



US Foods, Inc.

2024 CDP Corporate Questionnaire 2024

Word version

Important: this export excludes unanswered questions

This document is an export of your organization's CDP questionnaire response. It contains all data points for questions that are answered or in progress. There may be questions or data points that you have been requested to provide, which are missing from this document because they are currently unanswered. Please note that it is your responsibility to verify that your questionnaire response is complete prior to submission. CDP will not be liable for any failure to do so.

[Terms of disclosure for corporate questionnaire 2024 - CDP](#)

Contents

C1. Introduction

(1.1) In which language are you submitting your response?

Select from:

- English

(1.2) Select the currency used for all financial information disclosed throughout your response.

Select from:

- USD

(1.3) Provide an overview and introduction to your organization.

(1.3.2) Organization type

Select from:

- Publicly traded organization

(1.3.3) Description of organization

US Foods is among America's great food companies and leading foodservice distributors. Built through organic growth and acquisitions, we trace our roots back over 150 years to a number of heritage companies with rich legacies in food innovation and customer service. We strive to inspire and empower chefs and foodservice operators to bring great food experiences to consumers. This mission is supported by our strategy of GREAT FOOD. MADE EASY, which is centered on providing customers with the innovative products, business support and technology solutions they need to operate their businesses profitably. We operate as one business with standardized business processes, shared systems infrastructure, and an organizational model that optimizes national scale with local execution, allowing us to manage our business as a single operating segment. We have centralized activities where scale matters and our local field structure focuses on customer-facing activities. We supply approximately 250,000 customer locations nationwide. These customer locations include independent restaurants, chain restaurants, healthcare, hospitality, education, and other customers. We provide fresh, frozen, and dry food products, as well as non-food items, sourced from thousands of suppliers. Approximately 4,000 sales associates manage customer relationships at local, regional, and national levels. Our sales associates are supported by sophisticated marketing and category management capabilities, as well as a sales support team that includes world-class chefs and restaurant operations consultants, new business development managers, and others that help us provide more comprehensive service to our customers. Our extensive network of over 70 distribution facilities and fleet of over 6,500 trucks, along with approximately 90 cash and carry locations, allow us to operate efficiently and provide high levels of customer service. This operating model allows us to leverage our nationwide scale and footprint while executing locally.

[Fixed row]

(1.4) State the end date of the year for which you are reporting data. For emissions data, indicate whether you will be providing emissions data for past reporting years.

	End date of reporting year	Alignment of this reporting period with your financial reporting period	Indicate if you are providing emissions data for past reporting years
	12/30/2023	<i>Select from:</i> <input checked="" type="checkbox"/> Yes	<i>Select from:</i> <input checked="" type="checkbox"/> No

[Fixed row]

(1.4.1) What is your organization's annual revenue for the reporting period?

35600000000

(1.5) Provide details on your reporting boundary.

	Is your reporting boundary for your CDP disclosure the same as that used in your financial statements?
	<i>Select from:</i> <input checked="" type="checkbox"/> Yes

[Fixed row]

(1.6) Does your organization have an ISIN code or another unique identifier (e.g., Ticker, CUSIP, etc.)?

	Does your organization use this unique identifier?	Provide your unique identifier
Ticker symbol	Select from: <input checked="" type="checkbox"/> Yes	USFD

[Add row]

(1.7) Select the countries/areas in which you operate.

Select all that apply

United States of America

(1.11) Are greenhouse gas emissions and/or water-related impacts from the production, processing/manufacturing, distribution activities or the consumption of your products relevant to your current CDP disclosure?

Production

(1.11.1) Relevance of emissions and/or water-related impacts

Select from:

Value chain (excluding own land)

(1.11.2) Primary reason emissions and/or water-related impacts from this activity are not relevant

Select from:

Judged to be unimportant or not relevant

(1.11.3) Explain why emissions and/or water-related impacts from this activity are not relevant

US Foods does not own land for agriculture or forestry purposes.

Processing/ Manufacturing

(1.11.1) Relevance of emissions and/or water-related impacts

Select from:

- Direct operations

Distribution

(1.11.1) Relevance of emissions and/or water-related impacts

Select from:

- Direct operations

Consumption

(1.11.1) Relevance of emissions and/or water-related impacts

Select from:

- No

(1.11.2) Primary reason emissions and/or water-related impacts from this activity are not relevant

Select from:

- Judged to be unimportant or not relevant

(1.11.3) Explain why emissions and/or water-related impacts from this activity are not relevant

US Foods is primarily a foodservice distribution company. Due to the nature and variety of sold products to the Company's final users, being the restaurants and other entities that we supply, it is difficult to accurately estimate the products' end destinations and use. While some products do require a minor degree of processing and cooking, cooking falling within indirect use-phase emissions, most sold products are pre-processed when sold by the Company and so we assume minimal emissions from processing and consumption.

[Fixed row]

(1.22) Provide details on the commodities that you produce and/or source.

Timber products

(1.22.1) Produced and/or sourced

Select from:

- Sourced

(1.22.2) Commodity value chain stage

Select all that apply

- Retailing

(1.22.4) Indicate if you are providing the total commodity volume that is produced and/or sourced

Select from:

- No, the total volume is confidential

(1.22.14) In the questionnaire setup did you indicate that you are disclosing on this commodity?

Select from:

- No, not disclosing

(1.22.16) Reason for not disclosing

Select all that apply

- Not an immediate strategic priority

(1.22.18) Explanation for not disclosing

Forests-related responses in this CDP response are focused on the commodities in our Exclusive Brands products that may pose the Company's highest deforestation risk overall based on a deforestation and land conversion risk assessment completed in 2023. Specifically, related responses focus on crude palm oil (CPO), crude palm kernel oil (CPKO), and palm oil derivatives used in the Company's Exclusive Brands products.

Palm oil

(1.22.1) Produced and/or sourced

Select from:

- Sourced

(1.22.2) Commodity value chain stage

Select all that apply

- Retailing

(1.22.4) Indicate if you are providing the total commodity volume that is produced and/or sourced

Select from:

- Yes, we are providing the total volume

(1.22.5) Total commodity volume (metric tons)

10014

(1.22.8) Did you convert the total commodity volume from another unit to metric tons?

Select from:

- Yes

(1.22.9) Original unit

Select all that apply

- Pounds

(1.22.10) Provide details of the methods, conversion factors used and the total commodity volume in the original unit

To calculate total palm volume from pounds to metric tons, a conversion factor of 2204.6226218488 pounds to 1 metric ton was used.

(1.22.11) Form of commodity

Select all that apply

- Crude palm kernel oil (CPKO)
- Crude palm oil (CPO)
- Palm oil derivatives

(1.22.14) In the questionnaire setup did you indicate that you are disclosing on this commodity?

Select from:

- Yes, disclosing

(1.22.15) Is this commodity considered significant to your business in terms of revenue?

Select from:

- No

(1.22.19) Please explain

Approximately 1% of the products in the Company's Exclusive Brands products portfolio were confirmed in the reporting year to contain CPO or CPKO. However, a 2023 deforestation and land conversion risk assessment for the Company's Exclusive Brands products concluded, after overlaying geographic data, that palm oil and soy from specific regions may pose the highest deforestation risks overall within our Exclusive Brands product portfolio. This assessment has been a key first step to help us understand where to further investigate deforestation risk in our Exclusive Brands portfolio.

Cattle products

(1.22.1) Produced and/or sourced

Select from:

- Sourced

(1.22.2) Commodity value chain stage

Select all that apply

- Retailing

(1.22.4) Indicate if you are providing the total commodity volume that is produced and/or sourced

Select from:

- No, the total volume is confidential

(1.22.14) In the questionnaire setup did you indicate that you are disclosing on this commodity?

Select from:

- No, not disclosing

(1.22.16) Reason for not disclosing

Select all that apply

- Not an immediate strategic priority

(1.22.18) Explanation for not disclosing

Forests-related responses in this CDP response are focused on the commodities in our Exclusive Brands products that may pose the Company's highest deforestation risk overall based on a deforestation and land conversion risk assessment completed in 2023. Specifically, related responses focus on crude palm oil (CPO), crude palm kernel oil (CPKO), and palm oil derivatives used in the Company's Exclusive Brands products.

Soy

(1.22.1) Produced and/or sourced

Select from:

- Sourced

(1.22.2) Commodity value chain stage

Select all that apply

- Retailing

(1.22.3) Indicate if you have direct soy and/or embedded soy in your value chain

Select from:

- Mixture of embedded soy and direct soy

(1.22.4) Indicate if you are providing the total commodity volume that is produced and/or sourced

Select from:

- No, the total volume is confidential

(1.22.14) In the questionnaire setup did you indicate that you are disclosing on this commodity?

Select from:

- No, not disclosing

(1.22.16) Reason for not disclosing

Select all that apply

- Not an immediate strategic priority

(1.22.18) Explanation for not disclosing

Forests-related responses in this CDP response are focused on the commodities in our Exclusive Brands products that may pose the Company's highest deforestation risk overall based on a deforestation and land conversion risk assessment completed in 2023. Specifically, related responses focus on crude palm oil (CPO), crude palm kernel oil (CPKO), and palm oil derivatives used in the Company's Exclusive Brands products.

Cocoa

(1.22.1) Produced and/or sourced

Select from:

- Sourced

(1.22.2) Commodity value chain stage

Select all that apply

- Retailing

(1.22.4) Indicate if you are providing the total commodity volume that is produced and/or sourced

Select from:

- No, the total volume is confidential

(1.22.14) In the questionnaire setup did you indicate that you are disclosing on this commodity?

Select from:

- No, not disclosing

(1.22.16) Reason for not disclosing

Select all that apply

- Not an immediate strategic priority

(1.22.18) Explanation for not disclosing

Forests-related responses in this CDP response are focused on the commodities in our Exclusive Brands products that may pose the Company's highest deforestation risk overall based on a deforestation and land conversion risk assessment completed in 2023. Specifically, related responses focus on crude palm oil (CPO), crude palm kernel oil (CPKO), and palm oil derivatives used in the Company's Exclusive Brands products.

Coffee

(1.22.1) Produced and/or sourced

Select from:

- Sourced

(1.22.2) Commodity value chain stage

Select all that apply

- Retailing

(1.22.4) Indicate if you are providing the total commodity volume that is produced and/or sourced

Select from:

No, the total volume is confidential

(1.22.14) In the questionnaire setup did you indicate that you are disclosing on this commodity?

Select from:

No, not disclosing

(1.22.16) Reason for not disclosing

Select all that apply

Not an immediate strategic priority

(1.22.18) Explanation for not disclosing

Forests-related responses in this CDP response are focused on the commodities in our Exclusive Brands products that may pose the Company's highest deforestation risk overall based on a deforestation and land conversion risk assessment completed in 2023. Specifically, related responses focus on crude palm oil (CPO), crude palm kernel oil (CPKO), and palm oil derivatives used in the Company's Exclusive Brands products.

[Fixed row]

(1.23) Which of the following agricultural commodities that your organization produces and/or sources are the most significant to your business by revenue?

Other commodity

(1.23.1) Produced and/or sourced

Select from:

Sourced

(1.23.2) % of revenue dependent on this agricultural commodity

Select from:

31-40%

(1.23.3) Is this commodity considered significant to your business in terms of revenue?

Select from:

- Yes

(1.23.4) Please explain

As reported in the Company's Form 10-K, the sales mix for our principal product categories for fiscal year 2023, the reporting year, details "Meats and Seafood" as 12.0 billion in sales as part of the Company's total 35.6 billion in revenue. "Meats and Seafood" is defined as beef, pork, poultry, and seafood.

[Fixed row]

(1.24) Has your organization mapped its value chain?

(1.24.1) Value chain mapped

Select from:

- No, but we plan to do so within the next two years

(1.24.8) Primary reason for not mapping your upstream value chain or any value chain stages

Select from:

- Other, please specify :Mapping in progress

(1.24.9) Explain why your organization has not mapped its upstream value chain or any value chain stages

In 2023, US Foods began working with a third party to help identify the risk of deforestation and land conversion in our Exclusive Brands products supply chain. Through this strategic partnership, we have established a three-year plan to assess the Company's risks and impacts, develop key policies and create implementation systems, supply chain mapping and supplier risk assessments for select commodities and Exclusive Brands products to help mitigate deforestation risk in our Exclusive Brands products supply chain. We are currently completing supply chain mapping and assessment for the majority of crude palm oil (CPO), crude palm kernel oil (CPKO), and palm oil derivatives used in US Foods' Exclusive Brands products, to the mill-level.

[Fixed row]

(1.24.1) Have you mapped where in your direct operations or elsewhere in your value chain plastics are produced, commercialized, used, and/or disposed of?

(1.24.1.1) Plastics mapping

Select from:

- No, and we do not plan to within the next two years

(1.24.1.5) Primary reason for not mapping plastics in your value chain

Select from:

- Not an immediate strategic priority

(1.24.1.6) Explain why your organization has not mapped plastics in your value chain

While product development and innovation for US Foods' Serve Good Exclusive Brands product program includes a focus on responsible disposables, including disposables that can serve as alternatives to traditional single use plastic products, plastics are not explicitly addressed within the Company's longstanding sustainability focus on ensuring the safety of our associates, maintaining a diverse and inclusive workplace, innovating and differentiating our products, improving the efficiency of our fleet and facilities, and operating as an environmentally- and socially-conscious business.

[Fixed row]

C2. Identification, assessment, and management of dependencies, impacts, risks, and opportunities

(2.1) How does your organization define short-, medium-, and long-term time horizons in relation to the identification, assessment, and management of your environmental dependencies, impacts, risks, and opportunities?

Short-term

(2.1.1) From (years)

0

(2.1.3) To (years)

2

(2.1.4) How this time horizon is linked to strategic and/or financial planning

In the short-term, US Foods' strategic and financial planning focuses on more immediate regulatory compliance and operational efficiencies in order to minimize environmental impacts and risks. The Company attempts to prioritize quick-win initiatives that we believe will enhance resource efficiencies and reduce costs, while also addressing urgent environmental concerns.

Medium-term

(2.1.1) From (years)

3

(2.1.3) To (years)

5

(2.1.4) How this time horizon is linked to strategic and/or financial planning

In the medium-term, US Foods continues to integrate sustainable practices and resource management into operations in order to reduce dependencies and to capitalize on emerging opportunities. This includes investing in eco-friendly technologies and processes that support the Company's growth while also mitigating medium-term risks, such as those associated with resource scarcity and environmental regulations.

Long-term

(2.1.1) From (years)

5

(2.1.2) Is your long-term time horizon open ended?

Select from:

No

(2.1.3) To (years)

10

(2.1.4) How this time horizon is linked to strategic and/or financial planning

Long-term planning is aligned with the Company's vision for sustainable growth, continuing to invest in innovation and partnerships that will drive environmental resilience. US Foods aims to future-proof our business, including by considering global sustainability trends, ensuring the Company remains adaptable and competitive in this ever-changing environmental landscape.

[Fixed row]

(2.2) Does your organization have a process for identifying, assessing, and managing environmental dependencies and/or impacts?

	Process in place	Dependencies and/or impacts evaluated in this process
	<p>Select from:</p> <p><input checked="" type="checkbox"/> Yes</p>	<p>Select from:</p> <p><input checked="" type="checkbox"/> Both dependencies and impacts</p>

[Fixed row]

(2.2.1) Does your organization have a process for identifying, assessing, and managing environmental risks and/or opportunities?

	Process in place	Risks and/or opportunities evaluated in this process	Is this process informed by the dependencies and/or impacts process?
	<p>Select from:</p> <p><input checked="" type="checkbox"/> Yes</p>	<p>Select from:</p> <p><input checked="" type="checkbox"/> Both risks and opportunities</p>	<p>Select from:</p> <p><input checked="" type="checkbox"/> Yes</p>

[Fixed row]

(2.2.2) Provide details of your organization's process for identifying, assessing, and managing environmental dependencies, impacts, risks, and/or opportunities.

Row 1

(2.2.2.1) Environmental issue

Select all that apply

- Climate change
- Forests

Biodiversity

(2.2.2.2) Indicate which of dependencies, impacts, risks, and opportunities are covered by the process for this environmental issue

Select all that apply

- Dependencies
- Impacts
- Risks
- Opportunities

(2.2.2.3) Value chain stages covered

Select all that apply

- Direct operations
- Upstream value chain
- Downstream value chain

(2.2.2.4) Coverage

Select from:

- Full

(2.2.2.7) Type of assessment

Select from:

- Qualitative and quantitative

(2.2.2.8) Frequency of assessment

Select from:

- More than once a year

(2.2.2.9) Time horizons covered

Select all that apply

- Short-term
- Medium-term
- Long-term

(2.2.2.10) Integration of risk management process

Select from:

- Integrated into multi-disciplinary organization-wide risk management process

(2.2.2.11) Location-specificity used

Select all that apply

- Not location specific

(2.2.2.12) Tools and methods used

Enterprise Risk Management

- Enterprise Risk Management

Other

- External consultants
- Internal company methods
- Partner and stakeholder consultation/analysis

(2.2.2.13) Risk types and criteria considered

Acute physical

- Other acute physical risk, please specify :Extreme, and occasionally prolonged, weather conditions, including hurricanes, tornadoes, blizzards, and extreme cold

Chronic physical

Other chronic physical driver, please specify :Delays caused by interruption in production and increases in product costs based on actions and conditions outside the Company's control, including but not limited to severe weather and climate conditions

Policy

Changes to national legislation

Market

Changing customer behavior

Other market, please specify :Fuel price

Reputation

Other reputation, please specify :Negative reaction from the media, stockholders, activists and other interested stakeholders, and any perception that we have failed to act responsibly regarding climate change, whether or not valid

Technology

Transition to lower emissions technology and products

Liability

Non-compliance with regulations

Other liability, please specify :Product liability claims

(2.2.2.14) Partners and stakeholders considered

Select all that apply

Customers

Employees

Investors

Regulators

Suppliers

(2.2.2.15) Has this process changed since the previous reporting year?

Select from:

No

(2.2.2.16) Further details of process

US Foods leverages an Enterprise Risk Management (ERM) process to identify, assess, prioritize, mitigate, and monitor the Company's top enterprise-wide risks. Environmental risks are addressed as part of this process. Such risk management topics are reviewed and discussed on a regular basis among our leadership team across the entire organization. Consideration of such risks is implemented as part of the Company's operating and investment decision-making process, in all aspects of our business. The responsibilities of subject matter experts and business owners as they relate to managing and mitigating any identified environmental dependencies, impacts, risks, and opportunities are captured and integrated within the Company's overall sustainability approach, organized into three strategic sustainability pillars: Products, People, and Planet. This work includes initiatives and policies developed around the Company's commitment to provide a growing portfolio of Exclusive Brands products for our customers that offer environmental benefits and that are developed in collaboration with suppliers that support our sustainable product programs, as well as engaging in best practices to improve the efficiency of our facilities and fleet and to help reduce the environmental footprint of our direct operations. In their roles as subject matter experts and business owners, associates might also engage or consult with external consultants, customers, suppliers, stockholders, or other stakeholders to receive input on relevant dependencies, impacts, risks, or opportunities. For example, we 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. These discussions provide opportunities for robust dialogue and feedback. We engage directly with our customers through a variety of presentations and meetings and provide regular updates to US Foods' Supplier Advisory Council, where sustainability topics are discussed as appropriate.

[Add row]

(2.2.7) Are the interconnections between environmental dependencies, impacts, risks and/or opportunities assessed?

(2.2.7.1) Interconnections between environmental dependencies, impacts, risks and/or opportunities assessed

Select from:

Yes

(2.2.7.2) Description of how interconnections are assessed

The Company's ERM process involves cross-functional teams from sustainability, operations, finance, and legal departments to identify and assess environmental risks so the Company can prioritize actions that reduce environmental risks while also identifying opportunities for sustainable innovation and cost savings.

[Fixed row]

(2.3) Have you identified priority locations across your value chain?

(2.3.1) Identification of priority locations

Select from:

- No, and we do not plan to within the next two years

(2.3.7) Primary reason for not identifying priority locations

Select from:

- Lack of internal resources, capabilities, or expertise (e.g., due to organization size)

(2.3.8) Explain why you do not identify priority locations

The Company has limited resources to conduct thorough assessments of all locations and focuses on locations with immediate issues instead of comprehensive prioritization.

[Fixed row]

(2.4) How does your organization define substantive effects on your organization?

Risks

(2.4.1) Type of definition

Select all that apply

- Qualitative
- Quantitative

(2.4.2) Indicator used to define substantive effect

Select from:

- Other, please specify :Total annual EBITDA, operational, and reputational impact

(2.4.6) Metrics considered in definition

Select all that apply

- Frequency of effect occurring
- Time horizon over which the effect occurs
- Likelihood of effect occurring

(2.4.7) Application of definition

US Foods defines substantive effects as impacts that significantly affect our financial performance. These impacts are typically measured in terms of total annual EBITDA impact but also on operational and reputational impact.

Opportunities

(2.4.1) Type of definition

Select all that apply

- Qualitative
- Quantitative

(2.4.2) Indicator used to define substantive effect

Select from:

- Other, please specify :Total annual EBITDA, operational, and reputational impact

(2.4.6) Metrics considered in definition

Select all that apply

- Frequency of effect occurring
- Time horizon over which the effect occurs
- Likelihood of effect occurring

(2.4.7) Application of definition

US Foods defines substantive effects as impacts that significantly affect our financial performance. These impacts are typically measured in terms of total annual EBITDA impact but also on operational and reputational impact.

[Add row]

C3. Disclosure of risks and opportunities

(3.1) Have you identified any environmental risks which have had a substantive effect on your organization in the reporting year, or are anticipated to have a substantive effect on your organization in the future?

Climate change

(3.1.1) Environmental risks identified

Select from:

Yes, both in direct operations and upstream/downstream value chain

Forests

(3.1.1) Environmental risks identified

Select from:

No

(3.1.2) Primary reason why your organization does not consider itself to have environmental risks in your direct operations and/or upstream/downstream value chain

Select from:

Evaluation in progress

(3.1.3) Please explain

In 2023, we began working with a third party to help identify risk of deforestation and land conversion in our Exclusive Brands products supply chain. Through this strategic partnership, we have established a three-year plan to assess the Company's deforestation risks and impacts, develop key policies and create implementation systems, supply chain mapping, and supplier risk assessments for select commodities and products to help mitigate deforestation risk in our Exclusive Brands products supply chain.

[Fixed row]

(3.1.1) Provide details of the environmental risks identified which have had a substantive effect on your organization in the reporting year, or are anticipated to have a substantive effect on your organization in the future.

Climate change

(3.1.1.1) Risk identifier

Select from:

Risk1

(3.1.1.3) Risk types and primary environmental risk driver

Market

Other market risk, please specify :Fuel price

(3.1.1.4) Value chain stage where the risk occurs

Select from:

Direct operations

(3.1.1.6) Country/area where the risk occurs

Select all that apply

United States of America

(3.1.1.9) Organization-specific description of risk

The Company is exposed to risk due to fluctuations in the price and availability of diesel fuel. US Foods requires significant quantities of diesel fuel for our vehicle fleet, and the price and supply of diesel fuel are unpredictable and fluctuate based on events outside our control, including geopolitical developments, supply and demand for oil and gas, regional production patterns, weather conditions, and environmental concerns. Increases in the cost of diesel fuel can negatively affect consumer confidence and discretionary spending and increase the prices we pay for products, and the costs we incur to deliver products to our customers.

(3.1.1.11) Primary financial effect of the risk

Select from:

- Increased direct costs

(3.1.1.12) Time horizon over which the risk is anticipated to have a substantive effect on the organization

Select all that apply

- Short-term

(3.1.1.13) Likelihood of the risk having an effect within the anticipated time horizon

Select from:

- More likely than not

(3.1.1.14) Magnitude

Select from:

- Medium-high

(3.1.1.16) Anticipated effect of the risk on the financial position, financial performance and cash flows of the organization in the selected future time horizons

Using current published market price projections for diesel and estimated fuel consumption needs, a hypothetical 10% unfavorable change in diesel prices from the market price could result in approximately 14 million in additional fuel cost on uncommitted volumes through December 2024.

(3.1.1.17) Are you able to quantify the financial effect of the risk?

Select from:

- Yes

(3.1.1.19) Anticipated financial effect figure in the short-term – minimum (currency)

14000000

(3.1.1.20) Anticipated financial effect figure in the short-term – maximum (currency)

(3.1.1.25) Explanation of financial effect figure

Using current published market price projections for diesel and estimated fuel consumption needs, a hypothetical 10% unfavorable change in diesel prices from the market price could result in approximately 14 million in additional fuel cost on uncommitted volumes through December 2024.

(3.1.1.26) Primary response to risk

Pricing and credits

Other pricing or credit, please specify :The Company typically directly offsets approximately 40% of the increases in fuel costs through fuel surcharges to customers and enters into forward purchase commitments for a portion of our projected diesel fuel requirements

(3.1.1.29) Description of response

The Company typically directly offsets approximately 40% of the increases in fuel costs through fuel surcharges to customers. We also enter into forward purchase commitments for a portion of our projected diesel fuel requirements. Additionally, the Company's activities to minimize fuel cost risk include route optimization, improving fleet utilization, assessing fuel surcharges, and enhancing fleet technology and transitioning to alternative fuel sources, including electric vehicles. In 2023, the Company achieved a reduction in miles driven by optimizing our truck routing and rightsizing our vehicles by route type to save fuel and reduce our emissions. Additionally, we completed the deployment of 40 electric trucks at our distribution center in La Mirada, California, which have successfully integrated into our fleet, having exceeded 250,000 miles driven in electric trucks as of March 2024. To support electric vehicles, we installed 65 charging stations at 8 locations. We also added 15 compressed natural gas (CNG) trucks to our fleet, bringing the Company's total CNG fleet to 90 vehicles. Additional initiatives aimed at leveraging alternative fuels include our renewable diesel (RD) conversions and we have converted to its use at all of our diesel fueling facilities in California. As a result of these and other initiatives, in 2023 the Company's rate of cases per mile was the highest ever in US Foods' history, the Company reduced the total number of miles driven by 7% since 2019, and the Company reduced fuel intensity (defined as gallons of fuel per case delivered) by 6% since our 2019 baseline.

Climate change

(3.1.1.1) Risk identifier

Select from:

Risk2

(3.1.1.3) Risk types and primary environmental risk driver

Policy

- Changes to regulation of existing products and services

(3.1.1.4) Value chain stage where the risk occurs

Select from:

- Direct operations

(3.1.1.6) Country/area where the risk occurs

Select all that apply

- United States of America

(3.1.1.9) Organization-specific description of risk

There is an increased focus around the world by regulatory and legislative bodies at all levels towards policies relating to climate change and the impact of global warming, including the regulation of greenhouse gas (GHG) emissions, energy usage, and sustainability efforts. Increased compliance costs and expenses due to the impacts of climate change on our business, as well as additional legal or regulatory requirements regarding climate change or designed to reduce or mitigate the effects of carbon dioxide and other GHG emissions on the environment, may cause disruptions in, or an increase in the costs associated with, the running of our business, particularly with regard to our distribution and supply chain operations. Moreover, compliance with any such legal or regulatory requirements may require that we implement changes to our business operations and strategy, which would lead the Company to devote substantial time and attention to these matters and cause us to incur additional costs. The effects of climate change, and legal or regulatory initiatives to address climate change, could have a long-term adverse impact on our business and results of operations.

(3.1.1.11) Primary financial effect of the risk

Select from:

- Increased indirect [operating] costs

(3.1.1.12) Time horizon over which the risk is anticipated to have a substantive effect on the organization

Select all that apply

- Short-term

(3.1.1.13) Likelihood of the risk having an effect within the anticipated time horizon

Select from:

Likely

(3.1.1.14) Magnitude

Select from:

Medium

(3.1.1.16) Anticipated effect of the risk on the financial position, financial performance and cash flows of the organization in the selected future time horizons

Increased compliance costs and expenses due to the impacts of climate change on our business, as well as additional legal or regulatory requirements regarding climate change or designed to reduce or mitigate the effects of carbon dioxide and other GHG emissions on the environment, may cause disruptions in, or an increase in the costs associated with, the running of our business, particularly with regard to our distribution and supply chain operations. Moreover, compliance with any such legal or regulatory requirements may require that we implement changes to our business operations and strategy, which would lead the Company to devote substantial time and attention to these matters and cause us to incur additional costs.

(3.1.1.17) Are you able to quantify the financial effect of the risk?

Select from:

No

(3.1.1.26) Primary response to risk

Compliance, monitoring and targets

Other compliance, monitoring or target, please specify :We are continually monitoring for regulatory updates and responding to updated requirements and guidance applicable to our business as we become aware of them

(3.1.1.29) Description of response

The various federal, state, and local requirements and guidance impacting our business continue to evolve, but we are continually monitoring for updates and responding to updated requirements and guidance applicable to our business as we become aware of them. For example, US Foods is subject to some emissions-related requirements, such as the Warehouse Actions and Investments to Reduce Emissions (WAIRE) program, introduced in 2021 by the South Coast Air Quality Management District (AQMD). The WAIRE program regulates warehouse facilities larger than 100,000 square feet to reduce emissions. Under this program, our distribution centers within the jurisdiction of South Coast AQMD, including our Corona, Fontana and La Mirada, California facilities, are required to monitor and report

on trucks delivering to or picking up goods to ensure WAIRE emissions reduction standards are met. To help ensure adherence to these standards, the Company deployed 40 electric trucks at our La Mirada distribution center in 2023 and collaborated internally with our facilities team to install 65 electric vehicle charging stations at 8 different US Foods locations. The Company also maintains all necessary vehicle tracking and reporting to meet the requirements of the WAIRE program.

Climate change

(3.1.1.1) Risk identifier

Select from:

- Risk3

(3.1.1.3) Risk types and primary environmental risk driver

Acute physical

- Other acute physical risk, please specify :Extreme, and occasionally prolonged, weather conditions, including hurricanes, tornadoes, blizzards, and extreme cold

(3.1.1.4) Value chain stage where the risk occurs

Select from:

- Direct operations

(3.1.1.6) Country/area where the risk occurs

Select all that apply

- United States of America

(3.1.1.9) Organization-specific description of risk

Extreme weather conditions, whether caused by global climate change or otherwise, may interrupt our operations in such areas. Furthermore, extreme weather conditions may disrupt critical infrastructure in the United States and interrupt or impede access to our customers' facilities, reduce the number of consumers who visit our customers' facilities, interrupt our suppliers' production or shipments or increase our suppliers' product costs, all of which could have an adverse effect on our business, financial condition, and results of operations.

(3.1.1.11) Primary financial effect of the risk

Select from:

- Increased direct costs

(3.1.1.12) Time horizon over which the risk is anticipated to have a substantive effect on the organization

Select all that apply

- Short-term

(3.1.1.13) Likelihood of the risk having an effect within the anticipated time horizon

Select from:

- More likely than not

(3.1.1.14) Magnitude

Select from:

- Medium

(3.1.1.16) Anticipated effect of the risk on the financial position, financial performance and cash flows of the organization in the selected future time horizons

Extreme weather conditions may disrupt critical infrastructure in the United States and interrupt or impede access to our customers' facilities, reduce the number of consumers who visit our customers' facilities, interrupt our suppliers' production or shipments or increase our suppliers' product costs, all of which could have an adverse effect on our business, financial condition, and results of operations.

(3.1.1.17) Are you able to quantify the financial effect of the risk?

Select from:

- No

(3.1.1.26) Primary response to risk

Policies and plans

- Other policies or plans, please specify :The Company's business continuity team manages a Command Center out of Tempe, Arizona to oversee advanced preparation strategies for mitigating the impact of extreme weather events on our business

(3.1.1.29) Description of response

The Company's business continuity team manages a Command Center out of Tempe, Arizona to oversee advanced preparation strategies for mitigating the impact of extreme weather events on our business. The Command Center monitors imminent weather events on a daily basis and when needed, assembles a cross-departmental crisis management team to work directly with regional operations and other impacted teams in affected areas to carry out protocols included in the Company's business continuity and crisis management playbooks.

[\[Add row\]](#)

(3.5) Are any of your operations or activities regulated by a carbon pricing system (i.e. ETS, Cap & Trade or Carbon Tax)?

Select from:

Yes

(3.5.1) Select the carbon pricing regulation(s) which impact your operations.

Select all that apply

Other carbon tax, please specify :California CaT

(3.5.3) Complete the following table for each of the tax systems you are regulated by.

Other carbon tax, please specify

(3.5.3.1) Period start date

01/01/2023

(3.5.3.2) Period end date

12/31/2023

(3.5.3.3) % of total Scope 1 emissions covered by tax

(3.5.3.4) Total cost of tax paid

17164

(3.5.3.5) Comment

*The figures presented here for the State of California include contract gallons to which cap and trade fees were applied.
[Fixed row]*

(3.5.4) What is your strategy for complying with the systems you are regulated by or anticipate being regulated by?

US Foods' corporate taxation group leads tax monitoring, assessments, and compliance including indirect carbon tax requirements that may impact the Company. The corporate taxation group partners with a third-party monitoring agency and leading accounting firms to stay up-to-date on changes in tax regulations and the potential impact of those changes on the Company. Our legal, sustainability, and other functional teams and subject matter experts support in monitoring and complying with non-tax related systems and regulations. For example, the Company's Fleet Sustainability team and specifically, Manager, Fleet Sustainability Funding and Compliance, has responsibility for monitoring and helping to support compliance with fleet-related systems and regulations. This includes, for example, compliance with California's Advanced Clean Fleets (ACF) regulation. Adopted in 2023, this regulation imposes a zero-emissions vehicle purchase requirement. To help ensure compliance with the ACF regulation, the Company deployed 40 electric trucks at our La Mirada distribution center in 2023 and collaborated internally with our facilities team to install 65 electric vehicle charging stations at 8 different US Foods locations.

(3.6) Have you identified any environmental opportunities which have had a substantive effect on your organization in the reporting year, or are anticipated to have a substantive effect on your organization in the future?

Climate change

(3.6.1) Environmental opportunities identified

Select from:

Yes, we have identified opportunities, and some/all are being realized

Forests

(3.6.1) Environmental opportunities identified

Select from:

No

(3.6.2) Primary reason why your organization does not consider itself to have environmental opportunities

Select from:

Evaluation in progress

(3.6.3) Please explain

In 2023, we began working with a third party to help identify risk of deforestation and land conversion in our Exclusive Brands products supply chain. Through this strategic partnership, we have established a three-year plan to assess the Company's deforestation risks and impacts, develop key policies and create implementation systems, supply chain mapping, and supplier risk assessments for select commodities and products to help mitigate deforestation risk in our Exclusive Brands products supply chain. We expect to also evaluate opportunities related to forests as part of this three-year plan.

[Fixed row]

(3.6.1) Provide details of the environmental opportunities identified which have had a substantive effect on your organization in the reporting year, or are anticipated to have a substantive effect on your organization in the future.

Climate change

(3.6.1.1) Opportunity identifier

Select from:

Opp1

(3.6.1.2) Commodity

Select all that apply

Not applicable

(3.6.1.3) Opportunity type and primary environmental opportunity driver

Resource efficiency

Increased efficiency of production and/or distribution processes

(3.6.1.4) Value chain stage where the opportunity occurs

Select from:

- Direct operations

(3.6.1.5) Country/area where the opportunity occurs

Select all that apply

- United States of America

(3.6.1.8) Organization specific description

US Foods' fleet of approximately 6,500 trucks is critical to our business, allowing us to operate efficiently and provide high levels of service to approximately 250,000 customer locations across the country. We work continuously to improve transportation efficiency and reduce the environmental footprint of our fleet, undertaking programs and initiatives that are both business-positive and sustainable.

(3.6.1.9) Primary financial effect of the opportunity

Select from:

- Reduced indirect (operating) costs

(3.6.1.10) Time horizon over which the opportunity is anticipated to have a substantive effect on the organization

Select all that apply

- The opportunity has already had a substantive effect on our organization in the reporting year

(3.6.1.12) Magnitude

Select from:

- Medium

(3.6.1.15) Are you able to quantify the financial effects of the opportunity?

Select from:

No

(3.6.1.26) Strategy to realize opportunity

In 2023, the Company's rate of cases per mile was the highest ever in US Foods' history. We continued in 2023 to achieve a reduction in miles driven by optimizing our truck routing and rightsizing our vehicles by route type to save fuel and reduce our emissions. In 2023, we reduced the total number of miles driven by 7% since 2019. We also reduced gallons of fuel used per case delivered by 6% since our 2019 baseline. Through our routing initiatives, we maximize our routing efficiency using an enterprise-wide approach to better align our customers and routes, resulting in reduced miles and improved service. Our transportation logistics team also works to align inbound and outbound logistics so that our trucks both go out and return full wherever possible. In 2024, we began the national deployment of a new routing platform, Descartes Route Planner, which we anticipate will continue to improve routing efficiency.

Climate change

(3.6.1.1) Opportunity identifier

Select from:

Opp2

(3.6.1.3) Opportunity type and primary environmental opportunity driver

Products and services

Development of new products or services through R&D and innovation

(3.6.1.4) Value chain stage where the opportunity occurs

Select from:

Downstream value chain

(3.6.1.5) Country/area where the opportunity occurs

Select all that apply

United States of America

(3.6.1.8) Organization specific description

Changes in consumer preferences create opportunities for new and innovative products. This, in turn, is expected to create growth, expand margins, and produce better customer retention opportunities.

(3.6.1.9) Primary financial effect of the opportunity

Select from:

- Increased revenues resulting from increased demand for products and services

(3.6.1.10) Time horizon over which the opportunity is anticipated to have a substantive effect on the organization

Select all that apply

- The opportunity has already had a substantive effect on our organization in the reporting year

(3.6.1.12) Magnitude

Select from:

- Medium-low

(3.6.1.15) Are you able to quantify the financial effects of the opportunity?

Select from:

- No

(3.6.1.26) Strategy to realize opportunity

The Company's Hungry For Better program is designed to make it easy for our customers to identify products that could help meet their diners' preferences for delicious, on-trend meals by prioritizing product qualities increasingly important to consumers: products that are local, sustainable, or that support individual dietary or lifestyle preferences. The program is underpinned by research on product environmental and social benefits, providing insights for ongoing product development and leveraging innovation to focus on those areas where we believe the Company can make the greatest positive impact. Antibiotic use, animal care, food waste, responsible disposables, sustainable packaging, sustainable seafood, transparency, and waste reduction are key issues, as are products that offer simple ingredients not found on the US Foods Unpronounceables List, that have plant-forward attributes, or that are certified gluten-free. The Company's product development and innovation team leads the ideation of and develops innovative Exclusive Brands products, including products with defined environmental or social benefits, through the Hungry For Better program. To support the Company's growing program and enhance our in-house expertise, in 2022 we introduced a new Hungry For Better-dedicated Local and Sustainable Product Lead.

[Add row]

C4. Governance

(4.1) Does your organization have a board of directors or an equivalent governing body?

(4.1.1) Board of directors or equivalent governing body

Select from:

- Yes

(4.1.2) Frequency with which the board or equivalent meets

Select from:

- Quarterly

(4.1.3) Types of directors your board or equivalent is comprised of

Select all that apply

- Executive directors or equivalent
- Independent non-executive directors or equivalent

(4.1.4) Board diversity and inclusion policy

Select from:

- Yes, and it is publicly available

(4.1.5) Briefly describe what the policy covers

US Foods is proactive in seeking to ensure that its 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 comprised of directors who have broad and diverse backgrounds, perspectives, and experiences. The Board believes that a diverse board is best able to effectively oversee the Company's management and strategy and to position the Company to deliver long-term value for our stockholders. The Board actively seeks highly qualified individuals with varying backgrounds, expertise, and experiences including individuals from underrepresented groups, as well as non-traditional backgrounds as part of its director search process. Additionally, with the assistance of the Nominating and Corporate Governance Committee, the Board regularly reviews trends in board composition, including on director diversity.

[Fixed row]

(4.1.1) Is there board-level oversight of environmental issues within your organization?

	Board-level oversight of this environmental issue
Climate change	<i>Select from:</i> <input checked="" type="checkbox"/> Yes
Forests	<i>Select from:</i> <input checked="" type="checkbox"/> Yes
Biodiversity	<i>Select from:</i> <input checked="" type="checkbox"/> Yes

[Fixed row]

(4.1.2) Identify the positions (do not include any names) of the individuals or committees on the board with accountability for environmental issues and provide details of the board's oversight of environmental issues.

Climate change

(4.1.2.1) Positions of individuals or committees with accountability for this environmental issue

Select all that apply

Board-level committee

(4.1.2.2) Positions' accountability for this environmental issue is outlined in policies applicable to the board

Select from:

Yes

(4.1.2.3) Policies which outline the positions' accountability for this environmental issue

Select all that apply

- Board mandate

(4.1.2.4) Frequency with which this environmental issue is a scheduled agenda item

Select from:

- Scheduled agenda item in every board meeting (standing agenda item)

(4.1.2.5) Governance mechanisms into which this environmental issue is integrated

Select all that apply

- Overseeing the setting of corporate targets
- Monitoring progress towards corporate targets
- Approving corporate policies and/or commitments
- Overseeing and guiding major capital expenditures
- Monitoring compliance with corporate policies and/or commitments
- Reviewing and guiding the assessment process for dependencies, impacts, risks, and opportunities

(4.1.2.7) Please explain

Pursuant to its charter, the US Foods Nominating and Corporate Governance Committee (NCG) of our Board of Directors oversees sustainability strategy, including reviewing progress against the Company's goals and initiatives specific to greenhouse gas emissions and climate, forests, and biodiversity. The NCG receives quarterly reports from management regarding the Company's sustainability initiatives and accomplishments and reviews significant sustainability-related disclosures, such as the Company's annual sustainability report, before publication. Our General Counsel, with support from the Director of Corporate ESG, leads a cross-functional sustainability working group to advance the Company's sustainability objectives. This group includes cross-functional leaders and subject matter experts from the supply chain, real estate, merchandising, human resources, investor relations, legal, and corporate communications functions. This team has been able to increase transparency, collaboration, and coordination across the organization to enhance the Company's sustainability initiatives. In addition, the sustainability working group collaborates with our Executive Leadership Team to plan for and assess progress against sustainability commitments and priorities. Our General Counsel and Director of Corporate ESG communicate updates from the sustainability working group to the NCG on a quarterly basis.

Forests

(4.1.2.1) Positions of individuals or committees with accountability for this environmental issue

Select all that apply

- Board-level committee

(4.1.2.2) Positions' accountability for this environmental issue is outlined in policies applicable to the board

Select from:

- Yes

(4.1.2.3) Policies which outline the positions' accountability for this environmental issue

Select all that apply

- Board mandate

(4.1.2.4) Frequency with which this environmental issue is a scheduled agenda item

Select from:

- Scheduled agenda item in every board meeting (standing agenda item)

(4.1.2.5) Governance mechanisms into which this environmental issue is integrated

Select all that apply

- Reviewing and guiding the assessment process for dependencies, impacts, risks, and opportunities
- Approving corporate policies and/or commitments
- Monitoring compliance with corporate policies and/or commitments
- Overseeing the setting of corporate targets
- Monitoring progress towards corporate targets

(4.1.2.7) Please explain

Pursuant to its charter, the US Foods Nominating and Corporate Governance Committee (NCG) of our Board of Directors oversees sustainability strategy, including reviewing progress against the Company's goals and initiatives specific to greenhouse gas emissions and climate, forests, and biodiversity. The NCG receives quarterly reports from management regarding the Company's sustainability initiatives and accomplishments and reviews significant sustainability-related disclosures, such as the Company's annual sustainability report, before publication. Our General Counsel, with support from the Director of Corporate ESG, leads a cross-functional sustainability working group to advance the Company's sustainability objectives. This group includes cross-functional leaders and subject matter experts from the supply chain, real estate, merchandising, human resources, investor relations, legal, and corporate communications functions. This team has been able to

increase transparency, collaboration, and coordination across the organization to enhance the Company's sustainability initiatives. In addition, the sustainability working group collaborates with our Executive Leadership Team to plan for and assess progress against sustainability commitments and priorities. Our General Counsel and Director of Corporate ESG communicate updates from the sustainability working group to the NCG on a quarterly basis.

Biodiversity

(4.1.2.1) Positions of individuals or committees with accountability for this environmental issue

Select all that apply

- Board-level committee

(4.1.2.2) Positions' accountability for this environmental issue is outlined in policies applicable to the board

Select from:

- Yes

(4.1.2.3) Policies which outline the positions' accountability for this environmental issue

Select all that apply

- Board mandate

(4.1.2.4) Frequency with which this environmental issue is a scheduled agenda item

Select from:

- Scheduled agenda item in every board meeting (standing agenda item)

(4.1.2.5) Governance mechanisms into which this environmental issue is integrated

Select all that apply

- Reviewing and guiding the assessment process for dependencies, impacts, risks, and opportunities
- Approving corporate policies and/or commitments
- Monitoring compliance with corporate policies and/or commitments
- Overseeing the setting of corporate targets
- Monitoring progress towards corporate targets

(4.1.2.7) Please explain

Pursuant to its charter, the US Foods Nominating and Corporate Governance Committee (NCG) of our Board of Directors oversees sustainability strategy, including reviewing progress against the Company's goals and initiatives specific to greenhouse gas emissions and climate, forests, and biodiversity. The NCG receives quarterly reports from management regarding the Company's sustainability initiatives and accomplishments and reviews significant sustainability-related disclosures, such as the Company's annual sustainability report, before publication. Our General Counsel, with support from the Director of Corporate ESG, leads a cross-functional sustainability working group to advance the Company's sustainability objectives. This group includes cross-functional leaders and subject matter experts from the supply chain, real estate, merchandising, human resources, investor relations, legal, and corporate communications functions. This team has been able to increase transparency, collaboration, and coordination across the organization to enhance the Company's sustainability initiatives. In addition, the sustainability working group collaborates with our Executive Leadership Team to plan for and assess progress against sustainability commitments and priorities. Our General Counsel and Director of Corporate ESG communicate updates from the sustainability working group to the NCG on a quarterly basis.

[Fixed row]

(4.2) Does your organization's board have competency on environmental issues?

Climate change

(4.2.1) Board-level competency on this environmental issue

Select from:

Yes

(4.2.2) Mechanisms to maintain an environmentally competent board

Select all that apply

- Consulting regularly with an internal, permanent, subject-expert working group
- Other, please specify :Periodic briefing sessions

Forests

(4.2.1) Board-level competency on this environmental issue

Select from:

Yes

(4.2.2) Mechanisms to maintain an environmentally competent board

Select all that apply

- Consulting regularly with an internal, permanent, subject-expert working group
- Other, please specify :Periodic briefing sessions

[Fixed row]

(4.3) Is there management-level responsibility for environmental issues within your organization?

Management-level responsibility for this environmental issue	
Climate change	<i>Select from:</i> <input checked="" type="checkbox"/> Yes
Forests	<i>Select from:</i> <input checked="" type="checkbox"/> Yes
Biodiversity	<i>Select from:</i> <input checked="" type="checkbox"/> Yes

[Fixed row]

(4.3.1) Provide the highest senior management-level positions or committees with responsibility for environmental issues (do not include the names of individuals).

Climate change

(4.3.1.1) Position of individual or committee with responsibility

Executive level

- Chief Financial Officer (CFO)

(4.3.1.2) Environmental responsibilities of this position

Policies, commitments, and targets

- Monitoring compliance with corporate environmental policies and/or commitments
- Measuring progress towards environmental corporate targets
- Measuring progress towards environmental science-based targets
- Setting corporate environmental policies and/or commitments
- Setting corporate environmental targets

Strategy and financial planning

- Developing a business strategy which considers environmental issues
- Managing annual budgets related to environmental issues
- Managing major capital and/or operational expenditures relating to environmental issues

(4.3.1.4) Reporting line

Select from:

- Reports to the Chief Executive Officer (CEO)

(4.3.1.5) Frequency of reporting to the board on environmental issues

Select from:

- Quarterly

(4.3.1.6) Please explain

Our Chief Financial Officer (CFO) has responsibility for corporate finance and accounting functions, including managing budgets related to climate mitigation activities. Our CFO also has responsibility for specific sustainability initiatives related to the Company's science-based greenhouse gas (GHG) emissions reduction targets, on which the Nominating and Corporate Governance Committee (NCG) of our Board of Directors receives quarterly reports from management. Our Chief Supply Chain Officer has responsibility for warehousing, transportation and supply chain strategy and operations, including the Company's fleet of approximately 6,500 trucks. The Chief Supply Chain Officer also has responsibility for specific sustainability initiatives related to the Company's science-based GHG emissions reduction targets, on which the NCG receives quarterly reports from management. Our General Counsel, with support from the Director of Corporate ESG, leads a

cross-functional sustainability working group to advance the Company's sustainability objectives. This group collaborates with our Executive Leadership Team to plan for and assess progress against sustainability commitments and priorities. Our General Counsel and Director of Corporate ESG communicate updates from the sustainability working group to the NCG on a quarterly basis.

Forests

(4.3.1.1) Position of individual or committee with responsibility

Executive level

- Other C-Suite Officer, please specify :Chief Merchant

(4.3.1.2) Environmental responsibilities of this position

Policies, commitments, and targets

- Monitoring compliance with corporate environmental policies and/or commitments
- Measuring progress towards environmental corporate targets
- Setting corporate environmental policies and/or commitments
- Setting corporate environmental targets

Strategy and financial planning

- Developing a business strategy which considers environmental issues
- Managing priorities related to innovation/low-environmental impact products or services (including R&D)

(4.3.1.4) Reporting line

Select from:

- Reports to the Chief Executive Officer (CEO)

(4.3.1.5) Frequency of reporting to the board on environmental issues

Select from:

- Quarterly

(4.3.1.6) Please explain

Our Chief Merchant has responsibility for practices related to sales, merchandising and pricing, including US Foods Serve Good program performance and the Company's goal that 67% of suppliers, by emissions, have science-based targets by 2027, as well as the Company's responsible sourcing and deforestation-related commitments, on which the Nominating and Corporate Governance Committee (NCG) of our Board of Directors receives quarterly reports from management. Our General Counsel, with support from the Director of Corporate ESG, leads a cross-functional sustainability working group to advance the Company's sustainability objectives. This group collaborates with our Executive Leadership Team to plan for and assess progress against sustainability commitments and priorities. Our General Counsel and Director of Corporate ESG communicate updates from the sustainability working group to the NCG on a quarterly basis.

Biodiversity

(4.3.1.1) Position of individual or committee with responsibility

Executive level

- Other C-Suite Officer, please specify :Chief Merchant

(4.3.1.2) Environmental responsibilities of this position

Strategy and financial planning

- Managing priorities related to innovation/low-environmental impact products or services (including R&D)

(4.3.1.4) Reporting line

Select from:

- Reports to the Chief Executive Officer (CEO)

(4.3.1.5) Frequency of reporting to the board on environmental issues

Select from:

- Quarterly

(4.3.1.6) Please explain

Our Chief Merchant has responsibility for practices related to sales, merchandising and pricing, including US Foods Serve Good program performance and the Company's goal that 67% of suppliers, by emissions, have science-based targets by 2027, as well as the Company's responsible sourcing and deforestation-related commitments, on which the Nominating and Corporate Governance Committee (NCG) of our Board of Directors receives quarterly reports from management. Our General Counsel, with support from the Director of Corporate ESG, leads a cross-functional sustainability working group to advance the Company's sustainability objectives. This group collaborates with our Executive Leadership Team to plan for and assess progress against sustainability commitments and priorities. Our General Counsel and Director of Corporate ESG communicate updates from the sustainability working group to the NCG on a quarterly basis.

[Add row]

(4.5) Do you provide monetary incentives for the management of environmental issues, including the attainment of targets?

Climate change

(4.5.1) Provision of monetary incentives related to this environmental issue

Select from:

Yes

(4.5.2) % of total C-suite and board-level monetary incentives linked to the management of this environmental issue

0

(4.5.3) Please explain

While annual incentive compensation is based primarily on financial performance, the annual incentive plan also considers individual performance. For US Foods sustainability, supply chain, real estate, merchandising and other functional leaders and their teams that are responsible for identifying and managing strategies, initiatives, and targets within the Company's sustainability focus areas of Products and Planet (including climate change, forests, and biodiversity topics), their individual performance is tied in part to the success of these initiatives. Moreover, financial performance metrics (including Adjusted EBITDA and distribution cost per case) used in the Company's annual incentive compensation program for executive officers and other employees of the company indirectly compensate such employees for progress on environmental issues by incentivizing further progress on operational and environmental goals.

Forests

(4.5.1) Provision of monetary incentives related to this environmental issue

Select from:

Yes

(4.5.2) % of total C-suite and board-level monetary incentives linked to the management of this environmental issue

0

(4.5.3) Please explain

While annual incentive compensation is based primarily on financial performance, the annual incentive plan also considers individual performance. For US Foods sustainability, supply chain, real estate, merchandising and other functional leaders and their teams that are responsible for identifying and managing strategies, initiatives, and targets within the Company's sustainability focus areas of Products and Planet (including climate change, forests, and biodiversity topics), their individual performance is tied in part to the success of these initiatives. Moreover, financial performance metrics (including Adjusted EBITDA and distribution cost per case) used in the Company's annual incentive compensation program for executive officers and other employees of the company indirectly compensate such employees for progress on environmental issues by incentivizing further progress on operational and environmental goals.

[Fixed row]

(4.5.1) Provide further details on the monetary incentives provided for the management of environmental issues (do not include the names of individuals).

Climate change

(4.5.1.1) Position entitled to monetary incentive

Senior-mid management

Environment/Sustainability manager

(4.5.1.2) Incentives

Select all that apply

- Bonus - % of salary
- Salary increase

(4.5.1.3) Performance metrics

Targets

- Progress towards environmental targets

(4.5.1.4) Incentive plan the incentives are linked to

Select from:

- Short-Term Incentive Plan, or equivalent, only (e.g. contractual annual bonus)

(4.5.1.5) Further details of incentives

While annual incentive compensation is based primarily on financial performance, the annual incentive plan also considers individual performance. For US Foods sustainability, supply chain, real estate, and other functional leaders and their teams that are responsible for identifying and managing strategies, initiatives and targets within the Company's sustainability focus area of Planet (including climate change topics), their individual performance is tied in part to the success of these initiatives.

(4.5.1.6) How the position's incentives contribute to the achievement of your environmental commitments and/or climate transition plan

For sustainability, supply chain, real estate, and other functional leaders and their teams that are responsible for identifying and managing strategies, initiatives and targets within the Company's sustainability focus areas, the Company's annual incentive compensation program indirectly compensates such employees for progress on environmental issues by incentivizing further progress on operational and environmental goals such as routing optimization.

Forests

(4.5.1.1) Position entitled to monetary incentive

Senior-mid management

- Environment/Sustainability manager

(4.5.1.2) Incentives

Select all that apply

- Bonus - % of salary
- Salary increase

(4.5.1.3) Performance metrics

Targets

- Progress towards environmental targets

Engagement

- Increased engagement with suppliers on environmental issues
- Increased value chain visibility (traceability, mapping)

(4.5.1.4) Incentive plan the incentives are linked to

Select from:

- Short-Term Incentive Plan, or equivalent, only (e.g. contractual annual bonus)

(4.5.1.5) Further details of incentives

While annual incentive compensation is based primarily on financial performance, the annual incentive plan also considers individual performance. For US Foods sustainability, merchandising and other functional leaders and their teams that are responsible for identifying and managing strategies, initiatives and targets within the Company's sustainability focus areas of Products (including forests and biodiversity topics), their individual performance is tied in part to the success of these initiatives.

(4.5.1.6) How the position's incentives contribute to the achievement of your environmental commitments and/or climate transition plan

For sustainability, merchandising and other functional leaders and their teams that are responsible for identifying and managing strategies, initiatives and targets within the Company's sustainability focus areas, the Company's annual incentive compensation program indirectly compensates such employees for progress on environmental issues by incentivizing further progress on operational and environmental goals such as sustainable product development.

Climate change

(4.5.1.1) Position entitled to monetary incentive

Facility/Unit/Site management

- Facilities manager

(4.5.1.2) Incentives

Select all that apply

- Bonus - % of salary
- Salary increase

(4.5.1.3) Performance metrics

Targets

- Progress towards environmental targets

Emission reduction

- Implementation of an emissions reduction initiative

Resource use and efficiency

- Energy efficiency improvement

(4.5.1.4) Incentive plan the incentives are linked to

Select from:

- Short-Term Incentive Plan, or equivalent, only (e.g. contractual annual bonus)

(4.5.1.5) Further details of incentives

While annual incentive compensation is based primarily on financial performance, the annual incentive plan also considers individual performance. For US Foods sustainability, supply chain, real estate, and other functional leaders and their teams that are responsible for identifying and managing strategies, initiatives and targets within the Company's sustainability focus area of Planet (including climate change topics), their individual performance is tied in part to the success of these initiatives.

(4.5.1.6) How the position's incentives contribute to the achievement of your environmental commitments and/or climate transition plan

For sustainability, supply chain, real estate, and other functional leaders and their teams that are responsible for identifying and managing strategies, initiatives and targets within the Company's sustainability focus areas, the Company's annual incentive compensation program indirectly compensates such employees for progress on environmental issues by incentivizing further progress on operational and environmental goals such as routing optimization.

Climate change

(4.5.1.1) Position entitled to monetary incentive

Sustainability specialist

Other sustainability specialist, please specify :Fleet sustainability manager

(4.5.1.2) Incentives

Select all that apply

Bonus - % of salary

Salary increase

(4.5.1.3) Performance metrics

Targets

Progress towards environmental targets

Emission reduction

Implementation of an emissions reduction initiative

(4.5.1.4) Incentive plan the incentives are linked to

Select from:

Short-Term Incentive Plan, or equivalent, only (e.g. contractual annual bonus)

(4.5.1.5) Further details of incentives

While annual incentive compensation is based primarily on financial performance, the annual incentive plan also considers individual performance. For US Foods sustainability, supply chain, real estate, and other functional leaders and their teams that are responsible for identifying and managing strategies, initiatives and

targets within the Company's sustainability focus area of Planet (including climate change topics), their individual performance is tied in part to the success of these initiatives.

(4.5.1.6) How the position's incentives contribute to the achievement of your environmental commitments and/or climate transition plan

For sustainability, supply chain, real estate, and other functional leaders and their teams that are responsible for identifying and managing strategies, initiatives and targets within the Company's sustainability focus areas, the Company's annual incentive compensation program indirectly compensates such employees for progress on environmental issues by incentivizing further progress on operational and environmental goals such as routing optimization.

Forests

(4.5.1.1) Position entitled to monetary incentive

Sustainability specialist

Other sustainability specialist, please specify :Local and sustainable product lead

(4.5.1.2) Incentives

Select all that apply

Bonus - % of salary
 Salary increase

(4.5.1.3) Performance metrics

Targets

Progress towards environmental targets

Engagement

Increased engagement with customers on environmental issues

(4.5.1.4) Incentive plan the incentives are linked to

Select from:

Short-Term Incentive Plan, or equivalent, only (e.g. contractual annual bonus)

(4.5.1.5) Further details of incentives

While annual incentive compensation is based primarily on financial performance, the annual incentive plan also considers individual performance. For US Foods sustainability, merchandising and other functional leaders and their teams that are responsible for identifying and managing strategies, initiatives and targets within the Company's sustainability focus areas of Products (including forests and biodiversity topics), their individual performance is tied in part to the success of these initiatives.

(4.5.1.6) How the position's incentives contribute to the achievement of your environmental commitments and/or climate transition plan

For sustainability, merchandising and other functional leaders and their teams that are responsible for identifying and managing strategies, initiatives and targets within the Company's sustainability focus areas, the Company's annual incentive compensation program indirectly compensates such employees for progress on environmental issues by incentivizing further progress on operational and environmental goals such as sustainable product development.

[Add row]

(4.6) Does your organization have an environmental policy that addresses environmental issues?

	Does your organization have any environmental policies?
	<p>Select from:</p> <p><input checked="" type="checkbox"/> Yes</p>

[Fixed row]

(4.6.1) Provide details of your environmental policies.

Row 1

(4.6.1.1) Environmental issues covered

Select all that apply

- Climate change

(4.6.1.2) Level of coverage

Select from:

- Organization-wide

(4.6.1.3) Value chain stages covered

Select all that apply

- Upstream value chain

(4.6.1.4) Explain the coverage

US Foods' Supplier Code of Conduct, applicable to the majority of trade suppliers, outlines the Company's expectations for our suppliers, defined as any person or entity that sells or supplies services, raw materials, processed materials, or finished products to US Foods and/or its affiliates or subsidiaries. Our contracts with our suppliers require that each supplier conduct business in full compliance with all applicable national, regional, state, and local laws and regulations which necessarily includes applicable environmental regulations. The Code also sets the Company's expectation that suppliers calculate, at minimum, their Scopes 1 and 2 greenhouse gas (GHG) emissions using a credible and recognized accounting standard such as the GHG Protocol. We also encourage our suppliers to set science-based GHG emissions reduction targets and to annually report emissions and, if set, target progress, to US Foods directly or publicly.

(4.6.1.5) Environmental policy content

Environmental commitments

- Commitment to comply with regulations and mandatory standards

Additional references/Descriptions

- Description of grievance/whistleblower mechanism to monitor non-compliance with the environmental policy and raise/address/escalate any other greenwashing concerns

(4.6.1.6) Indicate whether your environmental policy is in line with global environmental treaties or policy goals

Select all that apply

No, and we do not plan to align in the next two years

(4.6.1.7) Public availability

Select from:

Publicly available

(4.6.1.8) Attach the policy

US-Foods-Supplier-Code-of-Conduct-2023.pdf

Row 2

(4.6.1.1) Environmental issues covered

Select all that apply

Forests

(4.6.1.2) Level of coverage

Select from:

Selected products only

(4.6.1.3) Value chain stages covered

Select all that apply

Upstream value chain

(4.6.1.4) Explain the coverage

US Foods' Responsibly Sourced Palm Oil Policy applies to suppliers of new and current US Foods Exclusive Brands products containing crude palm oil (CPO) and/or crude palm kernel oil (CPKO). The Policy recognizes the Roundtable on Sustainable Palm Oil (RSPO) standards and supports the strengthening and continuous improvement of these standards by working with the RSPO, our suppliers, and other organizations to help explore new responsible sourcing opportunities. The Policy also includes the Company's commitment to source 100% of the CPO or CPKO used in our Exclusive Brands products through certified sustainable sources as defined in the Policy.

(4.6.1.5) Environmental policy content

Environmental commitments

Other environmental commitment, please specify :Certification for crude palm oil and crude palm kernel oil used in Exclusive Brands products

Additional references/Descriptions

Description of commodities covered by the policy

(4.6.1.6) Indicate whether your environmental policy is in line with global environmental treaties or policy goals

Select all that apply

No, and we do not plan to align in the next two years

(4.6.1.7) Public availability

Select from:

Publicly available

(4.6.1.8) Attach the policy

USF_Responsibly_Sourced_Palm_Oil_Policy.pdf

[Add row]

(4.10) Are you a signatory or member of any environmental collaborative frameworks or initiatives?

(4.10.1) Are you a signatory or member of any environmental collaborative frameworks or initiatives?

Select from:

Yes

(4.10.2) Collaborative framework or initiative

Select all that apply

Roundtable on Sustainable Palm Oil (RSPO)

(4.10.3) Describe your organization's role within each framework or initiative

US Foods is an active Ordinary Member of the Roundtable on Sustainable Palm Oil (RSPO), recognizes RSPO standards and enforcement mechanisms as part of the Company's Responsibly Sourced Palm Oil Policy and completes an annual submission of the RSPO Annual Communication of Progress (ACOP).
[Fixed row]

(4.11) In the reporting year, did your organization engage in activities that could directly or indirectly influence policy, law, or regulation that may (positively or negatively) impact the environment?

(4.11.1) External engagement activities that could directly or indirectly influence policy, law, or regulation that may impact the environment

Select all that apply

Yes, we engaged indirectly through, and/or provided financial or in-kind support to a trade association or other intermediary organization or individual whose activities could influence policy, law, or regulation

(4.11.2) Indicate whether your organization has a public commitment or position statement to conduct your engagement activities in line with global environmental treaties or policy goals

Select from:

No, and we do not plan to have one in the next two years

(4.11.5) Indicate whether your organization is registered on a transparency register

Select from:

No

(4.11.8) Describe the process your organization has in place to ensure that your external engagement activities are consistent with your environmental commitments and/or transition plan

US Foods participates in various trade associations for education, research, and networking purposes. The Company's participation contributes to the funding of these organizations in the form of dues, fees for conferences or other educational programming, and subscriptions. To our knowledge, the Company has not been actively involved with any organization's efforts to influence policy, law, or regulation that may impact the climate.
[Fixed row]

(4.11.2) Provide details of your indirect engagement on policy, law, or regulation that may (positively or negatively) impact the environment through trade associations or other intermediary organizations or individuals in the reporting year.

Row 1

(4.11.2.1) Type of indirect engagement

Select from:

Indirect engagement via a trade association

(4.11.2.4) Trade association

North America

Other trade association in North America, please specify :Various industry organizations

(4.11.2.6) Indicate whether your organization's position is consistent with the organization or individual you engage with

Select from:

Unknown

(4.11.2.7) Indicate whether your organization attempted to influence the organization or individual's position in the reporting year

Select from:

No, we do not know their position

(4.11.2.11) Indicate if you have evaluated whether your organization's engagement is aligned with global environmental treaties or policy goals

Select from:

No, we have not evaluated

[Add row]

(4.12) Have you published information about your organization's response to environmental issues for this reporting year in places other than your CDP response?

Select from:

Yes

(4.12.1) Provide details on the information published about your organization's response to environmental issues for this reporting year in places other than your CDP response. Please attach the publication.

Row 1

(4.12.1.1) Publication

Select from:

In mainstream reports

(4.12.1.3) Environmental issues covered in publication

Select all that apply

Climate change

(4.12.1.4) Status of the publication

Select from:

Complete

(4.12.1.5) Content elements

Select all that apply

- Governance
- Strategy
- Emissions figures
- Emission targets

(4.12.1.6) Page/section reference

3, 16, 20, 21-22, 24-25, Back cover

(4.12.1.7) Attach the relevant publication

proxy-final.pdf

(4.12.1.8) Comment

US Foods' 2024 Proxy Statement is furnished for the Annual Meeting of Stockholders and includes relevant information on US Foods' governance of corporate sustainability, with oversight by the Company's Nominating and Corporate Governance Committee of our Board of Directors, sustainability strategy, and emissions targets.

Row 2

(4.12.1.1) Publication

Select from:

- In voluntary sustainability reports

(4.12.1.3) Environmental issues covered in publication

Select all that apply

- Climate change
- Forests
- Water

(4.12.1.4) Status of the publication

Select from:

Complete

(4.12.1.5) Content elements

Select all that apply

- Strategy Value chain engagement
- Governance
- Emission targets
- Emissions figures
- Risks & Opportunities

(4.12.1.6) Page/section reference

7, 11, 48-58, 65-66

(4.12.1.7) Attach the relevant publication

US-Foods-2023-Sustainability-Report.pdf

(4.12.1.8) Comment

US Foods' 2023 Sustainability Report reflects the Company's sustainability performance during fiscal year 2023, including all US Foods operations, unless noted otherwise. This includes strategy and where applicable, progress against targets related to climate change, forests, and biodiversity. The Company's sustainability reporting is informed by those standards that are most relevant to our business and stakeholders, including the Sustainability Accounting Standards Board (SASB), now part of the International Sustainability Standards Board or ISSB, Food Retailers & Distributors Standard, the Task Force on Climate-related Financial Disclosures (TCFD), and Global Reporting Initiative (GRI) Standards.

Row 3

(4.12.1.1) Publication

Select from:

In mainstream reports

(4.12.1.3) Environmental issues covered in publication

Select all that apply

- Climate change

(4.12.1.4) Status of the publication

Select from:

- Complete

(4.12.1.5) Content elements

Select all that apply

- Risks & Opportunities

(4.12.1.6) Page/section reference

9-19, 35

(4.12.1.7) Attach the relevant publication

ars-final.pdf

(4.12.1.8) Comment

US Foods' 2023 Annual Report describes the risks and uncertainties that may cause the Company's business, financial condition, and results of operations to vary, and that may materially or adversely affect the Company's financial performance. Some of these risks may be related to climate change and other sustainability topics. For example, the Report describes as a risk that climate change, or the legal, regulatory, or market measures being implemented to address climate change, may have an adverse impact on the Company's business.

[Add row]

C5. Business strategy

(5.1) Does your organization use scenario analysis to identify environmental outcomes?

Climate change

(5.1.1) Use of scenario analysis

Select from:

- No, but we plan to within the next two years

(5.1.3) Primary reason why your organization has not used scenario analysis

Select from:

- Not an immediate strategic priority

(5.1.4) Explain why your organization has not used scenario analysis

We recognize our responsibility to mitigate the Company's contribution to climate change. To inform our strategy and monitor progress, each year we measure our greenhouse gas (GHG) emissions, inclusive of the Company's value chain, and have set a Science Based Targets initiative (SBTi)-approved target to reduce absolute Scopes 1 and 2 GHG emissions by 32.5% by 2032 from a 2019 base year. To reduce GHG emissions, we are taking a comprehensive approach to pursue emissions reduction opportunities with initiatives primarily related to improving the efficiency of our fleet and facilities, such as by optimizing routing to decrease miles driven, deploying alternative fuel and electric vehicles, investing in solar array installations, and accelerating the adoption of energy-efficient equipment and technologies. As such and in support of the Company's SBTi-approved targets, our immediate focus is on continuing to refine our climate transition plan, as part of which we expect the use of scenarios to evolve.

Forests

(5.1.1) Use of scenario analysis

Select from:

- No, and we do not plan to within the next two years

(5.1.3) Primary reason why your organization has not used scenario analysis

Select from:

- Not an immediate strategic priority

(5.1.4) Explain why your organization has not used scenario analysis

In 2023, we began working with a third party to help identify the risk of deforestation and land conversion in our Exclusive Brands products supply chain. Through this strategic partnership, we have established a three-year plan to assess the Company's risks and impacts, develop key policies and create implementation systems, supply chain mapping, and supplier risk assessments for select commodities and products to help mitigate deforestation risk in our Exclusive Brands products supply chain. Our immediate focus is on finalizing and delivering this three-year plan.

[Fixed row]

(5.2) Does your organization's strategy include a climate transition plan?

(5.2.1) Transition plan

Select from:

- No, but we have a climate transition plan with a different temperature alignment

(5.2.2) Temperature alignment of transition plan

Select from:

- Well-below 2°C aligned

(5.2.3) Publicly available climate transition plan

Select from:

- No

(5.2.7) Mechanism by which feedback is collected from shareholders on your climate transition plan

Select from:

- We have a different feedback mechanism in place

(5.2.8) Description of feedback mechanism

We 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. These discussions provide opportunities for robust dialogue and feedback.

(5.2.9) Frequency of feedback collection

Select from:

Annually

(5.2.11) Description of progress against transition plan disclosed in current or previous reporting period

In 2023, we completed the deployment of 40 electric trucks at our distribution center in La Mirada, California, which have successfully integrated into our fleet, having exceeded 250,000 miles driven in electric trucks as of March 2024. Our electric vehicles are supported by the installation of 65 charging stations at 8 locations. We also added 15 compressed natural gas (CNG) trucks to our fleet, bringing the Company's total CNG fleet to 90 vehicles. We have also converted CNG tractors to use renewable natural gas (RNG) fuel at 2 of our existing sites, including our new Sacramento facility. Additional initiatives aimed at leveraging alternative fuels include our renewable diesel (RD) conversions. RD fuel is a lower-emitting alternative to traditional diesel with a more than 65% lower carbon intensity rating based on California Air Resources Board's life cycle analysis of carbon intensities using the CA-GREET model. US Foods is one of the early adopters of RD fuel use within the foodservice industry and we have converted to its use at all of our diesel fueling facilities in California. As a result of these and other initiatives, in 2023 the Company's rate of cases per mile was the highest ever in US Foods' history. The Company reduced the total number of miles driven by 7% since 2019 and reduced fuel intensity (defined as gallons of fuel per case delivered) by 6% since our 2019 baseline. In the Company's facilities, we continue to implement programs and initiatives that support the business while reducing energy usage, transitioning to renewable resources, and adopting more energy-efficient equipment and technologies. As of the end of 2023, the Company had active solar installations at 2 distribution facilities with 3 additional solar installations in the process of being replaced and another 6 solar projects planned in 2024. We are also installing LED lighting for new build or retrofit projects and equipping all new facilities with motion sensors to reduce electricity usage and tracking energy use in facilities through real-time monitoring. We completed 5 LED lighting retrofits during 2023 and 5 of our facilities are Leadership in Energy and Environmental Design (LEED) certified at the Silver-level for Building Design and Construction. In 2023, the Company reduced energy intensity (defined as kilowatt hours per case delivered) across the business by 3% since 2019.

(5.2.12) Attach any relevant documents which detail your climate transition plan (optional)

[US-Foods-2023-Sustainability-Report.pdf](#)

(5.2.13) Other environmental issues that your climate transition plan considers

Select all that apply

No other environmental issue considered

(5.2.15) Primary reason for not having a climate transition plan that aligns with a 1.5°C world

Select from:

- Other, please specify :Other

(5.2.16) Explain why your organization does not have a climate transition plan that aligns with a 1.5°C world

We recognize our responsibility to mitigate the Company's contribution to climate change. To inform our strategy and monitor progress, each year we measure our greenhouse gas (GHG) emissions, inclusive of the Company's value chain, and have set a Science Based Targets initiative (SBTi)-approved target to reduce absolute Scopes 1 and 2 GHG emissions by 32.5% by 2032 from a 2019 base year. This target is in line with a well-below 2C trajectory. To reduce GHG emissions, we are taking a comprehensive approach to pursue emissions reduction opportunities with initiatives primarily related to improving the efficiency of our fleet and facilities, such as by optimizing routing to decrease miles driven, deploying alternative fuel and electric vehicles, investing in solar array installations, and accelerating the adoption of energy-efficient equipment and technologies.

[Fixed row]

(5.3) Have environmental risks and opportunities affected your strategy and/or financial planning?

(5.3.1) Environmental risks and/or opportunities have affected your strategy and/or financial planning

Select from:

- Yes, both strategy and financial planning

(5.3.2) Business areas where environmental risks and/or opportunities have affected your strategy

Select all that apply

- Products and services
- Upstream/downstream value chain
- Investment in R&D
- Operations

[Fixed row]

(5.3.1) Describe where and how environmental risks and opportunities have affected your strategy.

Products and services

(5.3.1.1) Effect type

Select all that apply

- Risks
- Opportunities

(5.3.1.2) Environmental issues relevant to the risks and/or opportunities that have affected your strategy in this area

Select all that apply

- Climate change

(5.3.1.3) Describe how environmental risks and/or opportunities have affected your strategy in this area

Changes in consumer eating habits and preferences pose risks and opportunities to our business. For example, they may lead the Company modify or discontinue sales of certain items in our product portfolio, and we may experience higher costs associated with the implementation of those changes. However, changes in consumer preferences also create opportunities for new and innovative products. This, in turn, may create growth, expand margins, and produce better customer retention opportunities. These risks and opportunities impact the Company's strategy as it relates to product development and innovation. Our Hungry For Better program is designed to make it easy for our customers to identify products that could help meet their diners' preferences for delicious, on-trend meals by prioritizing product qualities increasingly important to consumers. The program is underpinned by research on product environmental and social benefits, providing insights for ongoing product development. For example, launched in 2023, our new Serve Good Climate-Conscious Exclusive Brands product category focuses on products that help to reduce greenhouse gas (GHG) emissions, supporting our customers in meeting the preferences of diners interested in the climate impact of their choices.

Upstream/downstream value chain

(5.3.1.1) Effect type

Select all that apply

- Risks

(5.3.1.2) Environmental issues relevant to the risks and/or opportunities that have affected your strategy in this area

Select all that apply

- Climate change

(5.3.1.3) Describe how environmental risks and/or opportunities have affected your strategy in this area

Extreme weather conditions and natural disasters, and other catastrophic events pose risks to our business. For example, they may interrupt our business, or our customers' or suppliers' businesses. This impacts how the Company considers its strategic operating model, which includes an extensive network of over 70 distribution facilities and fleet of over 6,500 trucks, along with approximately 90 cash and carry locations. The Company's operating model allows us to leverage our nationwide scale and footprint while executing locally, operate efficiently and provide high levels of customer service, helping to mitigate described risks.

Investment in R&D

(5.3.1.1) Effect type

Select all that apply

- Risks
- Opportunities

(5.3.1.2) Environmental issues relevant to the risks and/or opportunities that have affected your strategy in this area

Select all that apply

- Climate change

(5.3.1.3) Describe how environmental risks and/or opportunities have affected your strategy in this area

Changes in consumer eating habits and preferences pose risks and opportunities to our business. For example, they may lead the Company modify or discontinue sales of certain items in our product portfolio, and we may experience higher costs associated with the implementation of those changes. However, changes in consumer preferences create opportunities for new and innovative products. This, in turn, is expected to create growth, expand margins, and produce better customer retention opportunities. These risks and opportunities impact the Company's strategy as it relates to product development and innovation. Our Hungry For Better program is designed to make it easy for our customers to identify products that could help meet their diners' preferences for delicious, on-trend meals by prioritizing product qualities increasingly important to consumers. The program is underpinned by research on product environmental and social benefits, providing insights for ongoing product development. For example, launched in 2023, our new Serve Good Climate-Conscious Exclusive Brands product category focuses on products that help to reduce GHG emissions, supporting our customers in meeting the preferences of diners interested in the climate impact of their choices.

Operations

(5.3.1.1) Effect type

Select all that apply

- Risks
- Opportunities

(5.3.1.2) Environmental issues relevant to the risks and/or opportunities that have affected your strategy in this area

Select all that apply

- Climate change

(5.3.1.3) Describe how environmental risks and/or opportunities have affected your strategy in this area

Fuel costs fluctuate, which may adversely affect our business, financial condition, and results of operations. However, there is opportunity to reduce fuel costs through increased fuel and fleet efficiency, such as due to optimized routing and enhanced fleet technology, and to transition to alternative fuel sources, including electric vehicles. These risks and opportunities impact our fleet programs and initiatives, undertaking those that are both business-positive and sustainable, and the Company also realizes opportunities to improve transportation efficiency and improve the environmental footprint of our fleet. For example, in 2023 the Company reduced total miles driven by 7% since 2019 by optimizing our truck routing and rightsizing our vehicles by route type, completed the deployment of 40 electric trucks at our distribution center in La Mirada, California, and invested in compressed natural gas (CNG), renewable natural gas (RNG), and renewable diesel (RD) fuel.

[Add row]

(5.3.2) Describe where and how environmental risks and opportunities have affected your financial planning.

Row 1

(5.3.2.1) Financial planning elements that have been affected

Select all that apply

- Assets
- Revenues
- Direct costs
- Indirect costs
- Capital allocation
- Capital expenditures

(5.3.2.2) Effect type

Select all that apply

- Risks
- Opportunities

(5.3.2.3) Environmental issues relevant to the risks and/or opportunities that have affected these financial planning elements

Select all that apply

Climate change

(5.3.2.4) Describe how environmental risks and/or opportunities have affected these financial planning elements

Climate-related risks and opportunities, such as associated with compliance costs and expenses due to regulatory requirements regarding climate change (including the cost to transition fleet and other technology as required by regulation) or to reduce fuel costs through optimized routing and new fleet technologies (including electric vehicles), impact the Company's direct and indirect costs, capital expenditures and allocations, and assets. For example, the Company's fleet of approximately 6,500 trucks is critical to our business, allowing us to operate efficiently and provide high levels of customer service. Fuel costs fluctuate, which may adversely affect our business, financial condition, and results of operations. To minimize fuel cost risk, as well as to reduce fuel costs, the Company has enhanced fleet technology and is integrating alternative fuel sources, including electric vehicles. In 2023, the Company completed the deployment of 40 electric trucks at our distribution center in La Mirada, California, installed 65 charging stations at 8 different locations, and added 15 compressed natural gas (CNG) tractors to our fleet at our Corona facility in California, supported by 661,000 in grant funding. Routing optimization and lower fuel costs helped to lower distribution cost per case in 2023 and partially offset operating expenses.

[Add row]

(5.4) In your organization's financial accounting, do you identify spending/revenue that is aligned with your organization's climate transition?

	<p>Identification of spending/revenue that is aligned with your organization's climate transition</p>
	<p>Select from:</p> <p><input checked="" type="checkbox"/> No, and we do not plan to in the next two years</p>

[Fixed row]

(5.10) Does your organization use an internal price on environmental externalities?

	Use of internal pricing of environmental externalities
	<p>Select from:</p> <p><input checked="" type="checkbox"/> No, and we do not plan to in the next two years</p>

[Fixed row]

(5.11) Do you engage with your value chain on environmental issues?

	Engaging with this stakeholder on environmental issues	Environmental issues covered
Suppliers	<p>Select from:</p> <p><input checked="" type="checkbox"/> Yes</p>	<p>Select all that apply</p> <p><input checked="" type="checkbox"/> Climate change</p> <p><input checked="" type="checkbox"/> Forests</p>
Smallholders	<p>Select from:</p> <p><input checked="" type="checkbox"/> No, and we do not plan to within the next two years</p>	<p>Select all that apply</p>
Customers	<p>Select from:</p> <p><input checked="" type="checkbox"/> Yes</p>	<p>Select all that apply</p> <p><input checked="" type="checkbox"/> Climate change</p> <p><input checked="" type="checkbox"/> Forests</p>
Investors and shareholders	<p>Select from:</p> <p><input checked="" type="checkbox"/> Yes</p>	<p>Select all that apply</p> <p><input checked="" type="checkbox"/> Climate change</p> <p><input checked="" type="checkbox"/> Forests</p>

[Fixed row]

(5.11.1) Does your organization assess and classify suppliers according to their dependencies and/or impacts on the environment?

Climate change

(5.11.1.1) Assessment of supplier dependencies and/or impacts on the environment

Select from:

Yes, we assess the dependencies and/or impacts of our suppliers

(5.11.1.2) Criteria for assessing supplier dependencies and/or impacts on the environment

Select all that apply

Contribution to supplier-related Scope 3 emissions

Forests

(5.11.1.1) Assessment of supplier dependencies and/or impacts on the environment

Select from:

Yes, we assess the dependencies and/or impacts of our suppliers

(5.11.1.2) Criteria for assessing supplier dependencies and/or impacts on the environment

Select all that apply

Impact on deforestation or conversion of other natural ecosystems

[Fixed row]

(5.11.2) Does your organization prioritize which suppliers to engage with on environmental issues?

Climate change

(5.11.2.1) Supplier engagement prioritization on this environmental issue

Select from:

Yes, we prioritize which suppliers to engage with on this environmental issue

(5.11.2.2) Criteria informing which suppliers are prioritized for engagement on this environmental issue

Select all that apply

In line with the criteria used to classify suppliers as having substantive dependencies and/or impacts relating to climate change

(5.11.2.4) Please explain

Based on our Scope 3 greenhouse gas (GHG) emissions analysis, we focus on suppliers of major product categories contributing to the Company's Scope 3 emissions footprint, such as protein, produce, and dairy. Having identified top emitting suppliers, we prioritize direct outreach and engagement. We collaborate across our category management and replenishment teams—the Company's primary supplier relationship owners—to help assess the current status of suppliers' target-setting and sustainability initiatives. We do this via survey and as needed, in-person or virtually.

Forests

(5.11.2.1) Supplier engagement prioritization on this environmental issue

Select from:

Yes, we prioritize which suppliers to engage with on this environmental issue

(5.11.2.2) Criteria informing which suppliers are prioritized for engagement on this environmental issue

Select all that apply

In line with the criteria used to classify suppliers as having substantive dependencies and/or impacts relating to forests

(5.11.2.4) Please explain

In 2023, we undertook a deforestation and land conversion risk assessment for the Company's Exclusive Brands products to identify the commodities and geographic areas within the Company's sourcing that represent potential risks, which concluded that palm oil from specific regions may pose our highest deforestation risk overall. As such, the Company's immediate focus is on engaging with priority suppliers representing the majority of palm usage, by volume, in US Foods' Exclusive Brands products portfolio. We are currently completing supply chain mapping and assessment for the majority of crude palm oil (CPO), crude palm kernel oil (CPKO), and palm oil derivatives used in our Exclusive Brands products, to the mill-level.

[Fixed row]

(5.11.5) Do your suppliers have to meet environmental requirements as part of your organization's purchasing process?

Climate change

(5.11.5.1) Suppliers have to meet specific environmental requirements related to this environmental issue as part of the purchasing process

Select from:

Yes, environmental requirements related to this environmental issue are included in our supplier contracts

(5.11.5.2) Policy in place for addressing supplier non-compliance

Select from:

Yes, we have a policy in place for addressing non-compliance

(5.11.5.3) Comment

US Foods' Supplier Code of Conduct, applicable to the majority of trade suppliers, outlines the Company's expectations and priorities for suppliers and sets forth the Company's expectations for suppliers in many key areas, including legal compliance; human rights, forced labor and human trafficking; workplace health and safety; product safety and regulatory compliance; sustainability and social responsibility; and ethical business practices. In late 2023, we updated the Code to also include additional information on managing greenhouse gas (GHG) emissions. It states our goal for 67% of our suppliers, by emissions, to develop science-based targets by 2027 and stipulates our minimum expectations for them to calculate their Scopes 1 and 2 GHG emissions. The Code also details procedures for engaging with suppliers in the case of non-compliance, up to and including terminating our business relationship with the supplier. US Foods' Supply Chain Collaboration Policy—intended for direct trade suppliers to provide clear, written expectations regarding the Company's policies, processes and procedures—also includes the Company's expectation that suppliers review and comply with our Supplier Code of Conduct.

Forests

(5.11.5.1) Suppliers have to meet specific environmental requirements related to this environmental issue as part of the purchasing process

Select from:

Yes, environmental requirements related to this environmental issue are included in our supplier contracts

(5.11.5.2) Policy in place for addressing supplier non-compliance

Select from:

Yes, we have a policy in place for addressing non-compliance

(5.11.5.3) Comment

US Foods' Supplier Code of Conduct, applicable to the majority of trade suppliers, outlines the Company's expectations and priorities for suppliers and sets forth the Company's expectations for suppliers in many key areas, including legal compliance; human rights, forced labor and human trafficking; workplace health and safety; product safety and regulatory compliance; sustainability and social responsibility; and ethical business practices. In late 2023, we updated the Code to include the expectation that each supplier producing or sourcing any high forest-risk commodity, or a derivative of a high forest-risk commodity, have purchase controls and supplier management processes in place to ensure it does not conduct, participate in, or otherwise contribute to deforestation in its production or sourcing, and have measures in place to help support the long-term protection of natural forests. The Code also incorporates our requirements for Exclusive Brands product suppliers as outlined in our Responsibly Sourced Palm Oil Policy, including that 100% of the crude palm oil (CPO) or crude palm kernel oil (CPKO) used in the Company's Exclusive Brands products be sourced through certified sustainable sources as defined in the Policy. Product-level compliance with this Policy is reviewed annually. The Code also details procedures for engaging with suppliers in the case of non-compliance, up to and including terminating our business relationship with the supplier.

[Fixed row]

(5.11.6) Provide details of the environmental requirements that suppliers have to meet as part of your organization's purchasing process, and the compliance measures in place.

Climate change

(5.11.6.1) Environmental requirement

Select from:

Other, please specify :Complying with regulatory requirements

(5.11.6.2) Mechanisms for monitoring compliance with this environmental requirement

Select all that apply

Grievance mechanism/ Whistleblowing hotline
 Supplier self-assessment

(5.11.6.9) Response to supplier non-compliance with this environmental requirement

Select from:

- Retain and engage

(5.11.6.11) Procedures to engage non-compliant suppliers

Select all that apply

- Providing information on appropriate actions that can be taken to address non-compliance

(5.11.6.12) Comment

US Foods' Supplier Code of Conduct, applicable to the majority of trade suppliers, outlines the Company's expectations for our suppliers, defined as any person or entity that sells or supplies services, raw materials, processed materials, or finished products to US Foods and/or its affiliates or subsidiaries. Our contracts with our suppliers require that each supplier conduct business in full compliance with all applicable national, regional, state, and local laws and regulations which necessarily includes applicable environmental regulations. The Code also sets the Company's expectation that suppliers calculate, at minimum, their Scopes 1 and 2 greenhouse gas (GHG) emissions using a credible and recognized accounting standard such as the GHG Protocol. We also encourage our suppliers to set science-based GHG emissions reduction targets and to annually report emissions and, if set, target progress, to US Foods directly or publicly. US Foods employees and the employees of our suppliers are encouraged to report any concerns or suspected violations of the Company's Supplier Code of Conduct to any US Foods manager or to the US Foods Check-In Line. Additionally, our annual, voluntary Supplier ESG survey of 1,000 of the Company's suppliers requests suppliers share data on their GHG emissions and science-based target status, as well as containing questions on other key topics, including biodiversity, deforestation, water, labor standards, and human rights.

Forests

(5.11.6.1) Environmental requirement

Select from:

- Compliance with an environmental certification, please specify :Roundtable on Sustainable Palm Oil for Exclusive Brands products

(5.11.6.2) Mechanisms for monitoring compliance with this environmental requirement

Select all that apply

- Certification
- Grievance mechanism/ Whistleblowing hotline
- Supplier self-assessment

(5.11.6.9) Response to supplier non-compliance with this environmental requirement

Select from:

- Retain and engage

(5.11.6.11) Procedures to engage non-compliant suppliers

Select all that apply

- Providing information on appropriate actions that can be taken to address non-compliance

(5.11.6.12) Comment

In late 2023, we updated the Code to include the expectation that each supplier producing or sourcing any high forest-risk commodity, or a derivative of a high forest-risk commodity, have purchase controls and supplier management processes in place to ensure it does not conduct, participate in, or otherwise contribute to deforestation in its production or sourcing, and have measures in place to help support the long-term protection of natural forests. The Code also incorporates our requirements for Exclusive Brands product suppliers as outlined in our Responsibly Sourced Palm Oil Policy, including that 100% of the crude palm oil (CPO) or crude palm kernel oil (CPKO) used in the Company's Exclusive Brands products be sourced through certified sustainable sources as defined in the Policy, including at minimum RSPO Mass Balance certification. Product-level compliance with this Policy is reviewed annually. The Code also details procedures for engaging with suppliers in the case of non-compliance, up to and including terminating our business relationship with the supplier.

[Add row]

(5.11.7) Provide further details of your organization's supplier engagement on environmental issues.

Climate change

(5.11.7.2) Action driven by supplier engagement

Select from:

- Adaptation to climate change

(5.11.7.3) Type and details of engagement

Information collection

- Collect GHG emissions data at least annually from suppliers
- Collect targets information at least annually from suppliers

(5.11.7.4) Upstream value chain coverage

Select all that apply

- Tier 1 suppliers

(5.11.7.9) Describe the engagement and explain the effect of your engagement on the selected environmental action

To help measure progress toward the Company's Scope 3 supplier engagement target, in 2023 we launched a voluntary Supplier ESG survey to more than 1,000 of our suppliers. The survey tracks how many suppliers have set greenhouse gas (GHG) emissions reduction targets and whether these have been approved by the Science Based Target initiative (SBTi), as well as plans or commitments to adopt science-based targets in the next two years. Suppliers are also requested to share data on their GHG emissions, if available, which can help to improve the accuracy of our Scope 3 emissions accounting and reporting.

(5.11.7.10) Engagement is helping your tier 1 suppliers meet an environmental requirement related to this environmental issue

Select from:

- No, this engagement is unrelated to meeting an environmental requirement

(5.11.7.11) Engagement is helping your tier 1 suppliers engage with their own suppliers on the selected action

Select from:

- Unknown

Forests

(5.11.7.1) Commodity

Select from:

- Palm oil

(5.11.7.2) Action driven by supplier engagement

Select from:

- Other, please specify :Certification of crude palm oil and crude palm kernel oil used in Exclusive Brands products

(5.11.7.3) Type and details of engagement

Innovation and collaboration

Other innovation and collaboration activity, please specify :Certification

(5.11.7.4) Upstream value chain coverage

Select all that apply

Tier 1 suppliers

(5.11.7.9) Describe the engagement and explain the effect of your engagement on the selected environmental action

US Foods requires that 100% of the crude palm oil (CPO) or crude palm kernel oil (CPKO) used in the Company's Exclusive Brands products be sourced through certified sustainable sources as defined in the Company's Responsibly Sourced Palm Oil Policy. Product-level compliance with this Policy is reviewed annually by members of the Company's food safety and quality assurance, product development, and category management teams. We are members of the Roundtable on Sustainable Palm Oil (RSPO) and support their standards and have also incorporated our Responsibly Sourced Palm Oil Policy into the Company's Supplier Code of Conduct to address potential environmental and social risks associated with palm oil production. Additionally, in 2023 we engaged select Exclusive Brands products suppliers to collect data in support of the Company's RSPO Annual Communication of Progress (ACOP). We are currently completing supply chain mapping and assessment for the majority of CPO, CPKO, and palm oil derivatives used in US Foods' Exclusive Brands products, to the mill-level.

(5.11.7.10) Engagement is helping your tier 1 suppliers meet an environmental requirement related to this environmental issue

Select from:

Yes, please specify the environmental requirement :Compliance with environmental certification

(5.11.7.11) Engagement is helping your tier 1 suppliers engage with their own suppliers on the selected action

Select from:

Unknown

[Add row]

(5.11.9) Provide details of any environmental engagement activity with other stakeholders in the value chain.

Climate change

(5.11.9.1) Type of stakeholder

Select from:

- Investors and shareholders

(5.11.9.2) Type and details of engagement

Education/Information sharing

- Share information on environmental initiatives, progress and achievements

(5.11.9.5) Rationale for engaging these stakeholders and scope of engagement

We recognize the value of listening to and considering the perspectives of our stakeholders, including associates, customers, suppliers, and stockholders, on topics related to sustainability and governance. We 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. These discussions provide opportunities for robust dialogue and feedback that informs our holistic sustainability approach and allows us to better understand and respond to their interests.

(5.11.9.6) Effect of engagement and measures of success

Engaging directly with the Company's stockholders provides opportunities for robust dialogue and feedback that informs our holistic sustainability approach and allows us to better understand and respond to their interests. For example, in response to feedback from our stockholders and to further progress the Company's sustainability efforts, in 2022 we committed to science-based greenhouse gas (GHG) emissions reduction goals to reduce our environmental impact.

Forests

(5.11.9.1) Type of stakeholder

Select from:

- Investors and shareholders

(5.11.9.2) Type and details of engagement

Education/Information sharing

- Share information on environmental initiatives, progress and achievements

(5.11.9.5) Rationale for engaging these stakeholders and scope of engagement

We recognize the value of listening to and considering the perspectives of our stakeholders, including associates, customers, suppliers, and stockholders, on topics related to sustainability and governance. We 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. These discussions provide opportunities for robust dialogue and feedback that informs our holistic sustainability approach and allows us to better understand and respond to their interests.

(5.11.9.6) Effect of engagement and measures of success

Engaging directly with the Company's stockholders provides opportunities for robust dialogue and feedback that informs our holistic sustainability approach and allows us to better understand and respond to their interests. For example, in response to feedback from our stockholders and to further progress the Company's sustainability efforts, in 2022 we committed to science-based greenhouse gas (GHG) emissions reduction goals to reduce our environmental impact.

Forests

(5.11.9.1) Type of stakeholder

Select from:

- Customers

(5.11.9.2) Type and details of engagement

Education/Information sharing

- Share information about your products and relevant certification schemes
- Share information on environmental initiatives, progress and achievements

(5.11.9.5) Rationale for engaging these stakeholders and scope of engagement

We engage directly with our customers through a variety of presentations and meetings to better understand their sustainability priorities and how we can help to support them. The Company's dedicated Local and Sustainable Product Lead is primarily responsible for engaging with customers to raise awareness about the Company's Exclusive Brands sustainable product offerings and their third-party certifications, and to provide strategic guidance to help customers meet their local and

sustainable procurement goals. Topics covered in such customer engagements range from high-level overviews of the Company's sustainability commitments to discussion of our Exclusive Brands sustainable product offerings. Additionally, each year we announce the publication of the Company's annual sustainability report directly to all of our customers, helping to raise awareness about the Company's sustainability efforts and encourage alignment in sustainability objectives.

(5.11.9.6) Effect of engagement and measures of success

In addition to knowledge-building and raising awareness among customers about the Company's sustainability initiatives, progress and achievements, including the Company's Exclusive Brands sustainable product offerings, discussions with customers help us identify opportunities to make strategic enhancements to our Exclusive Brands product portfolios.

Climate change

(5.11.9.1) Type of stakeholder

Select from:

- Customers

(5.11.9.2) Type and details of engagement

Education/Information sharing

- Share information about your products and relevant certification schemes
- Share information on environmental initiatives, progress and achievements

(5.11.9.5) Rationale for engaging these stakeholders and scope of engagement

We engage directly with our customers through a variety of presentations and meetings to better understand their sustainability priorities and how we can help to support them. The Company's dedicated Local and Sustainable Product Lead is primarily responsible for engaging with customers to raise awareness about the Company's Exclusive Brands sustainable product offerings and their third-party certifications, and to provide strategic guidance to help customers meet their local and sustainable procurement goals. Topics covered in such customer engagements range from high-level overviews of the Company's sustainability commitments to discussion of our Exclusive Brands sustainable product offerings. Additionally, each year we announce the publication of the Company's annual sustainability report directly to all of our customers, helping to raise awareness about the Company's sustainability efforts and encourage alignment in sustainability objectives.

(5.11.9.6) Effect of engagement and measures of success

In addition to knowledge-building and raising awareness among customers about the Company's sustainability initiatives, progress and achievements, including the Company's Exclusive Brands sustainable product offerings, discussions with customers help us identify opportunities to make strategic enhancements to our Exclusive Brands product portfolios.

[Add row]

C6. Environmental Performance - Consolidation Approach

(6.1) Provide details on your chosen consolidation approach for the calculation of environmental performance data.

Consolidation approach used	
Climate change	<i>Select from:</i> <input checked="" type="checkbox"/> Operational control
Forests	<i>Select from:</i> <input checked="" type="checkbox"/> Operational control
Plastics	<i>Select from:</i> <input checked="" type="checkbox"/> Operational control
Biodiversity	<i>Select from:</i> <input checked="" type="checkbox"/> Operational control

[Fixed row]

C7. Environmental performance - Climate Change

(7.1) Is this your first year of reporting emissions data to CDP?

Select from:

No

(7.1.1) Has your organization undergone any structural changes in the reporting year, or are any previous structural changes being accounted for in this disclosure of emissions data?

	Has there been a structural change?
	<i>Select all that apply</i> <input checked="" type="checkbox"/> No

[Fixed row]

(7.1.2) Has your emissions accounting methodology, boundary, and/or reporting year definition changed in the reporting year?

(7.1.2.1) Change(s) in methodology, boundary, and/or reporting year definition?

Select all that apply

No, but we have discovered significant errors in our previous response(s)

(7.1.2.2) Details of methodology, boundary, and/or reporting year definition change(s)

In 2023, as we reviewed previous Scope 3 calculations, we discovered that an incorrect emissions factor had been applied for beef products in our 2019 Scope 3 baseline.

[Fixed row]

(7.1.3) Have your organization's base year emissions and past years' emissions been recalculated as a result of any changes or errors reported in 7.1.1 and/or 7.1.2?

(7.1.3.1) Base year recalculation

Select from:

Yes

(7.1.3.2) Scope(s) recalculated

Select all that apply

Scope 3

(7.1.3.3) Base year emissions recalculation policy, including significance threshold

US Foods' emissions recalculation policy requires base year recalculation if a change condition, such as a change in methodology, emissions factor(s), acquisition(s), or divestiture(s), account for more than an approximate 5% change in greenhouse gas emissions.

(7.1.3.4) Past years' recalculation

Select from:

No

[Fixed row]

(7.2) Select the name of the standard, protocol, or methodology you have used to collect activity data and calculate emissions.

Select all that apply

The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)

(7.3) Describe your organization's approach to reporting Scope 2 emissions.

	Scope 2, location-based	Scope 2, market-based	Comment
	<p>Select from:</p> <p><input checked="" type="checkbox"/> We are reporting a Scope 2, location-based figure</p>	<p>Select from:</p> <p><input checked="" type="checkbox"/> We are reporting a Scope 2, market-based figure</p>	<i>US Foods is reporting both a Scope 2, location-based figure and Scope 2, market-based figure.</i>

[Fixed row]

(7.4) Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1, Scope 2 or Scope 3 emissions that are within your selected reporting boundary which are not included in your disclosure?

Select from:

No

(7.5) Provide your base year and base year emissions.

Scope 1

(7.5.1) Base year end

12/31/2019

(7.5.2) Base year emissions (metric tons CO2e)

634287

(7.5.3) Methodological details

The Company's calculation methodology is consistent with the principles and guidance of the World Resources Institute (WRI) and the World Business Council for Sustainable Development's (WBCSD) Greenhouse Gas Protocol Initiative (GHG Protocol) for corporate greenhouse gas (GHG) emissions accounting and reporting.

Scope 2 (location-based)

(7.5.1) Base year end

12/31/2019

(7.5.2) Base year emissions (metric tons CO2e)

191328

(7.5.3) Methodological details

The Company's calculation methodology is consistent with the principles and guidance of the World Resources Institute (WRI) and the World Business Council for Sustainable Development's (WBCSD) Greenhouse Gas Protocol Initiative (GHG Protocol) for corporate GHG emissions accounting and reporting.

Scope 2 (market-based)

(7.5.3) Methodological details

Scope 2, market-based emissions are not included in US Foods' base year.

Scope 3 category 1: Purchased goods and services

(7.5.1) Base year end

12/31/2019

(7.5.2) Base year emissions (metric tons CO2e)

29632011

(7.5.3) Methodological details

Base year emissions from purchased goods and services were calculated using the average data method.

Scope 3 category 2: Capital goods

(7.5.1) Base year end

12/31/2019

(7.5.2) Base year emissions (metric tons CO2e)

71435

(7.5.3) Methodological details

Base year emissions from capital goods were calculated using the spend-based method.

Scope 3 category 3: Fuel-and-energy-related activities (not included in Scope 1 or 2)

(7.5.1) Base year end

12/31/2019

(7.5.2) Base year emissions (metric tons CO2e)

302383

(7.5.3) Methodological details

Base year emissions from fuel and energy related activities were calculated using the fuel-based method.

Scope 3 category 4: Upstream transportation and distribution

(7.5.1) Base year end

12/31/2019

(7.5.2) Base year emissions (metric tons CO2e)

364198

(7.5.3) Methodological details

Base year emissions from upstream transportation and distribution were calculated using the spend-based method.

Scope 3 category 5: Waste generated in operations

(7.5.1) Base year end

12/31/2019

(7.5.2) Base year emissions (metric tons CO2e)

10799

(7.5.3) Methodological details

Base year emissions from waste generated in operations were calculated using the spend-based method.

Scope 3 category 6: Business travel

(7.5.1) Base year end

12/31/2019

(7.5.2) Base year emissions (metric tons CO2e)

27693

(7.5.3) Methodological details

Base year emission from business travel were calculated using the spend-based method.

Scope 3 category 7: Employee commuting

(7.5.1) Base year end

12/31/2019

(7.5.2) Base year emissions (metric tons CO2e)

20400

(7.5.3) Methodological details

Base year emissions from employee commuting were calculated using the average data method.

Scope 3 category 8: Upstream leased assets

(7.5.1) Base year end

12/31/2019

(7.5.3) Methodological details

US Foods reports the GHG emissions associated with its leased assets as Scopes 1 and 2 emissions and does not operate any leased assets not already included in those Scopes. Thus, emissions from upstream leased assets are not relevant to the Company.

Scope 3 category 9: Downstream transportation and distribution

(7.5.1) Base year end

12/31/2019

(7.5.3) Methodological details

Transportation and distribution were not separated by upstream and downstream in the Company's Scope 3 base year screening. Thus, emissions from downstream transportation and distribution are captured in upstream transportation and distribution emissions.

Scope 3 category 10: Processing of sold products

(7.5.1) Base year end

12/31/2019

(7.5.2) Base year emissions (metric tons CO2e)

0

(7.5.3) Methodological details

Base year emissions from processing of sold products were calculated using the spend-based method.

Scope 3 category 11: Use of sold products

(7.5.1) Base year end

12/31/2019

(7.5.3) Methodological details

Although US Foods' products may result in indirect emissions associated with their storage and preparation (e.g., emissions associated with refrigeration, freezing, and cooking/preparation), products do not result in direct emissions during use. Because of complexities in estimating indirect emissions associated with the wide variety of products that the Company, we limited the quantification of emissions from use of sold products to direct emissions. Thus, emissions from use of sold products are not relevant to the Company.

Scope 3 category 12: End of life treatment of sold products

(7.5.1) Base year end

12/31/2019

(7.5.2) Base year emissions (metric tons CO2e)

270436

(7.5.3) Methodological details

Base year emissions from end-of-life treatment of sold products were calculated using the waste-type specific method.

Scope 3 category 13: Downstream leased assets

(7.5.1) Base year end

12/31/2019

(7.5.3) Methodological details

US Foods does not generally lease or sublease its facilities. Thus, emissions from downstream leased assets are not relevant to the Company.

Scope 3 category 14: Franchises

(7.5.1) Base year end

12/31/2019

(7.5.3) Methodological details

US Foods does not have franchises. Thus, emissions from franchises are not relevant to the Company.

Scope 3 category 15: Investments

(7.5.1) Base year end

12/31/2019

(7.5.2) Base year emissions (metric tons CO2e)

5196

(7.5.3) Methodological details

Base year emissions from investments were calculated using the investment-specific method.

[Fixed row]

(7.6) What were your organization's gross global Scope 1 emissions in metric tons CO2e?

Reporting year

(7.6.1) Gross global Scope 1 emissions (metric tons CO2e)

613048

(7.6.3) Methodological details

The Company's calculation methodology is consistent with the principles and guidance of the World Resources Institute (WRI) and the World Business Council for Sustainable Development's (WBCSD) Greenhouse Gas Protocol Initiative (GHG Protocol) for corporate greenhouse gas (GHG) emissions accounting and reporting.

[Fixed row]

(7.7) What were your organization's gross global Scope 2 emissions in metric tons CO2e?

Reporting year

(7.7.1) Gross global Scope 2, location-based emissions (metric tons CO2e)

159595

(7.7.2) Gross global Scope 2, market-based emissions (metric tons CO2e) (if applicable)

162547

(7.7.4) Methodological details

The Company's calculation methodology is consistent with the principles and guidance of the World Resources Institute (WRI) and the World Business Council for Sustainable Development's (WBCSD) Greenhouse Gas Protocol Initiative (GHG Protocol) for corporate greenhouse gas (GHG) emissions accounting and reporting.

[Fixed row]

(7.8) Account for your organization's gross global Scope 3 emissions, disclosing and explaining any exclusions.

Purchased goods and services

(7.8.1) Evaluation status

Select from:

- Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

50219262

(7.8.3) Emissions calculation methodology

Select all that apply

- Average data method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

(7.8.5) Please explain

Emissions from purchased goods and services were primarily calculated using the average data method, aggregating total purchased volumes by commodity and then applying appropriate emissions factors.

Capital goods

(7.8.1) Evaluation status

Select from:

- Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

(7.8.3) Emissions calculation methodology

Select all that apply

Spend-based method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

(7.8.5) Please explain

Emissions from capital goods were calculated using the spend-based method, aggregating relevant data by spend category and then applying appropriate emissions factors.

Fuel-and-energy-related activities (not included in Scope 1 or 2)**(7.8.1) Evaluation status**

Select from:

Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

190838

(7.8.3) Emissions calculation methodology

Select all that apply

Fuel-based method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

(7.8.5) Please explain

Emissions from fuel and energy related activities were calculated using the fuel-based method, applying the appropriate emissions factors to consumption data.

Upstream transportation and distribution

(7.8.1) Evaluation status

Select from:

- Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

475325

(7.8.3) Emissions calculation methodology

Select all that apply

- Average data method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

(7.8.5) Please explain

Emissions from upstream transportation and distribution were primarily calculated using the average data method, performed on a tonne-kilometer basis and factoring in the weight and distance of each shipment. The calculations also accounted for transportation mode and whether transportation was refrigerated or non-refrigerated. Well-to-tank (WTT) emissions were included in these assessments.

Waste generated in operations

(7.8.1) Evaluation status

Select from:

- Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

407

(7.8.3) Emissions calculation methodology

Select all that apply

- Average data method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

(7.8.5) Please explain

Emissions from waste generated in operations were calculated using the average data method, aggregating waste tonnage by type and applying the appropriate emissions factors.

Business travel

(7.8.1) Evaluation status

Select from:

- Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

12296

(7.8.3) Emissions calculation methodology

Select all that apply

- Average data method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

(7.8.5) Please explain

Emissions from business travel were calculated using the average data method, using distance/mileage and other data and applying the appropriate emissions factors.

Employee commuting

(7.8.1) Evaluation status

Select from:

- Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

20513

(7.8.3) Emissions calculation methodology

Select all that apply

- Average data method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

(7.8.5) Please explain

Emissions from employee commuting were calculated using the average data method, based on the number of days employees were in the office and using national U.S. average as a proxy for commuting methods. Number of telework days were included in these assessments.

Upstream leased assets

(7.8.1) Evaluation status

Select from:

Not relevant, explanation provided

(7.8.5) Please explain

US Foods reports the GHG emissions associated with its leased assets as Scopes 1 and 2 emissions and does not operate any leased assets not already included in those Scopes. Thus, emissions from upstream leased assets are not relevant to the Company.

Downstream transportation and distribution

(7.8.1) Evaluation status

Select from:

Not relevant, explanation provided

(7.8.5) Please explain

Transportation and distribution are not separated by upstream and downstream. Thus, emissions from downstream transportation and distribution are captured in upstream transportation and distribution emissions.

Processing of sold products

(7.8.1) Evaluation status

Select from:

Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

540222

(7.8.3) Emissions calculation methodology

Select all that apply

Average data method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

(7.8.5) Please explain

Emissions from processing of sold products were calculated using the average data method. The proportion of sold food that is used as an intermediate product was identified and appropriate emissions factors were applied to those volumes.

Use of sold products

(7.8.1) Evaluation status

Select from:

Not relevant, explanation provided

(7.8.5) Please explain

Although US Foods' products may result in indirect emissions associated with their storage and preparation (e.g., emissions associated with refrigeration, freezing, and cooking/preparation), products do not result in direct emissions during use. Because of complexities in estimating indirect emissions associated with the wide variety of products that the Company, we limit the quantification of emissions from use of sold products to direct emissions. Thus, emissions from use of sold products are not relevant to the Company.

End of life treatment of sold products

(7.8.1) Evaluation status

Select from:

Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

849564

(7.8.3) Emissions calculation methodology

Select all that apply

Average data method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

(7.8.5) Please explain

Emissions from end-of-life treatment of sold products were calculated using the average data method. Environmental Protection Agency (EPA) statistics on waste treatment methods were used to determine the treatment of packaging waste. Food and Agriculture Organization (FAO) statistics on food waste at the consumption phase, broken down by food type, were used to determine the volumes of food waste. EPA statistics on the distribution of waste treatment methods were used to determine the treatment of food waste.

Downstream leased assets

(7.8.1) Evaluation status

Select from:

Not relevant, explanation provided

(7.8.5) Please explain

US Foods does not generally lease or sublease its facilities. Thus, emissions from downstream leased assets are not relevant to the Company.

Franchises

(7.8.1) Evaluation status

Select from:

Not relevant, explanation provided

(7.8.5) Please explain

US Foods does not have franchises. Thus, emissions from franchises are not relevant to the Company.

Investments

(7.8.1) Evaluation status

Select from:

- Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

10

(7.8.3) Emissions calculation methodology

Select all that apply

- Average data method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

(7.8.5) Please explain

*Emissions from investments were calculated using the average data method based on the Company's specific investments.
[Fixed row]*

(7.9) Indicate the verification/assurance status that applies to your reported emissions.

	Verification/assurance status
Scope 1	Select from:

Verification/assurance status	
	<input checked="" type="checkbox"/> Third-party verification or assurance process in place
Scope 2 (location-based or market-based)	<p>Select from:</p> <input checked="" type="checkbox"/> Third-party verification or assurance process in place
Scope 3	<p>Select from:</p> <input checked="" type="checkbox"/> No third-party verification or assurance

[Fixed row]

(7.9.1) Provide further details of the verification/assurance undertaken for your Scope 1 emissions, and attach the relevant statements.

Row 1

(7.9.1.1) Verification or assurance cycle in place

Select from:

Annual process

(7.9.1.2) Status in the current reporting year

Select from:

Complete

(7.9.1.3) Type of verification or assurance

Select from:

Limited assurance

(7.9.1.4) Attach the statement

US Foods 2023_Cventure Verification Statement_August 2024.pdf

(7.9.1.5) Page/section reference

1-2

(7.9.1.6) Relevant standard

Select from:

- Corporate GHG verification guidelines from ERT

(7.9.1.7) Proportion of reported emissions verified (%)

100

[Add row]

(7.9.2) Provide further details of the verification/assurance undertaken for your Scope 2 emissions and attach the relevant statements.

Row 1

(7.9.2.1) Scope 2 approach

Select from:

- Scope 2 location-based

(7.9.2.2) Verification or assurance cycle in place

Select from:

- Annual process

(7.9.2.3) Status in the current reporting year

Select from:

- Complete

(7.9.2.4) Type of verification or assurance

Select from:

- Limited assurance

(7.9.2.5) Attach the statement

US Foods 2023_Cventure Verification Statement_August 2024.pdf

(7.9.2.6) Page/ section reference

1-2

(7.9.2.7) Relevant standard

Select from:

- Corporate GHG verification guidelines from ERT

(7.9.2.8) Proportion of reported emissions verified (%)

100

[Add row]

(7.10) How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to those of the previous reporting year?

Select from:

- Increased

(7.10.1) Identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined), and for each of them specify how your emissions compare to the previous year.

Change in output

(7.10.1.1) Change in emissions (metric tons CO2e)

12529

(7.10.1.2) Direction of change in emissions

Select from:

Increased

(7.10.1.3) Emissions value (percentage)

3

(7.10.1.4) Please explain calculation

The primary reason for this change is due to a 5% increase in the volume of cases delivered from the previous year.

Other

(7.10.1.1) Change in emissions (metric tons CO2e)

34990

(7.10.1.2) Direction of change in emissions

Select from:

Increased

(7.10.1.3) Emissions value (percentage)

42

(7.10.1.4) Please explain calculation

The primary reason for this change is due to the improved completeness of refrigerant data in fiscal year 2023, as well as an increase in the consumption of R-404A, a potent greenhouse gas. We are continuing to retrofit and replace R-22 freon based refrigeration systems with non- and lower-ozone depleting substances, including ammonia, and have transitioned 42 of our facilities to energy-efficient refrigeration systems as of March 2024.
[Fixed row]

(7.10.2) Are your emissions performance calculations in 7.10 and 7.10.1 based on a location-based Scope 2 emissions figure or a market-based Scope 2 emissions figure?

Select from:

Location-based

(7.13) Is biogenic carbon pertaining to your direct operations relevant to your current CDP climate change disclosure?

Select from:

No

(7.14) Do you calculate greenhouse gas emissions for each agricultural commodity reported as significant to your business?

Other commodity

(7.14.1) GHG emissions calculated for this commodity

Select from:

Yes

(7.14.2) Reporting emissions by

Select from:

Total

(7.14.3) Emissions (metric tons CO₂e)

27389451

(7.14.5) Change from last reporting year

Select from:

- Higher

(7.14.6) Please explain

This is our second year calculating emissions specifically from beef, pork, poultry, and seafood. In the reporting year, there were increases in emissions associated with all proteins, attributable primarily to an increase in beef product volume.

[Fixed row]

(7.15) Does your organization break down its Scope 1 emissions by greenhouse gas type?

Select from:

- Yes

(7.15.1) Break down your total gross global Scope 1 emissions by greenhouse gas type and provide the source of each used global warming potential (GWP).

Row 1

(7.15.1.1) Greenhouse gas

Select from:

- CO2

(7.15.1.2) Scope 1 emissions (metric tons of CO2e)

491084

(7.15.1.3) GWP Reference

Select from:

- IPCC Sixth Assessment Report (AR6 - 100 year)

Row 2

(7.15.1.1) Greenhouse gas

Select from:

CH4

(7.15.1.2) Scope 1 emissions (metric tons of CO2e)

162

(7.15.1.3) GWP Reference

Select from:

IPCC Sixth Assessment Report (AR6 - 100 year)

Row 3

(7.15.1.1) Greenhouse gas

Select from:

N2O

(7.15.1.2) Scope 1 emissions (metric tons of CO2e)

2671

(7.15.1.3) GWP Reference

Select from:

IPCC Sixth Assessment Report (AR6 - 100 year)

Row 4

(7.15.1.1) Greenhouse gas

Select from:

HFCs

(7.15.1.2) Scope 1 emissions (metric tons of CO₂e)

119032

(7.15.1.3) GWP Reference

Select from:

IPCC Sixth Assessment Report (AR6 - 100 year)

[Add row]

(7.16) Break down your total gross global Scope 1 and 2 emissions by country/area.

	Scope 1 emissions (metric tons CO ₂ e)	Scope 2, location-based (metric tons CO ₂ e)	Scope 2, market-based (metric tons CO ₂ e)
United States of America	613048	159595	162547

[Fixed row]

(7.17) Indicate which gross global Scope 1 emissions breakdowns you are able to provide.

Select all that apply

- By business division
- By facility
- By activity

(7.17.1) Break down your total gross global Scope 1 emissions by business division.

	Business division	Scope 1 emissions (metric ton CO2e)
Row 1	<i>Retail</i>	11941
Row 2	<i>Corporate</i>	5467
Row 3	<i>Specialty</i>	6483
Row 4	<i>Broadline</i>	589156

[Add row]

(7.17.2) Break down your total gross global Scope 1 emissions by business facility.

Row 1

(7.17.2.1) Facility

Everett, WA

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

84

(7.17.2.3) Latitude

47.9385

(7.17.2.4) Longitude

-122.24812

Row 2

(7.17.2.1) Facility

Fife, WA

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

431

(7.17.2.3) Latitude

47.239266

(7.17.2.4) Longitude

-122.357066

Row 3**(7.17.2.1) Facility**

Spokane, WA

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

261

(7.17.2.3) Latitude

47.658779

(7.17.2.4) Longitude

-117.426048

Row 4

(7.17.2.1) Facility

Other Locations

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

612271

[Add row]

(7.17.3) Break down your total gross global Scope 1 emissions by business activity.

	Activity	Scope 1 emissions (metric tons CO2e)
Row 1	Office	14727
Row 2	Retail	11107
Row 4	Distribution	571240
Row 5	Stock Yards	5491
Row 6	Other	10482

[Add row]

(7.18) Do you include emissions pertaining to your business activity(ies) in your direct operations as part of your global gross Scope 1 figure?

Select from:

Yes

(7.18.2) Report the Scope 1 emissions pertaining to your business activity(ies) and explain any exclusions. If applicable, disaggregate your agricultural/forestry by GHG emissions category.

Row 1

(7.18.2.1) Activity

Select from:

- Processing/Manufacturing

(7.18.2.3) Emissions (metric tons CO2e)

5491

(7.18.2.4) Methodology

Select all that apply

- Default emissions factor

(7.18.2.5) Please explain

The figure presented here for Scope 1 manufacturing/processing emissions includes emissions from the Company's Stock Yards processing operations, such as from fuel and refrigerant usage calculated using default emissions factors.

Row 2

(7.18.2.1) Activity

Select from:

- Distribution

(7.18.2.3) Emissions (metric tons CO2e)

571240

(7.18.2.4) Methodology

Select all that apply

Default emissions factor

(7.18.2.5) Please explain

The figure presented here for Scope 1 emissions from distribution include all Company broadline distribution, such as from fuel and refrigerant usage calculated using default emissions factors.

[Add row]

(7.20) Indicate which gross global Scope 2 emissions breakdowns you are able to provide.

Select all that apply

- By business division
- By facility
- By activity

(7.20.1) Break down your total gross global Scope 2 emissions by business division.

	Business division	Scope 2, location-based (metric tons CO ₂ e)	Scope 2, market-based (metric tons CO ₂ e)
Row 1	Retail	16948	17389
Row 2	Corporate	3766	3741
Row 3	Specialty	10676	10737
Row 4	Broadline	128206	130681

[Add row]

(7.20.2) Break down your total gross global Scope 2 emissions by business facility.

	Facility	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
Row 1	<i>Everett, WA</i>	855	848
Row 2	<i>Fife, WA</i>	1105	1130
Row 3	<i>Spokane, WA</i>	1342	1372
Row 4	<i>Other Locations</i>	156293	159197

[Add row]

(7.20.3) Break down your total gross global Scope 2 emissions by business activity.

	Activity	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
Row 1	<i>Office</i>	3768	3743
Row 2	<i>Retail</i>	16478	16919
Row 3	<i>Distribution</i>	124519	127020
Row 4	<i>Stock Yards</i>	10036	10081
Row 5	<i>Other</i>	4794	4783

[Add row]

(7.22) Break down your gross Scope 1 and Scope 2 emissions between your consolidated accounting group and other entities included in your response.

	Scope 1 emissions (metric tons CO2e)	Scope 2, location-based emissions (metric tons CO2e)	Scope 2, market-based emissions (metric tons CO2e)
Consolidated accounting group	613048	159595	162547
All other entities	0	0	0

[Fixed row]

(7.23) Is your organization able to break down your emissions data for any of the subsidiaries included in your CDP response?

Select from:

No

(7.29) What percentage of your total operational spend in the reporting year was on energy?

Select from:

More than 10% but less than or equal to 15%

(7.30) Select which energy-related activities your organization has undertaken.

	Indicate whether your organization undertook this energy-related activity in the reporting year
Consumption of fuel (excluding feedstocks)	Select from: <input checked="" type="checkbox"/> Yes
Consumption of purchased or acquired electricity	Select from: <input checked="" type="checkbox"/> Yes

	Indicate whether your organization undertook this energy-related activity in the reporting year
Consumption of purchased or acquired heat	<p>Select from:</p> <p><input checked="" type="checkbox"/> No</p>
Consumption of purchased or acquired steam	<p>Select from:</p> <p><input checked="" type="checkbox"/> No</p>
Consumption of purchased or acquired cooling	<p>Select from:</p> <p><input checked="" type="checkbox"/> No</p>
Generation of electricity, heat, steam, or cooling	<p>Select from:</p> <p><input checked="" type="checkbox"/> Yes</p>

[Fixed row]

(7.30.1) Report your organization's energy consumption totals (excluding feedstocks) in MWh.

Consumption of fuel (excluding feedstock)

(7.30.1.1) Heating value

Select from:

HHV (higher heating value)

(7.30.1.2) MWh from renewable sources

0

(7.30.1.3) MWh from non-renewable sources

1990331

(7.30.1.4) Total (renewable and non-renewable) MWh

1990331

Consumption of purchased or acquired electricity

(7.30.1.1) Heating value

Select from:

Unable to confirm heating value

(7.30.1.2) MWh from renewable sources

0

(7.30.1.3) MWh from non-renewable sources

439483

(7.30.1.4) Total (renewable and non-renewable) MWh

439483

Consumption of self-generated non-fuel renewable energy

(7.30.1.1) Heating value

Select from:

Unable to confirm heating value

(7.30.1.2) MWh from renewable sources

0

(7.30.1.4) Total (renewable and non-renewable) MWh

0

Total energy consumption

(7.30.1.1) Heating value

Select from:

Unable to confirm heating value

(7.30.1.2) MWh from renewable sources

0

(7.30.1.3) MWh from non-renewable sources

2429814

(7.30.1.4) Total (renewable and non-renewable) MWh

2429814

[Fixed row]

(7.30.6) Select the applications of your organization's consumption of fuel.

	Indicate whether your organization undertakes this fuel application
Consumption of fuel for the generation of electricity	Select from: <input checked="" type="checkbox"/> No
Consumption of fuel for the generation of heat	Select from: <input checked="" type="checkbox"/> Yes

	Indicate whether your organization undertakes this fuel application
Consumption of fuel for the generation of steam	Select from: <input checked="" type="checkbox"/> No
Consumption of fuel for the generation of cooling	Select from: <input checked="" type="checkbox"/> No
Consumption of fuel for co-generation or tri-generation	Select from: <input checked="" type="checkbox"/> No

[Fixed row]

(7.30.7) State how much fuel in MWh your organization has consumed (excluding feedstocks) by fuel type.

	Heating value	Total fuel MWh consumed by the organization
Oil	Select from: <input checked="" type="checkbox"/> Unable to confirm heating value	1871655
Gas	Select from: <input checked="" type="checkbox"/> Unable to confirm heating value	118676

[Fixed row]

(7.30.16) Provide a breakdown by country/area of your electricity/heat/steam/cooling consumption in the reporting year.

United States of America

(7.30.16.1) Consumption of purchased electricity (MWh)

439483

(7.30.16.2) Consumption of self-generated electricity (MWh)

0

(7.30.16.4) Consumption of purchased heat, steam, and cooling (MWh)

0

(7.30.16.5) Consumption of self-generated heat, steam, and cooling (MWh)

0

(7.30.16.6) Total electricity/heat/steam/cooling energy consumption (MWh)

439483.00

[Fixed row]

(7.45) Describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tons CO2e per unit currency total revenue and provide any additional intensity metrics that are appropriate to your business operations.

Row 1

(7.45.1) Intensity figure

0.0000217053

(7.45.2) Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)

772643

(7.45.3) Metric denominator

Select from:

- unit total revenue

(7.45.4) Metric denominator: Unit total

35597000000

(7.45.5) Scope 2 figure used

Select from:

- Location-based

(7.45.6) % change from previous year

2.33

(7.45.7) Direction of change

Select from:

- Increased

(7.45.8) Reasons for change

Select all that apply

- Change in physical operating conditions
- Other, please specify :Data completeness

(7.45.9) Please explain

From 2022 to 2023, emissions increased due to greater motor fuel consumption attributable to higher inbound logistics volume and improved completeness of refrigerant data. Nevertheless, we delivered cases more efficiently as seen through the Company's continued decrease in fuel and energy intensity compared to both our 2019 climate goal base year and compared to 2022, all despite a 5% increase in total cases delivered during 2023.
[Add row]

(7.53) Did you have an emissions target that was active in the reporting year?

Select all that apply

Absolute target

(7.53.1) Provide details of your absolute emissions targets and progress made against those targets.

Row 1

(7.53.1.1) Target reference number

Select from:

Abs 1

(7.53.1.2) Is this a science-based target?

Select from:

Yes, and this target has been approved by the Science Based Targets initiative

(7.53.1.3) Science Based Targets initiative official validation letter

USFO-USA-001-OFF Certificate (2).pdf

(7.53.1.4) Target ambition

Select from:

Well-below 2°C aligned

(7.53.1.5) Date target was set

07/06/2022

(7.53.1.6) Target coverage

Select from:

Organization-wide

(7.53.1.7) Greenhouse gases covered by target

Select all that apply

- Carbon dioxide (CO₂)
- Methane (CH₄)
- Nitrous oxide (N₂O)
- Hydrofluorocarbons (HFCs)

(7.53.1.8) Scopes

Select all that apply

- Scope 1
- Scope 2

(7.53.1.9) Scope 2 accounting method

Select from:

- Location-based

(7.53.1.11) End date of base year

12/31/2019

(7.53.1.12) Base year Scope 1 emissions covered by target (metric tons CO₂e)

634287

(7.53.1.13) Base year Scope 2 emissions covered by target (metric tons CO₂e)

191328

(7.53.1.31) Base year total Scope 3 emissions covered by target (metric tons CO₂e)

0.000

(7.53.1.32) Total base year emissions covered by target in all selected Scopes (metric tons CO2e)

825615.000

(7.53.1.33) Base year Scope 1 emissions covered by target as % of total base year emissions in Scope 1

100

(7.53.1.34) Base year Scope 2 emissions covered by target as % of total base year emissions in Scope 2

100

(7.53.1.53) Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes

100

(7.53.1.54) End date of target

12/31/2032

(7.53.1.55) Targeted reduction from base year (%)

32.5

(7.53.1.56) Total emissions at end date of target covered by target in all selected Scopes (metric tons CO2e)

557290.125

(7.53.1.57) Scope 1 emissions in reporting year covered by target (metric tons CO2e)

613048

(7.53.1.58) Scope 2 emissions in reporting year covered by target (metric tons CO2e)

159595

(7.53.1.77) Total emissions in reporting year covered by target in all selected scopes (metric tons CO2e)

772643.000

(7.53.1.78) Land-related emissions covered by target

Select from:

No, it does not cover any land-related emissions (e.g. non-FLAG SBT)

(7.53.1.79) % of target achieved relative to base year

19.74

(7.53.1.80) Target status in reporting year

Select from:

Underway

(7.53.1.82) Explain target coverage and identify any exclusions

US Foods is committed to reducing absolute Scopes 1 and 2 greenhouse gas (GHG) emissions 32.5% by 2032 from a 2019 base year. This target is organization-wide without any exclusions.

(7.53.1.83) Target objective

To address the Company's Scopes 1 and 2 emissions, one target has been set to reduce absolute Scopes 1 and 2 emissions 32.5% by 2032 from a 2019 base year. This target is modeled using the absolute contraction approach and meets the minimum ambition for the well-below 2C pathway in the target year of 2032, and is therefore considered ambitious.

(7.53.1.84) Plan for achieving target, and progress made to the end of the reporting year

Through GHG emissions footprint analysis, we have found the largest portion of emissions from the Company's own operations comes from fuel used in our fleet of approximately 6,500 trucks, used to serve customers across our extensive network of more than 70 distribution centers nationwide. The next largest contributors are emissions associated with the Company's electricity use and fugitive emissions from refrigerants. As such, to achieve the Company's target, we are focused on improving the efficiency of our fleet and facilities, such as by optimizing routing to decrease miles driven, deploying alternative fuel and electric vehicles, investing in solar array installations, and accelerating the adoption of energy-efficient equipment and technologies.

(7.53.1.85) Target derived using a sectoral decarbonization approach

Select from:

No

[Add row]

(7.54) Did you have any other climate-related targets that were active in the reporting year?

Select all that apply

Other climate-related targets

(7.54.2) Provide details of any other climate-related targets, including methane reduction targets.

Row 1

(7.54.2.1) Target reference number

Select from:

Oth 1

(7.54.2.2) Date target was set

07/06/2022

(7.54.2.3) Target coverage

Select from:

Suppliers

(7.54.2.4) Target type: absolute or intensity

Select from:

Absolute

(7.54.2.5) Target type: category & Metric (target numerator if reporting an intensity target)

Engagement with suppliers

Percentage of suppliers (by emissions) with a science-based target

(7.54.2.7) End date of base year

12/31/2019

(7.54.2.8) Figure or percentage in base year

0

(7.54.2.9) End date of target

12/31/2027

(7.54.2.10) Figure or percentage at end of date of target

67

(7.54.2.11) Figure or percentage in reporting year

23

(7.54.2.12) % of target achieved relative to base year

34.3283582090

(7.54.2.13) Target status in reporting year

Select from:

Underway

(7.54.2.15) Is this target part of an emissions target?

Yes. This target is part of the Company's commitment that 67% of its suppliers, by emissions covering purchased goods and services, have science-based targets by 2027, a supplier engagement target that was approved by the Science Based Targets initiative (SBTi) in December 2022.

(7.54.2.16) Is this target part of an overarching initiative?

Select all that apply

Science Based Targets initiative – approved supplier engagement target

(7.54.2.17) Science Based Targets initiative official validation letter

USFO-USA-001-OFF Certificate (2).pdf

(7.54.2.18) Please explain target coverage and identify any exclusions

The Company's target covers suppliers representing 67% of our Scope 3 emissions focused on purchased goods and services.

(7.54.2.19) Target objective

As the largest portion of the Company's overall greenhouse gas (GHG) emissions footprint, reducing Scope 3 emissions is a key focus area for US Foods. Because the Company does not have direct control over these emissions, we prioritize engagement with our suppliers to help achieve change. To address the Company's Scope 3 emissions, one target addressing 67% of base year Scope 3 GHG emissions has been set. The target intends to engage the suppliers responsible for these Scope 3 emissions to set their own science-based targets by 2027. Supplier engagement targets are assessed in terms of timeframe, boundary coverage, and ambition. Relevant suppliers must set target end dates within 5 years of their target start date, cover at least 67% of Scope 3 emissions, and adhere to SBTi criteria.

(7.54.2.20) Plan for achieving target, and progress made to the end of the reporting year

Based on our Scope 3 analysis, we are focusing on suppliers of major product categories contributing to the Company's Scope 3 emissions footprint, such as protein, produce, and dairy. Having identified top emitting suppliers, we prioritize direct outreach and engagement. We collaborate across the US Foods category management and replenishment teams—the Company's primary supplier relationship owners—to explain the Company's Scope 3 target and to help assess the current status of suppliers' target-setting and sustainability initiatives. We do this via survey and as needed, in-person or virtually. This direct outreach has raised awareness with suppliers about the Company's GHG emissions reduction targets and has prompted additional dialogue with select suppliers about environmental performance and sustainable product opportunities. We are also gathering feedback on specific supplier needs or obstacles to climate action and target-setting. Based on supplier engagement, we plan to consider relevant supply chain interventions. To help measure progress toward the Company's Scope 3 supplier engagement target, in 2023 we launched a voluntary Supplier ESG survey to more than 1,000 of our suppliers. The survey tracks how many suppliers have set GHG emissions reduction targets and whether these have been approved by SBTi, as well as plans or commitments to adopt science-based targets in the next two years. In addition, in 2023 we updated the Company's Supplier Code of Conduct to clarify the GHG emissions expectations for all US Foods suppliers. Going forward, we plan to continue engaging with suppliers to track their target-setting activities. By the end of 2023, 23% of our suppliers, by emissions, had set science-based targets.

[Add row]

(7.55) Did you have emissions reduction initiatives that were active within the reporting year? Note that this can include those in the planning and/or implementation phases.

Select from:

Yes

(7.55.1) Identify the total number of initiatives at each stage of development, and for those in the implementation stages, the estimated CO2e savings.

	Number of initiatives	Total estimated annual CO2e savings in metric tonnes CO2e (only for rows marked *)
Implementation commenced	1	5752

[Fixed row]

(7.55.2) Provide details on the initiatives implemented in the reporting year in the table below.

Row 1

(7.55.2.1) Initiative category & Initiative type

Low-carbon energy consumption

Other, please specify :Alternative fuels

(7.55.2.2) Estimated annual CO2e savings (metric tonnes CO2e)

5752

(7.55.2.3) Scope(s) or Scope 3 category(ies) where emissions savings occur

Select all that apply

- Scope 1

(7.55.2.4) Voluntary/Mandatory

Select from:

- Voluntary

(7.55.2.9) Comment

Adopting alternative fuel vehicles represents a significant opportunity to help decarbonize the Company's operations. As fleet technology continues to evolve, we have integrated a variety of alternative fuel initiatives into our fleet. This includes investing in compressed natural gas (CNG), renewable natural gas (RNG) and renewable diesel (RD) fuel. We are working to quantify the emissions impact of other initiatives related to decarbonization, such as routing optimization, electric vehicle deployment the adoption of energy-efficient equipment and technologies and are committed to annual reporting on the Company's absolute Scopes 1 and 2 greenhouse gas emissions.

[Add row]

(7.55.3) What methods do you use to drive investment in emissions reduction activities?

Row 1

(7.55.3.1) Method

Select from:

- Compliance with regulatory requirements/standards

(7.55.3.2) Comment

Legal or regulatory requirements regarding climate change or designed to reduce or mitigate the effects of carbon dioxide and other greenhouse gas (GHG) emissions on the environment, may impact our business, such as by incurring additional costs related to compliance with evolving legal or regulatory requirements. As such, we make investments as necessary to ensure compliance with regulatory requirements and standards. For example, the Company is actively working to ensure compliance with California's Advanced Clean Fleets (ACF) regulation. Adopted in 2023, this regulation imposes a zero-emissions vehicle purchase

requirement. To help ensure compliance with the ACF regulation, the Company invested in the deployment of 40 electric trucks at our La Mirada distribution center in 2023 and collaborated internally with our facilities team to install 65 electric vehicle charging stations at 8 different US Foods locations.

Row 2

(7.55.3.1) Method

Select from:

- Financial optimization calculations

(7.55.3.2) Comment

We work continuously to improve transportation efficiency and reduce the environmental footprint of the Company's fleet through our holistic fleet strategy, undertaking programs and initiatives that are both business-positive and sustainable. Additionally, through the Company's operational impact strategy, we implement programs and initiatives that support the needs of our business while contributing to the reduction of energy usage, the transition to renewable resources, and the adoption of more efficient equipment and technologies throughout the Company's facilities. As part of the Company's capital budgeting strategy, we consider the adoption of initiatives that may reduce operating costs and achieve lower emissions.

[Add row]

(7.68) Do you encourage your suppliers to undertake any agricultural or forest management practices with climate change mitigation and/or adaptation benefits?

Select from:

- Yes

(7.68.1) Specify which agricultural or forest management practices with climate change mitigation and/or adaptation benefits you encourage your suppliers to undertake and describe your role in the implementation of each practice.

Row 1

(7.68.1.1) Management practice reference number

Select from:

- MP1

(7.68.1.2) Management practice

Select from:

- Land use change

(7.68.1.3) Description of management practice

US Foods' Supplier Code of Conduct, applicable to the majority of trade suppliers, outlines the Company's expectations for our suppliers, defined as any person or entity that sells or supplies services, raw materials, processed materials, or finished products to US Foods and/or its affiliates or subsidiaries. Our contracts with our suppliers require that each supplier conduct business in full compliance with all applicable national, regional, state, and local laws and regulations which necessarily includes applicable environmental regulations. The Code also sets the Company's expectation that each supplier producing or sourcing any high forest-risk commodity, or a derivative of a high forest-risk commodity, have purchase controls and supplier management processes in place to ensure it does not conduct, participate in, or otherwise contribute to deforestation in its production or sourcing, and to have measures in place to help support the long-term protection of natural forests. This commitment is supplemented by the Company's Responsibly Sourced Palm Oil Policy, which includes our requirement that all US Foods Exclusive Brands products use at minimum Roundtable on Sustainable Palm Oil (RSPO) Mass Balance certified crude palm oil (CPO) and crude palm kernel oil (CPKO).

(7.68.1.4) Your role in the implementation

Select all that apply

- Procurement

(7.68.1.5) Explanation of how you encourage implementation

We are currently completing supply chain mapping and assessment for the majority of crude palm oil (CPO), crude palm kernel oil (CPKO), and palm oil derivatives used in US Foods' Exclusive Brands products, to the mill-level. This assessment also involves collecting information from relevant suppliers on their adherence to the Company's no deforestation commitment, as described in US Foods' Supplier Code of Conduct. The Code also details procedures for engaging with suppliers in the case of non-compliance, up to and including terminating our business relationship with the supplier. Additionally, the Company's Supply Chain Collaboration Policy—intended for direct trade suppliers to provide clear, written expectations regarding US Foods' policies, processes and procedures—also includes our expectation that suppliers review and comply with our Supplier Code of Conduct. We encourage our associates, consultants, suppliers and suppliers to raise questions or suspicions of non-compliance with our expectations without fear of retaliation by using the US Foods Check-In Line. This externally hosted hotline is available to internal and external parties, including workers in our supply chain, and can be contacted anonymously, 24 hours a day, seven days a week, with translation services, if needed.

(7.68.1.6) Climate change related benefit

Select all that apply

- Increase carbon sink (mitigation)

(7.68.1.7) Comment

As an emissions reduction activity, addressing deforestation is recognized by the Science Based Targets initiative (SBTi) to have the potential to deliver significant climate mitigation, as forests and soils store carbon and act as sinks.

[Add row]

(7.68.2) Do you collect information from your suppliers about the outcomes of any implemented agricultural/forest management practices you have encouraged?

Select from:

No

(7.70) Do you know if any of the management practices mentioned in 7.68.1 that were implemented by your suppliers have other impacts besides climate change mitigation/adaptation?

Select from:

Yes

(7.70.1) Provide details of those management practices implemented by your suppliers that have other impacts besides climate change mitigation/adaptation.

Row 1

(7.70.1.1) Management practice reference number

Select from:

MP1

(7.70.1.2) Overall effect

Select from:

Positive

(7.70.1.3) Which of the following has been impacted?

Select all that apply

- Biodiversity
- Soil
- Water

(7.70.1.4) Description of impacts

The Company's Serve Good program offers a curated portfolio of Exclusive Brands products developed in partnership with suppliers that are committed to our defined standards for responsible practices. To be included in the Serve Good program, a product must have two attributes. First, it must come with a claim of responsible sourcing or contribution to waste reduction, or it must be produced or manufactured in a manner to help reduce greenhouse gas (GHG) emissions. Claims might fall into categories focused on agricultural practices, sustainable seafood, animal care, responsible disposables, reduced waste, or climate-conscious products. Most Serve Good products come with third-party certification. Second, all Serve Good products must arrive to our customers in packaging that meets our strict Serve Good packaging standards, designed to help minimize packaging waste and prioritize the use of more sustainable materials to help reduce products' environmental footprint. Both in the case of select Serve Good responsible disposables products and the Company's Serve Good packaging standards, the Company may require a Forest Stewardship Council (FSC), Sustainable Forestry Initiative (SFI), or similar certification. For example, the Company requires that all virgin paper content used in its Serve Good product inner and outer packaging have FSC, SFI, or similar certification. Certification standards associated with these certifications could have positive impacts on biodiversity, soil, and/or water. For example, C6.3 of the FSC standards states that ecological functions and values shall be maintained and intact, enhanced, or restored, including: a) forest generation and succession; b) genetic, species, and ecosystem diversity; and c) natural cycles that affect the productivity of the forest ecosystem (FSC). C.5.5 states that forest management operations shall recognize, maintain, and where appropriate, enhance the value of forest services and resources such as watersheds and fisheries (FSC).

(7.70.1.5) Have any response to these impacts been implemented?

Select from:

- No

(7.70.1.6) Description of the response(s)

No response to these impacts has been implemented.

[\[Add row\]](#)

(7.74) Do you classify any of your existing goods and/or services as low-carbon products?

Select from:

No

(7.79) Has your organization canceled any project-based carbon credits within the reporting year?

Select from:

No

C8. Environmental performance - Forests

(8.1) Are there any exclusions from your disclosure of forests-related data?

Exclusion from disclosure	
Palm oil	<i>Select from:</i> <input checked="" type="checkbox"/> Yes

[Fixed row]

(8.1.1) Provide details on these exclusions.

Palm oil

(8.1.1.1) Exclusion

Select from:

Specific product lines

(8.1.1.2) Description of exclusion

Forests-related data on palm oil is limited to the Company's Exclusive Brands products. Exclusive Brands products are US Foods' branded products. Manufacturer Brands products, which are other companies' products that we stock for the convenience of our customers, are excluded.

(8.1.1.8) Indicate if you are providing the commodity volume that is being excluded from your disclosure of forests-related data

Select from:

No, the volume excluded is unknown

[Add row]

(8.2) Provide a breakdown of your disclosure volume per commodity.

	Disclosure volume (metric tons)	Volume type	Sourced volume (metric tons)
Palm oil	10014	<i>Select all that apply</i> <input checked="" type="checkbox"/> Sourced	10014

[Fixed row]

(8.5) Provide details on the origins of your sourced volumes.

Palm oil

(8.5.1) Country/area of origin

Select from:

Unknown origin

(8.5.4) Volume sourced from country/area of origin (metric tons)

10014

(8.5.5) Source

Select all that apply

Contracted suppliers (manufacturers)

(8.5.7) Please explain

In 2023, we began working with a third party to help identify the risk of deforestation and land conversion in our Exclusive Brands products supply chain. Through this strategic partnership, we have established a three-year plan to assess our risks and impacts, develop key policies and create implementation systems, supply chain mapping, and supplier risk assessments for select commodities and products to help mitigate deforestation risk in our supply chain. In 2023, the first year of our partnership, we undertook a deforestation and land conversion risk assessment for our Exclusive Brands products to identify the commodities and geographic areas within our sourcing that represent potential risks. After overlaying geographic data, our risk assessment concluded that palm oil and soy from specific regions may pose our highest deforestation risks overall. This assessment has been a key first step to help us understand where to further investigate deforestation risk in our Exclusive Brands product portfolio. Currently, we are completing supply chain mapping, to the mill-level, for suppliers comprising the majority of crude palm oil (CPO), crude palm kernel oil (CPKO), and palm oil derivatives used in the Company's Exclusive Brands products.

[Add row]

(8.6) Does your organization produce or source palm oil derived biofuel?

Select from:

No

(8.7) Did your organization have a no-deforestation or no-conversion target, or any other targets for sustainable production/ sourcing of your disclosed commodities, active in the reporting year?

Palm oil

(8.7.1) Active no-deforestation or no-conversion target

Select from:

No, and we do not plan to have a no-deforestation or no-conversion target in the next two years

(8.7.3) Primary reason for not having an active no-deforestation or no-conversion target in the reporting year

Select from:

Other, please specify :Other target-setting in progress

(8.7.4) Explain why you did not have an active no-deforestation or no-conversion target in the reporting year

In 2023, we began working with a third party to help identify the risk of deforestation and land conversion in our Exclusive Brands product supply chain. Through this strategic partnership, we have established a three-year plan to assess our risks and impacts, develop policies and create implementation systems, supply chain mapping, and supplier risk assessments for select commodities and products to help mitigate deforestation risk in our supply chain. As part of our three-year plan, we

expect to set targets related to mitigating the risk of deforestation in our Exclusive Brands products supply chain based on a 2023 deforestation and land conversion risk assessment for our Exclusive Brands products.

(8.7.5) Other active targets related to this commodity, including any which contribute to your no-deforestation or no-conversion target

Select from:

Yes, we have other targets related to this commodity

[Fixed row]

(8.7.2) Provide details of other targets related to your commodities, including any which contribute to your no-deforestation or no-conversion target, and progress made against them.

Palm oil

(8.7.2.1) Target reference number

Select from:

Target 1

(8.7.2.3) Target coverage

Select from:

Product level

(8.7.2.4) Commodity volume covered by target (metric tons)

Select from:

Total commodity volume associated with operations or locations covered by target

(8.7.2.5) Category of target & Quantitative metric

Third-party certification

% of volume third-party certified

(8.7.2.7) Third-party certification scheme

Chain-of-custody certification

RSPO - Mass Balance

(8.7.2.8) Date target was set

01/01/2017

(8.7.2.9) End date of base year

12/31/2023

(8.7.2.10) Base year figure

100

(8.7.2.11) End date of target

12/31/2023

(8.7.2.12) Target year figure

100

(8.7.2.13) Reporting year figure

100

(8.7.2.14) Target status in reporting year

Select from:

Achieved

(8.7.2.17) Explain target coverage and identify any exclusions

This target is limited to Exclusive Brands products containing crude palm oil and/or crude palm kernel oil. Exclusive Brands products are US Foods' branded products. Manufacturer Brands products, which are other companies' products that we stock for the convenience of our customers, are excluded.

(8.7.2.19) List the actions which contributed most to achieving or maintaining this target

Policy; supplier engagement

(8.7.2.20) Further details of target

US Foods maintains a goal annually that 100% of the palm and palm kernel oil used in all Exclusive Brand products be certified, at minimum, RSPO Mass Balance. This goal was originally set in 2017 and has been achieved each year since 2019.

[\[Add row\]](#)

(8.8) Indicate if your organization has a traceability system to determine the origins of your sourced volumes and provide details of the methods and tools used.

Palm oil

(8.8.1) Traceability system

Select from:

No, but we plan to establish one within the next two years

(8.8.4) Primary reason your organization does not have a traceability system

Select from:

Other, please specify :Traceability system in progress

(8.8.5) Explain why your organization does not have a traceability system

In 2023, US Foods began working with a third party to help identify the risk of deforestation and land conversion in our supply chain. Through this strategic partnership, we have established a three-year plan to assess our risks and impacts, develop key policies and create implementation systems, supply chain mapping, and supplier risk assessments for select commodities and products to help mitigate deforestation risk in our supply chain. Currently, we are completing supply chain

mapping and assessment for the majority of crude palm kernel oil (CPKO), crude palm oil (CPO) and palm oil derivatives, used in US Foods' Exclusive Brands products, to the mill-level.

[Fixed row]

(8.9) Provide details of your organization's assessment of the deforestation-free (DF) or deforestation- and conversion-free (DCF) status of its disclosed commodities.

Palm oil

(8.9.1) DF/DCF status assessed for this commodity

Select from:

No, but we plan to do so within the next two years

(8.9.7) Primary reason for not assessing DF/DCF status

Select from:

Other, please specify :Assessment in progress

(8.9.8) Explain why you have not assessed DF/DCF status

In 2023, US Foods began working with a third party to help identify the risk of deforestation and land conversion in our supply chain. Through this strategic partnership, we have established a three-year plan to assess our risks and impacts, develop key policies and create implementation systems, supply chain mapping, and supplier risk assessments for select commodities and products to help mitigate deforestation risk in our supply chain. Currently, we are completing supply chain mapping and assessment for the majority of crude palm kernel oil (CPKO), crude palm oil (CPO) and palm oil derivatives, used in US Foods' Exclusive Brands products, to the mill-level.

[Fixed row]

(8.10) Indicate whether you have monitored or estimated the deforestation and conversion of other natural ecosystems footprint for your disclosed commodities.

Palm oil

(8.10.1) Monitoring or estimating your deforestation and conversion footprint

Select from:

No, but we plan to monitor or estimate our deforestation and conversion footprint in the next two years

(8.10.2) Primary reason for not monitoring or estimating deforestation and conversion footprint

Select from:

Other, please specify :Assessment in progress

(8.10.3) Explain why you do not monitor or estimate your deforestation and conversion footprint

In 2023, US Foods began working with a third party to help identify the risk of deforestation and land conversion in our supply chain. Through this strategic partnership, we have established a three-year plan to assess our risks and impacts, develop key policies and create implementation systems, supply chain mapping, and supplier risk assessments for select commodities and products to help mitigate deforestation risk in our supply chain. Currently, we are completing supply chain mapping and assessment for the majority of crude palm kernel oil (CPKO), crude palm oil (CPO) and palm oil derivatives, used in US Foods' Exclusive Brands products, to the mill-level.

[Fixed row]

(8.11) For volumes not assessed and determined as deforestation- and conversion-free (DCF), indicate if you have taken actions in the reporting year to increase production or sourcing of DCF volumes.

	Actions taken to increase production or sourcing of DCF volumes
Palm oil	Select from: <input checked="" type="checkbox"/> Yes

[Fixed row]

(8.11.1) Provide details of actions taken in the reporting year to assess and increase production/sourcing of deforestation- and conversion-free (DCF) volumes.

Palm oil

(8.11.1.1) Action type

Select from:

- Increasing physical certification

(8.11.1.2) % of disclosure volume that is covered by this action

100

(8.11.1.3) Indicate whether you had any major barriers or challenges related to this action in the reporting year

Select from:

- No

(8.11.1.4) Main measures identified to manage or resolve the challenges

Select all that apply

- Other, please specify :No challenges

(8.11.1.5) Provide further details on the actions taken, their contribution to achieving DCF status, and any related barriers or challenges

In the reporting year, the Company continued to meet our Responsibly Sourced Palm Oil Policy commitment to source 100% of the crude palm oil (CPO) or crude palm kernel oil (CPKO) used in our Exclusive Brands products through certified sustainable sources as defined in the Policy and at minimum Roundtable on Sustainable Palm Oil (RSPO) Mass Balance. Also in 2023, we engaged a third party to conduct a deforestation and land conversion risk assessment, which underscored the potential risks to forests of palm oil production and laid the groundwork for future action plans to help mitigate risk in our supply chain, including direct engagement with suppliers representing the majority of CPO and CPKO usage in the Company's Exclusive Brands products, to trace the oil back to its origins and ensure it comes from responsibly managed sources.

[\[Add row\]](#)

(8.14) Indicate if you assess your own compliance and/or the compliance of your suppliers with forest regulations and/or mandatory standards, and provide details.

(8.14.1) Assess legal compliance with forest regulations

Select from:

- No, and we do not plan to within the next two years

(8.14.5) Please explain

While the Company does not specifically assess the compliance of our suppliers with forest regulations, we require that each supplier conduct business in full compliance with all applicable national, state and local laws and regulations of the countries in which they operate—including trade, export and import controls, product safety requirements, and all applicable antitrust and fair competition laws. This requirement is outlined in the Company's Supplier Code of Conduct. Additionally, the Company's Supply Chain Collaboration Policy—intended for direct trade suppliers to provide clear, written expectations regarding US Foods' policies, processes and procedures—includes our expectation that suppliers review and comply with our Supplier Code of Conduct. Furthermore, in 2023, we also undertook a gap analysis to assess our existing policies and procedures against best practices from the Accountability Framework. Based on this analysis, we now have a clear understanding of where we can strengthen our commitments, implementation mechanisms, and monitoring, verification and reporting procedures related to deforestation.

[Fixed row]

(8.15) Do you engage in landscape (including jurisdictional) initiatives to progress shared sustainable land use goals?

(8.15.1) Engagement in landscape/jurisdictional initiatives

Select from:

- No, we do not engage in landscape/jurisdictional initiatives, and we do not plan to within the next two years

(8.15.2) Primary reason for not engaging in landscape/jurisdictional initiatives

Select from:

- Not an immediate strategic priority

(8.15.3) Explain why your organization does not engage in landscape/jurisdictional initiatives

In 2023, we began working with a third party to help identify the risk of deforestation and land conversion in our Exclusive Brands products supply chain. Through this strategic partnership, we have established a three-year plan to assess the Company's risks and impacts, develop key policies and create implementation systems, supply chain mapping, and supplier risk assessments for select commodities and products to help mitigate deforestation risk in our supply chain. Landscape initiatives may be considered as part of this engagement; however, our immediate priority is improving traceability for high- and medium-risk commodities through supply chain mapping for our Exclusive Brands.

[Fixed row]

(8.16) Do you participate in any other external activities to support the implementation of policies and commitments related to deforestation, ecosystem conversion, or human rights issues in commodity value chains?

Select from:

Yes

(8.16.1) Provide details of the external activities to support the implementation of your policies and commitments related to deforestation, ecosystem conversion, or human rights issues in commodity value chains

Row 1

(8.16.1.1) Commodity

Select all that apply

Palm oil

(8.16.1.2) Activities

Select all that apply

Involved in industry platforms

(8.16.1.3) Country/area

Select from:

Not applicable

(8.16.1.4) Subnational area

Select from:

Not applicable

(8.16.1.5) Provide further details of the activity

US Foods is an active Ordinary Member of the Roundtable on Sustainable Palm Oil (RSPO), recognizes RSPO standards as part of our Responsibly Sourced Palm Oil Policy, and completes an annual submission of the RSPO Annual Communication of Progress (ACOP). Additionally, we are using the Rainforest Alliance Palm Industry Platform to complete supply chain mapping of palm oil used in our relevant Excuse Brands products. Additionally, in 2023, we also undertook a gap analysis to assess our existing policies and procedures against best practices from the Accountability Framework. Based on this analysis, we now have a clear understanding of where we can strengthen our commitments, implementation mechanisms, and monitoring, verification and reporting procedures related to deforestation.

[Add row]

(8.17) Is your organization supporting or implementing project(s) focused on ecosystem restoration and long-term protection?

Select from:

No, and we do not plan to implement project(s) within the next two years

C11. Environmental performance - Biodiversity

(11.2) What actions has your organization taken in the reporting year to progress your biodiversity-related commitments?

(11.2.1) Actions taken in the reporting period to progress your biodiversity-related commitments

Select from:

Yes, we are taking actions to progress our biodiversity-related commitments

(11.2.2) Type of action taken to progress biodiversity- related commitments

Select all that apply

Other, please specify :Deforestation and land conversion risk assessment for our Exclusive Brands products

[Fixed row]

(11.3) Does your organization use biodiversity indicators to monitor performance across its activities?

	Does your organization use indicators to monitor biodiversity performance?
	Select from: <input checked="" type="checkbox"/> No

[Fixed row]

(11.4) Does your organization have activities located in or near to areas important for biodiversity in the reporting year?

Legally protected areas

(11.4.1) Indicate whether any of your organization's activities are located in or near to this type of area important for biodiversity

Select from:

Not assessed

(11.4.2) Comment

We have established a three-year plan to help mitigate deforestation risk in our Exclusive Brands products supply chain, including supply chain mapping for select commodities and suppliers based on our 2023 deforestation risk assessment. Supply chain mapping might include assessment of areas important for biodiversity.

UNESCO World Heritage sites

(11.4.1) Indicate whether any of your organization's activities are located in or near to this type of area important for biodiversity

Select from:

Not assessed

(11.4.2) Comment

We have established a three-year plan to help mitigate deforestation risk in our Exclusive Brands products supply chain, including supply chain mapping for select commodities and suppliers based on our 2023 deforestation risk assessment. Supply chain mapping might include assessment of areas important for biodiversity.

UNESCO Man and the Biosphere Reserves

(11.4.1) Indicate whether any of your organization's activities are located in or near to this type of area important for biodiversity

Select from:

Not assessed

(11.4.2) Comment

We have established a three-year plan to help mitigate deforestation risk in our Exclusive Brands products supply chain, including supply chain mapping for select commodities and suppliers based on our 2023 deforestation risk assessment. Supply chain mapping might include assessment of areas important for biodiversity.

Ramsar sites

(11.4.1) Indicate whether any of your organization's activities are located in or near to this type of area important for biodiversity

Select from:

Not assessed

(11.4.2) Comment

We have established a three-year plan to help mitigate deforestation risk in our Exclusive Brands products supply chain, including supply chain mapping for select commodities and suppliers based on our 2023 deforestation risk assessment. Supply chain mapping might include assessment of areas important for biodiversity.

Key Biodiversity Areas

(11.4.1) Indicate whether any of your organization's activities are located in or near to this type of area important for biodiversity

Select from:

Not assessed

(11.4.2) Comment

We have established a three-year plan to help mitigate deforestation risk in our Exclusive Brands products supply chain, including supply chain mapping for select commodities and suppliers based on our 2023 deforestation risk assessment. Supply chain mapping might include assessment of areas important for biodiversity.

Other areas important for biodiversity

(11.4.1) Indicate whether any of your organization's activities are located in or near to this type of area important for biodiversity

Select from:

Not assessed

(11.4.2) Comment

We have established a three-year plan to help mitigate deforestation risk in our Exclusive Brands products supply chain, including supply chain mapping for select commodities and suppliers based on our 2023 deforestation risk assessment. Supply chain mapping might include assessment of areas important for biodiversity.
[Fixed row]

C13. Further information & sign off

(13.1) Indicate if any environmental information included in your CDP response (not already reported in 7.9.1/2/3, 8.9.1/2/3/4, and 9.3.2) is verified and/or assured by a third party?

(13.1.1) Other environmental information included in your CDP response is verified and/or assured by a third party

Select from:

No, and we do not plan to obtain third-party verification/assurance of other environmental information in our CDP response within the next two years

(13.1.2) Primary reason why other environmental information included in your CDP response is not verified and/or assured by a third party

Select from:

Not an immediate strategic priority

(13.1.3) Explain why other environmental information included in your CDP response is not verified and/or assured by a third party

The details of Risk 1, and other details of climate-related risks and opportunities disclosed in Module 3 of this CDP response, are included in the Company's 2023 Annual Report, which is reviewed by a third-party auditor.

[Fixed row]

(13.3) Provide the following information for the person that has signed off (approved) your CDP response.

(13.3.1) Job title

EVP, General Counsel and Corporate Secretary

(13.3.2) Corresponding job category

Select from:

Other C-Suite Officer

[Fixed row]

