

Foodservice Distribution Industry

FY2023/24 Financial Statements Analysis



**Performance
Food Group**

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Report Overview & Background

Description

This report is designed to provide a detailed overview of the food distribution industry.

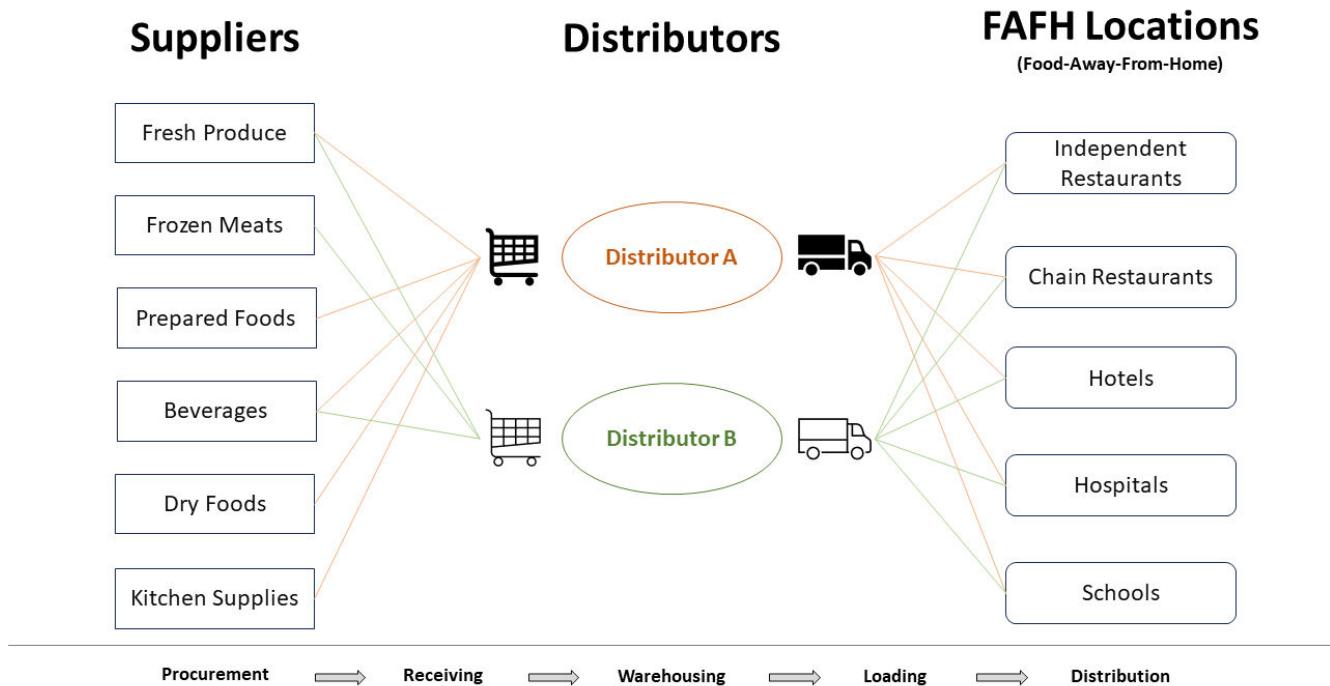
Methodology

This report primarily relies on data from each company's financial statements but also incorporates information from online resources.

Industry Overview

Business Model

A foodservice distribution business acts as an intermediary between food producers (manufacturers, farmers, processors, etc.) and foodservice establishments (restaurants, hotels, schools, hospitals, etc.).



Top Companies by Market Cap

According to Yahoo! Finance, as of the date of this analysis, Sysco Corporation (Sysco) is the largest foodservice distribution company in the U.S., followed by US Foods Holding Corp. (US Foods) and Performance Food Group Company (PFG). This analysis focuses on these three companies.

Symbol	Name	Price (Intraday)	Change	% Change	Volume	Avg Vol (3 month)	Market Cap ▾
SY	Sysco Corporation	73.22	-0.78	-1.05%	3.015M	2.818M	35.968B
USFD	US Foods Holding Corp.	68.08	+0.15	+0.22%	1.835M	1.788M	15.858B
PFGC	Performance Food Group Company	87.02	-0.05	-0.06%	1.27M	978,401	13.558B
CHEF	The Chefs' Warehouse, Inc.	52.73	+0.14	+0.27%	230,525	367,752	2.086B
UNFI	United Natural Foods, Inc.	28.03	-0.22	-0.78%	501,215	680,616	1.68B
ANDE	The Andersons, Inc.	44.18	-0.67	-1.49%	249,210	311,429	1.505B
AVO	Mission Produce, Inc.	12.53	+0.19	+1.54%	306,167	322,611	888.562M
SPTN	SpartanNash Company	18.21	+0.06	+0.33%	211,423	278,188	614.675M
CVGW	Calavo Growers, Inc.	24.32	+1.80	+7.99%	387,167	151,204	433.806M

Industry Trend

- Given their purchasing power and diverse taste profiles, **Millennials, Generation Z and Baby Boomers** will continue to significantly influence food consumption and the food-away-from-home market. When it comes to food, Millennials and Generation Z are open-minded and curious, and willing to seek out new flavors, dining experiences and diverse menu offerings, while also demanding customization, convenience, and sustainable products. As Millennials' and Generation Z's disposable income increases, foodservice distribution companies believe this demographic will be key to driving growth in the broader U.S. food industry. They also expect that Baby Boomers will continue to shape the industry as they remain in the workplace longer, which is expected to prolong their contribution to food-away-from-home expenditures.
- The industry sees **significant continued growth being driven by the increased utilization of, and reliance on technology** by foodservice distributors, customers, and diners. Digital solutions streamline the purchasing process and increase customer retention. They also deepen the relationship between foodservice distributors and customers, creating personalized insights and services that can make both more efficient. Companies in the industry believe foodservice distributors that have deeper, technology-enabled relationships with customers are better able to accelerate their customers' adoption of new products and increase customer loyalty, giving them a competitive edge. They also believe these technology trends will continue to accelerate as Millennials and Generation Z place a greater reliance on technology and become key influencers and decision-makers within the food industry, including at the customer level. As a result, foodservice distribution companies focusing on strengthening their technology, data analytics, and related capabilities are expected to be well-positioned to capitalize on these trends.

Common Risk Factors

- The foodservice industry is characterized by **relatively high inventory turnover with relatively low profit margins**. Periods of significant or prolonged inflation or deflation affect product costs and may negatively impact profitability and results of operations.
- The foodservice companies may not be able to fully compensate for **increases in fuel costs** which could adversely affect results of operations.
 - The cost of fuel affects the prices companies pay for products, as well as the costs they incur to deliver products to customers. Companies require significant quantities of fuel for delivery and are exposed to the risk associated with fluctuations in the market price for fuel.
- Foodservice distributors often **obtain substantially most or all of their foodservice and related products from third-party suppliers**. Suppliers may not be able to provide the foodservice products and supplies that needed due to conditions outside of their control, which could adversely affect results of operations.
- Failure to successfully renegotiate **union contracts** could result in work stoppages, which could have a material adverse effect on the company's business, financial condition and results of operations.

Financial Ratio Industry Comparison (2023/2024)

Note:

- A more detailed analysis of each company will be provided in the next section.
- The formula for each ratio is described in the supplemental data section.
- Conditional formatting is applied by row.
- Sysco's and PFG's fiscal years end on the Saturday nearest to **June 30th**.
- US Foods' fiscal year ends on a Saturday (in **Dec or Jan**).

Profitability

2024

	Ratio	Sysco	US Foods	PFG	Industry Avg
Profitability	Gross Profit Margin	18.5%	n/a	11.3%	14.9%
	EBITDA Margin	5.3%	n/a	2.6%	4.0%
	EBIT Margin	4.0%	n/a	1.4%	2.7%
	Pre-Tax Margin	3.3%	n/a	1.0%	2.1%
	Net Profit Margin	2.5%	n/a	0.7%	1.6%
	Return on Assets	0.08	n/a	0.03	0.06
	Operating Return on Assets	0.13	n/a	0.06	0.10
	Reuturn on Total Capital	0.23	n/a	0.09	0.16
	Return on Equity	0.99	n/a	0.11	0.55

2023

	Ratio	Sysco	US Foods	PFG	Industry Avg
Profitability	Gross Profit Margin	18.3%	17.3%	10.9%	15.5%
	EBITDA Margin	5.0%	4.4%	2.4%	3.9%
	EBIT Margin	3.7%	2.8%	1.3%	2.6%
	Pre-Tax Margin	3.0%	1.9%	1.0%	1.9%
	Net Profit Margin	2.3%	1.4%	0.7%	1.5%
	Return on Assets	0.08	0.04	0.03	0.05
	Operating Return on Assets	0.14	0.08	0.06	0.09
	Reuturn on Total Capital	0.23	0.11	0.09	0.14
	Return on Equity	1.02	0.11	0.11	0.42

Quick Insights:

- The industry has low profitability.
- Sysco shows the highest profitability among the three companies, while PFG has the lowest.

Liquidity

2024

	Ratio	Sysco	US Foods	PFG	Industry Avg
Liquidity Ratio	Current Ratio	1.20	n/a	1.64	1.42
	Quick Ratio	0.65	n/a	0.68	0.67
	Cash Ratio	0.08	n/a	0.01	0.04
	Defensive Interval	n/a	n/a	n/a	n/a

2023

Ratio	Sysco	US Foods	PFG	Industry Avg
Liquidity Ratio	Current Ratio	1.24	1.30	1.71
	Quick Ratio	0.68	0.74	0.69
	Cash Ratio	0.09	0.09	0.00
	Defensive Interval	n/a	n/a	n/a

Quick Insights:

- The industry has low liquidity, which is logical because companies in the foodservice distribution industry operate with high inventory turnover rates. They deal with perishable goods that require fast turnover to prevent spoilage. Instead of holding large cash reserves, they reinvest funds into inventory to meet demand promptly and take advantage of bulk purchasing discounts.

Solvency

2024

Ratio	Sysco	US Foods	PFG	Industry Avg
Solvency Ratio	Debt-to-Equity	6.85	n/a	4.03
	Debt-to-Capital	0.87	n/a	0.71
	Debt-to-Assets	0.52	n/a	0.45
	Financial Leverage	12.14	n/a	7.71
	Interest Coverage	5.23	n/a	4.40

2023

Ratio	Sysco	US Foods	PFG	Industry Avg
Solvency Ratio	Debt-to-Equity	5.47	1.05	2.59
	Debt-to-Capital	0.85	0.51	0.64
	Debt-to-Assets	0.49	0.38	0.42
	Financial Leverage	12.99	2.81	6.44
	Interest Coverage	5.34	3.09	3.97

Quick Insights:

- Sysco is significantly more financially leveraged than the other two companies.

Activity

2024

Ratio	Sysco	US Foods	PFG	Industry Avg
Activity Ratio	DSO	24.11	n/a	19.69
	DIO	26.02	n/a	24.84
	DPO	34.88	n/a	26.36
	Cash Conversion Cycle	15.25	n/a	18.17
	Fixed Assets Turnover	15.14	n/a	19.11
	Working Capital Turnover	40.75	n/a	32.23
	Total Assets Turnover	3.30	n/a	3.90
Equity Turnover		40.09	n/a	27.45

2023

Ratio	Sysco	US Foods	PFG	Industry Avg
Activity Ratio	DSO	23.75	18.25	15.00
	DIO	26.10	19.93	24.40
	DPO	34.44	24.22	17.95
	Cash Conversion Cycle	15.40	13.96	21.45
	Fixed Assets Turnover	16.29	16.00	26.03
	Working Capital Turnover	40.16	36.64	23.33
	Total Assets Turnover	3.40	2.74	4.60
	Equity Turnover	44.17	7.70	16.25
				22.71

Quick Insights:

- PFG has the longest cash conversion cycle, indicating that its cash is tied up longer in the operating cycle.
- Sysco's DPO is longer than the other two, suggesting that the company has more favorable payment terms with suppliers, likely due to its strong bargaining power.

Valuation

2024

Ratio	Sysco	US Foods	PFG	Industry Avg
Valuation	Earnings Per Share (Basic)	3.90	n/a	2.82
	Earnings Per Share (Diluted)	3.89	n/a	2.79
	P/E Ratio	18.10	n/a	23.70
	Dividend Payout Ratio (DPR)	51.6%	n/a	0.0%
	Dividend Yield	2.8%	n/a	0.0%
				1.4%

2023

Ratio	Sysco	US Foods	PFG	Industry Avg
Valuation	Earnings Per Share (Basic)	3.49	2.09	2.58
	Earnings Per Share (Diluted)	3.47	2.02	2.54
	P/E Ratio	20.50	22.48	23.62
	Dividend Payout Ratio (DPR)	56.3%	0.0%	0.0%
	Dividend Yield	2.6%	0.0%	0.0%
				0.9%

Quick Insights:

- Sysco pays dividends to its shareholders.

Key Highlights

- All three companies have low profitability, but Sysco is the most profitable among them, while PFG is the least profitable.
- All three companies have low cash balances, likely because they reinvest cash into inventory.
- US Foods and PFG appear to have a similar capital structure, whereas Sysco is significantly more financially leveraged.
- Sysco pays dividends, while the other two don't.

Key Players Horizontal Analysis

Sysco Corporation

Employees & Labor Relations

As of June 29, 2024, the company employed approximately 76,000 employees, including 51,000 U.S. employees and 25,000 employees outside the U.S. Approximately 99% of its U.S.-based colleagues are classified as full-time, defined as employees who work 30 or more hours per week.

Approximately 15% of its employees were represented by unions, primarily the International Brotherhood of Teamsters and unions in France and Sweden. Approximately 9% of its union U.S. employees and 21% of its union international employees are covered by collective bargaining agreements that are subject to renegotiation in fiscal 2025.

Business

Sysco distributes food and related products to restaurants, healthcare and educational facilities, lodging establishments and other foodservice customers. The company's primary operations are in North America and Europe.

The company has four reportable segments: **U.S. Foodservice Operations**, **International Foodservice Operations**, **SYGMA** (U.S. customized distribution operations serving quick-service chain restaurants), and **Other** (primarily hotel supply operations)

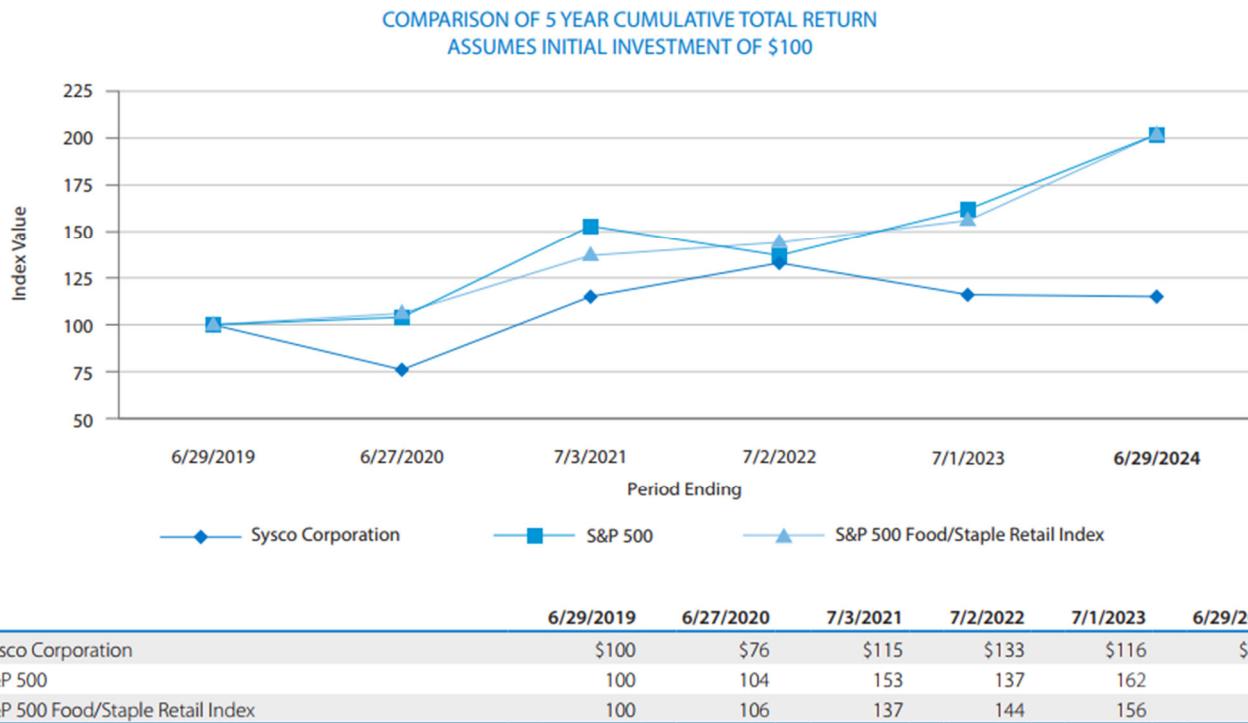
Property

Location	Number of Facilities	Square Feet (in thousands)	Segment Served ⁽¹⁾
Bahamas	1	192	I
Belgium	1	200	I
Canada	28	4,250	I, O
Costa Rica	1	188	I
France	42	3,015	I
Ireland and Northern Ireland	8	833	I
Mexico	6	288	I
Panama	1	44	I
Sweden	6	934	I
United Kingdom	42	2,435	I
United States and its territories ⁽²⁾	204	44,226	U, I, S, O
TOTALS	340	56,605	

(1) Segments served include U.S. Foodservice (U), International Foodservice (I), SYGMA (S), and Other (O).

(2) California, Florida, Texas, and Illinois account for 27, 18, 15, and 12 respectively, of the facilities located in the U.S.

Stock Performance Graph



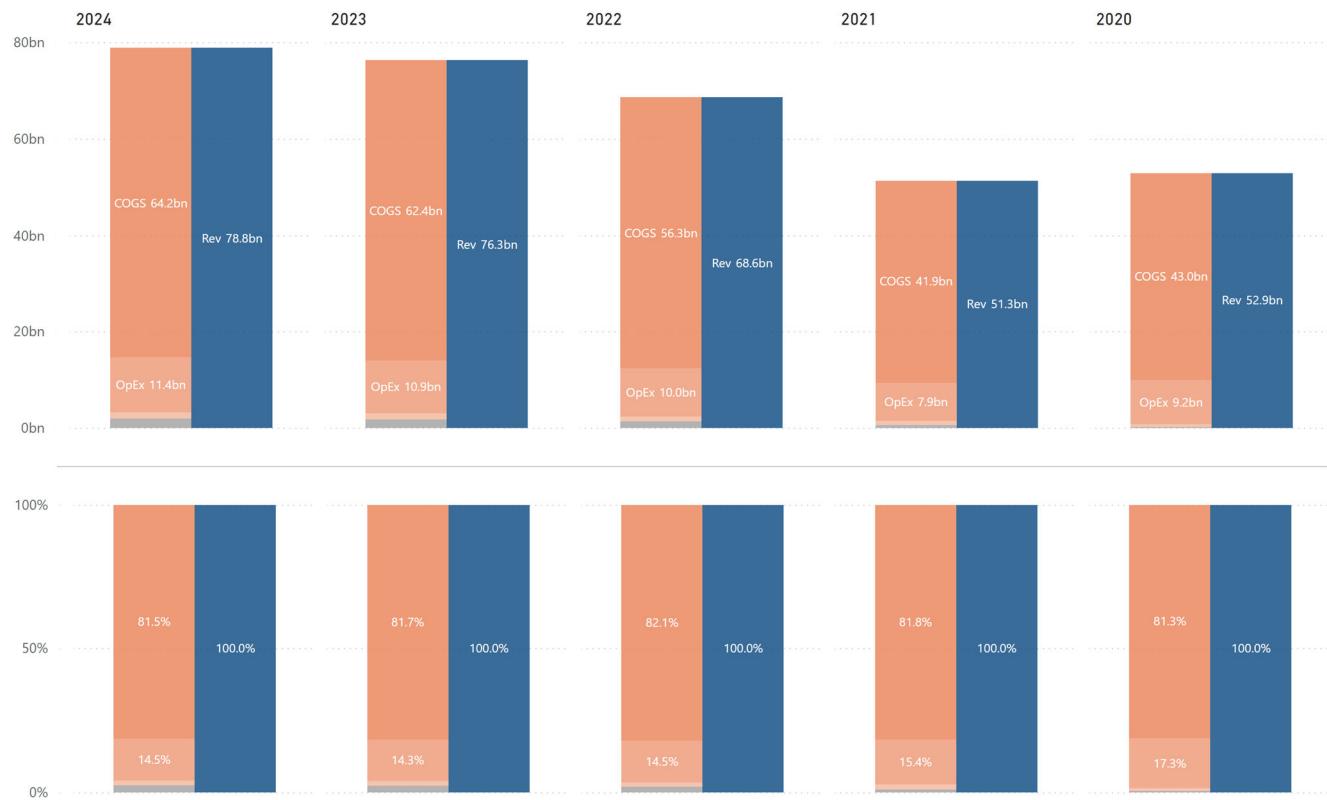
KPIs

- Adjusted Operating Income Growth (operating efficiency and profitability)
- Adjusted Diluted Earnings Per Share (operating efficiency and profitability)
- Adjusted EBITDA (overall financial performance about the profitability)
- Case Volume Growth for U.S./Int. Foodservice Operations (sales and gross margin performance)
- Sysco Brand Penetration for U.S. Broadline Operations (gross profit performance)
- Free Cash Flow (liquidity)

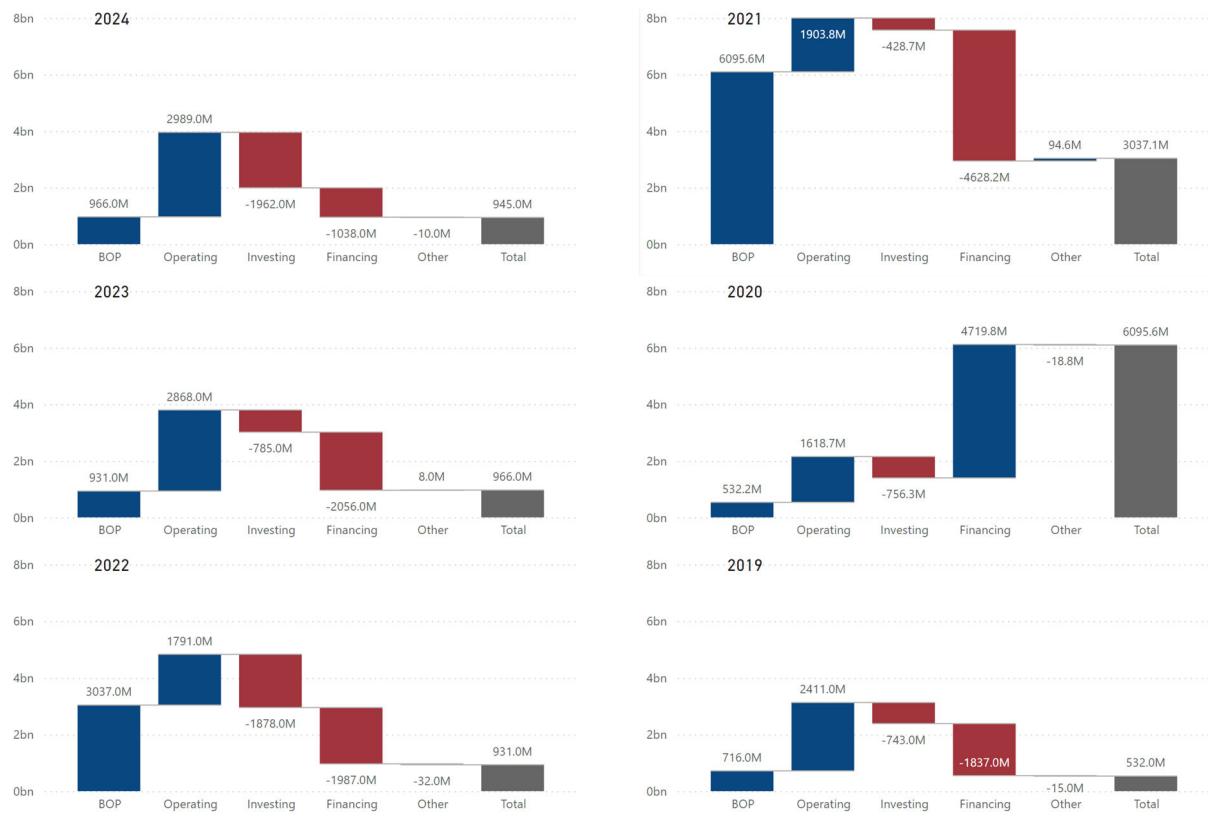
Balance Sheet Chart



P/L Chart



Cash Flow Chart



Historical Financial Ratios

	Ratio	2024	2023	2022	2021	2020	2019	6 Yrs Avg	Industry 2024 Avg
Activity Ratio	DSO	24.11	23.75	22.92	23.75	24.41	25.06	23.79	19.69
	DIO	26.02	26.10	26.36	29.55	26.79	23.76	26.96	24.84
	DPO	34.88	34.44	34.02	35.74	33.04	31.61	34.43	26.36
	Cash Conversion Cycle	15.25	15.40	15.25	17.55	18.16	17.22	16.32	18.17
	Fixed Assets Turnover	15.14	16.29	15.63	11.68	11.81	13.32	14.11	19.11
	Working Capital Turnover	40.75	40.16	26.67	11.34	13.79	34.82	26.54	32.23
	Total Assets Turnover	3.30	3.40	3.16	2.33	2.61	3.34	2.96	3.90
Liquidity Ratio	Equity Turnover	40.09	44.17	45.73	36.90	28.35	23.65	39.05	27.45
	Current Ratio	1.20	1.24	1.20	1.47	1.84	1.33	1.39	1.42
	Quick Ratio	0.65	0.68	0.66	0.93	1.35	0.77	0.85	0.67
	Cash Ratio	0.08	0.09	0.10	0.41	0.90	0.08	0.31	0.04
	Defensive Interval	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Solvency Ratio	Debt-to-Equity	6.85	5.47	8.05	7.45	12.64	3.22	8.09	4.03
	Debt-to-Capital	0.87	0.85	0.89	0.88	0.93	0.76	0.88	0.71
	Debt-to-Assets	0.52	0.49	0.52	0.55	0.67	0.45	0.55	0.45
	Financial Leverage	12.14	12.99	14.49	15.84	10.88	7.09	13.27	7.71
	Interest Coverage	5.23	5.34	3.80	1.66	1.72	6.57	3.55	4.40
Profitability	Gross Profit Margin	18.5%	18.3%	17.9%	18.2%	18.7%	19.0%	18.3%	14.9%
	EBITDA Margin	5.3%	5.0%	4.8%	4.2%	4.5%	n/a	4.8%	4.0%
	EBIT Margin	4.0%	3.7%	3.5%	2.9%	1.3%	3.9%	3.1%	2.7%
	Pre-Tax Margin	3.3%	3.0%	2.5%	1.1%	0.6%	3.3%	2.1%	2.1%
	Net Profit Margin	2.5%	2.3%	2.0%	1.0%	0.4%	2.8%	1.6%	1.6%
	Return on Assets	0.08	0.08	0.06	0.02	0.01	0.09	0.05	0.06
	Operating Return on Assets	0.13	0.14	0.11	0.07	0.04	0.13	0.10	0.10
	Return on Total Capital	0.23	0.23	0.18	0.10	0.06	0.22	0.16	0.16
Valuation	Return on Equity	0.99	1.02	0.91	0.38	0.12	0.66	0.68	0.55
	Earnings Per Share (Basic)	3.90	3.49	2.66	1.03	0.42	3.24	2.30	3.36
	Earnings Per Share (Diluted)	3.89	3.47	2.64	1.02	0.42	3.20	2.29	3.34
	P/E Ratio	18.10	20.50	30.19	47.35	127.87	19.13	48.80	20.90
	Dividend Payout Ratio (DPR)	51.6%	56.3%	70.6%	175.0%	397.4%	46.3%	150.2%	25.8%
	Dividend Yield	2.8%	2.6%	2.2%	2.4%	3.2%	2.2%	2.6%	1.4%

* conditional formatting applied by row

* Sysco's fiscal year ends on the Saturday nearest to **June 30th**

Long-Term Debt (Most Recent Years)

(In millions)	Jun. 29, 2024	Jul. 1, 2023
U.S. Commercial paper, interest at 5.45%, maturing in fiscal 2025	\$ 200	\$ —
Senior notes, interest at 3.65%, maturing in fiscal 2025 ⁽¹⁾	365	377
Senior notes, interest at 3.75%, maturing in fiscal 2026 ⁽²⁾	749	749
Senior notes, interest at 3.30%, maturing in fiscal 2027 ⁽²⁾	998	997
Debentures, interest at 7.16%, maturing in fiscal 2027 ⁽²⁾	43	43
Senior notes, interest at 3.25%, maturing in fiscal 2028 ⁽²⁾	747	746
Debentures, interest at 6.50%, maturing in fiscal 2029 ⁽²⁾	155	155
Senior notes, interest at 5.75%, maturing in fiscal 2029 ⁽²⁾	496	—
Senior notes, interest at 2.40%, maturing in fiscal 2030 ⁽²⁾	497	497
Senior notes, interest at 5.95%, maturing in fiscal 2030 ⁽²⁾	994	993
Senior notes, interest at 2.45%, maturing in fiscal 2032 ⁽²⁾	446	446
Senior notes, interest at 6.00%, maturing in fiscal 2034 ⁽²⁾	498	—
Senior notes, interest at 5.375%, maturing in fiscal 2036 ⁽²⁾	383	383
Senior notes, interest at 6.625%, maturing in fiscal 2039 ⁽²⁾	200	200
Senior notes, interest at 6.60%, maturing in fiscal 2040 ⁽²⁾	350	350
Senior notes, interest at 4.85%, maturing in fiscal 2046 ⁽²⁾	497	496
Senior notes, interest at 4.50%, maturing in fiscal 2046 ⁽²⁾	495	495
Senior notes, interest at 4.45%, maturing in fiscal 2048 ⁽²⁾	493	493
Senior notes, interest at 3.30%, maturing in fiscal 2050 ⁽²⁾	495	495
Senior notes, interest at 6.60%, maturing in fiscal 2050 ⁽²⁾	1,177	1,177
Senior notes, interest at 3.15%, maturing in fiscal 2052 ⁽²⁾	788	787
Plant and equipment financing programs, finance leases, notes payable, and other debt, interest averaging 5.13% and maturing at various dates to fiscal 2052 as of June 29, 2024, and 4.49% and maturing at various dates to fiscal 2052 as of July 1, 2023	916	532
Total debt	11,982	10,411
Less current maturities of long-term debt	(469)	(63)
NET LONG-TERM DEBT	\$ 11,513	\$ 10,348

- (1) Represents senior notes that are unsecured, are not subject to any sinking fund requirement and include a redemption provision that allows Sysco to retire the debentures and notes at any time prior to maturity at the greater of par plus accrued interest or an amount designed to ensure that the debenture and note holders are not penalized by the early redemption.
- (2) Represents senior notes, debentures and borrowings under the company's long-term revolving credit facility that are guaranteed by certain wholly owned U.S. Broadline subsidiaries of Sysco Corporation as discussed in Item 7, "Management's Discussion and Analysis of Financial Condition and Results of Operations – Liquidity and Capital Resources."
- (3) This debenture is not subject to any sinking fund requirement and is no longer redeemable prior to maturity.

Maturities of Long-Term Debt / Estimated Debt Service Requirements

(In millions)	Principal	Interest ⁽¹⁾
2025	\$ 365	\$ 512
2026	750	473
2027	1,043	442
2028	750	410
2029	655	398

- (1) Includes payments on floating rate debt based on rates as of June 29, 2024, assuming amount remains unchanged until maturity, and payments on fixed rate debt based on maturity dates. Fixed rate debt is inclusive of certain debt in which we pay a fixed interest rate on as of June 29, 2024, which will convert to floating rate debt at a later date.

Key Financial Insights

- (BL) ***The company's total asset structure consists of approximately 50% current assets and 50% non-current assets.***
 - The company's current assets primarily include accounts receivable (AR) and inventories¹.
 - According to the company's annual report, its AR consists mainly of trade receivables from customers and receivables from suppliers for marketing or incentive programs.
 - The company's inventories, primarily finished goods, include food and related products as well as lodging products held for resale.
 - The company's non-current assets mainly consist of PP&E and goodwill¹.
 - The company's goodwill has been increasing consistently for the past 5 years¹. This trend indicates the company has been actively acquiring other businesses or assets. Recent acquisitions include Greco and Sons, a leading independent Italian specialty distributor in the U.S., in 2022, and Edward Don & Company, a leading distributor of foodservice equipment, suppliers, and disposables, in 2024.
 - This is a common strategy among major industry players. There are various reasons for large companies like Sysco to acquire smaller companies, including but not limited to:
 - Increasing market share
 - Expanding into new geographic areas
 - Diversifying products and services
 - Acquiring talent
 - Eliminating competition
- (PL) ***The COGS % is significantly high, lowering the company's overall profitability.***
 - According to the company's annual report, its COGS primarily includes inventory costs and inbound freight.
 - The business model of foodservice distribution companies like Sysco revolves around acting as intermediaries between food producers/manufacturers and end customers.
 - Purchase food and related products in bulk from manufacturers, farmers, etc.
 - Store these products in their distribution centers.
 - Transport goods using their network of trucks to deliver products.
 - Offer value-added services to encourage loyalty and repeat business.

Since food and related products are often commodities, their business relies on selling high volumes of products with relatively low profit margins on each sale. This **cost-plus pricing model**, where they add a small markup to their costs, keeps gross margins tight.

- (PL) ***The company's operating expenses account for about 15% of total revenues.***
 - The company's operating expenses include the costs of facilities, product handling, delivery, SG&A activities. The company uses operating income as one of the main metrics for evaluating segment performance and allocating resources. This makes sense, as operating income accounts for the cost of goods sold, in addition to the costs to warehouse and deliver goods, which are significant and relevant costs when evaluating a distribution business. However, the company's annual reports do not provide further details to perform deeper analysis.
- (PL/Ratio/Debt) ***While the company is financially leveraged, its interest burden is low.***
 - The company's financial leverage is high (6-year average of 13.27) due to its larger liabilities (over 90%) than equity (less than 10%). Its largest liability is long-term debt, followed by accounts payable (AP)¹. However, the company's reliance on debt is not as high as it appears since AP is not debt, as indicated by its debt-to-assets ratio of 0.52.
 - About 46.2% of total assets are financed by long-term debt¹. Its long-term debt mainly consists of longer-term senior notes with reasonable interest rates (2%-6%). This reduces the company's annual commitment to interest payments.
 - Senior notes are often considered the most secure debt, carrying less risk compared to other types of debt.
- (CF) ***It appears that the company financed a significant amount of cash in 2020 but paid off most of it the following year.***
 - In the fiscal year of 2020, the company took steps to increase liquidity and reduce variable and structural costs in response to the COVID-19 pandemic. It increased liquidity by:
 - Borrowing \$1.6 billion under its revolving credit facility
 - Offering \$4 billion unsecured bond
 - Establishing a £600 million Bank of England commercial paper program, and
 - Issuing a new \$750 million 364-day credit facility

As a result of these measures, the company generated positive cash flows of about \$4.8 billion from financing activities in 2020, which were partially offset by debt repayments².

- In the fiscal year of 2021, the company did not fully pay off the debt incurred in 2020 but continued to reduce its debt levels, paying down over \$3 billion of debt².
- The company has a significant amount of retained earnings, but this is offset by treasury stock recognized through share repurchase. The company's annual report mentions plans to utilize treasury stock for share-based compensation. However, there are other possible reasons behind this:
 - Resale: the company believes that its stock price will increase.
 - Strategic Considerations: treasury stock can be used strategically to support or defend against corporate actions such as mergers, acquisitions, or hostile takeovers.

- (CF) ***It seems that the company has been targeting an EOP cash balance of around \$950 million over the last few years.***
 - Over the past 2 years, the company has spent as much cash on investing and financing activities as it generated from operating activities, resulting in almost no change in its EOP balances. This is one of the healthiest cash flow patterns (+, -, -).
- (Ratio) ***The company has been spending over 50% of its net income to pay dividends.***
 - Sysco is one of the so-called **dividend aristocrats**: companies in the S&P 500 index that have increased their dividend payouts for at least 25 consecutive years. As its DPR shows, the company paid more in dividends than its net income during the COVID-19 period, resulting in a DPR of over 100%. This demonstrates the company's commitment to returning value to shareholders through dividends.
 - A company that pays out an ever-increasing dividend is ideal for investors looking for stable income, and being such a company is a positive signal that the firm is on sound financial footing. However, a dividend is a portion of a company's profits that it pays to its owners. Any money paid out as a dividend is not reinvested in the business.
- (Debt) ***It seems that the company's future debt maturities are not significant over the next 5 years.***
 - The company's historical free cash flow and working capital indicates that it has the ability to meet its future debt obligations².

¹ Refer to **Sysco's historical balance sheet** in the supplemental data section.

² Refer to **Sysco's historical cash flow statement** in the supplemental data section.

US Foods

Employees & Labor Relations

As of December 30, 2023, the company employed a total of approximately 30,000 associates. Of these:

- substantially all were employed in the United States and on a full-time basis;
- approximately 69% of the company's associates were non-exempt, or paid on an hourly basis;
- approximately 6,300 of the company's associates were members of local unions associated with the International Brotherhood of Teamsters and other labor organizations; and
- approximately 86% of the company's associates were working in "field" based roles within its broadline distribution, retail operations and broadline support business production facilities, with the remaining 14% working in shared service or corporate roles.

Business

The company supplies approximately 250,000 customer locations nationwide. These customer locations include independent restaurants, chain restaurants, healthcare, hospitality, education, and other customers.

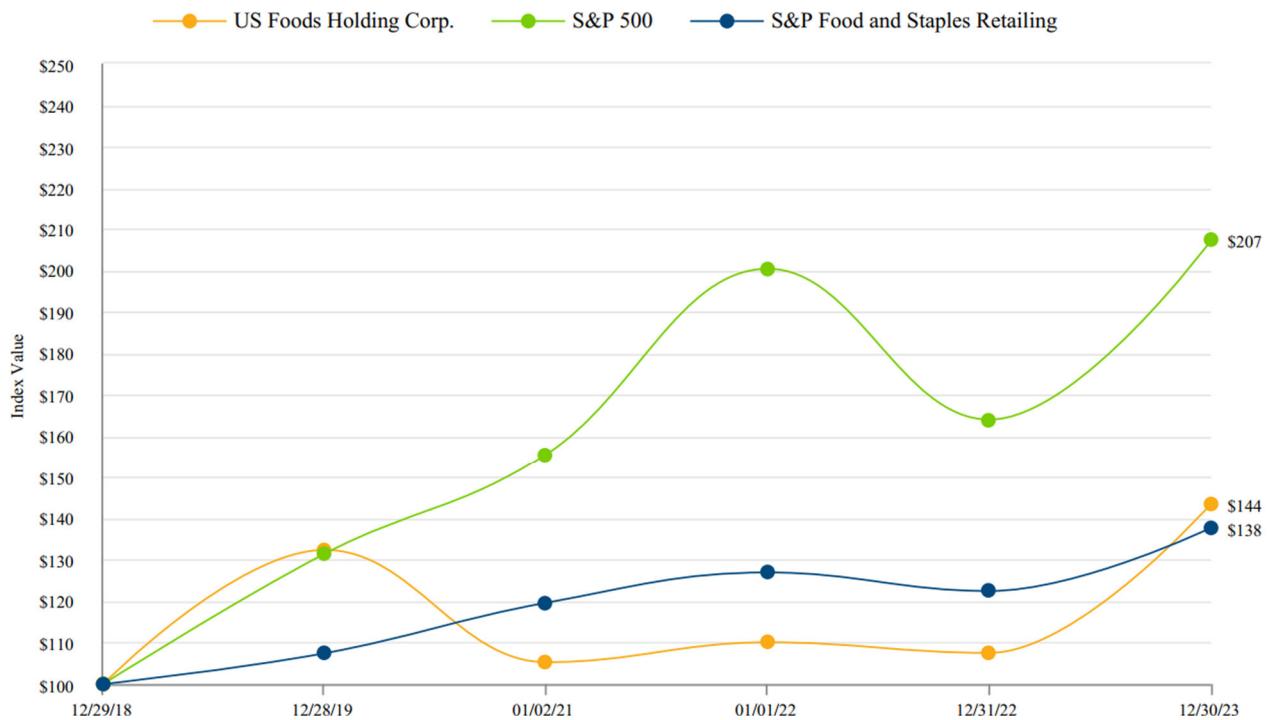
The company provides fresh, frozen, and dry food products, as well as nonfood items, sourced from thousands of suppliers. Its extensive network of over 70 distribution facilities and fleet of over 6,500 trucks, along with approximately 90 cash and carry locations, allows the company to operate efficiently and provide high levels of customer service.

Property

Location	Number of Facilities	Square Feet
Alabama	2	458,304
Alaska	1	131,285
Arizona	4	493,116
Arkansas	1	135,009
California	28	2,722,565
Colorado	2	501,427
Connecticut	1	239,899
Florida	5	1,173,162
Georgia	2	691,017
Idaho	6	121,644
Illinois	3	528,295
Indiana	1	233,784
Iowa	1	114,250
Kansas	1	350,859
Louisiana	1	207,200
Michigan	1	276,003
Minnesota	2	414,963
Mississippi	1	287,356
Missouri	3	602,947
Montana	4	259,198
Nebraska	2	246,430
Nevada	5	895,956
New Hampshire	1	533,237
New Jersey	3	1,073,375
New Mexico	1	133,486
New York	4	533,408
North Carolina	4	1,024,923
North Dakota	2	221,314
Ohio	3	501,894
Oklahoma	2	345,559
Oregon	22	775,146
Pennsylvania	4	980,417
South Carolina	7	1,423,859
Tennessee	2	602,270
Texas	5	1,011,380
Utah	3	308,833
Virginia	4	878,257
Washington	31	1,580,339
West Virginia	1	220,537
Wisconsin	1	172,826
Total	177	23,405,729
<hr/>		
Owned		16,411,888
Leased		6,993,841
<hr/>		
70 %		
<hr/>		
30 %		

Stock Performance Graph

Stock Performance



KPIs

- Case Growth
- Operating Businesses Growth

Balance Sheet Chart

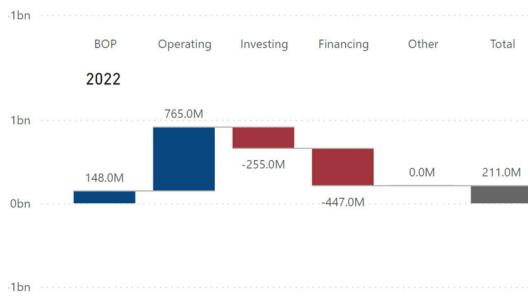
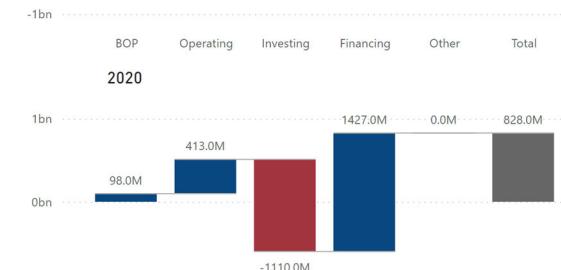
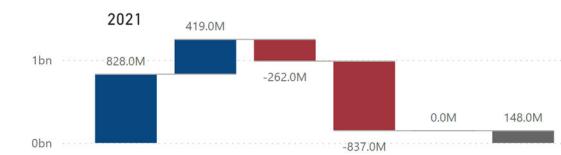


P/L Chart

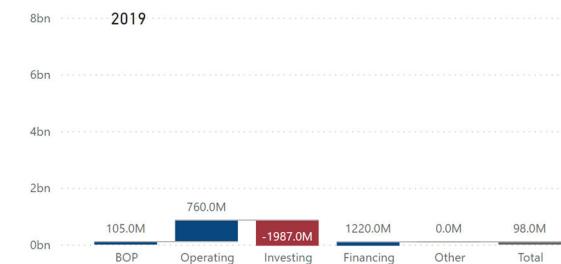
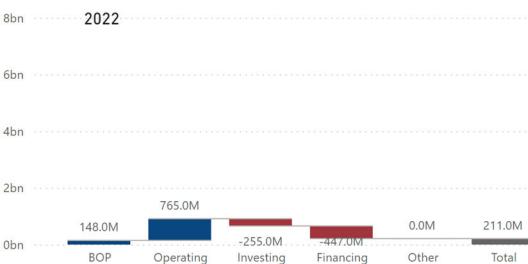
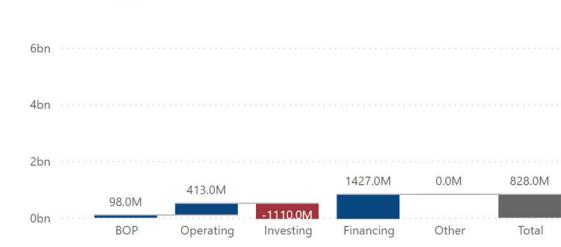
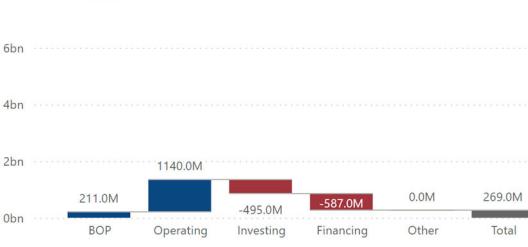
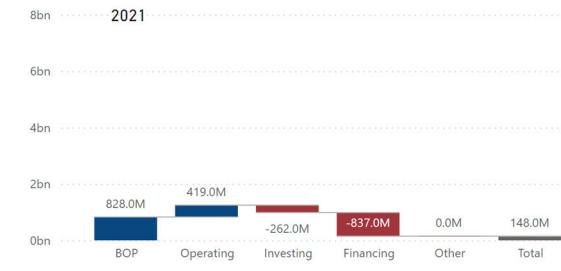
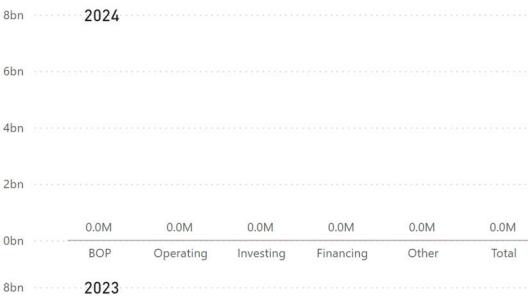


Cash Flow Chart

2024



Cash Flow Chart – Relative to Sysco



Historical Financial Ratios

Ratio	2024	2023	2022	2021	2020	2019	6 Yrs Avg	Industry 2023 Avg
Activity Ratio	DSO	n/a	18.25	17.01	15.80	20.25	19.71	17.83 19.00
	DIO	n/a	19.93	21.10	21.75	25.76	23.17	22.13 23.48
	DPO	n/a	24.22	22.53	20.82	25.71	23.92	23.32 25.54
	Cash Conversion Cycle	n/a	13.96	15.58	16.73	20.29	18.96	16.64 16.94
	Fixed Assets Turnover	n/a	16.00	16.20	14.55	11.17	13.24	14.48 19.44
	Working Capital Turnover	n/a	36.64	32.94	23.34	19.21	28.77	28.03 33.38
	Total Assets Turnover	n/a	2.74	2.69	2.36	1.93	2.53	2.43 3.58
Liquidity Ratio	Equity Turnover	n/a	7.70	7.77	7.09	5.90	7.48	7.12 22.71
	Current Ratio	n/a	1.30	1.37	1.41	1.75	1.38	1.45 1.42
	Quick Ratio	n/a	0.74	0.74	0.70	1.04	0.73	0.81 0.70
	Cash Ratio	n/a	0.09	0.08	0.06	0.42	0.04	0.16 0.06
Solvency Ratio	Defensive Interval	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Debt-to-Equity	n/a	1.05	1.14	1.24	1.50	1.32	1.23 2.59
	Debt-to-Capital	n/a	0.51	0.53	0.55	0.60	0.57	0.55 0.64
	Debt-to-Assets	n/a	0.38	0.40	0.42	0.49	0.43	0.42 0.42
	Financial Leverage	n/a	2.81	2.89	3.00	3.06	2.95	2.94 6.44
Profitability	Interest Coverage	n/a	3.09	2.42	2.00	-0.24	3.78	1.82 3.97
	Gross Profit Margin	n/a	17.3%	16.1%	15.8%	16.3%	17.7%	16.4% 0.15
	EBITDA Margin	n/a	4.4%	3.8%	3.6%	2.8%	4.6%	3.7% 0.04
	EBIT Margin	n/a	2.8%	1.8%	1.4%	-0.2%	2.7%	1.5% 0.03
	Pre-Tax Margin	n/a	1.9%	1.1%	0.7%	-1.3%	2.0%	0.6% 0.02
	Net Profit Margin	n/a	1.4%	0.8%	0.6%	-1.0%	1.5%	0.4% 0.01
	Return on Assets	n/a	0.04	0.02	0.01	-0.02	0.04	0.01 0.05
	Operating Return on Assets	n/a	0.08	0.05	0.03	-0.01	0.07	0.04 0.09
	Return on Total Capital	n/a	0.11	0.06	0.04	-0.01	0.09	0.05 0.14
	Return on Equity	n/a	0.11	0.06	0.04	-0.06	0.11	0.04 0.42
Valuation	Earnings Per Share (Basic)	n/a	2.09	1.02	0.55	-1.15	1.77	0.63 2.72
	Earnings Per Share (Diluted)	n/a	2.02	1.01	0.54	-1.15	1.75	0.61 2.68
	P/E Ratio	n/a	22.48	34.02	66.98	0.00	23.94	30.87 22.20
	Dividend Payout Ratio (DPR)	n/a	0.0%	0.0%	0.0%	0.0%	0.0%	0.0% 0.19
	Dividend Yield	n/a	0.0%	0.0%	0.0%	0.0%	0.0%	0.0% 0.01

* conditional formatting applied by row

* US Foods' fiscal year ends on a Saturday (Dec or Jan)

Long-Term Debt (Most Recent Years)

Debt Description	Maturity	Interest Rate as of December 30, 2023	Carrying Value as of December 30, 2023	Carrying Value as of December 31, 2022
ABL Facility	December 7, 2027	8.50%	\$ —	\$ —
2019 Incremental Term Loan Facility (net of \$11 and \$19 of unamortized deferred financing costs, respectively)	September 13, 2026	7.47%	1,105	1,232
2021 Incremental Term Loan Facility (net of \$3 and \$6 of unamortized deferred financing costs, respectively)	November 22, 2028	7.97%	718	786
Secured Senior Notes due 2025 (net of \$0 and \$7 of unamortized deferred financing costs, respectively) ⁽¹⁾	April 15, 2025	6.25%	—	993
Unsecured Senior Notes due 2028 (net of \$5 unamortized deferred financing costs) ⁽¹⁾	September 15, 2028	6.88%	495	—
Unsecured Senior Notes due 2029 (net of \$6 and \$7 of unamortized deferred financing costs, respectively)	February 15, 2029	4.75%	894	893
Unsecured Senior Notes due 2030 (net of \$4 and \$4 of unamortized deferred financing costs, respectively)	June 1, 2030	4.63%	496	496
Unsecured Senior Notes due 2032 (net of \$5 of unamortized deferred financing costs) ⁽¹⁾	January 15, 2032	7.25%	495	—
Obligations under financing leases	2023–2037	1.26% -8.31%	463	446
Other debt	January 1, 2031	5.75%	8	8
Total debt			4,674	4,854
Current portion of long-term debt			(110)	(116)
Long-term debt			\$ 4,564	\$ 4,738

Maturities of Long-Term Debt / Estimated Debt Service Requirements

2024	\$	106
2025		100
2026		1,176
2027		73
2028		1,273
Thereafter		1,980
	\$	<u>4,708</u>

Key Financial Insights

- (BL) **The company's non-current assets % is about 15%-20% higher than Sysco's.**
 - The company's asset structure is similar to Sysco's: current assets mainly consist of accounts receivable and inventories, while non-current assets primarily consist of PP&E and goodwill¹.
 - The company's higher non-current assets % is primarily due to its goodwill, which accounts for 43.2% of total assets¹, while Sysco's goodwill accounts for 20.7% of total assets.
 - This indicates the company is more reliant on M&A as a growth strategy and more willing to pay premiums above fair value, reflecting either a competitive market for targets or strategic imperatives to expand rapidly.
 - Most recently, the company acquired Renzi Foodservice and Saladino's Foodservice in 2023 to further expand its reach into New York and California, respectively.
- (BS) **The company's equity % is significantly higher than Sysco's.**
 - Both Sysco's and US Foods' equity mainly consist of retained earnings and additional paid-in capital¹.
 - Sysco's retained earnings are much larger than its additional paid-in capital, which reflects strong historical profitability. However, the retained earnings are offset by the large treasury stock balance, reducing equity significantly. This results in higher financial leverage.
 - On the other hand, US Foods' retained earnings are smaller than its additional paid-in capital¹. This reflects significant equity financing through issuing shares, potentially during IPOs or capital raises, and its shorter operational history as a public company. Since US Foods does not hold as much treasury stock as Sysco, the company's equity % is much higher.
- (PL) **The company's COGS % is slightly higher than Sysco's, resulting in lower net income margin.**
 - There are several possible reasons behind this:
 - US Foods might have less pricing power than Sysco.
 - Sysco might have better economies of scale, operational efficiencies, etc.
 - Sysco might have a greater proportion of higher-margin products.
- (CF) **The company spent significantly on investing activities in 2019 and 2020.**
 - The company's large negative cash flows from investing activities in 2019 and 2020 were primarily due to business acquisitions².

- In 2019, the company completed the acquisition of five foodservice companies from Service Group of America, Inc. The acquisition expanded its network in the West and Northwest regions of the U.S.
 - In 2020, the company completed the acquisition of Smart Stores Holding Corp., further expanding its cash and carry business in the West and Northwest regions of the U.S.
- (CF) ***It appears that the company raised cash through financing activities in response to the COVID-19 pandemic in 2020 and paid off a large portion of these debts in the following year.***
 - According to its annual report, the company's large cash inflows from financing activities in 2020 were primarily due to proceeds from debt borrowings, partially offset by principal payments on debt and financing leases².
 - The company mentions that the proceeds from these borrowings were used to finance the Smart Foodservice acquisition and preserve financial flexibility, considering the business uncertainty resulting from the COVID-19 pandemic. It also states that the entire outstanding balance borrowed in response to the pandemic was repaid by January 2nd, 2021.
- (CF) ***The company has been spending as much cash on investing and financing activities as it generated from operating activities over the last 2 years.***
 - The company's positive cash flows from investing activities in 2022 and 2023 were mainly due to capital expenditures, while its negative cash flows from financing activities were primarily due to debt repayments in both years.
- (Debt) ***It appears that the company has higher interest rates with shorter maturity periods compared to Sysco.***
 - There are several possible reasons for this:
 - The market perceives US Foods as having slightly higher credit risk compared to Sysco.
 - US Foods may have less favorable terms due to smaller scale or lower market dominance relative to Sysco.

¹ Refer to **US Foods' historical balance sheet** in the supplemental data section.

² Refer to **US Foods' historical cash flow statement** in the supplemental data section.

Performance Food Group (PFG)

Employees & Labor Relations

As of June 29, 2024, the company's associate population (including consolidated subsidiaries) totaled approximately 37,000 full-time and part-time associates in North America. Of that total, approximately 99% were employed on a fulltime basis, and approximately 70% were non-exempt, or paid on an hourly basis.

Approximately 2,245 were members of local unions associated with the International Brotherhood of Teamsters or other unions.

Business

Performance Food Group Company markets and distribute food and food-related products from 144 distribution centers to over 300,000 customer locations across North America. Its approximately 37,000 employees serve a diverse mix of customers, from independent and chain restaurants to schools, business and industry locations, hospitals, vending distributors, office coffee service distributors, retailers, convenience stores, and theaters.

The company sources its products from various suppliers. In addition to the products the company offers to its customers, it provides value-added services by allowing its customers to benefit from its industry knowledge, scale, and expertise in the areas of product selection and procurement, menu development, and operational strategy.

The company has three segments: Foodservice, Vistar, Convenience:

- Foodservice offers a “broad line” of products.
- Vistar is a leading national distributor of candy, snacks, beverages, and other items to vending and office coffee service distributors.
- Convenience is one of the largest foodservice and wholesaler consumer products distributors in the convenience retail industry, offering a full range of products, marketing programs and technology solutions.

Key Risk Factors Unique to PFG

- A significant portion of the company's sales volume is dependent upon the distribution of cigarettes and other tobacco products, sales of which are generally declining.

Property

Location	Foodservice	Vistar	Convenience	Total
Alabama	1	—	—	1
Arkansas	1	—	1	2
Arizona	1	1	—	2
California	4	3	5	12
Colorado	1	1	1	3
Connecticut	—	1	—	1
Florida	6	1	2	9
Georgia	3	1	2	6
Iowa	1	—	1	2
Illinois	2	1	1	4
Indiana	1	1	1	3
Kentucky	3	1	2	6
Louisiana	3	—	—	3
Massachusetts	3	1	2	6
Maryland	2	—	—	2
Maine	1	—	1	2
Michigan	1	1	1	3
Minnesota	3	1	1	5
Missouri	4	1	—	5
Mississippi	4	1	—	5
North Carolina	1	1	2	4
Nebraska	1	—	—	1
New Jersey	3	2	—	5
New Mexico	—	—	2	2
Nevada	—	1	1	2
Ohio	3	1	2	6
Oregon	1	1	1	3
Pennsylvania	2	1	2	5
South Carolina	3	—	—	3
Tennessee	5	1	—	6
Texas	5	2	1	8
Utah	—	—	1	1
Virginia	4	—	—	4
Vermont	2	—	—	2
Washington	—	—	1	1
Wisconsin	3	1	1	5
Canada	—	—	4	4
Total	78	27	39	144

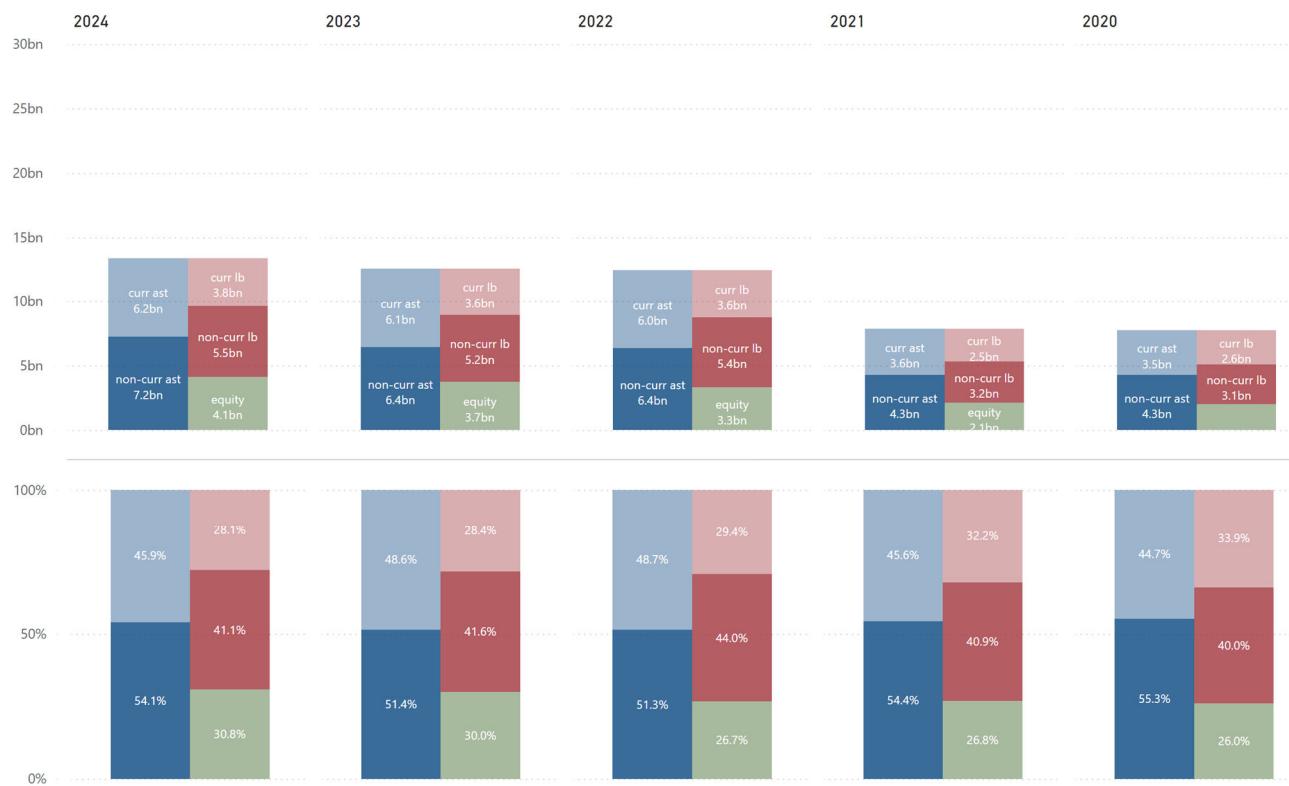
Stock Performance Graph



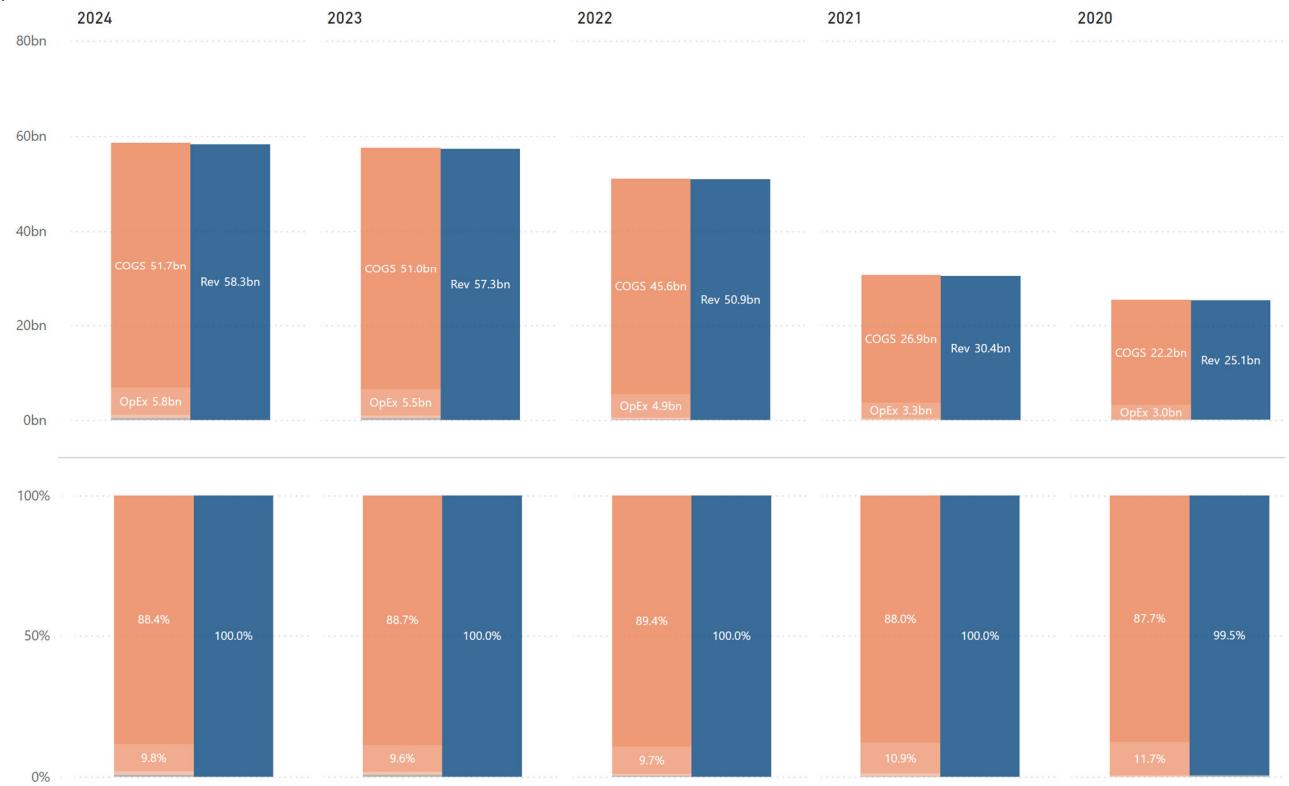
KPIs

- Net Sales (changes in case volumes, product inflation, and mix of products sold)
- Gross Profit (changes in COGS, which primarily includes inventory and inbound freight)
- Adjusted EBITDA (operating performance)

Balance Sheet Chart



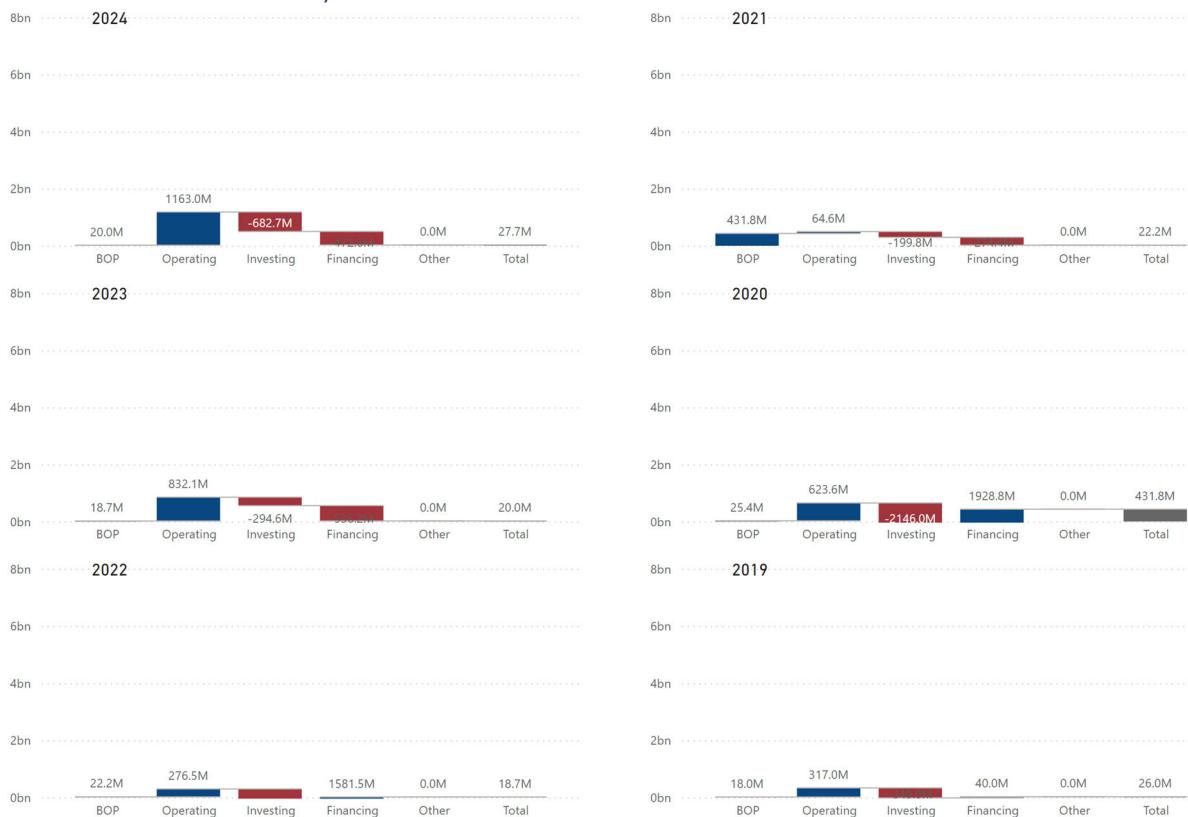
P/L Chart



Cash Flow Chart



Cash Flow Chart- Relative to Sysco



Historical Financial Ratios

Ratio	2024	2023	2022	2021	2020	2019	6 Yrs Avg	Industry 2024 Avg
Activity Ratio	DSO	15.28	15.00	13.94	17.04	18.08	21.19	15.87
	DIO	23.67	24.40	21.07	23.01	23.87	25.51	23.20
	DPO	17.84	17.95	16.76	23.48	24.89	26.76	20.18
	Cash Conversion Cycle	21.10	21.45	18.25	16.57	17.07	19.94	18.89
	Fixed Assets Turnover	23.07	26.03	27.33	19.81	20.65	22.62	23.38
	Working Capital Turnover	23.72	23.33	29.57	32.20	27.77	23.16	27.32
	Total Assets Turnover	4.50	4.60	5.03	3.91	4.05	4.56	4.42
Liquidity Ratio	Equity Turnover	14.81	16.25	18.83	14.77	15.16	16.23	15.96
	Current Ratio	1.64	1.71	1.66	1.42	1.32	1.57	1.55
	Quick Ratio	0.68	0.69	0.65	0.65	0.70	0.74	0.67
	Cash Ratio	0.01	0.00	0.00	0.00	0.16	0.01	0.04
Solvency Ratio	Defensive Interval	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Debt-to-Equity	1.21	1.27	1.51	1.42	1.50	1.04	1.38
	Debt-to-Capital	0.55	0.56	0.60	0.59	0.60	0.51	0.58
	Debt-to-Assets	0.37	0.38	0.40	0.38	0.39	0.29	0.39
	Financial Leverage	3.29	3.53	3.74	3.78	3.74	3.56	3.62
Profitability	Interest Coverage	3.57	3.50	1.91	1.36	-0.90	4.34	1.89
	Gross Profit Margin	11.3%	10.9%	10.3%	11.6%	11.4%	12.7%	11.1%
	EBITDA Margin	2.6%	2.4%	2.0%	2.1%	1.6%	2.4%	2.1%
	EBIT Margin	1.4%	1.3%	0.7%	0.7%	-0.4%	1.4%	0.7%
	Pre-Tax Margin	1.0%	1.0%	0.3%	0.2%	-0.9%	1.1%	0.3%
	Net Profit Margin	0.7%	0.7%	0.2%	0.1%	-0.5%	0.8%	0.3%
	Return on Assets	0.03	0.03	0.01	0.01	-0.02	0.04	0.01
	Operating Return on Assets	0.06	0.06	0.03	0.03	-0.02	0.07	0.03
Valuation	Return on Total Capital	0.09	0.09	0.05	0.04	-0.03	0.11	0.05
	Return on Equity	0.11	0.11	0.04	0.02	-0.07	0.14	0.04
	Earnings Per Share (Basic)	2.82	2.58	0.75	0.31	-1.01	1.61	1.09
	Earnings Per Share (Diluted)	2.79	2.54	0.74	0.30	-1.01	1.59	1.07
	P/E Ratio	23.70	23.62	63.86	167.20	0.00	25.18	55.68
	Dividend Payout Ratio (DPR)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Dividend Yield	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%

* conditional formatting applied by row

* PFG's fiscal year ends on the Saturday nearest to June 30th

Long-Term Debt (Most Recent Years)

(In millions)		As of June 29, 2024	As of July 1, 2023
Credit Agreement		\$ 1,160.8	\$ 1,154.0
6.875% Notes due 2025, effective interest rate 7.211%		-	275.0
5.500% Notes due 2027, effective interest rate 5.930%		1,060.0	1,060.0
4.250% Notes due 2029, effective interest rate 4.439%		1,000.0	1,000.0
Less: Original issue discount and deferred financing costs		(22.3)	(28.9)
Long-term debt		3,198.5	3,460.1
Less: current installments		-	-
Total debt, excluding current installments		\$ 3,198.5	\$ 3,460.1

Maturities of Long-Term Debt / Estimated Debt Service Requirements

(In millions)	
2025	—
2026	—
2027	1,160.8
2028	1,060.0
2029	—
Thereafter	1,000.0
Total long-term debt, excluding finance lease obligations	\$ 3,220.8

Key Financial Insights

- (BL) ***The company's total asset structure is almost 50% current assets and 50% non-current assets.***
 - Like Sysco and US Foods, the company's current assets mainly consist of accounts receivable and inventories, while its non-current assets mainly consist of PP&E and goodwill¹.
- (BL) ***The company's capital structure is similar to US Foods' but differs from Sysco's.***
 - The company's equity primarily consists of additional paid-in capital and retained earnings¹. Since the company does not hold any treasury stock, its capital structure (liabilities & equity) resembles US Foods' more than Sysco's.
- (PL) ***The company's COGS % is higher than Sysco's and US Foods', leading to the lowest profitability among the three companies.***
 - The company's revenues primarily come from its Foodservice (about 50%) and Convenience segments (about 40%)². The company's lowest profitability among the three companies is mainly driven by the Convenience segment, which has an adjusted EBITDA Margin of around 1.3%². The adjusted EBITDA Margin for the Foodservice segment is approximately 3%². Sysco does not report adjusted EBITDA by segment, but its overall adjusted EBITDA margin is around 5%, indicating that Sysco's broadline operations are more profitable and/or efficient than PFG's.
- (CF) ***It appears that the company financed its investments in 2020 and 2022.***
 - The company's negative cash flows from financing activities in 2022 were primarily due to net borrowings under ABL Facility, and its positive cash flows from investing activities were primarily due to business acquisitions.
 - The company's negative cash flows from financing activities in 2020 were primarily due to net proceeds from issuance of common stock, and its positive cash flows from investing activities were primarily due to business acquisitions.

¹ Refer to **PFG' historical balance sheet** in the supplemental data section.

² Refer to **PFG' KPIs** in the supplemental data section.

Final Notes

The foodservice distribution industry is characterized by low profit margins due to its cost-plus pricing model. Consequently, companies in this sector tend to prefer individual restaurant customers over multi-unit customers, hospitals, schools, etc. This preference is driven by the fact that individual restaurants typically utilize more value-added services – one of their highest-margin offerings - and are more likely to purchase private label products, which are more profitable than national brands.

Given the nature of retail-based businesses, companies often focus on maintaining their presence or entering new markets with higher margins. Sysco, for example, recently acquired Edward Don to expand its presence into restaurant equipment and supplies space, which are more profitable than the traditional broadline goods sector.

Sysco Corporation is the largest foodservice distributor in the industry. Despite its high financial leverage, driven by treasury stock largely offsetting its significant retained earnings, it remains financially stable, supported by favorable debt terms and healthy cash flow. As a member of the dividend aristocrats, the company is committed to returning value to shareholders through dividends, allocating approximately 50% of its net income to this purpose. Additionally, it has been acquiring smaller businesses from time to time to expand its operations and market presence.

US Foods Corp., the second largest foodservice distributor, relies more heavily on M&A as a growth strategy. This is reflected in its higher proportion of non-current assets compared to Sysco, with goodwill accounting for 43.2% of total assets. This indicates the company is actively acquiring businesses to expand its market presence. The company has a lower net income margin than Sysco, which may be attributable to its smaller scale, lower pricing power, or reduced operational efficiencies. Additionally, its higher interest rates and shorter debt maturities suggest that the market perceives US Foods as having greater credit risk than Sysco.

Performance Food Group's capital structure is more similar to US Foods, with equity consisting primarily of additional paid-in capital and retained earnings, and no treasury stock. Its Convenience segment, one of the largest foodservice and wholesaler consumer products distributors in the convenience retail industry, accounts for over 40% of its total revenues. However, the significantly low profitability of this segment contributes to the company's overall profitability being the lowest among the three companies.

Supplemental Data

Sysco Corporation

KPIs by Segment

	Jun. 29, 2024	Jul. 01, 2023	Jul. 02, 2022	Jul. 03, 2021	Jun. 27, 2020	% of Total
Net Sales						
U.S. Foodservice Operations	\$ 55,339	\$ 53,683	\$ 48,521	\$ 35,725	\$ 36,774	70.2% 70.3% 70.7% 69.6% 69.5%
International Foodservice Operations	\$ 14,561	\$ 13,560	\$ 11,758	\$ 8,351	\$ 9,672	18.5% 17.8% 17.1% 16.3% 18.3%
SYGMA	\$ 7,768	\$ 7,843	\$ 7,246	\$ 6,498	\$ 5,556	9.9% 10.3% 10.6% 12.7% 10.5%
Other	\$ 1,176	\$ 1,239	\$ 1,082	\$ 724	\$ 891	1.5% 1.6% 1.6% 1.4% 1.7%
Global Support Center	\$ -	\$ -	\$ -	\$ -	\$ -	0.0% 0.0% 0.0% 0.0% 0.0%
Total Net Sales	\$ 78,844	\$ 76,325	\$ 68,636	\$ 51,298	\$ 52,893	100.0% 100.0% 100.0% 100.0% 100.0%
Operating Income						% of Total
U.S. Foodservice Operations	\$ 3,673	\$ 3,587	\$ 3,181	\$ 2,456	\$ 2,003	114.7% 118.0% 135.5% 170.9% 267.4%
International Foodservice Operations	\$ 375	\$ 314	\$ 100	\$ (232)	\$ (371)	11.7% 10.3% 4.3% -16.1% -49.5%
SYGMA	\$ 72	\$ 56	\$ (3)	\$ 52	\$ 36	2.2% 1.8% -0.1% 3.6% 4.8%
Other	\$ 40	\$ 57	\$ 17	\$ 0	\$ (21)	1.2% 1.9% 0.7% 0.0% -2.8%
Global Support Center	\$ (958)	\$ (975)	\$ (948)	\$ (839)	\$ (898)	-29.9% -32.1% -40.4% -58.4% -119.9%
Total Operating Income	\$ 3,202	\$ 3,039	\$ 2,347	\$ 1,437	\$ 749	100.0% 100.0% 100.0% 100.0% 100.0%
Operating Income Margin						% of Total
U.S. Foodservice Operations	6.6%	6.7%	6.6%	6.9%	5.4%	
International Foodservice Operations	2.6%	2.3%	0.9%	-2.8%	-3.8%	
SYGMA	0.9%	0.7%	0.0%	0.8%	0.6%	
Other	3.4%	4.6%	1.6%	0.1%	-2.4%	
Global Support Center	0.0%	0.0%	0.0%	0.0%	0.0%	
Total Operating Income Margin	4.1%	4.0%	3.4%	2.8%	1.4%	

Historical Balance Sheet with % of Total

CONSOLIDATED BALANCE SHEETS - USD (\$) \$ in Millions	Jun. 29, 2024	Jul. 01, 2023	Jul. 02, 2022	Jul. 03, 2021	Jun. 27, 2020	Jun. 29, 2019	Jun. 30, 2018	% of Total						
								Assets	Jun. 29, 2024	Jul. 01, 2023	Jul. 02, 2022	Jul. 03, 2021	Jun. 27, 2020	
Current assets														
Cash and cash equivalents	696	745	867	3,007	6,059	513	552	2.8%	3.3%	3.9%	14.0%	26.8%	2.9%	3.1%
Accounts receivable, less allowances of \$54 and \$46	5,324	5,092	4,839	3,782	2,894	4,182	4,074	21.4%	22.3%	21.9%	17.7%	12.8%	23.3%	22.5%
Inventories	4,678	4,481	4,437	3,695	3,095	3,216	3,125	18.8%	19.6%	20.1%	17.3%	13.7%	17.9%	17.3%
Prepaid expenses and other current assets	323	284	304	241	192	211	188	1.3%	1.2%	1.4%	1.1%	0.8%	1.2%	1.0%
Income tax receivable	22	6	36	9	108	20	64	0.1%	0.2%	0.0%	0.5%	0.1%	0.4%	
Total current assets	\$ 11,043	\$ 10,608	\$ 10,483	\$ 10,734	\$ 12,348	\$ 8,142	\$ 8,003	44.3%	46.5%	47.5%	50.1%	54.6%	45.3%	44.3%
Plant and equipment at cost, less accumulated depreciation	\$ 5,497	\$ 4,915	\$ 4,456	\$ 4,326	\$ 4,459	\$ 4,502	\$ 4,522	22.1%	21.5%	20.2%	20.2%	19.7%	25.1%	25.0%
Other long-term assets														
Goodwill	5,153	4,646	4,542	3,944	3,732	3,896	3,955	20.7%	20.4%	20.6%	18.4%	16.5%	21.7%	21.9%
Intangibles, less amortization	1,188	860	953	746	780	857	980	4.8%	3.8%	4.3%	3.5%	3.4%	4.8%	5.4%
Deferred income taxes	445	420	378	353	194	81	84	1.8%	1.8%	1.7%	1.6%	0.9%	0.4%	0.5%
Operating lease right-of-use assets, net	923	732	723	709	604	-	-	3.7%	3.2%	3.3%	2.7%	0.0%	0.0%	0.0%
Other assets	668	640	550	602	511	489	526	2.7%	2.8%	2.5%	2.8%	2.3%	2.7%	2.9%
Total other long-term assets	\$ 8,377	\$ 7,298	\$ 7,146	\$ 6,354	\$ 5,821	\$ 5,323	\$ 5,545	33.6%	32.0%	32.4%	29.7%	25.7%	29.6%	30.7%
Total non-current assets	\$ 13,874	\$ 12,213	\$ 11,602	\$ 10,680	\$ 10,280	\$ 9,825	\$ 10,067	55.7%	53.5%	52.5%	49.9%	45.4%	54.7%	55.7%
Total assets	\$ 24,917	\$ 22,821	\$ 22,086	\$ 21,414	\$ 22,628	\$ 17,967	\$ 18,070	100.0%						
Current liabilities														
Accounts payable	6,200	6,025	5,753	4,885	3,447	4,315	4,136	25.2%	26.4%	26.0%	22.8%	15.2%	24.0%	22.9%
Accrued expenses	2,226	2,251	2,271	1,815	1,616	1,730	1,609	8.9%	9.9%	10.3%	8.5%	7.1%	9.6%	8.9%
Accrued income taxes	131	102	40	23	3	17	57	0.5%	0.4%	0.2%	0.1%	0.0%	0.1%	0.3%
Current operating lease liabilities	125	99	106	103	107	-	-	0.5%	0.4%	0.5%	0.5%	0.5%	0.0%	0.0%
Current maturities of long-term debt	469	63	581	495	1,544	41	787	1.9%	0.3%	2.6%	2.3%	6.8%	0.2%	4.5%
Total current liabilities	\$ 9,241	\$ 8,540	\$ 8,750	\$ 7,320	\$ 6,718	\$ 6,103	\$ 6,589	37.1%	37.4%	39.6%	34.2%	29.7%	34.0%	36.5%
Long-term liabilities														
Long-term debt	11,513	10,348	10,067	10,588	12,902	8,122	7,541	46.2%	45.3%	45.6%	49.4%	57.0%	45.2%	41.7%
Deferred income taxes	345	303	250	147	87	172	319	1.4%	1.3%	1.1%	0.7%	0.4%	1.0%	1.5%
Long-term operating lease liabilities	838	656	636	634	523	-	-	3.4%	2.9%	3.0%	2.3%	0.0%	0.0%	0.0%
Other long-term liabilities	1,089	932	968	1,136	1,205	1,031	1,077	4.4%	4.1%	4.4%	5.3%	5.3%	5.7%	6.0%
Total non-current liabilities	\$ 13,785	\$ 12,239	\$ 11,921	\$ 12,506	\$ 14,718	\$ 9,325	\$ 8,937	55.3%	53.6%	54.0%	58.4%	65.0%	51.9%	49.5%
Total liabilities	\$ 23,026	\$ 20,779	\$ 20,671	\$ 19,826	\$ 21,435	\$ 15,428	\$ 15,526	92.4%	91.1%	93.6%	92.6%	94.7%	85.9%	85.9%
Shareholders' equity														
Preferred stock, par value \$1 per share	-	-	-	-	-	-	-	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Common stock, par value \$1 per share	765	765	765	765	765	765	765	3.1%	3.4%	3.5%	3.4%	4.3%	4.2%	
Paid-in capital	1,908	1,815	1,766	1,620	1,507	1,457	1,384	7.7%	8.0%	8.0%	7.6%	6.7%	8.1%	7.7%
Retained earnings	12,260	11,311	10,540	10,152	10,563	11,230	10,349	49.2%	49.6%	47.7%	47.4%	46.7%	62.5%	57.3%
Accumulated other comprehensive loss	(1,339)	(1,253)	(1,482)	(1,149)	(1,711)	(1,600)	(1,409)	-5.4%	-5.5%	-6.7%	-5.4%	-7.6%	-8.9%	-7.8%
Treasury stock at cost	(11,734)	(10,629)	(10,207)	(9,835)	(9,966)	(9,350)	(8,581)	-47.1%	-46.6%	-46.2%	-45.9%	-44.0%	-52.0%	-47.5%
Total Sysco shareholders' equity	\$ 1,860	\$ 2,009	\$ 1,382	\$ 1,553	\$ 1,159	\$ 2,503	\$ 2,507	7.5%	8.8%	6.3%	7.3%	5.1%	13.9%	13.9%
Noncontrolling interest	\$ 31	\$ 33	\$ 32	\$ 35	\$ 34	\$ 35	\$ 38	0.1%	0.1%	0.1%	0.2%	0.2%	0.2%	0.2%
Total shareholders' equity	\$ 1,891	\$ 2,042	\$ 1,414	\$ 1,587	\$ 1,193	\$ 2,538	\$ 2,545	7.6%	8.9%	6.4%	7.4%	5.3%	14.1%	14.1%
Total liabilities and shareholders' equity	\$ 24,917	\$ 22,821	\$ 22,086	\$ 21,414	\$ 22,628	\$ 17,967	\$ 18,070	100.0%						
Working Capital	\$ 1,802	\$ 2,068	\$ 1,733	\$ 3,414	\$ 5,630	\$ 2,038	\$ 1,415							

Historical Balance Sheet with % Change

CONSOLIDATED BALANCE SHEETS - USD (\$ in Millions)	% Change												
	Jun. 29, 2024	Jul. 01, 2023	Jul. 02, 2022	Jul. 03, 2021	Jun. 27, 2020	Jun. 29, 2019	Jun. 30, 2018	Jun. 29, 2024	Jul. 01, 2023	Jul. 02, 2022	Jul. 03, 2021	Jun. 27, 2020	Jun. 29, 2019
Current assets													
Cash and cash equivalents	696	745	867	3,007	6,059	513	552	-6.6%	-14.1%	-71.2%	-50.4%	+1080.1%	-7.0%
Accounts receivable, less allowances of \$54 and \$46	5,324	5,092	4,839	3,782	2,894	4,182	4,074	+4.6%	+5.2%	+28.0%	+30.7%	-30.8%	+2.7%
Inventories	4,678	4,481	4,437	3,695	3,095	3,216	3,125	+4.4%	+1.0%	+20.1%	+19.4%	-3.8%	+2.9%
Prepaid expenses and other current assets	323	284	304	241	192	211	188	+13.7%	-6.5%	+26.1%	+25.4%	-8.7%	+12.1%
Income tax receivable	22	6	36	9	108	20	64	+266.7%	-83.3%	+310.3%	-91.9%	+447.3%	-69.2%
Total current assets	\$ 11,043	\$ 10,608	\$ 10,483	\$ 10,734	\$ 12,348	\$ 8,142	\$ 8,003	+4.1%	+1.2%	-2.3%	-13.1%	+51.7%	+1.7%
Plant and equipment at cost, less accumulated depreciation	\$ 5,497	\$ 4,915	\$ 4,456	\$ 4,326	\$ 4,459	\$ 4,502	\$ 4,522	+11.8%	+10.3%	+3.0%	-3.0%	-1.0%	-0.4%
Other long-term assets													
Goodwill	5,153	4,646	4,542	3,944	3,732	3,896	3,955	+10.9%	+2.3%	+15.2%	+5.7%	-4.2%	-1.5%
Intangibles, less amortization	1,188	860	953	746	780	857	980	+38.1%	-9.7%	+27.7%	-4.4%	-9.0%	-12.5%
Deferred income taxes	445	420	378	353	194	81	84	+6.0%	+11.2%	+7.1%	+81.6%	+140.4%	-3.5%
Operating lease right-of-use assets, net	923	732	723	709	604	-	-	+26.1%	+1.2%	+2.0%	+17.5%	n/a	n/a
Other assets	668	640	550	602	511	489	526	+4.4%	+16.3%	-8.6%	+17.8%	+4.5%	-7.3%
Total other long-term assets	\$ 8,377	\$ 7,298	\$ 7,146	\$ 6,354	\$ 5,821	\$ 5,233	\$ 5,545	+14.8%	+2.1%	+12.5%	+9.1%	+9.4%	-4.0%
Total non-current assets	\$ 13,874	\$ 12,213	\$ 11,602	\$ 10,680	\$ 10,280	\$ 9,825	\$ 10,067	+13.6%	+5.3%	+8.6%	+3.9%	+4.6%	-2.4%
Total assets	\$ 24,917	\$ 22,821	\$ 22,086	\$ 21,414	\$ 22,628	\$ 17,967	\$ 18,070	+9.2%	+3.3%	+3.1%	-5.4%	+25.9%	-0.6%
Current liabilities													
Accounts payable	6,290	6,025	5,753	4,885	3,447	4,315	4,136	+4.4%	+4.7%	+17.8%	+41.7%	-20.1%	+4.3%
Accrued expenses	2,226	2,251	2,271	1,815	1,616	1,730	1,609	-1.1%	-0.9%	+25.1%	+12.3%	-6.6%	+7.5%
Accrued income taxes	131	102	40	23	3	17	57	+28.4%	+154.7%	+76.8%	+670.7%	-83.1%	-69.5%
Current operating lease liabilities	125	99	106	103	107	-	-	+26.3%	-6.3%	+3.0%	-4.2%	n/a	n/a
Current maturities of long-term debt	469	63	581	495	1,544	41	787	+644.4%	-89.1%	+17.3%	-68.0%	+361.4%	-94.8%
Total current liabilities	\$ 9,241	\$ 8,540	\$ 8,750	\$ 7,320	\$ 6,718	\$ 6,103	\$ 6,589	+8.2%	-2.4%	+19.5%	+9.0%	+10.1%	-7.4%
Long-term liabilities													
Long-term debt	11,513	10,348	10,067	10,588	12,902	8,122	7,541	+11.3%	+2.8%	-4.9%	-17.9%	+58.9%	+7.7%
Deferred income taxes	345	303	250	147	87	172	319	+13.9%	+21.1%	+70.1%	+69.8%	-49.7%	-46.0%
Long-term operating lease liabilities	838	656	636	634	523	-	-	+27.7%	+3.1%	+0.3%	+21.2%	n/a	n/a
Other long-term liabilities	1,089	932	968	1,136	1,205	1,031	1,077	+16.8%	-3.7%	-14.8%	-5.7%	+16.9%	-4.3%
Total non-current liabilities	\$ 13,785	\$ 12,239	\$ 11,921	\$ 12,506	\$ 14,718	\$ 9,325	\$ 8,937	+12.6%	+2.7%	-4.7%	-15.0%	+57.8%	+4.3%
Total liabilities	\$ 23,026	\$ 20,779	\$ 20,671	\$ 19,826	\$ 21,435	\$ 15,428	\$ 15,526	+10.8%	+0.5%	+4.3%	-7.5%	+38.9%	-0.6%
Shareholders' equity													
Preferred stock, par value \$1 per share	-	-	-	-	-	-	-	n/a	n/a	n/a	n/a	n/a	n/a
Common stock, par value \$1 per share	765	765	765	765	765	765	765	+0.0%	-0.0%	+0.0%	+0.0%	+0.0%	+0.0%
Paid-in capital	1,908	1,815	1,766	1,620	1,507	1,457	1,384	+5.1%	+2.8%	+9.0%	+7.5%	+3.4%	+5.3%
Retained earnings	12,260	11,311	10,540	10,152	10,563	11,230	10,349	+8.4%	+7.3%	+3.8%	-3.9%	-5.9%	+8.5%
Accumulated other comprehensive loss	(1,339)	(1,253)	(1,482)	(1,149)	(1,711)	(1,600)	(1,409)	-6.9%	+15.5%	-29.0%	+32.9%	-6.9%	-13.5%
Treasury stock at cost	(11,734)	(10,629)	(10,207)	(9,835)	(9,966)	(8,935)	(8,581)	-10.4%	-4.1%	-3.8%	+1.3%	-6.6%	-9.0%
Total Sysco shareholders' equity	\$ 1,860	\$ 2,009	\$ 1,382	\$ 1,553	\$ 1,159	\$ 2,503	\$ 2,507	-7.4%	+45.3%	-11.0%	+34.0%	-53.7%	-0.2%
Noncontrolling interest	\$ 31	\$ 33	\$ 32	\$ 35	\$ 34	\$ 35	\$ 38	-6.1%	+3.3%	-7.6%	+0.9%	-3.3%	-5.9%
Total shareholders' equity	\$ 1,891	\$ 2,042	\$ 1,414	\$ 1,587	\$ 1,193	\$ 2,538	\$ 2,545	-7.4%	+44.4%	-10.9%	+33.1%	-53.0%	-0.3%
Total liabilities and shareholders' equity	\$ 24,917	\$ 22,821	\$ 22,086	\$ 21,414	\$ 22,628	\$ 17,967	\$ 18,070	+9.2%	+3.3%	+3.1%	-5.4%	+25.9%	-0.6%
Working Capital	\$ 1,802	\$ 2,068	\$ 1,733	\$ 3,414	\$ 5,630	\$ 2,038	\$ 1,415	-12.9%	+19.3%	-49.2%	-39.4%	+176.2%	+44.1%

Historical P/L Statement

CONSOLIDATED RESULTS OF OPERATIONS - USD (\$ in Millions)	% Change												
	Jun. 29, 2024	Jul. 01, 2023	Jul. 02, 2022	Jul. 03, 2021	Jun. 27, 2020	Jun. 29, 2019	Jun. 30, 2018	Jun. 29, 2024	Jul. 01, 2023	Jul. 02, 2022	Jul. 03, 2021	Jun. 27, 2020	Jun. 29, 2019
Income Statement [Abstract]													
Sales	78,844	76,325	68,636	51,298	52,893	60,114	58,727	+3.3%	+11.2%	+33.8%	-3.0%	-12.0%	+2.4%
Cost of sales	64,236	62,370	56,316	41,941	42,992	48,705	47,642	+3.0%	+10.8%	+34.3%	-2.4%	-11.7%	+2.2%
Gross profit	\$ 14,608	\$ 13,955	\$ 12,320	\$ 9,357	\$ 9,902	\$ 11,409	\$ 11,085	+4.7%	+13.3%	+31.7%	-5.5%	-13.2%	+2.9%
Operating expenses	11,406	10,916	9,974	7,910	9,152	9,079	8,771	+4.5%	+9.4%	+26.1%	-13.6%	+0.8%	+3.5%
Operating income	\$ 3,202	\$ 3,039	\$ 2,346	\$ 1,447	\$ 750	\$ 2,330	\$ 2,314	+5.4%	+29.5%	+62.1%	+93.1%	-67.8%	+0.7%
Interest expense	607	527	624	880	408	360	395	+15.2%	-15.5%	-29.1%	+115.6%	+13.3%	-8.9%
Other expense (income), net [1]	30	227	(25)	(18)	48	(36)	(38)	-86.8%	+1008.0%	-41.4%	-136.9%	+232.7%	+4.1%
Earnings before income taxes	\$ 2,565	\$ 2,285	\$ 1,747	\$ 585	\$ 293	\$ 2,006	\$ 1,956	+12.3%	+30.8%	+398.8%	+99.3%	-85.4%	+2.5%
Income taxes	610	515	388	61	78	332	525	+18.4%	+32.7%	+541.1%	-22.3%	-76.5%	-36.9%
Net earnings	\$ 1,955	\$ 1,770	\$ 1,359	\$ 524	\$ 215	\$ 1,674	\$ 1,431	+10.5%	+30.2%	+159.2%	+143.3%	-87.1%	+17.0%
Basic earnings per share (in dollars per share)	3.90	3.49	2.66	1.03	0.42	3.24	2.74						
Diluted earnings per share (in dollars per share)	3.89	3.47	2.64	1.02	0.42	3.20	2.70						
Average shares outstanding (in shares)	501,238,422	507,362,913	510,630,645	510,696,398	510,121,071	516,890,581	522,926,914						
Diluted shares outstanding (in shares)	503,096,086	509,719,756	514,005,827	513,555,088	514,025,974	523,381,124	529,089,854						

Historical Equity Statement

(In thousands)

(In thousands, except for share data)	Common Stock			Accumulated Other Comprehensive Loss	Treasury Stock			Totals
	Shares	Amount	Paid-in Capital		Shares	Amounts		
Balance as of June 30, 2018	765,174,900	\$ 765,175	\$ 1,383,619	\$ 10,348,628	\$ (1,409,269)	244,533,248	\$ (8,581,196)	\$ 2,506,957
Net earnings				1,674,271				1,674,271
Foreign currency translation adjustment					(119,126)			(119,126)
Amortization of cash flow hedges, net of tax					8,620			8,620
Change in cash flow hedges, net of tax					(4,062)			(4,062)
Change in net investment hedge, net of tax					43,839			43,839
Reclassification of pension and other postretirement benefit plans amounts to net earnings, net of tax					32,516			32,516
Pension funded status adjustment, net of tax					(155,074)			(155,074)
Change in marketable securities, net of tax					2,827			2,827
Dividends declared (\$1.53 per common share)				(793,220)				(793,220)
Treasury stock purchases					14,960,390	(1,021,881)	(1,021,881)	
Increase in ownership interest in subsidiaries				(54,877)				(54,877)
Share-based compensation awards				128,677		(7,195,712)	253,136	381,813
BALANCE AS OF JUNE 29, 2019	765,174,900	\$ 765,175	\$ 1,457,419	\$ 11,229,679	\$ (1,599,729)	252,297,926	\$ (9,349,941)	\$ 2,502,603
Net earnings				215,475				215,475
Foreign currency translation adjustment					(112,215)			(112,215)
Amortization of cash flow hedges, net of tax					8,620			8,620
Change in cash flow hedges, net of tax					(7,257)			(7,257)
Change in net investment hedges, net of tax					43,529			43,529
Reclassification of pension and other postretirement benefit plans amounts to net earnings, net of tax					44,646			44,646
Pension funded status adjustment, net of tax					(92,743)			(92,743)
Change in marketable securities, net of tax					4,268			4,268
Adoption of ASU 2016-02, Leases (Topic 842), net of tax				1,978				1,978
Dividends declared (\$1.74 per common share)				(884,124)				(884,124)
Treasury stock purchases					11,030,287	(843,251)	(843,251)	
Share-based compensation awards				49,482		(6,412,388)	227,602	277,084
BALANCE AS OF JUNE 27, 2020	765,174,900	\$ 765,175	\$ 1,506,901	\$ 10,563,008	\$ (1,710,881)	256,915,825	\$ (9,965,590)	\$ 1,158,613

(In thousands except for share data)	Common Stock			Accumulated Other Comprehensive Loss	Treasury Stock			Totals
	Shares	Amount	Paid-in Capital		Retained Earnings	Shares	Amounts	
Net earnings				524,209				524,209
Foreign currency translation adjustment					362,292			362,292
Amortization of cash flow hedges, net of tax					8,812			8,812
Change in cash flow hedges, net of tax					14,125			14,125
Change in net investment hedges, net of tax					(24,155)			(24,155)
Reclassification of pension and other postretirement benefit plans amounts to net earnings, net of tax					47,243			47,243
Pension funded status adjustment, net of tax					156,480			156,480
Change in marketable securities, net of tax					(2,680)			(2,680)
Adoption of ASU 2016-13, Financial Instruments - Credit Losses (Topic 326), net of tax					(2,068)			(2,068)
Dividends declared (\$1.82 per common share)					(933,443)			(933,443)
Share-based compensation awards		113,094				(3,573,230)	130,374	243,468
BALANCE AS OF JULY 3, 2021	765,174,900	\$ 765,175	\$ 1,619,995	\$ 10,151,706	\$ (1,148,764)	253,342,595	\$ (9,835,216)	\$ 1,552,896

(In millions)

(In millions, except for share data)	Common Stock			Accumulated Other Comprehensive Loss	Treasury Stock			Totals
	Shares	Amount	Paid-in Capital		Retained Earnings	Shares	Amounts	
Balance as of July 3, 2021	765,174,900	\$ 765	\$ 1,620	\$ 10,152	\$ (1,149)	253,342,595	\$ (9,835)	\$ 1,553
Net earnings				1,359				1,359
Other comprehensive loss					(333)			(333)
Dividends declared (\$1.90 per common share)					(971)			(971)
Treasury stock purchases						6,698,991	(500)	(500)
Share-based compensation awards		146				(3,510,043)	128	274
BALANCE AS OF JULY 2, 2022	765,174,900	\$ 765	\$ 1,766	\$ 10,540	\$ (1,482)	256,531,543	\$ (10,207)	\$ 1,382
Net earnings				1,770				1,770
Other comprehensive income					229			229
Dividends declared (\$1.97 per common share)					(999)			(999)
Treasury stock purchases						6,231,071	(500)	(500)
Increase in ownership interest in subsidiaries				(2)				(2)
Share-based compensation awards		51				(2,699,780)	78	129
BALANCE AS OF JULY 1, 2023	765,174,900	\$ 765	\$ 1,815	\$ 11,311	\$ (1,253)	260,062,834	\$ (10,629)	\$ 2,009
Net earnings				1,955				1,955
Other comprehensive loss					(86)			(86)
Dividends declared (\$2.01 per common share)					(1,006)			(1,006)
Treasury stock purchases				(25)		16,452,041	(1,216)	(1,241)
Share-based compensation awards		118				(3,098,190)	111	229
BALANCE AS OF JUNE 29, 2024	765,174,900	\$ 765	\$ 1,908	\$ 12,260	\$ (1,339)	273,416,685	\$ (11,734)	\$ 1,860

Historical Cash Flow Statement

CONSOLIDATED CASH FLOWS - USD (\$) \$ in Millions	Jun. 29, 2024	Jul. 01, 2023	Jul. 02, 2022	Jul. 03, 2021	Jun. 27, 2020	Jun. 29, 2019	Jun. 30, 2018
Cash flows from operating activities:							
Net earnings	1,955	1,770	1,359	524	215	1,674	1,431
Adjustments to reconcile net earnings to cash provided by operating activities:							
Pension settlement charge	-	315	-	-	-	-	-
Share-based compensation expense	104	96	122	96	42	105	94
Depreciation and amortization	873	776	773	738	806	764	765
Operating lease asset amortization	124	113	108	114	108	-	-
Amortization of debt issuance and other debt-related costs	19	20	22	26	23	21	28
Deferred income taxes	27	(16)	(64)	(158)	(191)	(127)	188
Provision for losses (gains) on receivables	57	36	(15)	(153)	404	63	21
Loss on extinguishment of debt	-	-	116	294	-	-	53
Gain on sale of business	-	-	-	-	-	(66)	-
Loss on sale of business	-	-	-	23	-	-	-
Goodwill impairment	-	-	-	-	203	-	-
Impairment of assets held for sale	-	-	-	-	56	-	-
Other non-cash items	(12)	(7)	(13)	(17)	(1)	(3)	4
Additional changes in certain assets and liabilities, net of effect of businesses acquired:							
Increase in receivables	(110)	(271)	(971)	(662)	916	(203)	(37)
Increase in inventories	(70)	(22)	(709)	(551)	115	(115)	(90)
(Increase) decrease in prepaid expenses and other current assets	(2)	2	5	(33)	10	(19)	(20)
Increase in accounts payable	104	196	810	1,459	(834)	246	77
(Decrease) increase in accrued expenses	(12)	22	423	167	(140)	138	47
Decrease in operating lease liabilities	(144)	(134)	(126)	(142)	(124)	-	-
Increase (decrease) in accrued income taxes	13	92	(10)	119	(103)	5	(11)
Decrease (increase) in other assets	38	6	(1)	19	21	(21)	(81)
Increase (decrease) in other long-term liabilities	25	(126)	(38)	41	93	(51)	(315)
Net cash provided by operating activities	2,989	2,868	1,791	1,904	1,619	2,411	2,155
Cash flows from investing activities:							
Additions to plant and equipment	(832)	(793)	(633)	(471)	(720)	(692)	(688)
Proceeds from sales of plant and equipment	79	42	24	59	29	21	22
Acquisition of businesses, net of cash acquired	(1,210)	(37)	(1,281)	-	(143)	(107)	(248)
Proceeds from sale of business	-	-	-	-	-	150	-
Purchase of marketable securities	(33)	(16)	(19)	(53)	(11)	(116)	-
Proceeds from sales of marketable securities	29	12	17	36	21	-	-
Other investing activities	5	7	14	-	69	2	3
Net cash used for investing activities	(1,962)	(785)	(1,878)	(429)	(756)	(743)	(910)
Cash flows from financing activities:							
Bank and commercial paper borrowings, net	200	-	-	(826)	617	132	(120)
Other debt borrowings including senior notes	1,362	249	1,248	1	6,784	388	1,001
Other debt repayments including senior notes	(447)	(830)	(494)	(2,003)	(1,119)	(790)	(552)
Redemption premiums and repayments for senior notes	-	-	(1,396)	(1,000)	-	-	(282)
Cash received from termination of interest rate swap agreements	-	-	23	-	-	-	-
Proceeds from stock option exercises	120	79	128	130	228	253	269
Stock repurchases	(1,232)	(500)	(500)	-	(845)	(1,022)	(979)
Dividends paid	(1,008)	(996)	(959)	(918)	(856)	(775)	(722)
Other financing activities	(33)	(58)	(37)	(13)	(88)	(23)	(25)
Net cash used for financing activities	(1,038)	(2,056)	(1,987)	(4,628)	4,720	(1,837)	(1,410)
Effect of exchange rates on cash, cash equivalents and restricted cash	(10)	8	(32)	95	(19)	(15)	12
Net (decrease) increase in cash, cash equivalents and restricted cash	(21)	35	(2,106)	(3,058)	5,563	(184)	(154)
Cash, cash equivalents and restricted cash at beginning of period	966	931	3,037	6,096	532	716	870
Cash, cash equivalents and restricted cash at end of period	945	966	931	3,037	6,096	532	716
Free Cash Flow	2,236	2,117	1,182	1,492	927	1,740	1,490

US Foods

KPIs by Segment

n/a

Historical Balance Sheet with % of Total

Consolidated Balance Sheets - USD (\$ in Millions)						% of Total						
	Dec. 30, 2023	Dec. 31, 2022	Jan. 01, 2022	Jan. 02, 2021	Dec. 28, 2019	Dec. 29, 2018	Dec. 30, 2023	Dec. 31, 2022	Jan. 01, 2022	Jan. 02, 2021	Dec. 28, 2019	Dec. 29, 2018
						Assets						
Current assets:												
Cash and cash equivalents	269	211	148	828	90	104	2.0%	1.7%	1.2%	6.7%	0.8%	1.1%
Accounts receivable, less allowances of \$18 and \$30	1,854	1,705	1,469	1,084	1,455	1,347	14.1%	13.3%	11.7%	8.7%	12.9%	14.7%
Vendor receivables, less allowances of \$5 and \$8	156	143	145	121	143	106	1.2%	1.1%	1.2%	1.0%	1.3%	1.2%
Inventories—net	1,600	1,616	1,686	1,273	1,432	1,279	12.1%	12.7%	13.5%	10.2%	12.7%	13.9%
Prepaid expenses	138	124	120	132	109	106	1.0%	1.0%	1.0%	1.1%	1.0%	1.2%
Assets held for sale	-	2	8	1	1	7	0.0%	0.0%	0.1%	0.0%	0.0%	0.1%
Other current assets	14	19	18	26	32	30	0.1%	0.1%	0.1%	0.2%	0.3%	0.3%
Total current assets	\$ 4,031	\$ 3,820	\$ 3,594	\$ 3,465	\$ 3,262	\$ 2,979	30.6%	29.9%	28.7%	27.9%	28.9%	32.4%
Property and equipment—net	2,280	2,171	2,033	2,021	2,075	1,842	17.3%	17.0%	16.2%	16.3%	18.4%	20.1%
Goodwill	5,697	5,625	5,625	5,637	4,728	3,967	43.2%	44.0%	44.9%	45.4%	41.9%	43.2%
Other intangibles—net	803	785	830	892	967	324	6.1%	6.1%	6.6%	7.2%	8.6%	3.5%
Deferred tax assets	-	-	8	1	-	7	0.0%	0.0%	0.1%	0.0%	0.0%	0.1%
Other assets	376	372	431	407	256	67	2.9%	2.9%	3.4%	3.3%	2.3%	0.7%
Total non-current assets	\$ 9,156	\$ 8,953	\$ 8,927	\$ 8,958	\$ 8,026	\$ 6,207	69.4%	70.1%	71.3%	72.1%	71.1%	67.6%
Total assets	\$ 13,187	\$ 12,773	\$ 12,521	\$ 12,423	\$ 11,288	\$ 9,186	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Current liabilities:												
Cash overdraft liability	220	175	183	136	222	157	1.7%	1.4%	1.5%	1.1%	2.0%	1.7%
Accounts payable	2,051	1,855	1,662	1,218	1,460	1,359	15.6%	14.5%	13.3%	9.8%	12.9%	14.8%
Accrued expenses and other current liabilities	731	650	610	497	538	454	5.5%	5.1%	4.9%	4.0%	4.8%	4.9%
Current portion of long-term debt	110	116	95	131	142	106	0.8%	0.9%	0.8%	1.1%	1.3%	1.2%
Total current liabilities	\$ 3,112	\$ 2,796	\$ 2,550	\$ 1,982	\$ 2,362	\$ 2,076	23.6%	21.9%	20.4%	16.0%	20.9%	22.6%
Long-term debt	4,564	4,738	4,916	5,617	4,594	3,351	34.6%	37.1%	39.3%	45.2%	40.7%	36.5%
Noncurrent deferred tax liability	293	298	307	270	308	298	2.2%	2.3%	2.5%	2.2%	2.7%	3.2%
Other long-term liabilities	469	446	479	505	315	232	3.6%	3.5%	3.8%	4.1%	2.8%	2.5%
Total non-current liabilities	\$ 5,326	\$ 5,482	\$ 5,702	\$ 6,392	\$ 5,217	\$ 3,881	40.4%	42.9%	45.5%	51.5%	46.2%	42.2%
Total liabilities	\$ 8,438	\$ 8,278	\$ 8,252	\$ 8,374	\$ 7,579	\$ 5,957	64.0%	64.8%	65.9%	67.4%	67.1%	64.8%
Commitments and contingencies (Note 22)												
Series A convertible preferred stock, \$0.01 par value	\$ -	\$ 534	\$ 534	\$ 519	\$ -	\$ -	0.0%	4.2%	4.3%	4.2%	0.0%	0.0%
Shareholders' equity:												
Common stock, \$0.01 par value	3	2	2	2	2	2	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Additional paid-in capital	3,663	3,036	2,970	2,901	2,845	2,780	27.8%	23.8%	23.7%	23.4%	25.2%	30.3%
Retained earnings	1,509	1,010	782	661	916	531	11.4%	7.9%	6.2%	5.3%	8.1%	5.8%
Accumulated other comprehensive loss	(115)	(73)	(19)	(34)	(54)	(84)	-0.9%	-0.6%	-0.2%	-0.3%	-0.5%	-0.9%
Treasury Stock	(311)	(14)	-	-	-	-	-2.4%	-0.1%	0.0%	0.0%	0.0%	0.0%
Total shareholders' equity	\$ 4,749	\$ 3,961	\$ 3,735	\$ 3,530	\$ 3,709	\$ 3,229	36.0%	31.0%	29.8%	28.4%	32.9%	35.3%
Total mezzanine equity and shareholders' equity	\$ 4,749	\$ 4,495	\$ 4,269	\$ 4,049	\$ 3,709	\$ 3,229	36.0%	35.2%	34.1%	32.6%	32.9%	35.2%
Total liabilities, mezzanine equity and shareholders' equity	\$ 13,187	\$ 12,773	\$ 12,521	\$ 12,423	\$ 11,288	\$ 9,186						
Working Capital	\$ 919	\$ 1,024	\$ 1,044	\$ 1,483	\$ 900	\$ 903						

Historical Balance Sheet with % Change

Consolidated Balance Sheets - USD (\$) \$ in Millions							% Change				
	Dec. 30, 2023	Dec. 31, 2022	Jan. 01, 2022	Jan. 02, 2021	Dec. 28, 2019	Dec. 29, 2018	Dec. 30, 2023	Dec. 31, 2022	Jan. 01, 2022	Jan. 02, 2021	Dec. 28, 2019
Current assets:											
Cash and cash equivalents	269	211	148	828	90	104	+27.5%	+42.6%	-82.1%	+820.0%	-13.5%
Accounts receivable, less allowances of \$18 and \$30	1,854	1,705	1,469	1,084	1,455	1,347	+8.7%	+16.1%	+35.5%	-25.5%	+8.0%
Vendor receivables, less allowances of \$5 and \$8	156	143	145	121	143	106	+9.1%	-1.4%	+19.8%	-15.4%	+34.9%
Inventories—net	1,600	1,616	1,686	1,273	1,432	1,279	-1.0%	-4.2%	+32.4%	-11.1%	+12.0%
Prepaid expenses	138	124	120	132	109	106	+11.3%	+3.3%	-9.1%	+21.1%	+2.8%
Assets held for sale	-	2	8	1	1	7	-100.0%	-75.0%	+700.0%	+0.0%	-85.7%
Other current assets	14	19	18	26	32	30	-26.3%	+5.6%	-30.8%	-18.8%	+6.7%
Total current assets	\$ 4,031	\$ 3,820	\$ 3,594	\$ 3,465	\$ 3,262	\$ 2,979	+5.5%	+6.3%	+3.7%	+6.2%	+9.5%
Property and equipment—net											
Goodwill	2,280	2,171	2,033	2,021	2,075	1,842	+5.0%	+6.8%	+0.6%	-2.6%	+12.6%
Other intangibles—net	5,697	5,625	5,625	5,637	4,728	3,967	+1.3%	+0.0%	-0.2%	+19.2%	+19.2%
Deferred tax assets	803	785	830	892	967	324	+2.3%	-5.4%	-7.0%	-7.8%	+198.5%
Other assets	376	372	431	407	256	67	n/a	-100.0%	+700.0%	n/a	-100.0%
Total non-current assets	\$ 9,156	\$ 8,953	\$ 8,927	\$ 8,958	\$ 8,026	\$ 6,207	+2.3%	+0.3%	-0.3%	+11.6%	+29.3%
Total assets	\$ 13,187	\$ 12,773	\$ 12,521	\$ 12,423	\$ 11,288	\$ 9,186	+3.2%	+2.0%	+0.8%	+10.1%	+22.9%
Current liabilities:											
Cash overdraft liability	220	175	183	136	222	157	+25.7%	-4.4%	+34.6%	-38.7%	+41.4%
Accounts payable	2,051	1,855	1,662	1,218	1,460	1,359	+10.6%	+11.6%	+36.5%	-16.6%	+7.4%
Accrued expenses and other current liabilities	731	650	610	497	538	454	+12.5%	+6.6%	+22.7%	-7.6%	+18.5%
Current portion of long-term debt	110	116	95	131	142	106	-5.2%	+22.1%	-27.5%	-7.7%	+34.0%
Total current liabilities	\$ 3,112	\$ 2,796	\$ 2,550	\$ 1,982	\$ 2,362	\$ 2,076	+11.3%	+9.6%	+28.7%	-16.1%	+13.8%
Long-term debt	4,564	4,738	4,916	5,617	4,594	3,351	-3.7%	-3.6%	-12.5%	+22.3%	+37.1%
Noncurrent deferred tax liability	293	298	307	270	308	298	-1.7%	-2.9%	+13.7%	-12.3%	+3.4%
Other long-term liabilities	469	446	479	505	315	232	+5.2%	-6.9%	-5.1%	+60.3%	+35.8%
Total non-current liabilities	\$ 5,326	\$ 5,482	\$ 5,702	\$ 6,392	\$ 5,217	\$ 3,881	-2.8%	-3.9%	-10.8%	+22.5%	+34.4%
Total liabilities	\$ 8,438	\$ 8,278	\$ 8,252	\$ 8,374	\$ 7,579	\$ 5,957	+1.9%	+0.3%	-1.5%	+10.5%	+27.2%
Commitments and contingencies (Note 22)											
Series A convertible preferred stock, \$0.01 par value	\$ -	\$ 534	\$ 534	\$ 519	\$ -	\$ -	-100.0%	+0.0%	+2.9%	n/a	n/a
Shareholders' equity:											
Common stock, \$0.01 par value	3	2	2	2	2	2	+50.0%	+0.0%	+0.0%	+0.0%	+0.0%
Additional paid-in capital	3,663	3,036	2,970	2,901	2,845	2,780	+20.7%	+2.2%	+2.4%	+2.0%	+2.3%
Retained earnings	1,509	1,010	782	661	916	531	+49.4%	+29.2%	+18.3%	-27.8%	+72.5%
Accumulated other comprehensive loss	(115)	(73)	(19)	(34)	(54)	(84)	-57.5%	-284.2%	+44.1%	+37.0%	+35.7%
Treasury Stock	(311)	(14)	-	-	-	-	-212.4%	n/a	n/a	n/a	n/a
Total shareholders' equity	\$ 4,749	\$ 3,961	\$ 3,735	\$ 3,530	\$ 3,709	\$ 3,229	+19.9%	+6.1%	+5.8%	-4.8%	+14.9%
Total mezzanine equity and shareholders' equity	\$ 4,749	\$ 4,495	\$ 4,269	\$ 4,049	\$ 3,709	\$ 3,229	+5.7%	+5.3%	+5.4%	+9.2%	+14.9%
Total liabilities, mezzanine equity and shareholders' equity	\$ 13,187	\$ 12,773	\$ 12,521	\$ 12,423	\$ 11,288	\$ 9,186	+3.2%	+2.0%	+0.8%	+10.1%	+22.9%
Working Capital	\$ 919	\$ 1,024	\$ 1,044	\$ 1,483	\$ 900	\$ 903	-10.3%	-1.9%	-29.6%	+64.8%	-0.3%

Historical P/L Statement

Consolidated Statements of Comprehensive Income - \$ in Millions							% Change				
	Dec. 30, 2023	Dec. 31, 2022	Jan. 01, 2022	Jan. 02, 2021	Dec. 28, 2019	Dec. 29, 2018	Dec. 30, 2023	Dec. 31, 2022	Jan. 01, 2022	Jan. 02, 2021	Dec. 28, 2019
Statement of Comprehensive Income [Abstract]											
Net sales	35,597	34,057	29,487	22,885	25,939	24,175	+4.5%	+15.5%	+28.8%	-11.8%	+7.3%
Cost of goods sold	29,449	28,565	24,832	19,166	21,352	19,869	+3.1%	+15.0%	+29.6%	-10.2%	+7.5%
Gross profit	\$ 6,148	\$ 5,492	\$ 4,655	\$ 3,719	\$ 4,587	\$ 4,306	+11.9%	+18.0%	+25.2%	-18.9%	+6.5%
Operating expenses:											
Distribution, selling and administrative costs	5,117	4,886	4,220	3,757	3,888	3,647	+4.7%	+15.8%	+12.3%	-3.4%	+6.6%
Restructuring costs and asset impairment charges	14	12	11	39	-	1	+16.7%	+9.1%	-71.8%	n/a	-100.0%
Total operating expenses	5,131	4,898	4,231	3,796	3,888	3,648	+4.8%	+15.8%	+11.5%	-2.4%	+6.6%
Operating income	\$ 1,017	\$ 594	\$ 424	\$ (77)	\$ 699	\$ 658	+71.2%	+40.1%	+650.6%	-111.0%	+6.2%
Other income—net	(6)	(22)	(26)	(21)	4	(13)	+72.7%	+15.4%	-23.8%	-625.0%	+130.8%
Interest expense—net	324	255	213	238	184	175	+27.1%	+19.7%	-10.5%	+29.3%	+5.1%
Loss on extinguishment of Debt	21	-	23	-	-	-	n/a	-100.0%	n/a	n/a	n/a
Income before income taxes	\$ 678	\$ 361	\$ 214	\$ (294)	\$ 511	\$ 496	+87.8%	+68.7%	+172.8%	-157.5%	+3.0%
Income tax provision	172	96	50	(68)	126	89	+79.2%	+92.0%	+173.5%	-154.0%	+41.6%
Net income	\$ 506	\$ 265	\$ 164	\$ (226)	\$ 385	\$ 407	+90.9%	+61.6%	+172.6%	-158.7%	-5.4%

Historical Equity Statement
(In millions)

	Number of Common Shares	Common Shares at Par Value	Additional Paid-In Capital	Retained Earnings	Accumulated Other Comprehensive Loss	Total Shareholders' Equity		
BALANCE-December 30, 2017	215	\$ 2	\$ 2,720	\$ 124	\$ (95)	\$ 2,751		
Share-based compensation expense	—	—	28	—	—	28		
Proceeds from employee stock purchase plan	1	—	19	—	—	19		
Exercise of stock options	1	—	19	—	—	19		
Tax withholding payments for net share-settled equity awards	—	—	(6)	—	—	(6)		
Changes in retirement benefit obligations, net of income tax	—	—	—	—	6	6		
Unrecognized gain on interest rate swaps, net of income tax	—	—	—	—	5	5		
Net income	—	—	—	407	—	407		
BALANCE-December 29, 2018	217	\$ 2	\$ 2,780	\$ 531	\$ (84)	\$ 3,229		
Share-based compensation expense	—	—	32	—	—	32		
Proceeds from employee stock purchase plan	1	—	19	—	—	19		
Exercise of stock options	2	—	19	—	—	19		
Tax withholding payments for net share-settled equity awards	—	—	(5)	—	—	(5)		
Changes in retirement benefit obligations, net of income tax	—	—	—	—	45	45		
Unrecognized loss on interest rate swaps, net of income tax	—	—	—	—	(15)	(15)		
Net income	—	—	—	385	—	385		
BALANCE-December 28, 2019	220	\$ 2	\$ 2,845	\$ 916	\$ (54)	\$ 3,709		
Share-based compensation expense	—	—	40	—	—	40		
Proceeds from employee stock purchase plan	1	—	18	—	—	18		
Exercise of stock options	—	—	3	—	—	3		
Tax withholding payments for net share-settled equity awards	—	—	(5)	—	—	(5)		
Series A convertible preferred stock dividends	—	—	—	(28)	—	(28)		
Changes in retirement benefit obligations, net of income tax	—	—	—	—	23	23		
Unrecognized loss on interest rate swaps, net of income tax	—	—	—	—	(3)	(3)		
Adoption of ASU 2016-13 (Note 3 and Note 7)	—	—	—	(1)	—	(1)		
Net loss	—	—	—	(226)	—	(226)		
BALANCE-January 2, 2021	221	\$ 2	\$ 2,901	\$ 661	\$ (34)	\$ 3,530		
	Number of Common Shares	Common Shares at Par Value	Additional Paid-In Capital	Retained Earnings	Number of Treasury Shares	Treasury Stock	Accumulated Other Comprehensive Loss	Total Shareholders' Equity
BALANCE-January 2, 2021	221.0	\$ 2	\$ 2,901	\$ 661	—	\$ —	\$ (34)	\$ 3,530
Share-based compensation expense	—	—	48	—	—	—	—	48
Proceeds from employee stock purchase plan	0.7	—	20	—	—	—	—	20
Vested restricted stock units, net	0.7	—	—	—	—	—	—	—
Exercise of stock options	0.6	—	15	—	—	—	—	15
Tax withholding payments for net share-settled equity awards	—	—	(14)	—	—	—	—	(14)
Series A convertible preferred stock dividends	—	—	—	(43)	—	—	—	(43)
Changes in retirement benefit obligations, net of income tax	—	—	—	—	—	—	10	10
Interest rate hedge activity, net of income tax	—	—	—	—	—	—	5	5
Net income	—	—	—	164	—	—	—	164
BALANCE-January 1, 2022	223.0	\$ 2	\$ 2,970	\$ 782	—	\$ —	\$ (19)	\$ 3,735
Share-based compensation expense	—	—	45	—	—	—	—	45
Proceeds from employee stock purchase plan	0.8	—	22	—	—	—	—	22
Vested restricted stock units, net	0.8	—	—	—	—	—	—	—
Exercise of stock options	0.6	—	15	—	—	—	—	15
Tax withholding payments for net share-settled equity awards	—	—	(16)	—	—	—	—	(16)
Series A convertible preferred stock dividends	—	—	—	(37)	—	—	—	(37)
Changes in retirement benefit obligations, net of income tax	—	—	—	—	—	—	(54)	(54)
Common stock repurchased	—	—	—	—	0.4	(14)	—	(14)
Net income	—	—	—	265	—	—	—	265
BALANCE-December 31, 2022	225.2	\$ 2	\$ 3,036	\$ 1,010	0.4	\$ (14)	\$ (73)	\$ 3,961
Share-based compensation expense	—	—	56	—	—	—	—	56
Proceeds from employee stock purchase plan	0.7	—	24	—	—	—	—	24
Vested restricted stock units, net	0.8	—	—	—	—	—	—	—
Exercise of stock options	1.2	—	25	—	—	—	—	25
Tax withholding payments for net share-settled equity awards	—	—	(12)	—	—	—	—	(12)
Series A convertible preferred stock conversion to common stock	25.0	1	534	—	—	—	—	535
Series A convertible preferred stock dividends	—	—	—	(7)	—	—	—	(7)
Changes in retirement benefit obligations, net of income tax	—	—	—	—	—	—	(43)	(43)
Interest rate hedge activity, net of income tax	—	—	—	—	—	—	1	1
Common stock repurchased	—	—	—	—	7.4	(294)	—	(294)
Excise tax on common stock repurchases	—	—	—	—	—	(3)	—	(3)
Net income	—	—	—	506	—	—	—	506
BALANCE-December 30, 2023	252.9	\$ 3	\$ 3,663	\$ 1,509	7.8	\$ (311)	\$ (115)	\$ 4,749

Historical Cash Flow Statement

Consolidated Statements of Cash Flows - USD (\$)		\$ in Millions					
		Dec. 30, 2023	Dec. 31, 2022	Jan. 01, 2022	Jan. 02, 2021	Dec. 28, 2019	Dec. 29, 2018
Cash flows from operating activities:							
Net income	\$	506	\$	265	\$	164	\$
		(226)				(385)	
Adjustments to reconcile net income to net cash provided by operating activities:							
Depreciation and amortization		395		372		378	
Gain on disposal of property and equipment, net		(6)		(5)		(1)	
Tangible asset impairment charges		1		10		1	
Intangible asset impairment charges		-		-		7	
Loss on extinguishment of Debt		21		-		23	
Amortization of deferred financing costs		17		12		15	
Deferred tax provision		9		17		38	
Share-based compensation expense		56		45		48	
Provision (benefit) for doubtful accounts		24		6		(24)	
						63	
Changes in operating assets and liabilities, net of business acquisitions:							
Increase in receivables		(157)		(240)		(386)	
Decrease (increase) in inventories		61		70		(413)	
(Increase) decrease in prepaid expenses and other assets		(67)		(24)		4	
Increase in accounts payable and cash overdraft liability		200		193		471	
Increase in accrued expenses and other liabilities		80		44		94	
						(12)	
Net cash provided by operating activities	\$	1,140	\$	765	\$	419	\$
						413	
						\$	760
							\$
							609
Cash flows from investing activities:							
Acquisition of businesses - net of cash received		(196)		-		(972)	
Proceeds from sales of divested assets		-		-		5	
Proceeds from sales of property and equipment		10		10		7	
Purchases of property and equipment		(309)		(265)		(274)	
						(189)	
Net cash used in investing activities	\$	(495)	\$	(255)	\$	(262)	\$
						(1,110)	
						\$	(1,987)
							\$
							(232)
Cash flows from financing activities:							
Repurchase of Senior Note Debt		(1,000)		-		-	
Issuance of new Senior Note Debt		1,000		-		-	
Principal payments on debt repricing		(43)		-		-	
Proceeds from debt repricing		43		-		-	
Proceeds from debt borrowings		456		1,207		2,305	
Principal payments on debt and financing leases		(766)		(1,620)		(3,105)	
Net proceeds from issuance of Series A convertible preferred stock		-		-		491	
Dividends paid on Series A convertible preferred stock		(7)		(37)		(28)	
Debt financing costs and fees		(11)		(4)		(30)	
Repurchase of common stock		(294)		(14)		-	
Proceeds from employee stock purchase plan		24		22		20	
Proceeds from exercise of stock options		26		15		15	
Purchase of interest rate caps		(3)		-		-	
Tax withholding payments for net share-settled equity awards		(12)		(16)		(14)	
						(5)	
Net cash used in financing activities	\$	(587)	\$	(447)	\$	(837)	\$
						1,427	
						\$	1,220
							\$
							(391)
Net (decrease) increase in cash, cash equivalents and restricted cash	\$	58	\$	63	\$	(680)	\$
Cash, cash equivalents and restricted cash—beginning of year	\$	211	\$	148	\$	828	\$
Cash, cash equivalents and restricted cash—end of year	\$	269	\$	211	\$	148	\$
						828	
Free Cash Flow	\$	841	\$	510	\$	152	\$
						268	
						\$	511
							\$
							377

Performance Food Group

KPIs by Segment

	Jun. 29, 2024	Jul. 01, 2023	Jul. 02, 2022	Jul. 03, 2021	Jun. 27, 2020		% of Total				
Net Sales							49.8%	49.8%	52.2%	72.0%	66.7%
Foodservice	\$ 29,025	\$ 28,491	\$ 26,579	\$ 21,890	\$ 16,741		8.2%	7.9%	7.2%	8.4%	12.6%
Vistar	\$ 4,790	\$ 4,549	\$ 3,682	\$ 2,540	\$ 3,166		41.5%	42.1%	40.5%	19.6%	20.6%
Convenience	\$ 24,177	\$ 24,120	\$ 20,603	\$ 5,947	\$ 5,173		1.6%	1.2%	1.0%	1.4%	1.4%
Corporate & All Other	\$ 946	\$ 700	\$ 527	\$ 429	\$ 346		-1.1%	-1.1%	-1.0%	-1.3%	-1.4%
Intersegment Eliminations	\$ (656)	\$ (605)	\$ (497)	\$ (406)	\$ (339)						
Total Net Sales	\$ 58,281	\$ 57,255	\$ 50,894	\$ 30,399	\$ 25,086		100.0%	100.0%	100.0%	100.0%	100.0%
Adjusted EBITDA	Jun. 29, 2024	Jul. 01, 2023	Jul. 02, 2022	Jul. 03, 2021	Jun. 27, 2020		% of Total				
Foodservice	\$ 1,001	\$ 944	\$ 787	\$ 678	n/a		66.5%	69.2%	77.1%	108.3%	n/a
Vistar	\$ 341	\$ 325	\$ 193	\$ 85	n/a		22.6%	23.9%	18.9%	13.6%	n/a
Convenience	\$ 364	\$ 329	\$ 257	\$ 36	n/a		24.1%	24.1%	25.2%	5.8%	n/a
Corporate & All Other	\$ (199)	\$ (234)	\$ (217)	\$ (173)	n/a		-13.2%	-17.2%	-21.3%	-27.7%	n/a
Intersegment Eliminations	\$ -	\$ -	\$ -	\$ -	n/a		0.0%	0.0%	0.0%	0.0%	n/a
Total Adjusted EBITDA	\$ 1,506	\$ 1,363	\$ 1,020	\$ 625	\$ 406		100.0%	100.0%	100.0%	100.0%	100.0%
Adjusted EBITDA Margin	Jun. 29, 2024	Jul. 01, 2023	Jul. 02, 2022	Jul. 03, 2021	Jun. 27, 2020		% of Total				
Foodservice	3.4%	3.3%	3.0%	3.1%	n/a						
Vistar	7.1%	7.2%	5.2%	3.3%	n/a						
Convenience	1.5%	1.4%	1.2%	0.6%	n/a						
Corporate & All Other	-21.1%	-33.5%	-41.2%	-40.5%	n/a						
Intersegment Eliminations	0.0%	0.0%	0.0%	0.0%	n/a						
Total Adjusted EBITDA Margin	2.6%	2.4%	2.0%	2.1%	1.6%						

Historical Balance Sheet with % of Total

	Jun. 29, 2024	Jul. 01, 2023	Jul. 02, 2022	Jul. 03, 2021	Jun. 27, 2020	Jun. 29, 2019	Jun. 30, 2018		% of Total					
	As of								Jun. 29, 2024	Jul. 01, 2023	Jul. 02, 2022	Jul. 03, 2021	Jun. 27, 2020	
Consolidated Balance Sheets - USD (\$) \$ in Millions														
Current assets:														
Cash	20	13	12	11	421	15	8		0.1%	0.1%	0.1%	5.4%	0.3%	0.2%
Accounts receivable, less allowances of \$55.2 and \$56.3	2,479	2,399	2,307	1,580	1,259	1,227	1,066		18.5%	19.2%	18.6%	20.1%	16.3%	26.6%
Inventories, net	3,315	3,350	3,429	1,839	1,549	1,357	1,052		24.7%	27.1%	27.7%	23.4%	20.1%	26.5%
Income taxes receivable	72	42	34	50	157	12			0.5%	0.3%	0.3%	0.6%	0.3%	0.6%
Prepaid expenses and other current assets	268	228	240	100	69	60	79		2.0%	1.8%	1.9%	1.3%	1.3%	2.0%
Total current assets	\$ 6,153	\$ 6,072	\$ 6,022	\$ 3,580	\$ 3,454	\$ 2,671	\$ 2,204		45.9%	48.6%	48.7%	45.6%	44.7%	57.4%
Goodwill	2,418	2,301	2,279	1,355	1,353	766	741		18.1%	18.4%	18.4%	17.3%	17.5%	16.5%
Other intangible assets, net	971	1,028	1,196	796	919	194	194		7.3%	8.2%	9.7%	10.2%	11.9%	4.8%
Property, plant and equipment, net	2,789	2,264	2,135	1,590	1,479	951	796		20.8%	18.1%	17.2%	20.3%	19.2%	20.4%
Operating lease right-of-use assets	876	704	623	439	441	-	-		6.5%	5.6%	5.0%	5.7%	0.0%	0.0%
Other assets	186	131	123	86	74	72	68		1.4%	1.0%	1.0%	1.1%	1.0%	1.7%
Total non-current assets	\$ 7,240	\$ 6,428	\$ 6,356	\$ 4,265	\$ 4,266	\$ 1,983	\$ 1,797		54.1%	51.4%	51.3%	54.4%	55.3%	42.6%
Total assets	\$ 13,393	\$ 12,499	\$ 12,378	\$ 7,846	\$ 7,720	\$ 4,654	\$ 4,001		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Current liabilities:									Liabilities & Equity					
Trade accounts payable and outstanding checks in excess of deposits	2,594	2,454	2,560	1,777	1,718	1,338	1,234		19.4%	19.6%	20.7%	22.6%	22.3%	28.7%
Accrued expenses and other current liabilities	908	892	883	625	678	343	228		6.8%	7.1%	8.0%	8.8%	7.4%	5.7%
Long-term debt - current installments	-	-	-	108	-	-	-		0.0%	0.0%	0.0%	1.4%	0.0%	0.0%
Finance lease obligations—current installments	147	103	80	49	50	18	8		1.1%	0.8%	0.6%	0.6%	0.4%	0.2%
Operating lease obligations—current installments	108	106	111	77	84	-	-		0.8%	0.9%	1.0%	1.1%	0.0%	0.0%
Total current liabilities	\$ 3,758	\$ 3,553	\$ 3,633	\$ 3,237	\$ 2,619	\$ 1,699	\$ 1,470		28.1%	28.4%	29.4%	32.2%	33.9%	36.5%
Long-term debt	3,199	3,460	3,909	2,241	2,249	1,203	1,123		23.9%	23.6%	28.6%	29.1%	25.8%	28.1%
Deferred income tax liability, net	498	446	424	140	116	108	106		3.7%	3.6%	3.4%	1.8%	1.5%	2.7%
Finance lease obligations, excluding current installments	703	447	367	255	186	129	53		5.3%	3.6%	3.0%	3.3%	2.4%	1.3%
Operating lease obligations, excluding current installments	819	629	531	378	362	-	-		6.1%	5.0%	4.3%	4.8%	4.7%	0.0%
Other long-term liabilities	289	218	215	199	177	216	114		2.2%	1.7%	1.7%	2.5%	2.3%	4.6%
Total non-current liabilities	\$ 5,508	\$ 5,200	\$ 5,446	\$ 3,212	\$ 3,090	\$ 1,656	\$ 1,396		41.1%	41.6%	44.0%	40.9%	40.0%	35.6%
Total liabilities	\$ 9,266	\$ 8,754	\$ 9,079	\$ 5,740	\$ 5,709	\$ 3,355	\$ 2,866		69.2%	70.0%	73.3%	73.2%	74.0%	72.1%
Commitments and contingencies (Note 15)														
Shareholders' equity:														
Common Stock: \$0.01 par value per share	2	2	2	1	1	1	1		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Additional paid-in capital	2,819	2,863	2,817	1,753	1,703	867	861		21.0%	22.9%	22.8%	22.3%	22.1%	21.5%
Accumulated other comprehensive income	4	14	11	(5)	(10)	(0)	8		0.0%	0.1%	0.1%	-0.1%	0.0%	0.2%
Retained earnings	1,303	867	470	357	317	431	265		9.7%	6.9%	3.8%	4.6%	4.1%	9.3%
Total shareholders' equity	\$ 4,127	\$ 3,746	\$ 3,300	\$ 2,106	\$ 2,011	\$ 1,298	\$ 1,135		30.8%	30.0%	26.7%	26.8%	26.0%	27.9%
Total liabilities and shareholders' equity	\$ 13,393	\$ 12,499	\$ 12,378	\$ 7,846	\$ 7,720	\$ 4,654	\$ 4,001		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Working Capital	\$ 2,395	\$ 2,518	\$ 2,389	\$ 1,053	\$ 835	\$ 971	\$ 734							

Historical Balance Sheet with % Change

Consolidated Balance Sheets - USD (\$ in Millions)							% Change						
	Jun. 29, 2024	Jul. 01, 2023	Jul. 02, 2022	Jul. 03, 2021	Jun. 27, 2020	Jun. 29, 2019	Jun. 30, 2018	Jun. 29, 2024	Jul. 01, 2023	Jul. 02, 2022	Jul. 03, 2021	Jun. 27, 2020	Jun. 29, 2019
Current assets:													
Cash	20	13	12	11	421	15	8	+57.5%	+9.5%	+4.5%	-97.4%	+2761.9%	+96.0%
Accounts receivable, less allowances of \$55.2 and \$56.3	2,479	2,399	2,307	1,580	1,259	1,227	1,066	+3.3%	+4.0%	+46.0%	+25.5%	+2.6%	+15.2%
Inventories, net	3,315	3,390	3,429	1,839	1,549	1,357	1,052	-2.2%	-1.1%	+86.4%	+18.7%	+14.2%	+29.0%
Income taxes receivable	72	42	34	50	157	12	-	+71.7%	+22.6%	-31.5%	-68.3%	+1204.2%	n/a
Prepaid expenses and other current assets	268	228	240	100	69	60	79	+17.7%	-5.2%	+139.7%	+46.0%	+15.1%	-23.5%
Total current assets	\$ 6,153	\$ 6,072	\$ 6,022	\$ 3,580	\$ 3,454	\$ 2,671	\$ 2,204	+1.3%	+0.8%	+68.2%	+3.7%	+29.3%	+21.2%
Goodwill	2,418	2,301	2,279	1,355	1,353	766	741	+5.1%	+1.0%	+68.2%	+0.1%	+76.7%	+3.4%
Other intangible assets, net	971	1,028	1,196	796	919	194	194	-5.6%	-14.0%	+50.1%	-13.3%	+372.8%	+0.3%
Property, plant and equipment, net	2,789	2,264	2,135	1,590	1,479	951	796	+23.2%	+6.1%	+34.3%	+7.5%	+55.6%	+19.5%
Operating lease right-of-use assets	876	704	623	439	441	-	-	+24.4%	+12.9%	+42.1%	-0.6%	n/a	n/a
Other assets	186	131	123	86	74	72	68	+42.7%	+5.8%	+43.5%	+16.1%	+2.4%	+7.0%
Total non-current assets	\$ 7,240	\$ 6,428	\$ 6,356	\$ 4,265	\$ 4,266	\$ 1,983	\$ 1,797	+12.6%	+1.1%	+49.0%	-0.0%	+115.1%	+10.3%
Total assets	\$ 13,393	\$ 12,499	\$ 12,378	\$ 7,846	\$ 7,720	\$ 4,654	\$ 4,001	+7.2%	+1.0%	+57.8%	+1.6%	+65.9%	+16.3%
Current liabilities:													
Trade accounts payable and outstanding checks in excess of deposits	2,594	2,454	2,560	1,777	1,718	1,338	1,234	+5.7%	-4.1%	+44.1%	+3.4%	+28.5%	+8.4%
Accrued expenses and other current liabilities	908	892	883	625	678	343	228	+1.9%	+1.0%	+41.2%	-7.8%	+97.5%	+50.7%
Long-term debt - current installments	-	-	-	-	108	-	-	n/a	n/a	-100.0%	n/a	n/a	n/a
Finance lease obligations—current installments	147	103	80	49	30	18	8	+43.5%	+28.4%	+64.1%	+60.7%	+65.6%	+117.9%
Operating lease obligations—current installments	108	106	111	77	84	-	-	+2.6%	-5.0%	+44.2%	-8.8%	n/a	n/a
Total current liabilities	\$ 3,758	\$ 3,553	\$ 3,633	\$ 2,527	\$ 2,619	\$ 1,699	\$ 1,470	+5.8%	-2.2%	+43.8%	-3.5%	+54.1%	+15.6%
Long-term debt	3,199	3,460	3,909	2,241	2,249	1,203	1,123	-7.6%	-11.5%	+74.5%	-0.4%	+87.0%	+7.1%
Deferred income tax liability, net	498	446	424	140	116	108	106	+11.6%	+5.2%	+202.2%	+21.5%	+7.0%	+1.6%
Finance lease obligations, excluding current installments	703	447	367	255	186	129	53	+57.2%	+22.0%	+43.8%	+37.3%	+44.1%	+144.1%
Operating lease obligations, excluding current installments	819	629	531	378	362	-	-	+30.3%	+18.5%	+40.4%	+4.3%	n/a	n/a
Other long-term liabilities	289	218	215	199	177	216	114	+32.6%	+1.4%	+8.3%	+11.9%	-17.9%	+90.5%
Total non-current liabilities	\$ 5,508	\$ 5,200	\$ 5,446	\$ 3,212	\$ 3,090	\$ 1,656	\$ 1,396	+5.9%	-4.5%	+69.5%	+3.9%	+86.6%	+18.7%
Total liabilities	\$ 9,266	\$ 8,754	\$ 9,079	\$ 5,740	\$ 5,709	\$ 3,355	\$ 2,866	+5.9%	-3.6%	+58.2%	+0.5%	+70.2%	+17.1%
Commitments and contingencies (Note 15)													
Shareholders' equity:													
Common Stock: \$0.01 par value per share	2	2	2	1	1	1	1	+0.0%	+0.0%	+15.4%	+0.0%	+30.0%	+0.0%
Additional paid-in capital	2,819	2,863	2,817	1,753	1,703	867	861	-1.6%	+1.6%	+60.7%	+2.9%	+96.5%	+0.6%
Accumulated other comprehensive income	4	14	11	(5)	(10)	(0)	8	-71.4%	+22.8%	+315.1%	+48.5%	-5050.0%	-102.4%
Retained earnings	1,303	867	470	357	317	431	265	+50.3%	+84.5%	+31.5%	+12.9%	-26.5%	+62.7%
Total shareholders' equity	\$ 4,127	\$ 3,746	\$ 3,300	\$ 2,106	\$ 2,011	\$ 1,298	\$ 1,135	+10.2%	+13.5%	+56.7%	+4.7%	+54.9%	+14.3%
Total liabilities and shareholders' equity	\$ 13,393	\$ 12,499	\$ 12,378	\$ 7,846	\$ 7,720	\$ 4,654	\$ 4,001	+7.2%	+1.0%	+57.8%	+1.6%	+65.9%	+16.3%
Working Capital	\$ 2,395	\$ 2,518	\$ 2,389	\$ 1,053	\$ 835	\$ 971	\$ 734	-4.9%	+5.4%	+126.8%	+26.1%	-14.0%	+32.4%

Historical P/L Statement

Consolidated Statements of Operations - USD (\$ shares in Millions, \$ in Millions)							% Change						
	Jun. 29, 2024	Jul. 01, 2023	Jul. 02, 2022	Jul. 03, 2021	Jun. 27, 2020	Jun. 29, 2019	Jun. 30, 2018	Jun. 29, 2024	Jul. 01, 2023	Jul. 02, 2022	Jul. 03, 2021	Jun. 27, 2020	Jun. 29, 2019
Income Statement [Abstract]													
Net sales	58,281	57,255	50,894	30,399	25,086	19,744	17,620	+1.8%	+12.5%	+67.4%	+21.2%	+27.1%	+12.1%
Cost of goods sold	51,704	51,000	45,638	26,874	22,217	17,231	15,327	+1.4%	+11.7%	+69.8%	+21.0%	+28.9%	+12.4%
Gross profit	\$ 6,577	\$ 6,255	\$ 5,256	\$ 3,525	\$ 2,869	\$ 2,513	\$ 2,293	+5.2%	+19.0%	+49.1%	+22.9%	+42.2%	+9.6%
Operating expenses	5,751	5,489	4,929	3,325	2,968	2,230	2,039	+4.8%	+11.4%	+48.3%	+12.0%	+33.1%	+9.3%
Operating profit	\$ 826	\$ 766	\$ 327	\$ 201	\$ (99)	\$ 283	\$ 254	+7.9%	+133.9%	+63.1%	+302.7%	-134.9%	+11.8%
Other expense, net:													
Interest expense	232	218	183	152	117	65	60	+6.5%	+19.2%	+20.0%	+30.4%	+78.7%	+8.3%
Other, net	(3)	4	(23)	(6)	6	(0)	(1)	-168.4%	+116.8%	-253.1%	-201.6%	+1675.0%	+20.0%
Other expense, net	230	222	160	146	123	65	60	+38.4%	+9.8%	+18.5%	+89.5%	+8.5%	
Income before taxes	\$ 597	\$ 544	\$ 167	\$ 55	\$ (222)	\$ 218	\$ 194	+9.7%	+225.6%	+205.5%	+124.6%	-201.8%	+12.8%
Income tax expense	161	147	55	14	(108)	52	(5)	+9.6%	+168.9%	+290.0%	+113.0%	-309.9%	+1109.8%
Net income	\$ 436	\$ 397	\$ 113	\$ 41	\$ (114)	\$ 167	\$ 199	+9.7%	+253.1%	+176.4%	+135.7%	-168.4%	-16.1%

Historical Equity Statement

(In millions)

(In millions)	Common Stock		Additional Paid-in Capital	Accumulated Other Comprehensive Income (Loss)	Retained Earnings	Total Shareholders' Equity
	Shares	Amount				
Balance as of June 30, 2018	103.2	1.0	861.2	8.3	264.8	1,135.3
Net income	—	—	—	—	166.8	166.8
Interest rate swaps	—	—	—	(9.4)	—	(9.4)
Issuance of common stock under stock-based compensation plans	0.9	—	(0.9)	—	—	(0.9)
Stock-based compensation expense	—	—	15.7	—	—	15.7
Common stock repurchased	(0.3)	—	(9.3)	—	—	(9.3)
Change in accounting principle ⁽¹⁾	—	—	—	0.9	(0.9)	—
Balance as of June 29, 2019	103.8	\$ 1.0	\$ 866.7	\$ (0.2)	\$ 430.7	\$ 1,298.2
Net loss	—	—	—	—	(114.1)	(114.1)
Interest rate swaps	—	—	—	(10.1)	—	(10.1)
Issuance of common stock under stock-based compensation plans	0.6	—	(3.1)	—	—	(3.1)
Issuance of common stock in secondary offering, net of underwriter discount and offering costs	27.2	0.3	827.8	—	—	828.1
Stock-based compensation expense	—	—	16.6	—	—	16.6
Common stock repurchased	(0.3)	—	(5.0)	—	—	(5.0)
Balance as of June 27, 2020	131.3	1.3	1,703.0	(10.3)	316.6	2,010.6
Net income	—	—	—	—	40.7	40.7
Interest rate swaps	—	—	—	5.0	—	5.0
Issuance of common stock under stock-based compensation plans	0.5	—	0.8	—	—	0.8
Issuance of common stock under employee stock purchase plan	0.7	—	26.2	—	—	26.2
Stock-based compensation expense	—	—	22.8	—	—	22.8
Balance as of July 3, 2021	132.5	1.3	1,752.8	(5.3)	357.3	2,106.1

(In millions)	Common Stock		Additional Paid-in Capital	Accumulated Other Comprehensive Income (Loss)	Retained Earnings	Total Shareholders' Equity
	Shares	Amount				
Balance as of July 3, 2021	132.5	\$ 1.3	1,752.8	(5.3)	357.3	2,106.1
Net income	—	—	—	—	112.5	112.5
Interest rate swaps	—	—	—	18.0	—	18.0
Foreign currency translation adjustment	—	—	—	(1.3)	—	(1.3)
Issuance of common stock under stock-based compensation plans	0.7	—	(8.7)	—	—	(8.7)
Issuance of common stock under employee stock purchase plan	0.5	—	24.6	—	—	24.6
Conversion of Core-Mark shares of common stock	19.9	0.2	998.6	—	—	998.8
Conversion of Core-Mark stock-based compensation (1)	—	—	9.2	—	—	9.2
Stock-based compensation expense	—	—	40.3	—	—	40.3
Balance as of July 2, 2022	153.6	\$ 1.5	\$ 2,816.8	\$ 11.4	\$ 469.8	\$ 3,299.5
Net income	—	—	—	—	397.2	397.2
Interest rate swaps	—	—	—	3.4	—	3.4
Foreign currency translation adjustment	—	—	—	(0.8)	—	(0.8)
Issuance of common stock under stock-based compensation plans	0.6	—	(9.5)	—	—	(9.5)
Issuance of common stock under employee stock purchase plan	0.5	—	27.7	—	—	27.7
Common stock repurchased	(0.2)	—	(11.2)	—	—	(11.2)
Stock-based compensation expense	—	—	39.2	—	—	39.2
Balance as of July 1, 2023	154.5	\$ 1.5	\$ 2,863.0	\$ 14.0	\$ 867.0	\$ 3,745.5
Net income	—	—	—	—	435.9	435.9
Interest rate swaps	—	—	—	(8.6)	—	(8.6)
Foreign currency translation adjustment	—	—	—	(1.4)	—	(1.4)
Issuance of common stock under stock-based compensation plans	0.8	—	(19.3)	—	—	(19.3)
Issuance of common stock under employee stock purchase plan	0.2	—	15.5	—	—	15.5
Common stock repurchased	(1.3)	—	(78.1)	—	—	(78.1)
Stock-based compensation expense	—	—	37.4	—	—	37.4
Balance as of June 29, 2024	154.2	\$ 1.5	\$ 2,818.5	\$ 4.0	\$ 1,302.9	\$ 4,126.9

Historical Cash Flow Statement

Consolidated Statements of Cash Flows - USD (\$)		\$ in Millions						
		Jun. 29, 2024	Jul. 01, 2023	Jul. 02, 2022	Jul. 03, 2021	Jun. 27, 2020	Jun. 29, 2019	Jun. 30, 2018
Cash flows from operating activities:								
Net income	\$	436	\$	397	\$	113	\$	41
Adjustments to reconcile net income to net cash provided by operating activities								
Depreciation		355		316		280		214
Amortization of intangible assets		202		181		183		125
Amortization of deferred financing costs		11		10		10		13
Provision for losses on accounts receivables		20		6		9		(24)
Change in LIFO reserve		62		39		123		36
Stock compensation expense		42		43		44		25
Deferred income tax expense		11		20		5		21
Loss on extinguishment of debt		1		-		3		-
Change in fair value of derivative assets and liabilities		(4)		19		(11)		(9)
Other non-cash activities		(2)		9		6		12
Changes in operating assets and liabilities, net								
Accounts receivable		(81)		(96)		(195)		(297)
Inventories		38		57		(582)		(323)
Income taxes receivable		(30)		(11)		47		107
Prepaid expenses and other assets		(96)		(3)		(0)		(35)
Trade accounts payable and outstanding checks in excess of deposits		124		(165)		183		58
Accrued expenses and other liabilities		76		9		61		99
Net cash provided by operating activities	\$	1,163	\$	832	\$	277	\$	65
Cash flows from investing activities:								
Purchases of property, plant and equipment		(396)		(270)		(216)		(189)
Net cash paid for acquisitions		(308)		(64)		(1,651)		(18)
Proceeds from sale of property, plant and equipment and other		21		39		5		7
Net cash used in investing activities	\$	(683)	\$	(295)	\$	(1,862)	\$	(200)
Cash flows from financing activities:								
Net borrowings (payments) under ABL Facility		7		(454)		1,020		(16)
Payment of Promissory Note		-		-		-		-
Payment of Additional Junior Term Loan		-		-		(110)		110
Cash paid for debt issuance, extinguishment and modifications		-		-		(25)		(0)
Net proceeds from issuance of common stock		-		-		-		828
Payments under finance lease obligations		(122)		(89)		(72)		(38)
Cash paid for acquisitions		-		-		(7)		(136)
Proceeds from employee stock purchase plan		16		28		25		26
Proceeds from exercise of stock options		2		3		3		5
Cash paid for shares withheld to cover taxes		(22)		(13)		(11)		(4)
Repurchases of common stock		(78)		(11)		-		(5)
Other financing activities		(0)		(0)		(0)		(1)
Net cash (used in) provided by financing activities	\$	(473)	\$	(536)	\$	1,582	\$	(274)
Net increase (decrease) in cash and restricted cash	\$	8	\$	1	\$	(4)	\$	(410)
Cash and restricted cash, beginning of period	\$	20	\$	19	\$	22	\$	432
Cash and restricted cash, end of period	\$	28	\$	20	\$	19	\$	432
Free Cash Flow	\$	788	\$	601	\$	66	\$	(117)
								467
								180
								229

DuPont Analysis (2024)

DuPont Analysis is a financial performance framework that helps break down a company's ROE into 6 key components. This analysis provides insights into the drivers of a company's financial performance, helping stakeholders understand how each factor contributes to the overall return.

Sysco Corporation

US Foods

n/a

Performance Food Group

Return on Equity	0.1107						
Net Profit Margin	0.75%	*	Equity Turnover	14.81	=	0.1107	
Net Profit Margin	0.75%	*	Asset Turnover	4.50	*	Financial Leverage	
Tax Burden	0.73	*	Interest Burden	0.72	*	Operating Profit Margin	
					*	Asset Turnover	4.50
					*	Financial Leverage	
					*		3.29 = 0.1107
					*		0.1107

DuPont Analysis (2023)

Sysco Corporation

Return on Equity		1.0242
Net Profit Margin	Equity Turnover	
2.32% * 44.17	=	1.0242
Net Profit Margin	Asset Turnover	Financial Leverage
2.32% * 3.40	*	12.99 = 1.0242
Tax Burden	Interest Burden	Operating Profit Margin
0.77 * 0.81	*	3.68% * 3.40
		* Financial Leverage 12.99 = 1.0242

US Foods

Return on Equity		0.1095
Net Profit Margin	Equity Turnover	
1.42% * 7.70	=	0.1095
Net Profit Margin	Asset Turnover	Financial Leverage
1.42% * 2.74	*	2.81 = 0.1095
Tax Burden	Interest Burden	Operating Profit Margin
0.75 * 0.68	*	2.81% * 2.74
		* Financial Leverage 2.81 = 0.1095

Performance Food Group

Return on Equity		0.1128
Net Profit Margin	Equity Turnover	
0.69% * 16.25	=	0.1128
Net Profit Margin	Asset Turnover	Financial Leverage
0.69% * 4.60	*	3.53 = 0.1128
Tax Burden	Interest Burden	Operating Profit Margin
0.73 * 0.71	*	1.33% * 4.60
		* Financial Leverage 3.53 = 0.1128

Financial Ratios Formula

Activity Ratios

Receivables Turnover

Meaning: The efficiency of a company in collecting its receivables

Formula: Revenue / Average Receivables

DSO

Meaning: The average number of days a company takes to collect its receivables from clients

Formula: 365 / Receivables Turnover

Inventory Turnover

Meaning: The efficiency of a company in terms of inventory management

Formula: COGS / Average Inventory

DIO

Meaning: The average inventory processing period

Formula: 365 / Inventory Turnover

Payables Turnover

Meaning: The efficiency of a company in allowing its credit to suppliers

Formula: Purchases / Average Payables

DPO

Meaning: The average number of days a company takes to pay its suppliers

Formula: 365 / Payables Turnover

Cash Conversion Cycle

Meaning: The number of days a company takes to convert its investments in inventory and other resources into cash flows from sales

Formula: DSO + DIO - DPO

Fixed Assets Turnover

Meaning: The efficiency of a company in utilizing its fixed assets to generate revenue

Formula: Revenue / Average Fixed Assets

Working Capital Turnover

Meaning: The efficiency of a company in managing its working capital (current assets – current liabilities)

Formula: Revenue / Average Working Capital

Total Assets Turnover

Meaning: The efficiency of a company in utilizing its total assets to generate revenue

Formula: Revenue / Average Total Assets

Equity Turnover

Meaning: The efficiency of a company in utilizing equity to generate revenue

Formula: Revenue / Average Total Equity

Liquidity Ratios

Current Ratio

Meaning: The ability of a company to meet current liabilities (with total current assets)

Formula: Current Assets / Current Liabilities

Quick Ratio

Meaning: The ability of a company to meet current liabilities (with total current assets, excluding inventory and prepaid expenses)

Formula: (Total Current Assets – Inventory – Prepaid Expenses) / Current Liabilities

Cash Ratio

Meaning: The ability of a company to meet current liabilities (with cash only)

Formula: Cash / Current Liabilities

Defensive Interval

Meaning: The number of days a company can cover its average daily expenses with the use of current liquid assets only

Formula: (Total Current Assets – Inventory – Prepaid Expenses) / Average Daily Expenditure

Solvency Ratios

Debt-to-Equity

Meaning: Debt as a percentage of total equity

Formula: Total Debt / Total Equity

Debt-to-Capital

Meaning: Debt as a percentage of total capital

Formula: Total Debt / (Total Debt + Total Equity)

Debt-to-Assets

Meaning: Debt as a percentage of total assets

Formula: Total Debt / Total Assets

Financial Leverage

Meaning: An indicator of a company's debt financing usage

Formula: Average Total Assets / Average Total Equity

Interest Coverage

Meaning: The ability of a company to cover its interest expenses

Formula: EBIT (Operating Income) / Interest Payments

Profitability Ratios

Gross Profit Margin

Meaning: Gross profitability as a percentage of total revenue

Formula: $(\text{Revenue} - \text{COGS}) / \text{Revenue}$

Operating Profit Margin

Meaning: Operating profitability (before interest and tax) as a percentage of total revenue

Formula: $\text{Operating Income (EBIT)} / \text{Revenue}$

Pre-Tax Profit Margin

Meaning: Operating profitability (before tax) as a percentage of total revenue

Formula: $\text{EBT} / \text{Revenue}$

Net Profit Margin

Meaning: Net profitability as a percentage of total revenue

Formula: $\text{Net Income} / \text{Revenue}$

ROA (Return on Assets)

Meaning: Net profitability (excluding interest and tax) as a percentage of total invested funds

Formula: $\text{Net Income} / \text{Average Total Assets}$

Operating ROA

Meaning: Net profitability (including interest and tax) as a percentage of total invested funds

Formula: $\text{Operating Income (EBIT)} / \text{Average Total Assets}$

ROC (Return on Total Capital)

Meaning: Operating profitability as a percentage of total capital

Formula: $\text{Operating Income (EBIT)} / \text{Average Total Capital}$

ROE (Return on Equity)

Meaning: Net profitability as a percentage of total equity

Formula: $\text{Net Income} / \text{Average Equity}$

Valuation Ratios

EPS (Earnings Per Share)

Meaning: Income earned per 1 common share outstanding

Data is obtained from each company's financial statement.

PE Ratio

Meaning: The price that investors are willing to pay per \$1 of earnings

Data is obtained from Macrotrends.

Dividend Payout Ratio (DPR)

Meaning: The measure of dividends paid out to shareholders relative to the company's net income

Formula: $\text{Dividends Paid to Common Shareholders} / \text{Net Income}$

Dividend Yield

Meaning: The ratio that shows how much a company pays out in dividends each year relative to its stock price

Formula: Dividends Paid to Common Shareholders / Net Income