



Business Update

July 16, 2025





Disclaimer

Certain information in this presentation and discussed on the conference call which this presentation accompanies constitutes forward-looking information within the meaning of the Private Securities Litigation Reform Act of 1995. Statements in this presentation regarding the Company's business that are not historical facts are "forward-looking statements" that involve risks and uncertainties and are based on current expectations and management estimates; actual results may differ materially. The risks and uncertainties which could impact these statements are described in the Company's filings under the Securities Exchange Act of 1934, as amended, including its annual report on Form 10-K for the year ended August 3, 2024 filed with the Securities and Exchange Commission (the "SEC") on October 1, 2024 and other filings the Company makes with the SEC, and include, but are not limited to, our dependence on principal customers; the relatively low margins of our business, which are sensitive to inflationary and deflationary pressures and intense competition, including as a result of the continuing consolidation of retailers and the growth of consumer choices for grocery and consumable purchases; our ability to realize the anticipated benefits of our strategic initiatives; changes in relationships with our suppliers; our ability to operate, and rely on third parties to operate, reliable and secure technology systems and the effectiveness of the Company's business continuity plans in response to an incident impacting the Company's technology systems, such as the unauthorized incident on its technology systems; labor and other workforce shortages and challenges; the addition or loss of significant customers or material changes to our relationships with these customers; our ability to realize anticipated benefits of strategic transactions; our ability to continue to grow sales, including of our higher margin natural and organic foods and non-food products; our ability to maintain sufficient volume in our wholesale distribution and services businesses to support our operating infrastructure; our ability to access additional capital; increases in healthcare, pension and other costs under our single employer benefit plan and multiemployer benefit plans; the potential for additional asset impairment charges; our sensitivity to general economic conditions including inflation, tariff policy and changes in disposable income levels and consumer purchasing habits; our ability to timely and successfully deploy our warehouse management system throughout our distribution centers and our transportation management system across the Company and to achieve efficiencies and cost savings from these efforts; the potential for disruptions in our supply chain or our distribution capabilities from circumstances beyond our control, including due to lack of long-term contracts, severe weather, labor shortages or work stoppages or otherwise; moderated supplier promotional activity, including decreased forward buying opportunities; union-organizing activities that could cause labor relations difficulties and increased costs; our ability to maintain food quality and safety; and volatility in fuel costs. Any forward-looking statements are made pursuant to the Private Securities Litigation Reform Act of 1995 and, as such, speak only as of the date made. The Company is not undertaking to update any information in the foregoing reports until the effective date of its future reports required by applicable laws. Any estimates of future results of operations are based on a number of assumptions, many of which are outside the Company's control and should not be construed in any manner as a guarantee that such results will in fact occur. These estimates are subject to change and could differ materially from final reported results. The Company may from time to time update these publicly announced estimates, but it is not obligated to do so.

This presentation also contains the non-GAAP financial measures Adjusted EBITDA, Adjusted EPS, Adjusted EBITDA leverage ratio, free cash flow, adjusted effective tax rate and capital and cloud implementation expenditures. The reconciliation of these non-GAAP financial measures (except for capital and cloud implementation expenditures) to the most directly comparable GAAP financial measure is presented in the appendix to this presentation. The components of capital and cloud implementation expenditures for fiscal 2025 will be primarily dependent on the nature of certain contracts to be executed. The presentation of non-GAAP financial measures is not intended to be considered in isolation or as a substitute for any measure prepared in accordance with GAAP. The Company believes that presenting non-GAAP financial measures aids in making period-to-period comparisons, assessing the performance of our business and understanding the underlying operating performance and core business trends, and is a meaningful indication of its actual and estimated operating performance. The Company's management utilizes and plans to utilize this non-GAAP financial information to compare the Company's operating performance during certain fiscal periods to the comparable periods in the other fiscal years and, in certain cases, to internally prepared projections.

Agenda

Introduction

Steve Bloomquist

Vice President, Investor Relations

Opening Remarks

Sandy Douglas

Chief Executive Officer

Outlook Update

Matteo Tarditi

President and Chief Financial Officer

Q&A



Opening Remarks

Sandy Douglas
Chief Executive Officer





To Our Customers,
Suppliers, Associates:

Thank You.

Continued Focus on Customers & Suppliers



PARTNER-FIRST FOCUS

- Immediate focus on supporting customers and suppliers
- Solutions-oriented teamwork across the enterprise
- Transparent, daily communication and strengthened collaboration



STRONG, SAFE RECOVERY

- Strong cyber security protocol helped protect UNFI and partner personal information
- Primary ordering systems restored in 10 days
- Now operating at more normalized levels



CONTINUED OPPORTUNITY

- Strong momentum through third quarter of fiscal 2025
- Financial impact largely isolated to fourth quarter of fiscal 2025
- On track to accelerate achievement of multi-year targets vs. October 2024 targets

Financial Update

Matteo Tarditi

President and Chief Financial Officer



Updated Fiscal 2025 Outlook⁽¹⁾

Raising net sales and free cash flow outlook, updating adjusted EBITDA and capital spending outlook.

Estimates do not yet reflect benefits of insurance, which we expect will be sufficient to offset UNFI's recovery and remediation costs.⁽²⁾

Net Sales

\$31.6 - \$31.8B

(Increase of 4.3% compared to Fiscal 2024 on 52-week basis)

Adjusted EBITDA⁽³⁾

\$535 - \$565M

(Increase of 8.3% compared to Fiscal 2024 on 52-week basis)

Adjusted EPS⁽³⁾⁽⁴⁾

\$0.40 - \$0.80

(Increase of ~ 4.3-times compared to Fiscal 2024)

Capital and Cloud Implementation Expenditures⁽⁵⁾

~ \$250M

(Decrease of ~ \$120M compared to Fiscal 2024, largely driven by refined discretionary priorities and usage-based spending approach)

Free Cash Flow⁽⁵⁾

~ \$200M

(Increase of ~ \$300M compared to Fiscal 2024)

Strong operational execution of our multi-year strategy is supporting customer and supplier value creation and projected growth across key financial metrics

(1) The outlook provided above is for fiscal 2025, which is a 52-week fiscal year. This outlook is forward looking, is based on management's current estimates and expectations and is subject to several risks, including many that are outside of management's control. See cautionary language on slide 2 and the risk factors contained in the Company's Annual Report on Form 10-K for the year ended August 3, 2024 and other filings the Company makes with the SEC.

(2) Timing of expected insurance benefits in fiscal 2025 and fiscal 2026 continue to be evaluated.

(3) The Company is unable to provide a full reconciliation to the most comparable GAAP measure without unreasonable effort due to the difficulty in predicting the amounts for certain adjustment items.

(4) Reflects approximately \$500 million of below-the-line impacts including net interest expense, stock compensation, net periodic benefit income, depreciation and amortization and other expenses.

(5) The components of capital and cloud implementation expenditures for fiscal 2025 will be primarily dependent on the nature of certain contracts to be executed. As such, the Company is unable to reconcile the outlook for free cash flow as well as capital and cloud implementation expenditures in fiscal 2025 to the most comparable GAAP measure.

Definitions for non-GAAP measures are provided at the end of the presentation.

Current Estimate of Incident Financial Impact¹

Expect operational impact will be largely contained to Q4 FY25

	<u>\$ in millions</u>	<u>Comments</u>
Lost Sales	~\$(350)-\$(400)	<ul style="list-style-type: none">• Preliminary estimates based on June actuals, to be further refined
Adj EBITDA	~\$(40)-\$(50)	<ul style="list-style-type: none">• Estimated impact of lower sales on fixed and elevated costs
+ Incremental Incident-Driven Costs and Charges	~\$(20)	<ul style="list-style-type: none">• Incremental costs and charges related to the incident, including shrink and incident-related manual workarounds to serve our customers
+ Remediation Cost Estimate	~\$(5)	<ul style="list-style-type: none">• Remediation costs largely related to third-party cybersecurity, legal and governance experts
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= Pre-Tax and Free Cash Flow Loss		~\$(65)-\$(75)²

Fiscal 2026 Outlook expected to be built on Fiscal 2025 excluding the impact of the cyber event


(1) Current estimate of incident financial impact as of July 16, 2025. Excludes impact of cyber insurance policy and reimbursement for the event, which is expected to be sufficient to offset the Company's recovery and remediation costs and that it will likely be received primarily in fiscal 2026.

(2) The Company estimates that the cyber incident will impact net (loss) income by \$50 to \$60 million, which includes the estimated tax impact.

Definitions for non-GAAP measures are provided at the end of the presentation.

Summary

- Strong cyber security protocol and swift actions helped protect partner personal information and enabled expeditious recovery from cyber incident.
- Customer and supplier collaboration and solutions-oriented teamwork helped support a successful recovery process.
- Commercial operating capacity has been restored to normalized levels. Service levels are largely at or close to pre-incident levels, with expected improvement in the coming weeks.
- We believe the incident impact will be largely contained to FY25 Q4.
- Confident in underlying momentum and on track to achieve multi-year financial targets at an accelerated pace compared to October 2024 targets.



**Long-term value creation opportunity for customers, suppliers
and shareholders remains compelling.**

Non-GAAP Metric Definitions

Adjusted EPS: The non-GAAP adjusted earnings per diluted common share measure is a consolidated measure, which the Company reconciles by adding Net income attributable to UNFI plus the LIFO charge or benefit, goodwill impairment benefits and charges, restructuring, acquisition, and integration related expenses, gains and losses on sales of assets, certain legal charges and gains, surplus property depreciation and interest expense, losses on debt extinguishment, the impact of diluted shares when GAAP earnings is presented as a loss and non-GAAP earnings represent income, and the tax impact of adjustments and the adjusted effective tax rate, which tax impact is calculated using the adjusted effective tax rate, and certain other non-cash charges or items, as determined by management.

Adjusted EBITDA: The non-GAAP Adjusted EBITDA measure is a consolidated measure which the Company reconciles by adding Net (loss) income including noncontrolling interests, less Net income attributable to noncontrolling interests, plus Non-operating income and expenses, including Net periodic benefit income, excluding service cost, Interest expense, net and Other (income) expense, net, plus (Benefit) provision for income taxes and Depreciation and amortization all calculated in accordance with GAAP, plus adjustments for Share-based compensation, non-cash LIFO charge or benefit, Restructuring, acquisition and integration related expenses, Goodwill impairment charges, Loss (gain) on sale of assets and other asset charges, certain legal charges and gains, certain other non-cash charges or other items, as determined by management.

Adjusted EBITDA margin: The percentage that results from dividing Adjusted EBITDA by net sales.

Net debt to Adjusted EBITDA leverage ratio: The non-GAAP Adjusted EBITDA leverage ratio is defined as the total carrying (GAAP) value of outstanding short-and long-term debt and finance lease liabilities less net cash and cash equivalents, the sum of which is divided by the trailing four quarters Adjusted EBITDA.

Free cash flow: The non-GAAP free cash flow measure is defined as net cash provided by (used in) operating activities less payments for capital expenditures.

Capital and cloud implementation expenditures: The non-GAAP capital and cloud implementation expenditures measure is defined as the sum of payments for capital expenditures and cloud technology implementation expenditures.

UNFI®

Thank you

