Performance Food Group

CFA Investment Research Challenge

October 27th, 2016

Forward-Looking Statements

This document has been prepared by Performance Food Group Company (the “Company,” “we,” “us” and “our”) solely for informational purposes. This presentation includes, and our responses to various questions may include, certain forward-looking statements, estimates and projections with respect to the Company’s anticipated future performance (collectively, “Forward-Looking Statements”). Words such as “may,” “might,” “will,” “should,” “expect,” “plan,” “anticipate,” “contemplate,” “could,” “believe,” “estimate,” “project,” “target,” “predict,” “intend,” “future,” “forecast,” “budget,” “goals,” potential,” “continue” and variations of such words or similar expressions are intended to identify Forward-Looking Statements. Forward-Looking Statements reflect various assumptions of the Company’s management that may or may not prove to be correct and are not guarantees of the Company’s future performance or results. The Company’s actual results could differ materially from those anticipated in the Forward-Looking Statements. These Forward-Looking Statements are subject to various risks and uncertainties, including those described under the section entitled “Risk Factors” in the Company’s registration statement on Form S-1 filed with the Securities and Exchange Commission (the “SEC”) on May 16, 2016, as such factors may be updated from time to time in the Company’s periodic filings with the SEC, which are accessible on the SEC’s website at www.sec.gov. The Company is not required and does not intend to update or alter any Forward-Looking Statements in this presentation or any other information that may be furnished to any recipient, whether as a result of new information, future events or otherwise, except to the extent required by applicable law. This presentation shall neither be deemed an indication of the state of affairs of the Company nor constitute an indication that there has been no change in the affairs of the Company since the date hereof or since the dates as of which information is given in this presentation. Certain information in this presentation is based upon management forecasts and reflects prevailing conditions and management’s view as of this date, all of which are subject to change.

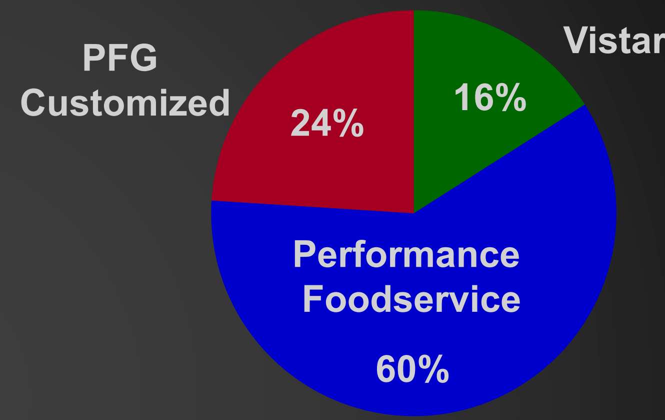
This presentation includes certain non-GAAP financial measures, including EBITDA, Adjusted EBITDA, EBITDA Profit Margin, Adjusted EBITDA Margin and Adjusted Diluted EPS. These non-GAAP financial measures are not measures of financial performance in accordance with GAAP and may exclude items that are significant in understanding and assessing our financial results. Therefore, these measures should not be considered in isolation or as an alternative to GAAP measures. You should be aware that our presentation of these measures may not be comparable to similarly-titled measures used by other companies. Please refer to the Appendix of this presentation for a reconciliation of the non-GAAP financial measures included in this presentation to the most directly comparable financial measures prepared in accordance with GAAP.

The Company owns or has rights to use a number of registered and common law trademarks, service marks and trade names in connection with its business, including Performance Foodservice, PFG Customized, Vistar, West Creek, Silver Source, Braveheart 100% Black Angus, Empire’s Treasure, Brilliance, Heritage Ovens, Village Garden, Guest House, Piancone, Luigi’s, Ultimo, Corazo, and Assoluti. Solely for convenience, the trademarks, service marks and trade names referred to in this presentation are without the ® and ™ symbols, but such references are not intended to indicate, in any way, that the Company will not assert, to the fullest extent under applicable law, its rights or the rights of the applicable licensors to these trademarks, service marks, and trade names. This presentation contains additional trademarks, service marks, and trade names of others, which are the property of their respective owners. All trademarks, service marks, and trade names appearing in this presentation are, to our knowledge, the property of their respective owners.

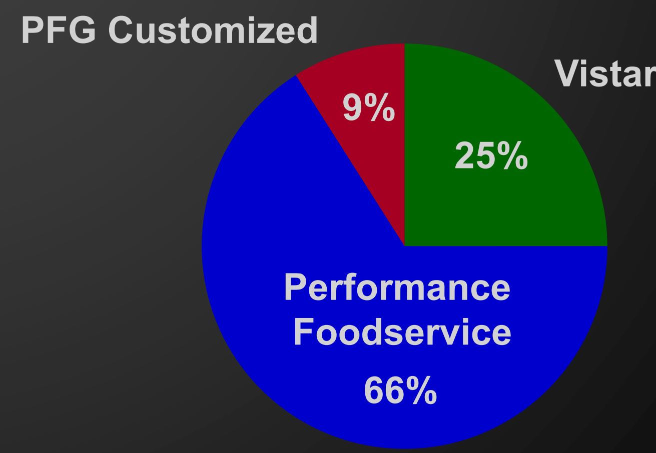
PFG Overview

- Third largest foodservice distributor in the U.S.
- A leading distributor to a wide variety of channels
- Operates three segments
  - Performance Foodservice
  - Vistar
  - PFG Customized

2016 Net Sales = $16.1BN



2016 Adj. EBITDA = $366.6MM

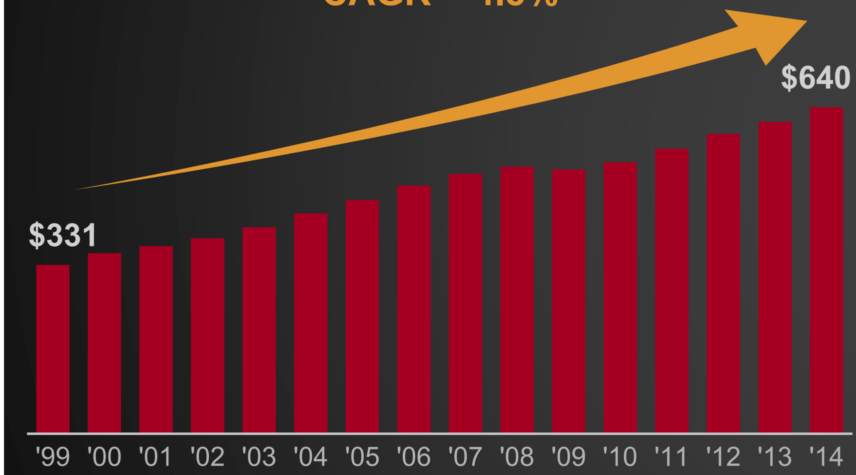


Note: EBITDA percentages exclude corporate overhead and other

Growth Outpacing a Growing Industry

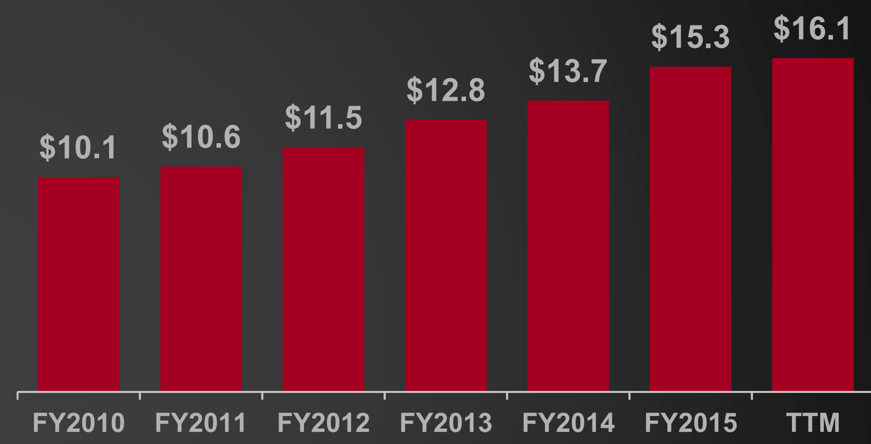
Food Away From Home

CAGR = 4.5%



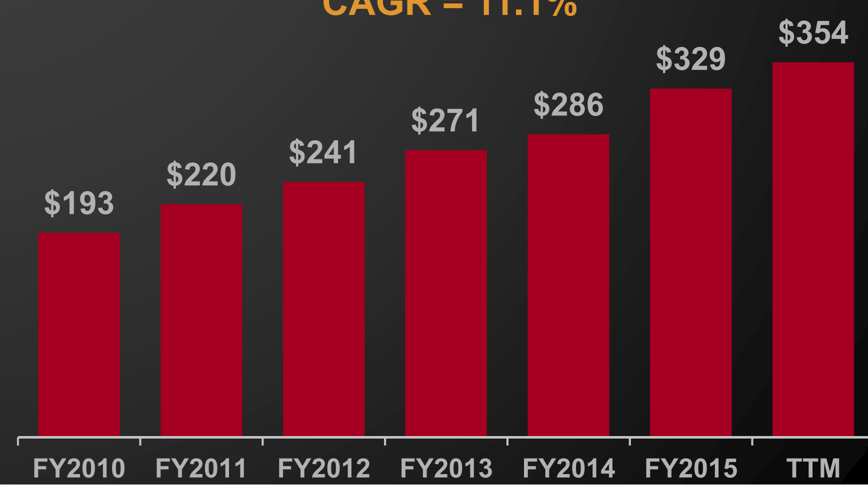
PFG Net Sales

CAGR = 8.0%



PFG Adjusted EBITDA

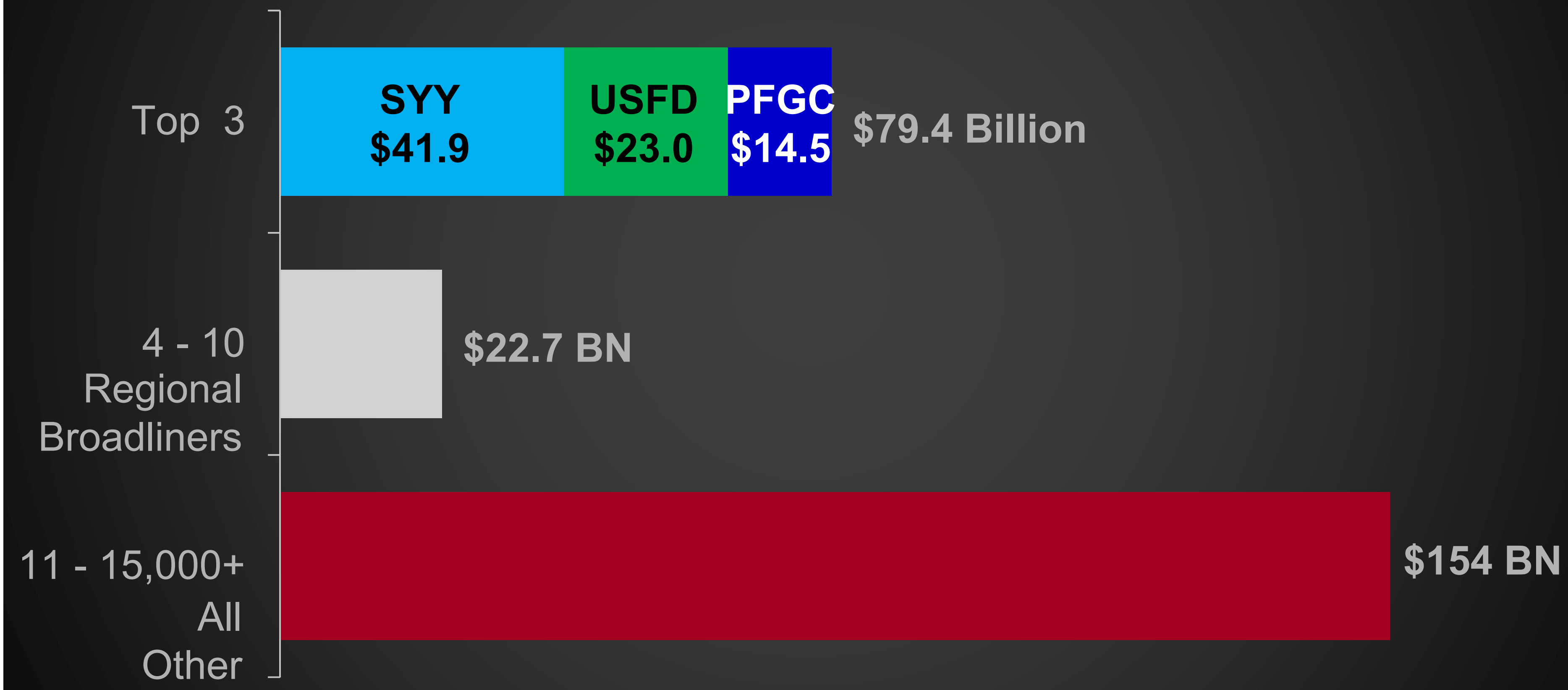
CAGR = 11.1%



Note: U.S. Department of Commerce for Food Away from Home
Net Sales in billions of dollars
Adjusted EBITDA in millions of dollars

U.S. Foodservice Industry Structure

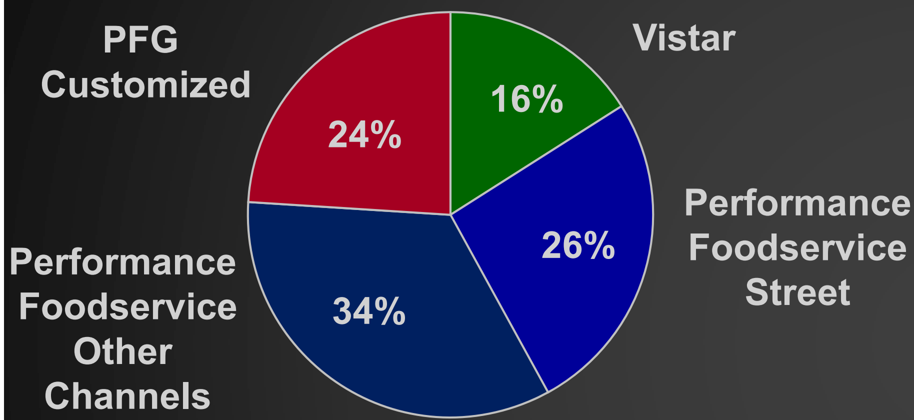
2014 Market Size = ~ $256BN



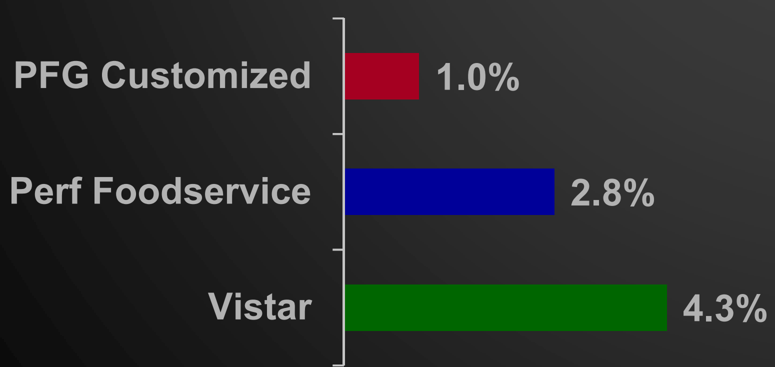
Note: Technomic and company filings for Sysco, PFG, and US Foods. U.S. Sales only, where available
Sysco 2014 sales reduced for international and based on average of FY2015 and FY2014

PFG

FY2016 Net Sales = $16.1BN

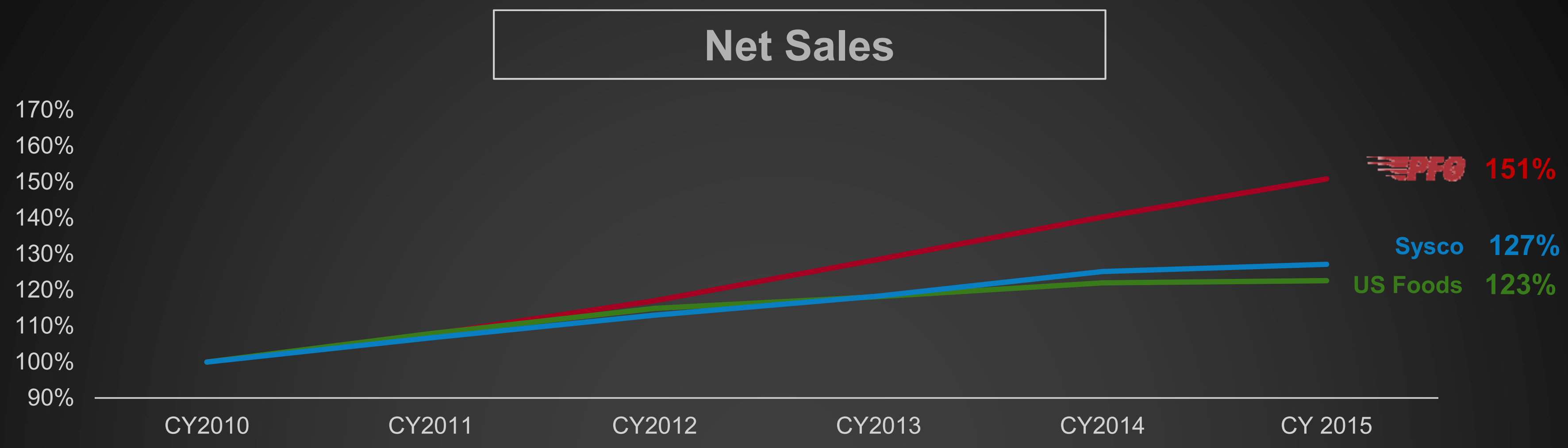


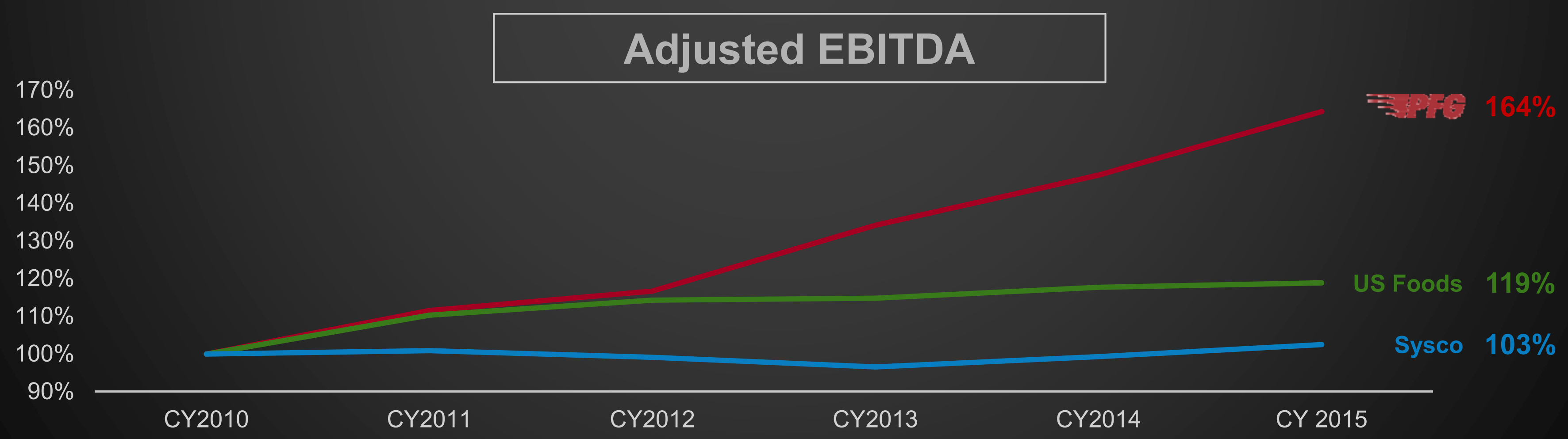
EBITDA Profit Margins



- PFG's margins reflect the mix of customers we serve
  - In the industry, street customers have well above average margins while chain restaurants are below
  - Performance Foodservice is a mix of Street business, chain restaurants, and other channels, while PFG Customized is all chain restaurant
  - Sysco and US Foods have substantial business in contract feeding, healthcare, and hospitality, which have above average margins
- The difference in customer mix is the principal driver of overall margin differences
- The implication for PFG, then, is to continue to improve the mix in all of our businesses

Top 3 Distributors' Growth Rates





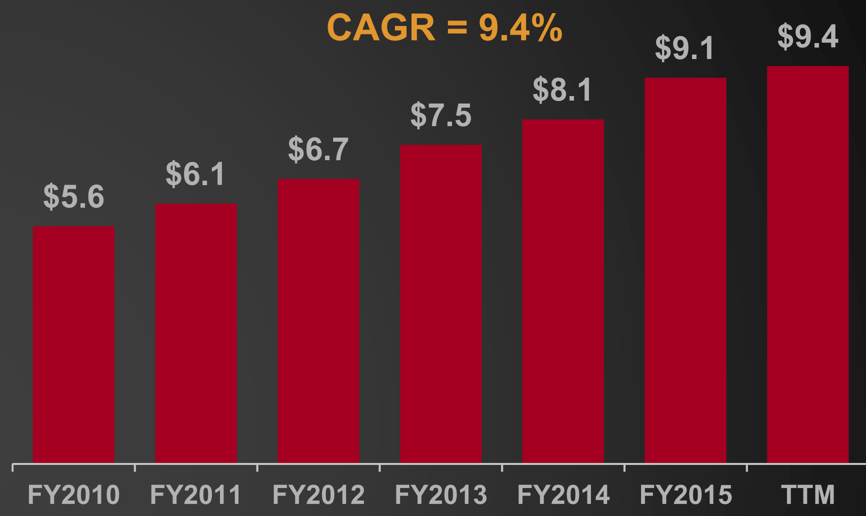
Notes: Company filings. Definitions of EBITDA and items included as adjustments may differ between companies; US Foods FY2015 excludes its 53rd week.

Performance Foodservice

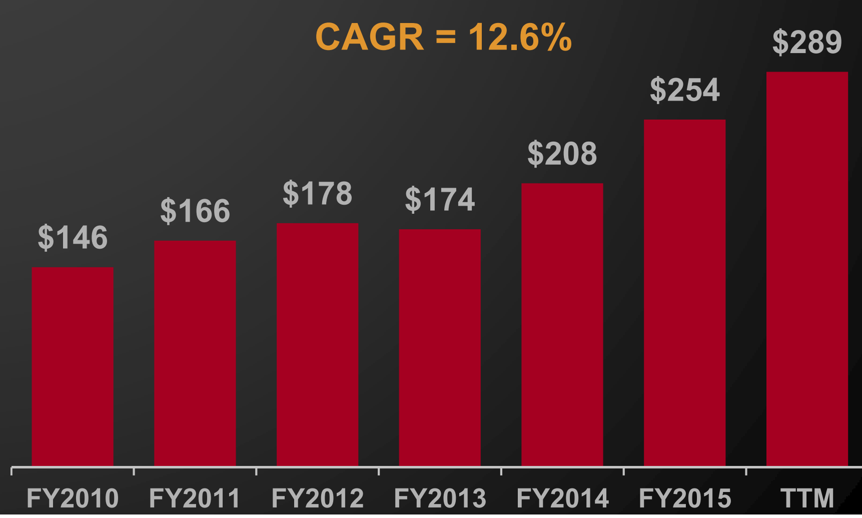
Growth Strategy

1. **Customers First**
2. **Improve Mix through Street and Brands**
3. **PFG's Winning Together Program**
4. **Increase geographic scope and scale through acquisitions**

Net Sales



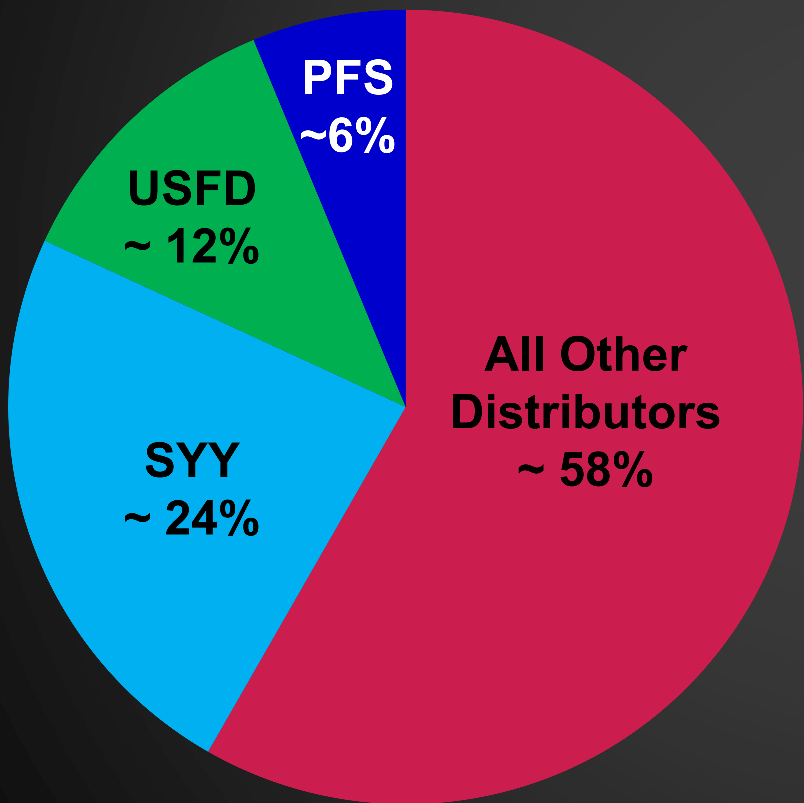
EBITDA



Note: TTM defined as trailing 12 months ended March 2016

② Improve Mix through Street and Brands

2015 Independent Restaurant Market Size = ~ $64BN

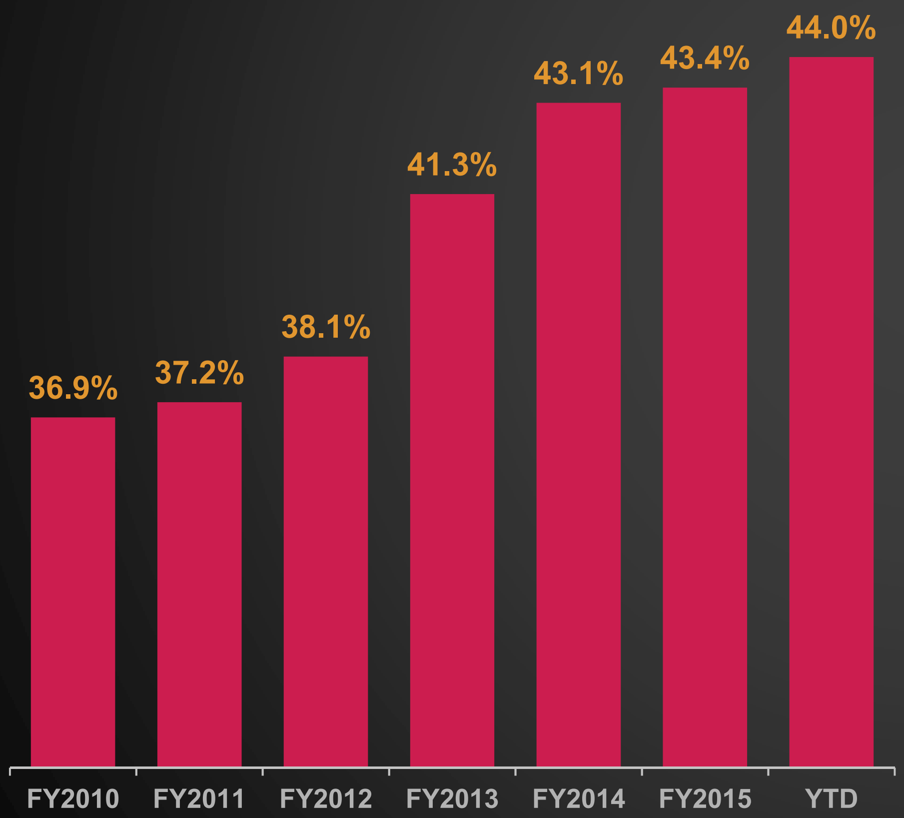


- Focus on selling to our most profitable customers, independent or "street" restaurants, and selling our most profitable brands: Performance brands
- Real organic growth to street customers has been in our 6-10% target range for 27 consecutive quarters
- Real organic growth of Performance brands to street customers has been in our 1-4^{+}% greater than total growth range for the same 26 quarters

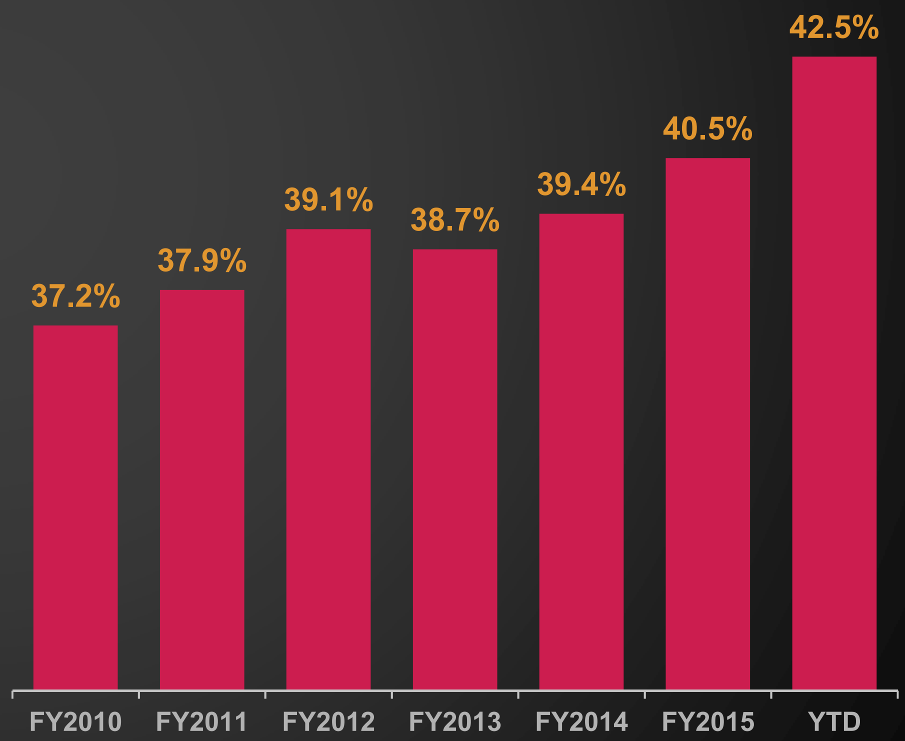
Notes: Street market size is sourced from Technomic report dated February 2016. Share data are estimated from company filings and other industry sources

Improve Mix through Street and Brands

Street Mix of Broadline Sales



Company Brand Mix of Street



Note: YTD defined as 9 months ended March 2016

Performance Brands: a $2BN+ Business

- Proprietary brands are a key competitive advantage in the industry; growing double digit
- Only the largest players in the foodservice industry have the scale to carry a broad line of differentiated brands
- Chefs embrace PFG's portfolio of Performance Brand SKUs and recognize the quality and specifications they bring to the table

Umbrella Brands – Tiered Strategy

Broadline	Roma
Ridgecrest	Piancone Brand
West Creek	Roma
Silver Source	Assoluti! Brand

Strategic Brands

Braveheart Black Angus Beef – Fearless Commitment to Quality
Allegiance
Corazo
Empire's Treasure
Bacio
Peak Fresh Produce
Brilliance Premium Shortenings & Oils
Rye Street
Roasters Exchange Coffee
Heritage Ovens
Bay Winds
Village Garden Salad Dressings
First Mark – The Mark of Quality in Non-Food Essentials
Performance Custom Meats
Magellan

3 PFG's Winning Together Program

- Spans PFG, but largest impact is in Performance Foodservice
- Continuous improvement program to offset inflation in wages and benefits
- Does not seek to radically alter PFG's cost structure
- Is not a headcount reduction program

WINNING TOGETHER DRIVING EXCELLENCE
PERFORMANCE FOOD GROUP

Winning Together Through Procurement	Winning Together Through Operations
• **Structured supplier negotiations**	• **Best practices** to drive continuous improvement
• **Inbound Logistics:** Lowering the cost of in-bound freight	• **Leverage technologies and data** to drive efficiencies
• **e-Sourcing:** Selected categories and SKUs to optimize pricing	• **Realize economies of scale** to lower costs for items not resold to customers
• **Enhanced marketing** encourages suppliers to invest resources to increase their sales	• **Leverage a Model OpCo** to provide best practice laboratory and training

4 Complement Organic with Acquisitions

PFG Performance Food Group

Recent Acquisitions

- Operating Companies
  - IFH: 2 OpCos in the Carolinas
  - Fox River: Chicago area
  - Ledyard: Northern California
  - Somerset: Kentucky
- Sources of value:
  - Multiple expansion
  - Synergies
  - Street and brand growth post acquisition

Acquisition Priorities

- Stand-alone Broadline OpCos
  - Adjacent geographies
  - Base of street business
  - Strong management team
- Fold-ins
  - Near current Performance Foodservice OpCo with capacity
  - Base of Street business
  - Good employees
- Specialty companies

Vistar Overview

PFG Performance Food Group

Segment Highlights

Leading distributor of candy, snacks, and beverages and other single serve/ impulse items

Channels served:

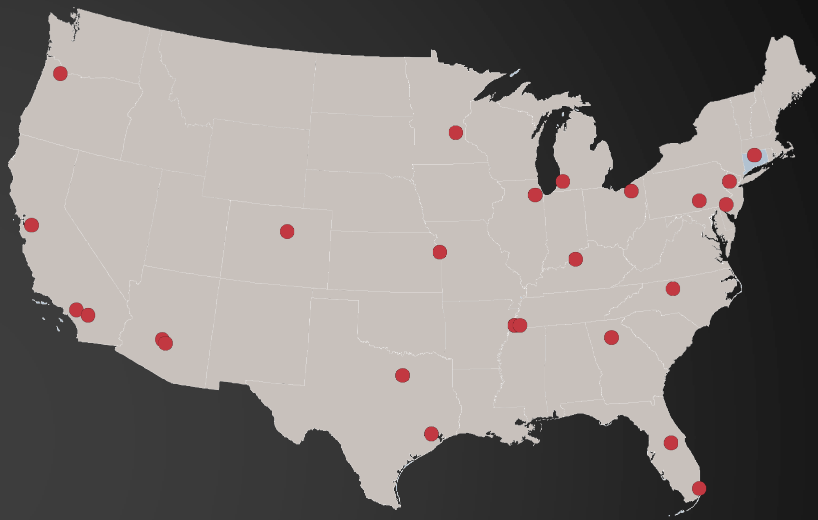
- Vending Distributors
- Office Coffee Service Distributors
- Theaters
- Retail Impulse
- Hospitality
- College Bookstores
- Concessions
- Corrections

Operating Companies: 25

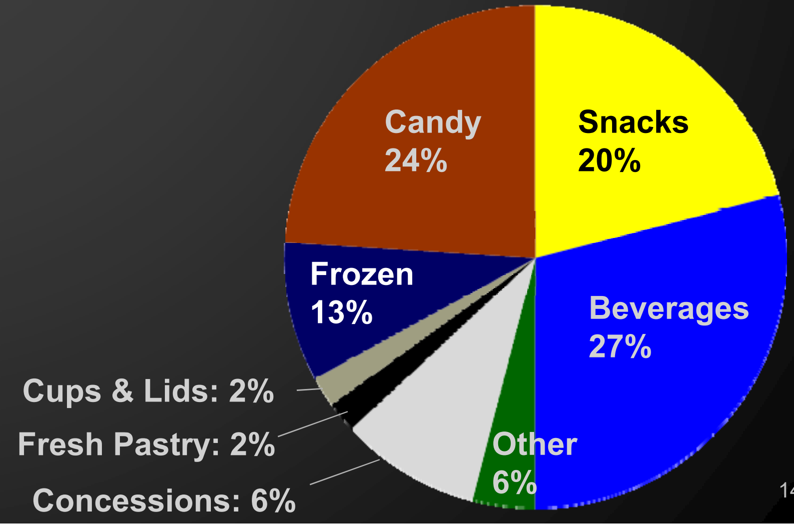
Key Strengths:

- National distribution network
- Unparalleled inventory variety
- Proven ability to leverage specialized inventory to penetrate new customer channels
- Flexible distribution capabilities: truckloads to eaches

Distribution Centers



Product Mix: FY2015



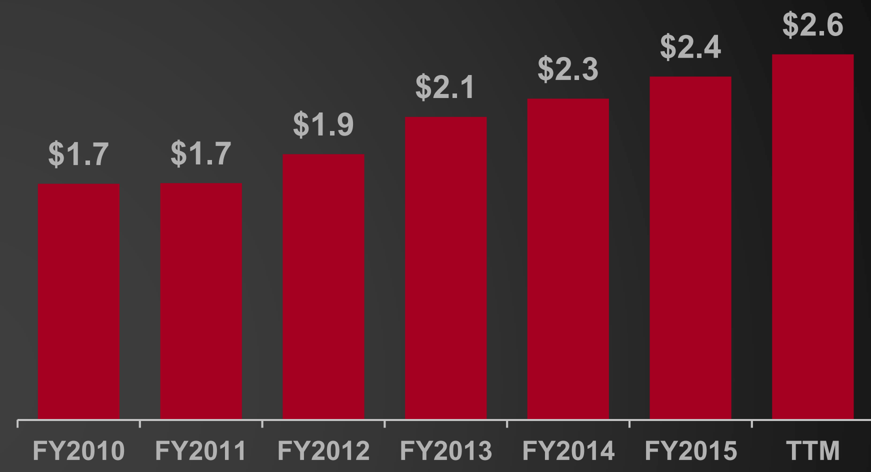
Vistar

Growth Strategy

- Utilize strengths to grow both core and emerging channels
- Improve mix
- Continually improve cost structure, especially through Winning Together
- Enter new channels and develop new capabilities through acquisitions

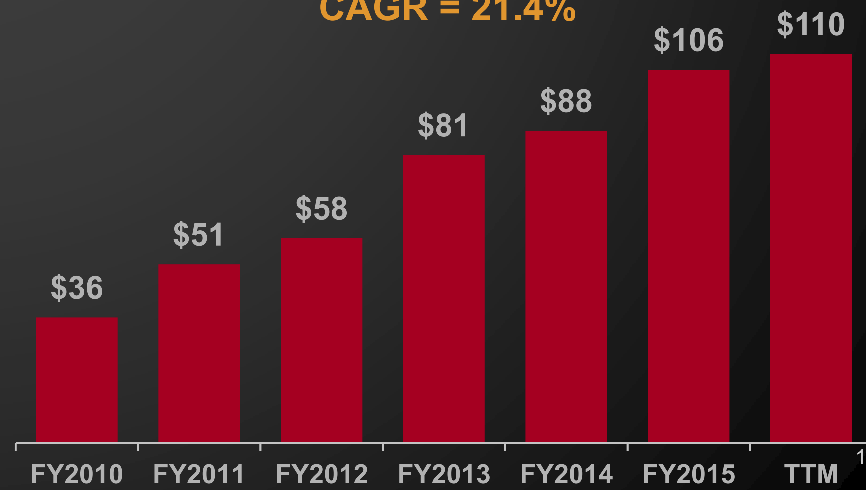
Net Sales

CAGR = 7.7%



EBITDA

CAGR = 21.4%



Note: TTM defined as trailing 12 months ended March 2016

Growth Drivers

	Vend	OCS	Theater	Retail
Core Channels	• Good to Go Line • Micro-markets • Recovery in U.S. non-farm employment	• Continue to develop "better coffee" wave in office coffee channel	• Meet customers' evolving product assortment needs	• Dollar stores • Develop more impulse locations • Seasonal SKUs • Optimize assortment
	Hospitality	**E Commerce**	**Other Emerging Channels**	
Emerging Channels	• Pantries • Lobby coffee • In-room coffee • Limited SKU breakfast programs	• Order fulfillment • B2B • B2C	• Concessions • Corrections • College Bookstores	

PFG Customized Overview

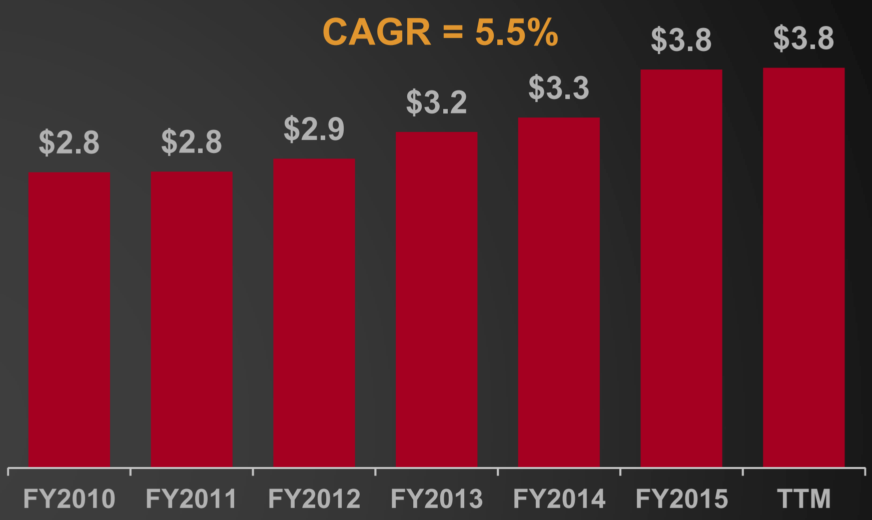
- Systems distributor: serve up to 100% of customers' SKU needs through least cost inbound/ outbound network
- National network to serve casual and family dining restaurant chains that was developed around customers' footprints
- Long standing customer relationships
- Growth reflects both customers' organic growth and new customer wins
- High asset turns: 9 facilities serve the entire U.S.
- Low margin but high return on invested capital

PFG Customized

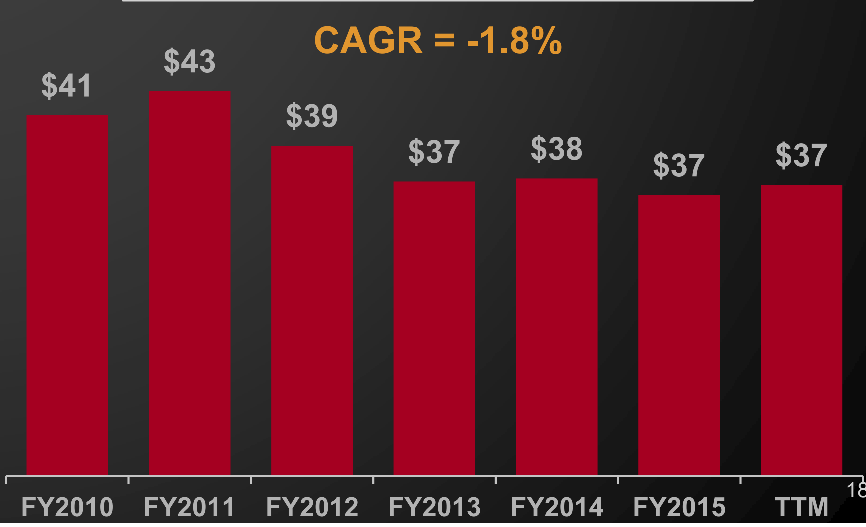
Growth Strategy

- Grow share of casual dining segment through new customer wins
- Broaden scope of business to add fast casual chains
- Continually improve cost structure, including through Winning Together

Net Sales



EBITDA



Note: TTM defined as trailing 12 months ended March 2016

Longstanding Customer Relationships

# 2 Family Style # 9 FSR	# 1 Steak # 6 FSR	# 2 Italian # 21 FSR	# 4 Steak # 22 FSR	# 6 Varied Menu # 12 FSR
Cracker Barrel Old Country Store	Outback Steakhouse	Carrabba's Italian Grill	Logan's Roadhouse	Ruby Tuesday
	# 2 Seafood # 30 FSR	# 8 Steak # 48 FSR		
	Bonefish Grill	Fleming's Prime Steakhouse & Wine Bar		
40 Years	← 22 Years →		16 Years	14 Years

# 4 Varied Menu # 10 FSR	# 11 Varied Menu # 27 FSR	# 3 Seafood # 35 FSR	# 2 Varied Menu # 2 FSR	# 2 Hamburger # 4 QSR	Not Ranked
T.G.I. Friday's	O'Charley's Good Food, Good Times	Joe's Crab Shack	Chili's	Wendy's Old Fashioned Hamburgers	Fuzzy's Taco Shop
		# 67 Varied Menu # 180 FSR			Not Ranked
		Brick House Tavern+Tap			PDQ Fresh Tenders Salads · Sandwiches
15 Years	8 Years	7 Years	6 Years	← 3 Years →	

Source: Technomic 2012

New Customer Win Coming in August 2016

- PFG has entered into an agreement to distribute to Red Lobster's 670^{+} U.S. restaurants
- Winning Red Lobster as a customer solidifies PFG Customized's position as the premier distributor to national casual dining chains
- Red Lobster's network of U.S. restaurants has substantial overlap with PFG Customized's existing business, which enables us to increase sales by over half a billion dollars annually from within Customized's current network of distribution centers
- PFG anticipates that the agreement will be accretive to Adjusted EBITDA and Adjusted EPS in fiscal 2017 and expects it to improve PFG's return on invested capital

Continued Progress on Key Initiatives

- Grow organic share profitably
  - 28th consecutive quarter of growing independent cases in 6% to 10% range year-over-year; excluding the extra week:
    - FY2016 independent cases grew 8.6%
    - Q4 independent cases grew 9.0%
  - 28th consecutive quarter that Performance brands sold to independents have grown at least 1% to 4% faster than total cases
  - Broad growth across Vistar's channels
  - Results achieved while investing in start-up expenses
    - Customized sales to Red Lobster began in August
    - Vistar began expanding into new geographies in the dollar channel and opened a new prototype facility for pick and pack

Continued Progress on Key Initiatives

- Grow organic share profitably
- Continue to improve PFG's cost structure
  - Winning Together continues to find ways to offset increases in wages, benefits, and other expenses
  - Operating expense per case essentially flat: + 0.1% vs. prior year

Continued Progress on Key Initiatives

- Grow organic share profitably
- Continue to improve PFG's cost structure
- Opportunistically pursue value creating acquisitions
  - Acquired one small candy, snack, and beverage distributor in Q4
  - M&A pipeline remains active

Full-Year FY2016 Highlights

- **Record Fiscal 2016 results**
  - **Net sales topped $16 billion for the first time and increased 5.5%**
  - **Gross profit topped $2 billion for the first time and increased 8.7%**
  - **Operating profit grew 26.3% to $202.2 million**
  - **Adjusted EBITDA[1] grew 11.6% to $366.6 million**
- **Margins hit an all-time high**
  - **Adjusted EBITDA as a % of Net Sales expanded 12 bps to 2.3%**
  - **Adjusted EBITDA as a % of Gross Profit was up 40 bps to 18.2%**

[1] For reconciliation of non-GAAP to GAAP measures see the Appendix

Full-Year FY2016 Segment Results

	Net Sales		EBITDA	
	$ MM	$ vs. PY	$ MM	$ vs. PY
Performance Foodservice	$9,616.3	+ 5.8%	$307.0	+ 20.8%
PFG Customized	3,782.1	+ 0.8%	34.1	(6.6%)
Vistar	2,701.5	+ 11.4%	113.0	+ 7.1%

Note: Segment results are As Reported and compare FY2016's 53 weeks to FY2015's 52 weeks

FY2016 Cash Flow and Balance Sheet

- YTD Cash Flow highlights
  - Operating Cash Flow of $234.9MM vs. $127.4MM PY
  - CapEx of $119.7MM vs. $98.6MM PY
  - Acquisitions of $39MM vs. $0.4MM PY
- Net Debt
  - FY2015 year-end: $ 1,413.4MM
  - FY2016 year-end: $ 1,134.6MM
  - Improvement vs. PY: $ 278.8MM
- Net Debt / TTM Adjusted EBITDA[1] leverage
  - FY2015 year-end: 4.3X
  - FY2016 year-end: 3.1X
  - Improvement: 1.2X

[1] For reconciliation of non-GAAP to GAAP measures see the Appendix

Note: Cash Flow metrics are As Reported and compare FY2016's 53 weeks to FY2015's 52 weeks


FREIGHTLINER
What we really do **is deliver.**
PFG
Performance Food Group

Non-GAAP Financial Measures

PERFORMANCE FOOD GROUP COMPANY
Non-GAAP Reconciliation (Unaudited)

($ in millions, except share and per share data)	Three months ended July 2, 2016	Three months ended June 27, 2015	Change	%
Net income (GAAP)	$ 29.2	$ 34.2	$ (5.0)	(14.6)
Interest expense, net (A)	18.0	21.1	(3.1)	(14.7)
Income tax expense	19.5	23.3	(3.8)	(16.3)
Depreciation	22.2	19.2	3.0	15.6
Amortization of intangible assets	10.2	10.4	(0.2)	(1.9)
EBITDA	99.1	108.2	(9.1)	(8.4)
Impact of non-cash items (B)	5.4	3.0	2.4	80.0
Impact of acquisition, integration & reorganization charges (C)	3.5	(15.7)	19.2	N/A
Impact of non-recurring items (D)	—	5.1	(5.1)	N/A
Impact of productivity initiatives (E)	3.9	1.4	2.5	178.6
Impact of other adjustment items (F)	2.8	0.5	2.3	460.0
Adjusted EBITDA (Non-GAAP)	$ 114.7	$ 102.5	$ 12.2	11.9
Diluted earnings per share (GAAP)	$ 0.29	$ 0.39	$ (0.10)	(25.6)
Impact of non-cash items	0.05	0.03	0.02	66.7
Impact of acquisition, integration & reorganization charges	0.03	(0.18)	0.21	N/A
Impact of non-recurring items	—	0.06	(0.06)	N/A
Impact of productivity initiatives	0.04	0.02	0.02	100.0
Impact of other adjustment items	0.03	0.01	0.02	200.0
Tax impact of adjustments	(0.06)	0.03	(0.09)	N/A
Adjusted Diluted Earnings per Share (Non-GAAP)	$ 0.38	$ 0.36	$ 0.02	5.6

A. Includes a $3.6 million loss on extinguishment during the fourth quarter of fiscal 2016.
B. Includes adjustments for non-cash charges arising from employee equity award compensation, gain/loss on disposal of assets, and interest rate swap hedge ineffectiveness. Equity award compensation cost was $3.6 million and $0.3 million for the fourth quarter of fiscal 2016 and fiscal 2015, respectively. In addition, this includes an increase in the LIFO reserve of $1.0 million and $2.1 million for the fourth quarter of fiscal 2016 and fiscal 2015, respectively
C. Includes professional fees and other costs related to completed and abandoned acquisitions net of a $25.0 million termination fee in the fourth quarter of fiscal 2015 related to the terminated agreement to acquire 11 US Foods facilities from Sysco and US Foods, costs of integrating certain of our facilities, facility closing costs, certain equity transactions, and advisory fees paid to the Sponsors.
D. Consists of a legal settlement.
E. Consists primarily of professional fees and related expenses associated with the Winning Together program and other productivity initiatives.
F. Consists primarily of changes in fair value and costs related to settlements on our fuel collar derivatives, certain financing transactions, lease amendments, and franchise tax expense and other adjustments permitted under our credit agreements.

Non-GAAP Financial Measures

PERFORMANCE FOOD GROUP COMPANY

Non-GAAP Reconciliation (Unaudited)

($ in millions, except share and per share data)	Fiscal year ended July 2, 2016	Fiscal year ended June 27, 2015	Change	%
Net income (GAAP)	$ 68.3	$ 56.5	$ 11.8	20.9
Interest expense, net (A)	83.9	85.7	(1.8)	(2.1)
Income tax expense	46.2	40.1	6.1	15.2
Depreciation	80.5	76.3	4.2	5.5
Amortization of intangible assets	38.1	45.0	(6.9)	(15.3)
EBITDA	317.0	303.6	13.4	4.4
Impact of non-cash items (B)	18.2	2.5	15.7	628.0
Impact of acquisition, integration & reorganization charges (C)	9.4	0.4	9.0	2,250.0
Impact of non-recurring items (D)	1.7	5.1	(3.4)	(66.7)
Impact of productivity initiatives (E)	11.6	8.3	3.3	39.8
Impact of multiemployer plan withdrawals (F)	—	2.8	(2.8)	N/A
Impact of other adjustment items (G)	8.7	5.9	2.8	47.5
Adjusted EBITDA (Non-GAAP)	$ 366.6	$ 328.6	$ 38.0	11.6
Diluted earnings per share (GAAP)	$ 0.70	$ 0.64	$ 0.06	9.4
Impact of non-cash items	0.18	0.03	0.15	500.0
Impact of acquisition, integration & reorganization charges	0.10	—	0.10	N/A
Impact of non-recurring items	0.02	0.06	(0.04)	(66.7)
Impact of productivity initiatives	0.12	0.09	0.03	33.3
Impact of multiemployer plan withdrawals	—	0.03	(0.03)	N/A
Impact of other adjustment items	0.09	0.07	0.02	28.6
Tax impact of adjustments	(0.21)	(0.11)	(0.10)	(90.9)
Adjusted Diluted Earnings per Share (Non-GAAP)	$ 1.00	$ 0.81	$ 0.19	23.5

A. Includes a $9.4 million loss on extinguishment and $5.5 million of accelerated amortization of original issuance discount and deferred financing costs during the fiscal year ended July 2, 2016.

B. Includes adjustments for non-cash charges arising from employee equity award compensation, gain/loss on disposal of assets, and interest rate swap hedge ineffectiveness. Equity award compensation cost was $17.2 million and $1.2 million for fiscal 2016 and fiscal 2015, respectively. In addition, this includes a decrease in the LIFO reserve of $1.5 million and an increase of $1.7 million for fiscal 2016 and fiscal 2015, respectively.

C. Includes professional fees and other costs related to completed and abandoned acquisitions net of a $25.0 million termination fee in fiscal 2015 related to the terminated agreement to acquire 11 US Foods facilities from Sysco and US Foods, costs of integrating certain of our facilities, facility closing costs, certain equity transactions, and advisory fees paid to the Sponsors.

D. Amounts in fiscal 2016 consists of an expense related to our expected withdrawal from a purchasing cooperative, pre-PFG acquisition worker's compensation claims related to an insurance company that went into liquidation, and amounts received from business interruption insurance because of weather related or other one-time events. Amounts in fiscal 2015 consist of a legal settlement.

E. Consists primarily of professional fees and related expenses associated with the Winning Together program and other productivity initiatives.

F. Includes amounts related to the withdrawal from the Central States Southeast and Southwest Areas Pension Fund.

G. Consists primarily of changes in fair value and costs related to settlements on our fuel collar derivatives, certain financing transactions, lease amendments, and franchise tax expense and other adjustments permitted under our credit agreements.

Non-GAAP Financial Measures

PERFORMANCE FOOD GROUP COMPANY
Non-GAAP Reconciliation (Unaudited)

($ in millions, except share and per share data)	Fiscal Year Ended July 2, 2016 Q1	Q2	Q3	Q4
Net income (GAAP)	$ 12.2	$ 17.5	$ 9.4	$ 29.2
Interest expense, net (A)	21.0	23.3	21.6	18.0
Income tax expense	8.6	12.0	6.1	19.5
Depreciation	18.9	19.3	20.1	22.2
Amortization of intangible assets	9.3	9.3	9.3	10.2
EBITDA	70.0	81.4	66.5	99.1
Impact of non-cash items (B)	(0.4)	9.4	3.8	5.4
Impact of acquisition, integration & reorganization charges (C)	2.8	1.3	1.8	3.5
Impact of non-recurring items (D)	2.6	(0.9)	—	—
Impact of productivity initiatives (E)	2.3	2.5	2.9	3.9
Impact of other adjustment items (F)	2.8	1.7	1.4	2.8
Adjusted EBITDA (Non-GAAP)	$ 80.1	$ 95.4	$ 76.4	$ 114.7
Diluted earnings per share (GAAP)	$ 0.14	$ 0.17	$ 0.09	$ 0.29
Impact of non-cash items	—	0.10	0.04	0.05
Impact of acquisition, integration & reorganization charges	0.03	0.01	0.02	0.03
Impact of non-recurring items	0.03	(0.01)	—	—
Impact of productivity initiatives	0.03	0.02	0.03	0.04
Impact of other adjustment items	0.03	0.02	0.01	0.03
Tax impact of adjustments	(0.05)	(0.05)	(0.04)	(0.06)
Adjusted Diluted Earnings per Share (Non-GAAP)	$ 0.21	$ 0.26	$ 0.15	$ 0.38

A. Includes a $5.5 million of accelerated amortization of original issuance discount and deferred financing costs during Q2, and a $5.8 million and a $3.6 million loss on extinguishment for Q3 and Q4, respectively.
B. Includes adjustments for non-cash charges arising from employee equity award compensation, gain/loss on disposal of assets, and interest rate swap hedge ineffectiveness. Equity award compensation cost was $1.1 million, $7.7 million, $4.8 million, and $3.6 million for Q1, Q2, Q3, and Q4, respectively. In addition, this includes a decrease of $1.7 million, an increase of 0.5 million, decrease $1.3 million, and an increase $1.0 million in LIFO reserve for Q1, Q2, Q3, and Q4, respectively.
C. Includes professional fees and other costs related to completed and abandoned acquisitions, costs of integrating certain of our facilities, facility closing costs, certain equity transactions, and advisory fees paid to the Sponsors.
D. Consists of an expense related to our expected withdrawal from a purchasing cooperative, pre-PFG acquisition worker's compensation claims related to an insurance company that went into liquidation, and amounts received from business interruption insurance because of weather related or other one-time events.
E. Consists primarily of professional fees and related expenses associated with the Winning Together program and other productivity initiatives.
F. Consists primarily of changes in fair value and costs related to settlements on our fuel collar derivatives, certain financing transactions, lease amendments, and franchise tax expense and other adjustments permitted under our credit agreements.

Non-GAAP Financial Measures

PERFORMANCE FOOD GROUP COMPANY
Non-GAAP Reconciliation (Unaudited)

($ in millions, except share and per share data)	Fiscal Year Ended June 27, 2015 Q1	Q2	Q3	Q4
Net income (GAAP)	$ 6.6	$ 12.8	$ 2.9	$ 34.2
Interest expense, net	21.2	21.8	21.6	21.1
Income tax expense	4.7	9.8	2.3	23.3
Depreciation	18.6	19.2	19.3	19.2
Amortization of intangible assets	11.6	11.6	11.4	10.4
EBITDA	62.7	75.2	57.5	108.2
Impact of non-cash items (A)	1.1	(1.7)	0.1	3.0
Impact of acquisition, integration & reorganization charges (B)	2.0	4.6	9.5	(15.7)
Impact of non-recurring items (C)	—	—	—	5.1
Impact of productivity initiatives (D)	3.5	2.3	1.1	1.4
Impact of multiemployer plan withdrawals (E)	—	2.8	—	—
Impact of other adjustment items (F)	0.9	3.4	1.1	0.5
Adjusted EBITDA (Non-GAAP)	$ 70.2	$ 86.6	$ 69.3	$ 102.5
Diluted earnings per share (GAAP)	$ 0.08	$ 0.15	$ 0.03	$ 0.39
Impact of non-cash items	0.01	(0.02)	—	0.03
Impact of acquisition, integration & reorganization charges	0.02	0.05	0.11	(0.18)
Impact of non-recurring items	—	—	—	0.06
Impact of productivity initiatives	0.04	0.03	0.01	0.02
Impact of multiemployer plan withdrawals	—	0.03	—	—
Impact of other adjustment items	0.01	0.04	0.01	0.01
Tax impact of adjustments	(0.03)	(0.06)	(0.05)	0.03
Adjusted Diluted Earnings per Share (Non-GAAP)	$ 0.13	$ 0.22	$ 0.11	$ 0.36

A. Includes adjustments for non-cash charges arising from employee equity award compensation and adjustments to reflect certain assets held for sale to their net realizable value. In addition, this includes an increase of $1.8 million, a decrease $1.9 million, a decrease $0.3 million, and an increase $2.1 million in LIFO reserve for Q1, Q2, Q3, and Q4, respectively.
B. Includes professional fees and other costs related to completed and abandoned acquisitions, costs of integrating certain of our facilities, facility closing costs, and advisory fees paid to the Sponsors.
C. Consists of a legal settlement.
D. Consists primarily of professional fees and related expenses associated with the Winning Together program and other productivity initiatives.
E. Includes amounts related to the withdrawal from the Central States Southeast and Southwest Areas Pension Fund.
F. Consists primarily of changes in fair value and costs related to settlements on our fuel collar derivatives, certain financing transactions, lease amendments, and franchise tax expense and other adjustments permitted under our credit agreements.

Historical EBITDA Reconciliation

($ in millions)

FYE June	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	LTM Mar 2016
Net Income	**$0.9**	**$13.7**	**$21.0**	**$8.4**	**$15.5**	**$56.5**	**$73.3**
Interest expense, net	84.7	78.9	76.3	93.9	86.1	85.7	87.0
Income tax expense	8.1	10.9	12.9	11.1	14.7	40.1	50.0
Depreciation	44.4	43.2	46.4	58.7	73.5	76.3	77.5
Amortization of intangible assets	55.2	55.8	55.9	61.3	59.2	45.0	38.3
EBITDA	**$193.3**	**$202.5**	**$212.5**	**$233.4**	**$249.0**	**$303.6**	**$326.1**
1 Non-cash Items	(2.0)	0.3	3.8	1.8	4.8	4.3	15.2
2 Acquisition, Integration and Reorganization	2.4	8.2	12.9	22.9	11.3	0.4	(9.8)
3 Non-recurring Items	(1.4)	4.5	1.5	0.4	0.4	5.1	6.8
4 Productivity Initiatives	–	–	1.5	3.1	16.3	8.3	9.1
5 Multiemployer Plan Withdrawal	–	0.8	(0.1)	3.9	0.4	2.8	–
6 Other	1.0	3.7	8.8	5.8	3.9	4.1	7.0
Total Adjustments	–	$17.5	$28.4	$37.9	$37.1	$25.0	$28.3
Adjusted EBITDA	**$193.3**	**$220.0**	**$240.9**	**$271.3**	**$286.1**	**$328.6**	**$354.4**

1 Includes adjustments for employee equity compensation, interest rate swap hedge ineffectiveness, adjustments to reflect certain assets held for sale to their net realizable value, changes in fair value of fuel collar instruments, adjustments for non-cash charges arising from employee stock options, and gain/loss on disposal of assets. For nine months ended March 26, 2016 and fiscal years 2015, 2014, and 2013, this includes changes in the LIFO reserve of $(2.5) million, $1.7 million, $3.0 million and $0.8 million, respectively. For the twelve months ended March 26, 2016, Stock Compensation Expense was $13.9 million and other non-cash items bring the total adjustment to $15.2 million.

2 Includes professional fees and other costs related to ongoing, completed and abandoned acquisitions net of a $25.0 million termination fee related to the terminated agreement to acquire 11 US Foods facilities from Sysco and US Foods, costs of integrating certain of our facilities, facility closing costs, legal fees related to our legal entity reorganization, and advisory fees paid to the Sponsors. For fiscal 2013, this also includes $11.2 million for the impact of the initial fair value of inventory that was acquired as part of acquisitions.

3 Consists primarily of transition costs related to IT outsourcing, certain severance costs, and the impact of business interruption due to hurricane and other weather related events. For nine months ended March 26 2016, consists of an expense related to our withdrawal from a purchasing cooperative, pre-PFG acquisition worker's compensation claims related to an insurance company that went into liquidation, and amounts received from business interruption insurance because of weather related or other one-time events.

4 Consists primarily of professional fees and related expenses associated with the Winning Together program and other productivity initiatives.

5 Includes amounts related to the withdrawal from multiemployer pension plans. For fiscal years 2015, 2014, and 2013, this amount includes $2.8 million, $0.4 million and $3.7 million, respectively, for the expense related to the withdrawal from the Central States Southeast and Southwest Areas Pension Fund.

6 Consists primarily of costs related to certain financing transactions, settlements on our fuel collar derivatives, lease amendments, and franchise tax expense and other adjustments permitted under our credit agreements.

Historical EBITDA Reconciliation *(continued)*

($ in millions)

FYE June	YTD 2015	YTD 2016	LTM Mar 2016
Net Income	$22.3	$39.1	$73.3
(+) Interest Expense	64.6	65.9	87.0
(+) Income Tax Expense	16.8	26.7	50.0
(+) Depreciation	57.1	58.3	77.5
(+) Amortization of intangible assets	34.6	27.9	38.3
EBITDA	**$195.4**	**$217.9**	**$326.1**
1 (+) Non-Cash Items	2.3	13.2	15.2
2 (+) Acquisition, Integration, Restructuring	16.1	5.9	(9.8)
3 (+) Non-recurring items	–	1.7	6.8
4 (+) Productivity initiatives	6.9	7.7	9.1
5 (+) Multiemployer plan withdrawal	2.8	–	–
6 (+) Other adjustment items	2.6	5.5	7.0
Adjusted EBITDA	**$226.1**	**$251.9**	**$354.4**

1. Includes adjustments for non-cash charges arising from employee equity compensation, changes in fair value of fuel collar instruments, and gain/loss on disposal of assets. In addition, this includes a decrease in the LIFO reserve of $1.3 million and $2.5 million for the third quarter and the first nine months of fiscal 2016, respectively, and a decrease in the LIFO reserve of $0.3 million and $0.4 million for the third quarter and first nine months of fiscal 2015, respectively. For the twelve months ended March 26, 2016, Stock Compensation Expense was $13.9 million and other non-cash items bring the total adjustment to $15.2 million.
2. Includes professional fees and other costs related to completed and abandoned acquisitions, costs of integrating certain of our facilities, facility closing costs, and advisory fees paid to the Sponsors.
3. Consists of an expense related to our withdrawal from a purchasing cooperative, pre-PFG acquisition worker's compensation claims related to an insurance company that went into liquidation, and amounts received from business interruption insurance because of weather related or other one-time events.
4. Consists primarily of professional fees and related expenses associated with the Winning Together program.
5. Includes amounts related to the withdrawal from the Central States Southeast and Southwest Areas Pension Fund.
6. Consists primarily of costs related to settlements on our fuel collar derivatives, certain financing transactions, lease amendments, and franchise tax expense and other adjustments permitted under our credit agreements.

Non-GAAP Financial Measures

PFG Performance Food Group

PERFORMANCE FOOD GROUP COMPANY
Non-GAAP Reconciliation (Unaudited)

($ in millions, except share and per share data)	Nine months ended March 26, 2016	Nine months ended March 28, 2015	Change	%
Net income (GAAP) (G)	$ 39.1	$ 22.3	$ 16.8	75.3
Impact of non-cash items	7.8	1.3	6.5	500.0
Impact of acquisition, integration & reorganization charges	3.5	9.2	(5.7)	(62.0)
Impact of non-recurring items	1.0	—	1.0	N/A
Impact of productivity initiatives	4.6	3.9	0.7	17.9
Impact of multiemployer plan withdrawals	—	1.6	(1.6)	N/A
Impact of other adjustment items	3.3	1.5	1.8	120.0
Adjusted Net Income (Non-GAAP) (G)	$ 59.3	$ 39.8	$ 19.5	49.0
Diluted earnings per share (GAAP) (G)	$ 0.40	$ 0.25	$ 0.15	60.0
Impact of non-cash items	0.08	0.02	0.06	300.0
Impact of acquisition, integration & reorganization charges	0.04	0.10	(0.06)	(60.0)
Impact of non-recurring items	0.01	—	0.01	N/A
Impact of productivity initiatives	0.05	0.04	0.01	25.0
Impact of multiemployer plan withdrawals	—	0.02	(0.02)	N/A
Impact of other adjustment items	0.03	0.02	0.01	50.0
Adjusted Diluted Earnings per Share (Non-GAAP) (G)	$ 0.61	$ 0.45	$ 0.16	35.6

A. Includes adjustments for non-cash charges arising from employee stock compensation, changes in fair value of fuel collar instruments, and gain/loss on disposal of assets. Stock compensation cost was $13.6 million and $0.9 million for the first nine months of fiscal 2016 and fiscal 2015, respectively. In addition, this includes a decrease in the LIFO reserve of $2.5 million and $0.4 million for the first nine months of fiscal 2016 and fiscal 2015, respectively.

B. Includes professional fees and other costs related to completed and abandoned acquisitions, costs of integrating certain of our facilities, facility closing costs, and advisory fees paid to the Sponsors.

C. Consists of an expense related to our withdrawal from a purchasing cooperative, pre-PFG acquisition worker's compensation claims related to an insurance company that went into liquidation, and amounts received from business interruption insurance because of weather related or other one-time events.

D. Consists primarily of professional fees and related expenses associated with the Winning Together program and other productivity initiatives.

E. Includes amounts related to the withdrawal from the Central States Southeast and Southwest Areas Pension Fund.

F. Consists primarily of costs related to settlements on our fuel collar derivatives, certain financing transactions, lease amendments, and franchise tax expense and other adjustments permitted under our credit agreements.

G. The Adjusted Net Income and Adjusted Diluted Earnings per Share impacts are shown net of tax. Tax impact of adjustments for certain items was $13.8 million and $13.2 million for the nine months ended December 26, 2015 and December 27 2014, respectively. Amounts are calculated by multiplying the impact of each item by the effective tax rate for the related time period.

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