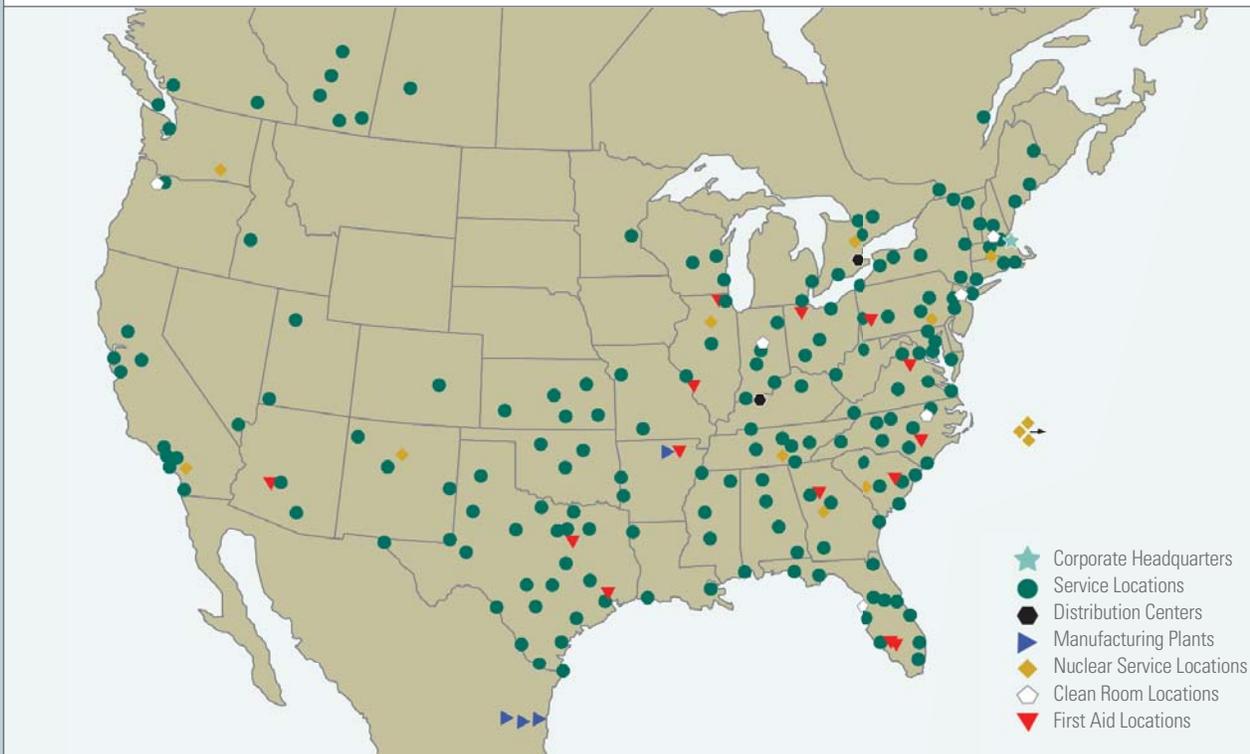




Celebrating 75 years of innovative  
uniforms and  
services enhancing  
North America's business image.

**UniFirst's mission** is to be continually recognized as the leading provider of quality uniform products and ancillary business services. To that end, we deliver enhanced image, branding, safety, and cleanliness solutions that represent the very best customer value and produce the greatest user benefits.



Our business is divided into three operational areas: Core Laundry Operations, Specialty Garments, and First Aid. Core Laundry Operations designs, manufactures, rents, sells, launders, and delivers a wide range of uniforms, career apparel, and protective work garments, as well as an extensive selection of facility service items. The Specialty Garments business, comprised of UniTech and UniClean, provides specialized uniforms, laundering services, and safety products to the nuclear and cleanroom industries. The First Aid unit, made up of Green

Guard and Medique, supplies first aid cabinet services, safety products, and over-the-counter medications to diverse manufacturers, retailers, wholesalers, and service providers.

Today, UniFirst remains one of the largest workwear and textile services companies in the world, serving over 240,000 customer locations from sites throughout the United States, Canada, and Europe. In fiscal year 2011, we employed 11,000 Team Partners and operated 174 customer service centers, 13 nuclear decontamination facilities, 6 cleanroom operations, 14 first aid

locations, 2 distribution centers, 4 manufacturing plants, and 1 corporate office.





**Ronald D. Croatti**

*Chairman of the Board, President,  
and Chief Executive Officer*

Dear Shareholders,

**F**iscal year 2011 was a special time for UniFirst as we celebrated our Company's 75th anniversary and achieved several financial milestones on our path to realizing the goals of our long-term strategic business plan.

Despite a sluggish economy and consistently high national unemployment rates, our annual revenues for fiscal 2011 were a record \$1.134 billion, which was a 10.5% increase over fiscal 2010's previous record of \$1.026 billion. Net income for the year was also a new record at \$76.5 million, up slightly from last year's \$76.4 million. I'd like to thank our entire management team and our 11,000 dedicated Team Partners for their unified efforts that contributed to this record-setting year.

Guided by our corporate business plan, UniFirst strengthened its position in existing and new geographic markets, maintained high customer service and satisfaction levels, and expanded sales and service training programs throughout 2011. We also enhanced execution and accountability standards within our field management ranks. As a result of these notable accomplishments, UniFirst reported across-the-board revenue gains for the year from all business segments.

We understand that UniFirst's ability to adapt to change is vital to maintaining annual growth for our investors. This is why we continue to innovate our business and service systems for the short and long term, and remain focused on continuous

improvement in all aspects of our business. Equally important to our growth are our Team Partners throughout North America and in Europe who consistently demonstrate their commitment to our future by embracing our Company's founding "core values." Established in 1936, these time-tested values remain the foundation of our corporate culture today. They are: to maintain a Customer Focus, to display a Respect for Others, and to be unwavering in our Commitment to Quality. It's this combined dedication to past and present day business philosophies that helped deliver another strong year of growth for UniFirst in 2011.

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Core Laundry Operations represents the majority of UniFirst business and reported a 9.8% revenue increase to \$997.0 million in 2011, which was a new record for the segment. Among other factors, the gain was a result of improved productivity and performance in both the service and sales areas throughout the year. Our service teams coast-to-coast focused on improving the delivery and value of our business services throughout 2011, while our professional sales reps set a record for new sales and boosted

their weekly averages. Our National Accounts organization also increased new account sales and did an excellent job gaining contract renewals with their large-scale customers. Operating income for our laundries decreased 7.5% from 2010. This anticipated decline was primarily attributed to higher merchandise costs related to the outstanding new sales growth and continued stabilization of wearer levels within our customer base.

Our Specialty Garments business, which provides products and services to the nuclear and cleanroom industries, also set new financial performance records in 2011, improving upon last year's record revenues and operating income by 17.4% and 10.1%, respectively. These increases were a result of continued returns from our leading position in the U.S. nuclear market, major reactor rebuild projects in Canada, new decommissioning initiatives in Europe, and continued expansion into key cleanroom markets. The Specialty division also offered a broader range of services in 2011 than ever before, which contributed to its improved fiscal performance. Once focused exclusively on specialized garment cleaning and decontamination, the segment enhanced its revenue stream through such value-added services as the decontamination, cleaning, and monitoring of nuclear-related respirators, metals, and equipment, as well as direct purchase sales from their Mobile Safety Store. And for cleanroom customers, a

# Financial Highlights

range of new sanitization services were introduced for more complete workplace disinfection.

Like our Core Laundry and Specialty Garment units, our First Aid operations reported record revenues in 2011, increasing the top line by 12.5% over 2010. The segment also set a new operating income record for the year, surpassing last year's results by 45.3%. These gains were led by the operation's pill packaging unit, which continued to capitalize on the growing demand for over-the-counter private label products as alternatives to "name brand" drugs. The wholesale distribution division also contributed nicely to the growth, while the B-to-B first aid supply business showed positive momentum throughout the year after stabilizing from its recessionary slump.

As part of our resolute commitment to continuous improvement and to maintaining our leadership position in product and service quality, our ISO 9001:2008 certification program continued moving forward in 2011, as we certified several additional UniFirst service facilities during the year. Today, we're proud that all our Specialty Garment and manufacturing facilities, our centralized distribution center, and nearly half of our industrial laundries are ISO certified. With more plant certifications scheduled for 2012, our goal is to have 100% of our service sites certified in the coming years. By ISO certifying these centers, we not only differentiate ourselves from competitors, but we also ensure our people are consistently following prescribed protocols and procedures in the most effective and productive manner.

Looking ahead, we're cautiously confident about our business

opportunities and growth potential for fiscal 2012 and beyond. But there's continued uncertainty ahead with respect to economic and employment recoveries which could have an impact on our performance. The consensus opinion among private and government analysts largely points toward continued, but very slow, economic growth for the coming year. Meanwhile, job growth, which is crucial to the uniform rental business, is projected to pick up only slightly with overall unemployment rates remaining high.

Therefore, in light of projected economic conditions, continued high energy prices, pressures on merchandise and other costs, and strong competition in the marketplace, we'll be carefully monitoring all economic variables throughout 2012 and making any operational adjustments required in order to maximize our revenues and profits. As always, all that we do will focus on protecting both short- and long-term financial interests for UniFirst shareholders.

I have great confidence that, ultimately, it will be our Team Partners who will drive UniFirst's continued success by fulfilling their annual pledge to our Company's founding values and our *Essentials of Quality Service*. By adhering to these customer-centric guidelines, UniFirst will consistently exceed customer expectations and produce returns for our shareholders.

Meanwhile, we stand prepared for the challenges ahead and look forward to reporting to you on our Company's progress throughout 2012.



—RONALD D. CROATTI

*Chairman of the Board, President,  
and Chief Executive Officer*



**Revenues**  
(in millions of dollars)



**Net Income**  
(in millions of dollars)



**Shareholders' Equity**  
(in millions of dollars)

# Shareholder Information

## EXECUTIVE OFFICERS

**Ronald D. Croatti**  
*Chairman of the Board,  
President, and Chief  
Executive Officer*

**Cynthia Croatti**  
*Executive Vice President  
and Treasurer*

**Bruce P. Boynton**  
*Senior Vice President,  
Operations*

**David A. DiFillippo**  
*Senior Vice President,  
Operations*

**David M. Katz**  
*Vice President, Sales  
and Marketing*

**Steven S. Sintros**  
*Vice President, Finance and  
Chief Financial Officer*

**Raymond C. Zemlin**  
*Secretary*

## OPERATING AND CORPORATE OFFICERS

**John R. Badey**  
*Vice President, Distribution  
and Engineering*

**John B. Bartlett**  
*Assistant Secretary and  
Assistant Treasurer*

**George J. Bakevich**  
*Vice President, UniTech  
Services Group*

**Benjamin F. Childers**  
*Vice President, Western  
Rental Group*

**Michael A. Croatti**  
*Vice President, Central  
Rental Group*

**Stephen A. Gaykan**  
*Vice President, Manufacturing*

**Robert A. Kuhn**  
*Vice President, Southern  
Rental Group*

**Reis V. LaMontagne**  
*Vice President, Mid-Atlantic  
Rental Group*

**Todd T. Lewis**  
*Vice President, First Aid Group*

**Robert E. Middleton**  
*Vice President, Southwest  
Rental Group*

**Shane F. O'Connor**  
*Corporate Controller*

**Gary L. Rogers**  
*Vice President, Texas  
Rental Group*

**William M. Ross**  
*Vice President, Northeast  
Rental Group*

**Michael E. Ruttner**  
*Vice President,  
National Accounts*

**Michael J. Szymanski**  
*Vice President,  
Canadian Rental Group*

## DIRECTORS

**Ronald D. Croatti**  
*Chairman of the Board,  
President, and Chief  
Executive Officer*

**Cynthia Croatti**  
*Executive Vice President  
and Treasurer*

**Phillip L. Cohen**  
*Retired Partner of an  
international accounting  
firm and Certified Public  
Accountant*

**Dr. Robert F. Collings**  
*President's Council of  
Massachusetts General  
Hospital (Honorary Member)  
and Board of Advisors of  
Calare Real Estate Fund*

**Anthony F. DiFillippo**  
*Former UniFirst Corporation  
President*

**Donald J. Evans**  
*Retired Senior Partner of  
Goodwin Procter LLP; Former  
General Counsel and First  
Deputy Commissioner,  
Massachusetts Department  
of Revenue; and Trustee,  
Massachusetts Eye and  
Ear Infirmary*

**Michael Iandoli**  
*President/CEO of The Larz  
Anderson Auto Museum and  
former Senior Executive and  
President of TAC Worldwide  
Companies*

**Thomas S. Postek**  
*Financial Analyst for Geneva  
Investment Management  
of Chicago*

## FORM 10-K

Shareholders may obtain,  
without charge, a copy of  
the Company's 2011 Form  
10-K. Written requests  
should be addressed to  
Steven S. Sintros, *Chief  
Financial Officer*.

## TRANSFER AGENT

Computershare Trust  
Company, N.A.  
Attn: Computershare  
Investor Services  
P.O. Box 43078  
Providence, RI 02940-3078

## INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM

Ernst & Young LLP

## LEGAL COUNSEL

Goodwin Procter LLP



