PFG Performance Food Group

2025 SUSTAINABILITY REPORT

ABOUT THIS REPORT

OVERVIEW

This report serves as Performance Food Group Company's (PFG) primary annual sustainability disclosure and presents environmental, social, and governance information for fiscal year 2025. It reflects PFG's ongoing efforts to integrate sustainability considerations into business operations, risk management, and long-term performance.

REPORTING PERIOD AND SCOPE

The data and information in this report span PFG's fiscal year 2025, from June 30, 2024, through June 28, 2025, unless otherwise specified.

The report reflects PFG's consolidated operations as of FY25. Sustainability metrics are reported on a consistent operational basis and do not yet fully reflect the impacts of recently acquired businesses. PFG periodically evaluates reporting boundaries and sustainability baselines in light of business growth.

REPORTING FRAMEWORKS

This report incorporates disclosures aligned with the standards and recommendations of the Sustainability Accounting Standards Board (SASB) and the Task Force on Climate-Related Financial Disclosures (TCFD). The industry-specific SASB Standards inform the sustainability topics covered in this report, while SASB and TCFD together inform the structure, content, and metrics included.

GOVERNANCE AND OVERSIGHT

Oversight of sustainability and climate-related topics is integrated into PFG's existing governance and enterprise risk-management processes, with Board-level oversight and management accountability aligned to business operations.

Additional information regarding PFG's corporate governance, Board oversight, committee responsibilities, and executive management is provided in the Company's Annual Report on Form 10-K and Proxy Statement.

DATA AND ASSURANCE

In compiling this report, PFG collaborated with business units and third-party entities to support data collection, analysis, and calculation. PFG did not obtain external assurance for the information included in this report. The Company continues to monitor evolving regulatory requirements related to sustainability and climate disclosures.

FORWARD-LOOKING STATEMENTS

This report contains forward-looking statements based on what the Company believes to be reasonably attainable and informed by current data and management's expectations at the time of publication. Forward-looking statements may include, among other things, statements regarding sustainability goals, targets, or initiatives. Actual results may differ materially due to various business risks, uncertainties, and assumptions. PFG undertakes no obligation to update or revise any forward-looking statements, except as required by law. Forward-looking statements can be found on pg. 36 of this report.

ADDITIONAL INFORMATION AND CONTACT

For additional information regarding PFG, including financial performance and risk disclosures, please refer to filings with the U.S. Securities and Exchange Commission, including the Company's Annual Report on Form 10-K and Quarterly Reports on Form 10-Q, available at investors.pfgc.com.

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PFG CORPORATE OVERVIEW

Performance Food Group Company (PFG) is a leading foodservice distribution company serving customers across North America through a nationwide network of operating companies and distribution centers.

GEOGRAPHIC FOOTPRINT

Headquartered in
RICHMOND, VA

OPERATING AREAS:

- United States
- Canada
- Puerto Rico

OPERATING FOOTPRINT*

250K+ Food and Food-related Products

18,600 Transportation Units Across Delivery and Yard Operations

155 Distribution Centers

43K+ Associates

2.7B Ton-Miles Shipped Annually

OPERATING SEGMENTS

FOODSERVICE	CONVENIENCE	SPECIALTY
PERFORMANCE FOODSERVICE	Core-Mark	VISTAR
89 Distribution Centers	**39** Distribution Centers	**27** Distribution Centers
Supporting restaurants and institutional foodservice customers	*Excluding two facilities operated as third-party logistics providers*	*Serving vending, retail, and specialty channels*

CUSTOMER FOOTPRINT

300K+
Customer Locations

- Restaurants
- Schools
- Businesses
- Hospitals
- Convenience Stores
- Vending & office coffee service distributors
- Retailers
- Theaters

* Operating Fooprint numbers exclude recent acquisitions.

OUR VALUE CHAIN

SOURCING FROM TRUSTED PARTNERS

PFG sources products from more than 5,500 suppliers, including national brand manufacturers, regional producers, and Performance Brand manufacturers.

CONNECTING PRODUCTS TO CUSTOMERS EFFICIENTLY

PFG operates a nationwide logistics network that integrates fleet operations, facilities, and cold-chain distribution. Scale and network density support efficient routing and reliable service across diverse customer types.

CREATING VALUE BEYOND DISTRIBUTION

PFG provides category management, procurement strategy, and menu development support, along with operational insights that help customers improve efficiency, profitability, and sustainability.

SERVING PEOPLE AND COMMUNITIES

PFG's local operating companies employ more than 43,000 associates and engage in community efforts focused on food access, disaster response, and associate-led initiatives.

OUR APPROACH TO BETTER FOR ALL

Our culture is the foundation of how we operate and how we show up for one another, our customers, and the communities we serve. It guides how we build, support, and retain a talented and engaged workforce, and it shapes the decisions we make every day across our business.

PFG's culture is grounded in five core values:

- We Do the Right Thing
- We Deliver for Our Customers
- We Win as a Team
- We Embrace Change with Courage
- We Believe in Better for All

Our sustainability priorities are closely aligned with our value **We Believe in Better for All**, which is reflected in our Code of Conduct and embedded across our value chain, from sourcing and logistics to product delivery and community engagement. This report highlights how those values are translated into action across three focus areas that reflect the sustainability priorities most relevant to our business.

BETTER FOR THE PLANET

Our commitment to reducing environmental impacts throughout our operations and supply chain.

FOCUS AREAS:

- **Operational performance:** Reducing environmental impacts across fleet and facility operations, including emissions and energy use.
- **Responsible sourcing:** Engaging with suppliers to advance responsible sourcing and strengthen standards in high-impact categories.

BETTER FOR YOU

Our commitment to our customers through safe, reliable products and consistent service they can trust.

FOCUS AREAS:

- **Food safety and product quality:** Managing food safety and quality through strong standards, regular audits, and clear controls.
- **Customer trust and transparency:** Upholding customer trust through responsive service and transparent business practices.

BETTER FOR OUR PEOPLE

Our commitment to creating safe, supportive workplaces and strengthening the communities we serve.

FOCUS AREAS:

- **Workforce safety and development:** Maintaining safe workplaces and helping employees build skills for the future.
- **Community impact:** Strengthening communities through partnerships that expand food access and address essential needs.

PERFORMANCE IN ACTION

> “IMPROVING PERFORMANCE WHILE SUPPORTING GROWTH IS THE WORK IN FRONT OF US.”

Better for All defines PFG’s approach to sustainability across the enterprise. Better for the Planet is one part of that broader strategy, reflected within Operations in how we manage fuel, electricity, refrigeration systems, and the equipment that keeps product moving safely and reliably every day.

Fleet and facility operations account for the majority of our direct emissions. They are also areas where steady execution matters. The focus is straightforward: improve efficiency where possible, strengthen visibility into performance data, and invest in upgrades that support long-term operational strength. Over the past several years, investment in data systems and operating processes has strengthened our ability to measure and manage emissions and energy use more consistently across our network.

From our FY21 baseline through the end of FY25, combined Scope 1 and Scope 2 emissions intensity has declined by approximately 8 percent on a per-case basis. That progress reflects incremental gains across many operating companies rather than any single initiative.

Progress continues to come from practical improvements across the network. Fuel efficiency efforts, routing and idle-time reductions, and energy management enhancements are delivering consistent results. Refrigeration modernization is also advancing, with targeted system upgrades improving performance and reducing refrigerant-related emissions over time. Renewable electricity sourcing advanced meaningfully in FY25. Green power purchases, together with on-site solar generation, brought renewable electricity to nearly 4 percent of total consumption, a notable increase from prior years. Solar projects in particular are demonstrating how disciplined capital investment can reduce emissions while lowering energy costs over time. Consistent execution also depends on well-trained associates and strong safety practices embedded across transportation and distribution operations.

Scope 3 measurement was further refined during the year, providing clearer insight into impacts across the value chain. The results reinforce that most of the broader footprint sits within the supply chain, requiring coordination beyond fleet and facilities and alignment with sourcing and procurement priorities under Better for All.

As the business evolves, so does our approach. We expect to revisit our baseline and targets to reflect structural changes in the network and maintain alignment with regulatory expectations. We are also strengthening how climate-related risk and resilience considerations are incorporated into planning and investment decisions. This work is complex in a large, decentralized distribution model and within an industry that is energy-intensive by nature. At the same time, the essential role we play in the food system requires us to move carefully, balancing reliability, affordability, and long-term environmental progress.

Environmental performance is not separate from how we run the business. It connects to service reliability, cost control, customer expectations, and the durability of our network. Our responsibility remains consistent: continue improving performance, build resilience where it matters, and scale investments that demonstrate clear and lasting value.

Scott McPherson

Scott McPherson
President & Chief Executive Officer

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BETTER FOR THE PLANET

Our commitment to Better for All reflects the responsibility that comes with supporting a reliable and resilient food system. As we strengthen our operations and deepen collaboration with trusted suppliers, we continue to focus on lowering emissions, improving efficiency, and advancing responsible sourcing. These priorities guide our work to connect products to customers efficiently and to source from partners who share our values.

IN THIS SECTION:

CONNECTING PRODUCTS TO CUSTOMERS EFFICIENTLY

We focus on strengthening the environmental performance of our operations through practical, measurable improvements. This includes reducing emissions across our fleet and facilities, improving energy efficiency, and supporting responsible sourcing practices that reinforce a resilient food system.

Our long-term goal is to reduce combined Scope 1 and Scope 2 emissions by 30 percent by 2034, and we have already achieved an approximately 8 percent reduction from our 2021 base year. This progress reflects disciplined execution, strong supplier collaboration, and a commitment to continual improvement.

REDUCING OUR OPERATIONAL FOOTPRINT

FY25 EMISSIONS TARGETS & PROGRESS [1]

CLIMATE TARGET

30 percent reduction in combined Scope 1 and Scope 2 emissions by 2034, on a per-case basis.

FY25 PROGRESS

8-percent reduction since the 2021 baseline.

SCOPE 3 (VALUE CHAIN EMISSIONS)

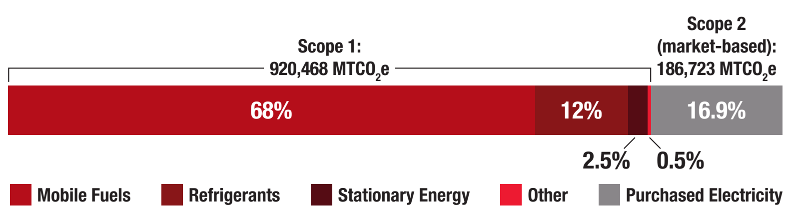
In 2024, PFG committed to engage with suppliers representing approximately 40% of our purchased goods and services spend to develop Scope 1 and Scope 2 emissions reductions targets by 2034.

FY25 PROGRESS

Suppliers representing approximately 20% of purchased goods and services have established reduction targets.

PFG'S FY25 OPERATIONAL EMISSIONS

PERCENT OF TOTAL SCOPE 1 AND SCOPE 2 GHG EMISSIONS



Detailed emissions data are provided in the Appendix: Greenhouse Gas Emissions.

[1] Long-term climate and sustainability targets are forward looking in nature and are subject to periodic review and revision as methodologies, baseline assumptions, available data, and business conditions evolve.

PFG'S DECARBONIZATION STRATEGY

Executing a decarbonization strategy presents many challenges, including financial, technological, operational, and regulatory, any or all of which may impact our ability to achieve our goals. The conditions that existed when we set our goals against a 2021 baseline have changed in meaningful ways, particularly for businesses like ours that depend on heavy duty transportation equipment to deliver products to restaurants, schools, and businesses every day.

- **Government programs and incentives:** These subsidies, which have largely been eliminated or reduced, are critical to making financially rational investments in cleaner vehicle and fleet solutions, energy upgrades, and expansion of our solar platform.
- **Technology and infrastructure is still maturing:** Electric vehicles and charging infrastructure suited to heavy distribution routes are not available at the scale and or economic returns required. Additionally, the stability of companies in this space has been volatile, with many failing, causing further economic risk.
- **The planning environment is less certain:** Changing regulations and subsidy instability at the federal and state level make it challenging to commit capital toward long-term emissions reduction plans.

PFG remains focused on the work that is progressing today which has resulted in an 8-percent reduction in emissions intensity since 2021. We will closely monitor the conditions above and evaluate new opportunities to shape our path forward. As we navigate these challenges and balance our sustainability goals with other strategic business objectives, we may consider adjusting our goals if appropriate as part of our FY26 re-baselining effort to incorporate recent acquisitions.

FLEET OPERATIONS

Transportation is the largest contributor to PFG's operational emissions and one of the most complex to decarbonize, accounting for approximately 68 percent of total emissions.

Recognizing the technical and cost challenges associated with large-scale electrification, PFG is prioritizing practical, high-impact levers that improve fleet performance today while laying the groundwork for longer-term innovation.

In 2025, teams across our network advanced fleet efficiency through driver engagement, expanded use of telematics and routing tools, and targeted innovation. PFG also continued to evaluate renewable fuel options and next-generation vehicle technologies across operating companies.

FUEL USE AND OPERATIONAL EFFICIENCY

PFG continues to refine day-to-day fleet operations to reduce fuel use and support consistent performance across the network. Efforts this year focused on driving practices, route execution, and limiting engine run time when vehicles are not in motion.

Driver-focused initiatives remained central to this work. Training and field support emphasized efficient driving behaviors, supported by onboard systems that offer clearer visibility into operating patterns across the fleet.

Technology improvements strengthened operational consistency. Expanded use of telematics, routing tools, and handheld devices provided better insight into routes, trailer conditions, and fuel use, enabling more accurate planning across operating companies.

Additional operational measures also helped reduce fuel consumption. Enrollment in PrePass limited slowing and stopping at weigh stations, idling reviews reduced unnecessary engine run time, and improved remote control of refrigerated trailers lowered fuel use when units were parked.

ALTERNATIVE FUELS

PFG is advancing the use of lower-carbon fuels as part of its broader strategy to reduce transportation-related emissions. In FY25, the fleet consumed approximately 72.8 million gallons of diesel fuel, with renewable fuels representing approximately 10 percent of total use. PFG continues to evaluate renewable fuels across its operating companies, supported by improved data tracking and visibility into fuel mix and performance.

FLEET MODERNIZATION

PFG operates approximately 18,570 tractors, trailers, and yard trucks[1] across its Foodservice and Specialty segments. The fleet is predominantly diesel internal combustion engine vehicles (ICEVs), supplemented by a growing number of zero-emission and electric units (ZEVs and EVs) including tractors, yard trucks, and electric transport refrigeration units (eTRUs). Near-term modernization efforts focus on improving the performance of the existing fleet while piloting emerging technologies where operationally viable.

Early electrification deployments continue to inform PFG's understanding of where alternative technologies can be most effective. To date, the fleet includes electric tractors, yard trucks, and eTRUs operating across seven sites in California and one in Chicago, Illinois, with plans to expand into Missouri and Texas as infrastructure and operational readiness mature.

These vehicles have collectively logged more than 391,000 miles and 33,000 operational hours, offering insight into route suitability, charging needs, and driver experience.

Yard-truck electrification remains one of the most scalable near-term opportunities. Orange EV yard trucks are now deployed at key sites, providing reliable support for daily trailer movements and dock operations. These pilots indicate particular promise for short-haul and regional operations supported by on-site charging infrastructure.

At the same time, PFG continues to evaluate OEM readiness and assess the operational and economic conditions under which broader electrification may be feasible. Cost, range, and infrastructure remain meaningful constraints, which underscores the importance of near-term efficiency measures. Priority levers include miles-per-gallon improvements, hours-per-gallon optimization for TRUs, enhanced trailer insulation and cooling efficiency, and strengthened case-level analytics to support routing and utilization decisions. Newer diesel engines are also delivering incremental efficiency gains across the active fleet, complementing ongoing efforts to improve fuel performance. Structured test-and-learn pilots with external providers help validate these solutions under real operating conditions.

FY25 ELECTRIC FLEET DEPLOYMENTS	
TRACTORS	40
TRAILERS	42
STRAIGHT TRUCKS	5
YARD TRUCKS	11
TOTAL	**98**

[1] Figure excludes recent acquisitions

INNOVATION IN MOTION

PFG's transportation teams continue to work with industry partners to evaluate next-generation technologies. Through pilot deployments and data-sharing efforts, the company provides operational insight that helps advance more efficient and reliable fleet solutions.

- **Tractor technologies:** Trial of electric and advanced diesel platforms to assess improvements in fuel efficiency, range, and reliability.
- **Trailer systems:** Tests of smart and hybrid systems that support temperature control, regenerative power features, and more efficient cooling.
- **Tire retreading:** Approximately 12,500 tires retreaded annually based on the most recent full-year data, extending tire life and reducing material use and waste.
- **Aerodynamic design:** Evaluation of add-on features and materials that reduce drag and improve fuel economy across trailers and tractors.
- **Predictive tools:** Use of analytics to benchmark driver performance and improve routing and fuel planning.

FACILITY OPERATIONS

FY25 FACILITY ENERGY TARGETS & PROGRESS

ELECTRICITY INTENSITY TARGET

Reduce power consumption intensity by 20 percent by 2030, from a 2021 baseline.

FY25 PROGRESS

Approximately 1.4 percent decrease in electricity intensity relative to the 2021 baseline.

RENEWABLE ELECTRICITY TARGET

Source 10 percent purchased electricity from renewable sources by 2030, from a 2021 baseline.

FY25 PROGRESS

Approximately 3.4 percent of purchased electricity was sourced from renewable electricity through green-power purchases. Including on-site solar, renewable electricity represented approximately 3.7 percent of total electricity consumption.

While PFG does not operate a centralized ISO-certified energy management system, energy performance is managed through structured enterprise oversight, facility-level operational controls, and ongoing monitoring across the distribution network. See Appendix: Energy Consumption and Sourcing for additional detail.

PFG's facilities and energy strategy focuses on improving operational efficiency, expanding renewable energy use, and building long-term resilience.

The company operates 155 distribution centers and 4 retail locations, which collectively represent more than 2.9 million square meters of space across North America. Electricity and stationary energy use account for roughly 20 percent of PFG's combined emissions, making facility energy management a critical lever for meeting the company's greenhouse-gas reduction target and advancing progress toward its renewable-electricity goals.

ENERGY EFFICIENCY

PFG continues to strengthen energy performance across its facility network through operational improvements and targeted upgrades. FY25 efforts focused on practical, high-impact measures such as LED lighting conversions, refrigeration optimization, and demand-response preparedness. LED modernization is now nearing completion across the standard facility network, supported by both corporate-funded projects and site-led initiatives that have accelerated adoption.

To inform these investments, PFG expanded facility-level assessments during FY25. Six additional reviews were completed, bringing the total number of assessed sites to 17, or roughly 11 percent of the network. These reviews are diagnostic tools used to refine priorities rather than measures of performance. Their value lies in supporting decisions about where operational adjustments and equipment upgrades can deliver measurable reductions. Based on these insights, corporate funding approved LED upgrades at 18 additional sites, although many locations continue to complete conversions independently.

Operational teams are implementing efficiency measures with support from shared best practices and internal workshops. Participating facilities continue to demonstrate reductions in energy intensity, and this work will expand through FY26 as more sites adopt enhanced design standards, advanced controls, and improved energy-visibility tools.

KEY FOCUS AREAS INCLUDE:

- **Lighting:** Motion sensors, timers, and LED conversions that reduce electricity use and maintenance needs.
- **Refrigeration:** System optimization and controls upgrades, including variable frequency drives, to reduce cooling loads and improve efficiency.
- **Demand response:** Reducing grid electricity consumption during peak periods through operational planning and associate training.
- **Facility design:** All new broadline facilities incorporate energy-efficient features including LED lighting, variable frequency drives, and advanced building-management systems. FY25 openings in Stockton, California; St. Louis, Missouri; and Fort Worth, Texas include integrated energy and refrigerant optimization systems.
- **Water systems:** Targeted improvements to cooling and condenser-water systems that reduce both energy use and freshwater demand.
- **Data visibility:** Ongoing assessments and performance tracking that improve insight into operational improvements and support scaling of the most effective measures.

FACILITY OPERATIONS

FY25 RENEWABLE ELECTRICITY SNAPSHOT

Supports early progress in reducing Scope 2 emissions at participating sites and informs future renewable-energy planning.

5 ACTIVE SYSTEMS
in California, Vermont, and Illinois

4.53 MW
Total Installed Capacity

5.87 MILLION KWH
Expected Annual Generation

430 METRIC TONS
Estimated Annual CO_2 Avoided

21 MILLION KWH
of Renewable Electricity in FY25, Utility-sourced and On-site Solar

RENEWABLE ENERGY

PFG is expanding its use of renewable electricity through a combination of on-site solar generation and long-term sourcing strategies. On-site systems are beginning to provide meaningful operational insights, and several new installations came online in FY25. These additions enhance visibility into solar system performance and strengthen the foundation for PFG's longer-term renewable electricity goals.

ON-SITE SOLAR

PFG operates five solar systems across three states, including one long-standing installation and four systems energized or restored in FY25. Together, these projects represent 4.53 megawatts (MW) of installed capacity and are expected to generate approximately 5.87 million kilowatt-hours (kWh) of clean electricity annually. Early results suggest strong performance, and additional sites are being assessed as PFG evaluates opportunities to expand on-site generation over time.

RENEWABLE SOURCING

Progress toward the company's target to source 10 percent purchased electricity from renewable sources by 2030 is supported by a mix of retained green-power purchases and on-site solar generation. In FY25, approximately 3.7 percent of total electricity consumption came from renewable sources, including utility-sourced renewable electricity supporting operations at 22 distribution centers.

PFG continues to evaluate structured renewable procurement options, including potential virtual power purchase agreements. In FY25, the company procured approximately 19 million kWh of 100 percent renewable electricity through utility contracts, complementing on-site solar generation, and contributing to expanded renewable energy coverage. Renewable energy credits associated with these contracts supplement the company's renewable electricity portfolio and support progress toward its long-term target.

REFRIGERANT MANAGEMENT

Refrigeration systems are essential for food safety and product quality across PFG's distribution network. They are also a contributor to direct emissions, accounting for approximately 15 percent of PFG's Scope 1 emissions (including facility and trailer refrigerants). PFG's refrigerant strategy centers on improving system reliability and efficiency, strengthening leak management, and transitioning toward lower-impact refrigerants such as ammonia and CO_2. These alternatives have zero ozone-depleting potential and, in closed-loop configurations, significantly lower climate impact than traditional HFCs. This work reduces emissions, improves operational resilience, and supports more accurate long-term planning.

In 2025, facility teams focused on advancing system reliability, efficiency, and leak prevention through targeted upgrades, maintenance improvements, and ongoing evaluation of next-generation refrigerant systems.

SYSTEM EFFICIENCY AND MODERNIZATION

Facilities are prioritized for upgrades based on refrigerant type, system age, operational risk, and remaining useful life. Large central freon systems require significant capital investment and are typically addressed through planned replacement or major refurbishment aligned with facility upgrade cycles.

- **Refrigerant conversions and new installations:** In FY25, a CO_2 system was commissioned at Core-Mark Atlanta, construction progressed on a CO_2 system in Oregon and a freon system in Southern California was replaced with an ammonia system. A similar conversion is underway in New Orleans.
- **Efficiency upgrades:** Enhancements to compressors, VFDs, and control systems strengthened cooling performance and energy efficiency, coordinated with broader facility energy projects.
- **Leak management and maintenance:** Maintenance teams oversee inspection and repair programs supported by detection systems across most facilities. PFG is refining data collection to better distinguish recovered versus lost volumes, improving emissions tracking and long-term planning.

RESOURCE EFFICIENCY AND WASTE

Waste reduction is an emerging focus within PFG's environmental strategy and an important next step in strengthening operational performance. Waste contributes indirectly to PFG's greenhouse-gas footprint, and improved visibility can support both environmental and cost-management goals. Recent work has centered on building a more consistent, enterprise-wide understanding of waste streams and material efficiency to inform future reduction strategies. Water use is evaluated case by case as PFG identifies opportunities to enhance facility efficiency.

WASTE MEASUREMENT AND TRACKING

In 2025, PFG advanced foundational work to expand data capture and standardize reporting across the network. Centralized tracking of landfill, recycling, pallet, stretch-wrap, and corrugated waste created a more complete view of waste generation and handling practices. Internal work also expanded data collection to include routine operational waste associated with fleet and facility maintenance, supporting a fuller picture of waste-related emissions, cost drivers, and potential areas for future diversion. Strengthening consistency in measurement and categorization will enable more reliable analysis over time.

WATER AND MATERIALS EFFICIENCY

While water is not a significant environmental driver for a distribution-based business, facilities continued to identify targeted efficiency measures where operational benefits were clear. Several sites completed cooling and condenser-water system upgrades that help reduce both energy use and freshwater demand. These efforts complement broader initiatives focused on operational efficiency and day-to-day facility performance.

Looking ahead, PFG will continue building a complete waste and resource-efficiency baseline and integrate these metrics into the company's sustainability reporting systems. As visibility improves, PFG plans to evaluate reduction and diversion strategies that align resource performance with greenhouse-gas management and operational efficiency.

SOURCING FROM TRUSTED PARTNERS

Purchased goods and services account for approximately 96 percent of PFG's Scope 3 greenhouse gas emissions, underscoring the critical role suppliers play in advancing sustainability across the company's value chain.

PFG supplies more than 250,000 food and food-related products to over 300,000 customer locations, making visibility into sourcing practices essential for ensuring responsible production, product integrity, and operational reliability.

PFG's sourcing strategy focuses on working with trusted partners to uphold strong environmental, social, and ethical standards, while identifying opportunities to reduce value-chain emissions through sourcing, packaging, and logistics decisions. This approach reflects a commitment to long-term partnership, transparency, and continual improvement across high-impact categories.

PFG's approach includes two levels of expectations:

- **Core Supplier Standards** apply to all suppliers and form the foundation for responsible sourcing.
- **Performance Brand Standards** establish enhanced requirements for suppliers producing PFG's exclusive brands.

RESPONSIBLE SOURCING STANDARDS

Procurement teams work with more than 5,500 suppliers to advance shared commitments to ethical conduct, human rights, food safety, and environmental stewardship.

PFG's Business Partner Code of Conduct and Enterprise Human Rights Policy establish the expectations that guide these relationships and support continuous improvement across the supply chain.

SUPPLIER STANDARDS FRAMEWORK

PFG applies a structured, risk-based approach to responsible sourcing that aligns with established international frameworks, including the UN Guiding Principles on Business and Human Rights, the OECD Due Diligence Guidance and ILO labor conventions. All suppliers are expected to meet PFG's baseline requirements, with enhanced expectations for Performance Brand partners operating in higher-impact categories.

- **Ethical Conduct and Responsible Business Practices:** The Business Partner Code of Conduct defines standards for legal compliance, fair competition, and ethical behavior. PFG engages with suppliers to understand alignment with these expectations and prioritizes partners that demonstrate integrity, transparency, and sound governance.
- **Human Rights, Labor Standards and Safe Working Conditions:** The Enterprise Human Rights Policy outlines expectations for safe, fair, and respectful working conditions across the value chain. PFG looks to suppliers to uphold internationally recognized human rights, including protections against forced labor, child labor, and discrimination, and supports ongoing awareness and capacity building to reinforce these commitments.
- **Food Safety and Regulatory Compliance:** Suppliers are expected to maintain food-safety programs that meet PFG's requirements and all applicable regulations. Additional details are provided in the Food Safety section of this report.
- **Animal Welfare:** PFG integrates animal welfare considerations into its sourcing practices through defined product specifications, supplier verification, and partnerships with producer groups that maintain rigorous standards for animal care, traceability, and continuous improvement. These expectations are supported by recognized certification programs and independently verified across key protein categories.
- **Climate Engagement:** As part of its Scope 3 strategy, PFG committed in 2024 to engage with suppliers representing approximately 40 percent of purchased-goods spend to develop Scope 1 and Scope 2 emissions-reduction targets. This effort emphasizes shared learning, improved data quality and strengthened capability across the value chain.
- **Supplier Development:** PFG supports the growth of underrepresented suppliers through internal coordination teams that share insights and identify opportunities for supplier development. Participation in national organizations including the National Minority Supplier Development Council (NMSDC) and the National Veteran-Owned Business Association, strengthens these efforts and reinforces PFG's commitment to broad, equitable access within its supply base.
- **Supply Chain Resilience:** Procurement teams also work with suppliers to strengthen operational reliability and reduce risk across key regions. Efforts to expand regionally based networks support supply-chain resilience and can reduce transportation distances. Targeted collaborations, such as work with seafood suppliers to optimize West Coast shipping routes, demonstrate how coordinated planning can improve efficiency and support shared operational goals.

PERFORMANCE BRAND STANDARDS

PFG distributes numerous Performance Brand lines alongside a broad range of national and regional brands. These exclusive-brand items span thousands of products, from everyday staples to fresh-caught seafood, giving PFG greater visibility into product specifications and supply-chain practices.

As a result, Performance Brand suppliers must meet all baseline expectations for responsible sourcing, as well as enhanced requirements that provide deeper insight into product integrity and sustainability performance.

Performance Brand suppliers meet all baseline standards plus the following requirements:

- Participation in required verification and documentation platforms
- Adherence to defined product specifications and category-specific quality requirements
- Documented sourcing practices that incorporate social and environmental considerations
- Traceability or chain-of-custody programs where applicable

PFG maintains structured documentation and certification tracking for its Performance Brand suppliers. This oversight includes monitoring compliance with GFSI-aligned food-safety programs, verifying supplier quality-management systems, and reviewing credible sustainability certifications used across seafood, agricultural, and commodity categories. Supplier self-assessments, independent audits, and traceability documentation provide additional visibility into production practices and support alignment with global expectations for responsible procurement.

PRIORITY CATEGORIES

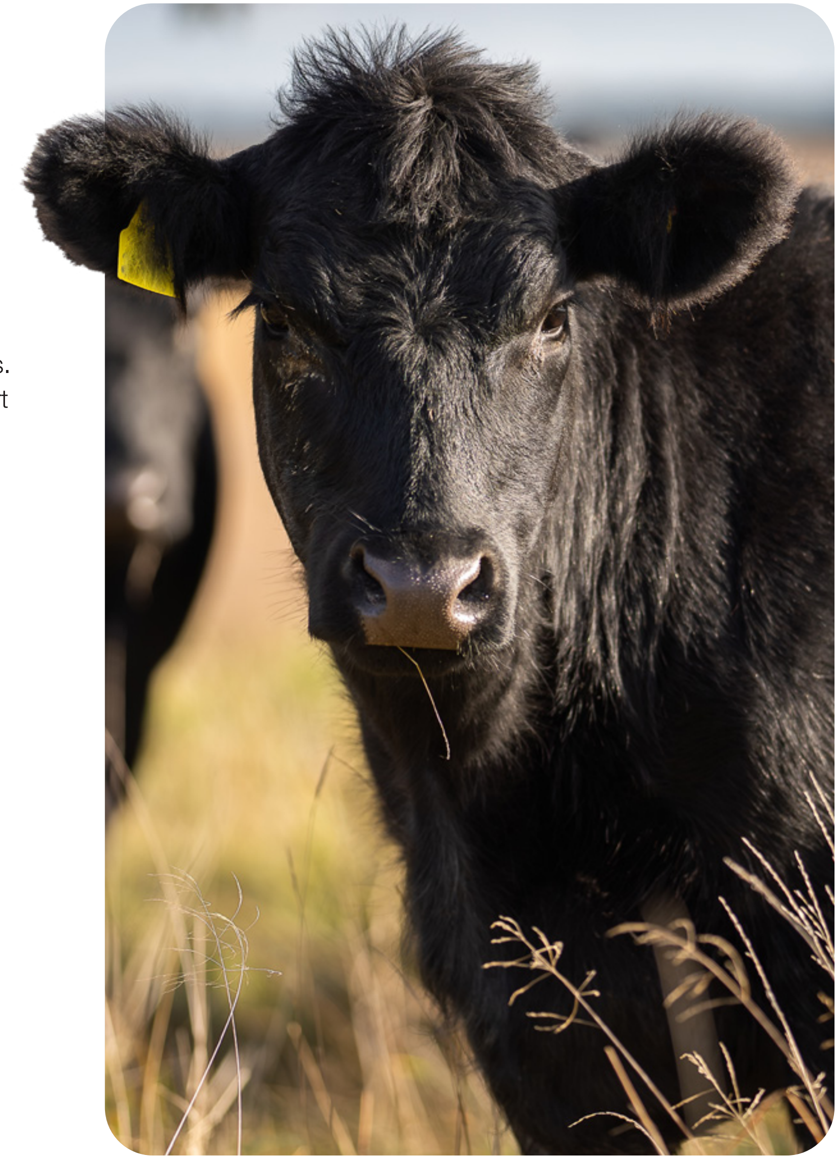
Performance Brand requirements vary by product category to reflect differences in production practices, sourcing risks, and customer expectations. Key areas of focus include:

PROTEINS AND ANIMAL PRODUCTS

Performance Brand proteins follow defined product specifications that incorporate animal-care expectations, producer verification, and documented sourcing practices. These expectations are supported by partnerships with producer groups that maintain auditable management systems, traceability programs, and independent assessment processes. This structure provides stronger visibility into on-farm practices, transport conditions, and processing standards, reinforcing responsible sourcing across high-volume protein categories.

Certification and labeling programs referenced by suppliers include:

- Progressive Beef®
- PAACO (Professional Animal Auditor Certification Organization)
- BQA (Beef Quality Assurance)
- PQA Plus (Pork Quality Assurance)
- NAMI Animal Welfare Guidelines
- Certified Humane®
- Global Animal Partnership (GAP)



PARTNER HIGHLIGHT | TRUSTED PRODUCER PARTNERSHIPS FOR PERFORMANCE BRAND PROTEINS

PFG partners with producer groups that implement rigorous standards for animal welfare, product integrity, and supply-chain transparency. These partners operate under documented protocols, undergo regular internal and third-party audits, and maintain traceability systems that support verification of responsible production.

Braveheart® Black Angus Beef is sourced from cattle raised in feedyards operated by the **Beef Marketing Group (BMG)**, all of which are certified to Progressive Beef®, a third-party verified quality management system for cattle feedyards that establishes rigorous standards for animal welfare, food safety, responsible antibiotic use, and more. This certification provides assurance that cattle are raised and managed in alignment with clearly defined standards that prioritize animal care, operational accountability, and food safety throughout the feeding phase.

PFG partners with BMG to support consistent application of these standards across BMG's network using Progressive Beef's structured protocols, recordkeeping tools, and audit framework. These systems help transition documentation and oversight toward more consistent, data-driven processes while reinforcing transparency and continuous improvement.

Compliance with Progressive Beef standards is verified through annual internal and third-party audits by PAACO-certified auditors. The Progressive Beef standard is maintained and updated by an advisory board comprised of veterinarians, cattle nutritionists, animal welfare and sustainable livestock experts, and industry professionals.

Many BMG coordinated feedyards also use locally available distillers grains to support resource efficiency and reduce waste. Environmental expectations within the Progressive Beef system, including nutrient and water-use planning, are incorporated into ongoing verification.

Through Progressive Beef certification, BMG coordinated feedyards demonstrate a commitment to transparency, verification, and continuous improvement, supporting PFG's broader sustainability goals and reinforcing trust across the beef supply chain, from feedyard to customer.

PFG partners with **Brenneman Pork** to supply pork for the Allegiance and West Creek brands. The partnership reflects a shared focus on responsible production, continuous improvement, and long-term stewardship across the supply chain.

Brenneman Pork operates an integrated production system supported by documented animal-care practices, facility design focused on animal well-being and worker safety, and ongoing investments in innovation and data-driven decision-making. These practices support consistency across operations while strengthening oversight, transparency, and operational performance.

Brenneman Pork continues to invest in technology and process improvements across its system, including tools that support precise animal nutrition, real-time data visibility, and informed on-farm decision-making. These capabilities help enhance efficiency, resource management, and day-to-day care practices.

Environmental stewardship is also embedded within Brenneman Pork's operations. Manure and nutrient management practices support soil health and responsible land use, contributing to a circular approach that benefits both agricultural operations and surrounding communities.

Routine internal and third-party assessments reinforce alignment with expectations for animal welfare, worker training, and food-safety controls, helping maintain accountability and continuous improvement across the Allegiance and West Creek supply chain.

PERFORMANCE BRAND STANDARDS

PRIORITY CATEGORIES (CONT.)

SEAFOOD

Seafood sourcing is informed by recognized certification and assurance programs, alongside supplier surveys and chain-of-custody reviews. These tools help assess fishery management, aquaculture practices, habitat protection and traceability.

Certification and labeling programs referenced by suppliers include:

- MSC (Marine Stewardship Council)
- ASC (Aquaculture Stewardship Council)
- BAP (Best Aquaculture Practices)
- GlobalG.A.P. Aquaculture

AGRICULTURAL COMMODITIES

Procurement teams consider widely used sustainability standards for agricultural commodities, including certifications focused on fair labor practices, deforestation-free production, and traceability. Documentation is used to confirm supplier compliance and evaluate opportunities for continuous improvement.

Certification and labeling programs referenced by suppliers include:

- Fair Trade Certified
- USDA Organic
- Rainforest Alliance Certified
- Smithsonian Bird Friendly
- Non-GMO Project Verified
- GlobalG.A.P. (Crops)
- Regenerative Organic Certified®

PALM OIL

Palm oil requirements apply exclusively to PFG-branded items. In line with the company's Palm Oil Policy, all palm oil, palm kernel oil, and related derivatives used in these products must be certified through the Roundtable on Sustainable Palm Oil (RSPO) or an equivalent standard, such as Rainforest Alliance. Certification records are maintained and updated upon expiration to ensure ongoing compliance.

PARTNER HIGHLIGHT

BUILDING A RESILIENT, PRODUCER-CENTERED COFFEE SUPPLY CHAIN

Coda Coffee, a Performance Brand within PFG Manufacturing, operates with the belief that long-term supply security, quality, and sustainability are inseparable. Coda's sourcing model is built on direct relationships with coffee-growing communities and a commitment to aligning economic performance with environmental stewardship and social well-being across the supply chain.

Through its Rooted Impact framework, Coda moves beyond traditional certification models to focus on the underlying conditions that support resilient coffee systems: farm-level viability, soil and ecosystem health, workforce stability, and transparent economics. This approach prioritizes long-term partnerships, shared risk, and continuous improvement over transactional sourcing.

Coda collaborates directly with producers and producer groups on initiatives that support agronomic training, quality consistency, and climate adaptability. These efforts strengthen farmer livelihoods while helping ensure a reliable, high-quality green coffee supply for PFG's exclusive brands in an increasingly volatile market.

Transparency is central to Coda's sourcing strategy. Where certifications such as Fair Trade and USDA Organic are appropriate, they are offered as one layer of verification. However, Coda's model emphasizes direct visibility into origin practices, pricing structures, and producer outcomes, allowing sustainability performance to be evaluated through real data and relationships, not solely through labels.

Within its own operations, Coda reinforces this commitment through energy-efficient roasting practices and the use of renewable energy credits, ensuring that environmental responsibility is addressed from origin through production.

Through its partnership with Coda Coffee, PFG gains access to a coffee program designed for the future, one that balances quality, cost management, and risk mitigation while delivering measurable social and environmental value at origin.

SUSTAINABLE MATERIALS AND PACKAGING

PFG distributes a broad range of nonfood packaging and disposable products across key material categories, including paper and fiber-based items, plastics, and foil.

These products play an essential role in foodservice operations and represent a significant portion of the materials that move through PFG's network. Because PFG does not manufacture packaging, its focus is on strengthening visibility into material attributes and improving the consistency and quality of information received from suppliers.

As packaging data requirements expand, particularly under emerging Extended Producer Responsibility (EPR) policies, PFG is prioritizing visibility into key material characteristics. In 2025, work focused on improving the accuracy of supplier-provided information, including material type and weight, recycled content, renewable inputs, and end-of-life characteristics. Better data quality strengthens customer reporting and creates a more reliable basis for understanding packaging-related impacts across PFG's value chain.

PFG also works with suppliers to identify credible lower-impact options within major material categories. These efforts emphasize recyclability, compostability, and the use of recycled or renewable inputs where appropriate, reflecting evolving customer expectations and regulatory trends.

Certification and labeling programs referenced by suppliers include:

- FSC (Forest Stewardship Council)
- SFI (Sustainable Forestry Initiative)
- How2Recycle
- BPI (Biodegradable Products Institute)

COLD-CHAIN PACKAGING INNOVATION

Within the Specialty segment, Green Rabbit's curbside-recyclable system, designed with reusable and nontoxic gel packs, offers a practical model for reducing waste in temperature-controlled applications. Insights from Green Rabbit contribute to PFG's understanding of recyclable components and emerging approaches to sustainable packaging across the enterprise.

PARTNER HIGHLIGHT

RESPONSIBLE SOURCING FOR PAPER-BASED PRODUCTS

Essity is a key supplier of PFG's paper-based towel, tissue, and napkin products, including First Mark and AFFEX ADVANTAGE® lines. Their transparency into fiber sourcing, recycled content, and product specifications directly supports PFG's efforts to assess material impacts across high-volume categories.

Essity provides documented information on responsible forestry practices, recycled-fiber use, and product stewardship, enabling clearer visibility into material attributes and opportunities for improvement. Their inclusion in the S&P Global Sustainability Yearbook, ranked Top 1 percent in household products in 2025, and the Dow Jones Sustainability Index (DJSI) reinforces strong performance in areas aligned with PFG's packaging and materials priorities.

Through this partnership, PFG gains improved insight into paper-based materials and strengthens responsible sourcing across a widely used product category.

03

BETTER FOR YOU

Better for You reflects PFG's responsibility to deliver safe, reliable products that customers and consumers can trust. Through product quality, food safety, and transparency, this pillar highlights how PFG supports the people and communities it serves across the food system.

IN THIS SECTION:

CREATING VALUE BEYOND DISTRIBUTION

We create value for customers beyond distribution through how products are selected, specified, and managed to meet food safety, quality, and customer requirements.

Through category management, procurement support, and menu-development resources, PFG supports product choice and consistency across a broad range of foodservice and retail settings.

Serving more than 300,000 customer locations underscores the importance of consistent product standards, food safety controls, and transparency across PFG's network.

HOW PFG ADDS VALUE ACROSS SEGMENTS

HOW FOOD SAFETY STANDARDS, PRODUCT INFORMATION, AND SERVICE MODELS ARE APPLIED ACROSS PFG'S SEGMENTS

	FOODSERVICE PERFORMANCE FOODSERVICE	CONVENIENCE Core-Mark	SPECIALTY VISTAR
CUSTOMERS	INDEPENDENT RESTAURANTS, NATIONAL RESTAURANT BRANDS, SCHOOLS, AND HOSPITALS	CONVENIENCE STORES AND SIMILAR SMALL-FORMAT RETAIL LOCATIONS	VENDING OPERATORS, OFFICE COFFEE SERVICE PROVIDERS, RETAIL AND E-COMMERCE, CAMPUS AND CONCESSIONS, AND MOVIE THEATERS
PRODUCTS	PROTEINS, FRESH AND FROZEN FOODS, DRY GOODS, AND FOODSERVICE DISPOSABLES	PACKAGED FOODS, SNACKS, BEVERAGES, AND GENERAL MERCHANDISE	SNACKS, CANDY, BEVERAGES, AND INDIVIDUALLY PACKAGED FOOD ITEMS
HOW PFG CREATES VALUE	CATEGORY MANAGEMENT, PRODUCT SPECIFICATION SUPPORT, MENU-DEVELOPMENT, AND FOOD SAFETY OVERSIGHT	ASSORTMENT PLANNING, PROCUREMENT SUPPORT, AND PRODUCT HANDLING STANDARDS	CUSTOMIZED DELIVERY MODELS, PACKAGING SOLUTIONS, AND CATEGORY EXPERTISE

FOOD SAFETY AND PRODUCT QUALITY

PFG manages food safety and quality through an enterprise-wide Food Safety and Quality Assurance (FSQA) program that establishes consistent standards and shared accountability across operating companies.

Food safety is treated as a shared responsibility, with site-level ownership supported by enterprise requirements, training, and oversight. The program applies most directly to PFG's Performance Brand operations, while also establishing handling, storage, and audit expectations across distribution centers for nationally branded products.

FSQA efforts focus on prevention and consistent execution across the network, supported by routine internal and independent audits, corrective action tracking, and ongoing data reviews.

KEY FOCUS AREAS INCLUDE:

- Audits and corrective action processes
- Site-level food safety leadership and training
- Traceability and product visibility
- Data-driven prevention and continuous improvement

PARTNERING FOR PRODUCT INTEGRITY

PFG works with suppliers, carriers, and customers to protect product quality throughout storage and transport. Collaboration on temperature control, packaging durability, and handling practices strengthens cold chain performance and helps prevent waste. These partnerships support freshness, safety, and reliability across deliveries.

PRODUCT NUTRITION AND TRANSPARENCY

PFG relies on vendor partners to manage nutrition information and product transparency to support informed customer choice and responsible labeling across its portfolio of food and food-related products. These efforts are grounded in regulatory compliance, consistent data management, and clear communication of product attributes to customers.

HOW PFG WORKS WITH OUR VENDOR PARTNERS TO PROVIDE PRODUCT NUTRITION AND INGREDIENT INFORMATION:

1. **Labeling and marketing compliance**
   Within its Performance Brand operations, where PFG defines product specifications and labeling, the company maintains compliance with applicable federal and industry labeling and marketing requirements. Internal review processes are designed to support accuracy, consistency, and regulatory alignment.
2. **Management of nutrition and ingredient information for PFG-branded products**
   For PFG-branded products, nutrition- and ingredient-related considerations are addressed through product specifications, labeling review, and quality-assurance practices. These controls support accurate product information and consistent application of defined attributes across the portfolio.

CUSTOMER SATISFACTION

Customer satisfaction is closely tied to reliable service, product quality, and responsiveness across PFG's operating network. Serving a wide range of customers requires consistent standards, clear accountability, and timely issue resolution.

PFG's operating model is built around local decision-making. Distribution centers are led by teams with direct knowledge of their markets and customer needs and are empowered to manage day-to-day service and resolve issues directly with customers. This structure supports timely responses and helps ensure service expectations are met across foodservice, convenience, and specialty operations.

Customer input is received through regular customer interactions and service issue resolution processes embedded within operating-company workflows. Feedback is used to identify recurring challenges, inform operational adjustments, and reinforce service expectations across the network. These practices support customer trust and reinforce PFG's focus on food safety, product quality, and operational reliability.

04

BETTER FOR OUR PEOPLE

PFG's work depends on the people who show up every day across the business and in the communities we serve. Through continued investment in safety, learning, and leadership, this pillar reflects how PFG supports its people and the teams behind its day-to-day work.

IN THIS SECTION:

SERVING PEOPLE AND COMMUNITIES

The safety, well-being, and development of PFG's associates are central to the company's success.

With a large, frontline workforce supporting daily food distribution activities, PFG supports its people through safety programs, learning and development, engagement, and culture. Guided by the company's core value, We Win as a Team, continued investment in safety, learning, and leadership development helps associates build long-term careers and support consistent performance across the business.

FY25 ASSOCIATES SNAPSHOT

Our workforce spans a wide range of functions, from warehouse operations and delivery drivers to corporate teams and frontline customer support, each playing a vital role in serving our customers and communities.

43,000
associates across North America, including consolidated subsidiaries

99%
of associates employed on a full-time basis; approximately 70% paid on an hourly basis

CULTURE IN ACTION

PFG's culture is shaped by the shared values that guide how associates work together, make decisions, and support one another across a large, distributed workforce.

With most associates working in warehouse, transportation, and frontline roles, fostering connection, trust, and shared expectations supports consistent day-to-day operations.

PFG's five core values We Win as a Team, We Deliver for Our Customers, We Do the Right Thing, We Embrace Change with Courage, and We Believe in Better for All guide how associates show up for one another, for customers, and in the communities they serve. These values inform everyday decisions, from how teams collaborate to how leaders foster safe, respectful workplaces.

ETHICS AND CONDUCT

PFG sets clear expectations for ethical behavior, respect, and accountability across its workforce. These expectations are grounded in the company's Code of Conduct, which applies to all associates and supports consistent decision-making across roles, locations, and operating companies.

The Code of Conduct outlines standards related to fair employment practices, workplace safety, respectful conduct, transparent communication, data protection, and responsible business conduct. Together, these standards provide a shared framework that guides how associates are expected to work together and uphold PFG's values in their daily work. These expectations are reinforced through training, leadership accountability, and established reporting mechanisms.

FY25 AWARDS AND RECOGNITION

PFG'S CULTURE AND FRONTLINE EXCELLENCE WERE RECOGNIZED THROUGH SEVERAL EXTERNAL AWARDS:

Top Workplaces recognition from the Richmond Times-Dispatch for the fourth consecutive year

TOP WORK PLACES 2025 Richmond Times-Dispatch

The **2025 Career Catalyst Award** from Next Generation in Trucking

NGT CAREER CATALYST AWARD 2025

CULTURE IN ACTION

ASSOCIATE ENGAGEMENT AND CONNECTION

Maintaining connection across a distributed, largely non-desk workforce requires communication tools that are accessible, consistent, and engaging. PFG continues to invest in platforms that help associates stay informed, connected, and part of the same team conversation, regardless of role or location. Key engagement channels include:

- **Front Burner newsletter**, which shares stories about PFG's people, culture, and business performance, including associate promotions and achievements. A printable version supports accessibility for frontline associates without regular email access.
- **PFG Pulse text-messaging program**, which provides timely updates directly to associates across operating companies. Business segments are also piloting periodic video communications to engage frontline teams and reinforce company culture.

ASSOCIATE RESOURCE GROUPS

PFG's Associate Resource Groups (ARGs) are voluntary, associate-led communities that bring together employees with shared interests or experiences. These groups support connection, collaboration, and leadership development while creating opportunities for dialogue and engagement across the organization. In FY25, PFG held its first United for Impact associate planning meeting, which strengthened coordination and consistency across groups and supported more effective engagement activities. Active groups include:

- Women of PFG
- Black Inclusion Group
- Unidos! Hispanic ARG, launched in FY25

WOMEN OF PFG

BLACK INCLUSION GROUP @PFG

HISPANIC ¡Unidos! @PFG

HUNGER ACTION MONTH – WEAR ORANGE DAY

FIT4KIDS

ASSOCIATE APPRECIATION WEEK

VISTAR ST. JUDE WALK

ASSOCIATE HEALTH AND SAFETY

PFG's approach to associate health and safety is grounded in prevention, accountability, and shared responsibility.

With more than 43,000 associates supporting daily operations across North America, many working in frontline, distribution, transportation, and other non-desk roles, maintaining a safe and healthy work environment is a core business priority. PFG's safety programs are informed by established occupational health and safety management principles, including OSHA's recommended practices, and are designed for consistent execution across a decentralized operating network.

In FY25, efforts focused on strengthening consistency across the network through unified training, data-driven prevention, and continued investment in safety-related technology.

SAFETY MANAGEMENT SYSTEM OVERVIEW

PFG's safety programs operate through a structured occupational health and safety management system aligned with OSHA's recommended practices and informed by elements reflected in recognized standards such as ISO 45001. Key elements include:

- **Leadership and associate involvement**, with clear safety expectations and mechanisms to raise concerns without fear of retaliation
- **Hazard identification and control**, supported by inspections, worksite analyses, and a hierarchy of controls
- **Training and education**, tailored to job roles and safety risks
- **Incident reporting and investigation**, including root-cause analysis and corrective actions
- **Program evaluation and continuous improvement**, informed by safety data and associate feedback

SAFER TOGETHER

PFG manages associate safety through Safer Together, a structured, enterprise-wide approach designed to engage associates, address higher-risk activities, and reinforce consistent execution across operating companies. The program provides a common framework for setting safety expectations, prioritizing prevention, and supporting continuous improvement, while allowing flexibility to address location-specific operational risks. Safer Together is organized around three pillars that guide safety implementation across the business.

PILLAR 1: ASSOCIATE ENGAGEMENT

Associate engagement is foundational to PFG's safety culture. Safer Together encourages associates to take an active role in maintaining safe workplaces through clear expectations, open communication, recognition, and ongoing learning. The program emphasizes personal responsibility and reinforces that safety is a shared obligation at every level of the organization. Key initiatives include:

- **Caught Being Safe**, a behavior-based safety process primarily used within distribution center and warehouse operations. The program encourages peer-to-peer observation and discussion of safe behaviors and potential hazards in physically demanding environments, supporting greater awareness and day-to-day risk prevention.
- **Safety Stand Downs**, launched in FY25, which reinforce critical safety topics through short, standardized sessions tailored towards potential higher-risk behaviors. Participation is tracked to support accountability and consistency across operations. For drivers, sessions emphasize defensive driving and roadway awareness using the PACE (Plan, Analyze, Communicate, Execute) framework. For distribution center associates, topics include ergonomics, material handling, and seasonal safety risks.

ASSOCIATE HEALTH AND SAFETY

SAFER TOGETHER (CONT.)

PILLAR 2: CLEAR GOALS

PFG sets measurable safety goals by assessing operational risks and identifying opportunities to strengthen prevention, visibility, and consistency across its operations. Incident data, near-miss reporting, and hazard analysis are used to focus resources on areas where targeted actions can deliver the greatest improvement in safety outcomes. Priority risk areas and actions include:

- **Strengthening safe driving practices:** the Anti-Collision Action Task Force (ACAT), launched in 2024, brings together leaders from safety, risk, and operations to review incident trends and align actions across operating companies. FY25 marked a strengthening year for the program, as ACAT expanded its scope and gained momentum. Actions taken included:
  - o Updates to driver onboarding and role-specific safety training
  - o Strengthened driver trainer qualification requirements
  - o Expanded use of telematics and in-vehicle safety technology to support visibility into driving behaviors, targeted coaching, and performance insights
- **Improving ergonomics through targeted programs:** PFG addresses ergonomic risk within distribution center operations through targeted prevention programs informed by injury and claims data. Where ergonomic needs are identified, the Fit for Work program provides on-site training, movement coaching, and early intervention support for associates in roles involving material handling and movement.

PILLAR 3: CONSISTENT EXECUTION

PFG reinforces one standard of safety excellence across operating companies through aligned training, shared expectations, and ongoing feedback. Enterprise safety teams work with operating companies to support consistent application of safety practices while allowing flexibility to address location-specific risks.

Safety data and incident reviews are used to identify trends, inform targeted adjustments, and reinforce learning across the network. Program effectiveness is periodically reviewed to assess implementation, refine practices, and strengthen consistency as operating conditions evolve.

ASSOCIATE BENEFITS AND WELL-BEING

PFG's benefits and well-being programs support associates and their families across four focus areas: physical, emotional, social, and financial. These programs reflect the company's commitment to supporting long-term health, stability, and opportunity for its workforce. For the latest information on associate benefits, wellness resources, and development opportunities, visit pfgc.com/careers.

INNOVATION IN MOTION

SUPPORTING SAFER LIFTING WITH WEARABLE TECHNOLOGY

In addition to its core ergonomics programs, PFG is piloting wearable exoskeleton lifting suits developed by Verve Motion to explore how emerging tools can support safer movement in warehouse environments. The pilot focuses on roles involving material handling and repetitive movement, with an emphasis on reinforcing proper lifting techniques during new-hire training.

Early observations indicate improved lifting mechanics and increased awareness of safe movement practices among participating associates.

ASSOCIATE TRAINING AND DEVELOPMENT

PFG provides training and development programs that support safe operations, skill development, and opportunities for growth across its workforce.

With a large frontline workforce operating across many locations, these programs emphasize practical learning, leadership readiness, and shared expectations across the business. Training priorities are shaped by role-specific requirements, safety and compliance needs, and associate feedback.

LEARNING AND DEVELOPMENT

Training at PFG combines required instruction with development-focused learning that supports career progression. Programs span transportation, warehouse, sales, and corporate functions and are designed to build skills, confidence, and readiness for expanded responsibility. In FY25, associates completed 1.1 million training courses totaling nearly 300,000 hours of instruction, reflecting PFG's continued investment in workforce capability across the organization. Key focus areas include:

- **Required training:** Safety, compliance, and operational training that prepares associates to perform their roles safely and consistently. In FY25, 96% of associates completed Code of Conduct and Whistleblower training, including Anti-Bribery and Anti-Corruption requirements.
- **Development-focused learning:** Role-specific and leadership courses that support skill-building and internal mobility.
- **Leadership programs:** Structured development opportunities, including the E-series programs, that strengthen leadership capability and collaboration across teams.

RECOGNITION AND ADVANCEMENT

Recognition programs complement training and development by reinforcing shared values and acknowledging performance across the organization. PFG also conducts an associate engagement survey every two years to gather feedback on communication, advancement opportunities, and confidence in the company's future, with an 85 percent participation rate in the most recent cycle. Key programs include:

IFDA TRUCK DRIVER HALL OF FAME

The International Foodservice Distributors Association (IFDA) Truck Driver Hall of Fame recognizes drivers across the foodservice distribution industry for exceptional safety performance and long-term service. In FY25, PFG inducted a record 31 drivers into the Hall of Fame, representing approximately 30 years of safe driving per inductee on average and marking the largest class to date. Inductees from Core-Mark, Performance Foodservice®, and Vistar (Specialty) reflect the strength of PFG's safety culture across its operating companies. View the full list of inductees here.

CHANGE MAKER RECOGNITION PROGRAM

PFG recognizes women across the organization for delivering strong business results and demonstrating leadership through its Change Maker program. In FY25, the program received 250 nominations, with one Change Maker selected and recognized at the Women's Foodservice Forum (WFF) Leadership Conference. PFG also supports leadership development through its partnership with WFF, sponsoring 127 associates to attend the FY25 Leadership Conference.

BRAVO RECOGNITION PROGRAM

The Bravo platform enables associates and leaders to recognize contributions, milestones, and everyday excellence aligned with PFG's values and commitment to teamwork. In FY25, associates and leaders issued more than 341,000 recognitions across operating companies, reflecting everyday contributions aligned with PFG's values.

SCHOLARSHIPS FOR ASSOCIATE DEPENDENTS

Through its partnership with Scholarship America, PFG provides undergraduate scholarships to dependents of associates, supporting educational advancement for associate families. In FY25, 41 scholarships were awarded totaling $205,000.

COMMUNITY IMPACT

PFG's community engagement efforts leverage the company's nationwide network, logistics expertise, and local relationships to support the communities where associates live and work.

Through more than 190 nonprofit partnerships across the country, PFG efforts focused on four priority areas where PFG's scale and operational capabilities can make a meaningful impact.

In FY25, PFG contributed **$3.4 million** to community support efforts through corporate giving, associate donations, product donations, sponsorships, and local partnerships.

FY25 COMMUNITY IMPACT FOCUS AREAS

FOOD INSECURITY

EXPANDING FOOD ACCESS IN UNDERSERVED COMMUNITIES

$330,000 donated to Feeding America, along with 103,000 pounds of food donated to its chapter food banks

HOW PFG SUPPORTS THIS WORK:
Expands food access in underserved communities through partnerships with Feeding America and local affiliate food banks.

DISASTER RELIEF

DELIVERING AID DURING NATURAL DISASTERS AND EMERGENCIES

$46,000 donated to the American Red Cross for disaster relief and emergency response efforts

HOW PFG SUPPORTS THIS WORK:
Delivers food and essential supplies during emergencies through distribution and transportation networks, in partnership with the American Red Cross, World Central Kitchen, and Mercy Chefs.

SAFETY & HUMAN RIGHTS

RAISING AWARENESS AND PREVENTION ACROSS OPERATIONS

1,200 drivers completed Human Trafficking Awareness Month training

HOW PFG SUPPORTS THIS WORK:
Raising awareness and prevention through training to identify and respond to human trafficking risks, in partnership with Truckers Against Trafficking.

HEALTH & WELL-BEING

ADVANCING COMMUNITY HEALTH AND LOCAL CAUSES

9,100 students from 16 schools reached through the Fit4Kids program

HOW PFG SUPPORTS THIS WORK:
Advances community health through nutrition and wellness programs, associate-led fundraising, and partnerships with national and local health organizations, including Fit4Kids.

05

APPENDIX

IN THIS SECTION:

ENVIRONMENTAL PERFORMANCE DATA

GREENHOUSE GAS EMISSIONS

FY25 OPERATIONAL GHG EMISSIONS (MARKET-BASED, MT CO_2E) [1]

CATEGORY	MT CO_2E	% OF TOTAL
SCOPE 1		
Mobile fuels	755,412	68.23%
Stationary energy	27,084	2.45%
Refrigerants	133,842	12.09%
Other	4,130	0.37%
SCOPE 2		
Purchased electricity	186,723	16.86%
Total	**1,107,191**	**100.00%**

GHG EMISSIONS BY SCOPE (MARKET-BASED, MT CO_2E)

SCOPE	2021	2022	2023	2024	2025
Scope 1	873,529	882,282	909,111	870,498	920,468
Scope 2	191,188	186,547	194,295	186,496	186,723
Scope 2 (location-based)	193,143	181,362	186,758	185,634	189,155
Total Scope 1 and Scope 2	**1,064,717**	**1,068,829**	**1,103,406**	**1,056,994**	**1,107,191**

GHG EMISSIONS INTENSITY CHANGE

2022	2023	2024	2025
–2.66%	–5.03%	–10.42%	–7.91%

Unit: MT CO_2e per case. Percent change relative to FY21 baseline.

SCOPE 3 GHG EMISSIONS (FY25) [2]

SCOPE 3 CATEGORY	MT CO_2E	% OF TOTAL
Purchased goods and services	35,715,972	95.63%
Upstream transportation and distribution	798,942	2.14%
End-of-life treatment of sold products*	361,235	0.97%
Fuel-and-energy-related activities	215,065	0.58%
Waste generated in operations	32,771	0.09%
Other Scope 3 categories (combined)	225,231	0.60%
Total	**37,349,216**	**100.00%**

ENERGY CONSUMPTION AND SOURCING

FACILITY ELECTRICITY INTENSITY (%)

2022	2023	2024	2025
-1.92%	-8.16%	-6.76%	-1.42%

Unit: kWh per case. Percent change relative to FY21 baseline.

RENEWABLE ELECTRICITY SHARE (%)

2022	2023	2024	2025
0.02%	0.24%	0.29%	3.39%

Share of total purchased electricity sourced from renewable electricity procurement in each fiscal year.

ELECTRICITY CONSUMPTION AND RENEWABLE SOURCING

CATEGORY SOURCE	2021	2022	2023	2024	2025
Purchased electricity					
Grid electricity	487,391,662	493,028,273	488,431,122	503,624,457	542,548,081
Renewable electricity contracts	-	89,744.00	1,172,235.00	1,459,976.00	19,010,917
Total purchased	**487,391,662**	**493,118,017**	**489,603,357**	**505,084,433**	**561,558,998**
Generated electricity					
On-site solar systems [3]	-	-	-	-	1,972,817
Total renewable electricity (kWh)	**0**	**89,744**	**1,172,235**	**1,459,976**	**20,983,734**
Renewable share of electricity (%)	**0.00%**	**0.02%**	**0.24%**	**0.29%**	**3.74%**

[1] Exclusions for the FY25 GHG inventory include site emissions from recently acquired operations (Green Rabbit, Jose Santiago, and Cheney Brothers), which will be incorporated as part of the company's rebaselining process in accordance with the defined organizational boundary.

[2] Scope 3 emissions are estimated using spend- and activity-based methodologies aligned with the GHG Protocol to identify material categories across the company's value chain. Source data are provided by the company. Emissions are preliminary and subject to refinement and rebaselining as methodologies and data coverage evolve. FY2024 represents the first year Scope 3 emissions were measured.

[3] On-site solar generation is calculated using system-level solar monitoring data and, where applicable, utility bills that separately report on-site solar production. As on-site renewable generation expands, PFG will continue to enhance internal systems and controls to further streamline tracking and reporting over time.

SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) DISCLOSURE

SASB FOOD RETAILER & DISTRIBUTOR INDUSTRY STANDARDS

TOPIC	CODE	ACCOUNTING METRIC	FY25 PERFORMANCE
Fleet Fuel Management	FB-FR-110a.1	Fleet fuel consumed, percentage renewable	Total fleet diesel fuel consumed was approximately 72.85 million gallons (9.98 million GJ), of which 9.87 percent was bio and renewable.
Air Emissions from Refrigeration	FB-FR-110b.1	Gross global Scope 1 emissions from refrigerants	133,842 $MTCO_2e$, includes fluorinated refrigerants used in mobile and stationary.
	FB-FR-110b.2	Percentage of refrigerants consumed with zero ozone-depleting potential	Nearly all refrigerants in use (99.99 percent) have zero ozone-depleting potential.
	FB-FR-110b.3	Average refrigerant emissions rate	PFG operates through a large network of distribution companies, each of which manages refrigerant charging, maintenance, and recovery activities locally. These data are not consolidated enterprise-wide in a manner that supports calculation of an aggregated emissions rate.
Energy Management	FB-FR-130a.1	(1) Operational energy consumed, excluding fleet vehicles, (2) percentage grid electricity, (3) percentage renewable	(1) Approximately 2 million GJ (563.5 million kWh) of operational energy consumed, including retained green power and on-site solar, (2) 96.3 percent grid electricity, (3) 3.7 percent renewable electricity PFG manages energy performance through coordinated enterprise oversight and facility-level controls, as described in the Facility Operations section.
Food Waste Management	FB-FR-150a.1	Amount of food waste generated; percentage diverted from the waste	26,929 metric tons of food waste generated; 24 percent diverted from the waste stream.
Management of Environmental & Social Impacts in the Supply Chain	FB-FR-430a.1	Revenue from products third-party certified to environmental or social sustainability sourcing standards	$2.31 billion in revenue from Performance Brand products carrying recognized third-party environmental or social sustainability certifications. This figure reflects PFG's exclusive-brand portfolio, where product specifications and certification documentation are centrally tracked; certification data for national brands are not consolidated at the enterprise level and are therefore excluded.
	FB-FR-430a.2	Percentage of revenue from (1) eggs that originated from a cage free environment and (2) pork produced without the use of gestation crates	Not disclosed. As a distributor, PFG offers a broad range of protein options aligned with customer requirements and regulatory expectations. These sourcing attributes reflect customer purchasing patterns rather than company production policies.
	FB-FR-430a.4	Discussion of strategies to reduce the environmental impact of packaging	PFG's packaging strategy focuses on improving material transparency, strengthening supplier collaboration and building the data foundation needed for long-term circularity planning. As a distributor rather than a manufacturer, PFG's influence centers on enhancing packaging specifications, improving visibility into recycled and renewable inputs and preparing for extended producer responsibility (EPR) requirements. Additional detail is provided in the Sustainable Materials and Packaging section of this report.
Product Labelling & Marketing	FB-FR-270a.1	Number of incidents of non-compliance with industry or regulatory labelling and/or marketing codes	Zero. PFG labels products only within its food-production operations. There were no nonconformances identified during the reporting period, resulting in full compliance with applicable regulatory, industry, and marketing requirements.
	FB-FR-270a.2	Total amount of monetary losses as a result of legal proceedings associated with marketing and/or labelling practices	Zero. PFG incurred no monetary losses associated with labeling or marketing-related legal proceedings at its production facilities during the reporting period.
	FB-FR-270a.3	Revenue from products labelled as (1) containing genetically modified organisms (GMOs) and (2) non-GMO	(1) $1.1 billion, representing Performance Brand products categorized as containing GMO ingredients (2) $46.8 million, representing Performance Brand products categorized as non-GMO These figures reflect internal product categorizations within the Performance Brand portfolio, where ingredient documentation and labeling requirements are centrally managed. Data for national brands distributed by PFG are not consolidated at the enterprise level and are therefore excluded.

SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) DISCLOSURE

TOPIC	CODE	ACCOUNTING METRIC	FY25 PERFORMANCE
Labor Practices	FB-FR-310a.1	(1) Average hourly wage and (2) percentage of in-store and distribution center employees earning minimum wage, by region	(1) $23.80 average hourly wage, calculated as total wages paid to in-scope hourly associates, excluding overtime, divided by regular hours worked., (2) 100 percent, in the U.S. and Canada
	FB-FR-310a.2	Percentage of active workforce covered under collective bargaining agreements	Approximately 6 percent of the active workforce were represented by labor unions during the reporting period, including Teamsters-affiliated locals.
	FB-FR-310a.3	(1) Number of work stoppages and (2) total days idle	(1) Zero, (2) Zero
	FB-FR-310a.4	Total amount of monetary losses as a result of legal proceedings associated with: (1) labor law violations and (2) employment discrimination	Not disclosed. PFG treats employment-related legal matters as confidential and does not publicly report associated monetary outcomes.
Product Health & Nutrition	FB-FR-260a.1	Revenue from products labelled and/or marketed to promote health and nutrition attributes	$4.9 billion, Performance Brands-only. This metric reflects the composition of PFG's Performance Brand portfolio and standard labeling practices, rather than consumer-directed marketing of health claims.
	FB-FR-260a.2	Discussion of the process to identify and manage products and ingredients related to nutritional and health concerns among consumers	PFG addresses nutritional and health-related considerations within its Performance Brand portfolio through product specifications, labeling review, and supplier documentation. These considerations are informed by regulatory requirements, customer expectations, and supplier-provided information, and are managed through accurate labeling and transparent product information. Additional context is provided in the Product Nutrition and Transparency section of this report.
Data Security	FB-FR-230a.1	Number of data breaches, percentage involving personally identifiable information (PII), and number of customers affected	(1) Zero, (2) Not applicable. No reportable data breaches requiring customer notification occurred during the reporting period., (3) Not applicable. No reportable data breaches requiring customer notification occurred during the reporting period.
	FB-FR-230a.2	Description of approach to identifying and addressing data security risks	PFG manages data security risks through centralized information security governance, risk-based assessments, and monitoring across enterprise systems, consistent with applicable legal and regulatory requirements. Additional detail on cybersecurity risk management, governance, and oversight is provided in Item 1C (Cybersecurity) and Item 1A (Risk Factors) of PFG's 2025 Annual Report. Consumer data practices are described in PFG's Privacy Policy (Last Updated and Effective Date: September 16, 2025).

ACTIVITY METRICS

ACTIVITY METRIC	PFG RESPONSE
Number of retail locations and distribution centers, and total area (m^2)	4 retail locations (8,063 m2) and 155 distribution centers (2.9 million m^2)
Number of vehicles in commercial fleet, tonne-kilometers travelled	18,570 vehicles in PFG's commercial fleet. Average annual delivery activity is approximately 3.9 billion tonne-kilometers (2.7 billion ton-miles). [1]

[1] Excludes 1,878 Cheney Brothers, Inc. vehicles and related activity, which were acquired in October 2024 and are not yet integrated into PFG's greenhouse gas emissions inventory.

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)

GOVERNANCE

A. BOARD OVERSIGHT OF THOSE CLIMATE-RELATED RISKS AND OPPORTUNITIES.

Oversight of enterprise-level risk, compliance, and sustainability matters resides with the Board of Directors (Board) through two standing committees.

- **The Audit and Finance Committee** (PDF) oversees PFG's guidelines and policies for assessing and managing major financial risk exposures, which may include climate-related financial risks. Through its regular meetings with management, including the finance, legal, insurance and risk, real estate, and internal audit functions, the Audit and Finance Committee reviews and discusses significant areas of PFG's business, and summarizes for the Board all areas of risk and the appropriate mitigating factors. The Audit and Finance Committee oversees PFG's enterprise risk management ("ERM") program and meets with the leaders of PFG's ERM program twice a year and between meetings as needed. Climate-related risks and opportunities are considered within this process and discussed with management as part of the Committee's review of monitoring, controls, and mitigation activities.
- **The Nominating and Corporate Governance Committee** (PDF) oversees strategies and programs related to, among other items, environment, health and safety, corporate governance, and sustainability. The Nominating and Corporate Governance Committee reviews management's strategies, practices, and public disclosures on these topics and receives quarterly updates on sustainability progress and initiatives coordinated by PFG's C-Suite Sustainability Executive Committee, which includes PFG's General Counsel and Chief Financial Officer.

Together, these Committees provide ongoing oversight through semiannual ERM updates and quarterly updates on sustainability performance, progress toward goals, and related initiatives.

B. MANAGEMENT'S ROLE IN ASSESSING AND MANAGING CLIMATE-RELATED RISKS AND OPPORTUNITIES.

Management oversight of climate-related financial risk is coordinated through the Company's ERM program. Under this structure, climate-related risks are assigned to functional leaders based on the nature of the underlying exposure. For example:

- Operational continuity and severe-weather risks are overseen within Operations.
- Fuel, energy, and cost-related impacts are reviewed within Finance.
- Supplier and transportation-related exposures are reviewed within Supply Chain and related functions.
- Regulatory and compliance-related climate matters are reviewed within Legal.

Risk owners are responsible for evaluating potential impacts within their areas, maintaining mitigation plans, and reporting key indicators through an established ERM processes. Cross-functional discussions among Operations, Finance, Legal, and sustainability-focused teams support alignment across operational planning, business continuity, and financial planning activities.

STRATEGY

A. THE CLIMATE-RELATED RISKS AND OPPORTUNITIES THE BUSINESS HAS IDENTIFIED OVER THE SHORT, MEDIUM, AND LONG TERM.

PFG evaluates potential climate-related financial risks through its established ERM program. While the Company has not defined short-, medium-, or long-term time horizons within this framework, it considers operational, regulatory, and market factors that could affect performance over time.

In addition to these risks, PFG monitors potential opportunities related to fuel efficiency, energy management, and operational resilience where cost savings, technology changes, or process improvements could support long-term performance.

<u>**Physical risks**</u>

Extreme weather conditions and natural disasters.
Many of our facilities and our customers' or suppliers' facilities are located in areas that may be subject to extreme and occasionally prolonged weather conditions, including hurricanes, blizzards, earthquakes, and extreme heat or cold. Such extreme weather conditions could interrupt our operations. Furthermore, such extreme weather conditions may disrupt critical infrastructure and interrupt or impede access to our facilities or our customers' or vendors' facilities, reduce the number of consumers who visit our customers' facilities in such areas, interrupt our suppliers' production or shipments or increase our suppliers' product costs, all of which could have a material adverse effect on our business, financial condition, or results of operations (p. 9, 10-K).

These risks are monitored through the ERM program, and contingency planning for severe weather events is coordinated through existing business continuity processes across the organization.

<u>**Transition risks**</u>

Climate-change regulation and transition impacts.
Evolving requirements related to greenhouse gas emissions, energy use, and transportation systems may increase operating costs or require capital investments in fleet modernization, refrigeration technologies, or energy-efficiency improvements. Supplier cost pass-throughs related to similar pressures are also monitored processes (p. 14, 10-K).

Fluctuations in fuel prices and transportation costs.
Fuel-price volatility and transportation cost pressures can materially affect operating expenses and product pricing. Environmental regulations and broader market responses to climate-related policies may influence these cost dynamics over time. (p. 9-10 , 10-K).

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)

Indirect climate-related impacts
Shifts in supplier cost structures or disruptions in supporting infrastructure, are monitored as part of broader enterprise risk categories but are not currently assessed as standalone climate-related financial risks under the ERM framework. PFG continues to assess these risks through its established governance and operational processes and may refine its evaluation as climate-related regulatory requirements and market conditions evolve.

B. THE IMPACT OF CLIMATE-RELATED RISKS AND OPPORTUNITIES ON THE ORGANIZATION'S BUSINESSES, STRATEGY, AND FINANCIAL PLANNING.

PFG evaluates the operational and financial implications of climate-related risks through its ongoing business planning and ERM processes. The climate-related physical and transition risks described below may influence distribution reliability, supply chain continuity, transportation costs, and broader operating expenses, as well as the timing and prioritization of capital investments such as fleet modernization, refrigeration technologies, and facility resilience measures. These considerations are incorporated into routine budgeting, long-range planning, and capital allocation discussions.

Physical risks
Extreme weather conditions and natural disasters.
Severe weather events may disrupt delivery routes, supplier shipments, customer demand patterns, or facility uptime, particularly in regions exposed to hurricanes, winter storms, or extreme temperatures.
The Operations team maintains an enterprise-level extreme-weather response protocol, which includes generator deployment and activation, fuel-supply coordination, network-outage monitoring, and routing support from nearby operating companies. Each OpCo maintains its own local response plans and call trees, and site-level procedures are adapted to local conditions and operational needs. Strategic sourcing monitors fuel availability and emergency supply relationships to support fleet and facility continuity during weather-related disruptions.

Transition risks
Climate-change regulation and transition impacts.
Climate-related regulations may increase operating costs associated with fuel, energy, transportation inputs, and equipment updates. These impacts are reflected in routine budgeting and long-range planning. Evolving requirements may also guide the prioritization and sequencing of operational or capital needs, including fleet modernization or refrigeration investments. As regulatory expectations and technology options change, climate-related factors may influence PFG's strategic planning and the pace at which related goals can be achieved. Progress toward climate-related goals also depends on the availability of cost-effective technologies and the pace of supplier alignment with emerging regulatory and market expectations.

Fluctuations in fuel prices and transportation costs.
Fuel-price volatility and evolving environmental requirements for transportation and refrigeration influence day-to-day operations and delivery costs. These pressures also affect product costs passed through from suppliers. Climate-related considerations inform ongoing reviews of vehicle performance, refrigeration equipment, and energy-efficiency opportunities. Operations leadership monitors regulatory developments related to emissions, energy use, and transportation systems, which may shape future operating requirements or influence the timing of capital requests.

C. THE RESILIENCE OF THE ORGANIZATION'S STRATEGY, TAKING INTO CONSIDERATION THE FUTURE IMPACTS OF CLIMATE CHANGE UNDER VARIOUS CLIMATE SCENARIOS, INCLUDING A 2°C OR LOWER SCENARIO.

PFG has not yet conducted formal scenario analysis to evaluate the resilience of its business strategy under different climate-related conditions. The Company is assessing how climate scenario modeling may be incorporated into its ERM framework over time to better understand potential operational and cost implications associated with escalating climate impacts.

Current efforts focus on strengthening operational continuity, monitoring regulatory developments, and evaluating cost drivers through existing business-continuity and financial-planning processes. These activities provide insight into the Company's relative resilience to evolving physical and transition risks while formal scenario analysis capabilities are being evaluated.

PFG will continue to refine its evaluation of climate-related financial risks as data availability, methodologies, and regulatory expectations evolve. Future assessments may incorporate additional scenario modeling or expanded risk analysis to support ongoing alignment with emerging requirements.

RISK MANAGEMENT

A. THE ORGANIZATION'S PROCESSES FOR IDENTIFYING AND ASSESSING CLIMATE-RELATED RISKS.

PFG identifies and evaluates climate-related risks through its existing enterprise-wide risk management process, which tracks key operational, financial, and strategic risks across the business. Risk owners submit quarterly updates on Key Risk Indicators ("KRIs"), mitigation status, and trend direction. These updates inform the Company's top enterprise risks and elevate emerging climate-related issues through established governance channels.

Climate-related exposures, including extreme weather and energy-cost volatility, are incorporated into this process alongside other operational and regulatory factors. Senior management reviews ERM submissions on a quarterly basis to confirm updates, assess emerging risks, and finalize enterprise risk rankings for periodic review by the Board through its standing committees.

The Company has also conducted climate-risk assessments on a biennial basis with support from external advisors, and insights from these efforts inform current ERM reviews. Integration of climate-related assessments into ongoing processes continues to evolve as data availability and methodologies mature.

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)

B. THE ORGANIZATION'S PROCESSES FOR IDENTIFYING AND ASSESSING CLIMATE-RELATED RISKS.

Climate-related risks are managed through the same assessment and escalation procedures as other enterprise risks.

- Assessment outcomes are reviewed through established governance channels and inform risk reporting to senior management and the Board.
- Climate-related factors are considered within strategic planning, business-continuity, and financial-planning discussions.
- Integration within the ERM framework enables climate-related risks to be evaluated in context with broader operational and financial objectives.

C. HOW PROCESSES FOR IDENTIFYING, ASSESSING, AND MANAGING CLIMATE-RELATED RISKS ARE INTEGRATED INTO THE ORGANIZATION'S OVERALL RISK MANAGEMENT.

Climate-related risks are embedded within PFG's existing ERM cycle rather than managed as a standalone process. Climate-related considerations are incorporated into:

- quarterly KRI reporting and risk-owner reviews,
- enterprise-risk rankings and mitigation updates,
- operational and financial planning,
- Board-committee oversight of risk, compliance, and sustainability.

This integration allows climate-related exposures to be assessed using the same governance structures, thresholds, and escalation pathways that apply to other enterprise risks. As methodologies and regulatory expectations evolve, PFG expects to continue refining how climate-related considerations are evaluated within its ERM processes over future reporting cycles.

METRICS AND TARGETS

A. THE METRICS USED BY THE ORGANIZATION TO ASSESS CLIMATE-RELATED RISKS AND OPPORTUNITIES IN LINE WITH ITS STRATEGY AND RISK MANAGEMENT PROCESS.

PFG monitors operational indicators that inform its understanding of climate-related exposures, including fuel use, energy consumption, refrigeration efficiency, and related cost drivers across its distribution network. These metrics support evaluations of transportation and energy-related operating costs and help identify where operational efficiency initiatives may strengthen resilience or reduce exposure to volatility.

B. SCOPE 1, SCOPE 2 AND, IF APPROPRIATE, SCOPE 3 GREENHOUSE GAS (GHG) EMISSIONS AND THE RELATED RISKS.

PFG measures and reports its GHG emissions annually to support operational planning, cost management, and progress toward its emissions-reduction goals. Scope 1 emissions account for the majority of the Company's footprint and are driven primarily by fleet fuel consumption, refrigeration-related HFC losses, and natural gas use in facilities. Scope 2 emissions reflect electricity consumption across the distribution network and vary depending on grid emission factors and renewable procurement.

FY25 GHG EMISSIONS (MT CO_2E)	
SCOPE	**MT CO_2E**
Scope 1	920,468
Scope 2 (market-based)	186,723
Scope 2 (location-based)	189,155

In FY25, Scope 3 (value chain) emissions totaled 37.3 million metric tons CO_2e, with purchased goods and services accounting for more than 96 percent of total Scope 3 emissions. Scope 3 emissions are estimated using spend- and activity-based methodologies aligned with the GHG Protocol. FY2024 represents the first year Scope 3 emissions were measured, and Scope 3 data remain subject to ongoing refinement and future rebaselining.

The FY25 GHG inventory excludes emissions from certain recently acquired operations, including Cheney Brothers, Jose Santiago, and Green Rabbit, which will be incorporated through the Company's rebaselining process.

C. THE TARGETS USED BY THE ORGANIZATION TO MANAGE CLIMATE-RELATED RISKS AND OPPORTUNITIES AND PERFORMANCE AGAINST TARGETS.

PFG has established voluntary emissions-reduction goals that align with its long-term operational and cost-management priorities:

- Reduce combined Scope 1 and Scope 2 GHG emissions by 30 percent (on a per-case basis) by 2034 from a 2021 base year.
- Engage suppliers representing 40 percent of spend to set Scope 1 and 2 emissions targets aligned with the Paris Agreement's 1.5 °C pathway by 2034.

Progress toward these goals is monitored through annual emissions reporting and ongoing reviews of fleet performance, refrigeration technologies, and energy-efficiency initiatives. PFG continues to evaluate whether additional metrics or targets would support operational planning, cost management, or longer-term resilience as regulatory expectations and data availability evolve.

FORWARD-LOOKING STATEMENTS

Statements in this report that are not historical or express management's beliefs, expectations or hopes are "forward-looking statements" within the meaning of the federal securities laws. These statements include, but are not limited to, statements regarding sustainability goals, targets, or initiatives. Such forward-looking statements are informed by current data and reflect the views of management at the time of publication and are subject to a number of risks, uncertainties, estimates, and assumptions, including those outside of PFG's control. The following factors, in addition to those discussed under the section entitled Item 1A. Risk Factors in PFG's Annual Report on Form 10-K for the fiscal year ended June 28, 2025 filed with the Securities and Exchange Commission (the "SEC") on August 13, 2025, as such factors may be updated from time to time in PFG's periodic filings with the SEC, which are accessible on the SEC's website at www.sec.gov, could cause actual future results to differ materially from those expressed in any forward-looking statements: costs and risks associated with a potential cybersecurity incident or other technology disruption; PFG's reliance on technology and risks associated with disruption or delay in implementation of new technology, including artificial intelligence; economic factors, including inflation or other adverse changes such as a downturn in economic conditions, geopolitical events, tariff increases, or a public health crisis, negatively affecting consumer confidence and discretionary spending; PFG's reliance on third-party suppliers; labor relations and cost risks and availability of qualified labor; competition in PFG's industry is intense, and PFG may not be able to compete successfully or adjust cost structure where one or more of PFG's competitors successfully implement lower costs; PFG operates in a low margin industry, which could increase the volatility of its results of operations; PFG's profitability is directly affected by cost inflation and deflation, commodity volatility, and other factors; PFG does not have long-term contracts with certain customers; group purchasing organizations may become more active in PFG's industry and increase their efforts to add PFG's customers as members of these organizations; changes in eating habits of consumers; extreme weather conditions, including hurricane, earthquake and natural disaster damage, and extreme heat or cold; volatility of fuel and other transportation costs; PFG's inability to increase its sales in the highest margin portion of its business; changes in pricing practices of PFG's suppliers; PFG's growth and innovation strategy may not achieve the anticipated results; risks relating to acquisitions, including the risk that PFG is not able to realize benefits of acquisitions or successfully integrate the businesses it acquires or that it incurs significant integration costs; a portion of PFG's sales volume is dependent upon the distribution of cigarettes and other tobacco products, sales of which are generally declining; negative media exposure and other events that damage PFG's reputation; impact of uncollectibility of accounts receivable; the cost and adequacy of insurance coverage and increases in the number or severity of insurance and claims expenses; the potential impacts of shareholder activists or potential bidders; the integration of artificial intelligence into PFG's processes; environmental, health, and safety costs, including compliance with current and future environmental laws and regulations relating to carbon emissions and climate change and related legal or market measures; PFG's inability to comply with requirements imposed by applicable law or government regulations, including increased regulation of e-vapor products and other alternative nicotine products; increase in excise taxes or reduction in credit terms by taxing jurisdictions; the potential impact of product recalls and product liability claims relating to the products PFG distributes and other litigation; adverse judgments or settlements or unexpected outcomes in legal proceedings; risks relating to PFG's outstanding indebtedness, including the impact of interest rate increases on its variable rate debt; PFG's ability to raise additional capital on commercially reasonable terms or at all; and the possibility that the expected synergies and other benefits from the integration of the acquisition of Cheney Bros., Inc. will not be realized or will not be realized within the expected time period.

Accordingly, there are or will be important factors that could cause actual outcomes or results to differ materially from those indicated in these statements. These factors should not be construed as exhaustive and should be read in conjunction with the other cautionary statements that are included in this report and in PFG's filings with the SEC. Any forward-looking statement, including any contained herein, speaks only as of the time of this report or as of the date they were made and PFG does not undertake to update or revise them as more information becomes available or to disclose any facts, events, or circumstances after the date of this report or PFG's statement, as applicable, that may affect the accuracy of any forward-looking statement, except as required by law.

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