

# The Global Threat Awakening: Connecting Distant Risks to Present Reality

## **SPEAKERS**

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Principal, Digital Risks | Control Risks

CONNECTING RISKS THAT MATTER

2025 **KOnnect**

# Sysco At-A-Glance

## The Foodservice Distribution Industry Leader

### FY25 REVIEW

**\$81.4B**

SALES  
+3.2% VS. LY

**\$3.5B**

ADJUSTED OPERATING  
INCOME\*  
+1.2% VS. LY

**2.85x**

NET DEBT TO  
ADJUSTED EBITDA\*  
RATIO

**\$4.46**

ADJUSTED EPS\*  
+3.5% VS. LY

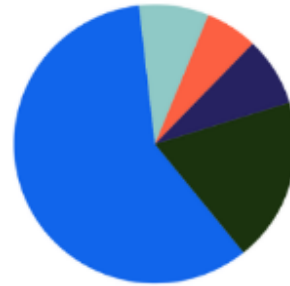
**\$2.6B**

CASH FROM OPERATIONS

**\$2.3B**

TOTAL VALUE RETURNED  
TO SHAREHOLDERS  
THROUGH DIVIDENDS AND SHARE BUYBACKS

### FY25 SALES BY CUSTOMER TYPE



60% Restaurants  
17% Other  
8% Education & Government  
8% Healthcare  
7% Travel & Leisure



**337**

DISTRIBUTION  
FACILITIES



**75K+**

COLLEAGUES  
ACROSS THE GLOBE



**18K**

APPROX. VEHICLES  
ON THE ROAD



**730K**

APPROX. CUSTOMER  
LOCATIONS

**WE HAVE DISTRIBUTION CENTERS IN:**  
US, CANADA, COSTA RICA, BAHAMAS,  
PANAMA, UK, FRANCE, SWEDEN,  
IRELAND, AND BELGIUM.



## Our Ingredients for Success

### SYSKO'S PURPOSE



**CONNECTING THE WORLD TO SHARE FOOD  
AND CARE FOR ONE ANOTHER**



### Our Mission

Delivering success for our customers through industry-leading people, products and solutions.



### Our Identity

Together we define the future of foodservice and supply chain.



### Our Values

Rooted in Integrity

- Committed to Inclusion
- Driving Together
- Define Excellence
- Grow Responsibly

# Control Risks at a Glance



Control Risks is a worldwide team of experts working together to help your business manage risks and build strategies for a volatile world.

From high-level analysis of major trends to on-the-ground security — whatever you're facing, wherever you're going, the chances are we've been there.

When what matters most is on the line,  
**we make the difference.**

**IN A  
CHANGING  
WORLD  
WE MAKE  
THE  
DIFFERENCE**

Security Risk Management

Operational and Protective  
Security

Organizational Resilience

Crisis Response

Political Risk Management

Ethics, Compliance &  
Governance

Training Solutions

Investment Support

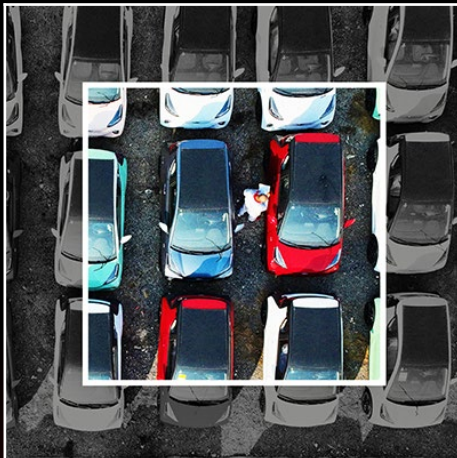
CONNECTING RISKS THAT MATTER



# TOP RISKS



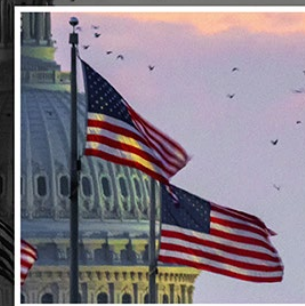
**REGIONAL  
CONFLICT**



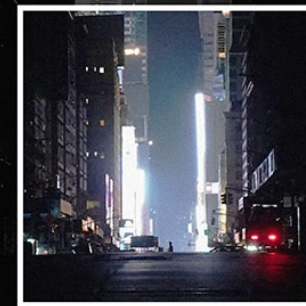
**GLOBAL TRADE  
WAR**



**RISING POLITICAL  
VIOLENCE**



**UNCERTAIN STATES  
OF AMERICA**



**DIGITAL  
CONCENTRATION**



# Defining Scope





# Gathering Signals





# Categorizing & Prioritizing





# Communicating Insights

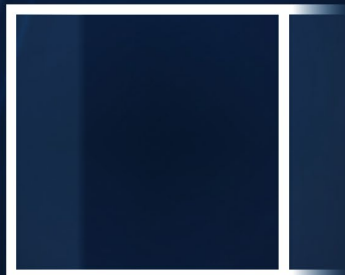
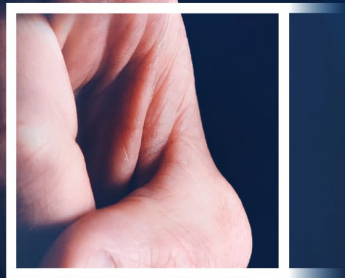
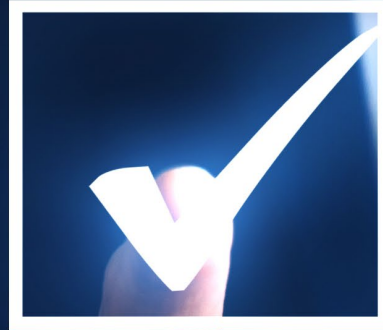
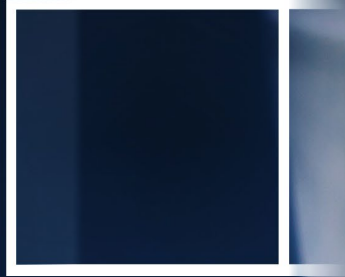




A woman with blonde hair tied back is sitting at a desk in a dimly lit room, likely a server room or data center. She is looking at a computer monitor that displays a world map and some data. Her hands are on a keyboard. In the background, there are other people working at similar desks, and the room is filled with rows of server racks and glowing lights. The overall atmosphere is professional and focused.

**Adaptability**





**Key/Actionable  
Takeaways**

2025 **Kōnnect**

# Questions?

CONNECTING RISKS THAT MATTER

# THE MATRIX

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# Thank You!

CONNECTING RISKS THAT MATTER

2025  **Konnnect**



# Connect with me.



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