



UNITED STATES COLD STORAGE

THE SHIELD



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about the shield

The Shield is a quarterly newsletter about United States Cold Storage that highlights news, improvements, and achievements in our business.

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A MESSAGE FROM THE CEO

Larry Alderfer



Dear Customers, Colleagues, and Cold Chain Partners,

I want to start by reflecting on our recent Senior Leadership Meeting in Colorado. It was an incredible four days that left me feeling energized, inspired and reaffirmed we have an exceptional team. It's an honor to be part of such an amazing Leadership Team and to have the support of SWIRE and the US Cold Board with the attendance of Merlin Swire, J.B. Rae-Smith, US Cold Chairman, and representing the US Cold Board, Jack Pelo.

There are two standout aspects of the meeting I believe deserve special recognition:

Firstly, I am genuinely impressed by the number of young leaders committed to US Cold. Their intelligence, industry knowledge, and dedication to our business is truly impressive. The level of discussion and openness to advance our company during

our breakout sessions was remarkable. I am encouraged by the open-mindedness of all the leaders present as we tackle areas that need attention and evolution in the coming years. For instance, we will continue working on innovating the efficiency, driver-friendliness, and standardization of our Facility Welcome Centers through even more technological advancements from apps to AI for a smoother road-to-dock experience. These initiatives are key to our progress and success.

Secondly, there is tremendous excitement surrounding our expansion plans. We have recently broken ground on our multifarious automated expansion in Lake City, FL and next will begin construction on a new fully automated facility in Lowell, IN this July. By October, we are on track to begin construction in Bethlehem and two more

expansions in California before the year's end. These expansions are fueled by the support and trust of our customers. We are dedicated to meeting their growing needs, and these LEED-certified automated facilities will enable us to provide consistent and exceptional service while minimizing our carbon footprint and impact on the environment. The momentum we have built is truly exhilarating, and it sets the stage for numerous growth opportunities in the future.

Spending this time with our Senior Leadership was just as invigorating for me as visiting one of our facilities. It served as a powerful reminder of our emphasis on strong and thriving company culture.

I was also fortunate to attend the combined Customer Accounts, Customer Experience and Logistics meeting in Chicago and was reminded of the importance of collaboration and standardization between our various teams and functions across the company.

This marked the first time all three of these teams came together at one time to discuss their shared responsibilities. It was evident there is significant potential for synergy and alignment between the groups. I want to extend my gratitude to Keith Mowery for being the Executive Sponsor of the meeting and to Natalie Larson for her exceptional leadership in organizing and facilitating.

Together, these teams are driving standardization efforts, enhancing KPI reporting, and revolutionizing the overall experience for our customers.

Lastly, I want to emphasize the criticality of our safety focus. We have made remarkable progress in this area, with our key safety metrics, such as lost time injuries and total recordable injury rates, showing step change improvement during the past five years. Notably, this spring we celebrated the 2022 Innovators Grand Prix Race to Safety winner, Minooka, Illinois, and two of our largest facilities, Fresno and Turlock, CA, reached the incredible milestone of 1 million hours without a lost time injury. I extend my heartfelt appreciation to our operations

teams for their unwavering commitment to safety. Let us continue prioritizing safety and create an environment that ensures the well-being of each Cold Crew member. Looking ahead, I am thrilled about the upcoming Fall season. With six facility expansion projects underway, our Western Customer Appreciation Day Event, another USCS University class graduating in October and the rollout of our 4PL Logistics Services Package "COMPLETE" we are running on all cylinders. Additionally, with the back-to-school period, many ongoing projects, and the holiday season, there is a busy period ahead of us that we eagerly anticipate.

“There is tremendous excitement surrounding our expansion plans...”

I want to wish everyone a fantastic summer. Take the time to recharge and enjoy quality moments with your loved ones. As Fall approaches, let's prepare ourselves to tackle new challenges and seize the exciting opportunities that lie ahead.

Thank you to our Cold Crew, customers and vendor partners for your unwavering dedication and invaluable contributions to our collective success.

All the best,

Larry Alderfer
President & CEO

Face of the Future

USCS Katie McElgunn represents USCS for industry's North American Future Leader Award.

This summer found United States Cold Storage in the news as Katie McElgunn, USCS Senior Manager, Business Development-Northeast, competed as just one of three finalists for the North American Future Leader Award. The honor, also called the Don Schlimme Future Leader Award, is part of a larger effort by the Global Cold Chain Alliance (GCCA) to recognize emerging future leaders worldwide.

This year's award was presented this June during GCCA's Cold Chain Policy Forum in Washington, DC. Although McElgunn did not win, USCS leadership believes in her as one of the industry's best. A 10-year company veteran, McElgunn first interned with USCS in 2012 as a Logistics Co-Op. She officially joined the company then in 2013 as a Logistics Analyst. After two successive promotions (2015 and 2017), USCS transferred her to Customer Experience in 2019, and also promoted her in 2021. Last August, the company elevated her to Senior Manager, Business Development-Northeast.

"Katie represents the best of our Cold Crew in everything she does—from networking to collaborating. She has been a natural leader and we see that going forward as she becomes more involved in the wider industry as well," says Mickey Hoffmann, Senior Vice President, Corporate Development. "She represents the female contingency in this industry, which has been highly under-represented.



Meanwhile, her personality is contagious and she brings that not only to our customers but to our staff as well. She has strong relationships with operations, our General Managers, and people love talking to her. She exemplifies US Cold."

McElgunn talks about a few highlights and key points in her 10-year career.

"I worked as a Logistics Analyst until 2017. That year, USCS decided to kick off a new department called 'Customer Experience,'" she notes. "The focus of that department is to support our strategic partners with centralized communication, projects, and analytics. For the first year, we worked heavily to identify what customers need additional support, what level of support, and how best to coordinate our help along with operations."

She continues, "In 2018, I was able to hire Natalie Larson and after success of a Sara Lee Frozen Bakery start-up, we continued to grow the department, In five years, it went from a team of one to a team of six. It's been so much fun to watch this group evolve and embrace new initiatives. They're also streamlining old processes as well as expanding our services. In 2022, there was a need for a Northeast business development person and I moved into that role. The customer experience team always has been a support function of our business development team, so it seemed like a great next step to continue to develop."



Speaking of development, McElgunn credits her success to time invested in her by many mentors and friends—including Wendy Snoke, Keith Mowery, Anna Johnson, Marty Steinmetz, Mickey Hoffmann, David Carr, Andrew Pavlicin and Liz Eachus.

"I have always enjoyed working at USCS. My favorite thing about this company is that they are always looking to put you into roles where you will have the greatest success for yourself as well as the company," McElgunn says. "I feel honored that USCS thought to nominate me for this award. If there is one thing I've consistently loved about USCS—it's the people. Everyone here is looking to work hard, be innovative for the cold chain, and continue to improve our offerings. I genuinely believe USCS is 'Best in People' so I'm extremely flattered that I was chosen to represent US Cold for this GCCA program."

- At a Glance: Katie McElgunn**
- Aug. 2022-Present: Senior Manager, Business Development-Northeast
 - Jan. 2021-Aug. 2022: Customer Experience Manager
 - Jan. 2019-Dec. 2020: Customer Experience Supervisor
 - Aug. 2017-Dec. 2018: Senior Analyst, Customer Experience
 - July 2015-July 2017: Senior Logistics Analyst
 - July 2013-June 2015: Logistics Analyst
 - Jan. 2012-Aug. 2012: Logistics Co-Op
 - Other: Graduate, World Food Logistics Institute (2019)

Flying High!

USCS McDonough 1 wins Kellogg's 2022 "Top Gun" warehouse award.

Whether it's personal or professional, some of life's best moments are the unexpected surprises.

Consider the case of Detric Thomas, General Manager at USCS McDonough 1 in Atlanta. He went into a routine quarterly business performance meeting this spring with Kellogg's Kandi Crowe, Senior Director of Distribution. That's when Crowe told him that McDonough had won Kellogg's "Top Gun" award, its honor for the manufacturer's top performing warehouse.

Thomas says he was instantly flying high with emotion.

"Kellogg's was our facility's first account in 2016 and remains our anchor," he notes. "There's been a learning curve and since then we've worked so hard and come close to winning. When they told us that we won for last year, I was taken aback. Later, when I made the announcement to the warehouse employees, they went crazy. This is something we've been striving for since 2016."

"Being new to the Kellogg's organization in 2022, I had a lot to learn in a short amount of time," notes Crowe. "I remember heading out on my first trip to McDonough and meeting Detric, Michelle, Lisa, Thomas, and the whole team. You could immediately see Detric's pride

Kellogg's Top Gun: Key Performance Indicators

- TIRI – Goal of 0
- Quality Holds not Processed – Goal of 0
- Warehouse Cuts (Impact to Fill Rate) – Goal of 0.42% (based on cases cut vs cases shipped)
- On Time Loading – Goal of 87%
- Warehouse Damage – Goal of 0.04% (based on cases damaged at the DC vs total cases on hand)
- Net Inventory Variance (Absolute Value) – Goal of 0.04%
- OS&D – Goal of 0.05%

for his team and the work they do. That certainly flowed over into their excellence in the Top Gun KPIs. It has been a huge pleasure working with that team and seeing how they are open to change and helping the business. This award was very well deserved by the team and I know in 2023 they will be striving to retain the title!"

Thomas says USCS McDonough employees celebrated that hard work when Crowe and a group of Kellogg's supply chain officials visited this April for a Top Gun awards ceremony. The two companies sponsored an outside, catered BBQ lunch and used a raffle to give away a range of prizes. Those gifts included televisions, grills, Bluetooth technology and gift cards of all types. The grand prize was a paid, one-week vacation and four other prizes were a day off with pay.

"I want to acknowledge our Customer Account Specialist Michelle Burdette, who works with Kellogg's every day and does a wonderful job. I also credit our entire operational team," says Thomas. "This is a great 'team win' and I can't say enough about how this makes us feel. We truly went all out."

Cold Storage, Warm Heart

USCS promotes Total Wellness training, support to employees and leaders.

United States Cold Storage takes pride in its commitment to employee well-being. Although the company specializes in the cold chain industry, it firmly believes in providing a warm and supportive environment for its employees. This spring saw the company embrace a new Total Wellness platform that addresses all facets of the workplace—including an employee's professional, mental, physical and financial health.

"This is what we want to communicate to our USCS Cold Crew and it fits everything we do," says Michelle Grimes, Senior Vice President of Human Resources. "Everything we organize with vendors, offerings and benefits is considered with 'total wellness' in mind. This employee-value proposition is at our foundation and we're structured around these driving principles to support employees."

"These types of comprehensive benefit programs have been available at USCS. However, we're looking through a different lens, becoming more intentional and creating a narrative around it so employees are more aware of each component," adds Paige Salvador, Human Resource Employee Experience Manager. "At the end of the day, we know you bring your whole self to work and we want to promote and foster total wellness at work."



MICHELLE GRIMES

In keeping with its proactive approach, USCS wants to destigmatize the topic of mental health in the workplace. In May, the company hosted a mental health workshop for about 40 employees and managers at its Camden, NJ, headquarters. In this first pilot session, senior leaders shared first-hand testimonies about workplace challenges and facilitators outlined USCS' support services including related tools and tips. Future plans call for a financial health pilot program to help employees learn more about saving, 401K programs and planning for the future.

"During the past five years we've refocused the direction of Human Resources and critically evaluated our offerings across each of these Total Wellness topics," says Grimes. "In the end, we want to do everything to drive and support the development of our employees and leaders. That's why our offerings around health and wellness need to be well rounded."



Wib Zook

Fleet management veteran leads USCS Cold Transport to "Best in Cold" trucking status.

More often than not, professional workplace relationships and experiences are memorable because they just happen and evolve organically. That's the story of Wilmer "Wib" Zook. What started as a USCS consulting relationship of only so many days—has turned into a full decade.

First, there's a backstory that also spans decades. USCS Senior Vice President of Logistics Keith Mowery first worked with Zook back in 2000, in the Hatfield, PA, offices of CS Integrated Cold Storage (CSI). Both men eventually left as CSI was involved in three successive acquisitions. Then it was more than 10 years ago, in late 2012 and early 2013, when Mowery reconnected to offer Zook a consulting role.

"We needed some oversight of our asset-based division, USCS Transport," says Mowery. "I reached out to him for what I thought would be a three-month project to ensure we complied with Federal Motor Carrier Safety Administration (FMCSA) requirements and had proper and adequate processes and procedures in place for our drivers. That three-month project has turned into more than a 10-year relationship where Wib continues to drive the business when it comes to compliance and safety."

Mowery adds, "Wib was able to step into a situation where we had fragmented and varied levels of compliance across the organization. He quickly propelled us to a cohesive, adequate level of compliance—

but then took us forward to where I know we are at 'best-in-class' level. Whenever we have insurance or internal audits, evaluators always are impressed with the level of organization and detail. They always give us positive feedback about our documentation and record keeping."

During the past 10 years, Zook has helped USCS' Trucking Division ...

... comply with all FMCSA requirements;

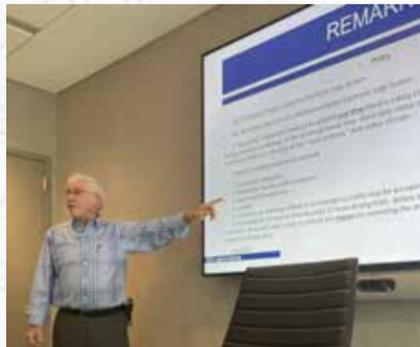
... earn Smartway carrier certification in 2021 from the Environmental Protection Agency. This certification is USCS Transport's commitment to measuring, benchmarking and improving operations to reduce CO2 emissions;

... earn recognition as a Certified Cold Carrier from the Global Cold Chain Alliance. This certification verifies that USCS Transport has

the training and procedures to adhere to the Food Safety Modernization Act and ensure customers' product is safely transported while on USCS equipment.

"USCS has given me opportunity to continue a transportation career that's been a passion for more than 35 years," says Zook. "This company believes in its mission to be 'Best in Cold' and that culture has been both rewarding and energizing. Moreover, I appreciate how USCS provides and nurtures opportunities for its associates and I'm proud to have developed new professional relationships here."

He adds, "I am proud that US Cold's small, asset-based trucking company is not only compliant but is recognized by larger industry organizations as a Certified Cold Carrier and a Smartway certified carrier. It's good to maintain a positive image for this trucking company as it travels across our many highways."



Zook continues leading a range of day-to-day, coast-to-coast projects and ongoing initiatives. In conjunction with JJ Keller auditing, one project involved the mounting of forward-facing cameras in all trucks. Each week, Zook monitors driver hours of service and driving performance and he provides feedback to regional logistics managers. He also schedules training for the year and ensures that all drivers and supervisors are up to date with training.

"I am personally so thankful for Wib's leadership in our Transport division," Mowery concludes. "When I came to USCS 15 years ago, I was not confident in our compliance. Yet now I am fully confident in our processes and our documentation of those processes. Wib made that happen. Personally, I am grateful for Wib's mentorship during the past 20-plus years. When I arrived at CSI in 2000, I had no prior experience in cold storage. Wib not only helped me gain that experience but he also helped me grow professionally as my career progressed. I am grateful for that."



Transport Touchstones

Wib Zook has helped USCS Asset-Based Trucking Division...

... comply with all Federal Motor Carrier Safety Administration (FMCSA) requirements;

... earn Smartway carrier certification in 2021 from the Environmental Protection Agency. This certification is USCS Transport's commitment to measuring, benchmarking and improving operations to reduce CO2 emissions;

... earn recognition as a Certified Cold Carrier from the Global Cold Chain Alliance. This certification verifies that USCS Transport has the training and procedures to adhere to the Food Safety Modernization Act and ensure customers' product is safely transported while on USCS equipment.

Easy Does It

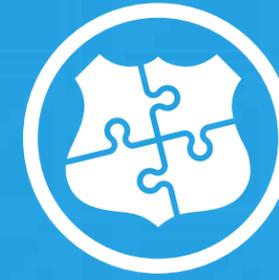
USCS COMPLETE makes supply chain easy so processor-customers can focus on business growth.

Frozen and refrigerated food processors have known United States Cold Storage on one level—for its “Best in Cold,” coast-to-coast third-party (3PL) warehousing. These manufacturers rely on USCS people, assets and technology to receive, store and ship finished foods and beverages to the nation’s grocery retailers and foodservice distributors.

Yet people may not realize USCS also operates on more levels with fourth-party (4PL) services. Think of it as the difference between a one-lane highway (the 3PL arrangement) and a four-lane highway. In fact, USCS Logistics COMPLETE solution can fully act as a manufacturer’s logistics department. It can manage a customer’s complete logistics and transportation efforts as well as all transportation-related reporting. Ultimately, manufacturer executives can focus on growing their business and servicing customers while USCS handles every other aspect—down to transportation carrier procurement and all the other operations and systems that make supply chains run.

“USCS Logistics has made significant investments in both systems and personnel development in the past few years and we are well positioned to provide value and savings to our customers with our COMPLETE solution,” says Keith Mowery, USCS Senior Vice President of Logistics. “Complete can effectively and efficiently manage the operational execution of all steps in the transportation process—from RFPs to carrier payment—so our customers can focus on their core competency of manufacturing, sales, and marketing to grow their business. They will have the benefit of best-in-class logistics software without the capital and people investment needed to realize those benefits.”

In conjunction with branding the new USCS COMPLETE, USCS named Thomas Hrivnak to a new post as Senior Manager, Business Development, Logistics. A 14-year company veteran, Hrivnak agrees that the time is right to promote US Cold’s advanced capabilities.



COMPLETE

“We’re now in a post-COVID world where data is key and we see more customers faced with multiple responsibilities. The COMPLETE service lets us expand our customer conversations and bring forward

more of the expertise and systems we offer. And we can help clients—regardless of whether or not they store a single pallet with USCS.”



TOM HRIVNAK

Hrivnak shares several examples.

“We continue to learn how we can bring benefits to a customer’s operations—everywhere from transportation

management, to workflow within the accounting department,” he says. “For example, we can take the burden of freight

payment largely away from accounting. We can easily organize accounts payable (AP) and handle contract audits, documents and proof-of-delivery warehousing. We take over all that labor required to unpack mail and PDFs and we can pull invoices through the AP process. In the end, we are driven to find more ways to assist customers.”

Hrivnak also shares a real-life example.

“We received a client’s text telling us they quickly needed their first-quarter execution data against key performance indicators (KPI). Even though it was a rushed request, we easily accessed the client’s data and created a high-level, customized performance report according to the KPI criteria. This is the type of flexibility managers need in the supply chain and we can provide that structure along with fast and reliable information.”



Think Global. Act Local.

USCS' new "Green Team" program to engage employees on daily, personal level.

With a coast-to-coast network of 40 temperature-controlled warehouses, it makes sense that USCS embraces corporate sustainability goals and initiatives. Understandably, employees can take pride in these broader efforts. Yet what if there was a way to engage those 4,100 employees with sustainability efforts on a daily basis?

USCS is piloting a "Green Team" program and targeting sustainability-driven decisions involving seemingly every person—at every facility and office. The goal is an employee-driven, facility-friendly way to reduce energy and water. Likewise, USCS will alter purchasing and pursue other means, such as recycling, to dramatically reduce waste materials including plastic.

From a broad, high-level perspective, this initiative complements USCS' growing corporate social responsibility (CSR) and engagement in community and social activism. It likewise supports overarching THRIVE goals set by USCS' UK-based parent, John Swire & Sons, and champions sustainable alignment involving climate, water, waste, people and communities.

"We want to inspire employee-led action for people, planet and performance. It's to empower every US Cold employee to think globally, but act locally," says Sara Cook, Sustainable Development Manager.

First Things First

They say a journey of a thousand miles begins with the first step. In this case, USCS is taking the first steps at its Camden, NJ,

corporate headquarters, home to as many as 200 employees. Cook says a core, multi-functional group of 10 employees volunteered to form the pilot Green Team (GT). One of that group's first objectives is to consider how best to phase out single-use dishes, silver, and drinkware from the Camden office.

"We realize sustainability is more than just turning off the lights. Instead, it's something that reaches down all the way to single-use coffee pods," says Cook. "In an office setting, our key impact areas are to reduce waste and plastic, make water-wise decisions, and reduce energy and thus, our environmental footprint. We want to test the feasibility of our new sustainability development policies—all while ensuring workplace satisfaction and maintaining flexible café choices. We want to make sure this program has engagement tools, is accessible, inclusionary and builds a culture of change."

In the second half of this year, Cook says the team will explore office-oriented recycling options and survey office employees about workplace preferences and needs. Likewise, she says the team will work on a more formalized GT architecture and communications. No less important will be ways to actively monitor and measure overall progress.



SARA COOK

Green Team Mission

"To encourage sustainability within our organization and beyond, by fostering a culture of environmental responsibility and implementing practices that reduce our environmental impact. We are committed to advocating for sustainable practices, engaging and educating employees, and partnering on a local level to drive change. We can achieve this by taking steps to reduce our carbon footprint, energy and water consumption and usage, waste, and promote sustainable sourcing and procurement practices. The Green Team will provide solutions enabling employee-led contributions to company sustainability efforts."

By next year, Cook hopes the GT can eliminate bottled water purchases in the Camden office and encourage all employees to reduce single-use plastics purchases. No less important will be measures to help all employees become directly involved and later connect those employee sustainability efforts to USCS' CSR and recognition programs.

"We want to demonstrate that every US Cold employee can affect change, have positive impact, and support business goals," says Cook. "That means expanding beyond Camden to engage and involve all US Cold employees. We want everyone to learn about sustainability and directly participate in sustainability decisions."



New ColdCast

Check out the latest ColdCast about Sustainability by scanning the QR code or at the following URL:
<https://www.youtube.com/watch?v=B0F-1EuYgEc>



And the Winner Is...

USCS Minooka, IL, captures checkered flag for 2022 Innovators Grand Prix safety contest.

Here's a rare case of a race—where everybody wins. United States Cold Storage held its third annual Innovators Grand Prix "Race to Safety" competition involving all 40 facilities in the company's coast-to-coast network. At the end of 2022, USCS Minooka officially took the checkered flag and won the year's points-based competition.

However, every facility reaped the benefits of this safety challenge, which motivated each one to accomplish mandatory, recommended, and voluntary initiatives. Each warehouse actively participated and earned points for engaging in a range of activities that emphasized occupational safety, food safety, health, process safety, security, and sustainability.

USCS Minooka won last year's contest with 987 total points. Coming in second and third respectively, were USCS Fresno, CA, with 953 points; and USCS Warsaw, NC, (a two-time past winner) with 952 points. For its part, USCS Minooka



excelled by hosting a health fair, weight loss challenge and walk-a-thon. It also improved facility safety with high-visibility lighting installed on the shipping-receiving docks.

USCS provided funding to all three operations to host their own celebrations. Minooka hired a taco truck for all shifts (at noon, 7 pm and at 2 am). The site also gave away cupcakes, employee gift cards and even a toy racing car with a USCS Shield emblem and Minooka 2022 lettering.

"Every year we ask for feedback and make improvements," notes Lisa Battino, Vice President of Compliance & Safety. "This has been an effective program to increase engagement in safety and health initiatives, and in turn, reduce injuries."

Milestone Moments

Two USCS California facilities excel in safety, each reach 1 million hours worked without lost-time injuries.

More often than not, workplace celebrations honor achievements and what's happened. Then again, sometimes it's just as important to celebrate what hasn't happened.

This spring saw USCS celebrate two of its California operations—USCS Fresno and Turlock South—for each reaching 1 million hours worked without a lost-time injury. This was the second time since August 2015 that Fresno reached such a milestone. Its last lost-time injury was back in mid-November of 2019. Meanwhile, this was a first-time record for Turlock South, which recorded its last lost-time injury back in the fall of 2018.

"This is a very hard target to achieve and not many locations can do it," notes Lisa Battino, Vice President of Compliance & Safety. "I'm proud to say USCS has more locations achieving this target every year and it demonstrates that our USCS culture is 'Best in Safety!'"

USCS marked both safety records with celebrations at each facility. Joining Battino for those events were USCS Chairman, J.B. Rae-Smith and USCS President & CEO, Larry Alderfer.

"It really is a team effort and everyone at both locations contributed to this achievement," Battino adds. "I would like to acknowledge General Managers DJ Harlan in Turlock South, and Victor Sanchez in Fresno. I also would like to acknowledge Safety Leaders Emily Carrol in Turlock South, and Scott Hall in Fresno. Finally, we acknowledge Elena Castellanos for leading the way as Regional Safety Manager."



UNITED STATES COLD STORAGE, INC.

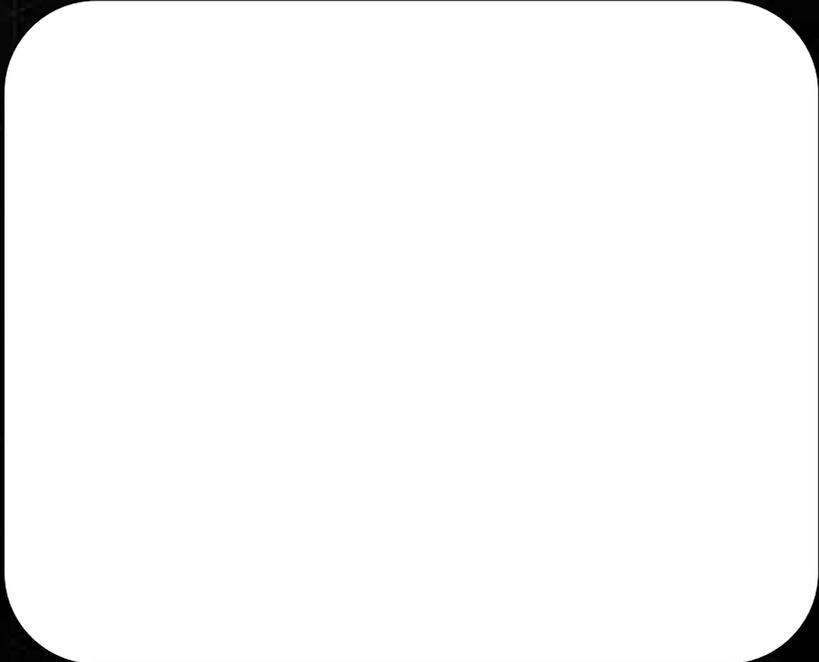
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THE SHIELD

2nd QUARTER 2023



Congratulations!

To the most recent graduates of USCS University

