LEGACY FOOD GROUP

NEWS

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FROM THE BOARD ROOM

The Next Growth Strategy: Doing More With What You Have



Steve Push, Chairman

For most businesses, growth has traditionally meant more. More customers. More sales. More products. More locations. More people.

But in today's foodservice environment, we think there is another kind of growth that deserves just as much attention: getting more from what you already have.

The pressures facing our industry are well documented. The National Restaurant Association estimates that the total expenses of an average restaurant have increased 36% since 2019. Food, labor, utilities, insurance, occupancy, and other operating costs have all climbed, putting continued pressure on margins.

You cannot always sell your way out of that kind of cost increase. And there is a limit to how much of it can simply be passed along to customers. That makes productivity increasingly important.

For an operator, that might mean looking more closely at the menu. Which items are truly contributing to profitability? Which ingredients can serve multiple purposes? Where can waste be reduced? Could a value-added product save meaningful preparation time without sacrificing quality?

For distributors, the questions may be different, but the principle is the same. Can we make better use of the information we already have? Can technology streamline an inefficient process? Can we improve inventory management, routing, purchasing, or communication? Can we give our people better tools so they can spend more of their time serving customers and less time completing repetitive tasks?

Technology will certainly be part of the answer. The National Restaurant Association reports that operators are increasingly looking toward digital ordering, automation, and data analytics to improve efficiency, reduce costs, and strengthen long-term competitiveness.

But doing more with what you have is not simply about adding technology. It is also about people. It is about recognizing where your team is strongest, giving them the resources to succeed, and continually looking for better ways to work. It is about understanding your customers well enough to identify opportunities they may not see themselves. And sometimes it is about simplifying rather than adding.

That philosophy is particularly relevant to what we are building at Legacy Food Group. Each of our operating divisions has its own history, market knowledge, customer relationships, and strengths. Our opportunity is not to change what makes those businesses successful. It is to find ways to build upon those strengths by sharing resources, ideas, capabilities, and best practices across the organization. Growth will always require us to look ahead and pursue new opportunities. But we should also remember to look at what is already in front of us.

Sometimes the next great opportunity is not about having more.

It is about doing more with what you have.



Executive Chairman
Legacy Food Group

LFG UPDATE

Meet Our New CFO, Bryan Sendre



Legacy Food Group (“LFG”) announced that Bryan Sendre has joined the company as Chief Financial Officer. Sendre will oversee the organization’s financial strategy and operations, supporting Legacy Food Group’s continued growth and its expanding network of operating divisions.

Sendre brings more than 25 years of progressive leadership experience across foodservice distribution, finance, operations and private equity-backed organizations. Most recently, he served as Chief Financial Officer of Global Market Foods, a specialty food distributor that experienced significant organic and acquisition-driven growth during his tenure.

Prior to joining Global Market Foods, Sendre served as Chief Financial Officer of Worldwide Produce, where he helped guide the company through a period of substantial growth, acquisition activity and operational expansion. His experience

includes financial planning and analysis, margin management, M&A integration, systems modernization, cash flow management and strategic growth initiatives.

“Bryan brings an impressive combination of financial expertise, operational knowledge and deep foodservice distribution experience to Legacy Food Group,” said John Miller, CEO of Legacy Food Group. “As we continue to grow our organization and support our operating divisions, strong financial leadership is increasingly important. Bryan understands our industry, has successfully worked within growing organizations, and knows how to build the financial infrastructure needed to support long-term success. We are excited to welcome him to the team.”

Earlier in his career, Sendre held a senior finance and operations leadership role with Levy Restaurants and spent 20 years with US Foods, where he progressed through numerous leadership positions across finance, merchandising, operations and national sales. His experience at US Foods included responsibility for pricing strategy, customer profitability, group purchasing organizations, operational planning and financial oversight across multiple areas of the business.

“Legacy Food Group has built a compelling platform by bringing together strong independent distributors while preserving the qualities that have made each of them successful,” said Sendre. “I am excited to join the team and look forward to working with our divisions and leadership group to support continued growth, strengthen our financial capabilities and help position the organization for the opportunities ahead.” Sendre earned his MBA, Magna Cum Laude, from the University of Notre Dame’s Mendoza College of Business and holds a Bachelor of Arts in Finance from Indiana University’s Kelley School of Business. He will be based in Chicago, Illinois, and will support Legacy Food Group divisions and leadership teams across the organization.

INDUSTRY UPDATES



The Distributor's Role is Changing

For decades, foodservice distributors have played an essential role in keeping restaurant kitchens stocked and running. But today, simply getting the right products to the right place is only part of what operators expect from their distribution partners.

As foodservice becomes more complex, the distributor’s role is evolving from product supplier to problem solver, resource, and increasingly, strategic advisor. Operators continue to face pressure from food and labor costs, shifting consumer expectations, and tighter margins. According to recent research from the International Foodservice Distributors Association (IFDA), 89% of operators cite food costs as a top challenge. At the same time, operators are purchasing from an

average of 3.1 distributors, up from 2.8 before the pandemic, with product availability and specialty needs among the reasons for working with multiple partners.
In this environment, the strongest distributor relationships can offer much more than competitive pricing.

A knowledgeable distributor sales representative can help an operator identify products that reduce labor, improve yield, simplify preparation, or respond to changing menu trends. Distributors can also bring insights on new products, cost-saving alternatives, menu applications, and purchasing strategies that an operator may not have the time or resources to uncover on their own.

Technology is changing the relationship as well. Digital ordering, inventory tools, data analytics, and artificial intelligence are making many routine processes faster and easier. But rather than eliminating the need for personal relationships, these tools can give distributor teams more information to better understand and serve their customers. In fact, IFDA research found that 57% of operators believe AI can make distributor sales representatives more efficient.

Service and reliability remain just as important. When an operator encounters an unexpected shortage, needs an alternative product, or is looking for a solution to an operational challenge, having a responsive distribution partner can make a meaningful difference.

The fundamentals of foodservice distribution have not changed: deliver quality products safely, accurately, and consistently. What is changing is everything distributors can provide beyond the delivery.

That evolution reflects the approach of Legacy Food Group and its family of independent distributors. By combining the local market knowledge, relationships, and service that independent distributors are known for with the resources and capabilities of a growing organization, LFG is helping its divisions continue to meet the changing needs of today's foodservice operators.
As the industry evolves, the most valuable distributors will be the ones that do more than fill orders. They will help their customers solve problems, make better decisions, and find new opportunities to succeed.

CATCH UP WITH US AT THESE UPCOMING EVENTS

See You At UniPro!

For Legacy Food Group will have 15 members of the team at UniPro's Fall Conference in Dallas, TX on November 16-18. We look forward to seeing you all there!



LEGACY FOOD GROUP

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