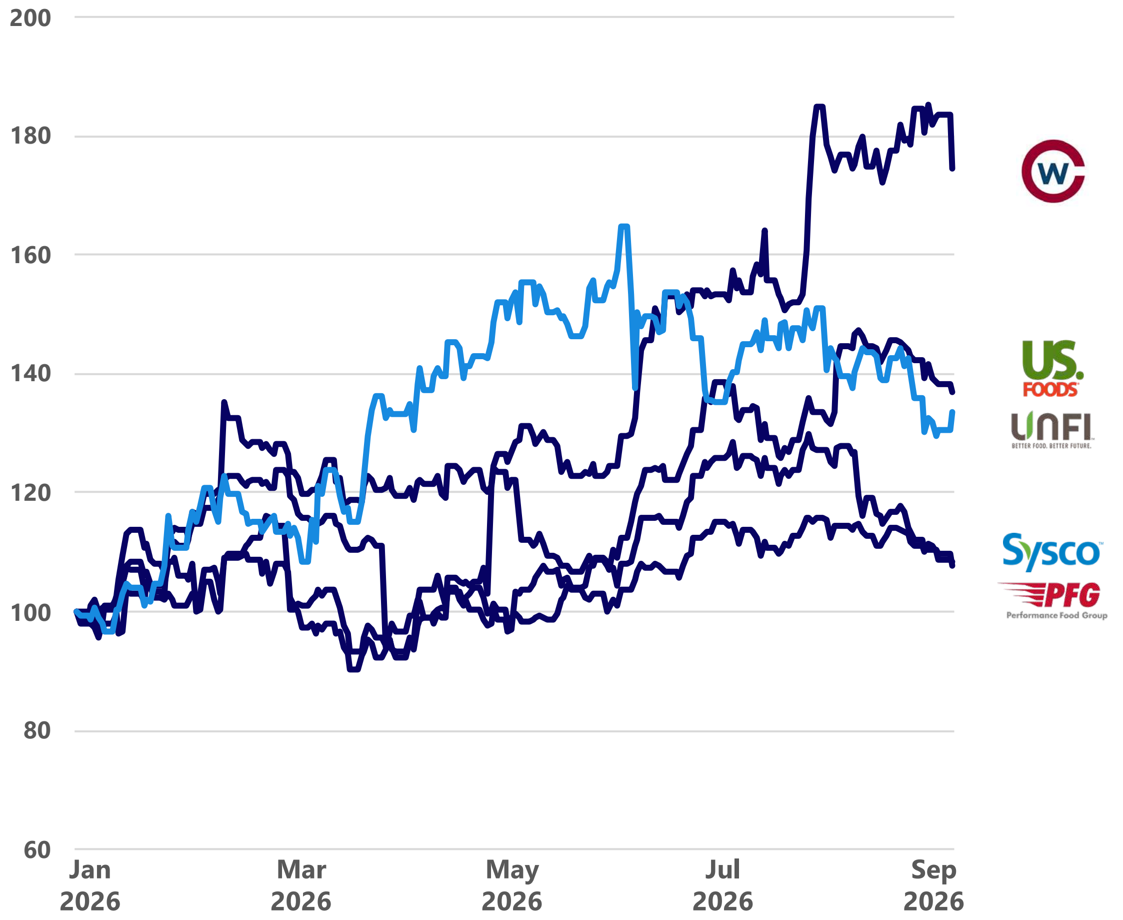
Public Food Distributor Share Price Change

Investors continue to reward sustained margin enhancement and earnings growth

Share Price Change (Since 2024)



Share Price (YTD)

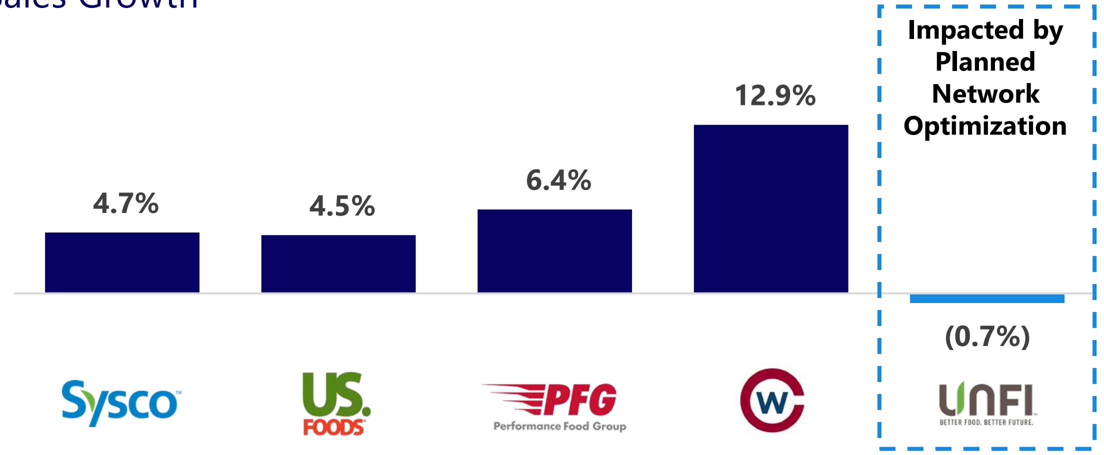


Foodservice Distributor   Grocery Wholesaler

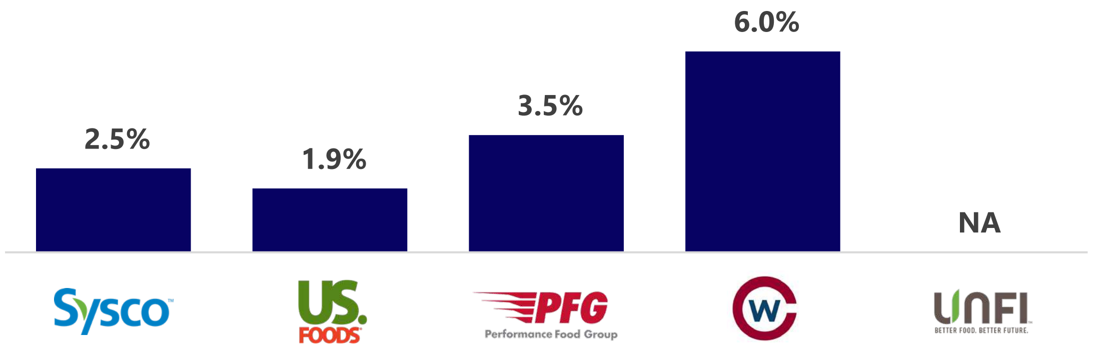
SOLOMON   Source: S&P Capital IQ as of September 2026.

Public Food Distributor CY Q2 2026 Performance Update

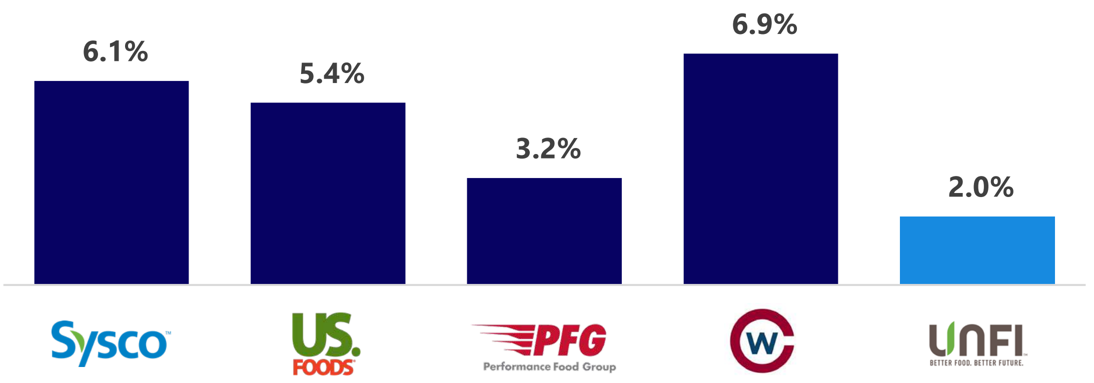
Sales Growth



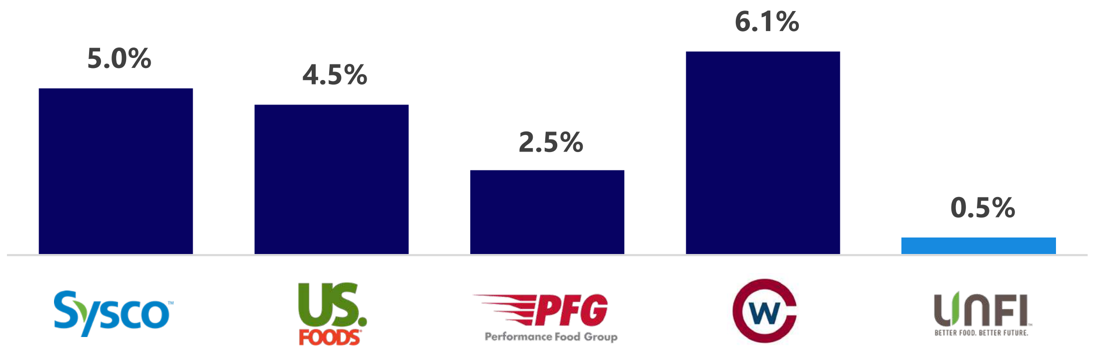
Case Volume Growth (1)



EBITDA Margin



EBITDA – Capex / Sales

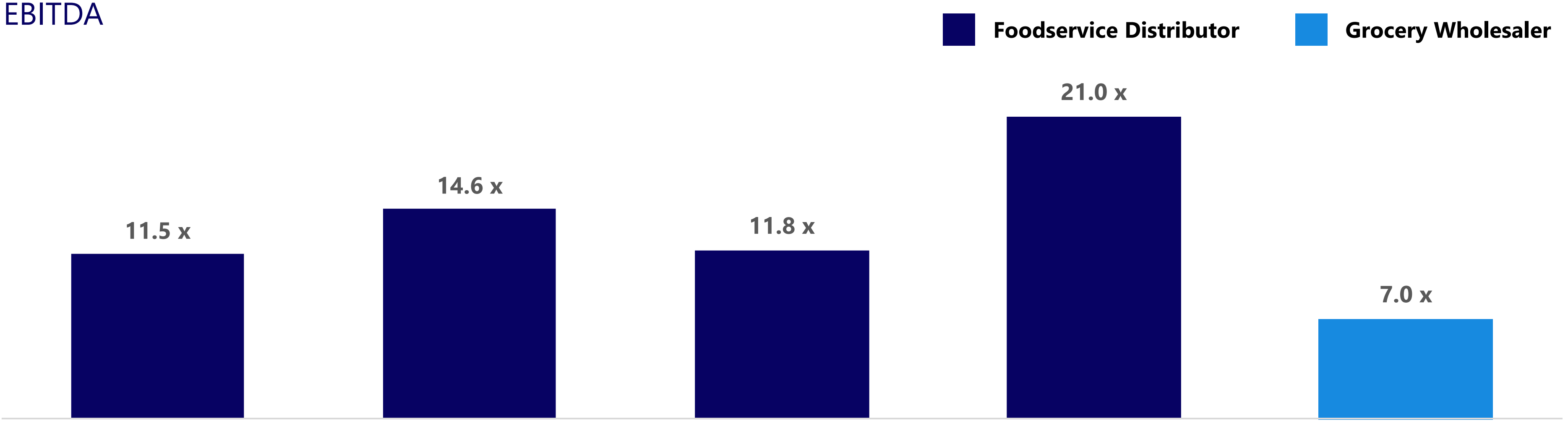


Foodservice Distributor   Grocery Wholesaler

Source: Company filings as of September 2026.
Note: Earnings figures adjusted to remove the impact of non-recurring and non-operating expenses. EBITDA burdened with stock-based compensation.
1. Reflects total case growth for Sysco, PFG and US Foods, and specialty case growth for Chefs' Warehouse.

Public Food Distributor Valuation

Total Enterprise Value / LTM EBITDA



	Sysco	US FOODS	PFG Performance Food Group	W	UNFI BETTER FOOD. BETTER FUTURE.
TEV ($B)	$50.3	$28.1	$22.1	$5.7	$4.5
LTM Revenue Growth	3.9%	3.8%	7.4%	11.2%	(2.0%)
NTM Revenue Growth	6.0%	6.1%	7.2%	8.3%	1.2%
LTM EBITDA Margin	5.2%	4.8%	2.8%	6.1%	2.1%
LTM EBITDA - Capex / Sales	4.4%	3.7%	2.2%	5.3%	1.4%
Div Yield	2.7%	–	–	–	–

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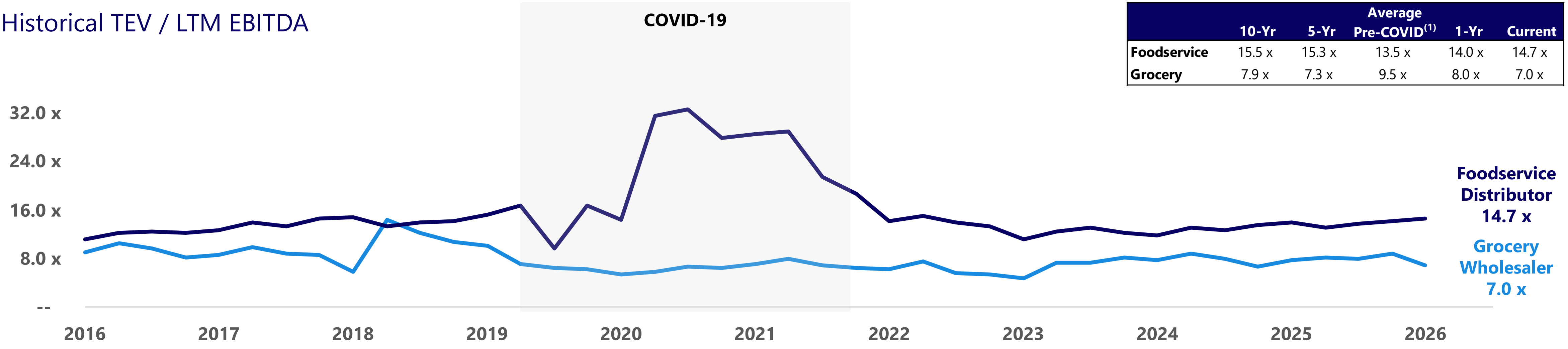
Source: Company filings, S&P Capital IQ Consensus Estimates as of September 2026.
Note: Earnings figures adjusted to remove the impact of non-recurring and non-operating expenses. EBITDA burdened with stock-based compensation.

Public Food Distributor Valuation Over Time

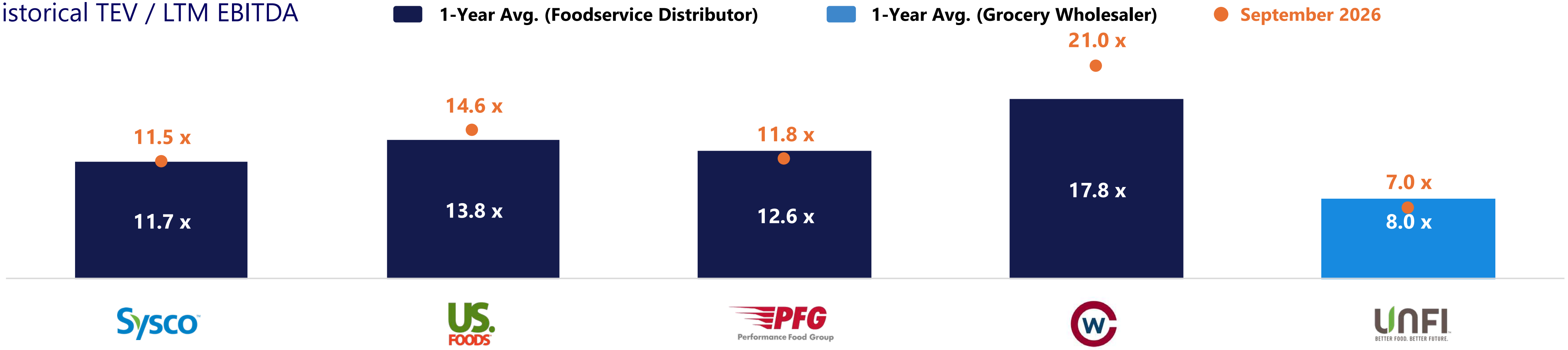
Public food distributors are trading in line with Pre-COVID averages

Historical TEV / LTM EBITDA

	Average 10-Yr	5-Yr	Pre-COVID[1]	1-Yr	Current
Foodservice	15.5 x	15.3 x	13.5 x	14.0 x	14.7 x
Grocery	7.9 x	7.3 x	9.5 x	8.0 x	7.0 x



Historical TEV / LTM EBITDA



Source: Company filings, S&P Capital IQ Consensus Estimates as of September 2026.
Note: Years represent calendar years. Earnings figures adjusted to remove the impact of non-recurring and non-operating expenses. EBITDA burdened with stock-based compensation.
1. Reflects the average LTM TEV / LTM EBITDA multiple from Q4 2015 – Q4 2019.

Sysco

Q4 2026 Performance Update – June 27, 2026

Financial and Operational Highlights

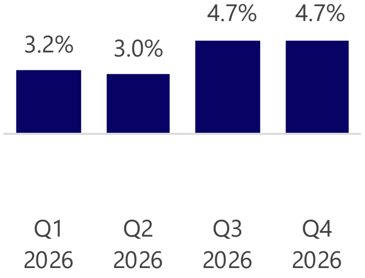
- Q4 sales increased 5% YoY to $22.1B
  - Sales growth driven by positive case growth across business segments
  - U.S. Foodservice volume increased 2.5% with local case volume +2.6% YoY
  - Volume to national accounts increased 2.6%, with strong growth in healthcare, travel & hospitality and foodservice management partially offset by softness in national restaurants
  - International sales grew 7% YoY with continued volume gains and double-digit adjusted operating income growth (11th consecutive quarter)
- Gross Profit increased 4% to $4.1B (18.7% gross margin, (17bps) margin decline) driven by positive momentum in U.S. local volume growth, increased Sysco Brand penetration, sourcing efficiencies and productivity gains in supply chain offset by increases in fuel costs
- Adjusted EBITDA increased 5% YoY to $1.3B driven by topline growth, supply chain productivity gains and AI-driven efficiency gains
- Financial results for Q4 and full year 2026 exceeded guidance across top and bottom line
- Management provided FY 2027 guidance:
  - Sales growth of 6% - 7% (local case growth of 2.5%)
  - EPS growth of 9% - 11%
  - Organization-wide AI efficiency program expected to deliver $100M in cost savings
- Management reiterated its expectation that the previously announced Restaurant Depot acquisition will close in Q3 FY 2027

Financial Performance

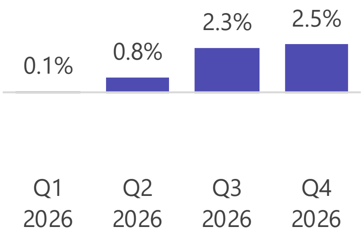
($ in millions)	Three Months Ended			Estimates	
	Jun-26	Jun-25	% Change	Consensus	Surprise
U.S. Foodservice	$15,406	$14,759	4.4%		
International Foodservice	4,191	3,927	6.7%		
SYGMA	2,231	2,164	3.1%		
Other	296	288	2.8%		
Total Sales	**$22,124**	**$21,138**	**4.7%**	**$21,890**	**1.1%**
Adj. EBITDA	**$1,346**	**$1,286**	**4.7%**	**$1,376**	**(2.2%)**
Adj. EBITDA Margin	***6.1%***	***6.1%***	***0 bps***	***6.3%***	***(20 bps)***
Adj. Net Income / (Loss)	**$734**	**$716**	**2.5%**	**$727**	**0.9%**
Adj. Net Income Margin	***3.3%***	***3.4%***	***(7 bps)***	***3.3%***	***(0 bps)***
Adj. Earnings Per Diluted Share	**$1.53**	**$1.48**	**3.4%**	**$1.51**	**1.3%**

Rolling Quarterly Sales and Case Volume Growth

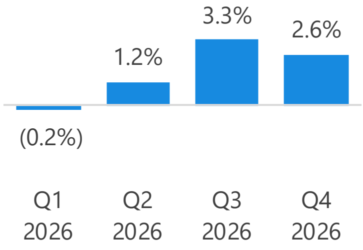
Sales



U.S. Foodservice Total Case



U.S. Foodservice Local Case



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Source: Company filings, S&P Capital IQ Consensus Estimates as of September 2026.
Note: Earnings figures adjusted to remove the impact of non-recurring and non-operating expenses. EBITDA burdened with stock-based compensation.

US Foods

Q2 2026 Performance Update – June 27, 2026

US. FOODS

Financial and Operational Highlights

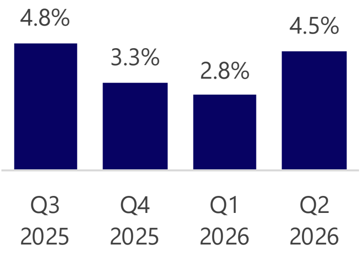
- Q2 sales increased 4% YoY to $10.5B
  - Total case volume increased 1.9% driven by a 5.1% increase in independent restaurant, 3.5% increase in healthcare and a 4.4% increase in hospitality, partially offset by a 1.5% decline in chain
    - Independent restaurant case growth accelerated 50bps QoQ, representing a fifth consecutive quarter of acceleration
  - Organic case volume increased 1.7% including a 5.0% increase in organic independent restaurant case volume (strongest organic independent growth in more than 2 years)
- Gross profit grew 8% to $1.9B (18.2% gross margin) driven by increased total case volume and improved cost of goods sold from strategic vendor management initiatives
- Adjusted EBITDA increased 9% YoY to $572M (+22bps margin expansion)
  - EBITDA growth was driven by volume growth, gross margin gains and cost productivity improvements offsetting higher fuel costs
- Management reaffirmed its prior full year FY 2026 guidance:
  - Sales growth of 4% - 6% (case growth 2.5% - 4.5%)
  - Adj. EBITDA growth of 9% - 13%
  - Adj. Diluted EPS growth of 18% - 24%

Financial Performance

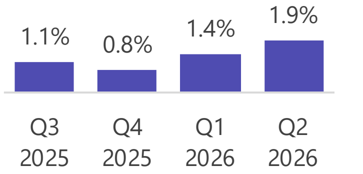
($ in millions)	Three Months Ended			Estimates	
	Jun-26	Jun-25	% Change	Consensus	Surprise
Total Sales	**$10,532**	**$10,082**	**4.5%**	**$10,463**	**0.7%**
Adj. EBITDA	**$572**	**$525**	**9.0%**	**$555**	**3.0%**
Adj. EBITDA Margin	***5.4%***	***5.2%***	***22 bps***	***5.3%***	***12 bps***
Adj. Net Income / (Loss)	**$317**	**$277**	**14.4%**	**$301**	**5.3%**
Adj. Net Income Margin	***3.0%***	***2.7%***	***26 bps***	***2.9%***	***13 bps***
Adj. Earnings Per Diluted Share	**$1.44**	**$1.19**	**21.0%**	**$1.36**	**5.9%**

Rolling Quarterly Sales and Case Volume Growth

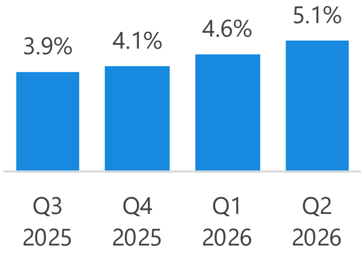
Sales



Total Case



Independent Case



Source: Company filings, S&P Capital IQ Consensus Estimates as of September 2026.
Note: Earnings figures adjusted to remove the impact of non-recurring and non-operating expenses. EBITDA burdened with stock-based compensation.

Performance Food Group

Q4 2026 Performance Update – June 27, 2026

Financial and Operational Highlights

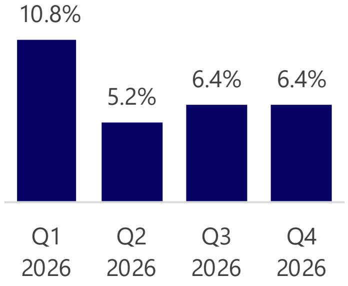
- Q4 sales increased 6% YoY to $18.0B
  - Total case volume increased 3.5% YoY with organic case volume growth of 1.8%
  - Foodservice sales grew 7% YoY driven by organic case volume growth, recent acquisitions and an increase in selling price per case
    - Organic independent case volume grew 5.8% YoY
  - Convenience sales grew 6% YoY (+3.9% case growth) driven by the addition of new chain customers and an increase in selling price per case
  - Specialty sales grew 7% YoY (+0.8% case growth) driven by an increase in selling price per case, case volume growth and favorable channel mix
- Gross profit grew 8% to $2.2B (12.0% gross margin) driven by case growth, favorable mix shift toward the higher-margin independent channel and vendor rebates & incentives
- Adjusted EBITDA increased 7% to $575M
  - EBITDA growth driven by gross profit gains, partially offset by increases in personnel expenses, fuel and other operating costs
- Financial results for the full year 2026 fell in the upper end of Management's previously provided guidance range
- Management provided FY 2027 guidance:
  - Sales of $72.5B - $73.0B
  - Adj. EBITDA of $2.125B - $2.225B

Financial Performance

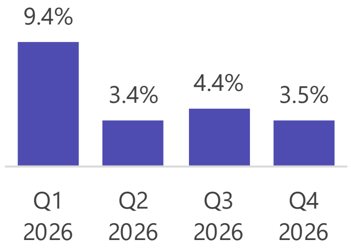
($ in millions)	Three Months Ended			Estimates	
	Jun-26	**Jun-25**	**% Change**	**Consensus**	**Surprise**
Foodservice	$9,816	$9,192	6.8%		
Convenience	6,806	6,436	5.7%		
Specialty	1,337	1,254	6.6%		
Other	71	58	22.9%		
Total Sales	**$18,029**	**$16,939**	**6.4%**	**$18,110**	**(0.4%)**
Adj. EBITDA	**$575**	**$535**	**7.4%**	**$572**	**0.4%**
Adj. EBITDA Margin	***3.2%***	***3.2%***	***3 bps***	***3.2%***	***3 bps***
Adj. Net Income / (Loss)	**$250**	**$243**	**3.0%**	**$250**	**(0.2%)**
Adj. Net Income Margin	***1.4%***	***1.4%***	***(5 bps)***	***1.4%***	***0 bps***
Adj. Earnings Per Diluted Share	**$1.59**	**$1.55**	**2.6%**	**$1.60**	**(0.6%)**

Rolling Quarterly Sales and Case Volume Growth

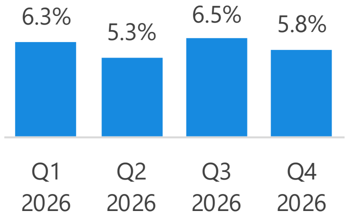
Sales



Total Case



Organic Independent Foodservice Case



Source: Company filings, S&P Capital IQ Consensus Estimates as of September 2026.
Note: Earnings figures adjusted to remove the impact of non-recurring and non-operating expenses. EBITDA burdened with stock-based compensation.

The Chefs' Warehouse

Q2 2026 Performance Update – June 26, 2026

Financial and Operational Highlights

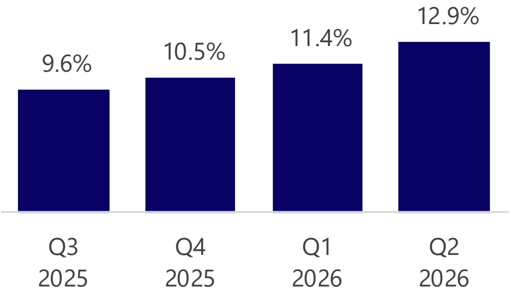
- Q2 sales increased 13% YoY to $1.2B
  - Organic specialty case volume increased 6.0% YoY
  - Organic center-of-plate pounds increased 8.8% YoY
  - Unique customers increased 3.6% and placements increased 7.2%
- Gross profit grew 15% to $292M (25.1% gross margin, +49bps margin expansion) driven by increased sales volumes, price inflation and acquisitions
  - Gross margin increased 47bps in specialty and 75bps in center-of-plate
- Adjusted EBITDA increased 33% YoY to $81M (+104bps margin expansion)
  - EBITDA margin expansion driven by gross margin gains and operating leverage from investments in training, technology and infrastructure
- Management raised full year 2026 guidance:
  - Sales of $4.50B - $4.60B
  - Gross Profit of $1.102B - $1.125B
  - Adj. EBITDA of $305M - $315M

Financial Performance

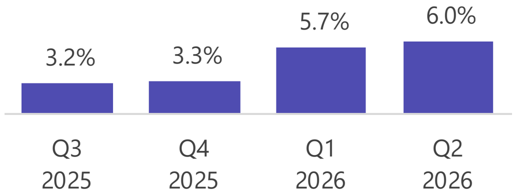
($ in millions)	Three Months Ended			Estimates	
	Jun-26	**Jun-25**	**% Change**	**Consensus**	**Surprise**
Sales	**$1,169**	**$1,035**	**12.9%**	**$1,125**	**3.9%**
Adj. EBITDA	**$81**	**$61**	**33.0%**	**$67**	**20.6%**
Adj. EBITDA Margin	***6.9%***	***5.9%***	***104 bps***	***5.9%***	***95 bps***
Adj. Net Income / (Loss)	**$35**	**$23**	**53.9%**	**$27**	**28.1%**
Adj. Net Income Margin	***3.0%***	***2.2%***	***79 bps***	***2.4%***	***56 bps***
Adj. Earnings Per Diluted Share	**$0.78**	**$0.52**	**50.0%**	**$0.59**	**32.2%**

Rolling Quarterly Sales and Case Volume Growth

Sales



Organic Specialty Case



Source: Company filings, S&P Capital IQ Consensus Estimates as of September 2026.
Note: Earnings figures adjusted to remove the impact of non-recurring and non-operating expenses. EBITDA burdened with stock-based compensation.

United Natural Foods

Q4 2026 Performance Update – August 1, 2026

BETTER FOOD. BETTER FUTURE.

Financial and Operational Highlights

- Q4 sales declined (1%) YoY to $7.6B including headwinds of ~500bps from continued accretive network optimization actions and ~150bps from short-term project work
  - Natural sales grew 7%, outperforming the market, driven by strong consumer demand for natural, organic fresh and specialty products
  - Conventional sales declined 9% and Retail sales fell 8% driven by planned strategic actions taken to optimize the footprint and strengthen the foundation of the business
- Gross margin increased 30bps YoY to 13.7%
  - Increase driven by the positive impact of network optimization and customer mix, partially offset by a lower margin rate on retail
- Adjusted EBITDA increased 54% YoY to $156M (+73bps margin expansion)
  - Operating expenses as a percentage of sales declined ~70bps YoY driven by network optimization, cost saving initiatives and higher levels of distribution center productivity
- Financial results for the full year 2026 were in line with Management's previously provided guidance
- Management provided FY 2027 guidance:
  - 2027 Sales of $31.2B - $31.8B
  - Adj. EBITDA of $730M - $780M

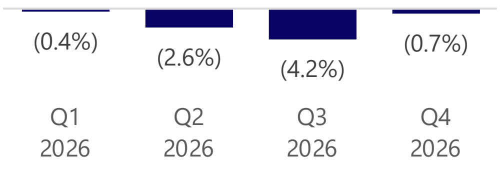
Financial Performance

($ in millions)	Three Months Ended			Estimates	
	Aug-26	**Aug-25**	**% Change**	**Consensus**	**Surprise**
Natural	4,260	3,998	6.6%		
Conventional	3,121	3,414	(8.6%)		
Retail	528	573	(7.9%)		
Other	(267)	(289)	(7.6%)		
Total Sales	**$7,642**	**$7,696**	**(0.7%)**	**$7,677**	**(0.5%)**
Adj. EBITDA	**$156**	**$101**	**54.5%**	**$154**	**1.3%**
Adj. EBITDA Margin	***2.0%***	***1.3%***	***73 bps***	***2.0%***	***3 bps***
Adj. Net Income / (Loss)	**$44**	**($6)**	**(833.3%)**	**$39**	**13.7%**
Adj. Net Income Margin	***0.6%***	***(0.1)%***	***65 bps***	***0.5%***	***7 bps***
Adj. Earnings Per Diluted Share	**$0.69**	**($0.11)**	**(727.3%)**	**$0.62**	**11.3%**

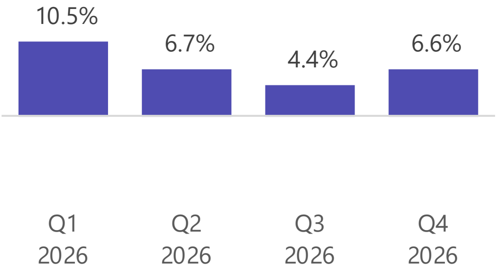
Rolling Quarterly Sales Growth

Sales

Impacted by planned network optimization



Natural Sales



Source: Company filings, S&P Capital IQ Consensus Estimates as of September 2026.
Note: Earnings figures adjusted to remove the impact of non-recurring and non-operating expenses. EBITDA burdened with stock-based compensation.

APPENDIX

North American Food Distributor Trading Analysis

Trading - Food Distribution															
($ In Millions, Except Per Share Data)															
			% of 52-		**Total**	**TEV /**									
	LTM	**Share**	**Week**	**Equity**	**Ent.**	**LTM**	**TEV / EBITDA**			**P / E**			**LTG**	**P / E / G**	**Div.**
Company	**Sales**	**Price**	**High**	**Value**	**Value**	**Sales**	**LTM**	**2026E[1]**	**2027E[1]**	**LTM**	**2026E[1]**	**2027E[1]**	**Rate**	**2027E[1]**	**Yield**
Sysco	$84,553	$79.84	87.6%	$38,536	$50,266	0.59x	11.5x	11.0x	10.1x	17.5x	16.8x	15.0x	5.9%	2.5x	2.7%
US Foods	40,133	103.09	92.9%	22,713	28,062	0.70x	14.6x	13.7x	12.6x	25.3x	21.5x	18.7x	20.0%	0.9x	--
Performance Food Group	67,840	96.79	83.0%	15,385	22,102	0.33x	11.8x	11.2x	9.8x	21.4x	19.7x	15.6x	NA	NA	--
Chefs' Warehouse	4,392	108.86	94.2%	5,359	5,661	1.29x	21.0x	19.7x	17.4x	53.1x	42.8x	35.4x	NA	NA	--
Foodservice Distributors					**Mean**	**0.73x**	**14.7x**	**13.9x**	**12.5x**	**29.3x**	**25.2x**	**21.2x**	**8.6%**	**-**	**0.7%**
United Natural Foods	$31,152	$44.93	80.9%	$2,885	$4,461	0.14x	7.0x	6.7x	6.1x	29.8x	14.9x	12.0x	79.1%	0.2x	--
Grocery Wholesale / Hybrids					**Mean**	**0.14x**	**7.0x**	**6.7x**	**6.1x**	**29.8x**	**14.9x**	**12.0x**	**79.1%**	**0.2x**	**--**

Source: Company filings, S&P Capital IQ Consensus Estimates as of September 2026.
Note: Earnings figures adjusted to remove the impact of non-recurring and non-operating expenses. EBITDA burdened with stock-based compensation.
1. Calendarized to December year end for comparative purposes.

North American Food Distributor Operating Analysis

Operating - Food Distribution												
($ In Millions, Except Per Share Data)						Operating Efficiency				Credit Statistics		
		Growth				LTM	LTM	LTM	LTM		Debt[3] /	
Company	LTM Sales	LTM Sales	LTM Case[1]	LTM EBITDA	LTM FCF[2]	Gross Margin	EBITDA Margin	CapEx / Sales	FCF / Sales	Credit Rating	LTM EBITDA	FCF / Interest
Sysco	$84,553	3.9%	1.4%	$4,387	$3,687	18.5%	5.2%	0.8%	4.4%	BBB	3.1x	5.1x
US Foods	40,133	3.8%	1.3%	1,920	1,497	17.6%	4.8%	1.1%	3.7%	Ba1 / BB+	2.8x	4.9x
Performance Food Group	67,840	7.4%	5.2%	1,878	1,494	11.9%	2.8%	0.6%	2.2%	BB	3.6x	3.6x
Chefs' Warehouse	4,392	11.2%	4.6%	269	233	24.5%	6.1%	0.8%	5.3%	B+	2.7x	5.8x
Foodservice Distributors					**Mean**	**18.1%**	**4.7%**	**0.8%**	**3.9%**	**-**	**3.1x**	**4.9x**
United Natural Foods	$31,152	(2.0%)	NA	$640	$423	13.5%	2.1%	0.7%	1.4%	B	2.5x	3.4x
Grocery Wholesale / Hybrids					**Mean**	**13.5%**	**2.1%**	**0.7%**	**1.4%**	**-**	**2.5x**	**3.4x**

Source: Company filings, S&P Capital IQ Consensus Estimates as of September 2026.
Note: Earnings figures adjusted to remove the impact of non-recurring and non-operating expenses. EBITDA burdened with stock-based compensation.
1. Sales-weighted average of last 4 quarters. Reflects total case growth for Sysco, PFG and US Foods, and specialty case growth for Chefs' Warehouse.
2. FCF calculated as Adj. EBITDA – Capex.
3. Total debt includes finance lease liabilities.

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