UNFI™

Second Quarter Fiscal 2024 Earnings Conference Call

March 6, 2024

Disclaimer

Certain information in this presentation and discussed on the conference call which this presentation accompanies constitutes forward-looking information within the meaning of the Private Securities Litigation Reform Act of 1995. Statements in this presentation regarding the Company's business that are not historical facts are "forward-looking statements" that involve risks and uncertainties and are based on current expectations and management estimates; actual results may differ materially. The risks and uncertainties which could impact these statements are described in the Company's filings under the Securities Exchange Act of 1934, as amended, including its annual report on Form 10-K for the year ended July 29, 2023 filed with the Securities and Exchange Commission (the "SEC") on September 26, 2023 and other filings the Company makes with the SEC, and include, but are not limited to, our dependence on principal customers; the relatively low margins of our business, which are sensitive to inflationary and deflationary pressures and intense competition, including as a result of the continuing consolidation of retailers and the growth of consumer choices for grocery and consumable purchases; our ability to realize the anticipated benefits of our transformation initiatives; changes in relationships with our suppliers; our ability to operate, and rely on third parties to operate, reliable and secure technology systems; labor and other workforce shortages and challenges; the addition or loss of significant customers or material changes to our relationships with these customers; our ability to realize anticipated benefits of our acquisitions; our ability to continue to grow sales, including of our higher margin natural and organic foods and non-food products, and to manage that growth; our ability to maintain sufficient volume in our wholesale segment to support our operating infrastructure; the impact and duration of any pandemics or disease outbreaks; our ability to access additional capital; increases in healthcare, pension and other costs under our and multiemployer benefit plans; the potential for additional asset impairment charges; our sensitivity to general economic conditions including inflation, changes in disposable income levels and consumer purchasing habits; our ability to timely and successfully deploy our warehouse management system throughout our distribution centers and our transportation management system across the Company and to achieve efficiencies and cost savings from these efforts; the potential for disruptions in our supply chain or our distribution capabilities from circumstances beyond our control, including due to lack of long-term contracts, severe weather, labor shortages or work stoppages or otherwise; moderated supplier promotional activity, including decreased forward buying opportunities; union-organizing activities that could cause labor relations difficulties and increased costs; our ability to maintain food quality and safety; and volatility in fuel costs. Any forward-looking statements are made pursuant to the Private Securities Litigation Reform Act of 1995 and, as such, speak only as of the date made. The Company is not undertaking to update any information in the foregoing reports until the effective date of its future reports required by applicable laws. Any estimates of future results of operations are based on a number of assumptions, many of which are outside the Company's control and should not be construed in any manner as a guarantee that such results will in fact occur. These estimates are subject to change and could differ materially from final reported results. The Company may from time to time update these publicly announced estimates, but it is not obligated to do so.

This presentation also contains the non-GAAP financial measures Adjusted EBITDA, Adjusted EPS, Adjusted EBITDA leverage ratio, Adjusted EBITDA margin rate, free cash flow, adjusted effective tax rate and capital and cloud implementation expenditures. The reconciliation of these non-GAAP financial measures (except for capital and cloud implementation expenditures) to the most directly comparable GAAP financial measure is presented in the appendix to this presentation. The components of capital and cloud implementation expenditures for fiscal 2024 will be primarily dependent on the nature of certain contracts to be executed. The presentation of non-GAAP financial measures is not intended to be considered in isolation or as a substitute for any measure prepared in accordance with GAAP. The Company believes that presenting non-GAAP financial measures aids in making period-to-period comparisons, assessing the performance of our business and understanding the underlying operating performance and core business trends, and is a meaningful indication of its actual and estimated operating performance. The Company's management utilizes and plans to utilize this non-GAAP financial information to compare the Company's operating performance during certain fiscal periods to the comparable periods in the other fiscal years and, in certain cases, to internally prepared projections.

Agenda

Introduction	Steve Bloomquist *Vice President, Investor Relations*
Opening Remarks	Sandy Douglas *Chief Executive Officer*
Financial Results	John Howard *Chief Financial Officer*
Q&A	

Results Summary

$ in Millions, except for per share data.

	Q2 FY24	Q2 FY23	% Change
Net Sales	$7,775	$7,816	▼ (0.5)%
Gross Profit	$1,035	$1,069	▼ (3.2)%
Adjusted EBITDA	$128	$181	▼ (29.3)%
Adjusted EPS	$0.07	$0.78	▼ (91.0)%

- Net sales decline driven by a decrease in units sold partially offset by inflation and new business largely with existing customers, primarily resulting from growth in our Supernatural channel.
- Adjusted EBITDA decline primarily reflects lower gross profit rate driven by a reduced level of inflation-driven procurement gains, which were partially offset by cost saving efficiency initiatives.
- Adjusted EPS decline primarily reflects lower Adjusted EBITDA.

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

Opening Remarks

Sandy Douglas

Chief Executive Officer

Progressing on Near and Longer-term Initiatives

Sustaining progress resetting and restoring profitability

Near-term Initiatives

- **Continuing to pursue incremental efficiency initiatives**: Building on $150 million of annualized operational efficiencies already actioned; continuing to drive SG&A efficiencies and expect additional opportunities.
- **Simplifying organizational structure to speed decision-making and improve collaboration**: Organization enhancements are expected to result in a more agile, dynamic UNFI.
- **Shrink remediation continuing to surpass expectations**: Shrink improvement benefiting from improved management disciplines, new standardized processes and stability in supply chain and labor force.

Longer-term Initiatives

- **Significant progress on network automation and optimization**: Go-live of Centralia automation project remains on track as does network optimization in Northeast region.
- **Continuing to enhance capital allocation discipline:** Remain focused on prioritizing investments for projects expected to reduce long-term capital intensity, enhance profitability and cash flow resiliency.
- **Ongoing implementation of management routines and process improvements:** Continuing to instill further operating discipline and process excellence across the organization.

Focused on driving enhanced service levels, efficiency and value-creation for all stakeholders.

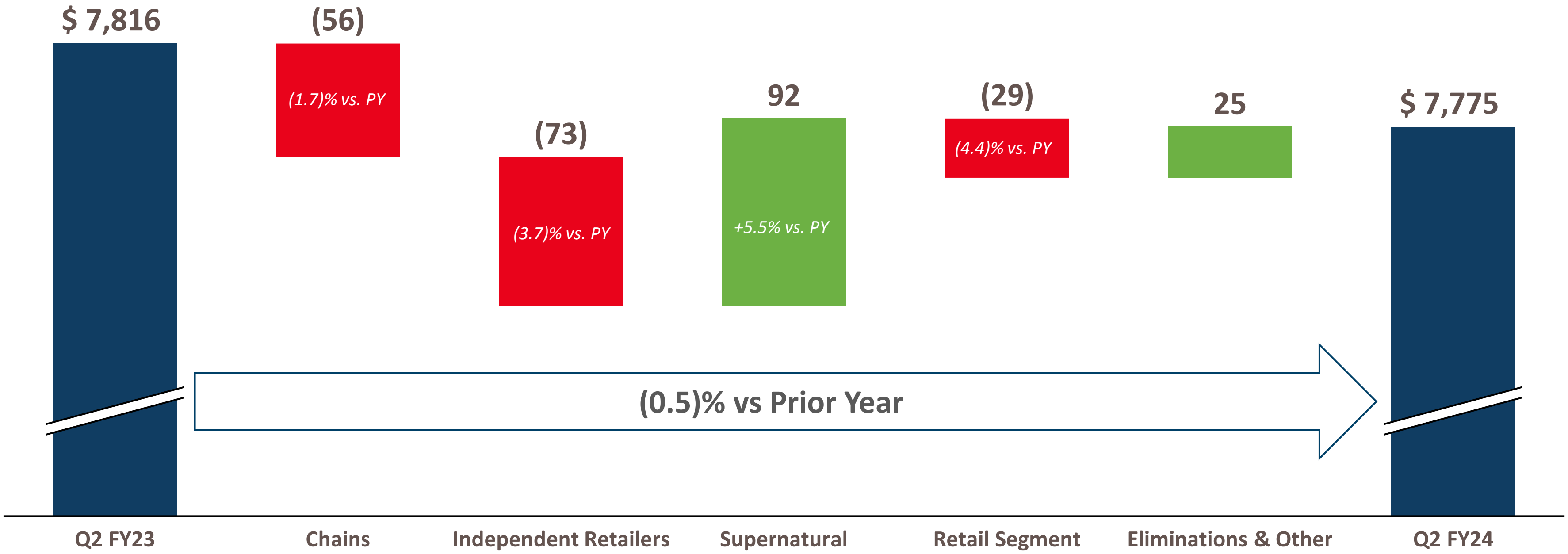
Financial Results

John Howard

Chief Financial Officer

Q2 FY24 Revenue Performance

$ in Millions.



- Wholesale sales change reflects a decline in unit volumes partially offset by inflation and new business with existing customers, primarily resulting from growth in our Supernatural channel.
- New business pipeline remains solid and well diversified across all channels.

Q2 FY24 Adjusted EBITDA

$ in Millions.

The decline in Adjusted EPS from $0.78 in Q2 FY23 to $0.07 in Q2 FY24 was primarily driven by lower Adjusted EBITDA.

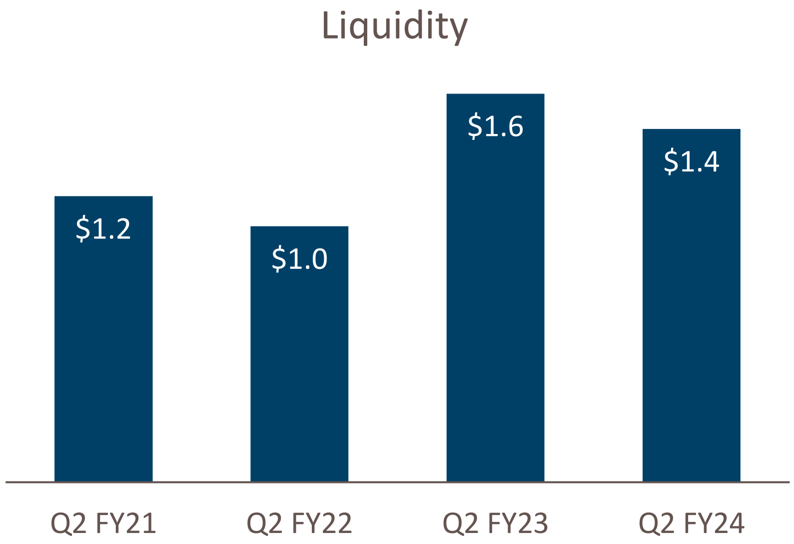
- Largest driver of the decline in Adjusted EBITDA was lower gross margin rate resulting from reduced Wholesale procurement gains.
- Sequential improvement in Adjusted EBITDA driven by benefits of near-term value creation initiatives, lower shrink expense and some seasonality benefits.

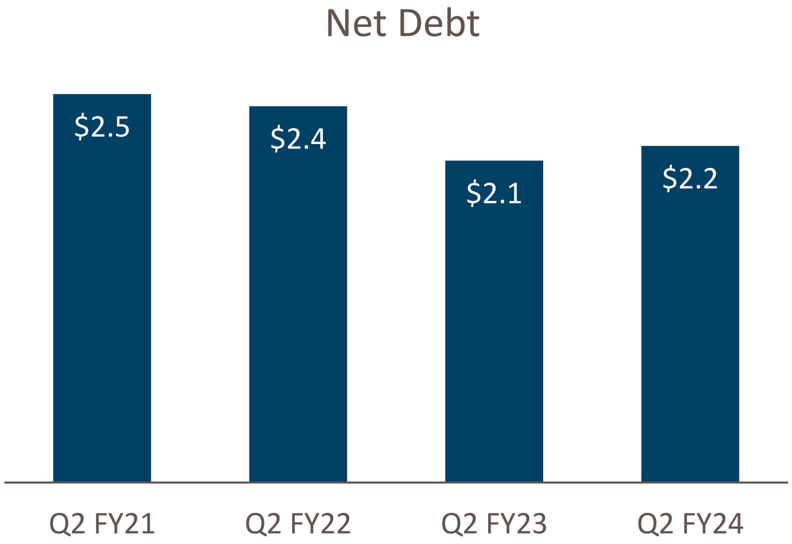
Definitions and reconciliations are provided at the end of this presentation.

Continuing to Focus on Optimizing Long-Term Credit Profile

Pursuing highly disciplined capital allocation strategy

$ in Billions.





- Disciplined investment allocation approach with prioritization for investments expected to drive increased efficiency and cash flow resiliency.
- Continuing to prioritize balance sheet strength and flexibility to enable optimization of long-term credit profile.

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

10

Updated Fiscal 2024 Outlook (1)

Outlook for net sales reduced; Adjusted EBITDA and Adjusted EPS ranges narrowed with midpoints unchanged

Net Sales	Adjusted EBITDA	Adjusted EPS	Capital and Cloud Implementation Expenditures
$30.5 - $31.0B *(-1.4% vs. previous midpoint)*	**$475 - $525M** *(Midpoint unchanged)*	**$(0.56) - $0.06** *(Midpoint unchanged)*	**~$400M** *(Unchanged)*

Outlook balances year-to-date performance with challenging macro and industry backdrop.

(1) The outlook provided above is for fiscal 2024 which is a 53-week fiscal year. This outlook is forward-looking, is based on management's current estimates and expectations and is subject to several risks, including many that are outside of management's control. See cautionary language on slide 2 and the risk factors contained in the Company's Annual Report on Form 10-K for the year ended July 29, 2023 and other filings the Company makes with the SEC.

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

UNFI

In Summary

- Producing near-term and long-term operational improvement with an intense focus on efficiency and profitability.
- Longer-term transformation plan continues to progress as expected.
- Focused on creating strong long-term credit profile with disciplined capital allocation policies.
- Working to sustain operational and transformation momentum.

Driving progress to enable greater effectiveness, efficiency and to restore and improve profitability.

Appendix

Capital Structure

Q2 net debt decrease driven by typical working capital decline following holiday selling season

($'s in Millions)	Maturity	Rate [2]	Q4 FY20	Q4 FY21	Q4 FY22	Q2 FY23	Q3 FY23	Q4 FY23	Q1 FY24	Q2 FY24
Secured term loan B [1]	October 2025	S + 3.25%	$ 1,773	$ 1,002	$ 800	$ 670	$ 670	$ 670	$ 670	$ 645
$2.6B ABL revolver [1][3]	June 2027	S + 1.0% / Prime + 0.0%	757	701	840	923	879	812	1,152	1,054
Senior unsecured notes	October 2028	6.75%	-	500	500	500	500	500	500	500
Finance leases	Various	Various	156	142	36	29	26	23	21	15
Equipment loans	October 2024	4.43%	49	37	23	16	13	9	5	4
Original issue discount / deferred finance fees			(81)	(52)	(40)	(32)	(30)	(28)	(26)	(23)
Total Debt and Finance Leases (GAAP)			**$ 2,654**	**$ 2,330**	**$ 2,159**	**$ 2,106**	**$ 2,058**	**$ 1,986**	**$ 2,322**	**$ 2,195**
Balance sheet cash			(47)	(41)	(44)	(40)	(38)	(37)	(37)	(34)
Net Debt (GAAP)			**$ 2,607**	**$ 2,289**	**$ 2,115**	**$ 2,066**	**$ 2,020**	**$ 1,949**	**$ 2,285**	**$ 2,161**
LTM Adjusted EBITDA			**$ 691**	**$ 770**	**$ 829**	**$ 797**	**$ 760**	**$ 640**	**$ 550**	**$ 497**
Net Debt / Adjusted EBITDA [4]			**3.8x**	**3.0x**	**2.6x**	**2.6x**	**2.7x**	**3.0x**	**4.2x**	**4.3x**
Available Liquidity [5]			**$ 1,235**	**$ 1,321**	**$ 1,671**	**$ 1,573**	**$ 1,615**	**$ 1,517**	**$ 1,285**	**$ 1,430**

(1) Paid $150M in Q2 FY22 with borrowings on the ABL revolver and paid $125M in Q2 FY23 with proceeds from monetizing certain accounts receivable.

(2) Converted the secured term loan B-1 and ABL revolver benchmark rates from LIBOR to SOFR in Q4 FY22.

(3) Refinanced and upsized the ABL revolver from $2.1B to $2.6B in Q4 FY22.

(4) Net debt, as shown, divided by Adjusted EBITDA.

(5) Balance sheet cash plus unused capacity under the revolving ABL facility.

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

Non-GAAP Metric Definitions

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

During the third quarter of fiscal 2022, the Company revised its definition of Adjusted EPS to exclude the impact of the LIFO charge or benefit. The Company believes that this change provides a better indicator of its underlying operating performance and permits better comparability between periods.

Adjusted EBITDA: The non-GAAP Adjusted EBITDA measure is a consolidated measure inclusive of continuing and discontinued operations results, which the Company reconciles by adding Net income (loss) from continuing operations, less Net income attributable to noncontrolling interests, plus Non-operating income and expenses, including Net periodic benefit income, excluding service cost, Interest expense, net and Other (income) expense, net, plus Provision (benefit) for income taxes and Depreciation and amortization all calculated in accordance with GAAP, plus adjustments for Share-based compensation, non-cash LIFO charge or benefit, Restructuring, acquisition and integration related expenses, Goodwill impairment charges, Loss (gain) on sale of assets and other asset charges, certain legal charges and gains, certain other non-cash charges or other items, as determined by management, plus Adjusted EBITDA of discontinued operations calculated in a manner consistent with the results of continuing operations, outlined above. The changes to the definition of Adjusted EBITDA in the fourth quarter of fiscal 2023 from prior periods reflect changes to line item references in our Consolidated Financial Statements, which do not impact the calculation of Adjusted EBITDA.

During the third quarter of fiscal 2022, the Company revised its definition of Adjusted EBITDA to exclude the impact of the LIFO charge or benefit. The Company believes that this change provides a better indicator of its underlying operating performance and permits better comparability between periods.

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

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

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

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

Reconciliation – Adjusted EBITDA

(in millions)	13-Week Period Ended January 27, 2024	13-Week Period Ended January 28, 2023	26-Week Period Ended January 27, 2024	26-Week Period Ended January 28, 2023
Net (loss) income including noncontrolling interests	$ (14)	$ 22	$ (53)	$ 89
Adjustments to net (loss) income including noncontrolling interests:				
Less net income attributable to noncontrolling interests	(1)	(3)	(1)	(4)
Net periodic benefit income, excluding service cost	(4)	(7)	(7)	(14)
Interest expense, net	40	39	75	74
Other income, net	(1)	—	(1)	(1)
(Benefit) provision for income taxes	(5)	9	(14)	14
Depreciation and amortization	74	73	152	147
Share-based compensation	10	11	16	23
LIFO charge	6	29	13	50
Restructuring, acquisition and integration related expenses	4	3	8	5
Loss (gain) on sale of assets and other asset charges (1)	5	1	24	(4)
Business transformation costs (2)	14	4	29	9
Other adjustments (3)	—	—	4	—
Adjusted EBITDA	$ 128	$ 181	$ 245	$ 388

(1) Fiscal 2024 includes a $21 million non-cash asset impairment charge related to one of our corporate-owned office locations in the first quarter of fiscal 2024.

(2) Reflects costs associated with business transformation initiatives, primarily including third-party consulting costs and licensing costs, which are included within Operating expenses in the Condensed Consolidated Statements of Operations.

(3) Primarily reflects third-party professional service fees related to shareholder negotiations.

Reconciliation – Adjusted EPS

(in millions, except per share amounts)	13-Week Period Ended January 27, 2024	13-Week Period Ended January 28, 2023	26-Week Period Ended January 27, 2024	26-Week Period Ended January 28, 2023
Net (loss) income attributable to United Natural Foods, Inc.	$ (15)	$ 19	$ (54)	$ 85
Restructuring, acquisition and integration related expenses	4	3	8	5
(Gain) loss on sale of assets and other asset charges other than losses on sales of receivables (1)	—	(4)	14	(9)
LIFO charge	6	29	13	50
Surplus property depreciation and interest expense (2)	1	—	2	1
Loss on debt extinguishment	—	3	—	3
Business transformation costs (3)	14	4	29	9
Other adjustments (4)	—	—	4	—
Tax impact of adjustments and adjusted effective tax rate (5)	(6)	(7)	(14)	(27)
Adjusted net income	$ 4	$ 47	$ 2	$ 117
Diluted weighted average shares outstanding	60.0	61.0	59.9	61.3
Adjusted EPS (6)	$ 0.07	$ 0.78	$ 0.03	$ 1.92

(1) (Gain) loss on sale of assets and other asset charges, as reflected here, does not include losses on sales of receivables under the accounts receivable monetization program, which are included in Loss (gain) on sale of assets and other asset charges on the Consolidated Statements of Operations and are not adjusted in the calculation of Adjusted EPS. Fiscal 2024 includes a $21 million non-cash asset impairment charge related to one of our corporate-owned office locations in the first quarter of fiscal 2024.

(2) Reflects surplus, non-operating property depreciation and interest expense.

(3) Reflects costs associated with business transformation initiatives, primarily including third-party consulting costs and licensing costs, which are included within Operating expenses in the Condensed Consolidated Statements of Operations.

(4) Primarily reflects third-party professional service fees related to shareholder negotiations.

(5) Represents the tax effect of the pre-tax adjustments using an adjusted effective tax rate. The adjusted effective tax rate is calculated based on adjusted net income before tax, and its impact reflects the exclusion of changes to uncertain tax positions, valuation allowances, tax impacts related to the vesting of share-based compensation awards and discrete GAAP tax items which could impact the comparability of the operational effective tax rate. The Company believes using this adjusted effective tax rate will provide better consistency across the interim reporting periods since each of these discrete items can cause volatility in the GAAP tax rate that is not indicative of the underlying ongoing operations of the Company. By providing this non-GAAP measure, management intends to provide investors with a meaningful, consistent comparison of the Company's effective tax rate on ongoing operations.

(6) Adjusted earnings per share amounts are calculated using actual unrounded figures.

Reconciliation – Last Four Quarters Adjusted EBITDA

	Last Four Quarters Ended							
(in millions)	July 31, 2021 (52 weeks)	July 30, 2022 (52 weeks)	October 29, 2022 (52 weeks)	January 28, 2023 (52 weeks)	April 29, 2023 (52 weeks)	July 29, 2023 (52 weeks)	October 28, 2023 (52 weeks)	January 27, 2024 (52 weeks)
Net income (loss) from continuing operations	$ 149	$ 254	$ 244	$ 198	$ 138	$ 30	$ (76)	$ (112)
Adjustments to continuing operations net income (loss):								
Less net income attributable to noncontrolling interests	(6)	(6)	(6)	(7)	(7)	(6)	(5)	(3)
Net periodic benefit income, excluding service cost	(85)	(40)	(37)	(34)	(32)	(29)	(25)	(22)
Interest expense, net	204	155	150	145	143	144	144	145
Other income, net	(8)	(2)	(4)	(2)	(2)	(2)	(1)	(2)
Provision (benefit) for income taxes	34	56	62	46	16	(23)	(37)	(51)
Depreciation and amortization	285	285	290	294	299	304	308	309
Share-based compensation	49	43	44	43	43	38	32	31
LIFO charge	24	158	168	178	139	119	105	82
Restructuring, acquisition and integration related expenses	56	21	20	18	6	8	10	11
(Gain) loss on sale of assets	(4)	(87)	(92)	(92)	—	30	54	58
Multiemployer pension plan withdrawal charges (benefit)	63	(8)	(8)	—	—	1	1	1
Other retail expense	5	—	—	1	1	1	1	1
Business transformation costs	—	—	5	9	16	25	35	45
Other adjustments	—	—	—	—	—	—	4	4
Adjusted EBITDA of continuing operations	766	829	836	797	760	640	550	497
Adjusted EBITDA of discontinued operations	4	—	—	—	—	—	—	—
Adjusted EBITDA	$ 770	$ 829	$ 836	$ 797	$ 760	$ 640	$ 550	$ 497
Income from discontinued operations, net of tax	$ 6	$ —	$ —	$ —	$ —	$ —	$ —	$ —
Adjustments to discontinued operations net income:								—
Benefit for income taxes	(1)	—	—	—	—	—	—	—
Restructuring, store closure and other charges, net	(1)	—	—	—	—	—	—	—
Adjusted EBITDA of discontinued operations	$ 4	$ —	$ —	$ —	$ —	$ —	$ —	$ —
Wholesale	$ 677	$ 696	$ 692	$ 653	$ 625	$ 540	$ 486	$ 467
Retail	98	98	96	92	96	70	49	29
Other	(10)	44	59	62	50	31	15	4
Eliminations	1	(9)	(11)	(10)	(11)	(1)	—	(3)
Adjusted EBITDA of continuing operations	766	829	836	797	760	640	550	497
Adjusted EBITDA of discontinued operations	4	—	—	—	—	—	—	—
Adjusted EBITDA	$ 770	$ 829	$ 836	$ 797	$ 760	$ 640	$ 550	$ 497

Reconciliation – Adjusted EBITDA by Segment

	Adjusted EBITDA by Segment							
(in millions)	FY2022	Q1 FY2023	Q2 FY2023	Q3 FY2023	Q4 FY2023	FY2023	Q1 FY2024	Q2 FY2024
Wholesale	$ 696	$ 171	$ 137	$ 143	$ 89	$ 540	$ 117	$ 118
Retail	98	20	28	18	4	70	(1)	8
Other	44	19	15	(1)	(2)	31	3	4
Eliminations	(9)	(3)	1	(1)	2	(1)	(2)	(2)
Adjusted EBITDA	$ 829	$ 207	$ 181	$ 159	$ 93	$ 640	$ 117	$ 128
Total net sales	28,928	7,532	7,816	7,507	7,417	30,272	7,552	7,775
Adjusted EBITDA margin rate	2.87 %	2.75 %	2.32 %	2.12 %	1.25 %	2.11 %	1.55 %	1.65 %

UNFI

Reconciliation – FY24 Outlook

Reconciliation of 2024 outlook for estimated Net loss attributable to United Natural Foods, Inc. to Adjusted net (loss) income and estimated Adjusted EPS (unaudited)

	Fiscal Year Ending August 3, 2024		
(in millions, except per share amounts)	**Low Range**	**Estimate**	**High Range**
Net loss attributable to United Natural Foods, Inc.	$ (101)		$ (65)
Restructuring, acquisition and integration related expenses		2	
LIFO charge		25	
Loss on sale of assets and other asset charges [(1)]		13	
Business transformation costs		51	
Tax impact of adjustments and adjusted effective tax rate [(2)]		(23)	
Adjusted net (loss) income	$ (33)		$ 3
Diluted weighted average shares outstanding	59		60
Adjusted EPS [(3)]	$ (0.56)		$ 0.06

(1) Loss on sale of assets and other asset charges, as reflected here, does not include losses on sales of receivables under the accounts receivable monetization program, which are included in Loss (gain) on sale of assets and other asset charges on the Consolidated Statements of Operations and are not adjusted in the calculation of Adjusted EPS.

(2) The estimated adjusted effective tax rate excludes the potential impact of changes in uncertain tax positions, tax impacts related to the vesting of share-based compensation awards and valuation allowances. Refer to the reconciliation for adjusted effective tax rate.

(3) Adjusted (loss) earnings per share amounts as presented include rounding.

Reconciliation of 2024 outlook for Net loss attributable to United Natural Foods, Inc. to Adjusted EBITDA (unaudited)

	Fiscal Year Ending August 3, 2024		
(in millions)	**Low Range**	**Estimate**	**High Range**
Net loss attributable to United Natural Foods, Inc.	$ (101)		$ (65)
Benefit for income taxes	(36)		(22)
LIFO charge		25	
Interest expense, net		161	
Depreciation and amortization		314	
Share-based compensation and other		42	
Net periodic benefit income, excluding service costs		(15)	
Loss on sale of assets and other asset charges		32	
Restructuring, acquisition and integration related expenses		2	
Business transformation costs		51	
Adjusted EBITDA	$ 475		$ 525

UNFI