



Second Quarter Fiscal Year 2025 Results

August 7, 2025

US. WE HELP YOU
FOODS® MAKE IT®

Disclaimer Page

Cautionary Statements Regarding Forward-Looking Information

Statements in this presentation which are not historical in nature are “forward-looking statements” within the meaning of the federal securities laws. These statements often include words such as “believe,” “expect,” “project,” “anticipate,” “intend,” “plan,” “outlook,” “estimate,” “target,” “seek,” “will,” “may,” “would,” “should,” “could,” “forecast,” “mission,” “strive,” “more,” “goal,” or similar expressions (although not all forward-looking statements may contain such words) and are based upon various assumptions and our experience in the industry, as well as historical trends, current conditions, and expected future developments. However, you should understand that these statements are not guarantees of performance or results and there are a number of risks, uncertainties and other important factors, many of which are beyond our control, that could cause our actual results to differ materially from those expressed in the forward-looking statements, including, among others: economic factors affecting consumer confidence and discretionary spending and reducing the consumption of food prepared away from home; cost inflation/deflation and commodity volatility; competition; reliance on third party suppliers and interruption of product supply or increases in product costs; changes in our relationships with customers and group purchasing organizations; our ability to increase or maintain the highest margin portions of our business; achievement of expected benefits from cost savings initiatives; increases in fuel costs; changes in consumer eating habits; cost and pricing structures; the impact of climate change or related legal, regulatory or market measures; impairment charges for goodwill, indefinite-lived intangible assets or other long-lived assets; the impact of governmental regulations; product recalls and product liability claims; our reputation in the industry; labor relations and increased labor costs and continued access to qualified and diverse labor; indebtedness and restrictions under agreements governing our indebtedness; interest rate increases; disruption of existing technologies and implementation of new technologies; cybersecurity incidents and other technology disruptions; risks associated with intellectual property, including potential infringement; effective consummation of pending acquisitions and effective integration of acquired businesses; potential costs associated with shareholder activism; changes in tax laws and regulations and resolution of tax disputes; certain provisions in our governing documents; health and safety risks to our associates and related losses; adverse judgments or settlements resulting from litigation; extreme weather conditions, natural disasters and other catastrophic events; and management of retirement benefits and pension obligations.

For a detailed discussion of these risks, uncertainties and other factors that could cause our actual results to differ materially from those anticipated or expressed in any forward-looking statements, see the section entitled “Risk Factors” in US Foods' Annual Report on Form 10-K for the fiscal year ended December 28, 2024 filed with the Securities and Exchange Commission (“SEC”) on February 13, 2025, as such factors may be updated from time to time in our periodic filings with the SEC. Additional risks and uncertainties are discussed from time to time in current, quarterly and annual reports filed by the Company with the SEC, which are available on the SEC’s website at www.sec.gov. Additionally, we operate in a highly competitive and rapidly changing environment; new risks and uncertainties may emerge from time to time, and it is not possible to predict all risks nor identify all uncertainties. The forward-looking statements contained in this presentation speak only as of the date of this presentation and are based on information and estimates available to us at this time. We undertake no obligation to update or revise any forward-looking statements, except as may be required by law.

Non-GAAP Financial Measures

We report our financial results in accordance with U.S. generally accepted accounting principles (“GAAP”). However, this presentation includes the following non-GAAP financial measures: Adjusted Gross profit, Adjusted Operating expenses, EBITDA, Adjusted EBITDA, Adjusted EBITDA margin, Adjusted Net income, Adjusted Diluted Earnings Per Share (EPS), Net Debt and Net Leverage Ratio. These non-GAAP financial measures exclude the impact of certain items and, therefore, have not been calculated in accordance with GAAP. We caution readers that our definition of these non-GAAP financial measures may not be calculated in the same manner as similar measures used by other companies. Reconciliations of these non-GAAP financial measures to the most comparable GAAP financial measures are included in the Appendix to this presentation.

Please note that the Company is not providing a reconciliation of certain forward-looking non-GAAP financial measures, including Adjusted EBITDA and Adjusted Diluted EPS, because the Company is unable to predict with reasonable certainty the financial impact of certain significant items, including restructuring costs and asset impairment charges, share-based compensation expenses, non-cash impacts of LIFO reserve adjustments, losses on extinguishments of debt, business transformation costs, other gains and losses, business acquisitions and integration related costs, and diluted earnings per share. These items are uncertain, depend on various factors, and could have a material impact on GAAP reported results for the guidance period. For the same reasons, the Company is unable to address the significance of the unavailable information, which could be material to future results.

Delivering Strong Financial Results

	Q2 2025	YTD 2025
 GROWING Volume	+0.9%	+1.0%
 GROWING Net Sales	+3.8%	+4.2%
 GROWING Adjusted EBITDA⁽¹⁾	+12.1%	+10.9%
 GROWING Adjusted EBITDA Margin⁽¹⁾	+40 bps	+29 bps
 GROWING Adjusted Diluted EPS⁽¹⁾	+28.0%	+27.2%

Note: Represents change versus the same period in the prior year

(1) Reconciliations of these non-GAAP measures are provided in the Appendix



Driving Strong Performance Through Consistent Execution of Our Strategy

- 
- 1** Delivered record Adjusted EBITDA and Adjusted EBITDA margin through a combination of topline growth, strong gross profit gains and disciplined cost management
 - 2** Continued market share gains with our target customer types of Independent Restaurants, Healthcare and Hospitality
 - 3** Deployed strong cash flow to repurchase \$250 million of shares during the second quarter

Reconciliations of these non-GAAP measures are provided in the Appendix.

OUR STRATEGY



CULTURE

EMBRACE THE US FOODS® CULTURE

SAFE: Always keep our people safe and embrace a path to zero accidents and injuries

SUPPORTIVE: Champion a diverse and inclusive work environment for all; foster employee engagement; attract world-class talent

RESPONSIBLE: Be environmentally and socially conscious



Embrace the US Foods Culture

- Building a strong safety culture; safety performance improved by 21% over prior year
- Published our [2024 Sustainability Report](#), highlighting our progress in three focus areas: Products, People and Planet
 - > **Products:** Serve Good® portfolio of Exclusive Brand products, curated to meet our sustainability standards, surpassed \$1 billion in annual sales for the first time
 - > **People:** US Foods associates participated in nearly 70,000 unique professional development opportunities and completed more than 1 million hours of training
 - > **Planet:** Reduced Scopes 1 and 2 GHG emissions by 16% since 2019
- Launched Mission 2030, our commitment to hire 3,000 military veterans by 2030

OUR STRATEGY



CULTURE

EMBRACE THE US FOODS® CULTURE



SERVICE

DELIVER WORLD-CLASS SERVICE



GROWTH

GROW MARKET SHARE



PROFIT

EXPAND EBITDA MARGIN



SERVICE

DELIVER WORLD-CLASS SERVICE

RELIABLE: Ensure best-in-class delivery: on-time and in full

EFFICIENT: Drive routing transformation and logistics management; increase replenishment effectiveness

EASY-TO-USE: Create best-in-class experiences for the customer powered by digital and omni-channel capabilities



Deliver Service Excellence

- Continued rollout of Descartes routing platform; now live or in active deployment in 65 markets, representing ~90% of routed miles; remain on track to be fully deployed by year-end
- Delivered more than a 2% improvement in cases per mile over prior year and nearly 6% over two years via routing initiatives; best performance in company history
- Continued progress on Operations Quality Composite (Ops QC), resulting in ~28% improvement over prior year
- Drove record Independent e-commerce penetration of 78% and total company of 89%

OUR STRATEGY



GROWTH

GROW MARKET SHARE

TARGET: Grow market share with independent restaurants, healthcare, hospitality and targeted tuck-in acquisitions

DIFFERENTIATE: Capitalize on our food innovations, team-based selling and value added services

BE FRESH: Improve our capabilities and drive share in produce and COP



Grow Profitable Market Share

- Grew Pronto business; Legacy now live in 44 markets; Penetration expanded to 15 markets and plan to be in a total of 20 by year-end
- Pronto program on track to deliver over \$900M in sales this year; we now believe it will reach \$1.5B in sales by 2027, up from \$1B previously
- Continued market share gains with our three target customer types; 17 consecutive quarters with Independent Restaurants, 19 with Healthcare
- Continued progress on expanding building capacity and leveraging technology
 - > Began shipping out of our first new semi-automated 310K sq ft facility in Aurora, Illinois in July
 - > Broke ground on a semi-automated 170K sq ft facility expansion near Austin, Texas

OUR STRATEGY



PROFIT

EXPAND EBITDA MARGIN

MARGIN: Expand through EB growth, strategic vendor management and pricing initiatives

PRODUCTIVITY: Embrace continuous improvement and drive 3-5% annual gains

OPTIMIZATION: Enhance indirect spend management



Further Optimize EBITDA Margin

- Delivered more than \$50M in year-to-date cost of goods savings through strategic vendor management, line of sight to exceed our 2027 plan commitment of \$260M
- Grew private label penetration by more than 80 basis points to over 53% with our core independent restaurants
- Enhanced inventory management processes to eliminate waste and reduce write-offs; expect to deliver \$30M gross profit benefit in 2025
- On track to generate \$45M in total indirect spend savings this year, favorably impacting operating expenses

Second Quarter Fiscal Year 2025 Financial Review

Dirk Locascio
Chief Financial Officer

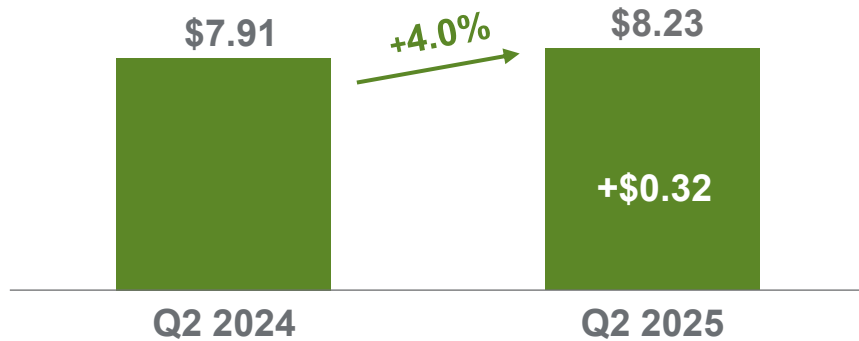
Delivered Strong Earnings Growth and Margin Expansion

	Q2 2025	B/(W) vs. Q2 2024	YTD 2025	B/(W) vs. YTD 2024
Total Case Volume		+0.9%		+1.0%
Independent Restaurant Case Volume		+2.7%		+2.6%
Healthcare Case Volume		+4.9%		+5.5%
Hospitality Case Volume		+2.4%		+3.0%
Net Sales (\$millions)	\$10,082	+3.8%	\$19,433	+4.2%
Adjusted EBITDA ⁽¹⁾ (\$millions)	\$548	+12.1%	\$937	+10.9%
Adjusted EBITDA Margin ⁽¹⁾	5.4%	+40 bps	4.8%	+29 bps
Adjusted Diluted EPS ⁽¹⁾	\$1.19	+28.0%	\$1.87	+27.2%

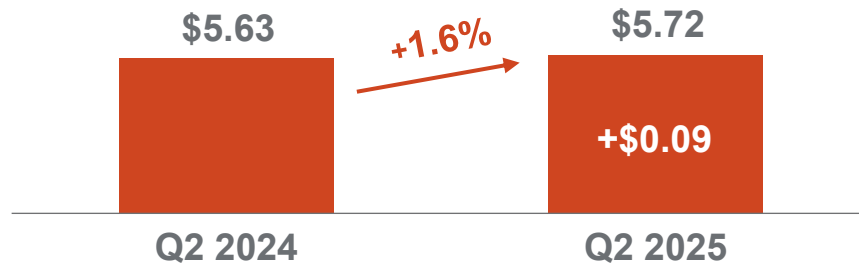
(1) Reconciliations of these non-GAAP measures are provided in the Appendix.

Drove Operating Leverage Gains Through Execution of Self-help Initiatives

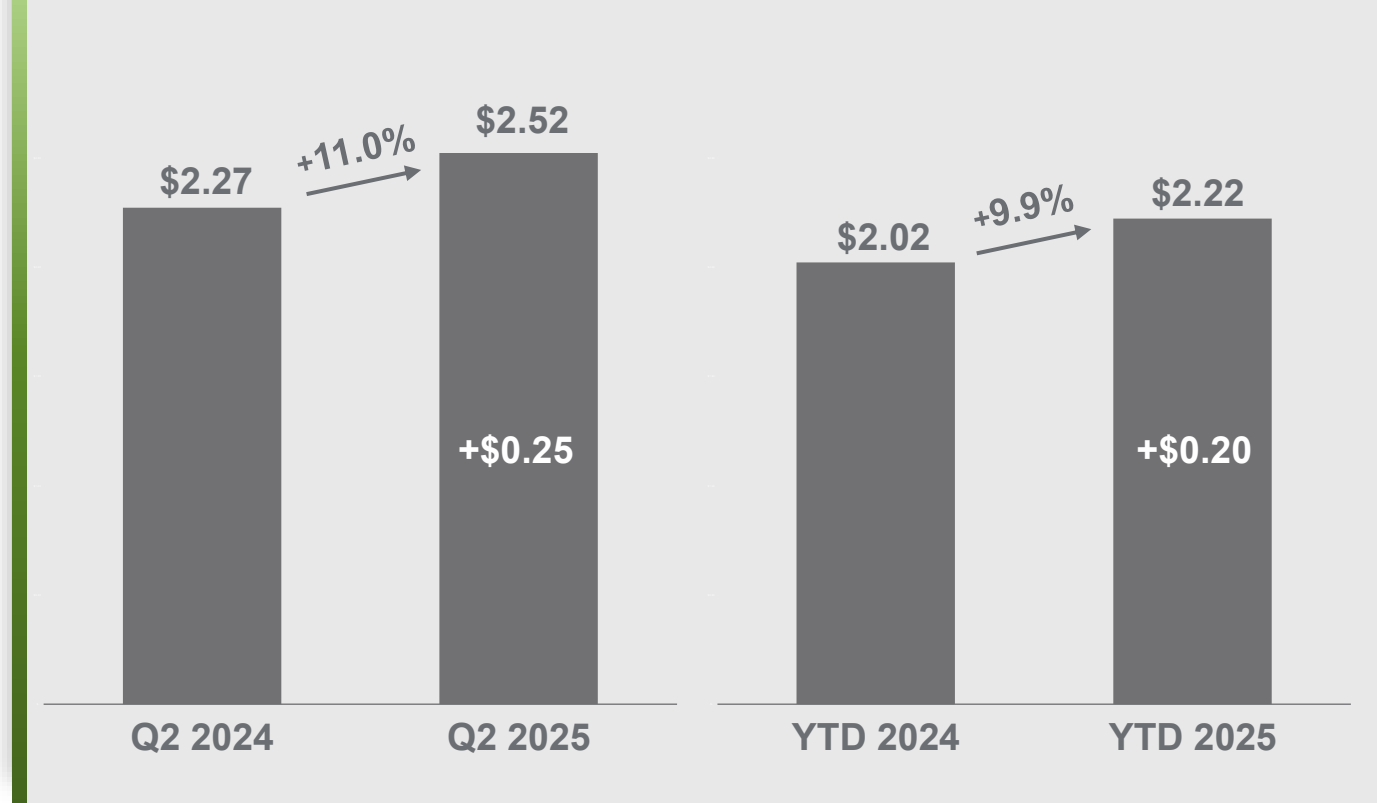
Adj. Gross Profit Per Case⁽¹⁾



Adj. Operating Expense Per Case⁽¹⁾



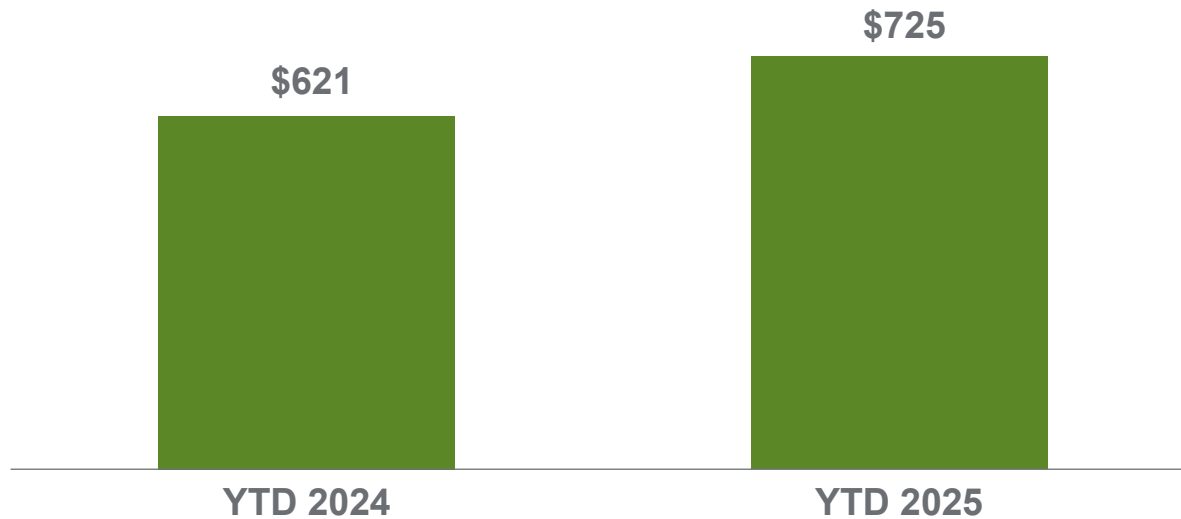
Adj. EBITDA Per Case⁽¹⁾



(1) Reconciliations of these non-GAAP measures are provided in the Appendix.

Healthy Cash Flow and Strong Balance Sheet Enables Business Investment and Capital Return

Operating Cash Flow (\$M)



	YTD 2024	YTD 2025
Operating Cash Flow (OCF)	\$621	\$725
Change in Net Working Capital ⁽¹⁾	\$90	\$81
OCF less change in NWC ⁽¹⁾	\$531	\$644

Capital Allocation Priorities

Invest in the business

- > Funding record capital investment to maintain our business, support growth and drive attractive returns
- > Began shipping from new semi-automated facility in Aurora, Illinois

1

Return capital to shareholders

- > Repurchased \$250M of shares in Q2

2

Maintain net leverage range

- > Net leverage at 2.6x; remains within target range of 2.0x - 3.0x
- > No long-term debt maturities until 2028

3

Pursue accretive tuck-in M&A

4

(1) Net Working Capital (NWC) defined as changes in operating assets and liabilities as shown in the Consolidated Statements of Cash Flows.

Updating Fiscal Year 2025 Guidance and Modeling Assumptions

Fiscal Year 2025 Guidance	
Net Sales Growth	4% to 6%
Adjusted EBITDA Growth ⁽¹⁾	9.5% to 12%
Adjusted Diluted EPS Growth ⁽¹⁾	19.5% to 23%

Modeling Assumptions	
Total Case Growth	1% to 3%
Sales Inflation & Mix	~3%
Depreciation	\$410M to \$450M
Interest Expense	\$300M to \$315M
Tax Rate	~26%
Cash CapEx	\$375M to \$425M

(1) Non-GAAP financial measures. Refer to the Disclaimer Page on slide 2 for information about forward-looking non-GAAP measures.

What Differentiates US Foods?

- 1 Only pure-play, U.S. focused foodservice distributor with national scale
- 2 Differentiated value proposition and scale with the three most profitable customer types in the industry: independent restaurants, healthcare and hospitality
- 3 Proven go-to-market strategy (sellers, product innovation, digital ecosystem)
- 4 Industry leading digital ecosystem and continued investment to foster customer loyalty and enhance ease of doing business
- 5 Proven strategy-driven operational playbook to advance Culture, Service, Growth and Profit strategy pillars
- 6 Early innings of self-help initiatives to drive sustained profitable growth
- 7 Fastest P&L growth algorithm, accretive capital allocation to grow Adjusted EPS faster than Adjusted EBITDA and strong balance sheet
- 8 Accelerating Cash Flow generation resulting in more than \$4 billion to deploy over the 2025 to 2027 time horizon

Consistently Delivering Balanced Top-line Growth, Margin Expansion, and Double-digit Bottom-line Growth





Appendix

Summary Non-GAAP Reconciliations

Outperformer in Resilient Industry with Levers to Pull if Weaker Macro Persists

RESILIENT INDUSTRY AND BUSINESS MODEL



Large and growing Total Addressable Market



Food away from home continues to **steadily increase** year over year



Continued market share gains in Independents, Healthcare and Hospitality

ONGOING SELF-HELP INITIATIVES

Enhancing Gross Profit

- **Strategic Vendor Management:** Driving Cost of Goods savings
- **Accelerate Private Label Mix:** Leverage Customer Value Proposition to Deepen Private Label Penetration
- **Improving Customer Mix:** Faster growth with the most profitable customer types / pricing optimization

Streamlining OpEx

- **Supply Chain:** Deliver 3% to 5% annual productivity improvement to offset OpEx inflation
- **Delivery Optimization:** Deployment of modern routing platform driving additional efficiency gains on top of benefit from market-led routing work
- **Admin Costs:** Actions to streamline corporate costs and operate more efficiently
- **Optimize Indirect Spend:** \$1B+ addressable bucket of operating expense spend

DOWNTURN ACTIONS

Additional Levers

- Flex OpEx with demand
 - ~50% of Total OpEx is variable
 - ~80% of Distribution OpEx is variable
- Reduce discretionary spending
- Effectively manage headcount
- Accelerate strategic vendor management and productivity projects
- Drive supply chain optimization and routing
- Moderate CapEx

Positioned to Win in Any Environment

Positioned for Long-term Growth in a Resilient Industry

- 1** Operating in a resilient industry with a **durable business model**, levers to pull if weaker macro persists
- 2** Ongoing **self-help initiatives** to enhance Gross Profit and streamline Operating Expenses
- 3** Enhancing **value proposition for our customers** through digital leadership, best-in-class service, and modernized platforms
- 4** Leveraging **robust cash flow and strong balance sheet** to invest towards highest shareholder return
- 5** Executing to achieve new **long-term financial targets** and deliver shareholder value creation with long runway ahead



2025E to 2027E Financial Targets

~5%
Net Sales
CAGR

~10%
Adj. EBITDA
CAGR

20bps+
Annual Adj.
EBITDA Margin
Expansion

~20%
Adj. Diluted
EPS CAGR

**Deployable Capital of \$4B+
from 2025E to 2027E**

Quarterly Case Volume Trend vs. Prior Year

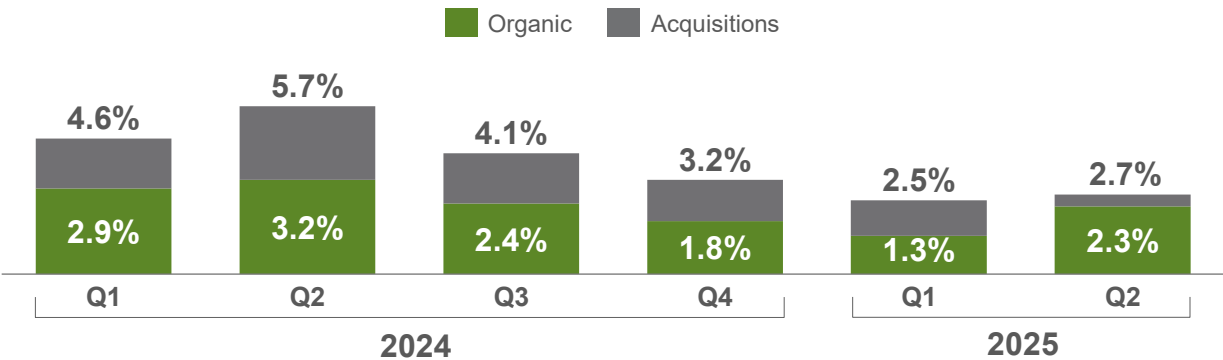
Organic Case Growth by Quarter

YOY percent change



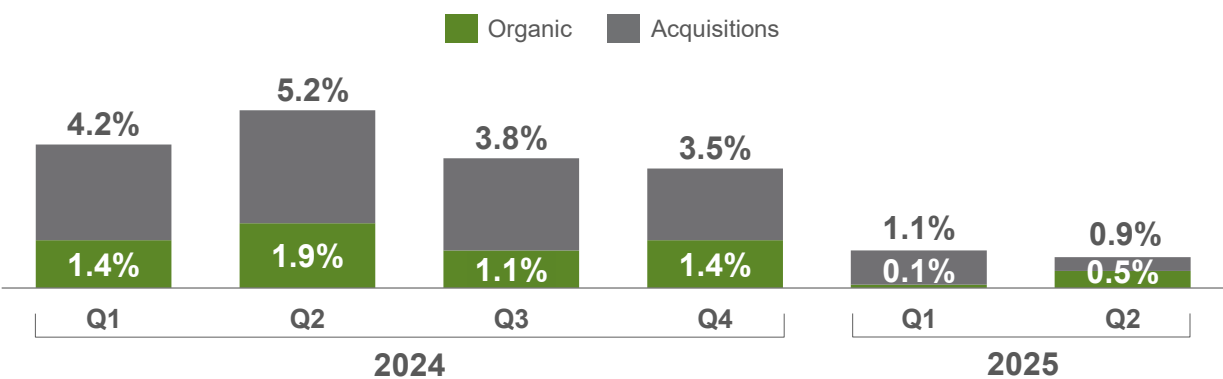
Independent Restaurant Case Growth

YOY percent change for total and organic cases



Total Case Growth

YOY percent change for total and organic cases



Debt Summary

(\$ in millions)	Maturity	Interest Terms	Interest Rates as of June 28, 2025	Carrying Value as of June 28, 2025	Carrying Value as of December 28, 2024
ABL Facility	December 7, 2027	Prime + 0%	7.50%	\$48	\$223
2021 Incremental Term Loan Facility (net of \$1 and \$0 of unamortized deferred financing costs, respectively)	November 22, 2028	1M Term SOFR + 1.75%	6.08%	\$609	\$610
2024 Incremental Term Loan Facility (net of \$8 and \$8 of unamortized deferred financing costs, respectively)	October 3, 2031	1M Term SOFR + 1.75%	6.08%	\$715	\$717
Total Floating Rate Debt				\$1,372	\$1,550
Senior Notes due 2028 (net of \$3 and \$4 of unamortized deferred financing costs, respectively)	September 15, 2028		6.88%	\$497	\$496
Senior Notes due 2029 (net of \$4 and \$5 of unamortized deferred financing costs, respectively)	February 15, 2029		4.75%	\$896	\$895
Senior Notes due 2030 (net of \$3 and \$3 of unamortized deferred financing costs, respectively)	June 1, 2030		4.63%	\$497	\$497
Senior Notes due 2032 (net of \$4 and \$4 of unamortized deferred financing costs, respectively)	January 15, 2032		7.25%	\$496	\$496
Senior Notes due 2033 (net of \$3 and \$4 of unamortized deferred financing costs, respectively)	April 15, 2033		5.75%	\$497	\$496
Obligations under financing leases⁽¹⁾	2025 – 2032		1.26%-8.31%	\$568	\$490
Other Debt	January 1, 2031		5.75%	\$8	\$8
Total Fixed Rate⁽¹⁾				\$3,459	\$3,378
Total Debt				\$4,831	\$4,928
Less: Cash				(\$61)	(\$59)
Net Debt⁽²⁾				\$4,770	\$4,869
Net Debt Leverage Ratio⁽²⁾				2.6x	2.8x
% Floating Rate⁽³⁾				~29%	~32%

(1) Includes \$22 million and \$26 million of floating rate debt related to synthetic leases as of June 28, 2025 and December 28, 2024, respectively

(2) Reconciliations of these non-GAAP measures are provided in this Appendix

(3) Floating Rate % includes the impact of interest rate caps

- Funding record capital investment to maintain our business, support growth and drive attractive returns
- Repurchased \$250 million of shares in Q2
- Net leverage at 2.6x; remains within target range of 2.0x – 3.0x
- No long-term debt maturities until 2028

Second Quarter Financial Performance

	Reported (unaudited)			Adjusted ⁽¹⁾ (unaudited)		
	13 Weeks Ended			13 Weeks Ended		
	June 28, 2025	June 29, 2024	Change	June 28, 2025	June 29, 2024	Change
<i>(Case volume and \$ in millions, except per share data)</i>						
Case Volume	218	216	0.9%			
Net Sales	\$10,082	\$9,709	3.8%			
Gross Profit	\$1,777	\$1,706	4.2%	\$1,791	\$1,706	5.0%
% of Net Sales	17.6%	17.6%	6 bps	17.8%	17.6%	19 bps
Operating Expenses	\$1,405	\$1,353	3.8%	\$1,245	\$1,214	2.6%
% of Net Sales	13.9%	13.9%	-	12.3%	12.5%	(15 bps)
Net Income	\$224	\$198	13.1%	\$277	\$231	19.9%
Diluted EPS⁽²⁾	\$0.96	\$0.80	20.0%	\$1.19	\$0.93	28.0%
Adjusted EBITDA⁽¹⁾				\$548	\$489	12.1%
Adjusted EBITDA Margin⁽³⁾				5.4%	5.0%	40 bps

(1) Reconciliations of these non-GAAP measures are provided in this Appendix.

(2) Adjusted Diluted EPS is calculated as Adjusted net Income divided by weighted average diluted shares outstanding.

(3) Represents Adjusted EBITDA as a percentage of Net Sales.

Year to Date Financial Performance

	Reported (unaudited)			Adjusted ⁽¹⁾ (unaudited)		
	26 Weeks Ended			26 Weeks Ended		
<i>(Case volume and \$ in millions, except per share data)</i>	June 28, 2025	June 29, 2024	Change	June 28, 2025	June 29, 2024	Change
Case Volume	423	419	1.0%			
Net Sales	\$19,433	\$18,658	4.2%			
Gross Profit	\$3,391	\$3,201	5.9%	\$3,410	\$3,246	5.1%
% of Net Sales	17.4%	17.2%	29 bps	17.5%	17.4%	15 bps
Operating Expenses	\$2,795	\$2,683	4.2%	\$2,476	\$2,399	3.2%
% of Net Sales	14.4%	14.4%	-	12.7%	12.9%	(12 bps)
Net Income	\$339	\$280	21.1%	\$436	\$365	19.5%
Diluted EPS ⁽²⁾	\$1.45	\$1.13	28.3%	\$1.87	\$1.47	27.2%
Adjusted EBITDA ⁽¹⁾				\$937	\$845	10.9%
Adjusted EBITDA Margin ⁽³⁾				4.8%	4.5%	29 bps

(1) Reconciliations of these non-GAAP measures are provided in this Appendix.

(2) Adjusted Diluted EPS is calculated as Adjusted net Income divided by weighted average diluted shares outstanding.

(3) Represents Adjusted EBITDA as a percentage of Net Sales.

Non-GAAP Reconciliation – Adjusted Gross Profit per Case, Adjusted Operating Expense per Case, Adjusted EBITDA per Case

	Adjusted ⁽¹⁾ (unaudited)			
	13 Weeks Ended		26 Weeks Ended	
	June 28, 2025	June 29, 2024	June 28, 2025	June 29, 2024
<i>(Total cases and \$ in millions, except per case data)</i>				
Total Cases	218	216	423	419
Adjusted GP	\$1,791	\$1,706	\$3,410	\$3,246
Adjusted GP / Case	\$8.23	\$7.91	\$8.07	\$7.75
Adjusted OPEX	\$1,245	\$1,214	\$2,476	\$2,399
Adjusted OPEX / Case	\$5.72	\$5.63	\$5.86	\$5.73
Adjusted EBITDA	\$548	\$489	\$937	\$845
Adjusted EBITDA / Case	\$2.52	\$2.27	\$2.22	\$2.02

(1) Reconciliations of these non-GAAP measures are provided in this Appendix.

Non-GAAP Reconciliation – Adjusted Gross Profit and Adjusted Operating Expenses

	13 Weeks Ended (unaudited)		26 Weeks Ended (unaudited)	
	June 28, 2025	June 29, 2024	June 28, 2025	June 29, 2024
<i>(\$ in millions)</i>				
Gross profit (GAAP)	\$1,777	\$1,706	\$3,391	\$3,201
LIFO reserve adjustment ⁽¹⁾	14	-	19	45
Adjusted Gross Profit (Non-GAAP)	\$1,791	\$1,706	\$3,410	\$3,246
Operating Expenses (GAAP)	\$1,405	\$1,353	\$2,795	\$2,683
Adjustments:				
Depreciation expense	(102)	(96)	(200)	(189)
Amortization expense	(13)	(12)	(27)	(24)
Restructuring activity and asset impairment charges ⁽²⁾	(2)	1	(7)	(12)
Share-based compensation expense ⁽³⁾	(23)	(15)	(45)	(30)
Business transformation costs ⁽⁴⁾	(13)	(9)	(20)	(18)
Business acquisition, integration related costs, divestitures and other ⁽⁵⁾	(7)	(8)	(20)	(11)
Adjusted Operating expenses (Non-GAAP)	\$1,245	\$1,214	\$2,476	\$2,399

(1) – (5) footnotes located on next slide

Non-GAAP Reconciliation – Adjusted Gross Profit and Adjusted Operating Expenses

1. Represents the impact of LIFO reserve adjustments.
2. Consists primarily of severance and related costs, organizational realignment costs and asset impairment charges.
3. Share-based compensation expense for expected vesting of stock awards and employee stock purchase plan.
4. Transformational costs represent non-recurring expenses prior to formal launch of strategic projects with anticipated long-term benefits to the Company. These costs generally relate to third party consulting and non-capitalizable technology. For both the 13 weeks and 26 weeks ended June 28, 2025 and June 29, 2024, business transformation costs related to projects associated with information technology infrastructure initiatives and related workforce efficiencies.
5. Includes: (i) aggregate acquisition, integration related costs and divestiture costs of \$7 million and \$8 million for the 13 weeks ended June 28, 2025 and June 29, 2024, respectively and \$20 million and \$10 million for the 26 weeks ended June 28, 2025 and June 29, 2024, respectively and (ii) other gains, losses or costs that we are permitted to addback for purposes of calculating Adjusted EBITDA under certain agreements governing our indebtedness.

Non-GAAP Reconciliation – Adjusted EBITDA and Adjusted Net Income

	13 Weeks Ended (unaudited)				26 Weeks Ended (unaudited)			
	June 28, 2025		June 29, 2024		June 28, 2025		June 29, 2024	
(\$ in millions)								
Net income and net income margin (GAAP)	224	2.2%	198	2.0%	339	1.7%	280	1.5%
Interest expense—net	74		81		151		160	
Income tax provision	76		71		109		76	
Depreciation expense	102		96		200		189	
Amortization expense	13		12		27		24	
EBITDA and EBITDA margin (Non-GAAP)	\$489	4.9%	\$458	4.7%	\$826	4.3%	\$729	3.9%
Adjustments:								
Restructuring activity and asset impairment charges ⁽¹⁾	2		(1)		7		12	
Share-based compensation expense ⁽²⁾	23		15		45		30	
LIFO reserve adjustment ⁽³⁾	14		-		19		45	
Business transformation costs ⁽⁴⁾	13		9		20		18	
Business acquisition, integration related costs, divestitures and other ⁽⁵⁾	7		8		20		11	
Adjusted EBITDA and Adjusted EBITDA margin (Non-GAAP)	\$548	5.4%	\$489	5.0%	\$937	4.8%	\$845	4.5%
Depreciation expense	(102)		(96)		(200)		(189)	
Interest expense—net	(74)		(81)		(151)		(160)	
Income tax impact, as adjusted ⁽⁶⁾	(95)		(81)		(150)		(131)	
Adjusted Net Income (Non-GAAP)	\$277		\$231		\$436		\$365	

(1) – (6) footnotes located on next slide

Non-GAAP Reconciliation – Adjusted EBITDA and Adjusted Net Income

1. Consists primarily of severance and related costs, organizational realignment costs and asset impairment charges.
2. Share-based compensation expense for expected vesting of stock awards and employee stock purchase plan.
3. Represents the impact of LIFO reserve adjustments.
4. Transformational costs represent non-recurring expenses prior to formal launch of strategic projects with anticipated long-term benefits to the Company. These costs generally relate to third party consulting and non-capitalizable technology. For both the 13 weeks and 26 weeks ended June 28, 2025 and June 29, 2024, business transformation costs related to projects associated with information technology infrastructure initiatives and related workforce efficiencies.
5. Includes: (i) aggregate acquisition, integration related costs and divestiture costs of \$7 million and \$8 million for the 13 weeks ended June 28, 2025 and June 29, 2024, and \$20 million and \$10 million for the 26 weeks ended June 28, 2025 and June 29, 2024, respectively and (ii) other gains, losses or costs that we are permitted to addback for purposes of calculating Adjusted EBITDA under certain agreements governing our indebtedness.
6. Represents our income tax provision adjusted for the tax effect of pre-tax items excluded from Adjusted Net income and the removal of applicable discrete tax items. Applicable discrete tax items include changes in tax laws or rates, changes related to prior year unrecognized tax benefits, discrete changes in valuation allowances, and excess tax benefits associated with share-based compensation. The tax effect of pre-tax items excluded from Adjusted Net income is computed using a statutory tax rate after taking into account the impact of permanent differences and valuation allowances.

Non-GAAP Reconciliation – Adjusted Diluted Earnings Per Share (EPS)

	13 Weeks Ended (unaudited)		26 Weeks Ended (unaudited)	
	June 28, 2025	June 29, 2024	June 28, 2025	June 29, 2024
Diluted EPS (GAAP)	\$0.96	\$0.80	\$1.45	\$1.13
Restructuring activity and asset impairment charges ⁽¹⁾	0.01	-	0.03	0.05
Share-based compensation expense ⁽²⁾	0.10	0.06	0.19	0.12
LIFO reserve adjustment ⁽³⁾	0.06	-	0.08	0.18
Business transformation costs ⁽⁴⁾	0.06	0.04	0.09	0.07
Business acquisition, integration related costs, divestitures and other ⁽⁵⁾	0.03	0.03	0.09	0.04
Income tax provision, as adjusted ⁽⁶⁾	(0.03)	-	(0.06)	(0.12)
Adjusted Diluted EPS (Non-GAAP)⁽⁷⁾	\$1.19	\$0.93	\$1.87	\$1.47
Weighted-average diluted shares outstanding	232,971,905	248,312,117	233,576,687	248,393,517

(1) – (7) footnotes located on next slide

Non-GAAP Reconciliation – Adjusted Diluted Earnings Per Share (EPS)

1. Consists primarily of severance and related costs, organizational realignment costs and asset impairment charges.
2. Share-based compensation expense for expected vesting of stock awards and employee stock purchase plan.
3. Represents the impact of LIFO reserve adjustments.
4. Transformational costs represent non-recurring expenses prior to formal launch of strategic projects with anticipated long-term benefits to the Company. These costs generally relate to third party consulting and non-capitalizable technology. For both the 13 weeks and 26 weeks ended June 28, 2025 and June 29, 2024, business transformation costs related to projects associated with information technology infrastructure initiatives and related workforce efficiencies.
5. Includes: (i) aggregate acquisition, integration related costs and divestiture costs of \$7 million and \$8 million for the 13 weeks ended June 28, 2025 and June 29, 2024, and \$20 million and \$10 million for the 26 weeks ended June 28, 2025 and June 29, 2024 respectively and (ii) other gains, losses or costs that we are permitted to addback for purposes of calculating Adjusted EBITDA under certain agreements governing our indebtedness.
6. Represents our income tax provision adjusted for the tax effect of pre-tax items excluded from Adjusted Net income and the removal of applicable discrete tax items. Applicable discrete tax items include changes in tax laws or rates, changes related to prior year unrecognized tax benefits, discrete changes in valuation allowances, and excess tax benefits associated with share-based compensation. The tax effect of pre-tax items excluded from Adjusted Net income is computed using a statutory tax rate after taking into account the impact of permanent differences and valuation allowances.
7. Adjusted Diluted EPS is calculated as Adjusted Net income divided by weighted average diluted shares outstanding.

Non-GAAP Reconciliation – Net Debt and Net Leverage Ratios

	(unaudited)		
(\$ in millions, except ratios)	June 28, 2025	December 28, 2024	June 29, 2024
Total Debt (GAAP)	\$4,831	\$4,928	\$4,707
Cash, cash equivalents and restricted cash	(61)	(59)	(405)
Net Debt (non-GAAP)	\$4,770	\$4,869	\$4,302
Adjusted EBITDA ⁽¹⁾	\$1,833	\$1,741	\$1,635
Net Leverage Ratio⁽²⁾	2.6	2.8	2.6

(1) Trailing Twelve Months (TTM) Adjusted EBITDA.

(2) Net Debt / TTM Adjusted EBITDA.

