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Dear Valued Sysco Customer:

At Sysco Corporation, we believe preparedness, response and recovery capabilities are critical to our ability to meet your needs in the event of a disaster or other emergency. Sysco has taken many steps to be prepared for and deal with a variety of risks and threats including natural disasters and other disrupting or even catastrophic events. The devastating hurricane seasons of 2005 and 2008 coupled with predictions for 2010, the recent pandemic, and record flooding along the east coast continue to drive home the importance of emergency response and crisis management.

Given these recent events, it is no surprise we are all interested in preparedness as a critical element to protect our employees, sustain operations, and meet customer needs. To help answer any questions you may have, Sysco has updated the attached document to provide an overview of our enhanced crisis management and emergency preparedness plans, team structure, contingency plans for technology and communication functions, and our commitments as a critical infrastructure/key resource.

Periodically, we will provide you additional insight into our preparedness plans at the operating company and corporate levels. In addition, we will inform you should events occur that would set these plans in motion.

We trust you will find this information useful; however, should you have the need for additional information, please feel free to contact your local Sysco Sales Representative.

Sincerely,

Sandra Carson

Vice President, Safety and Crisis Management

Sysco Corporation

Sysco's Preparedness & Response Framework

Sysco is constantly working to update and improve its preparedness and response program. While our individual plans are considered confidential and not available for broad distribution, the following highlights provide an overview of select components to our program, including our response structure, planning at the site and corporate levels, technology and communications, and critical infrastructure/key resources.

We hope the following information about these key program elements is helpful in terms of better understanding Sysco's crisis management and emergency response capabilities:

CRISIS MANAGEMENT STRUCTURE & TEAMS

Sysco has established a corporate goal to have a world class crisis management program. As part of this effort, the company has made a commitment to the National Incident Management System (NIMS) and incorporated incident command principles within our response structure. Sysco decided to base its program on the NIMS model for several key reasons. First and foremost, NIMS is becoming the recommended standard for incident management throughout the US. Second, Sysco's operations are considered a Critical Infrastructure/Key Resource in the Food and Agriculture Sector as defined by the Department of Homeland Security (DHS), and NIMS has been endorsed by DHS for Critical Infrastructure/Key Resource Sectors. Furthermore, the implementation of an incident management system like NIMS is a goal of the Private Sector Preparedness Act (Title IX, PL 110-53) as well as NFPA 1600, the current US standard for business continuity/emergency management. In addition to these guiding documents, Sysco has also observed and gathered numerous crisis management best practices from across the business community and our industry and tailored those approaches in order to best meet Sysco's unique business requirements and our customers' needs.

Sysco recently launched an extensive training program in order to establish **Incident Command Teams** under the leadership of a qualified Incident Commander at each of our sites. These teams serve as the first line of defense and are responsible for conducting and coordinating all immediate response actions. Each operating company also maintains an **Emergency Management Team (EMT)** made up of local executives who are responsible for overseeing response actions and ensuring the continued management of operations so customer needs are met.

Although most day-to-day incidents are handled by our operating companies and their respective teams, a small percentage of incidents have the potential to affect Sysco operations more broadly and will require corporate-level involvement in order to mitigate impacts and manage the recovery process. With this in mind, Sysco has established a corporate-level crisis management structure:

- The Tactical Support Team (TST) is comprised of corporate cross-functional leadership, for example Human Resources, Operations, Supply Chain, Communications, National Inbound Transportation Center, Information Technology and others. Working directly with the affected site(s), this team is responsible for identifying and provisioning any additional resources as well as providing additional response guidance and assistance with business resumption and recovery issues.
- The Crisis Management Team (CMT) includes select corporate officers and senior management. This team is strategic in nature and is responsible for setting the policy and strategy that will guide company actions during an actual or potential crisis. This team is also responsible for ensuring the Sysco organization is protected and significant events are effectively managed.

Our response and management strategy centralizes communication, control and command with the teams best positioned to prepare for, prevent, manage, mitigate and recover from issues and adverse events that threaten our people, value, brand, finances, operations, business objectives and, of course, our reputation.

EMERGENCY PREPAREDNESS AND CRISIS MANAGEMENT PLANS

For many years, each Sysco operating company, facility or site has been charged with preparing and maintaining a Sysco emergency preparedness plan by customizing materials and tools provided by the Sysco corporate office. This approach helps to ensure each Sysco operating company or facility has the best available resources to maintain its plans and to create consistency across the entire Sysco family of companies. These plans have long been the foundation of our emergency response capabilities. As part of our continuous improvement process, we are further evolving this program to ensure materials are:

- Designed to be an “all-hazards plan” and establish a process to prepare for, respond to and recover from those actual or potential emergencies and the impact they may have on employees, operations, customers and suppliers.
- Structured to also include more detailed response annexes for select risks or vulnerabilities, for example earthquakes, hurricanes, pandemic, fires, criminal acts, and other emergencies or significant disruptions.
- Reviewed and updated on a regular basis as well as during regular visits by the Regional Safety Professionals.

Furthermore, each operating company's Incident Command Team also maintains close contact and communication with local emergency response and law enforcement authorities, as their assistance can be crucial during an event.

In addition to response plans for each Sysco site, there is a corporate-level Crisis Management Plan which guides the development of the overarching strategy and the efficient deployment of centralized resources to help individual operating companies respond to disrupting events. Included in this plan is a concept of operations that outlines how the CMT and TST will work together and with individual sites as well as interface with customers, local authorities and other key stakeholder groups.

TECHNOLOGY AND COMMUNICATION

In addition to preparation at the operating company level, Sysco has established a process to provide centralized technology and communication support to all of its operating companies in the event of an emergency.

- This process is supplemented by remotely maintained information systems. Sysco's centralized computer systems are located in redundant, hardened, and geographically diverse areas to minimize risks associated with fire, severe weather, or earthquake. This protects our access to data necessary for the operating companies to continue to service our customers.
- For example, following Hurricane Katrina, Sysco was able to meet customer needs in New Orleans and the surrounding communities by quickly implementing the plans developed by the operating companies and using our remotely maintained information systems. Operating companies in Houston and Dallas, Texas; Jacksonville, Florida; Jackson, Mississippi; and Calera, Alabama quickly stepped in to service area customers.

CRITICAL INFRASTRUCTURE/KEY RESOURCE

In addition to Sysco's own role, many of our customers such as hospitals, long term care facilities, and first responder agencies that supply meals in disasters are also considered Critical Infrastructure/Key resources. Our response programs are built on the NIPP (National Infrastructure Protection Plan) and NRF (National Response Framework) which give us commonality in structure, terminology, procedures, and processes with all key agencies.

Without putting our employees in harm's way, Sysco will deliver emergency products and supplies, including bottled water (depending upon availability), to critical infrastructure customers as our first priority. Following that obligation, Sysco will work with customers to prioritize supplies and deliveries as needed.