



2025 SUSTAINABILITY REPORT



Robert Zabala, military veteran and Driver Lead at US Foods®, supports a more sustainable future as part of the electric vehicle fleet at the La Mirada, California location.

CONTENTS

01 OVERVIEW

About Us	03
From Our Leadership	04
2025 Sustainability Highlights	06
About This Report	07

02 GOVERNANCE

Sustainable Business Strategy	09
Sustainability Governance	10
Stakeholder Engagement	12
Ethics and Compliance	12
Human Rights	13
Cybersecurity and Data Privacy	14
Artificial Intelligence	14

03 PRODUCTS

Product Innovation and Assortment	16
Hungry For Better Program	17
Serve Local™	17
Serve Good®	18
Serve You®	20
Packaging Sustainability	21
Animal Care	23
Supplier Network Development	24
Customer Sustainability Support	25
Food Safety and Quality	26
Product Regulations	27

04 PEOPLE

Human Capital Management	29
Associate Safety	30
Recruiting and Talent Management	31
Learning and Development	31
Culture and Engagement	33
Community Involvement	34

05 PLANET

Environmental Management	37
Climate Management	38
Climate Risk Management	38
Decarbonization Strategy	40
Our Operations	43
Our Fleet	43
Our Facilities	46
Waste and Water Management	48
Our Supply Chain	49
Deforestation Risk Reduction	49
Responsible Palm Oil	50
Responsible Seafood	50

06 APPENDIX

TCFD Index	53
SASB Index	57
2025 Workforce Metrics	62
Glossary	63

ABOUT US

With a promise to help its customers Make It, US Foods® (NYSE: USFD) is one of America’s great food companies and a leading foodservice distributor, partnering with approximately 250,000 customer locations to help their businesses succeed. With more than 70 broadline locations and more than 90 cash and carry stores, US Foods and its 30,000 associates provide customers with a broad and innovative food offering and a comprehensive suite of e-commerce, technology, and business solutions. US Foods is headquartered in Rosemont, Illinois.

► Visit our website to learn more.



150+

Years in Business



\$39.4B

Net Sales



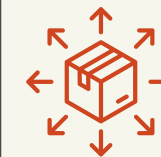
~30,000

Associates



4,000+

Sales Associates



70+

Distribution Centers



20+

Stock Yards® Facilities



90+

CHEF'STORE® Locations



6,500+

Trucks



~250,000

Customer Locations¹

From Our Leadership

“Together, our sustainability approach and its integration into our business model create the right foundation for long-term success.”

Dave Flitman

Chair of the Board and
Chief Executive Officer



Message From Our CEO

Dear Stakeholders,

As we reflect on our sustainability progress in 2025, I am pleased to share how these efforts have helped advance our broader business strategy. At US Foods®, we are guided by our promise to help our customers Make It. We accomplish this through our commitment to providing foodservice operators with more quality, more tools, and more deliveries so they can deliver great experiences to their consumers. Being a responsible company is integral to our strategy, underpinning how we grow our business, strengthen customer relationships, maximize associate engagement and productivity, and contribute to a better planet.

Products

In 2025, we delivered strong performance, with net sales increasing 4.1%, driven by case volume growth and food cost inflation. Our Serve Good® portfolio surpassed \$1 billion in sales for the second consecutive year, reflecting growing customer commitment to responsible sourcing and our ability to deliver a high-quality, innovative assortment. Revenue from our 4,100+ Serve You® products grew 9% compared to 2024, satisfying consumer interest in choices aligned with dietary preferences and lifestyles. We also continued leveraging digital tools, including our MOXē® e-commerce portal, to make these items easier to find and to support our customers’ values-driven procurement goals.

People

Our safety initiatives—including expanded training, reinforcement of a safety-first mindset, fleet and warehouse technology equipment enhancements, and other operational improvements—contributed to a 16% reduction in injury and accident rates in 2025, building on our 19% improvement in 2024. This progress reflects our unwavering commitment to maintaining a safe environment for our associates, customers, business partners, and the public.

As always, we believe that engaged associates form the heart of our productive and thriving culture. Our 2025 annual engagement survey resulted in a 75% engagement index score, reflecting positive workplace experiences, and we invested in 1.2 million hours of training to support associates’ career development. Our 10 Employee Business Resource Groups continued to deliver business value through engagement, networking, and retention efforts. We also remain focused on expanding our veteran workforce, including through recruiting partnerships that help connect veterans with meaningful careers at US Foods.

In 2025, we also continued making a meaningful difference in the communities we serve, and contributed \$12.5 million in cash and products to support hunger relief, culinary education, and disaster relief. At the same time, our associates increased reported volunteer hours by 70%, contributing their time and expertise at Company-sponsored events and within their local communities.

Planet

We continued diversifying our fleet with alternative fuel vehicles, reaching 130 electric vehicles and more than 80 on-site charging stations by year end. We also strengthened transportation efficiency through routing optimization, resulting in 470,000 fewer miles driven in 2025 compared to 2022, despite delivering 8% more cases during the same period. In addition, our focus on refrigeration efficiency in our trucks has saved 750,000 gallons of fuel over the past two years alone.

Looking Ahead

As we execute our 2025 to 2027 long-range plan, we remain committed to aligning sustainability with growth and financial performance. Our sustainability governance, investments, and innovations remain closely integrated with our strategic operating model, creating the right foundation for long-term success and delivering meaningful value to our customers, associates, communities, and shareholders.

We are grateful for your continued trust and partnership, and are excited about delivering continued impact across our Products, People, and Planet in 2026 and beyond.

Thank you for your continued support.

Sincerely,

Dave Flitman

Chair of the Board and Chief Executive Officer

From Our Leadership Continued

“We have aligned our sustainability initiatives in support of our business objectives.”

Dirk Locascio
Chief Financial Officer



Message From Our CFO

In 2025, I had the pleasure of serving as Chair of our Sustainability Steering Committee, which includes cross-functional leaders with oversight of key sustainability initiatives and business operations. Across the organization, we have aligned our sustainability initiatives in support of our business objectives to grow market share, reduce risk, and create long-term value.

Our portfolio of Hungry For Better products with defined environmental, social, or well-being attributes addresses clear and growing consumer demand. These differentiated offerings strengthen our competitive position, expand customer choice, and drive profitable growth—surpassing \$1 billion in revenue from our lineup of sustainable, Exclusive Brands Serve Good® products for the second year in a row. The growth of this portfolio underscores that sustainability-linked products can contribute meaningfully to revenue, reputation, and customer experience.

Another key element of our approach is driving business performance through operational excellence. For example, over the past decade our facilities have implemented real-time energy monitoring and benchmarking, reducing energy use by 22% and avoiding \$54 million in energy costs since 2015. We continue to be disciplined in our capital allocation across both sustainability initiatives and the broader business, prioritizing sustainability projects based in part on their expected return to ensure environmental and operational improvements are fiscally sound.

Overall, our 2025 results demonstrate that sustainability, when implemented with financial discipline, can contribute to market share, risk mitigation, and long-term business success. Through this balanced approach, we will continue to apply the same care as we execute our strategy to deliver value in a responsible and sustainable way in the years ahead.

With appreciation,

Dirk Locascio
Executive Vice President, Chief Financial Officer

2025 Sustainability Highlights

Our business strategy centers on an operating model that reflects our commitments to the US Foods® culture, excellence in service to customers, continued growth, and strong profits. Key sustainability initiatives delivered through this operating model focus on differentiated products with environmental, social, and well-being attributes; a safe, dynamic, and inclusive workplace; community support; enhanced fleet and facility efficiency; and reduced environmental and social business risk—all contributing to long-term business value and our Ambition to become the undisputed best in our industry.



5,000+

differentiated Exclusive Brands² products in our Serve Good[®] and Serve You[®] product portfolios.

850+

Serve Good products that are responsibly sourced, contribute to waste reduction, or are designed to help reduce greenhouse gas emissions—totaling revenue of \$1 billion.³

9%

growth⁴ in Serve You revenue across 4,100+ products that are made with simpler ingredients⁵, certified gluten-free, or plant-forward.

740,000+

cases of Serve Local[™] seasonal produce delivered to customers.⁶



16%

improvement in injuries and accidents⁴ and ~136,000 hours of safety training to strengthen safety performance.

~1.2 million

hours of associate training supporting associates' career development.

70%

of leadership roles filled internally, ensuring our leadership reflects the knowledge already in our workforce.

~\$12.5 million

in cash, product, and volunteer time for hunger relief, culinary education, and disaster relief efforts, including a 70% increase in associate volunteer hours.⁴



7%

reduction in fuel intensity⁷ and 4% lower energy intensity,⁸ demonstrating continued improvement in operational efficiency.⁹

130

electric vehicles in our fleet.

470,000

fewer miles despite 8% growth in cases delivered.¹⁰

~10 million

active solar installations, contributing more than 10 million kilowatt hours of renewable energy.

88%

of our total Exclusive Brands seafood volume met our defined standards for responsible sourcing.

About This Report

This Report reflects our sustainability performance during fiscal year 2025, covering all Company activities fully consolidated for financial reporting purposes, unless noted otherwise. This Report refers to our environmental, social, and governance (ESG) commitments and progress under the umbrella term “sustainability.”

Standards and Frameworks

Our sustainability reporting is informed by the standards that we believe are most relevant to our business and stakeholders: the Task Force on Climate-related Financial Disclosures (TCFD), as well as the Food Retailers & Distributors Standard of the Sustainability Accounting Standards Board (SASB).¹¹

What We Mean When We Say

US Foods, the Company, us, we, or our: unless otherwise specified, these terms refer to US Foods® Holding Corp. and its subsidiaries, brands, and trademarks, including our offices, production facilities, distribution centers, and retail stores known as CHEF'STORE® locations.

Suppliers or vendors: unless otherwise specified, these terms refer to any person or entity that sells or supplies services, raw materials, processed materials, or finished products to US Foods.

New in This Report

In addition to describing our sustainability priorities and results, this 2025 Sustainability Report includes expanded discussions of our approach to packaging sustainability, compliance with newer regulations such as those covering extended producer responsibility, and climate-related risk management on pages 21, 27, and 38, respectively.

Forward-Looking Statements

This Report contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. These forward-looking statements include, without limitation, forecasted financial performance, statements about future results of operations, and other statements which are not purely historical facts or that necessarily depend upon future events. These statements often include words such as “believe,” “expect,” “project,” “anticipate,” “intend,” “plan,” “outlook,” “estimate,” “target,” “seek,” “will,” “may,” “would,” “should,” “could,” “forecast,” “mission,” “strive,” “more,” “goal,” or similar expressions (although not all forward-looking statements may contain such words). These statements are not guarantees of future performance or results and are subject to risks, uncertainties, and other important factors, many of which are beyond our control, that could cause actual results to differ materially from those expressed in the forward-looking statements, including, among others: changes in consumer eating habits, including economic factors affecting consumer confidence and discretionary spending and the impact of advancements in pharmaceutical therapies, which may reduce the consumption of food prepared away from home; cost inflation/deflation and commodity volatility, including increases in fuel costs; geopolitical developments and supply chain disruptions; competition; reliance on third-party suppliers and interruption of product supply or increases in product costs; changes in our relationships with customers and group purchasing organizations; our ability to increase or maintain the highest margin portions of our business and achieve the expected benefits from cost savings initiatives; the impact of climate change or related regulatory or market measures; the impact of governmental regulations

related to our operations, including product safety; product recalls and product liability claims; our reputation in the industry; labor relations, increased labor costs and continued access to qualified labor; the level of interest rates, and availability of indebtedness and restrictions under agreements governing our indebtedness; disruption of existing technologies and implementation of new technologies, including artificial intelligence; cybersecurity incidents and other technology disruptions; effective execution on the Company's growth strategy, including acquisitions and the integration of acquired businesses; risks to the health and safety of our associates; adverse judgments or settlements resulting from litigation; extreme weather conditions, natural disasters, and other catastrophic events; and the timing and scope of future repurchases by US Foods of its common stock. More information on these risks and other potential factors that could affect the Company's business, reputation, results of operations, financial condition, and stock price is included in the sections entitled “Risk Factors” and “Management's Discussion and Analysis of Financial Condition and Results of Operations” in the Company's most recently filed periodic reports on Form 10-K and Form 10-Q and subsequent filings with the Securities and Exchange Commission. All forward-looking statements included in this Report are based on information available to us on the date hereof. For these statements, the Company claims the protection of the safe harbor for forward-looking statements in the Private Securities Litigation Reform Act. Accordingly, you are cautioned not to place undue reliance on these forward-looking statements. Except to the extent required by law, the Company does not undertake, and expressly disclaims, any duty or obligation to update publicly any forward-looking statement.

2025 AWARDS AND RECOGNITION

Barron's

100 Most Sustainable U.S. Companies

FORBES

2025 America's Best Large Employers List

Newsweek

2024/2025 America's Greatest Workplaces for Veterans

2025 America's Most Reliable Companies

2025 Most Trustworthy Companies in America

2025 America's Greatest Workplaces for Parents and Families

2025/2026 America's Most Admired Workplaces

Military and Veterans

2025 3 Star Employer Award from VETS Indexes Employer Awards

Department of Labor HIRE Vets Gold Medallion

Military Friendly Employer Gold Award

The following are trademarks of US Foods Holding Corp. and its affiliates: US Foods, CHEF'STORE, Stock Yards, Progress Check, Serve Good, Serve Local, Serve You, and Unpronounceables List.¹²

GOVERNANCE

In this section

- 09 Sustainable Business Strategy**
- 10 Sustainability Governance**
- 12 Stakeholder Engagement**
- 12 Ethics and Compliance**
- 13 Human Rights**
- 14 Cybersecurity and Data Privacy**
- 14 Artificial Intelligence**



GOVERNANCE

At US Foods®, honesty and integrity are foundational to our operations and critical to our long-term success, underpinning our business strategy and informing our sustainability approach. Together, we are dedicated to the core values of customer success, integrity, innovation, and teamwork, and we share a passion for all things food.






Sustainable Business Strategy

Our Company Ambition is to become the undisputed best in our industry: the Safest, the Fastest Growing, the Most Profitable, Leading Digital, and the Best Place to Work. Our business strategy includes a multifaceted operating model that reflects our commitments to the US Foods culture, excellence in service to customers, continued growth, and strong profits. Our commitment to being a responsible organization and our Cultural Beliefs serve as valuable guiding principles, informing our day-to-day engagements and accelerating progress across the business, including related to sustainability.

Key sustainability initiatives executed through this strategy-driven operating model help to advance business success by emphasizing customer satisfaction, cost efficiencies, operational improvements, and associate engagement. Initiatives focus on associate safety; quality and differentiated products with environmental, social, and well-being attributes; enhanced fleet and facility efficiency; reduced environmental and social business risk; consistent community support; and a dynamic and inclusive workplace. In these ways and others, we continue to advance a sustainability strategy tied to long-term business value—driving efficiency, cost savings, supply chain resilience, growth, and regulatory readiness—while strengthening our position to address evolving sustainability risks.

OUR AMBITION

BE THE UNDISPUTED BEST IN OUR INDUSTRY

				
Safest	Fastest Growing	Most Profitable	Leading Digital	Best Place to Work
The impact we can make				
Our associates return to their families safely every day	Our associates and shareholders are rewarded	Our customers can grow and thrive	Our associates can grow their careers	

Governance Continued

Sustainability Governance

Pursuant to its charter, the Nominating and Corporate Governance Committee of our Board of Directors oversees our sustainability program, including program strategy, areas of focus, goals, and progress. The Committee receives quarterly reports from management regarding the Company’s sustainability initiatives and progress, and reviews significant sustainability-related disclosures, such as our annual sustainability reports, before publication. The full Board of Directors receives an annual update on our sustainability priorities and progress.

Additionally, the Audit Committee of our Board of Directors provides oversight of our cybersecurity programs, food safety and quality, and ethics and compliance, and receives annual reports from management. Our Compensation and Human Capital Committee has oversight responsibilities for compensation matters, as well as our human capital management policies and strategies relating to talent acquisition and development, associate culture, inclusion, engagement and retention, associate safety, and executive succession.

US Foods® is proactive in seeking to ensure that our Board possesses, in the aggregate, the strategic, managerial and financial skills, and experience necessary to fulfill its duties and to achieve its objectives while at the same time seeking to ensure that the Board is composed of Directors who have broad and diverse backgrounds, perspectives, and experiences, with a reputation for integrity. The Board believes a range of perspectives and experiences among its members bolsters effective oversight of our management, elevates stewardship over strategy, and

supports creation of long-term value for our stockholders. Our Board is currently composed of current and former chief executive officers, former chief financial officers, a current chief procurement officer, and experienced public company directors. Many of our Directors have food industry and sustainability experience, bringing to bear their expertise in relevant business and sustainability topics.

Each of our Directors takes part in an extensive orientation program upon joining the Board, including meeting with members of our Executive Leadership Team (ELT) and other key management team members to gain a deeper understanding of the Company’s businesses and operations. We also hold Committee-specific orientation sessions when a Director joins a Committee for the first time. Periodic briefing sessions are provided on subjects that would assist Directors in discharging their duties both at full Board and Committee levels. These briefing sessions may include sustainability topics, as relevant, such as to apprise Directors of emerging sustainability trends, risks, and opportunities that could be applicable to our business.

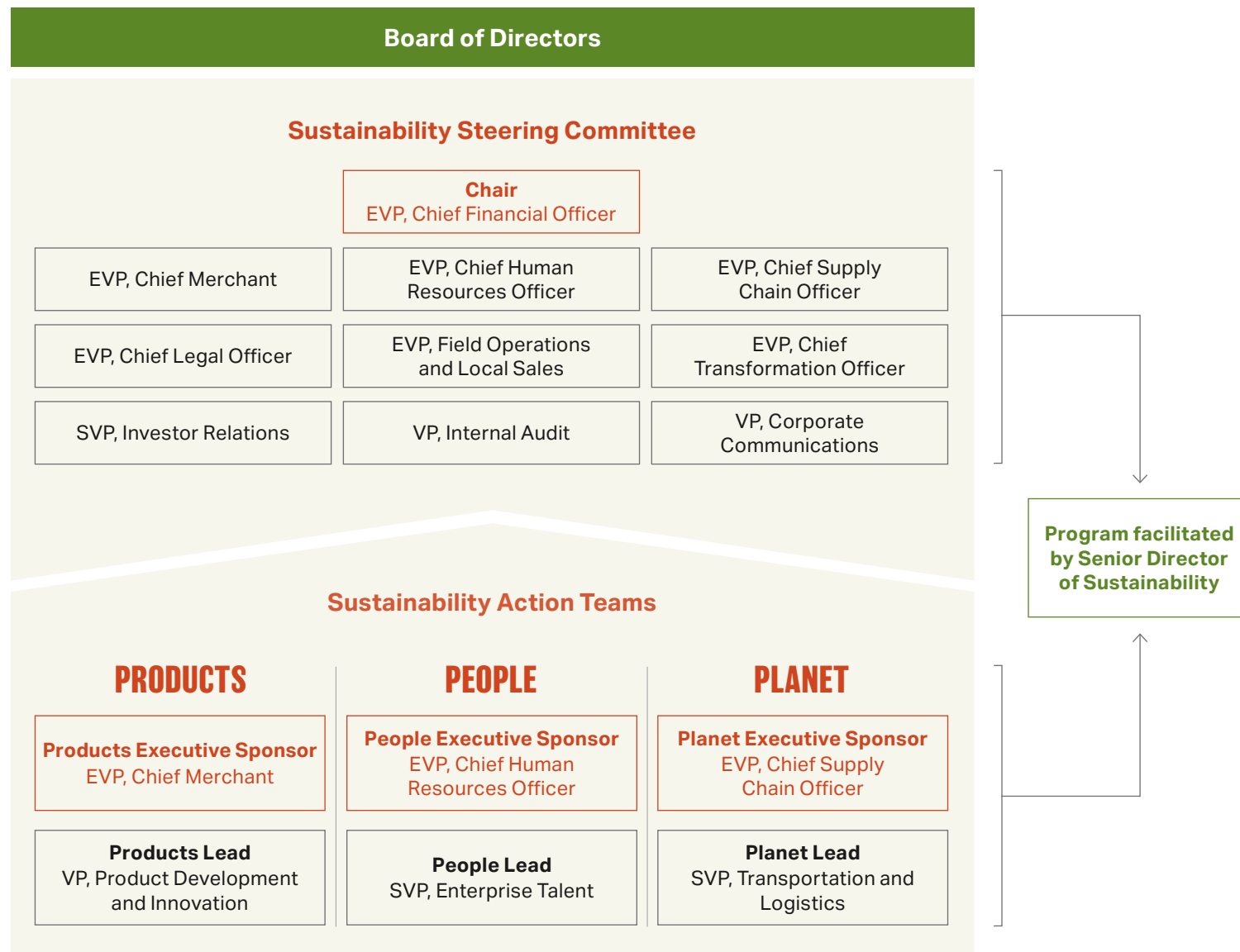
► **Read more** in our [Proxy Statement](#), which includes our practices related to Board composition, stockholder rights, and engaging investors, among other topics. Our [Investor Relations](#) page includes additional corporate governance documents, including our Corporate Governance Guidelines and Board Committee charters.

BOARD OF DIRECTORS’ SUSTAINABILITY OVERSIGHT



Governance Continued

SUSTAINABILITY GOVERNANCE STRUCTURE



Additional Sustainability Oversight

At the management level, our Executive Vice President and Chief Financial Officer (CFO), with support from the Senior Director of Sustainability, chairs our cross-functional Sustainability Steering Committee to advance our sustainability objectives.

Composed primarily of US Foods® ELT and Senior Leadership Team (SLT) members from across the enterprise, including Supply Chain, Merchandising, Human Resources, Investor Relations, Legal, and Communications, the Committee meets quarterly to plan for and assess progress against sustainability commitments and priorities. This approach connects our senior leaders with specific concerns and feedback on priority topics such as product innovation for sustainability, decarbonization in our fleet and facilities, deforestation risk assessment and mitigation in our supply chain, and sustainability-focused supplier engagement. The Committee also advances our sustainability governance by involving the right stakeholders and advisors to guide US Foods in addressing sustainability-related risks and opportunities with the most appropriate strategies and resources, in keeping with our near- and long-term business priorities. Additionally, the group provides oversight on the broader regulatory environment, assessing the impact of emerging regulations and validating our business-aligned sustainability approach and compliance strategies.

In 2025, we also convened a dedicated Decarbonization Steering Committee to increase our focus on the important decarbonization work taking place in our fleet and at our facilities. Working closely with both the Sustainability Steering Committee and the Decarbonization Steering Committee are action teams with responsibility for our three sustainability pillars—Products, People, and Planet. Each team has a designated ELT and SLT sponsor to provide guidance on business alignment and support success.

► **Read more** about our approach to climate risk management and decarbonization in Planet>Climate Management on page 38.

Governance Continued

Stakeholder Engagement

Feedback from our associates, customers, suppliers, and stockholders is fundamental to the continued evolution of our sustainability program. Our stakeholder dialogue allows us to understand their interests and informs a responsive sustainability approach. We proactively reach out to the Company's largest stockholders multiple times throughout the year and engage with proxy and other investor advisory firms that represent the interests of various stockholders.

Throughout the year, our stockholder communications include both a Spring proxy engagement and a Fall engagement focused on sustainability, where we invite stockholders representing about 80% of outstanding shares to a virtual discussion. Additionally, stockholder input informs our Board of Directors and Committee agendas, as well as business strategies and programs. For example, in 2025 we engaged stockholders through our Fall outreach on the right of stockholders to call a special meeting, and in 2026, taking into account stockholder feedback and following stockholder approval at our annual meeting of stockholders, amended the Company's certificate of incorporation to allow this right at a 25% ownership threshold.

Beyond stockholders, we engage directly with our customers through a variety of presentations and meetings to learn about their sustainability priorities and how we can support them. We also engage directly with key suppliers—especially those identified as contributing the highest environmental impacts based on our assessments of key sustainability topics, including greenhouse gas emissions and deforestation, and to verify compliance with specific US Foods® policies.

- **Read more** about how we engage with and support our customers in Products>Customer Sustainability Support on page 25.
- **Read more** about our supplier engagement efforts in Planet>Climate Management>Supply Chain Decarbonization and Planet>Our Supply Chain on pages 42 and 49, respectively.

Ethics and Compliance

Our [Code of Conduct](#) publicly affirms our commitment to integrity, establishing the expectations for how we work with each other, as well as with our customers, suppliers, communities, government officials, and other stakeholders. The Code of Conduct is grounded in our Cultural Beliefs and the understanding that each of us plays an important role in operating every day with honesty and integrity.

The Code outlines ethical principles for associates, focusing on integrity, safety, respect, and compliance with laws, covering areas like workplace conduct, business practices, and community engagement. Key tenets include treating everyone with respect, working safely, ensuring food quality, honesty, and speaking up when something seems wrong, with additional policies addressing human rights, conflicts of interest, and supplier conduct.

As part of our Ethics and Compliance program, and to reinforce our culture of integrity, we assign annual Code of Conduct training to all associates, including management, as well as additional training in areas relevant to an associate's role or location, such as training on anti-corruption, insider trading prevention, sexual harassment prevention, or workplace violence prevention.

Ethics and Compliance Oversight

The Audit Committee of our Board of Directors oversees our Ethics and Compliance program and receives quarterly updates from management, including Check-In Line report volumes and trends, resulting remedial actions, and any significant matters. Senior leaders from various functions such as Human Resources, Safety, and Operations also receive regular updates, with more granular details which may inform their own team's strategy.

The Ethics and Compliance team oversees the day-to-day handling of reports of alleged misconduct, including the intake and triage of new matters based on a variety of defined criteria through the Check-In Line, assigning ownership of reported matters to the appropriate team for investigation, conducting investigations, identifying policy violations, apprising appropriate stakeholders of findings and recommending appropriate remedial actions, and following up with individuals who raise concerns. Handling concerns promptly and appropriately is critical to preserving associate trust and protecting US Foods.

Speaking Up and Resolving Concerns

Central to our culture of integrity is a work environment that encourages associates or others to speak up when something does not seem right. This message is communicated through our Code of Conduct, Cultural Beliefs, website, intranet, on-site posters, training, emails, and other notifications from our Ethics and Compliance and Human Resources teams. To validate the efficacy of these proactive communications, the Ethics and Compliance team regularly measures associates' awareness of the Check-In Line through our associate engagement surveys.

Further, to foster a culture of speaking up, we prohibit retaliation against anyone who, in good faith, raises questions or concerns. Our suppliers and their employees are also encouraged to speak up. Our [Supplier Code of Conduct](#) requests suppliers to maintain a no-retaliation policy so that their employees can report their concerns to US Foods without fear of retaliation.

Grievance Channels

Concerns can be reported to any US Foods manager; member of our Human Resources, Legal, or Ethics and Compliance teams; our CLO; or the Check-In Line—accessible via phone, email, or the web. This externally hosted hotline is publicly available to any internal and external parties, including supplier employees, and can be contacted anonymously, 24 hours a day, seven days a week, with translation services, if needed. The process is substantially aligned to the United Nations (UN) Guiding Principles' effectiveness criteria for non-judicial grievance channels.

Governance Continued

Human Rights

Working with integrity includes our commitment to respecting and protecting human rights. Our [Human Rights Policy](#) is informed by the United Nations (“UN”) Universal Declaration of Human Rights (“UNDHR”), the UN Guiding Principles on Business and Human Rights (“UNGPs”), the UN Global Compact, the International Bill on Human Rights, and the International Labor Organization (“ILO”) fundamental conventions, and has been approved by our management.

Our Human Rights Policy prohibits the use of child labor, forced labor and human trafficking, and unlawful discrimination and harassment in support of maintaining a safe, inclusive workplace. The Policy also sets out our commitments regarding working hours and wages, freedom of association and collective bargaining, disciplinary measures, and health and safety. It includes our mechanisms for reporting concerns, which is also in our Code of Conduct and our Supplier Code of Conduct.

We expect our suppliers to adopt human rights principles comparable to our own and to comply with all human rights laws and regulations applicable to them, as outlined in our Supplier Code of Conduct. Additionally, our ongoing deforestation and land conversion risk assessment and mitigation work considers supply chain impacts to the rights of certain indigenous communities.

Supplier Code of Conduct

Our [Supplier Code of Conduct](#) outlines our standards and priorities for suppliers and is informed by the UNDHR, the UNGPs, the UN Global Compact, the International Bill on Human Rights, and the ILO fundamental conventions, as well as by the US Foods® Guiding Principles set forth in our Human Rights Policy.

We regularly review and update the Supplier Code of Conduct, including in consultation with certain key suppliers regarding relevant topics such as food safety and quality, human rights, and environmental protection.

Our Supplier Code of Conduct sets forth principles we expect our suppliers to adhere to in many key areas, including legal compliance, human rights, forced labor, human trafficking, workplace health and safety, product safety, regulatory compliance, sustainability, social responsibility, and ethical business practices. In addition, we expect each supplier to conduct business in full compliance with all applicable national, state, and local laws and regulations of the countries where they operate—including trade, export and import controls, product safety requirements, and all applicable antitrust and fair competition laws. Our Supplier Code of Conduct also details procedures for engaging with suppliers in the case of non-compliance, up to and including terminating our business relationship with the supplier.



Our Supply Chain Collaboration Policy—applicable to the majority of our trade suppliers—is intended to provide clear, written expectations regarding US Foods policies, processes, and procedures, and includes our expectation that suppliers review and comply with our Supplier Code of Conduct.

Together, our Supplier Code of Conduct and Human Rights Policy—as well as our Forests, Palm Oil, and Seafood policies described later in this Report—reflect our commitment to responsible sourcing, transparency, and continuous improvement across our operations and supply chain.

► **Read more** about our responsible sourcing practices and our ongoing work to address deforestation and land conversion risk in Planet>Our Supply Chain beginning on page 49.

Governance Continued

Cybersecurity and Data Privacy

Our internal cybersecurity organization leads a comprehensive, enterprise-wide security program built on recognized industry frameworks and a clear, proactive strategy. We operate a risk-driven model that integrates leading security technologies, leverages both internal expertise and carefully selected external partners, and unites teams across the Company to consistently strengthen our defensive posture.

Cybersecurity and Data Privacy Oversight

Under the oversight of the Audit Committee of our Board of Directors, our cybersecurity function is managed by our Digital and Technology team, led by our Senior Vice President and Chief Information Security Officer, with support from the Internal Audit and Legal functions. Management provides an annual cybersecurity report to our Board of Directors and quarterly updates to the Audit Committee regarding identified top enterprise technology risks. This includes a review of potential digital threats and vulnerabilities, along with efforts to reduce risk and increase resiliency.

Framework, Policies, and Procedures

Our cybersecurity program is designed to protect the confidentiality, integrity, and availability of critical assets and information using a proactive and risk-based approach. We align our program with widely accepted industry best practices and leading security frameworks, and regularly reassess our capabilities to ensure they adapt to evolving risks and regulatory expectations. Our policies, including our Information Security Policy and Privacy and Security Policy, as well as our procedures, are designed to align

with industry best practices and comply with regulatory requirements. We also align our payment processing policies and procedures with industry security standards, including the Payment Card Industry Data Security Standard.

Throughout the year, we conduct targeted audits and assessments, using both internal and external resources to evaluate key elements of our information security systems. We have developed and implemented a comprehensive program designed to protect the confidentiality of sensitive information, preserve the integrity of critical data and automated processes, and ensure the availability of our information technology capabilities.

Threat Management and Incident Response

Our comprehensive cybersecurity program leverages technology, third-party expertise, and trained personnel to provide whole-enterprise governance; collaboration for 24-hour monitoring; threat detection and incident response; and network, cloud, and mobile security. We partner with security firms to manage our security incident and event management, identify external threats, perform penetration testing, complete security assessments, and support incident response. These relationships are evaluated and benchmarked periodically to ensure quality resourcing to augment our internal staff and provide insight into emerging risks inside and outside the foodservice industry.

Privacy Policy

Our Privacy and Security Policy, which is published on our website, promotes transparency by disclosing how we collect data through our websites, through mobile applications and off-line, as well as our use of such information. We monitor and update our data collection practices and Policy to conform with applicable data privacy regulations and laws.

Associate Training in Cybersecurity

We have an associate awareness program to regularly educate our workforce on the cybersecurity risks they face and how they can operate safely. We provide all associates who have network access with annual data-security training. Our training and education programs include specialized training for associates handling confidential information, associates with privileged access, executive-specific training, general information security awareness training, periodic anti-phishing campaigns, one-click-email-enabled phish alert reporting functionality, and advisory emails on emerging threats.

Artificial Intelligence (AI)

Our pragmatic approach to AI leverages AI to advance digital transformation, drive customer experience, and improve productivity within a strong governance and risk management framework. Our AI strategy focuses on operational efficiency; digital growth; and strategic use of AI in core business systems such as sales, supply chain, and our e-commerce platform, MOXē®. Our AI applications are guided by the AI Catalysts, an internal cross-functional leadership group, and governed by the US Foods® Acceptable Use for Artificial Intelligence Policy.

Our approach begins with investments in associate education that include AI training, safety education, and centralized resources to ensure our associates understand the most appropriate and effective uses of AI. In 2025, customized AI training reached 15,000 associates through 35 forums designed for various business functions, and more than 10,000 associates completed AI digital safety training. Also, during the year, our dedicated AI resource site received more than 13,000 visits.

AI also plays a central role in enhancing customer experience and driving digital commerce growth. MOXē features AI-powered search capabilities that deliver faster, more intuitive product discovery, streamline the customer ordering process, and improve delivery window prediction accuracy by up to 30%. In addition, AI-enabled solutions can help our restaurant customers improve marketing, reduce waste, and better predict ordering needs.

Operationally, we leverage AI to improve productivity. AI-assisted routing optimization and predictive analytics support fleet efficiency and service quality, while robotics and AI-enhanced fulfillment strengthen warehouse operations. Together, these efforts position AI as everyday infrastructure that supports secure and value-oriented business outcomes.

SPOTLIGHT

Ambition Week

Our first-ever Ambition Week in 2025 encouraged associates to take meaningful actions, whether big or small, across the five pillars of our Company Ambition to become the undisputed best in our industry: the Safest, Fastest Growing, Most Profitable, Leading Digital, and Best Place to Work. In just one week, associates committed to 16,500 actions across our Ambition, reflecting their awareness of and commitment to our strategic direction.

PRODUCTS

In this section

- 16 Product Innovation and Assortment**
- 17 Hungry For Better Program**
- 21 Packaging Sustainability**
- 23 Animal Care**
- 24 Supplier Network Development**
- 25 Customer Sustainability Support**
- 26 Food Safety and Quality**
- 27 Product Regulations**



PRODUCTS

US Foods® is rooted in product development. We continually innovate to develop quality Exclusive Brands² products that consistently deliver on customer expectations and that satisfy consumer interest in the latest dining, menu, and ingredient trends; support sustainability; meet evolving dietary and well-being preferences; highlight global flavors; elevate our customers' menus; and help advance business success for our customers and our Company.

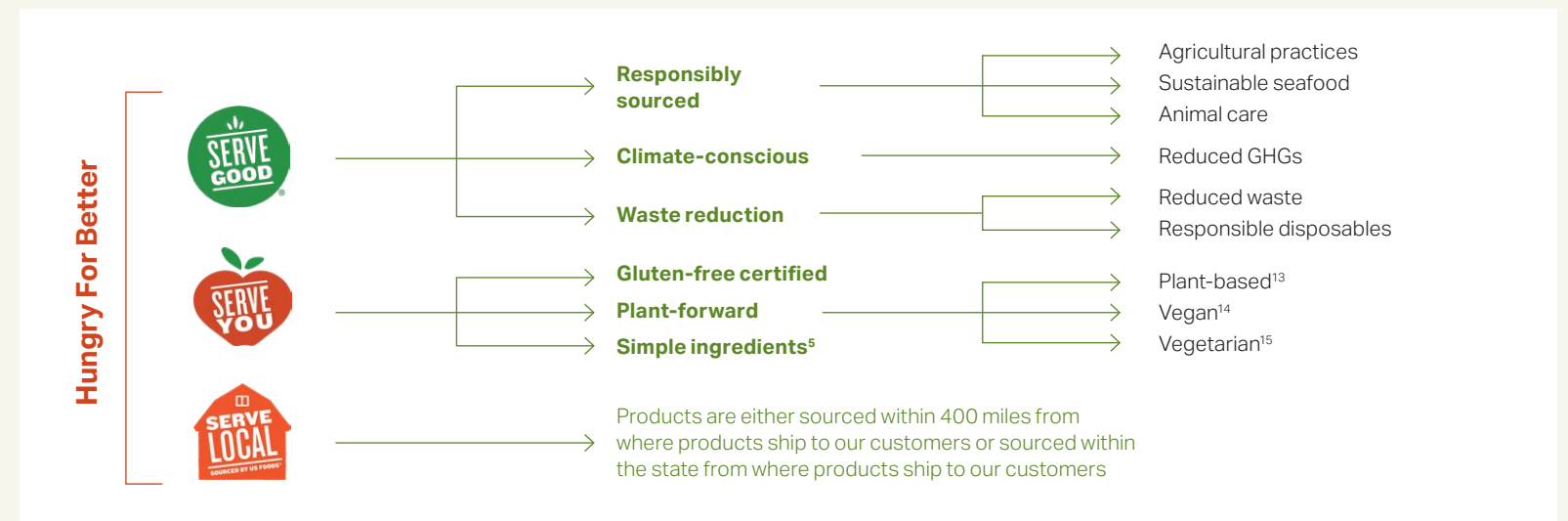
Product Innovation and Assortment

We offer an unmatched portfolio of quality Exclusive Brands items—with more than 5,000 differentiated products that are sustainable or support well-being through our Serve Good® and Serve You® product programs. Together with products that are sourced from local, small, and diverse-owned businesses, these differentiated items deliver business value through enhanced revenue, profitability, and growth, as well as customer retention. Many of these new products are introduced through our product launch platform, Scoop™, which showcases new, innovative offerings and provides information, insights, recipes, and ideas to help inspire our customers' culinary visions and differentiate their businesses.

► **Read more** about [Scoop](#) and how it introduces customers to our latest Serve Good and Serve You product options.

Product Innovation and Assortment Oversight

The Nominating and Corporate Governance Committee of our Board of Directors oversees our Hungry For Better product program, along with our Supplier Network Development program, as part of its broader responsibility for the Company's sustainability efforts. Our Chief Merchant serves as the Executive Sponsor of our products-related initiatives, and our Vice President, Product Development and Innovation, provides managerial oversight. At the same time, our Supplier Network Development team collaborates with various departments and business leaders, as well as our Employee Business Resource Groups and external industry groups, to advance a sourcing strategy designed to support customer and business needs.



Products Continued

Product Claim Verification

Our customers increasingly request products that are responsibly sourced and aligned with specific dietary and lifestyle preferences, which we support through a wide assortment of high-quality, innovative Serve Good® and Serve You® Exclusive Brands² products, each supported by defined standards or third-party certifications.

To determine which products, claims, and certifications are appropriate for the Serve Good and Serve You portfolios, we evaluate the relevant product category using market information, data trends, and customer requests. Our Product Development, Legal, Sustainability, and Food Safety and Quality (FSQA) teams work with suppliers to identify products with claims or certifications that are relevant and meaningful to customers, including USDA Organic, Marine Stewardship Council (MSC), Forest Stewardship Council (FSC), and others. All claims associated with Serve Good and Serve You products undergo a defined verification process. To substantiate claims, we require suppliers to provide supporting documentation such as third-party certificates or attestation letters, which are uploaded into our product management system as attachments to the relevant products.

In keeping with our focus on leading digital solutions, once verification is complete and a certified product is ready for purchase, the product is tagged with the program name and applicable sustainability or well-being attribute(s) in MOXē®—our all-in-one e-commerce and business application—so customers can readily identify it. Exclusive Brands suppliers must maintain current certifications in the product management system, and we periodically audit Exclusive Brands product certifications for compliance.

This process reflects a cohesive approach to product claims that integrates claims verification, data rigor, and alignment with external certification frameworks. It is supported by FSQA and a dedicated Product Sustainability Specialist—a new position in 2025—who manage procedures, data, and supplier certifications across the Serve Good and Serve You product portfolios, as well as applicable commodity standards. The Specialist role also serves as the primary point of contact for third-party certifying organizations, including for MSC Chain of Custody certification audits and engagement with Exclusive Brands seafood suppliers to comply with our Seafood Policy and related commitments. This approach enables us to deepen our engagement with third-party certifying bodies, quickly understand any changes to their standards, and leverage services they provide to customers that rely on those certifications.

Hungry For Better Program

The US Foods® Product Development and Innovation team develops high-quality, differentiated products crafted to exceed customer expectations, including products with defined environmental, social, or well-being attributes offered through our Hungry For Better product program, which features the Serve Local™,⁶ Serve Good, and Serve You product portfolios. This team monitors food and foodservice trends through market research, supplier relationships, and restaurant visits to anticipate customer needs and expectations. The resulting products reflect not only the latest tastes and trends, but also save time and labor, helping our customers compete for selective consumers and improve business success. Our Product Development and Category Management teams further collaborate with our Product Sustainability and Supplier Network Development teams to address customer feedback, which informs product strategies and supplier engagements.

This comprehensive approach helps us target product innovation and assortment to those areas that are most important to our customers and where we believe we can make the greatest positive impact. Transparency, animal care, sustainable seafood, responsible disposables, and waste reduction are key issues, as are products that avoid ingredients on the US Foods Unpronounceables List™,¹² have plant-forward attributes, or are certified gluten-free.¹⁶

Serve Local

Local sourcing has been a top trend for restaurants in both 2025 and 2026, according to the [National Restaurant Association](#), reflecting diners' strong interest in locally grown and crafted menu items. Our Serve Local program helps customers meet these needs by offering both Exclusive Brands and manufacturer-branded products from regional farmers, producers, and/or manufacturers, helping to support local economies. Each US Foods market engages with local growers or aggregators to determine local product assortment that aligns with the seasonality of the growing region. Locally sourced products are visually tagged in our MOXē digital platform based on a customer's ZIP code, making it easier to identify and purchase local offerings.

740,000+

cases of Serve Local seasonal produce delivered to customers.

Products Continued

Serve Good®

Our Serve Good program, first launched in 2016, offers an extensive portfolio of over 840 innovative Exclusive Brands² products developed with trusted suppliers who are committed to our defined standards for quality, responsible practices, and sustainability attributes. All Serve Good products must be responsibly sourced, contribute to waste reduction, or be designed to help reduce greenhouse gas (GHG) emissions. The majority of Serve Good products carry third-party certification for the applicable attribute.¹⁷

Generating approximately \$1 billion in revenue annually, the Serve Good program is not only a differentiator for US Foods® because it satisfies growing customer demand for sustainable products, but it also delivers higher per-case profitability than our non-Serve Good products. Collectively, Serve Good helps our customers meet their own customers' requests for sustainable products while supporting our shared success.

\$1 billion

in Serve Good product revenue for the second consecutive year.

Serve Good Program Policy

Our [Serve Good Program Policy](#) details the program requirements for products in the Serve Good portfolio, with applicable claims and certifications categorized based on agricultural practices, sustainable seafood, animal care, responsible disposables, reduced waste, or reduced GHG emissions. In 2025, we updated our Serve Good Program Policy to expand the certifications or claims qualifying a product for inclusion in the Serve Good portfolio in response to direct customer feedback and to better align our program with customers' various sustainable procurement frameworks.

Additionally, to support a holistic approach to product sustainability, all Serve Good products must arrive to our customers in packaging that meets our Serve Good packaging standards, designed to help minimize packaging waste and prioritize recycled materials, as defined in the [Serve Good Program Policy](#).

► **Read more** about our approach to sustainable packaging and packaging standards in [Products>Packaging Sustainability](#) on page 21.

Serve Good Agricultural Practices

Our Serve Good Agricultural Practices category includes products designed to provide additional transparency about how foods are grown, harvested, and processed to help protect biodiversity and workers' rights. It includes products or ingredients with third-party certifications including USDA Organic, Non-GMO Project Verified, Fair Trade, and Rainforest Alliance.



Chef's Line® Carrot Fries

These crispy carrot fries offer a bold take on classic fries, pairing vibrant color with natural sweetness and crunch. Inspired by sweet potato fries, but lower in starch and rich in vitamin A, these carrot fries can also save prep time while delivering authentic carrot flavor and a crave-worthy crispiness.

Products Continued

Serve Good® and Progress Check® Seafood

Rapid growth in demand for seafood, both in the U.S. and globally, means we can play an important role in supporting the long-term health of fisheries and aquaculture by sourcing responsible seafood. Our Serve Good and Progress Check programs strive to offer easier, more convenient, and more transparent responsible Exclusive Brands² seafood choices for customers. Most Serve Good wild-caught species carry MSC certification, while farmed species carry a Best Aquaculture Practices (BAP) 4-star recognition or the highest recognition available for the species, or another third-party certification benchmarked by the Global Sustainable Seafood Initiative (GSSI).

It can take years of investment from fisheries, farms, and processors before seafood products meet the requirements of third-party certification. The US Foods® Progress Check program recognizes Exclusive Brands seafood products that are on their way to meeting our Serve Good standards. In doing so, the program supports a market for the growth of fisheries, farms, and processors offering responsibly sourced seafood.

► **Read more** about our sustainable seafood practices and progress in Planet>Our Supply Chain>Responsible Seafood on page 50.

Serve Good Animal Care Standards

Our Serve Good program offers animal-based Exclusive Brands products that align with third-party guidelines for the humane care of livestock species. Certifying bodies and guidelines for animal-based products in our Serve Good portfolio may include American Humane Certified, Certified Humane, Raised Without Antibiotics, American Grassfed Association, or others as defined in our Serve Good Program Policy.

SPOTLIGHT MSC Chain of Custody Certification

US Foods distribution centers earned MSC Chain of Custody certification nationwide again in 2025, formally recognizing our commitment to sourcing seafood from sustainable, well-managed fisheries for the tenth year in a row. This certification requires the implementation and audit of specific inventory procedures in our distribution centers for MSC-certified seafood products to help ensure product traceability back to fisheries that have been certified by MSC as operating sustainably.

Serve Good Climate-Conscious

Our Climate-Conscious product category focuses on Exclusive Brands products that contribute to reducing GHG emissions, which helps to meet the preferences of diners interested in the climate impact of their dining choices. A Serve Good product can become part of the Climate-Conscious category when it has been intentionally produced and/or manufactured to help reduce GHG emissions. This includes claims such as carbon neutral-certified or carbon-negative-verified, as described in the Serve Good Program Policy.

Serve Good Responsible Disposables

Through a selection of cups, plates, napkins, cutlery, containers, and wrappers made from materials that are compostable, bio-based, or made with responsibly sourced virgin pulp, we support customers' growing interest in disposables carrying sustainability certifications. This category includes products that are certified by FSC, Sustainable Forestry Initiative (SFI), Program for the Endorsement of Forest Certification, Biodegradable Products Institute (BPI), Compost Manufacturing Alliance (CMA), TUV Austria, or USDA BioPreferred.

Serve Good Reduced Waste

These Exclusive Brands products are made by facilities that have reduced manufacturing waste associated with those products, are products made using materials that would otherwise be disposed of, or are products that reduce the amount of material that enters the waste stream. Our Serve Good Program Policy identifies the certifying organizations that meet our criteria for inclusion in the Serve Good Reduced Waste category.

27%

growth in Serve Good product sales since 2021.

- **Read more** about our approach to sustainable packaging in Products>Packaging Sustainability on page 21.
- **Read more** about our collaboration and consulting with customers in Products>Customer Sustainability Support on page 25.
- **Read more** about our waste management efforts in Planet>Waste Management on page 48.



Harbor Banks® Gluten-Free Breaded Alaska Sole
These MSC-certified Alaska sole filets have a crunchy and innovative coating made from ancient grains and chia seeds, are certified gluten-free, and offer versatile cooking options in the back-of-house.

Products Continued

Serve You®

Demand for well-being-focused menu options continues to increase as more consumers adopt specific dietary and lifestyle preferences. Two-thirds of foodservice operators now consider diets such as gluten-free, vegetarian, and dairy-free when developing menus, and more consumers express interest in simpler ingredient profiles.¹⁸ We help our customers meet these evolving dietary preferences by prioritizing relevant product attributes in our Serve You portfolio. Notably, products in our Serve You portfolio grew in 2025 at a higher-than-average rate compared to non-Serve You products—demonstrating the value of this differentiated offering to today’s operators.

Serve You offers certified gluten-free products, plant-forward options, and products made without any ingredients included on the US Foods® Unpronounceables List™.¹² As consumer preferences continue to diversify, we continue expanding the Serve You portfolio to provide even more choice and to launch products that appeal to a broad consumer base across segments. Our ordering platform, MOXē®, allows customers to search and filter Serve You products by attributes such as vegetarian, which can help streamline ordering and menu planning for busy operators.

4,100+

Serve You products.

9%

growth in Serve You revenue compared to 2024.

Simple Ingredients⁵

Since 2018, our top-tier brands—Chef’s Line®, Rykoff Sexton®, Metro Deli®, and Stock Yards®—have been formulated without any ingredients on the US Foods Unpronounceables List. This commitment supports rising consumer demand for simpler, more recognizable ingredients. Through our Unpronounceables List initiative, we help customers easily identify products that avoid the 80+ ingredients on the list and offer simpler ingredient profiles. We are continuing to expand these offerings, especially fully prepared and semi-prepared proteins that meet well-being expectations and also offer the convenience our customers need to be efficient in their operations.

Gluten-Free Products

Demand for gluten-free foods continues to grow, with predictions of 13% annual growth in the gluten-free market by 2028.¹⁶ A number of our Exclusive Brands² products are certified gluten-free with third-party assurance that provides transparency and additional confidence for our customers.

Plant-Forward Products

We offer a variety of Exclusive Brands plant-based,¹³ vegetarian,¹⁵ and vegan¹⁴ products as part of our Serve You plant-forward portfolio. Some of these products are formulated to reduce or eliminate animal-derived ingredients or provide an alternative to animal-derived products, such as meatless, breaded, boneless wings. Others are vegetable-centric, in line with a growing trend among consumers toward dishes that emphasize plants.



Chef’s Line Tempura Sweet Potato Slices

These tempura sweet potato slices are versatile and delicious. Plant forward and vegan, they also contain no ingredients on the US Foods Unpronounceables List, and are perfect as an appetizer or side, in vegan tacos, or on sandwiches.



Chef’s Line Tempura Brussels Sprouts

These brussels sprouts deliver a subtle earthy flavor in a slightly crisp tempura batter that holds up in sauces and saves time in the kitchen. They contain no ingredients on our Unpronounceables List.

Products Continued

Packaging Sustainability

In addition to offering an innovative lineup of Serve Good® Responsible Disposables, we are committed to advancing the sustainability of our Exclusive Brands² product packaging to address environmental concerns and to prepare for compliance with emerging packaging-related regulations, including extended producer responsibility (EPR) rules, while also prioritizing that products are delivered to our customers safely and without damage.

Exclusive Brands Product Packaging Requirements

While US Foods® does not purchase the packaging for the majority of our products, we maintain defined standards for suppliers to follow with respect to all Exclusive Brands product packaging, supported by our dedicated Packaging Science team. These requirements align with three key guidelines, subject to state and local requirements:

- **Less material:** Engineer packaging to optimize and reduce material usage, while assuring performance and product protection.
- **More sustainable materials:** Use more sustainable materials, such as responsibly sourced FSC- or SFI-certified and recycled fiber content, and avoid widely unrecyclable materials, such as expanded polystyrene foam.
- **Better end of life:** Help enable customers to recycle or compost when applicable by clearly displaying instructions on what should be done with materials after use.

In keeping with these principles, we require all Exclusive Brands packaging to be:

- Appropriately sized with no unnecessary headspace.
- Made from a minimum 35% post-consumer recycled content and be certified recyclable (for corrugated box materials).
- Free from intentionally added Bisphenol A (BPA) and Per- and Polyfluoroalkyl Substances (PFAS).

We have also transitioned from white to unbleached kraft paperboard packaging for Exclusive Brands products under 18 of our 22 Exclusive Brands. To help minimize product loss and waste, packaging must comply with ASTM D4169—a standardized method used to evaluate how well packaging performs during distribution—and meet a minimum threshold for barcode quality.



Monogram® Pulp Folding Container

These containers are designed with an intuitive double-locking system that requires no lid, are made from bagasse fiber, and are BPI-certified compostable.

Serve Good Product Packaging Requirements

All Serve Good products must align with additional, rigorous packaging standards that apply to both inner and outer product packaging as defined in the [Serve Good Program Policy](#). These include no polystyrene, poly vinyl chloride, or expanded plastic or cushioning made of any non-compostable materials; and no high-density polyethylene film less than 2.5 mil, among other requirements. In addition, non-direct food contact paper packaging must be made from at least 40% recycled content or an alternative renewable fiber source, and virgin paper content must have SFI, FSC, Programme for the Endorsement of Forest Certification, or similar third-party certification. Likewise, any non-recyclable material, such as wax-coated corrugate, must be third-party certified as compostable.

Our Serve Good Program Policy was updated in 2025 to further strengthen packaging standards around sustainability and regulatory alignment—for example, by requiring that a third-party certification seal related to paper content or recycled content claims be printed on the exterior of each corrugate box.

Products Continued

Supporting Customer Packaging Preferences

Customers are increasingly interested in responsible packaging alternatives to help them address diner expectations and to meet their own sustainable procurement goals, which we address through our innovative portfolio of Serve Good® Responsible Disposables. These products can provide alternatives to customers who are trying to avoid expanded polystyrene or other plastic disposable products. Our Local & Sustainable Product Lead, with support from our Packaging Science team, engages directly with customers upon request to advise them on our alternative packaging solutions, and to help identify opportunities for customers to convert to more responsible disposables.

In 2025, we sold more than 3 million cases of Serve Good Responsible Disposables, nearly 30% of which were designed to replace traditional single-use plastics in customer operations. In 2025, Serve Good Responsible Disposables represented approximately 24% of our Exclusive Brands² disposable product sales.

The trend toward more sustainable packaging and our efforts to provide it, and to raise awareness through direct engagement about alternative Exclusive Brands disposables, are reflected in slowing case sales of expanded polystyrene products—down 7% in 2025 compared to the previous year. Case sales of paper-based products increased 3% in the same period. We plan to continue exploring strategies to reduce the use of expanded polystyrene products, which in 2025 comprised approximately 10% of total Exclusive Brands disposables sales, and other single-use plastic products in favor of more responsible alternatives.

We also partner with How2Recycle® to help our customers reduce packaging waste by providing information for some Exclusive Brands product labels that identifies which packaging material is recyclable and how to prepare it for recycling. How2Recycle is a project of the Sustainable Packaging Coalition, which provides a U.S.- and Canada-based standardized labeling system that communicates recycling instructions.

Going forward, we will continue evaluating opportunities to enhance packaging sustainability across our Exclusive Brands product portfolio, including through our efforts to prepare for compliance with EPR laws, which we expect to meaningfully impact our packaging-related priorities and strategies, such as due to our efforts to achieve source reduction targets.

3+ million
cases of Serve Good Responsible Disposables products distributed.

~30%
of those cases were products designed to replace single-use plastic items.

► **Read more** about our monitoring of and compliance with evolving regulations in Products>Product Regulations on page 27.

SPOTLIGHT

Monogram® Serve Good Responsible Disposables

Our Monogram Serve Good products include responsible disposables that can replace expanded polystyrene or single-use plastics, as well as sustainably produced cleaning items. Monogram Serve Good Responsible Disposables may be certified compostable, made from responsibly managed renewable resources, made from recycled or bio-based content, or carry a carbon-negative claim.



Monogram Evolve™ Compostable Insulated Wrap

Part of our Evolve line of home and industrial compostable products, this premium double-layer paper design is enhanced by insulating air pockets that deliver excellent heat retention throughout delivery or takeout. This wrap is TUV OK Home Compostable, BPI, and CMA-W Industrial Compostable-certified.

Products Continued

Animal Care

As a foodservice distributor, we do not handle live animals in our operations; however, to support humane handling, we expect our suppliers to uphold specific standards in support of animal care.

Exclusive Brands Animal Care Requirements

The US Foods® Exclusive Brands Supplier and Co-Packer Food Safety and Quality Manual outlines our animal care expectations and requirements for Exclusive Brands² suppliers that handle live animals. These suppliers must also comply with all applicable federal, state, and local laws and regulations.

In addition, these suppliers must maintain policies and quality assurance systems that support and manage the treatment of animals in their supply chains to help ensure they are handled without abusive or cruel treatment. Their policies must meet the Professional Animal Auditor Certification Organization (PAACO) Minimum Standards for Assessments of Animal Welfare Audits. All live-animal facilities must be audited by a third party and hold updated certifications to an industry-recognized animal welfare standard. They must also conduct routine internal audits to assess compliance with accepted good animal handling principles.

Cage-Free Eggs¹⁹

Since 2018, we have been working toward a 2026 goal to source only cage-free raw shell and liquid eggs for our Exclusive Brands portfolio, depending on supply availability, affordability, and customer demand. However, along with the rest of our industry, we continue to face significant challenges related to market forces outside our control. Notably, the highly pathogenic avian influenza that affected egg-laying hens in late 2023 and in 2024 significantly reduced the inventory and increased the price of cage-free eggs. Because cage-free eggs typically carry a price premium compared to conventional eggs, markets where cage-free products are not required by state regulation may also experience comparatively lower demand.

We do not expect to reach 100% cage-free eggs by the end of 2026 based on these extrinsic factors. As of year end 2025, 25% of the raw shell and liquid eggs we sourced for our Exclusive Brands products met our cage-free egg requirements.²⁰

Although we will not achieve our 2026 goal, we remain committed to making cage-free egg product options available to customers nationwide. To this end, in 2025 we continued to partner with key egg suppliers for our Exclusive Brands with the aim of offering a 1:1 matching cage-free equivalent for all Exclusive Brands liquid, shell, and processed egg products. This not only provides customers with the choice they expect, but also helps to optimize our portfolio and commercialize new products while increasing the purchase of Exclusive Brands products.



Glenview Farms® Cage-Free Liquid Whole Eggs

The best-selling Serve Good product in 2025, our pasteurized American Humane Certified™ Cage-Free Liquid Whole Eggs save our customers time and labor by avoiding the need to crack eggs.

Products Continued

Supplier Network Development

Along with product innovation, maintaining strong product assortment allows us to deliver excellence and to meet growing customer interest in differentiated products. Our strategic sourcing model intentionally incorporates a variety of suppliers providing an array of product options, which we view as fundamental to creating value for our customers, our business, and our shared communities, while also mitigating risk by fostering a more resilient supply chain in the face of sourcing constraints. Memberships with various business classification organizations—such as the Women’s Business Enterprise National Council (WBENC) and National Veteran-Owned Business Association (NaVOBA)—enable us to further support our strategic sourcing priorities and customer needs, such as in light of regulatory shifts and tariffs, by accessing new suppliers and addressing product categories when they face supply or industry-related challenges.

In 2025, US Foods® spent more than \$2.5 billion with 3,300 small businesses and more than \$822+ million with 730+ certified diverse-owned businesses across the country.

These purchases from small businesses and diverse suppliers drive meaningful economic impact in the communities we serve, underpinning local businesses, job creation, and inclusive growth. During 2025, these supplier engagements supported approximately 30,000+ jobs and more than \$1.9 billion in wages across communities in the U.S. through direct impacts from our purchases, indirect impacts from our suppliers who employ people and purchase goods and services, and from induced impact in communities associated with spending by suppliers’ employees and additional job creation. Together, these impacts reflect the overall economic benefits generated by our Supplier Network Development practices.

SUPPLIER SPOTLIGHT

AZ Gems

AZ Gems demonstrated outstanding performance in 2025, achieving a nearly 8% increase in market share while maintaining a 98.97% fill rate for the Harbor Banks® shrimp products they manufacture. A certified minority-owned business, AZ Gems also shows leadership in sustainability—holding multiple sustainability certifications, such as MSC, BAP, Aquaculture Stewardship Council (ASC), and setting rigorous climate goals.



Harbor Banks Peeled & Deveined Tail-Off White Shrimp

These BAP 4-Star-certified shrimp are a high-quality, cost-effective item that can be easily prepared in a variety of dishes.

Products Continued

Customer Sustainability Support

We recognize that our customers face an ever-changing set of challenges, from fewer people dining in restaurants and opting instead for delivery or takeout, to increasing costs and regulations, as well as the evolving dietary and lifestyle preferences of consumers. We continue engaging directly with customers to help them address these difficulties, such as through our Hungry For Better product program and by offering Exclusive Brands² products that contain no ingredients on our Unpronounceables List^{TM12} and continuing to monitor and address applicable regulatory changes impacting our industry.

We support our customers through a highly engaged approach that adapts to evolving customer needs and external challenges. Our dedicated Product Sustainability and Supplier Network Development teams work closely with our sales associates, equipping them with insights and expertise for even more informed customer sourcing conversations, and all new US Foods[®] sellers receive training on our Hungry For Better program.

In 2025, this collaboration helped an increasing number of customers advance their own values-driven procurement goals, such as through supplier selection and product alignment with specific sustainable procurement frameworks, helping them build a more cohesive product sustainability approach. For example, throughout the year the Product Sustainability and Supplier Network Development teams engaged with 28% more unique customers than in 2024 to support customer business reviews, sustainability and business classification reporting, sourcing decisions, and other needs, and saw a meaningful increase in the number of customers requesting regular reporting. Along with our high-quality and differentiated Exclusive Brands product assortment, these tailored reporting and advisory services differentiate US Foods as a values-aligned partner; support customer experience and retention; and promote sales of local, sustainable, and well-being products, as well as products from small and diverse-owned businesses, through increased visibility and targeted product recommendations.

We also leverage digital tools to increase the visibility of Hungry For Better products, making it easier for customers and sellers to find products that can support their unique needs through keyword searchability, claim and program filtering, dropdown menu features, and product page information.



Products Continued

Food Safety and Quality

Food safety and quality continue to be the foundation of our entire product portfolio, and all products offered by US Foods® must meet our food safety and quality standards. Maintaining the right standard operating procedures, consistently executing those procedures, and seeking ways to continuously improve our practices are hallmarks of our food safety and quality programs.

Food Safety and Quality Oversight

The Audit Committee of our Board of Directors—a majority of whose members have food industry experience—oversees our food safety and quality programs and receives quarterly updates from our Senior Vice President and Associate General Counsel, Food Safety, Quality and Regulatory, who has responsibility for the day-to-day management of food safety and quality matters, with additional oversight from our Executive Vice President and Chief Legal Officer. Each US Foods associate's personal responsibility for food safety is defined in the Code of Conduct.

► **Read more** about our expectations of all associates with respect to food safety on our website in the [Code of Conduct](#).

Food Safety and Quality in Our Facilities

Our distribution and production facilities receive annual, independent, third-party audits to ensure we are meeting strict food safety requirements. These include requirements under the U.S. Food and Drug Administration (FDA) Food Safety Modernization Act (FSMA), which aims to strengthen national food safety systems, and other third-party standards, such as Global Food Safety Initiative (GFSI) standards. All US Foods production plants and distribution centers are GFSI-certified annually.

Food Safety and Quality in Our Supply Chain

All manufacturer-branded and Exclusive Brands² suppliers are required to operate in full compliance with applicable laws and regulations, including applicable regulatory requirements set forth by the USDA and FDA. Additional food safety and quality requirements apply for manufacturers supplying US Foods with Exclusive Brands products. Our Exclusive Brands Supplier and Co-Packer Food Safety and Quality Manual details the food safety and quality systems that must be developed, maintained, and validated by Exclusive Brands suppliers in order to grow, manufacture, process, pack, store, and/or distribute our Exclusive Brands products. In addition, manufacturers that produce Exclusive Brands food products must be certified under an applicable GFSI standard annually.

SPOTLIGHT

Food Safety and Quality Training

Our food safety and quality experts oversee food safety and quality programs across our facilities, fleet, and supply chain, and help safeguard ongoing compliance with applicable food safety and quality laws and regulations. These experts hold certifications in key food safety and quality areas, such as Preventive Controls Qualified Individuals, Hazard Analysis Critical Control Point (HACCP), and Seafood HACCP. They also provide ongoing training for distribution facility associates, retail associates, and production plant associates, which helps to ensure we consistently deliver on our food safety and quality commitment. Role-specific food safety training is provided annually for all associates who have direct product touch points with potential food safety impacts.

Timely and Effective Recall Procedures

Despite the many safety precautions taken by our suppliers and our Company, product recalls are occasionally necessary. When they happen, we are prepared with an efficient and effective product recall and recovery program that promptly identifies and contacts affected customers, and initiates the product recovery process in our facilities.

Partnerships for Food Safety and Quality

US Foods is a member of many industry groups, engaging with them on evolving industry food safety and quality considerations:

- American Meat Science Association
- Beef Industry Food Safety Council
- Better Seafood Board
- FMI, The Food Industry Association
- Global Seafood Alliance
- International Foodservice Distributors Association
- International Fresh Produce Association
- National Fisheries Institute
- National Restaurant Association
- North American Meat Institute
- Southeast Produce Council

Products Continued

Product Regulations

Our Legal, FSQA, Product Development and Innovation, and Sustainability teams, among others, partner to monitor emerging regulatory requirements relevant to our product categories so we can develop business plans for compliance, support customers in adapting to new requirements, and engage our suppliers in the process. This helps us plan for changes in product requirements, including for ingredients, packaging, labeling, sustainability, animal housing, and differences in requirements across customer segments and locations—and to adjust our products and our supply chain efficiently when needed.

Emerging Product Requirements

In response to federal regulatory action and legislative action in some states, we are working closely with suppliers to reformulate some of our Exclusive Brands² products that include ingredients impacted by evolving ingredient restrictions. For example, legislative and regulatory actions are increasingly targeting certified colors, which are already excluded as ingredients in products participating in the Unpronounceables List^{TM12} initiative, including all products in our Metro Deli[®], Rykoff Sexton[®], Chef's Line[®], and Stock Yards[®] portfolios. Additionally, in our non-food product categories, our variety of disposables—including recyclable or certified compostable utensils, bags, and clamshells—also supports compliance for our customers by providing options that can satisfy state requirements, as do products in our Serve Good[®] assortment.

Extended Producer Responsibility (EPR)

EPR laws in certain states require producers to take responsibility for end-of-life management of packaging and other covered products. We closely monitor EPR legislation in the U.S., and we are addressing applicable requirements in those states that have adopted an EPR program and where we are classified as a producer.

Food Safety Modernization Act Traceability Rule

Progress continues on our cross-functional plans and preparations for compliance with the FDA's FSMA Traceability Rule requirements, which aim to improve the traceability of food products in categories the FDA has identified as higher risk. We are developing and refining a traceability compliance data platform for use by our in-scope suppliers and customers by the updated regulatory deadline of July 2028.

Together, these efforts reflect our proactive approach to regulatory compliance, as well as our commitment to transparency, alignment, and readiness across our product portfolio as state and federal requirements continue to evolve.



Chef's Line Korean BBQ-Style Pork Slices

These pork slices, featured in the Serve You[®] portfolio, contain no ingredients on the US Foods[®] Unpronounceables List, and are available in a version compliant with California and Massachusetts laws on pork handling for customers in those states.

PEOPLE

In this section

- 29 Human Capital Management
- 30 Associate Safety
- 31 Recruiting and Talent Management
- 31 Learning and Development
- 33 Culture and Engagement
- 34 Community Involvement



PEOPLE

Our associates are central to the US Foods® business strategy and operating model. We are committed to maintaining a workplace that is safe, supportive, and productive, and to making our Company the Best Place to Work. Together, we are guided by our five Cultural Beliefs—You Matter, Deliver Excellence, Stop Waste, Speak Up, and Win Together—which inform how we interact with our workforce, make decisions, and hold ourselves accountable to drive results. Within this context, our People strategy focuses on three key areas: learning and development, culture and engagement, and community involvement.

Human Capital Management

We believe the success of our business is directly tied to the growth and development of our people, with career development being a key driver of recruitment, engagement, and retention. In 2025, we continued to build on our commitment to being the Best Place to Work by expanding our talent management efforts and investing in programs that support the personal and professional growth of our associates.

The Compensation and Human Capital Committee of our Board of Directors oversees our succession planning and human capital management strategies and policies, which include associate safety, talent acquisition, associate engagement and retention, and leadership development. This Committee regularly reviews our progress in these areas, such as through annual reviews of talent and leadership succession. At the management level, our Chief Human Resources Officer acts as Executive Sponsor of our People-related initiatives and programs, including reviewing compensation plans.

Our culture, with You Matter at the center, plays a key role in our ability to attract and retain world-class talent, while fostering associate engagement and satisfaction. Our Cultural Beliefs also support our broader business Ambition to be the Best Place to Work in shaping how we design programs, policies, and expectations.

OUR CULTURAL BELIEFS



People Continued

Associate Safety

Our commitment to a safe environment—for our associates, customers, business partners, and the public—starts at the top. Our Senior Vice President, Environment, Health and Safety, has day-to-day responsibility for associate safety, and the Compensation and Human Capital Committee of our Board of Directors provides oversight. Notably, safety performance is one of the key business results we track as we continue advancing a robust safety culture built on associate education, awareness, and engagement. Beginning in 2024, US Foods® also introduced safety as a modifier within our Annual Incentive Plan, calculated based on the Company's Accident Frequency Rate (AFR) and Injury Frequency Rate (IFR) improvement goals.

16%

improvement in injuries and accidents compared to 2024.

Safety as a Personal Value

Safety is a shared priority for all of us at US Foods. In 2025, we continued reinforcing safety as a personal value through our updated Safety Leadership Training. This hands-on, small-group training equips our managers with the skills to create safer work environments, strengthen day-to-day decision-making, and better support their teams. By focusing on accountability and engagement, the training helps managers protect their associates and ensure safety is consistently woven into daily operations. Since 2023, more than 2,000 managers have benefited from Safety Leadership Training.

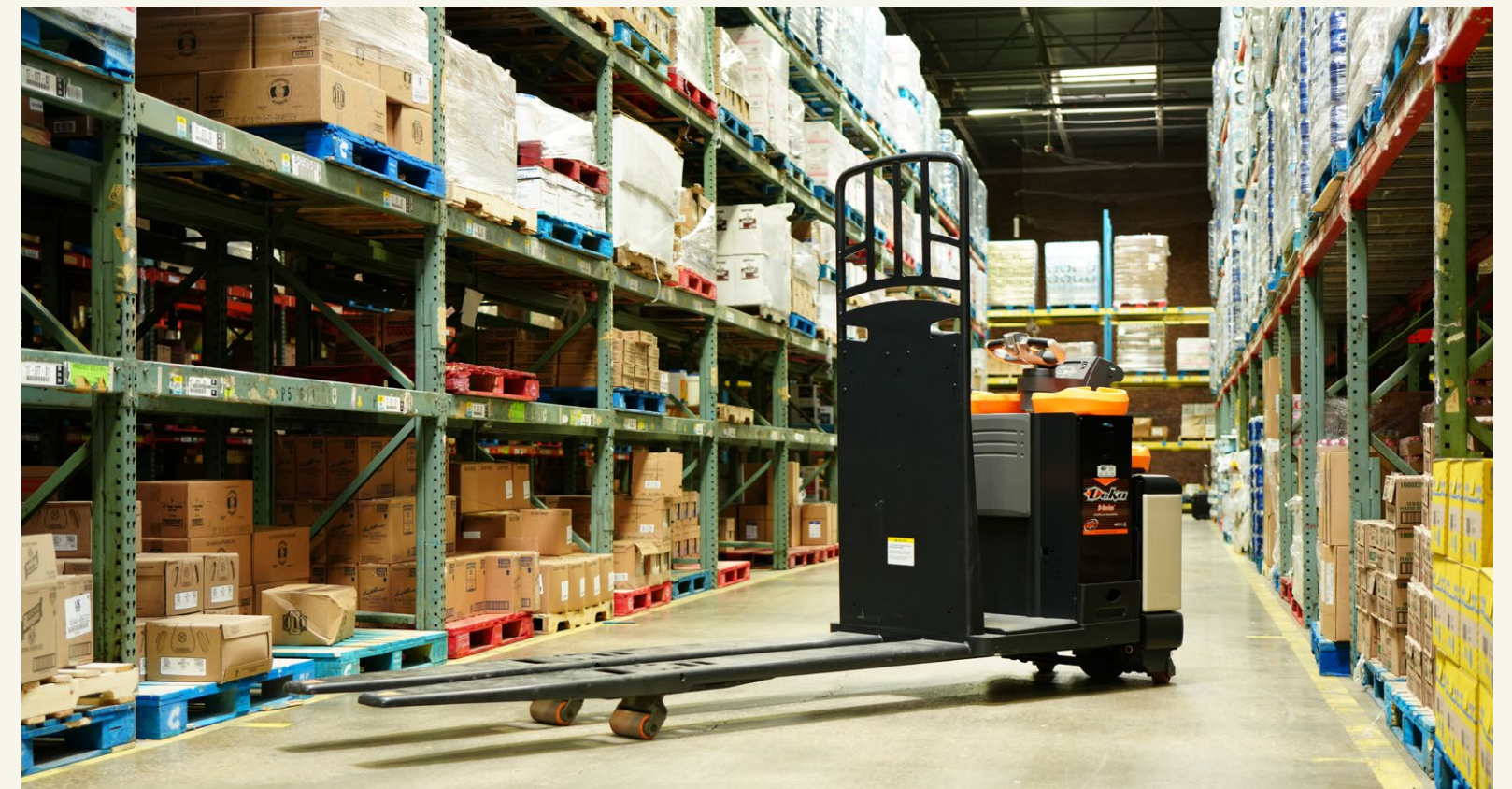
Safety in Our Facilities

US Foods field teams receive annual safety training to strengthen safety engagement and performance in our field operations. In 2025, our field associates and managers completed almost 136,000 hours of training.

Our Safely Working At All Times (SWAAT) teams at every US Foods facility help with the implementation of our safety requirements on the ground. These teams continually work to identify solutions, roll out initiatives, monitor performance, maintain safety-focused communication, and strengthen our safety systems. In 2025, we introduced a new electronic process for SWAAT teams, providing a more defined safety agenda and standardized workflow—with full implementation expected in 2026. This enhancement helps teams operate more efficiently, improves consistency across locations, and enables them to be even more effective in driving local safety improvements and supporting our associates.

In 2025, based on internal and external assessments, we also began implementing new facility security standards to include building access control enhancements, entrance protocols, badging and identification requirements, video surveillance capability, and physical security upgrades. These not only help to keep our distribution centers safe, but also contribute to loss prevention efforts. Our Workplace Violence Prevention and Incident Response Policy addresses emerging threats and provides associates with best practices for preventing violent situations in our operations.

We also refined and improved our Workplace Violence Training module to provide the most current tactics, techniques, and procedures to our associates. During the year, 15,000 US Foods associates participated in workplace violence training as part of our ongoing effort to ensure a safe workplace. Finally, we implemented Security Walkthrough Guidelines to our local leadership teams so they can check those best practices weekly and rapidly remediate any gaps and implement opportunities to improve security at our sites.



People Continued

Safety in Our Fleet

Stringent safety practices and state-of-the-art technology support the safety of our drivers. Our Driver Safety program establishes safety expectations and accountability, while third-party technology allows us to monitor drivers' motor vehicle records and identify safe and coachable behaviors. As we add vehicles to our fleet, we aim to select those that offer advanced driver assistance technologies to enhance safety. Additionally, our driver skills course for newly hired drivers and for those who have been involved in safety incidents provides real-time coaching and feedback to strengthen driver skills in a controlled environment.

16

US Foods® drivers were inducted into the 2025 International Foodservice Distribution Association (IFDA) Truck Driver Hall of Fame, in recognition of their exceptional safety records and more than 25 years of accident-free driving.

Recruiting and Talent Management

As of January 2026, US Foods employs about 30,000 associates. To identify and attract top candidates and support our continued growth, our Talent Acquisition team works with hiring managers to understand their hiring needs and to place the most qualified individuals in open positions. We continually refine our hiring practices to identify the best candidates, create the most positive hiring experiences, and make the best hiring decisions.

To support hiring the best talent, we develop and use structured interview guides with defined, exploratory questions for certain roles, supported by coaching for interviewers to promote a consistent process and a positive candidate experience. In 2025, we continued tailoring interview guides and started storing them in an online platform that makes it easy for hiring managers to record interview responses and for Human Resources partners to review them.

We cast a wide net when recruiting external talent, partnering with talent sources such as LinkedIn, Indeed, DirectEmployers, Appcast, and Phenom to help ensure we have access to a strong talent pool representing diverse backgrounds, experiences, and perspectives.

70%

of leadership roles filled internally.

At US Foods, we value the institutional knowledge and depth of expertise among our existing associates. By promoting from within, we ensure our leadership reflects the knowledge and dedication already in our workforce. This means working with existing associates who want to advance their careers with US Foods and supporting their continued development through on-the-job and formal learning opportunities. In 2025, we again focused on accelerating internal talent development, filling 70% of leadership roles from within the Company—exceeding our internal goal.

SPOTLIGHT

Recruiting Military Veterans

Military veterans bring many transferrable skills and experiences to US Foods. In 2025, we hired 490 veterans, with the support of partners like Hiring Our Heroes and Troops into Transportation, as well as through participation in veteran hiring events. During the year, we also participated in the U.S. Department of Defense SkillBridge Program, which connects transitioning service members with industry partners like US Foods in civilian job experiences, and engaged eight fellows through the Hiring Our Heroes Fellowship in early 2026.

► **Read more** about our support to military veterans in People>Community Involvement on page 34.

Learning and Development

Our learning and development efforts support our broader business strategies to give associates the tools they need to succeed while advancing business success. In 2025, we increased the frequency and availability of selected trainings, launched new programs for high-potential associates, and customized a number of learning programs to meet the needs of specific associate groups and job functions. Each year, our exempt associates receive annual performance assessments, which are valuable opportunities to identify career goals and additional areas of skills development.

84,000

participants across our professional development opportunities.

1.2 million

hours of associate training.

People Continued

Learning and Development Programs

Our Learning and Development specialists partner with colleagues throughout the business to develop new content and delivery methods, whether virtual or in person. Our learning management systems track participation and completion, such as for mandatory compliance training, and all associates have access to E-Cademy, our online learning platform. We continued to grow the E-Cademy platform again in 2025, with more than 1,700 associates taking advantage of online learning opportunities. In 2025, associates viewed more than 14,500 LinkedIn Learning courses and almost 75,000 instructional videos, totaling over 3,770 hours of viewed content. Other learning and development programs include:

Executive Edge: This executive pipeline program is designed to accelerate the growth and development of high-potential leaders. Targeting successors for our Executive Leadership Team, the program provides participants with personalized development plans informed by assessments, feedback, and coaching.

Capstone Programs: Programs such as Gateway to Leadership, Market President, and Aspire to Lead continue to provide high-potential associates with opportunities for targeted leadership development and are central as we prepare for our next generation of leaders.²¹

Career Development Series: This series offers regular, structured sessions to help associates at all levels grow their careers. During Career Development Month in November 2025, more than 1,000 associates participated in courses such as presentation skills, influencing skills, and emotional intelligence.

Onboarding Programs: A consistent and inclusive experience for new hires gives them a firm footing to build a successful career at US Foods®. During 2025, almost 4,100 new associates participated in our onboarding programs, including consistent new hire orientation training as well as specialized programs for certain roles.

Leading Above the Line: All our people managers completed training on our Leading Above the Line accountability framework through more than 75 sessions offered in 2025. Led by our Culture Coaches for each local market or business function, the training emphasized accountability for Company success.

Learning Partners: This year-long mentoring opportunity, which is open to all associates, pairs high-potential associates with senior leaders for valuable development. The newest cohort launched in early 2025 with 50 pairings between associates and senior leadership team members.



Customized Learning

In 2025, we refined our learning and development approach by updating programs to better align with specific roles and career stages, when appropriate. This change aims to make development opportunities more effective for different groups.

One example is the Area President Development series. Area Presidents now participate in a shared cohort that moves through learning experiences together, addressing the responsibilities and challenges specific to this role and providing a forum for peer learning and discussion. We are applying a similar, role-specific approach at all career levels. In 2025, we began building a Sales Leadership Academy, supported by a dedicated team whose focus is strengthening sales leadership capabilities. The Academy launches in 2026 with targeted training to support new sales leader onboarding, develop the skills of current leaders, and build a pipeline of future sales leadership talent.

During the year, we also introduced ALEX (AI Learning EXperience) to build artificial intelligence (AI) literacy and help associates understand how these tools can be used in their roles. The AI ALEX program began with foundational content, including guidance on appropriate AI use and protecting personal information. Ongoing learning has included additional tips and practical examples. Although the program is new, more than 1,900 associates participated in 2025, and we plan to expand the program in 2026 with functional champions and support teams to help share information about using AI tools safely and effectively.

► **Read more** about our approach to AI in Governance>Artificial Intelligence on page 14.

SPOTLIGHT

Learning with External Organizations

Participation in industry conferences can provide valuable opportunities for our associates to learn new skills and industry trends, while supporting engagement and retention. Based on a self-nomination process, US Foods associates can choose to attend conferences such as the Women in Foodservice Forum (WFF), Hispanic Alliance for Career Enhancement (HACE) Leadership Summit, Executive Leadership Council’s Mid-Level Managers’ Symposium, and others. Associates nominate themselves, with applications reviewed by the relevant executives in partnership with their teams. Of the associates selected in 2025, 95% had never previously attended a conference, and they benefited from enhanced access to skill development and networking.

People Continued

Culture and Engagement

In keeping with our Cultural Belief of You Matter, we value a broad range of ideas, experiences, and perspectives, which is why we focus on developing talent at all career stages and providing a supportive work environment where associates can do their best. Our approach includes connecting associates through programs and opportunities that strengthen trust, foster belonging, and promote inclusive experiences; hiring, developing, and retaining high-quality talent while recognizing the value of different backgrounds and experiences; and making a positive difference for our customers, suppliers, and the communities we serve.

Employee Business Resource Groups (EBRGs)

Our EBRGs are open to all associates to help drive our supportive culture strategy and business success. In 2025, our 10 EBRGs hosted more than 80 personal and professional development events reaching thousands of associate participants. They also continued to partner with Culture Coaches for local facility engagement in heritage month celebrations through providing inclusive workplace toolkits. The toolkits provide knowledge sharing, leader talking points, celebratory meals, conversation starters, and other ways of fostering engagement.

During the year, EBRGs also partnered with our intern program on specific assignments designed to give interns a broader experience on a range of topics. Our Link-Up EBRG expanded its emphasis on safety in 2025, offering CPR courses and other safety outreach. And Those Who Serve focused on local activation with a wide variety of veterans affairs groups to recruit veterans to the Company and engage those already on board for a successful career at US Foods®.

Our EBRGs:



SPOTLIGHT

Those Who Serve EBRG

In 2025, about 5% of our associates identified as veterans, and many of them participate in the Those Who Serve EBRG. During 2025, the group participated in a number of outreach events, supporting recruiting, onboarding, and continued engagement of veterans who are now US Foods associates. As key business partners, EBRG members have supported veteran recruiting events, built toolkits to help our hiring managers understand a military resume, and held community involvement activities.

Associate Engagement Surveys

Annual associate engagement surveys collect input from associates and inform actions at all levels of the organization. Our 2025 Engagement Survey achieved a 75% response rate—higher than the previous year and again exceeding our internal goal—and results were reviewed with executives, leaders, and managers throughout the Company. Associate feedback helps to identify potential enterprise-wide actions as well as those specific to individual teams.

For example, recent survey feedback informed new enterprise-wide training on managing change and maintaining business accountability, along with local initiatives such as setting development goals supported by targeted learning. In addition to the annual survey, we conduct onboarding and exit surveys for all associate roles, collecting valuable feedback for continued improvement.

The Engagement Index, measured through the engagement survey, is our primary indicator of associate experience. It assesses favorable response rates based on whether an associate’s work provides a feeling of personal accomplishment, whether an associate plans to stay at US Foods for at least the next 12 months, whether an associate would recommend US Foods to a friend, and whether an associate is proud to work for US Foods. In 2025, we again achieved an Engagement Index score of 75%, meeting our internal goal.

The Inclusion Index, also measured through the engagement survey, provides additional insights into our associate population by measuring perceptions of inclusion among different groups. In 2025, our Inclusion Index increased slightly to 72%, exceeding the 69% external benchmark, and indicating that 72% of associates perceive equal opportunity for people to have a successful career at US Foods, regardless of differences or backgrounds, and feel like valued members of the US Foods team.

75%

Engagement Index score.

72%

Inclusion Index score.

Associate Benefits

Our benefits for associates are designed to promote comprehensive well-being—physically, mentally, socially, and financially. In addition to a suite of benefits available to all full-time US Foods associates, we offer specialized well-being initiatives throughout the year, including health and wellness fairs and resources for managing issues such as stress, depression, and sleep.

► **Read more** on our website at [Benefits](#), which describes available benefits as part of our Total Rewards program.

People Continued

Community Involvement

US Foods® has a longstanding track record of making a positive difference in the communities we serve. Our Helping Communities Make It program harnesses the power of food to empower communities in need with nourishment and opportunity across three strategic community involvement pillars: hunger relief, culinary education, and disaster relief.



In 2025, our charitable giving efforts generated nearly \$12.5 million in cash, product, and volunteer time to support hunger relief, culinary education, and disaster relief efforts. This strategic funding supported a range of partnerships and initiatives aligned to community needs, with our associates continuing their key role in supporting this programming through year-round volunteer events. During the year, we expanded opportunities to engage our associates in the community and grew our strategic partnerships with existing and new partners.

To make the most of our associates' generous participation, we prioritized associate engagement in community giving and volunteering, leveraging our Cultural Belief of You Matter to inform new programs designed to increase participation and local impact. In 2025, we introduced the Dollars for Doers and Community Boost programs, which contributed to a nearly 70% one-year increase in reported volunteer hours. We also launched regional community grants, providing \$200,000 in funding to charitable organizations across all US Foods regions. Together, these initiatives strengthen our community involvement, while creating even more opportunities for associates to contribute.

► **Read more** about the community impact of our strategic sourcing in Products>Supplier Network Development on page 24.

Hunger Relief

As one of the nation's largest foodservice companies, we believe we can make a difference for those experiencing hunger and food insecurity. Throughout 2025, US Foods donated cash and product to hunger relief organizations across the country that share our commitment to nourish those facing food insecurity. Highlights include:

- **Feeding America®:** We donated more than \$5 million in food and supplies to Feeding America's network of food banks across the country and provided \$250,000 in financial support to the Feeding America MealConnect® initiative.
- **Military Family Advisory Network (MFAN):** We tripled contributions to MFAN, reaching nearly \$750,000 in 2025 and addressing food insecurity among military families through an innovative pantry restock program that grew in 2025 to include an additional military base.
- **Greater Chicago Food Depository:** Our \$250,000 donation supported veteran-focused food insecurity programming and brought our total financial support of veterans' organizations to \$1 million for the year.
- **Rethink Food:** Our donation of \$500,000 supported the expansion of Rethink Food, a new community partner for US Foods, into the Chicago market. Rethink Food aims to bridge the gap between excess food and communities in need by teaming up with small to medium-sized restaurants, food purveyors, and donors to deliver nutritious meals to communities at no cost.

- **Northern Illinois Food Bank:** Our \$100,000 donation helped to address food insecurity across the Chicago land area.
- **Giving Kitchen:** Our \$150,000 donation helped to provide emergency assistance for foodservice workers through Giving Kitchen's Stability Network of community resources and financial support.

Additional hunger relief efforts included an enterprise-wide volunteer drive for Hunger Action Month®. Our annual Spring into Service program, in which associates participate in various Company-sponsored community service events, included volunteer events such as assembling hundreds of care packages for Operation Support Our Troops by our Those Who Serve EBRG. Our month-long Giving Gratitude campaign focused on providing food to underserved communities during the holidays. These activities generated a charitable value of approximately \$200,000 for additional hunger relief efforts.

~\$12.5 million

donated in cash, product, and volunteer time by US Foods and our associates.

5+ million

pounds of food and supplies donated, equal to approximately 4 million meals.

People Continued

SPOTLIGHT

Feeding America®

MealConnect® enables the Feeding America network to source more food through local rescue, or shop from a national produce marketplace, creating efficiencies in food sourcing for food banks and agencies. Strategic financial assistance from US Foods® is helping Feeding America roll out more features, such as digitizing the onboarding process for food bank clients and developing a pathway for foodservice distributors like US Foods to donate surplus items, getting items to food banks more quickly and reducing waste.



Culinary Education

Our ongoing commitment to culinary education and building the next generation of culinary talent comes to life in the longstanding US Foods Scholars program. During 2025—the second year we offered scholarships nationwide—we awarded \$360,000 in scholarships to 18 talented students who are pursuing degrees in culinary arts, baking and pastry, chef training, and business management. Since its launch, the program has awarded more than \$2.4 million in scholarships to over 120 students, helping to enable the future of foodservice. More than 30 US Foods Scholars are actively working toward their degrees.

Disaster Relief

Throughout the year, we continued our disaster relief aid assistance to the American Red Cross. US Foods is a formal Annual Disaster Responder Program partner, donating \$250,000 annually to support Red Cross efforts to quickly mobilize resources before disasters strike.

New in 2025 was the You Matter Fund, an associate assistance fund that replaces and builds on our previous program known as US Foods Cares. The expanded program is designed to help associates who are dealing with disasters or experiencing personal or financial hardships. The fund, which is administered by a third party, is fully funded by US Foods, with optional contributions by associates.

Associate Giving and Volunteering

In 2025, we enhanced our approach to associate giving and volunteering by introducing three new programs designed to increase participation, support local priorities, and provide more flexibility in how associates give back to their communities.

- **Region Grants:** We launched Region Grants to enable locally driven giving decisions. Each US Foods region received \$50,000 to contribute to a charitable organization of their choice—a total of \$200,000 distributed in 2025—with all four regions participating.
- **Dollars for Doers:** This incentive-based volunteering program provides associates with a \$25 donation credit for each hour they volunteer at Company-sponsored events or independently at other nonprofit organizations that matter to them. Associates can allocate their donation credits to a charity of their choice. In 2025, nearly \$100,000 in donation credits were awarded.

- **Community Boost:** An expansion of our previous associate engagement grants, this new initiative provides teams with budgets to support local volunteer events or donations. The 17 teams that participated in 2025 received more than \$10,000 each to hold an event or community activation, which included hunger relief meal assembly and financial donations that support charitable organizations in growing their programs.

Together, these programs are intended to broaden access to community engagement opportunities, support locally relevant organizations, and engage associates to contribute time and resources in ways that are meaningful to them.

70%

increase in reported associate volunteer hours compared to 2024.



PLANET

In this section

- 37 Environmental Management
- 38 Climate Management
- 43 Our Operations
- 48 Waste and Water Management
- 49 Our Supply Chain



PLANET

We are committed to measuring, monitoring, and minimizing our environmental impact. This involves taking meaningful actions to respond to climate change and mitigate climate-related risks by improving the efficiency of our fleet and facilities, adopting renewable energy and fuels, and engaging our supply chain to support broader change in the industry.

Environmental Management

Throughout our environmental management initiatives, we apply a business-aligned strategy that balances progress, cost, and timing, and allows flexibility so we can efficiently adapt to evolving business and regulatory conditions as needed. Our focus on alternative fuel and electric vehicles, routing optimization, solar array installations, energy-efficient equipment and technologies, and lower global warming potential refrigerants in our operations, helps to reduce greenhouse gas (GHG) emissions and limit our overall environmental footprint. We also strive to use water efficiently and minimize waste in our distribution centers and other facilities.

Environmental Management Oversight

Responsibility for our environmental programs and initiatives is shared across numerous functions, sponsored at the executive level by our Chief Supply Chain Officer, who serves as Executive Sponsor of our Planet-related efforts and who has responsibility for specific sustainability initiatives related to the Company's science-based GHG emissions reduction targets. Our Chief Financial Officer (CFO) has responsibility for corporate finance and accounting functions, including managing budgets related to climate mitigation activities, with ultimate oversight by the Nominating and Corporate Governance Committee of our Board of Directors. Additionally, our dedicated Decarbonization Steering Committee—established in 2025 and including our CFO, Chief Supply Chain Officer, Senior Vice President of Transportation and Logistics, and Chief Legal Officer—helps to monitor applicable regulatory changes at the federal and state levels, assess and advise on their impacts to our business, provide insights and

feedback on our decarbonization plans, and monitor progress, all in the context of broader business strategy.

Senior managers with expertise in US Foods® transportation and logistics—including our dedicated Fleet Sustainability lead and Senior Vice President of Transportation and Logistics, as well as associates in our facilities—team with Supply Chain, Category Management, and other functions, all contributing to setting our environmental goals and developing and delivering on strategy. In addition, while annual incentive compensation is based primarily on financial performance, the annual incentive plan also considers individual performance. For US Foods Sustainability, Supply Chain, and other functional leaders and their teams that are responsible for identifying and managing strategies, initiatives, and targets in our Planet focus areas—including climate change topics—their individual performance is tied in part to the success of these initiatives.



Planet Continued

Climate Management

Like others in the foodservice industry, we have a responsibility to address our contribution to climate change and mitigate climate-related risks that could affect aspects of our business. We measure and report our GHG emissions annually, including those of our value chain, and have determined that, within our own operations, our primary GHG emissions-reduction opportunities stem from electric vehicles (EVs), renewable fuels, and routing optimization; facility energy efficiency and renewable electricity; and enhanced management of mobile and stationary refrigerants. These and other climate-related initiatives are integrated with broader business priorities that, together, are designed to manage risk and leverage opportunities for positive environmental performance and cost savings, as well as deliver other value to the business.

► **Read more** about US Foods® business risks, including climate-related risks, in our [Form 10-K](#).

Climate Risk Management

We assess risks associated with climate change primarily through our Enterprise Risk Management (ERM) process, as well as in our overall sustainability approach, with an emphasis on effective cost management and business continuity. Where applicable, we also seek third-party support and insights to further identify risks and opportunities. If climate-related risks are identified, they are managed within the ERM process and in accordance with our ERM-defined thresholds for low-, medium-, and high-priority risks. This process is led by our Internal Audit function with oversight by our Executive Leadership Team and the Audit Committee of our Board of Directors.

Additionally, in 2025, we expanded our assessment of climate-related risks and opportunities by completing a formal climate risk assessment that considered potential climate-related physical and transition risks and opportunities. Our assessment considered two widely recognized climate scenarios defined by the Intergovernmental Panel on Climate Change (IPCC) Representative Concentration Pathways—a 1.5°C (RPC 2.6) and 4°C (RPC 8.5) increase—across 2030, 2040, and 2050 time horizons.

Following a screening of our 70+ distribution centers to identify priority locations, this work assessed physical and transition risks for 22 distribution centers and quantified the potential financial impact of physical risks, where total potential financial impact from physical risks was considered in terms of property damage, business interruption cost, and potential revenue loss associated with eight physical hazards. Potential transition risks and opportunities were identified and prioritized based on industry benchmarking and stakeholder interviews across US Foods business functions, and considered based on potential magnitude and likelihood across the same climate scenarios and time horizons.

Climate-Related Risks

Our top identified risks are physical risks—in particular property damage, business interruption, and potential revenue loss from surface water and riverine flooding, as well as supply chain disruptions—and transition risks driven by regulatory and market changes, notably fleet electrification, carbon pricing mechanisms, and changing consumer preferences. These are addressed through our business continuity and sustainability strategies and initiatives.



Planet Continued

Business Continuity

Our Business Continuity team operates a Crisis and Resiliency Center with enhanced resources to oversee advanced preparation strategies to mitigate the business impact of extreme weather events. The Center monitors imminent weather events daily and, when necessary, assembles a cross-departmental crisis management team to work directly with regional operations and teams in affected areas to implement our business continuity and crisis management playbooks. These include established technologies and processes to minimize weather-related disruptions to critical services. Concurrently, our Sourcing and Recovery team focuses on ensuring on-time delivery, preserving fleet efficiency and routing, prioritizing orders with suppliers, and identifying sourcing alternatives for chronic supply issues.

In 2025, we updated our business continuity approach by implementing standardized plans that use business continuity technology to provide local facilities teams with consistent plans accessible 24/7 via web, mobile, and offline resources. We also rolled out more comprehensive plans to account for all identified loss scenarios associated with the priority locations identified in our climate risk assessment. These include measures such as backup infrastructure, plans to keep our associates safe, shifting business to a different location, and recovery scenarios for affected sites. In concert with our Facilities teams, we are conducting additional risk assessments for specific locations to become even better prepared.

Climate-Related Regulatory Risk Mitigation

We continually monitor regulatory updates—such as those aimed at curbing air pollution or GHG emissions—and respond to new requirements and guidance applicable to our business. We leverage ongoing opportunities to improve fleet efficiency, pursuing grants and incentives to support the transition to electric or alternative fuel vehicles, in turn reducing fossil fuel dependence and operating costs. Similarly, we are well-positioned to mitigate the costs of carbon pricing regulations through comprehensive decarbonization roadmaps and programs in our fleet and facilities that can help reduce our GHG emissions footprint.

- **Read more** about how we monitor and address product-related regulations in Products>Product Regulations on page 27.

Supply Chain Risk Mitigation

Potential risks within our supply chain include weather disruptions that could lead to higher prices, delays, or shortages in raw materials or ingredients; business interruption to our suppliers' operations; the impact of carbon pricing mechanisms on supply chain costs; and consumer preferences for less carbon-intensive food products.

To address these risks, we diversify and create redundancy within the supply chain, improving resilience and strengthening relationships with suppliers to enhance collaboration during disruptions, including through consistent and transparent performance monitoring. Our Sourcing and Recovery team also aids in identifying sourcing alternatives in the case of chronic supply issues.

At the same time, our product development and innovation strategies and our focus on offering products that are locally sourced or with sustainability or well-being attributes through our Serve Local™, Serve Good®, and Serve You® product programs, provide customer choice amidst changing consumer preferences. This approach also helps to create growth, expand margins, and benefit customer retention.

- **Read more** about our strategic sourcing model in Products>Supplier Network Development on page 24.
- **Read more** about our differentiated product programs in Products>Hungry For Better Program beginning on page 17.



Planet Continued

Decarbonization Strategy

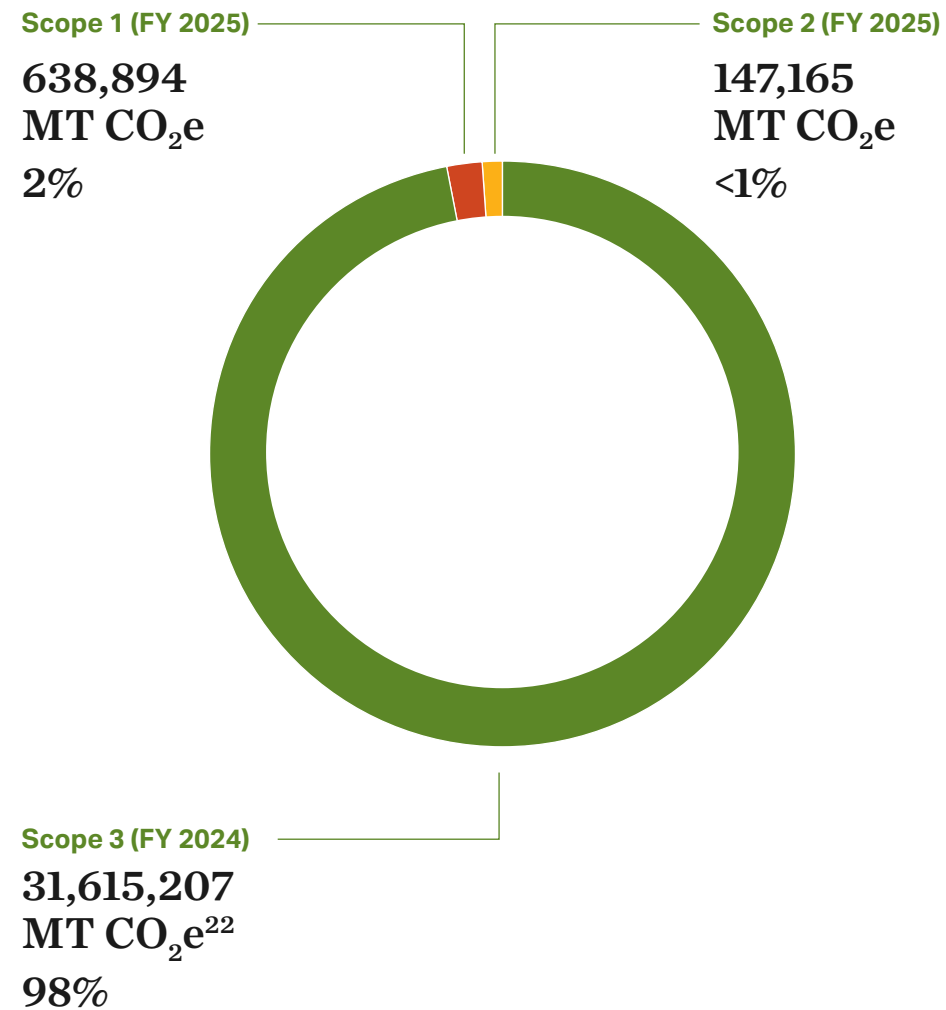
Our decarbonization approach prioritizes opportunities to improve the efficiency of our fleet and facilities to realize return on investment, cost savings, and operational improvements, while effectively managing our climate-related risks and supporting compliance with relevant regulations.

We track and disclose our GHG emissions across Scopes 1, 2, and 3 annually. Within our Scopes 1 and 2 footprint—which covers direct emissions from assets we operate and indirect emissions from purchased energy—the primary emissions source is fuel consumed by our fleet of more than 6,500 trucks serving approximately 250,000 customer locations across the country. Electricity use and fugitive refrigerant emissions are the next largest sources.

Decarbonizing our operations requires thoughtful planning and investment at both the enterprise and facility levels, using phased strategies to reduce GHG emissions. Our enterprise-wide decarbonization roadmap, refreshed in 2025 to reflect industry and regulatory changes, guides our progress, with specific charters for fleet and facilities. Key fleet initiatives include implementing alternative fuels and EVs, optimizing fleet routing, and deploying more efficient vehicle technologies. In our facilities, priorities include enhancing energy efficiency, such as through real-time energy use monitoring, and investing in solar array installations and battery storage projects.

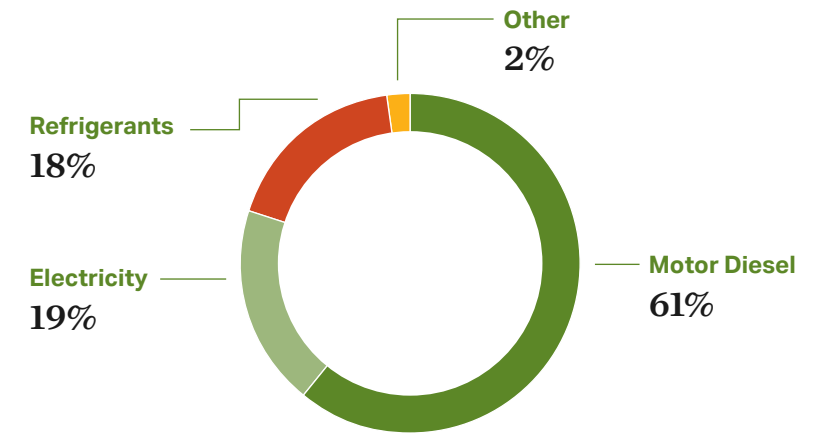
OUR GHG EMISSIONS FOOTPRINT

Total GHG Emissions



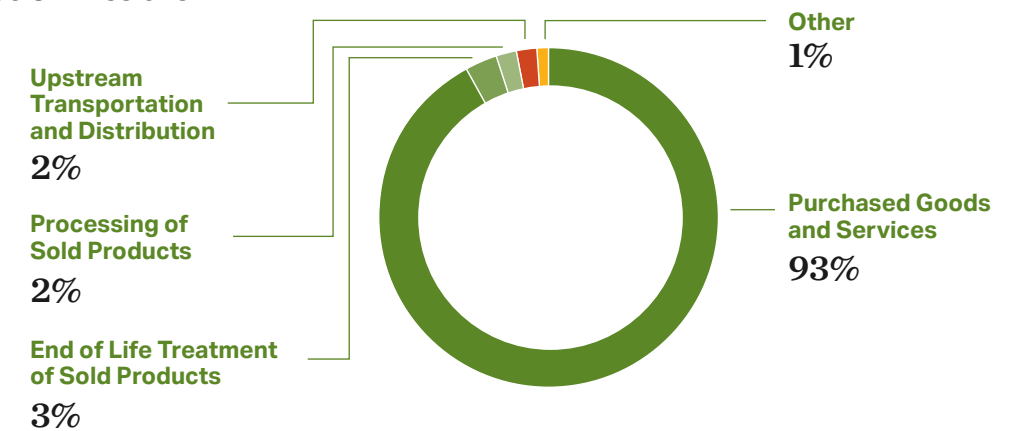
Our Operations

Scopes 1 and 2 Emissions



Our Supply Chain

Scope 3 Emissions²³



Planet Continued

To address our Scopes 1 and 2 GHG footprint, we have set a science-based target to reduce absolute Scopes 1 and 2 GHG emissions by 32.5% by 2032 from a 2019 base year.²⁴

In 2025, absolute Scopes 1 and 2 emissions increased by 8% compared to the prior year, driven primarily by stationary and mobile refrigerants. This included fugitive emissions from leakage events at some facilities as well as more complete data as we continued to strengthen tracking of refrigerant usage. Despite this year-over-year increase, US Foods® maintained a 5% absolute reduction in Scopes 1 and 2 emissions relative to our 2019 baseline.²⁵ We also continued to improve operational efficiency, delivering cases more efficiently year-over-year and compared to 2019, with improvements in both fuel and energy intensity.^{7,8}

5%

reduction in emissions intensity²⁶
across the business since 2019.

Fleet Decarbonization

Our efforts to reduce Scope 1 emissions associated with our fleet focus on a combination of alternative fuels, EV deployment, routing optimization, and leveraging new vehicle technologies to reduce traditional diesel fuel use. In step with the continued evolution of fleet technology, we already use various alternative fuels, including renewable natural gas (RNG) and renewable diesel (RD). In 2025, we received an additional 43 EVs and secured grant funding for the purchase of more EVs in the near future. We also deployed 100% RD in California and continued to assess the availability and affordability of these fuels with an aim to expand their use if and where feasible.

Facilities Decarbonization

In our facilities, energy efficiency, including LED lighting and energy monitoring systems, helps to achieve Scope 2 GHG emissions reductions. Additionally, 10 active solar projects in 2025—through Power Purchase Agreements (PPAs), for which we retain the renewable energy credits—support additional emissions reductions, in keeping with our strategy to prioritize renewable energy procurement based on operational needs, emissions, and cost savings. We also continue to focus on refrigeration improvements that could reduce Scope 1 emissions by reducing the risk and impact of leakage and by using lower global warming potential refrigerants.

- **Read more** about our fleet sustainability initiatives in Planet>Our Operations>Our Fleet on page 43.
- **Read more** about our facilities sustainability initiatives in Planet>Our Operations >Our Facilities on page 46.

Decarbonization Challenges

Our ability to achieve our goals is influenced by the pace of technological development and availability, and we are confronted by and must realistically assess ongoing and emerging challenges and uncertainties. Notably, recent federal changes ending certain clean technology incentives have reduced the cost-effectiveness of decarbonization solutions in our fleet and facility investments and have begun to constrain the availability of some technologies. Future regulatory uncertainty also affects our ability to assess the long-term impacts of deploying these technologies in our operations.

Additionally, we face constraints to on-site solar development, including utility restrictions, federal requirements, permitting challenges, and limitations related to net-metering structures, as well as rising costs associated with national regulatory changes, tariffs, and other external factors.

We continue to see opportunities to improve fleet and facilities efficiency, reduce fossil fuel dependence, and lower operating costs through targeted investments, particularly in electric and alternative-fuel vehicles where supported by state grants and incentives. To this end, we regularly engage with original equipment manufacturers (OEMs), utilities, and other partners to stay abreast of emerging technologies and trends. However, we will continue to revise our decarbonization roadmap as economic, regulatory, or other strategic considerations change, and may re-evaluate our goals in light of these realities and to ensure alignment with our broader business priorities.



Planet Continued

Supply Chain Decarbonization

As the largest portion of the Company’s overall GHG emissions footprint, Scope 3 emissions reduction is a priority for US Foods®. Reducing Scope 3 emissions associated with our supply chain is challenging since these emissions are within our sphere of influence, but outside our direct control. As such, and in line with our commitment that 67% of suppliers, by emissions covering purchased goods and services (PG&S), have science-based targets by 2027²¹, we are deepening our understanding of our Scope 3 emissions footprint, engaging directly with high-emitting suppliers, and identifying opportunities to reduce emissions in the supply chain.

Like many in the foodservice industry, PG&S are the dominant category in our Scope 3 impacts, representing nearly 96% of those emissions. In 2025, we continued to expand our insights into our Scope 3 emissions, including PG&S, by also assessing emissions associated with Forests, Land, and Agriculture (FLAG).

Based on this analysis, we are focused on top-emitting suppliers of major product categories contributing to our FLAG and non-FLAG Scope 3 emissions footprint, specifically proteins (beef, pork, poultry, and seafood). Having identified top-emitting suppliers, we prioritize direct outreach and engagement—collaborating across our Category Management and Sustainability teams to help assess the status of suppliers’ target-setting and engaging them on possible interventions to mitigate their emissions. In 2025, we used these supplier interactions to discuss their potential decarbonization actions and challenges,

including external constraints. We expect to build on this engagement in 2026, working with key suppliers to gain better insights into a practical path forward.

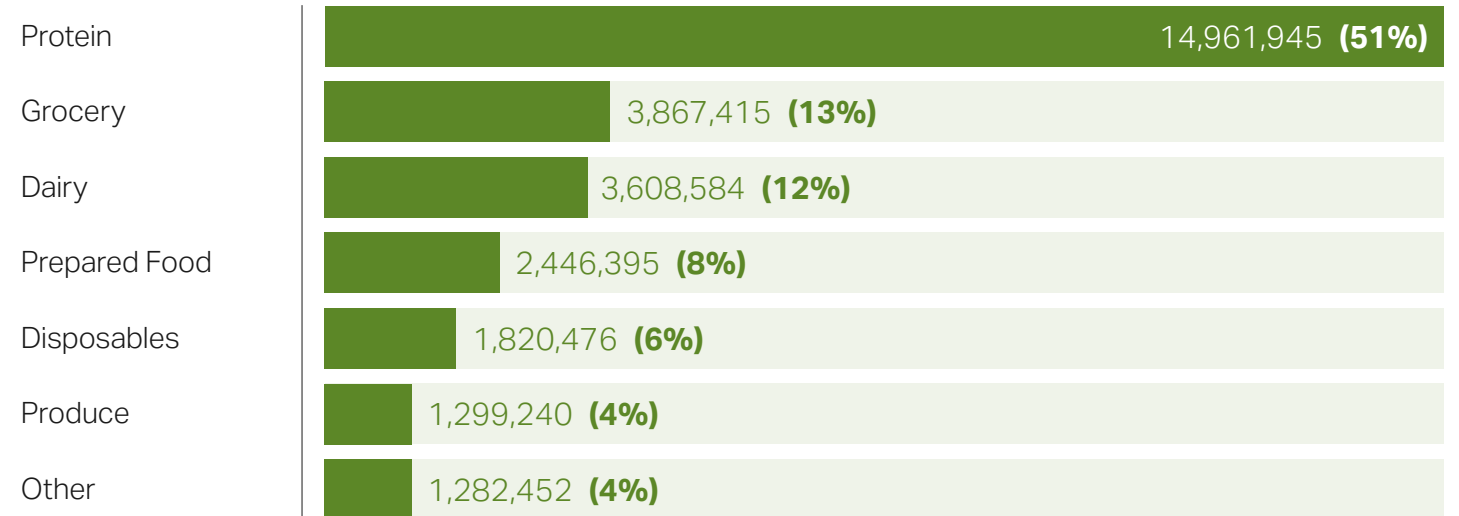
► **Read more** about our supplier engagement on environmental topics in Planet>Our Supply Chain beginning on page 49.

26%
of our suppliers (by emissions) had science-based targets in 2024.²⁷

While we have made progress understanding our Scope 3 GHG footprint, challenges remain. Like others in foodservice, we depend on our suppliers to reduce emissions, provide accurate environmental data, and commit resources to improvements. We recognize that the food supply chain is not only complex, but also faces new headwinds in terms of costs, climate risks, and regulations. To help address these challenges, we are assessing new technology platforms with the ability to collect industry data and insights, generate more specific emissions factors, and more efficiently engage suppliers. Moving ahead, we will continue to evaluate our Scope 3 goal in the context of this improved understanding of our Scope 3 footprint and the realities of supply chain complexities and constraints.

SCOPE 3 PURCHASED GOODS AND SERVICES GHG EMISSIONS BREAKDOWN²⁷

FY 2024 Scope 3 PG&S Emissions (MT CO₂e)²³



FY 2024 PG&S Scope 3 FLAG and Non-FLAG Emissions (%)



Planet Continued

Our Operations

We focus on reducing our GHG emissions footprint by improving transportation efficiency and lowering the environmental impacts of our fleet and facilities through programs that support day-to-day operations, cost savings, and sustainability.

Intensity Metrics Compared to 2019 ²⁸	2023	2024	2025
Fuel intensity ⁷	-6%	-6%	-7%
Energy intensity ⁸	-3%	-1%	-4%
GHG emissions intensity ²⁶	-3%	-14%	-5%

Our Fleet

Our approach to maximizing transportation efficiency and reducing the environmental impacts associated with our fleet favors programs that deliver business benefits through efficiency, operational improvements, and innovative equipment and technologies. This approach includes optimizing routing to reduce miles driven, enhancing fleet technology, and adopting alternative fuel sources and vehicles, including EVs.

In addition to reducing emissions, our fleet initiatives aim to improve near- and long-term cost performance, support business continuity, and proactively address pending or existing regulations, such as indirect source rules.

We evaluate every fleet initiative using a total cost of ownership framework, assessing vehicle costs (after available grants), fuel and maintenance savings, performance, and asset life, and emissions reductions, and assign priority to projects that deliver a higher or faster rate of return or would be in geographies subject to indirect source rules or other regulations.

Approved projects further benefit from integrated planning between our Fleet and Facilities teams to ensure uptime and cost control, a focus on scalable solutions, and the use of grants and utility partnerships where available to accelerate adoption while managing peak demand.

Alternative Fuels

Alternative fuel vehicles are central to reducing our Scope 1 GHG emissions and decarbonizing fleet operations. We have incorporated multiple alternative fuel and alternative fuel vehicle initiatives across our fleet, including compressed natural gas (CNG), RNG, and RD. These efforts not only help to reduce emissions, but also manage fuel costs and operational risk compared to reliance on traditional diesel.

Although alternative fuel vehicles generally carry higher upfront costs than diesel, which remains an industry-wide challenge, we evaluate these investments using the total-cost-of-ownership framework and considering fuel availability, infrastructure requirements, grants, and long-term cost stability.

In 2025, we maintained our CNG fleet of 90 vehicles. These CNG engines are EPA-certified to produce 90% lower smog-forming nitrogen oxides (NOx) emissions than current standards and also help reduce overall fuel costs.²⁹ To support this transition, we are adding CNG fueling posts at select facilities, saving time fueling these vehicles.

Additionally, in 2025 we conducted a pilot program using 15-liter CNG engines at two sites. These newer engines are capable of improved torque and handling long-haul duty cycles and offer up to 10% better fuel economy compared to the 12-liter CNG engine. Our pilot generated positive operational feedback and is paving the way for similar initiatives at other locations.

At two locations, we have also converted CNG tractors to operate on RNG, a carbon-neutral biogas produced from decomposed organic matter, with on-site RNG fueling.

We are also an early adopter of RD in the foodservice industry, having converted 100% of our diesel fueling facilities in California to RD. With a carbon intensity more than 65% lower than traditional diesel, our shift to RD supports continued Scope 1 emissions reductions.³⁰ We continue to assess RNG and RD opportunities where they support emissions reductions and align with business and operational needs. This assessment includes collaborating with fuel manufacturers and vendors to monitor market developments, as well as monitoring financial incentives such as through state Low Carbon Fuel Standard (LCFS) programs.

7%

of total fleet fuel from renewable sources.

7%

reduction in gallons of fuel used per case delivered since 2019.

Planet Continued

Electric Vehicles

In 2025, we added 43 more EVs to our fleet, for a total of 130 EVs in service at the end of the year, including electric tractors, straight trucks, yard tractors, trailers, and vans, supported by more than 80 charging stations at various US Foods® locations. In addition to GHG emissions benefits, our zero-emission battery-electric trucks help to reduce harmful fine particulate matter (PM2.5) and NOx emissions. To date, our electric trucks have covered more than 2.5 million miles, to continued positive feedback from drivers, demonstrating their successful integration into our fleet.

When we plan for more EVs, we must also consider the corresponding impacts to our facilities so we can develop the requisite charging and electricity storage infrastructure.

Our EVs need a sufficient supply of cost-effective energy, so we strive to create energy resilience in our operations, such as through solar arrays and battery storage, which help to avoid burdening the national electricity grid. To this end, our Fleet and Facilities teams collaborate on projects that combine EVs with solar, battery storage, and charging stations. They also work together to identify synergies that help both our fleet and facilities become more energy- and cost-efficient.

Even as we expand the number of EVs in our fleet, we continue to face challenges, especially upfront costs where incentives do not exist. The regulatory environment shifted in 2025, with pullbacks to some clean fleet regulations that previously helped to advance EV adoption in the industry.

Additionally, changes to federal regulations have eliminated or are phasing out national incentive programs for key clean vehicle technologies, further impacting those technology returns and availability.

To advance our electrification program while managing project costs, we continue to monitor vehicle availability and cost trends across the industry as more competitive options emerge, as well as available funding opportunities and financial incentives. We also monitor state-level regulations, such as indirect source rules, and prioritize EV deployment when feasible and supportive of regulatory compliance.

43
electric vehicles added to our fleet.

2.5+ million
total miles driven in electric vehicles since 2023.

► **Read more** about solar installations and rapid charging stations for vehicles at our facilities in Planet>Our Operations> Our Facilities on page 46.

Routing Optimization

As business has grown, we have nonetheless been able to reduce the number of miles driven by our trucks, save fuel and manage fuel-related risks, and decrease GHG emissions through routing optimization and rightsizing our vehicles by route type. In 2025, our continued routing optimization efforts reduced miles per customer delivery by 0.65 miles, beating our internal target, while at the same time significantly increasing the number of stops and cases delivered to our customers. In all years since 2022 combined, we have reduced our total miles driven by nearly 4.9 million, despite growth in cases delivered over the same period.

Central to this progress is our use of Descartes Route Planner™, which was fully deployed across all US Foods markets in 2025. This tool alone is responsible for an estimated 2% annual reduction in miles driven. It enables us to maximize fleet efficiency through an enterprise-wide approach that aligns customer stops and routes, for fewer miles and even better customer service.

470,000
fewer miles driven in 2025 compared to 2022—despite 8% more cases delivered during the same timeframe.³¹



Planet Continued

Fleet Network Efficiency

In addition to optimizing routes, our Transportation and Logistics team aligns inbound and outbound logistics so that trucks leave and return full wherever possible in an approach that combines technology enhancements with improved processes that connect operations, sellers, and customers. The result is fewer miles traveled, lower fuel use, and the potential for reduced distribution and administrative costs.

Shuttle yards are supporting locations where loaded trailers are staged, from which delivery drivers complete routes and return to the same location. In some markets, distribution centers are not close to core customer locations, which means additional shuttle moves to support deliveries. We have begun evaluating the network to determine where our use of shuttle yards could be reconfigured to better align with delivery patterns and customer locations. We estimate potential savings of as much as 750,000 miles in the first year from optimizing shuttle yard locations and usage.

Vehicle Enhancements

We manage our fleet with a focus on improving performance, fuel efficiency, and reliability, including through tracking market developments and investing in technologies that deliver measurable efficiency gains, such as real-time engine performance monitoring and fuel-economy reporting systems. In 2025, we continued investing in more fuel-efficient diesel powertrains, sourcing 91 units for multiple locations—delivering a meaningful miles-per-gallon improvement compared to similar tractors of the same model year.

When replacing fleet assets, we prioritize new vehicle models with aerodynamic designs and engines that operate at lower RPMs to reduce fuel use and emissions. These vehicles are equipped with advanced diagnostics that connect directly to the engine and monitor performance in real time, along with onboard computer systems that track fuel economy and idle time. We also use telematics to reduce precooling times and fuel consumption through improved temperature zone management in refrigerated trailers.

Certain equipment upgrades deliver immediate, cost-favorable results. Technologies that improve fuel efficiency and improved refrigeration temperature control deliver near-term efficiency, while electrification and alternative fuels add longer-term strategic value where infrastructure and economics align. Our fleet upgrade program is structured to address infrastructure timelines, supplier variability, vehicle costs, and regulatory complexity, which we manage through strong OEM relationships and phased vehicle deployments.

Looking ahead to 2026, we continue to take an analytical approach to vehicle replacement and upgrades. This includes evaluating the length of our routes to determine where higher-efficiency engines could deliver the greatest benefit and considering parameters such as age, fuel economy, and maintenance costs. This approach allows us to identify underperforming vehicles and establish strategic priorities for replacement or upgrade.

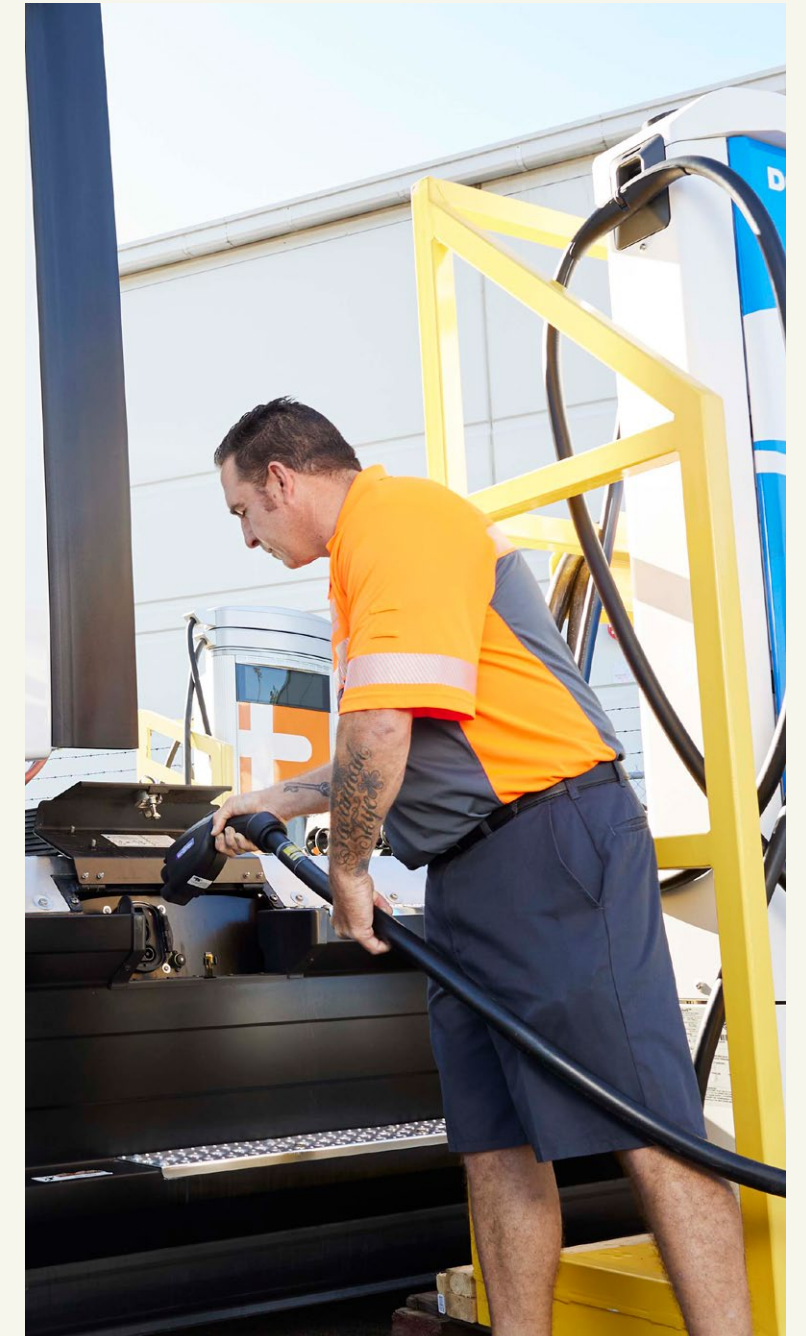
Refrigeration in Our Fleet

We manage refrigeration across our fleet to maintain food safety while minimizing fuel use. Our primary refrigeration unit supplier has transitioned to refrigerants with lower global warming potential, which we receive as we add new units to our fleet.

Most of our trailers operate with dual temperature zones—one refrigerated and one frozen—which require precooling before loading. We have improved our operational processes to reduce the time needed to reach the required temperatures. Since launching the Precool initiative, we have continued to refine how long refrigeration engines operate, maintaining temperature integrity while reducing precooling time and saving an additional 250,000 gallons of diesel in 2025 alone and a total of 750,000 gallons of fuel saved since the project was developed in 2023.

Fleet Industry Initiatives

We remain an active member of the Advanced Clean Transportation (ACT) Fleet Forum, which convenes leading fleet operators for knowledge sharing on clean commercial transportation. The Forum explores emerging technologies, implementation strategies, and best practices. We also engage with other coalitions, including the Electrical Power Research Institute, Technology and Maintenance Council, North American Council for Freight Efficiency, and the Environmental Defense Fund to help advance fleet industry sustainability and our own initiatives.³²



Planet Continued

Our Facilities

A variety of efficiency and upgrade programs in our facilities support operational productivity, while reducing energy use, transitioning to renewable resources, and adopting more efficient equipment and technologies that lower costs.

4%

reduction in purchased electricity per case delivered since 2019.

10+ million kWh

of renewable energy generated by solar projects.

Renewable Energy

Solar electricity at our facilities offers cost savings, including relief from increasing electricity costs and peak demand utility rates in some regions, while enabling us to cost-effectively charge our growing fleet of EVs. As of the end of 2025, our renewable energy program includes 10 active solar installations, and two more that are substantially complete. We are assessing three additional projects, including two that would support fleet electrification, carefully considering the economics of these projects in the context of the potential energy that could be generated.



Permanent EV charging infrastructure is in place at two of our facilities and six more have portable charging solutions—a total of more than 80 existing permanent and mobile chargers for our electric tractors, yard tractors, straight trucks, trailers, and vans. Charging station projects are underway at an additional four sites, including some that will be supported by solar and battery storage.

While we continue to deploy solar projects, we face challenges related to permitting, approvals, and other utility restrictions, as well as local and federal regulatory environments and the cost of utility rates and demand

charges. As a result, solar opportunities are highly selective. We do not commit to a solar project unless it offers a solid return on investment and meets operational needs, such as charging our EV fleet. Additionally, in some instances our solar arrays have no battery storage due in part to the economics of utility rates and demand charges, which could limit our ability to charge EVs where permissible charging hours are constrained. The solutions to these challenges start with proactively engaging electric utilities and their suppliers to help them understand the opportunities and to devise more creative approaches.

SPOTLIGHT

Innovative Collaborations to Advance Electrification

Our distribution center in Livermore, California integrates on-site solar power with battery energy storage to support fleet electrification. This important project moved from planning to execution in 2025, with EV charging infrastructure construction completed, and solar and battery energy storage systems scheduled for completion in 2026. The state-of-the-art facility—which reflects the close ties between our facilities and fleet decarbonization efforts—serves as a model for future distribution centers and supports broader fleet electrification.

To move this project forward, we worked closely with the utility Pacific Gas and Electric Company to address constraints, including initial limits that would have restricted EV charging to overnight hours. Collaborating with them on an approach under the PG&E Flex Connect program enables EV charging 24 hours per day, with just a few restrictions throughout the year. This novel solution considers actual electricity usage in the area to provide the utility with data for peak demand and load management. And because battery storage allows us to charge during off-peak periods using stored energy, our exposure to higher peak electricity rates is also reduced.

Planet Continued

Energy Efficiency

US Foods® facility managers focus on energy awareness and management every day, seeking opportunities to improve efficiency and cut consumption. Facility lighting represents about 10% of our overall energy use. We continue accelerating the adoption of energy-efficient equipment and technologies across our sites, including installing LED lighting for new build or retrofit projects, equipping all new facilities with motion sensors to reduce electricity use, and tracking facility energy usage through real-time monitoring.

With a long-time lighting supplier, we have engaged in select leased LED lighting retrofits, which offer the benefit of avoiding large capital investments while providing us with favorable purchase options in the future. As with our other environmental initiatives, we prioritize those projects where energy and cost savings exceed lease costs over time, while in other situations the economics favor direct purchases of LED lighting. We also prioritize LED projects in states with active and pending bans on fluorescent lighting. As of the close of 2025, six priority LED projects were completed, five more are in progress, and we have begun planning for additional LED projects in 2026.

Real-Time Energy Use Monitoring

We closely track electricity use in all our broadline facilities through real-time monitoring and benchmarking against each facility's expected consumption. The resulting monthly usage reports identify the facilities that are achieving their internal energy consumption targets and those that need improvement, considering factors such as weather, volume of product handled, and expected energy usage. Any facilities falling short participate in an investigation to identify and remedy issues so their energy efficiency is not diminished. This hands-on energy oversight conserves energy and saves money over time, making sure the facilities do not inadvertently give up the efficiencies they have gained through equipment upgrades and maintenance practices.

In 2025, our energy management program avoided \$9.3 million in energy costs at the meter, equivalent to about 65,500 MT CO₂e—for a total energy reduction of 22% and savings of \$54 million since 2015. The program also supports business continuity by creating predictive facility-level energy models that consider weather while identifying standard operating conditions for critical systems, such as refrigeration and lighting, providing engineering and root-cause identification support where needed, and training field teams on energy efficiency to optimize systems.

Refrigeration in Our Facilities

Making sure our facilities' refrigeration systems operate efficiently plays a central role in managing our overall energy consumption and our GHG emissions. In addition, cost savings, reliability, and business continuity are all important drivers for our refrigeration upgrades. By the end of 2025, we transitioned several facilities to energy-efficient and lower global warming potential refrigeration systems, along with strategic component and partial equipment replacements—and are on track to achieve our five-year strategy to eliminate r22-based systems from our network by 2029. This includes updating refrigeration systems when we expand and update our existing buildings, replacing r22 Freon-based systems with non- and lower-ozone-depleting substances, which can help lower GHG emissions and safeguards business continuity as r22 Freon is phased out of the market.

Because many of our warehouses have a centralized refrigeration system, changing refrigerants and equipment is complex. We consider local conditions when selecting the most appropriate technology for our sites, such as determining whether it is appropriate to use systems that require more or less water. For example, in Sacramento where water resources are constrained, instead of using an ammonia-based system, which requires high water use, we installed an air-cooled system to save water. In Tampa, we are implementing an ammonia system as part of the facility's overall expansion. Beyond eliminating r22, we are investing in refrigeration piping and insulation at our facilities to improve reliability system-wide, eliminate and prevent leaks, incorporate best available technology, and reduce maintenance costs.

► **Read more** about how we are improving the refrigeration efficiency of our refrigerated trucks in [Planet>Our Operations>Our Fleet](#) on page 43.

Planet Continued

Waste and Water Management

Waste Management

As a broadline foodservice distributor, we primarily purchase and sell finished goods in a box-in, box-out model, which helps to minimize our product waste footprint. However, we strive to reduce waste where possible, including through inventory management initiatives that prevent waste, improve product freshness, and deliver meaningful gross profit benefit to the Company.

Additionally, we divert waste through strategic recycling and waste hauling partnerships. In 2025, our contracted waste hauler conducted assessments at several of our facilities to identify recycling and diversion opportunities that could maximize landfill diversion, with plans to implement recommended actions in 2026.

In addition, our packaging requirements for Exclusive Brands² products aim to reduce both packaging and product waste, such as by right-sizing packaging and ensuring packaging can sufficiently protect against product damage. Our Serve Good[®] Responsible Disposables product portfolio, which includes Exclusive Brands products with third-party certifications for recyclability and compostability, among other attributes, also supports our customers' goals to reduce waste associated with disposable items.

To help reduce food waste while providing hunger relief, we collaborate with Feeding America[®] and other organizations to donate edible products, converting excess food into assistance for Americans in need. In 2025, we donated more than 5 million pounds of food and supplies, the equivalent of about 180 truckloads of product.

- ▶ **Read more** about our Serve Good Responsible Disposables product category and our approach to packaging sustainability in Products>Hungry For Better Program and Products>Packaging Sustainability on pages 17 and 27, respectively.
- ▶ **Read more** about our partnership with Feeding America in People>Community Involvement>Hunger Relief on page 34.

SPOTLIGHT

Diverting Waste with Tire Donations

US Foods[®] provided more than 30,600 used tires for retreading and reuse in 2025, diverting over 1.2 million pounds of waste from landfill and saving almost 460,000 gallons of oil.³³ The tires go through a five-part inspection, cleaning, and tread application process to make sure they are ready for safe use.



Water Management

Although our water use is primarily limited to refrigeration cooling cycles, vehicle washing, and sanitization in our Stock Yards[®] meat processing facilities, we aim for water efficiency and conservation where water is used. This includes tracking and monitoring water use across all US Foods locations.

When building new facilities, we assess the most efficient and water-saving cooling system, and if the area faces water constraints, we select the most water-efficient equipment to meet our needs. For example, we reduce water consumption in our Aurora, Illinois facility's refrigeration system by not using it for evaporative cooling. At other facilities, newer ammonia-based evaporative cooling systems use less water than older Freon-based cooling systems. We also monitor water use in our cooling systems to maximize its use and reuse through system condensers before the water must be refreshed.

250,000
gallons of water used to wash our fleet was captured, treated, and reused.

Planet Continued

Our Supply Chain

We take a targeted, risk-based approach to supply chain engagement in sustainability matters, with key priorities that include addressing value chain GHG emissions and working to reduce the risk of deforestation in our Exclusive Brands² product supply chains, while also striving to create environmental awareness throughout our supply chain and in our industry.

In 2025, we increased our supply chain due diligence in our areas of focus and stepped up engagement with targeted suppliers, emphasizing those that present the most significant environmental impacts and the greatest opportunities for substantive improvement. This work included publishing our [Forests Policy](#) and updating our [Supplier Code of Conduct](#), [Human Rights Policy](#), and [Responsibly Sourced Seafood Policy](#) to better clarify our expectations of suppliers doing business with us.

- **Read more** about our human rights practices and Supplier Code of Conduct in [Governance>Human Rights](#) on page 13.
- **Read more** about our approach to supply chain collaboration in [Planet>Climate Management>Supply Chain Decarbonization](#) on page 42.

Our responsible sourcing practices involve assessing key Exclusive Brands product categories that pose potential environmental or social risks based on the Company's 2023 assessment of potential deforestation and land conversion risks in our supply chain, implementing plans and partnerships to address those risks, and using third-party certification where available to verify product sustainability claims and provide transparency.

Supply Chain Oversight

Our Category Management, Product Development, Sustainability, and Legal teams, along with other departments, contribute to the management of responsible sourcing initiatives. Our Executive Vice President and Chief Merchant acts as Executive Sponsor and provides oversight of our Products-related initiatives, including those associated with responsible sourcing. The Nominating and Corporate Governance Committee of our Board of Directors provides ultimate oversight for responsible sourcing as part of its larger responsibility over the Company's sustainability program.

Deforestation Risk Reduction

We recognize that protecting forests and other natural ecosystems is critical to addressing climate change and maintaining biodiversity. As outlined in our [Forests Policy](#), published in 2025, we are committed to reducing the risk of deforestation and land conversion³⁴ across our Exclusive Brands sourcing activities using a risk-based approach. Our work to reduce the risk of deforestation in the supply chain contributes to a cohesive no-deforestation program for effective risk management and business continuity.

We have been working with the Rainforest Alliance Corporate Advisory Services team, an independent third-party, on a multi-year plan to identify risks of deforestation and land conversion in our Exclusive Brands product supply chains, uncovering commodities and geographic areas that present potential risk. We have assessed deforestation

risks and impacts, developed policies, and begun building implementation systems, including supply chain mapping and supplier risk assessments for select commodities and products. While this work focuses on forests, it also offers insights for biodiversity, indigenous peoples' rights, and other concerns.

SPOTLIGHT

Partnering to Reduce Deforestation Risk

Since 2023, US Foods® has been partnering with the Rainforest Alliance Corporate Advisory Services team to assess and mitigate deforestation risk across our Exclusive Brands product supply chains. Through this partnership, we identified high-risk commodities and critical sourcing regions, revised responsible sourcing policies, and carried out necessary due diligence by mapping supply chains and engaging key suppliers. These efforts have enabled us to refine our responsible sourcing strategy and develop internal systems to address deforestation risks across our Exclusive Brands suppliers of relevant commodities.

Our initiative to identify and mitigate risks associated with commodities known to negatively affect forests expanded in 2024 and 2025. In 2025, we once again completed a robust due diligence process for Exclusive Brands palm oil and palm kernel oil,³⁵ engaging applicable Exclusive Brands suppliers to assess their awareness of US Foods policies related to palm oil, their deforestation-related practices and policies, as well as their palm oil volumes supplied to US Foods and their certified volume uptake.

Also in 2025, we completed supply chain mapping for direct soy³⁶ used in our Exclusive Brands products. Although direct soy had previously been identified as one of our top potential deforestation risks based on our 2023 deforestation risk assessment, our 2025 supply chain mapping validated that direct soy is not a high-risk commodity for us with respect to deforestation. Based on these assessments, palm oil and dairy are identified as our two highest-risk commodities with respect to deforestation, with plans to address dairy beginning in 2026.



Planet Continued

Responsible Palm Oil

Although palm oil represents a relatively small volume in our supply chain, it remains our highest-risk commodity with respect to deforestation and ecosystem conversion. We have been active members of the Roundtable on Sustainable Palm Oil (RSPO) since 2022, expanding our supply chain efforts on this commodity each year.

Our rigorous annual due diligence process starts with identifying which Exclusive Brands² products contain palm oil. We directly engage our suppliers of Exclusive Brands products containing palm oil to verify compliance with our [Responsibly Sourced Palm Oil Policy](#) and assess their No Deforestation, No Peat, No Exploitation (NDPE) commitments or related policies, their purchased palm oil volumes for US Foods[®] Exclusive Brands products in the reporting year, and the certification status of the reported palm volume. This includes requesting documentation verifying that purchased palm oil or palm kernel oil was certified.

Responsibly Sourced Palm Oil Target

Our Responsibly Sourced Palm Oil Policy sets our target that 100% of the palm oil or palm kernel oil used in our Exclusive Brands products have at minimum RSPO Mass Balance certification.³⁷

Based on our 2025 assessment of surveyed suppliers, 95% of the palm oil volume supplied to US Foods for our Exclusive Brands products was from suppliers that have NDPE policies. A total of 98% of surveyed suppliers reported being aware of our Responsibly Sourced Palm Oil Policy. As we reported in our 2024 Sustainability Report, however, our enhanced due diligence procedures revealed that some of the palm oil volume used in our Exclusive Brands products was not certified to an RSPO supply chain standard, and we have since confirmed that only 61% of 2024 palm oil volume met this standard, falling short of our target. To address this matter, we engaged with the necessary suppliers to identify corrective actions and timeframes, and we are pleased to report that we expect to achieve near-complete compliance for our 2025 palm oil volumes. Our 2025 performance will be reported in our RSPO Annual Communication of Progress (ACOP), which we complete annually as RSPO members.

8.1 (out of 10)

RSPO Shared Responsibility score.

- **Read more** about our ongoing collaboration with palm oil suppliers to assess and verify certification, as well as our 2025 certification percentage, in the US Foods [RSPO ACOP](#).

Responsible Seafood

We strive to source seafood that reflects responsible practices in support of healthy fisheries and sound aquaculture, meeting customer demand for sustainable seafood and helping to manage supply chain risk. Our approach is grounded in defined standards and direct engagement with our Exclusive Brands seafood suppliers to strengthen traceability and responsible practices.

We require our direct Exclusive Brands seafood suppliers to report data going back to the farm or fishery, including country of origin, harvest region or fishery, fishing gear type, certifications, and participation in improvement projects through the Sustainable Fisheries Partnership (SFP) Seafood Metrics platform. This digital platform allows us to collect species, origin, gear type, and certification data quarterly. We also monitor human rights risk for wild-caught species using SFP's Human Rights Risk Indicator data, and our Sustainability and Category Management teams regularly review this information to verify compliance with our Responsibly Sourced Seafood Policy and help inform sourcing decisions.

Our seafood traceability also helps us navigate challenges in the seafood industry—such as the recent National Oceanic and Atmospheric Administration (NOAA) import ban on specific seafood products under the Marine Protection Act. This approach helps to promote suppliers' provision of timely and accurate data, adding rigor to our traceability records and informing sound decision-making about suppliers and products for regulatory compliance and cost efficiency.

Responsibly Sourced Seafood Policy

Our [Responsibly Sourced Seafood Policy](#), updated in 2025, articulates our commitment to collecting and maintaining traceability data back to the fishery or farm for all Exclusive Brands seafood products,³⁸ and reviewing that data at least quarterly so we can engage with any suppliers identified as high risk or non-compliant with the policy. Importantly, we further commit not to source or distribute any endangered or critically endangered seafood species within our Exclusive Brands product portfolio.³⁹

The policy also states that any fishery or farm of a high-risk species, such as tuna or squid, must be certified by a Global Sustainable Seafood Initiative (GSSI)-benchmarked certification program, involved in Fishery or Aquaculture Improvement Projects, or involved in a species-specific roundtable. Alternatively, documentation must be provided to demonstrate sufficient stewardship practices for the species. The policy also reiterates that all direct suppliers, including Exclusive Brands seafood suppliers, are expected to follow the human rights and environmental stewardship practices outlined in our Supplier Code of Conduct, including the protection of mangroves.

Planet Continued

Responsibly Sourced Seafood Targets

Our responsible sourcing targets for in-scope³⁸ Exclusive Brands² seafood products include:

- Maintain, annually, traceability data to the source fishery or farm from direct suppliers of 100% of Exclusive Brands seafood products, by supplier count.
- Maintain, annually, at minimum 75% of our Exclusive Brands seafood products, by volume, being responsibly sourced, defined as meeting either our Serve Good[®] or Progress Check[®] standards.⁴⁰

In 2025, 100% of our Exclusive Brands seafood suppliers provided traceability data, and 88% of our total Exclusive Brands seafood volume met our defined standards for responsible sourcing, including leading seafood sustainability certifications, surpassing our goal of 75%.

► **Read more** about our Serve Good and Progress Check programs and corresponding standards in [Products>Hungry For Better Program>Serve Good](#) on page 18.

100%
of our Exclusive Brands seafood suppliers provided traceability data (by supplier count).

88%
of our Exclusive Brands seafood products met our Serve Good or Progress Check standards (at the time of their sourcing).

Partnerships to Advance Responsible Seafood

We engage with the seafood industry and leading seafood organizations on best practices and risk management in sustainability, traceability, and transparency for global seafood resources. We hold positions on the Board of Directors of the National Fisheries Institute and Global Seafood Alliance. We are also active members of the Better Seafood Board, GSSI, and SFP.

Supplier Non-Compliance Framework

In late 2025, we developed a supplier non-compliance framework applicable to all direct suppliers, based on industry best practices and aligned with the Accountability Framework initiative (AFi). The detailed procedure includes steps to assess supplier compliance with our policies, determine the supplier’s degree of control and commitment to remedying an identified issue, and establish steps for remediation. Overall, the framework is intended to help us consistently document and manage non-compliance cases transparently, engage suppliers constructively to correct violations on an agreed-upon timeframe, and monitor remediation for long-term compliance. We plan to trial the new framework with suppliers in connection with our palm oil and seafood-related due diligence procedures in 2026.



APPENDIX

In this section

53 TCFD Index

57 SASB Index

62 2025 Workforce Metrics

63 Glossary



TCFD INDEX

For more information, please see our [CDP Responses](#).

SECTION	SUBSECTION	RESPONSE
Climate Change Governance	a) Describe the board’s oversight of climate-related risks and opportunities	<p>Our Board of Directors has ultimate oversight of environmental risks, including climate change, and reviews and guides on climate-related programs and policies. The Nominating and Corporate Governance Committee of the Board of Directors oversees the Company’s sustainability program, including oversight of climate-related issues and risks and ensures that climate investments align with business objectives.</p> <p>For more information, please see page 11 and our Proxy Statement.</p>
	b) Describe management’s role in assessing and managing climate-related risks and opportunities	<p>Our Executive Vice President and Chief Financial Officer (CFO), supported by the Senior Director of Sustainability, leads a cross-functional Sustainability Steering Committee that advances our sustainability objectives and manages our approach to assessing and mitigating climate-related risks. Our Chief Supply Chain Officer also has responsibility for specific sustainability initiatives related to our science-aligned greenhouse gas (GHG) emissions reduction targets. The Nominating and Corporate Governance Committee receives quarterly reports from the CFO; Executive Vice President, Chief Legal Officer, and Corporate Secretary; or other management regarding the Company’s sustainability initiatives.</p> <p>For more information, please see page 11.</p>

TCFD Continued

SECTION	SUBSECTION	RESPONSE
Strategy	a) Describe the climate-related risks and opportunities the organization has identified over the short-, medium-, and long-term	<p>We have identified climate-related risks and opportunities, particularly physical, regulatory, and market risks, that could impact our business over the short-, medium-, and long-term.</p> <ul style="list-style-type: none"> Physical risks include potential damage to assets, business interruptions, and supply chain disruptions – including increased supplier product costs – arising from extreme weather events, natural disasters, and other climate-related hazards. Transition risks include legal, regulatory, and market measures aimed at addressing climate change, such as fleet transition requirements and carbon pricing mechanisms, as well as shifts in consumer preferences toward less carbon-intensive diets and products. Opportunities include improving fleet efficiency and leveraging grants and incentives to support the transition to electric or alternative-fuel vehicles, reducing fossil fuel dependence and operating costs. Additionally, offering products with sustainability and well-being attributes could create growth, expand margins, and benefit customer retention. <p>In evaluating climate-related risks and opportunities as part of our climate risk assessment, we considered three time horizons—2030, 2040, and 2050—and two climate scenarios: 1.5°C (RPC 2.6) and 4°C (RPC 8.5). We prioritized top risks and opportunities by assessing the potential financial impact and likelihood of each across both scenarios. Our analysis suggests that a transition to a low-carbon economy under the 1.5°C scenario would accelerate policy, market, and technological shifts that could materially impact US Foods®—specifically, regulatory measures to advance fleet transition, carbon pricing mechanisms, and changing consumer preferences for less carbon-intensive food products. Physical risks become more pronounced under a 4°C scenario.</p> <p>For more information, please see pages 38-39 and our Form 10-K.</p>
	b) Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning	<p>These risks could adversely affect our business, financial condition, and results of operations by disrupting our operations or critical U.S. infrastructure, impeding access to customers’ facilities, reducing consumer traffic to those facilities, interrupting supplier production or shipments, increasing supplier costs or pricing practices, increasing compliance-related costs and expenses, or requiring us to modify or discontinue certain products in our portfolio.</p> <p>We have strategic programs in place to help mitigate risks related to fluctuations in the price and availability of diesel fuel, extreme weather conditions, and regulatory changes while also capitalizing on opportunities related to enhanced fleet and facilities efficiency and advancing the decarbonization of our operations.</p> <p>For more information, please see pages 38-39.</p>
	c) Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	<p>Regarding physical risks, our analysis indicates that our core business remains resilient under a 4°C or lower scenario, provided we continue executing our business continuity and related strategies.</p>

TCFD Continued

SECTION	SUBSECTION	RESPONSE
Risk Management	a) Describe the organization’s processes for identifying and assessing climate-related risks	Potential climate-related risks are primarily assessed and managed through our Enterprise Risk Management (ERM) process, which identifies, evaluates, prioritizes, mitigates, and monitors our top enterprise-wide risks, including climate-related risks. Climate-related risks are addressed as part of this process. Where applicable, third-party support and insights are also leveraged to help identify risks and opportunities. For more information, please see pages 38-39.
	b) Describe the organization’s processes for managing climate-related risks	Potential risks are identified through benchmarking and internal expert interviews. Subject matter experts responsible for environmental priorities also play a key role in identifying, managing, and mitigating environmental risks and opportunities through our broader sustainability approach. Where appropriate, we leverage third-party insights—including through a formal climate risk assessment completed in 2025—to inform our understanding of risks and opportunities. Our climate risk assessment evaluated the potential financial impact and likelihood of certain climate-related risks, using our ERM thresholds, across multiple climate scenarios and time horizons. If climate-related risks are identified, they are managed within the ERM process, overseen by the Executive Leadership Team (ELT) and Audit Committee of the Board of Directors. For more information, please see pages 38-39.
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization’s overall risk management	Risks related to climate change are primarily identified, assessed, and managed through our ERM process, which is used to monitor and mitigate the Company’s top enterprise-wide risks. Potential risks are assessed using a scoring matrix that evaluates operational, financial, and reputational impact and likelihood, and risks raised through the ERM process are regularly reviewed by leadership across the organization. When risks are identified, including climate-related risks, they are managed within the ERM process under the oversight of our ELT and the Audit Committee, which oversees our risk management policies and procedures. Where applicable, directions are given to our Business Continuity team that operates a command center which oversees advanced preparation strategies to mitigate the impact of extreme weather events on our business. US Foods® addresses our highest-priority risks with specific mitigation activities, which are integrated into our operating and investment decision-making processes. We continuously monitor regulatory updates and respond to new requirements and guidance applicable to our business. For more information, please see pages 38-39.

TCFD Continued

SECTION	SUBSECTION	RESPONSE
Metrics and Targets	a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process	We monitor our Scope 1, 2, and 3 GHG emissions (calculated in accordance with the GHG Protocol Corporate Standard), along with fuel, energy, and emissions intensity metrics. For more information, please see pages 40 and 43.
	b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 GHG emissions, and the related risks	<ul style="list-style-type: none"> • Scope 1 emissions (FY 2025): 638,894 MT CO₂e • Scope 2 emissions (FY 2025): 147, 165 MT CO₂e • Scope 3 emissions (FY 2024): 31,615,207 MT CO₂e For more information, please see page 40.
	c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets	We have set the following targets, both approved by the SBTi: <ul style="list-style-type: none"> • We commit to reduce absolute Scopes 1 and 2 GHG emissions by 32.5% by 2032 from a 2019 base year. • We also commit that 67% of suppliers (by emissions), covering purchased goods and services, have science-based targets by 2027. For more information, please see pages 40-42.

SASB INDEX

The below table provides data and information aligned with the Sustainability Accounting Standards Board (SASB) Food Retailers and Distributors guidelines.

ACCOUNTING METRIC	CODE	DISCLOSURE
Fleet Fuel Management		
1) Fleet fuel consumed	FB-FR-110a.1	1) 7,303,318 gigajoules (Gj)
2) Percentage renewable		2) 7%
Air Emissions From Refrigeration		
Gross global Scope 1 emissions from refrigerants	FB-FR-110b.1	144,162 MT CO ₂ e (excluding process emissions)
Percentage of refrigerants consumed with zero ozone-depleting potential	FB-FR-110b.2	93% by weight (lbs)
Average refrigerant emissions rate	FB-FR-110b.3	Not reported. For information about our refrigerant decarbonization initiatives, please see pages 45 and 47.
Energy Management		
1) Operational energy consumed	FB-FR-130a.1	1) 553,698 MWh
2) Percentage grid electricity		2) 98%
3) Percentage renewable		3) 2%
Food Waste Management		
1) Amount of food waste generated	FB-FR-150a.1	1) Not reported.
2) Percentage diverted from the waste stream		2) Not reported. For information about our waste management programs, please see page 48.

SASB Continued

ACCOUNTING METRIC

CODE

DISCLOSURE

Data Security

1) Number of data breaches	FB-FR-230a.1	Not reported. For information about our cybersecurity and data privacy programs, please see page 14.
2) Percentage involving personally identifiable information (PII)		
3) Number of customers affected		

Description of approach to identifying and addressing data-security risks	FB-FR-230a.2	We operate a risk-driven cybersecurity model that integrates leading security technologies, leverages both internal expertise and carefully selected external partners, and unites teams across the Company to consistently strengthen our defensive posture. For more information, please see page 14.
--	---------------------	---

Food Safety

High-risk food safety violation rate	FB-FR-250a.1	Not reported. For information about our food safety and quality programs, please see page 26.
---	---------------------	---

1) Number of recalls	FB-FR-250a.2	Not reported. For information about our food safety and quality programs, please see page 26.
2) Number of units recalled		
3) Percentage of units recalled that are private-label products		

Product Health & Nutrition

Revenue from products labeled and/or marketed to promote health and nutrition attributes	FB-FR-260a.1	Not reported. For information about our differentiated product programs, please see pages 16-20.
---	---------------------	--

Discussion of the process to identify and manage products and ingredients related to nutritional and health concerns among consumers	FB-FR-260a.2	Our Serve You® program offers certified gluten-free products, plant-forward options, and products made without any ingredients included on the US Foods® Unpronounceables List™.12 For more information, see page 20.
---	---------------------	---

SASB Continued

ACCOUNTING METRIC

CODE

DISCLOSURE

Product Labeling & Marketing

Number of incidents of non-compliance with industry or regulatory labeling and/or marketing codes

FB-FR-270a.1

Not reported.

Total amount of monetary losses as a result of legal proceedings associated with marketing and/or labeling practices

FB-FR-270a.2

US Foods® discloses material legal and regulatory issues in our annual [Form 10-K](#) and quarterly 10-Qs.

Revenue from products labeled as 1) Containing genetically modified organisms (GMOs) and 2) Non-GMO

FB-FR-270a.3

Our Serve Good® program includes products designed to provide additional transparency about how foods are grown, harvested, and processed to help protect biodiversity and workers' rights, including products or ingredients that are Non-GMO Project Verified. For more information, please see page 18.

Labor Practices

1) Average hourly wage

FB-FR-310a.1

Not reported.

2) Percentage of in-store and distribution-center employees earning minimum wage, by region

Percentage of active workforce covered under collective bargaining agreements

FB-FR-310a.2

For information about our collective bargaining agreements, please see our Form 10-K.

1) Number of work stoppages

FB-FR-310a.3

Not reported.

2) Total days idle

Total amount of monetary losses as a result of legal proceedings associated with 1) Labor law violations and 2) Employment discrimination

FB-FR-310a.4

US Foods discloses material legal and regulatory issues in our annual Form 10-K and quarterly 10-Qs.

SASB Continued

ACCOUNTING METRIC

CODE

DISCLOSURE

Management of Environmental & Social Impacts in the Supply Chain

Revenue from products third-party certified to environmental or social sustainability sourcing standard

FB-FR-430a.1

\$1 billion. Our Serve Good® portfolio of Exclusive Brands² products feature third-party-certifications including Fair Trade, Rainforest Alliance, USDA Organic, and Non-GMO Project Verified. For more information, please see pages 18-19.

Percentage of revenue from 1) Eggs that originated from a cage-free environment and 2) Pork produced without the use of gestation crates

FB-FR-430a.2

Not reported. For information about our animal care requirements, please see page 23.

Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare

FB-FR-430a.3

We assess environmental and social risks through our Enterprise Risk Management (ERM) process, as well as our overall sustainability approach. Where applicable, we also seek third-party support and insights to further identify risks and opportunities. If risks are identified, they are managed within the ERM process, which is led by our Internal Audit function with oversight by our Executive Leadership Team and the Audit Committee of our Board of Directors. For more information, please see page 12 for ethics and compliance, page 13 for human rights (including our Supplier Code of Conduct), page 23 for animal care, pages 38-39 for climate risk management, and pages 49-51 for specific supply chain risks.

Discussion of strategies to reduce the environmental impact of packaging

FB-FR-430a.4

We maintain defined standards for suppliers to follow with respect to all Exclusive Brands product packaging, as well as additional requirements for Exclusive Brands products in our Serve Good portfolio. For more information, please see pages 21-22.

SASB Continued

ACCOUNTING METRIC

CODE

DISCLOSURE

Activity Metric		
Number of 1) Retail locations and 2) Distribution centers	FB-FR-000.A	1) 90+ 2) 70+
Total area of 1) Retail space and 2) Distribution centers	FB-FR-000.B	1) 2+ million square feet 2) 20+ million square feet
Number of vehicles in commercial fleet	FB-FR-000.C	6,500+
Ton miles travelled	FB-FR-000.D	Not reported. We continuously look to optimize new technology to reduce the miles driven and have reduced the miles per customer delivery to 0.65 miles. In 2025, 470,000 fewer miles were driven compared to 2022, despite 8% more cases delivered during the same timeframe. For more information, please see pages 44-45.

2025 WORKFORCE METRICS²³

Board of Directors	Total
Male	63%
Female	38%
American Indian/Alaska Native	0%
Asian	13%
Black/African American	13%
Hispanic/Latino	0%
Native Hawaiian/Pacific Islander	0%
Two or More Races	0%
White	88%
Not Specified	0%

Senior Directors and Directors	Total
Male	67%
Female	33%
American Indian/Alaska Native	<1%
Asian	6%
Black/African American	5%
Hispanic/Latino	4%
Native Hawaiian/Pacific Islander	0%
Two or More Races	2%
White	83%
Not Specified	0%

Individual Contributors	Total
Male	69%
Female	31%
American Indian/Alaska Native	<1%
Asian	3%
Black/African American	6%
Hispanic/Latino	12%
Native Hawaiian/Pacific Islander	<1%
Two or More Races	3%
White	74%
Not Specified	1%

Executive Leadership Team	Total
Male	100%
Female	0%
American Indian/Alaska Native	0%
Asian	0%
Black/African American	0%
Hispanic/Latino	0%
Native Hawaiian/Pacific Islander	0%
Two or More Races	0%
White	100%
Not Specified	0%

Leadership (Director and Above)	Total
Male	69%
Female	31%
American Indian/Alaska Native	<1%
Asian	5%
Black/African American	4%
Hispanic/Latino	4%
Native Hawaiian/Pacific Islander	0%
Two or More Races	2%
White	85%
Not Specified	0%

All Associates	Total
Male	82%
Female	18%
American Indian/Alaska Native	1%
Asian	3%
Black/African American	20%
Hispanic/Latino	20%
Native Hawaiian/Pacific Islander	1%
Two or More Races	3%
White	51%
Not Specified	1%

Senior VPs and VPs	Total
Male	70%
Female	30%
American Indian/Alaska Native	0%
Asian	3%
Black/African American	2%
Hispanic/Latino	2%
Native Hawaiian/Pacific Islander	0%
Two or More Races	1%
White	92%
Not Specified	0%

Managers	Total
Male	61%
Female	39%
American Indian/Alaska Native	<1%
Asian	9%
Black/African American	5%
Hispanic/Latino	6%
Native Hawaiian/Pacific Islander	<1%
Two or More Races	2%
White	77%
Not Specified	<1%

GLOSSARY

- 1 All figures as of fiscal year 2025.
- 2 Exclusive Brands (private label) products are sold under US Foods® brands, while manufacturer-branded products are other companies' products we stock for the convenience of our customers.
- 3 Includes both Serve Good® and Progress Check® products.
- 4 Compared to 2024.
- 5 These products do not contain any ingredients included on the US Foods Unpronounceables List™.
- 6 Serve Local™ products are sourced from either within 400 miles of where the products ship to our customers or from within the state where the products ship to our customers.
- 7 Fuel intensity is defined as gallons of fuel used per case delivered.
- 8 Energy intensity is defined as kilowatt hours of electricity used per case delivered.
- 9 Compared to our 2019 base year.
- 10 Compared to 2022.
- 11 The Sustainability Accounting Standards Board (SASB) is part of the International Sustainability Standards Board (ISSB) of the International Financial Reporting Standards (IFRS) Foundation.
- 12 Processing aids and potential cross-contact during production are not in the scope of the US Foods Unpronounceables List program. Visit our [website](#) to view the full Unpronounceables List.
- 13 We define plant-based as a finished product that is made with ingredients derived from plants—including vegetables, fruits, whole grains, nuts, seeds, and/or legumes. Additionally, fungi and algae, although not technically plants, will also be considered as plant-based ingredients. Products eligible are meat, seafood, egg, and dairy alternative products that do not contain any animal-derived ingredients. Ingredients that are not of plant or animal origin are permitted.
- 14 To be considered vegan by US Foods, the product cannot contain any ingredients that are of animal origin, including milk, eggs, honey, beeswax, and gelatin. Our suppliers make reasonable efforts to avoid cross-contact with animal-based ingredients.
- 15 To be considered vegetarian by US Foods, the product cannot contain any ingredients that are of animal origin, except that milk, eggs, honey, and beeswax may be used. Our suppliers make reasonable efforts to avoid cross-contact with other animal-based ingredients.
- 16 According to a 2024 Gluten-Free Products Market Analysis by Technavio.
- 17 Certain categories of products that are consistent with our product sustainability priorities may be included in the Serve Good product portfolio, even when an established third-party certification program is not available in that category, as described in our [Serve Good Program Policy](#).
- 18 According to the 2024 Midyear Trends Report by Datassentials.
- 19 Certain jurisdictions have specific cage-free housing requirements for egg-laying hens, and US Foods requires its suppliers to comply with applicable laws.
- 20 In 2025, improved accounting by removing secondary product codes resulted in adjusted metrics even though US Foods did not remove any cage-free Exclusive Brands egg products from our portfolio.
- 21 Our Aspire to Grow program, which targets high-potential manager and director-level associates, and Aspire to Lead program, which targets higher leadership levels, are offered in alternating years. Aspire to Lead was offered in 2025.
- 22 Total Scope 3 greenhouse gas emissions (GHG) decreased by 40% compared to 2023 due primarily to improved data—specifically country of origin data—and resulting changes to applicable emissions factors. Scope 3 categories 8, 9, 11, 13, and 14 are not relevant to US Foods.
- 23 Totals may not equal 100% due to rounding.
- 24 This target was approved by the Science Based Targets initiative (SBTi) in 2022.
- 25 During our 2025 review, we identified an error in the 2024 Scopes 1 and 2 GHG inventory related to an incorrect refrigerant emissions factor. Total 2024 Scopes 1 and 2 emissions were 725,902 MT CO₂e (Scope 1: 577,391 MT CO₂e; Scope 2: 148,511 MT CO₂e). This correction impacts target progress; as of year-end 2024, US Foods achieved a 13% absolute reduction in Scopes 1 and 2 emissions from the 2019 baseline.
- 26 Emissions intensity is defined as MT CO₂e per case delivered.
- 27 The latest year for which data is available. 2025 Scope 3 GHG emissions will be reported in US Foods' annual CDP Response.
- 28 Across the business since 2019.
- 29 The B6.7N, L9N, X12N have been EPA/CARB-certified to 0.02 gm NO_x, which is 90% below the EPA 0.2 gm regulation, according to X15N (2024) | Cummins Inc.
- 30 Based on the California Air Resources Board life cycle analysis of carbon intensities using the CA-GREET model.
- 31 In markets where there is a like-for-like comparison and no significant operational changes took place during the year.
- 32 US Foods participates in trade associations for education, research, and networking purposes. The Company's participation contributes to the funding of these organizations in the form of membership dues, fees for conferences, or other educational programming, and/or subscriptions. To our knowledge, the Company has not been actively involved with any of these organizations' efforts to influence policy, law, or regulations that may impact the climate, if any.
- 33 Waste and oil savings refer to the reduction of oil and energy used to produce a retread unit compared to a new tire, based on the US Retread Report.
- 34 We use the [Accountability Framework initiative \(AFi\)](#) definitions of deforestation and conversion, available on the AFi website.
- 35 All references to palm oil volume are inclusive of palm kernel oil.
- 36 Direct soy refers to soybeans and soy-derived products that are intentionally and directly sourced as products or product ingredients and that enter the Company's supply chain in their own right, rather than indirectly through another commodity.
- 37 As defined in our [Responsibly Sourced Palm Oil Policy](#).
- 38 The Exclusive Brands seafood products in scope for our [Responsibly Sourced Seafood Policy](#) are those managed by the US Foods Seafood Category Management team and include non- or minimally processed seafood, including fresh, frozen, and canned finfish and shellfish products. Further processed products, such as prepared foods containing seafood or seafood-based soup products, are not in the scope of this policy.
- 39 Endangered and critically endangered seafood species are those currently included on the Convention on International Trade in Endangered Species (CITES) Appendix I or II.
- 40 US Foods previously had a commitment that 100% of Harbor Banks® Exclusive Brands seafood products meet our Serve Good or Progress Check standards. With our new Seafood Policy, we have decoupled our responsible seafood targets from the Harbor Banks brand, instead including all of our Exclusive Brands. However, our Harbor Banks offerings continue to make up a significant part of our Exclusive Brands seafood portfolio and include many products that are part of our Serve Good and Progress Check programs.



US Foods®
9399 West Higgins Road, Suite 100
Rosemont, IL 60018
www.usfoods.com

If you have any questions regarding this report, please contact us at esg@usfoods.com.

June 2026

© All trademarks belong to their respective owners. All rights reserved.