



# Employee Bulletin

November 11, 2011

Dear Colleague:

This has been another week of great work and progress by our US Foods team. Our customers' enthusiastic reaction to our new products is creating additional selling and growth opportunities from coast to coast. Our new brand is helping our customers understand our new product offerings and our commitment to their success.

But as recently as last night, the Teamsters again interfered with our customer deliveries—this time in Chicago. Fortunately, our Chicago team was well prepared and is doing a great job of making critical deliveries and supporting our customers.

The Teamsters actions, directed against our company, make no sense. We are in a very difficult economic environment and actions that weaken our critical customer relationships can have serious, long-lasting consequences. Foodservice distribution is an extremely competitive industry and now, more than ever, customers equal jobs. The truth is that the majority of our competitors are nonunion companies and our customers can easily take their business to them to avoid becoming part of the union's agenda.

We care about our employees and think it's unfair and wrong that the union continues to force them into a no-win situation. They are being made to choose between alienating customers or going against their union. Where can this possibly lead?

It's hard to believe that the union's disruptions are driven solely by the desire to support two striking Streater employees; however, we are confident a resolution can be found that is in the best interest of our company and our employees. But, until we reach that solution, I want to assure you that we are resolute in our commitment to do what is right for our customers, the future of our company and our employees. We continue to invest in new facilities, technology and products to help our customers win—especially in this difficult economy—and we are building a stronger company which is to the benefit of all.

Again, thank you for your hard work and dedication to success. On a personal note, I have really appreciated your many expressions of support and encouragement. It's an honor to work alongside you every day during this exciting time for our company.

Sincerely,

A handwritten signature in black ink, appearing to be "John A. Lederer", with a long horizontal line extending to the right.

John A. Lederer  
President and Chief Executive Officer