

C0. Introduction

C0.1

(C0.1) Give a general description and introduction to your 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. These include Monarch Foods (established in 1853), Sexton (1883), PYA (1903), Rykoff (1911) and Kraft Foodservice (1976). US Foodservice was organized as a corporation in Delaware in 1989. In November 2011, we rebranded from "US Foodservice" to "US Foods."

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 centers on providing our customers a broad and innovative offering of high-quality products, as well as a comprehensive suite of industry-leading e-commerce, technology, and business solutions. We operate with standardized business processes, shared systems infrastructure, and an organizational model that optimizes national scale with local execution, allowing us to manage the 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 independently owned single and multi-unit restaurants, regional restaurant concepts, national restaurant chains, hospitals, nursing homes, hotels and motels, country clubs, government and military organizations, colleges and universities, and retail locations. We provide approximately 400,000 fresh, frozen, and dry food stock-keeping units, or SKUs, as well as non-food items, sourced from approximately 5,000 suppliers. Approximately 4,000 sales associates manage customer relationships at local, regional, and national levels. They 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 more than 60 distribution facilities and fleet of approximately 6,000 trucks 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.

Please note that responses contained in this report may contain "forward-looking statements" concerning the company's business strategies and future or assumed results of operations, which are subject to a number of risks, uncertainties and other important factors that could cause our actual results to differ materially from those expressed in, or implied by, the forward-looking statements. Any forward-looking statements speak only as of the date of this report. More information about the risks, uncertainties and other factors that may impact our business and results of operations may be found in the company's periodic filings with the U.S. Securities and Exchange Commission (SEC) which may be accessed via the SEC's website or the company's investor relations website.

C0.2

(C0.2) State the start and end date of the year for which you are reporting data.

	Start date	End date	Indicate if you are providing emissions data for past reporting years	Select the number of past reporting years you will be providing emissions data for
Row 1	January 1 2018	December 31 2018	No	<Not Applicable>

C0.3

(C0.3) Select the countries/regions for which you will be supplying data.

United States of America

C0.4

(C0.4) Select the currency used for all financial information disclosed throughout your response.

USD

C0.5

(C0.5) Select the option that describes the reporting boundary for which climate-related impacts on your business are being reported. Note that this option should align with your consolidation approach to your Scope 1 and Scope 2 greenhouse gas inventory.

Operational control

C-AC0.6/C-FB0.6/C-PF0.6

(C-AC0.6/C-FB0.6/C-PF0.6) Are emissions from agricultural/forestry, processing/manufacturing, distribution activities or emissions from the consumption of your products – whether in your direct operations or in other parts of your value chain – relevant to your current CDP climate change disclosure?

	Relevance
Agriculture/Forestry	Elsewhere in the value chain only [Agriculture/Forestry/processing/manufacturing/Distribution only]
Processing/Manufacturing	Both direct operations and elsewhere in the value chain [Processing/manufacturing/Distribution only]
Distribution	Both direct operations and elsewhere in the value chain [Processing/manufacturing/Distribution only]
Consumption	No

C-AC0.6b/C-FB0.6b/C-PF0.6b

(C-AC0.6b/C-FB0.6b/C-PF0.6b) Why are emissions from agricultural/forestry activities undertaken on your own land not relevant to your current CDP climate change disclosure?

Row 1

Primary reason

Evaluated but judged to be unimportant

Please explain

Due to the nature of its business, US Foods does not own land for agricultural purposes.

C-AC0.6g/C-FB0.6g/C-PF0.6g

(C-AC0.6g/C-FB0.6g/C-PF0.6g) Why are emissions from the consumption of your products not relevant to your current CDP climate change disclosure?

Row 1

Primary reason

Evaluated but judged to be unimportant

Please explain

US Foods is primarily a foodservice distribution company. The company places its focus on direct operations; specifically fleet, facilities and the variety of its product offerings.

C-AC0.7/C-FB0.7/C-PF0.7

(C-AC0.7/C-FB0.7/C-PF0.7) Which agricultural commodity(ies) that your organization produces and/or sources are the most significant to your business by revenue? Select up to five.

Agricultural commodity

Other, please specify

% of revenue dependent on this agricultural commodity

20-40%

Produced or sourced

Sourced

Please explain

This figure is for a combined value in sales for Cattle Products and Fish and Seafood From Aquaculture. In fiscal 2018, the sales mix for our principal products categories for 2018 details "Meats and Seafood" as \$8.6B in sales as part of our total \$24.1B in revenue.

C1. Governance

C1.1

(C1.1) Is there board-level oversight of climate-related issues within your organization?

Yes

C1.1a

(C1.1a) Identify the position(s) (do not include any names) of the individual(s) on the board with responsibility for climate-related issues.

Position of individual(s)	Please explain
Board-level committee	The Nominating and Corporate Governance Committee, made up of members from the Board of Directors, monitors the company's corporate social responsibility strategy, including as it relates to environmental and social matters, and receives reports periodically (and at least annually) from management regarding the company's initiatives and accomplishments in the area.

C1.1b

(C1.1b) Provide further details on the board’s oversight of climate-related issues.

Frequency with which climate-related issues are a scheduled agenda item	Governance mechanisms into which climate-related issues are integrated	Please explain
Scheduled – some meetings	<ul style="list-style-type: none"> Reviewing and guiding strategy Reviewing and guiding major plans of action Reviewing and guiding risk management policies 	The Nominating and Corporate Governance Committee, made up of members from the Board of Directors, monitors the company’s corporate social responsibility strategy, including as it relates to environmental and social matters, and receives reports periodically (and at least annually) from management regarding the company’s initiatives and accomplishments in the area.

C1.2

(C1.2) Provide the highest management-level position(s) or committee(s) with responsibility for climate-related issues.

Name of the position(s) and/or committee(s)	Responsibility	Frequency of reporting to the board on climate-related issues
Other committee, please specify (Cross-Functional Leadership (Vice President, Director level oversight))	Both assessing and managing climate-related risks and opportunities	Annually

C1.2a

(C1.2a) Describe where in the organizational structure this/these position(s) and/or committees lie, what their associated responsibilities are, and how climate-related issues are monitored (do not include the names of individuals).

1.Climate-related risks and opportunities are primarily addressed by US Foods’ Supply Chain and Real Estate functional leaders through initiatives implemented to improve the efficiency of its facilities and fleet and reduce its environmental footprint. US Foods’ Merchandising functional leaders also address climate-related risks and opportunities through the development of innovative sustainable and responsibly sourced products. The direct responsibilities of the Supply Chain, Real Estate and Merchandising functions as they relate to climate-related issues are captured and integrated within the company’s overall Corporate Social Responsibility (CSR) approach. The company’s CSR approach includes initiatives and policies developed around its commitment to caring for people, protecting the environment and providing sustainably sourced products under the focus areas of People, Planet and Products:

People - US Foods strives to make a positive difference in the lives of our employees and the communities we serve. Initiatives include developing our employees, embracing inclusion in our workforce, serving our communities through hunger relief initiatives and volunteer efforts, and providing economic opportunities to the next generation of culinary professionals through our US Foods Scholars program.

Planet – We are continually working to improve the efficiency of our facilities and fleet to reduce our environmental footprint. Initiatives supporting these efforts include investments in energy reduction tactics, such as LEED certifications and solar installations in some facilities; new technology, such as the use of compressed natural gas (CNG) vehicles as part of our fleet; and process improvements, such as optimizing our routing to help reduce miles driven.

Products – US Foods has multiple programs and policies in place to support our commitment to providing an extensive portfolio of innovative products. Through a third-party sustainable product materiality assessment including feedback from internal and external stakeholders, US Foods has prioritized key initiatives such as responsible sourcing and sustainable product development, where we

believe we will have the most impact.

a. Identification, Management of initiatives:

US Foods' Supply Chain, Real Estate and Merchandising functional leaders are directly responsible for identifying and managing strategies and initiatives within our CSR focus areas of Planet and Products where we can make the most impact. These initiatives are primarily related to improving our fleet, facilities, local and sustainable products, and operations management. Where applicable, additional third-party support and insights are leveraged. For example, in the case of sustainable product initiatives, US Foods leveraged a third-party sustainable product materiality assessment that included feedback from internal and external stakeholders to assist with the existing and emerging sustainable product strategies.

b. Monitoring, Reporting of initiatives:

As part of their regular responsibilities, US Foods' Supply Chain, Real Estate and Merchandising functional leaders monitor climate-related initiatives and manage any associated mitigation strategies. Ongoing meetings between these functional leaders and the Vice President of Corporate Communications, Director of External Communications and Senior Manager of CSR are established to review progress against key milestones and initiatives. Progress against these initiatives is reported annually within the company's public facing Corporate Social Responsibility Review and within the Corporate Social Responsibility section of the company's website.

Ongoing updates on the progress of the initiatives are reported to the Executive Vice President, General Counsel and Chief Compliance Officer by the Vice President of Corporate Communications. The Executive Vice President, General Counsel and Chief Compliance Officer oversee reporting of CSR updates to the Nominating and Corporate Governance Committee.

c. Board Oversight, Monitoring:

The Nominating and Corporate Governance Committee monitors the company's strategy, including as it relates to environmental and social matters, and receives reports periodically (and at least annually) from management regarding the company's initiatives and accomplishments in that area.

C1.3

(C1.3) Do you provide incentives for the management of climate-related issues, including the attainment of targets?

No

C2. Risks and opportunities

C2.1

(C2.1) Describe what your organization considers to be short-, medium- and long-term horizons.

	From (years)	To (years)	Comment
Short-term	0	3	
Medium-term	3	5	
Long-term	5	10	

C2.2

(C2.2) Select the option that best describes how your organization's processes for identifying, assessing, and managing climate-related issues are integrated into your overall risk management.

Integrated into multi-disciplinary company-wide risk identification, assessment, and management processes

C2.2a

(C2.2a) Select the options that best describe your organization's frequency and time horizon for identifying and assessing climate-related risks.

	Frequency of monitoring	How far into the future are risks considered?	Comment
Row 1	Annually	1 to 3 years	Assessments may occur more frequently as functional leaders deem necessary.

C2.2b

(C2.2b) Provide further details on your organization's process(es) for identifying and assessing climate-related risks.

1. Climate-related risks and opportunities are primarily addressed by US Foods' Supply Chain and Real Estate functional leaders through initiatives implemented to improve the efficiency of its facilities and fleet and reduce its environmental footprint. US Foods' Merchandising functional leaders also address climate-related risks and opportunities through the development of innovative sustainable and responsibly sourced products. The direct responsibilities of the Supply Chain, Real Estate and Merchandising functions as they relate to climate-related issues are captured and integrated within the company's overall Corporate Social Responsibility (CSR) approach. The company's CSR approach includes initiatives and policies developed around its commitment to caring for people, protecting the environment and providing sustainably sourced products under the focus areas of People, Planet and Products:

People - US Foods strives to make a positive difference in the lives of our employees and the communities we serve. Initiatives include developing our employees, embracing inclusion in our workforce, serving our communities through hunger relief initiatives and volunteer efforts, and providing economic opportunities to the next generation of culinary professionals through our US Foods Scholars program.

Planet – We are continually working to improve the efficiency of our facilities and fleet to reduce our environmental footprint. Initiatives supporting these efforts include investments in energy reduction tactics, such as LEED certifications and solar installations in some facilities; new technology, such as the use of compressed natural gas (CNG) vehicles as part of our fleet; and process improvements, such as optimizing our routing to help reduce miles driven.

Products – US Foods has multiple programs and policies in place to support our commitment to providing an extensive portfolio of innovative products. Through a third-party sustainable product materiality assessment including feedback from internal and external stakeholders, US Foods has prioritized key initiatives such as responsible sourcing and sustainable product development, where we believe we will have the most impact.

a. Identification, Management of initiatives:

US Foods' Supply Chain, Real Estate and Merchandising functional leaders are directly responsible for identifying and managing strategies and initiatives within the company's CSR focus areas of Planet and Products where US Foods can make the most impact. These initiatives are primarily related to improving our fleet, facilities, local and sustainable products, and operations management. Where applicable, additional third-party support and insights are leveraged. For example, in the case of sustainable product initiatives, US Foods leveraged a third-party sustainable product materiality assessment that included feedback from internal and external stakeholders to assist with the existing and emerging sustainable product strategies.

2. US Foods takes the identification and management of the company's risks seriously and leverages an Enterprise Risk Management (ERM) process to identify, assess, prioritize, mitigate and monitor the company's top enterprise-wide risks.

a. Risks are identified and assessed as part of the ERM process through ongoing interviews and data gathering with key internal stakeholders. This process is leveraged to understand the organization's goals, assess possible risks, determine the significance of the risks on operations, financial results and business reputation, and to understand management's action plans and monitoring for those risks.

b. To date, top risks identified within the ERM process do not include climate-related risks. However, should a climate-related issue emerge as a key risk within the ERM identification process, this risk would be monitored and managed within the ERM process. The Executive Leadership Team, which reports to the Chairman and Chief Executive Officer, is responsible for managing the ERM process, and the Audit Committee of the Board of Directors is responsible for oversight. The Audit Committee is comprised of four board directors.

C2.2c

(C2.2c) Which of the following risk types are considered in your organization's climate-related risk assessments?

	Relevance & inclusion	Please explain
Current regulation	Relevant, always included	Compliance with current regulations is considered within US Foods' primary processes for identifying and managing risks and opportunities, including regulations that impact environmental issues. For example, US Foods maintains an extensive network of more than 60 distribution facilities, enabling the company to serve national and local customers across the United States. These distribution facilities require energy to store, refrigerate and manage a vast portfolio of products and are subject to a broad range of U.S. federal, state and local laws and regulations relating to the protection of the environment. New regulations, such as those requiring the phase-out of certain ozone-depleting substances or otherwise regulating greenhouse gas emissions, may require the upgrading or replacement of equipment or may increase operating costs. This is the case in some facilities, where US Foods has invested in the phasing out of r22 freon-based refrigeration systems. In these facilities, r22 is being replaced with a new non-ozone depleting refrigerant. US Foods has also begun replacing or retrofitting existing equipment utilizing alternative refrigeration, such as ammonia or other non-ozone depleting refrigerants.
Emerging regulation	Relevant, always included	US Foods monitors emerging regulations to assist with identifying, evaluating and managing risks and opportunities, which are, in some cases, climate related. US Foods maintains an extensive network of more than 60 distribution facilities that are subject to a broad range of U.S. federal, state and local laws and regulations relating to the protection of the environment.
Technology	Relevant, always included	Investments in technology are considered within US Foods' primary processes for identifying and managing risks and opportunities. As described in C2.3a, US Foods' fleet of approximately 6,000 trucks is critical to our business, allowing the company to operate efficiently and provide high levels of customer service. As such, unfavorable changes in fuel prices may not only increase the price US Foods pays for products, but also increase the costs incurred to deliver products to customers. US Foods manages this risk by implementing practices and technologies aimed at increasing fuel efficiency.
Legal	Relevant, always included	Legal compliance is considered within US Foods' primary processes for identifying and managing risks and opportunities. US Foods is subject to a broad range of U.S. federal, state and local laws and regulations relating to the protection of the environment.
Market	Relevant, always included	Market risks such as changing consumer behavior are considered within US Foods' primary processes for identifying and managing risks and opportunities. As described in C2.3a, changing consumer behavior such as the demand for products that offer enhanced transparency around where the product is from and how the product is sourced continues to be a key trend influencing customer and diner purchasing decisions. US Foods continues to invest in multiple programs and policies to support the company's commitment to offering innovative products that include sustainable and responsibly sourced attributes. Examples of such programs include: US Foods Responsible Sourcing Policy, US Foods Serve Good® program, US Foods Progress Check™ program, US Foods Serve Local program, US Foods Unpronounceables List™ initiative and US Foods Responsibly Sourced Palm Oil Policy.
Reputation	Relevant, always included	Reputation risks are considered within US Foods' primary processes for identifying and managing risks and opportunities. A failure to understand these evolving issues could result in reputational hardships that could negatively impact our business. Ensuring a strong understanding of the CSR issues that are important to key stakeholders is a component of the company's prioritization efforts. As an example, the demand for products that offer enhanced transparency around where the product is from and how the product is sourced continues to be a key trend influencing customer and diner purchasing decisions. To meet this demand, US Foods continues to invest in multiple programs and policies to support the company's commitment to, and reputation for, offering innovative products that include sustainable and responsibly sourced attributes and reduce environmental footprint. Examples of such programs include: Examples of such programs include: US Foods Responsible Sourcing Policy, US Foods Serve Good® program, US Foods Progress Check™ program, US Foods Serve Local program, US Foods Unpronounceables List™ initiative and US Foods Responsibly Sourced Palm Oil Policy. Ongoing management activities and key milestones against these activities are reported externally on the Corporate Social Responsibility pages of the company's website. A review of these activities and key milestones are also captured in the company's Corporate Social Responsibility Review that is issued annually and available on the company's website.
Acute physical	Relevant, always included	As described in C2.3a, acute physical risks are captured in operational risks. Because the company's network spans so much of the country, many of US Foods' facilities, along with the facilities of our customers and suppliers, are located in areas that are increasingly subject to extreme, and occasionally prolonged, weather conditions. Extreme weather conditions may interrupt the company's operations in such areas. Furthermore, extreme weather conditions may interrupt or impede access to customers' facilities, prevent or delay deliveries from suppliers, or otherwise reduce the number of consumers who visit customers' facilities. US Foods evaluates potential risks and has preparation strategies in place to mitigate these risks. US Foods' Operations team manages a Weather Command Center out of Tempe, Arizona, to oversee advanced preparation strategies for mitigating the impact of extreme weather events on the business. The Weather Command Center monitors imminent weather events on a daily basis and works directly with the regional operations teams in affected areas to carry out protocols included in the Operations Playbook to leverage technologies and processes put in place to minimize weather-related critical service interruptions.
Chronic physical	Relevant, sometimes included	Because the company's network spans so much of the country, many of US Foods' facilities, along with the facilities of our customers and suppliers, are located in areas that are increasingly subject to extreme, and occasionally prolonged, weather conditions. Extreme weather conditions may interrupt the company's operations in such areas. Furthermore, extreme weather conditions may interrupt or impede access to customers' facilities, prevent or delay deliveries from suppliers, or otherwise reduce the number of consumers who visit customers' facilities. US Foods evaluates potential risks and has preparation strategies in place to mitigate these risks. For instance, the risk of flooding is a key area of focus for the company's extreme weather Business Continuity procedures. Escalation procedures and the recovery and Operations Playbooks detail the procedures in place to ensure the company can overcome serious incidents or disasters and resume normal operations within a reasonable period of time.
Upstream	Relevant, always included	As part of US Foods' upstream business process, there are many risk factors outlined within this questionnaire, such as physical risks and changing regulations, that may impact the ability of the company to source products from third-party suppliers. The third-party (vendor) facilities from which the company procures products are increasingly subject to extreme, and occasionally prolonged, weather conditions, including, but not limited to, hurricanes, tornadoes, blizzards, and extreme cold. Extreme weather conditions may cause critical service interruptions to business operations and management of potential risk must be addressed. As part of the company's Business Continuity procedures, the impact of extreme weather on vendors is addressed within the Operations Playbook to ensure the company can overcome serious incidents or disasters and resume normal operations within a reasonable period of time.

	Relevance & inclusion	Please explain
Downstream	Relevant, always included	As part of US Foods downstream business process, there are many risk factors outlined within this questionnaire, such as physical risks and changing regulations, that may impact the company's ability to serve its customers. For example, US Foods facilities are increasingly subject to extreme, and occasionally prolonged, weather conditions, including, but not limited to, hurricanes, tornadoes, blizzards, and extreme cold. Extreme weather conditions may cause critical service interruptions to business operations and management of potential risk must be addressed. As part of the company's Business Continuity procedures, the impact of extreme weather on vendors is addressed within the Operations Playbook to ensure the company can overcome serious incidents or disasters and resume normal operations within a reasonable period of time.

C2.2d

(C2.2d) Describe your process(es) for managing climate-related risks and opportunities.

1. Climate-related risks and opportunities are primarily addressed by US Foods' Supply Chain and Real Estate functional leaders through initiatives implemented to improve the efficiency of our facilities and fleet and reduce our environmental footprint. Our Merchandising functional leaders also address climate-related risks and opportunities through the development of innovative sustainable and responsibly sourced products. The direct responsibilities of our Supply Chain, Real Estate and Merchandising functions as they relate to climate-related issues are captured and integrated within the company's overall Corporate Social Responsibility (CSR) approach. Our CSR approach includes initiatives and policies developed around our commitment to caring for people, protecting the environment and providing sustainably sourced products under the focus areas of People, Planet and Products:

People - US Foods strives to make a positive difference in the lives of our employees and the communities we serve. Initiatives include developing our employees, embracing inclusion in our workforce, serving our communities through hunger relief initiatives and volunteer efforts, and providing economic opportunities to the next generation of culinary professionals through our US Foods Scholars program.

Planet – We are continually working to improve the efficiency of our facilities and fleet to reduce our environmental footprint. Initiatives supporting these efforts include investments in energy reduction tactics, such as LEED certifications and solar installations in some facilities; new technology, such as the use of compressed natural gas (CNG) vehicles as part of our fleet; and process improvements, such as optimizing our routing to help reduce miles driven.

Products – US Foods has multiple programs and policies in place to support our commitment to providing an extensive portfolio of innovative products. Through a third-party sustainable product materiality assessment including feedback from internal and external stakeholders, US Foods has prioritized key initiatives such as responsible sourcing and sustainable product development, where we believe we will have the most impact.

a. Identification, Management of initiatives:

US Foods' Supply Chain, Real Estate and Merchandising functional leaders are directly responsible for identifying and managing strategies and initiatives within our CSR focus areas of Planet and Products where we can make the most impact. These initiatives are primarily related to improving our fleet, facilities, local and sustainable products, and operations management. Where applicable, additional third-party support and insights are leveraged. For example, in the case of sustainable product initiatives, US Foods leveraged a third-party sustainable product materiality assessment that included feedback from internal and external stakeholders to assist with the existing and emerging sustainable product strategies.

One transition risk and opportunity that would fall under "Products" is outlined below, along with the associated management strategy:

- The demand for products that offer enhanced transparency continues to be a key trend area influencing customer and diner purchasing decisions. US Foods invests in multiple programs and policies to support the company's commitment to offer innovative products that include sustainable and responsibly sourced attributes. Examples of such programs include: US Foods Responsible Sourcing Policy, US Foods Serve Good™ program, US Foods Progress Check™ program, US Foods Serve Local program, the US Foods Unpronounceables List™ and US Foods Responsibly Sourced Palm Oil Policy. US Foods conducts ongoing insights and analytics work against food and lifestyle trends influencing short term and long-term diner preferences, including a third-party sustainable product materiality assessment that includes feedback from internal and external stakeholders. Key trends are prioritized, and strategies are created to ensure these products are brought to customers.

An acute physical risk around increased severity of extreme weather events is outlined below:

- US Foods' Operations team manages a Weather Command Center (WCC) out of Tempe, Arizona, to oversee advanced preparation strategies for mitigating the business impact of extreme weather events. The WCC monitors imminent weather events daily and works with regional operations teams in affected areas to carry out protocols included in the Operations Preparedness Playbook to leverage technologies and processes put in place to minimize weather-related critical service interruptions. Regional operations teams across the U.S. are provided the Playbook as a resource and are encouraged to apply it during extreme weather conditions. The WCC captures metrics and data related to response times, business impact and technology and periodically evaluates weather response protocol to improve monitoring practices and the Playbook.

C2.3

(C2.3) Have you identified any inherent climate-related risks with the potential to have a substantive financial or strategic impact on your business?

Yes

C2.3a

(C2.3a) Provide details of risks identified with the potential to have a substantive financial or strategic impact on your business.

Identifier

Risk 1

Where in the value chain does the risk driver occur?

Direct operations

Risk type

Transition risk

Primary climate-related risk driver

Market: Increased cost of raw materials

Type of financial impact

Increased production costs due to changing input prices (e.g., energy, water) and output requirements (e.g., waste treatment)

Company- specific description

US Foods' fleet of approximately 6,000 trucks is critical to our business, allowing the company to operate efficiently and provide high levels of customer service. As such, unfavorable changes in fuel prices may not only increase the price US Foods pays for products, but also increase the costs incurred to deliver products to customers. Using published market price projections for diesel and estimated fuel consumption needs, a 10% unfavorable change in fuel prices from the projected market prices would result in approximately \$11M of additional expense for the company. These factors may, in turn, negatively affect sales, margins, operating expenses, and operating results. Although, from time to time, the company enters into forward purchase commitments for some fuel requirements at prices equal to the then-current market price, these forward purchases may prove ineffective and result in paying higher than market costs for fuel.

Time horizon

Current

Likelihood

More likely than not

Magnitude of impact

Medium-high

Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

Potential financial impact figure (currency)

14000000

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

Operating expenses as a percentage of net sales were 15.1% in 2018, up from 15.0% in 2017. The increase included \$14 million of higher diesel fuel costs.

Management method

US Foods implements practices and technologies to increase fuel efficiency. Through programs designed to optimize routing, reduce miles driven and right size our vehicles by route type, the company has achieved a 10.1% reduction in gallons of fuel used

per case delivered in 2018 (base year 2015, headline only) and 10.0% reduction in Scope 1 and 2 emissions intensity in 2018, (base year 2015. Emissions intensity measured as lb. CO2e per case delivered). Fleet technology continues to evolve, and the company is testing new efficiency strategies like the introduction of 55 compressed natural gas (CNG) vehicles into our fleet in Texas and Oklahoma City. On top of state subsidies, the CNG trucks cost a combined total of approximately \$600,000 more than standard diesel tractors. These trucks allow US Foods to reduce truck emissions and are just one among several investments the company has made to lower the environmental footprint of our fleet. Additional fleet enhancements include the installation of SmartWay verified tires and tire inflation systems, extended oil drain schedules to reduce oil use and waste, and the utilization of lighter weight oil to improve fuel economy. As the company updates and adds to its fleet, new vehicle models have been selected that feature an aerodynamic design for better fuel efficiency, engines that run at a lower RPM to reduce emissions, and onboard computer monitoring systems that are used to report fuel economy and idle time.

Cost of management

600000

Comment

Identifier

Risk 2

Where in the value chain does the risk driver occur?

Direct operations

Risk type

Transition risk

Primary climate-related risk driver

Technology: Costs to transition to lower emissions technology

Type of financial impact

Costs to adopt/deploy new practices and processes

Company- specific description

US Foods maintains an extensive network of more than 60 distribution facilities, enabling the company to serve national and local customers across the United States. These distribution facilities require energy to store, refrigerate and manage our vast portfolio of products and are subject to a broad range of U.S. federal, state and local laws and regulations relating to the protection of the environment. New regulations, such as those requiring the phase-out of certain ozone-depleting substances or otherwise regulating greenhouse gas emissions, may require the upgrading or replacement of equipment or may increase operating costs. This is the case in some facilities, where US Foods has invested in the phasing out of r22 freon-based refrigeration systems. In these facilities, r22 is being replaced with a new non-ozone depleting refrigerant. US Foods has also begun replacing or retrofitting existing equipment utilizing alternative refrigeration, such as ammonia or other non-ozone depleting refrigerants.

Time horizon

Short-term

Likelihood

More likely than not

Magnitude of impact

Medium-low

Are you able to provide a potential financial impact figure?

Yes, an estimated range

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

50000

Potential financial impact figure – maximum (currency)

5700000

Explanation of financial impact figure

The cost to replace a single rooftop refrigeration unit in a warehouse (where there maybe be up to 15 -30 rooftop units) is approximately \$50,000 per unit. At the US Foods facility in Manassas, Virginia, it cost a total of approximately \$5,700,000 to replace the central r22 refrigeration system.

Management method

The cost of replacing existing equipment and technologies in US Foods facilities in compliance with regulations related to the

protection of the environment is included in the company's annual financial planning process. In 2018, the r22 freon-based refrigeration system at US Foods' distribution facility based in Seattle, Washington, was replaced by an ammonia/CO2 based system, while partial system retrofits were completed at our facilities in Lubbock, Texas; Corona, California; and Salem, Missouri. The cost to replace a single rooftop refrigeration unit in a warehouse (where there maybe be up to 15 -30 rooftop units) is approximately \$50,000 per unit. At the US Foods facility in Manassas, Virginia, it cost a total of approximately \$5,700,000 to replace the central r22 refrigeration system.

Cost of management

5700000

Comment

Identifier

Risk 3

Where in the value chain does the risk driver occur?

Direct operations

Risk type

Transition risk

Primary climate-related risk driver

Reputation: Shifts in consumer preferences

Type of financial impact

Reduced revenue from decreased demand for goods/services

Company- specific description

The demand for products that offer enhanced transparency around where the product is from and how the product is sourced continues to be a key trend influencing customer and diner purchasing decisions. To meet this demand, US Foods continues to invest in multiple programs and policies to support the company's commitment to offer innovative products that include sustainable and responsibly sourced attributes and to reduce the environmental footprint of the products we source. Examples of such programs include: -US Foods Responsible Sourcing Policy, which sets forth the principles suppliers to US Foods must meet. The policy covers critical topics such as legal compliance, food safety, human rights, physical safety, and the environment. -US Foods Serve Good® program, which features products that are responsibly sourced or contribute to waste reduction and adhere to strict packaging standards that are designed to reduce waste, prioritize the use of recycled materials. Since launching the program in 2016, the portfolio has grown to more than 350 food and non-food products. -US Foods Progress Check™ program, dedicated to recognizing seafood products that are on their way to meeting Serve Good sustainability standards and stewards the process toward certification and addition to the Serve Good portfolio. -US Foods Serve Local program better connects customers with local farmers, producers and/or manufacturers. Products offered through Serve Local are sourced within 400 miles from where US Foods ships or within the state from where US Foods ships. -US Foods Unpronounceables List™ initiative developed in response to growing diner demand for products with simpler, more recognizable ingredients. -US Foods Responsibly Sourced Palm Oil Policy that lays out the company's commitment to source 100% of the palm or palm kernel oil used in US Foods Exclusive Brand products, through certified sustainable sources such as RSPO Mass Balance, Identity Preserved or Segregated Supply Chain or equivalent standard by December 31, 2019. If a physical supply is unavailable, RSPO Credits will be required to cover that material to support the production of CSPO.

Time horizon

Short-term

Likelihood

More likely than not

Magnitude of impact

Medium-low

Are you able to provide a potential financial impact figure?

Please select

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

Management method

US Foods has conducted insights and analytics work against food and lifestyle trends influencing diner preferences. This work included a third-party sustainable product materiality assessment supported by feedback from internal and external stakeholders. Through this process, US Foods prioritized key initiatives with the greatest business impact. One key area prioritized for new product development is sustainability. US Foods provides customers with a wide range of sustainable food and non-food products. The cornerstone of this commitment is the Serve Good® program. Serve Good features products that are responsibly sourced or contribute to waste reduction. All Serve Good products meet strict Serve Good packaging standards to reduce waste and prioritize the use of recycled materials. Products are developed with manufacturers who share the company's commitment and, where applicable, come with third-party certification. Product claims fall into one of several categories: Agricultural Practices, Sustainable Seafood, Animal Care, Responsible Disposables and Reduce Waste. A portion of the ongoing costs to realize this opportunity include annual costs of approximately \$25,000 – \$30,000 to maintain licensing agreements with third parties, in addition to any associated audit costs to maintain product certifications. Since launching the Serve Good program in 2016, the portfolio has grown to more than 350 food and non-food products.

Cost of management

30000

Comment

Identifier

Risk 4

Where in the value chain does the risk driver occur?

Supply chain

Risk type

Physical risk

Primary climate-related risk driver

Acute: Increased severity of extreme weather events such as cyclones and floods

Type of financial impact

Reduced revenue from decreased production capacity (e.g., delayed planning approvals, supply chain interruptions)

Company- specific description

US Foods' more than 60 distribution facilities are located in nearly 40 states across the country. Because the company's network spans so much of the country, many of these facilities, along with the facilities of our customers, are located in areas that are increasingly subject to extreme, and occasionally prolonged, weather conditions, including, but not limited to, hurricanes, tornadoes, blizzards, and extreme cold. Extreme weather conditions may cause critical service interruptions to business operations in such areas, stemming from impeded access and transportation to customer facilities or reduction in productivity at US Foods distribution centers due to unsafe conditions.

Time horizon

Current

Likelihood

More likely than not

Magnitude of impact

Low

Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

Potential financial impact figure (currency)

1000000

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

In Q3 2017, US Foods experienced a \$2M impact as a result of major hurricanes like Harvey and Irma. Impact from hurricanes consists of costs recognized in cost of sales for inventory losses and product donations made for hurricane relief. US Foods' deductible for product liability is approximately \$1M—our maximum exposure from product loss for a single weather-related claim.

Management method

US Foods' Operations team manages a Weather Command Center (WCC) out of Tempe, Arizona, to oversee preparation strategies for mitigating extreme weather events. The WCC monitors imminent weather events daily and works with regional operations teams in affected areas to carry out protocols included in the Operations Preparedness Playbook (the "Playbook") to leverage technologies and processes in place to minimize weather-related critical service interruptions. Operations teams across the U.S. are provided the Playbook as a resource to apply in extreme weather conditions. In 2018, the WCC employed the Playbook to mitigate the impact of three weather events on our facilities, employees, and customers. These events included Hurricane Florence, for which preparation was extensive. The Playbook was executed to prioritize deliveries, determine where cancellations were required and to engage Inbound Logistics, which managed failed vendor deliveries and helped source trucks to support emergency relief. The company's Raleigh facility experienced an outage but was kept operational by generator power throughout the hurricane and its aftermath. The WCC captures metrics and data on response times, business impact and technology and periodically evaluates response protocol to improve monitoring practices and the Playbook. The WCC is maintained internally as a regular part of the US Foods Operations team and does not generate any additional management costs.

Cost of management

0

Comment

C2.4

(C2.4) Have you identified any climate-related opportunities with the potential to have a substantive financial or strategic impact on your business?

Yes

C2.4a

(C2.4a) Provide details of opportunities identified with the potential to have a substantive financial or strategic impact on your business.**Identifier**

Opp1

Where in the value chain does the opportunity occur?

Direct operations

Opportunity type

Resource efficiency

Primary climate-related opportunity driver

Use of more efficient modes of transport

Type of financial impact

Reduced operating costs (e.g., through efficiency gains and cost reductions)

Company-specific description

With a fleet of approximately 6,000 trucks, delivering products by truck is core to US Foods' business as a distributor to roughly 250,000 restaurants and foodservice operators across the United States. Decreasing fuel usage by improving transportation efficiency and piloting alternative fuel vehicles not only helps the company to reduce the impact of its operations on the environment and reduce GHG emissions, but also presents an opportunity for reduced operating expenses.

Time horizon

Current

Likelihood

Likely

Magnitude of impact

Medium-low

Are you able to provide a potential financial impact figure?

Please select

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure**Strategy to realize opportunity**

US Foods implements practices and technologies to increase fuel efficiency. Through programs designed to optimize routing, reduce miles driven and right size our vehicles by route type, the company has achieved a 10.1% reduction in gallons of fuel used per case delivered in 2018 (base year 2015, headline only) and 10.0% reduction in Scope 1 and 2 emissions intensity in 2018, (base year 2015. Emissions intensity measured as lb. CO2e per case delivered). Fleet technology continues to evolve, and the company is testing new efficiency strategies like the introduction of 55 compressed natural gas (CNG) vehicles into our fleet in Texas and Oklahoma City. On top of state subsidies, the CNG trucks cost a combined total of approximately \$600,000 more than standard diesel tractors. These trucks allow US Foods to reduce truck emissions and are just one among several investments the company has made to lower the environmental footprint of our fleet. Additional fleet enhancements include the installation of SmartWay verified tires and tire inflation systems, extended oil drain schedules to reduce oil use and waste, and the utilization of lighter weight oil to improve fuel economy. As the company updates and adds to its fleet, new vehicle models have been selected that feature an aerodynamic design for better fuel efficiency, engines that run at a lower RPM to reduce emissions, and onboard computer monitoring systems that are used to report fuel economy and idle time.

Cost to realize opportunity

600000

Comment

Identifier

Opp2

Where in the value chain does the opportunity occur?

Direct operations

Opportunity type

Resource efficiency

Primary climate-related opportunity driver

Move to more efficient buildings

Type of financial impact

Reduced operating costs (e.g., through efficiency gains and cost reductions)

Company-specific description

US Foods continuously works to make its facilities more energy efficient. The company has taken steps to reduce the energy intensity of its business (measured in kilowatt hours per case shipped) through the installation of rooftop solar arrays at a number of distribution centers and the operation of three Leadership in Energy and Environmental Design (LEED) Silver-certified facilities. The positive business impacts produced through these initiatives include lower operating costs and more efficient operations.

Time horizon

Current

Likelihood

Likely

Magnitude of impact

Low

Are you able to provide a potential financial impact figure?

Please select

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure**Strategy to realize opportunity**

US Foods is working towards greater energy efficiency in its facilities and turning toward alternative energy sources. The company currently operates three LEED Silver-certified facilities, with additional locations in progress. In 2018, US Foods announced that the company has committed to building a 355,000-square-foot state-of-the-art facility in Sacramento, California. The new facility will be LEED Silver-certified and will be completed in 2020. In addition, solar arrays have also been installed on six distribution centers, including an 8.4-megawatt solar installation in Perth Amboy, New Jersey – one of the largest in the state. More than thirteen million kilowatt hours (kWh) of electricity are generated annually from our solar installations. For the new LEED Silver-certified US Foods facility in Buda, Texas, there was a cost of approximately \$1,000,000 to meet or exceed the baselines necessary to obtain LEED Silver certification, over and above the cost of a new standard non-LEED Silver-certified US Foods facility.

Cost to realize opportunity

1000000

Comment**Identifier**

Opp3

Where in the value chain does the opportunity occur?

Direct operations

Opportunity type

Products and services

Primary climate-related opportunity driver

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

Type of financial impact

Increased revenue through new solutions to adaptation needs (e.g., insurance risk transfer products and services)

Company-specific description

As the growth in demand for sustainable product alternatives continues to increase, US Foods remains committed to investing in the product portfolios that will meet this demand. More specifically, continued investments in the US Foods' Serve Good program portfolio. The Serve Good program is dedicated to products that are responsibly sourced or contribute to waste reduction and adhere to strict packaging standards that are designed to reduce waste, prioritize the use of recycled materials and help minimize our ecological footprint. Product claims fall into one of several categories. These categories include: - Agricultural Practices: Includes products that are organic, non-GMO, Fair Trade Certified™ and Rainforest Alliance Certified™ items. - Sustainable Seafood: US Foods works with suppliers to guide them on a path toward meeting the certifier verified Serve Good sustainability standards, promoting social responsibility, food safety, animal welfare and traceability in sourcing. - Animal Care: US Foods works with American Humane Certified and other third-party certifiers to help ensure the products featured in our Serve Good™ program meet certain terms and specifications. - Responsible Disposables: Products come with the reassurance of verification and are made from materials that are certified as recyclable, compostable, post-consumer or bio based. - Reduce Waste: Products specifically contribute to waste reduction based on how they are sourced and/or manufactured. These include items produced by facilities that have reduced manufacturing waste associated with that specific item, products that create a new form of value and products that minimize the amount of garbage that enters the waste stream.

Time horizon

Current

Likelihood

Likely

Magnitude of impact

Medium-low

Are you able to provide a potential financial impact figure?

Please select

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure**Strategy to realize opportunity**

US Foods is committed to bringing the most innovative products to its customers, particularly in the sustainable product space. The company continues to invest and innovate in the sustainable products space, bringing operators products that are responsibly sourced or contribute to waste reduction while minimizing its ecological footprint. Examples of this include such programs as US Foods Serve Good™, Progress Check™ and Serve Local. - US Foods Serve Good program features products that are responsibly sourced or contribute to waste reduction and adhere to strict packaging standards that are designed to reduce waste, prioritize the use of recycled materials. Since launching the program in 2016, the portfolio has grown to include more than 350 food and non-food products and growing. - US Foods Progress Check program is dedicated to recognizing seafood products that are on their way to meeting Serve Good sustainability standards and stewards the process toward certification and addition to the program. - US Foods Serve Local program connects customers with local farmers, producers and/or manufacturers. Products offered through Serve Local are sourced within 400 miles from where US Foods ships or within the state from where US Foods ships.

Cost to realize opportunity**Comment****Identifier**

Opp4

Where in the value chain does the opportunity occur?

Direct operations

Opportunity type

Products and services

Primary climate-related opportunity driver

Shift in consumer preferences

Type of financial impact

Better competitive position to reflect shifting consumer preferences, resulting in increased revenues

Company-specific description

The demand for products that offer enhanced transparency around where the product is from and how the product is sourced continues to be a key trend area influencing customer and diner purchasing decisions. US Foods must continue to invest in the development of innovative and on-trend products as it is a key differentiator for the company as part of the company's "Great Food. Made Easy." strategy. US Foods continues to invest in multiple programs and policies to support the company's commitment to offering innovative products that include sustainable and responsibly sourced attributes and reduces the environmental footprint of the products it produces. Examples of such programs include: - US Foods Responsible Sourcing Policy, which sets forth the principles suppliers to US Foods must meet. The policy covers critical topics such as legal compliance, food safety, human rights, physical safety, and the environment. - US Foods Serve Good program, which features products that are responsibly sourced or contribute to waste reduction and adhere to strict packaging standards that are designed to reduce waste, prioritize the use of recycled materials. Since launching the program in 2016, the portfolio has grown to more than 350 food and non-food products. - US Foods Progress Check program, dedicated to recognizing seafood products that are on their way to meeting Serve Good sustainability standards and stewards the process toward certification and addition to the Serve Good portfolio. - US Foods Serve Local program better connects customers with local farmers, producers and/or manufacturers. Products offered through Serve Local are sourced within 400 miles from where US Foods ships or within the state from where US Foods ships. - US Foods Unpronounceables List™ initiative developed in response to growing diner demand for products with simpler, more recognizable ingredients. - US Foods Responsibly Sourced Palm Oil Policy that lays out the company's commitment to source 100% of the palm or palm kernel oil used in US Foods Exclusive Brand products, through certified sustainable sources such as RSPO Mass Balance, Identity Preserved or Segregated Supply Chain or equivalent standard by December 31, 2019. If a physical supply is unavailable, RSPO Credits will be required to cover that material to support the production of CSPO.

Time horizon

Current

Likelihood

More likely than not

Magnitude of impact

Medium-low

Are you able to provide a potential financial impact figure?

Please select

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure**Strategy to realize opportunity**

US Foods has conducted insights and analytics work against food and lifestyle trends influencing diner preferences. This work included a third-party sustainable product materiality assessment supported by feedback from internal and external stakeholders. Through this process, US Foods prioritized key initiatives with the greatest business impact. One key area prioritized for new product development is sustainability. US Foods provides customers with a wide range of sustainable food and non-food products. The cornerstone of this commitment is the Serve Good® program. Serve Good features products that are responsibly sourced or contribute to waste reduction. All Serve Good products meet strict Serve Good packaging standards to reduce waste and prioritize the use of recycled materials. Products are developed with manufacturers who share the company's commitment and, where applicable, come with third-party certifications. Product claims fall into one of several categories: Agricultural Practices, Sustainable Seafood, Animal Care, Responsible Disposables and Reduce Waste. A portion of the ongoing costs to realize this opportunity include annual costs of approximately \$25,000 – 30,000 to maintain licensing agreements with third parties, in addition to any associated audit costs to maintain product certifications. Since launching the Serve Good program in 2016, the portfolio has grown to more than 350 food and non-food products.

Cost to realize opportunity

30000

Comment

C2.5

(C2.5) Describe where and how the identified risks and opportunities have impacted your business.

	Impact	Description
Products and services	Impacted	Transition risks and opportunities, as outlined in C2.3a and C2.4a, have direct impacts on US Foods' products and services as shifts in consumer demand influence the ways in which the company considers investments in new product growth opportunities. The demand for products that offer enhanced transparency around where the product is from and how the product is sourced continues to be a key trend influencing customer and diner purchasing decisions. For this reason, US Foods continues to invest into multiple programs and policies to support the company's commitment to offering innovative products that are sustainable and responsibly sourced. For instance, US Foods will continue to invest in expanding the company's Serve Good program, which features a portfolio of more than 350 food and non-food that adhere to strict sustainability standards.
Supply chain and/or value chain	Impacted	Physical risks, as outlined in C2.3a, have impacted US Foods' supply chain in several ways. Increased severity of extreme weather events, including hurricanes and other natural disasters have in many instances impacted the ability of the company to service its customers without disruptions. While minimal, these disruptions are caused by several factors including the inability to safely receive product from vendors or safely deliver product to customers. In addition, extreme weather impacts the company's ability to staff distribution centers, as the safety and security of employees is US Foods' top priority. Preparedness strategies for mitigating the impact of extreme weather events help to limit these disruptions and ensures services can resume in a timely manner. In Q3 2017, US Foods experienced a \$2M financial impact as a result of major hurricanes like Harvey and Irma. Impact from hurricanes consists of costs recognized in cost of sales for inventory losses and product donations made for hurricane relief. US Foods' deductible for product liability is approximately \$1M—our maximum exposure from product loss for a single weather-related claim.
Adaptation and mitigation activities	Impacted	Physical risks, as outlined in C2.3a, have impacted US Foods' supply chain in several ways. Increased severity of extreme weather events, including hurricanes and other natural disasters have in many instances impacted the ability of the company to service its customers without disruptions. While minimal, these disruptions are caused by several factors including the inability to safely receive product from vendors or safely deliver product to customers. In addition, extreme weather impacts the company's ability to staff distribution centers, as the safety and security of employees is US Foods' top priority. Preparedness strategies for mitigating the impact of extreme weather events help to limit these disruptions and ensures services can resume in a timely manner. In 2018, US Foods enhanced its extreme weather mitigation protocol by standardizing processes across all regions. In addition, the company implemented a cloud hosted Business Continuity SharePoint Site, where pertinent procedure documents are stored and accessible remotely. These documents include the Operations Playbook, which ensures that during any extreme weather event, impacted facilities and/or business functions have access to tested routines and procedures to help resume operations as quickly as possible. Additional enhancements coming in 2019 include automated alerting and communications.
Investment in R&D	Impacted	Transition risks and opportunities, as outlined in C2.3a and C2.4a, have direct impacts on US Foods' investment in R&D as shifts in consumer demand influence the ways in which the company considers investment in new product growth opportunities. The demand for products that offer enhanced transparency around where the product is from and how the product is sourced continues to be a key trend area influencing customer and diner purchasing decisions. For this reason, US Foods continues to invest in the R&D required to ensure a steady stream of innovative products for the Serve Good portfolio. The US Foods Serve Good program includes sustainable products that are responsibly sourced or contribute to waste reduction.
Operations	Impacted	Transition risks and opportunities, as outlined in C2.3a and C2.4a, have impacted the ways in which US Foods integrates technology and updated infrastructure into the operations of its facilities and fleet. Changes in regulations, such as those requiring the phase-out of certain ozone-depleting substances or otherwise regulating greenhouse gas emissions, have required the company to upgrade or replace equipment in its facilities. For example, in a number of facilities, US Foods has invested in the phasing out of r22 freon-based refrigeration systems. In these facilities, r22 is being replaced with a new non-ozone depleting refrigerant. US Foods has also begun replacing or retrofitting existing equipment utilizing alternative refrigeration, such as ammonia or other non-ozone depleting refrigerants. The cost to replace a single rooftop refrigeration unit in a warehouse (where there maybe be up to 15 -30 rooftop units) is approximately \$50,000 per unit. At the US Foods facility in Manassas, Virginia, it cost a total of approximately \$5,700,000 to replace the central r22 refrigeration system.
Other, please specify	Please select	

C2.6

(C2.6) Describe where and how the identified risks and opportunities have been factored into your financial planning process.

	Relevance	Description
Revenues	Impacted	Transition risks and opportunities, as outlined in C2.3a and C2.4a, impact US Foods' revenue related to changing consumer preference. Consumer eating habits could be affected by a number of factors, including changes in attitudes regarding diet and health or new information regarding the health effects of consuming certain foods. There is a growing consumer preference for sustainable, organic and locally grown products. If consumer eating habits change significantly, US Foods may be required to modify or discontinue sales of certain items in its product portfolio. This could lead to higher costs associated with the implementation of those changes, but may also provide an opportunity to increase revenue through the development of new and innovative products to meet customer demands. For this reason, US Foods continues to invest in the development of multiple programs and policies to support the company's commitment to offering innovative products that include sustainable and responsibly sourced attributes and reduces the environmental footprint of the products it produces. The financial strategies of these activities are dependent on the demand for these products and the sales generated. The magnitude of this impact on earnings is medium-low.
Operating costs	Impacted	Transition risks, as outlined in C2.3a, impact US Foods' operating costs related to fuel prices. US Foods' fleet of approximately 6,000 trucks is critical to our business, allowing the company to operate efficiently and provide high levels of customer service. As such, unfavorable changes in fuel prices may not only increase the price US Foods pays for products, but also increase the costs incurred to deliver products to customers. Using published market price projections for diesel and estimated fuel consumption needs, a 10% unfavorable change in fuel prices from the projected market prices would result in approximately \$11M of additional expense for the company. These factors may, in turn, negatively affect sales, margins, operating expenses, and operating results. Although, from time to time, the company enters into forward purchase commitments for some fuel requirements at prices equal to the then-current market price, these forward purchases may prove ineffective and result in paying higher than market costs for fuel. Decreasing fuel usage by improving transportation efficiency and piloting alternative fuel vehicles not only helps reduce the negative impact of business operations on the environment and reduces GHG emissions, but also presents an opportunity for reduced operating expenses, which increased in 2018 due, in part, to unfavorable changes in the price of diesel. The magnitude of this impact on earnings is medium-high.
Capital expenditures / capital allocation	Impacted	Transition risks, as outlined in C2.3a, impacts US Foods' capital expenditures as it relates to increased fuel cost mitigation. Unfavorable changes in fuel prices may not only increase the price the company pays for products, but also increases the costs incurred to deliver products to customers. US Foods primarily manages this risk by implementing practices and technologies aimed at increasing fuel efficiency. For example, capital expenditures on new technologies such as the 55 compressed natural gas (CNG) vehicles in our fleet today in Texas and Oklahoma City, allows for the reduction truck emissions. The overall magnitude of this impact on earnings is medium-low.
Acquisitions and divestments	Not evaluated	The risks and opportunities outlined in C2.3a and C2.4a have not impacted the company's acquisitions and divestments financial planning process. Primary considerations include growth with target customer types, and an attractive return on investment, including synergies captured from integrations. However, recognized benefits such as reduced miles driven from greater warehouse density or expanded sourcing of sustainable products would be factored into the financial planning processes. The magnitude of this impact on earnings is low.
Access to capital	Impacted	While there is no direct impact to debt financing, US Foods has seen an increasing number of stakeholder inquiries related to its CSR strategies. Shareholders may make investment decisions based on responses to their inquiries. While the magnitude of this impact is currently low, investments in CSR initiatives as part of the company's CSR approach could positively impact future valuation as investors focus more on CSR.
Assets	Impacted	As highlighted in C2.3a, transition risks such as costs to transition to lower emissions technology has impacted assets. Investments in upgraded and adding new technology increases the value of the company's fleet by lowering fuel usage and cost and increasing return on investment. For example, US Foods manages technology transition risks by implementing practices and technologies aimed at increasing fuel efficiency. These investments include fleet enhancements such the installation of SmartWay verified tires and tire inflation systems that help with fuel efficiency, as well as trailer skirts that help with wind resistance. As the company continues to update and add to its fleet, US Foods has selected new vehicle models that feature an aerodynamic design for better fuel efficiency, and engines that run at a lower RPM to reduce emissions. In addition, the new vehicles include state-of-the-art diagnostics that connect to the engine and monitor performance in real time, as well as onboard computer monitoring systems that are used to report fuel economy and idle time. As fleet technology continues to evolve, the company is also testing new, innovative approaches, such as the 55 compressed natural gas (CNG) vehicles in its Texas and Oklahoma City fleets, which allows for the reduction of truck emissions. The impact of these initiatives on earnings is medium-low.
Liabilities	Impacted	As highlighted in C2.3a, acute physical risks have impacted the company's liabilities. In Q3 2017, US Foods experienced a \$2M financial impact as a result of major hurricanes like Harvey and Irma. Impact from hurricanes consists of costs recognized in cost of sales for inventory losses and product donations made for hurricane relief. US Foods' deductible for product liability is approximately \$1M—its maximum exposure from product loss for a single weather-related claim. The magnitude of this risk is low in terms of impact on earnings or other financial planning processes.
Other	Please select	

C3. Business Strategy

C3.1

(C3.1) Are climate-related issues integrated into your business strategy?

Yes

C3.1a

(C3.1a) Does your organization use climate-related scenario analysis to inform your business strategy?

No, and we do not anticipate doing so in the next two years

C-AC3.1b/C-CE3.1b/C-CH3.1b/C-CO3.1b/C-EU3.1b/C-FB3.1b/C-MM3.1b/C-OG3.1b/C-PF3.1b/C-ST3.1b/C-TO3.1b/C-TS3.1b

(C-AC3.1b/C-CE3.1b/C-CH3.1b/C-CO3.1b/C-EU3.1b/C-FB3.1b/C-MM3.1b/C-OG3.1b/C-PF3.1b/C-ST3.1b/C-TO3.1b/C-TS3.1b) Indicate whether your organization has developed a low-carbon transition plan to support the long-term business strategy.

No, we do not have a low-carbon transition plan

C3.1c

(C3.1c) Explain how climate-related issues are integrated into your business objectives and strategy.

Climate-related risks and opportunities are primarily addressed by US Foods' Supply Chain and Real Estate functional leaders through initiatives implemented to improve the efficiency of the company's facilities and fleet and reduce its environmental footprint. US Foods' Merchandising functional leaders also address climate-related risks and opportunities through the development of innovative, sustainable and responsibly sourced products. The direct responsibilities of the Supply Chain, Real Estate and Merchandising functions as they relate to climate-related issues are captured and integrated within the company's overall Corporate Social Responsibility (CSR) approach. The company's CSR approach includes initiatives and policies developed around its commitment to caring for people, protecting the environment and providing sustainably sourced products under the focus areas of People, Planet and Products.

US Foods' Supply Chain, Real Estate and Merchandising functional leaders are directly responsible for identifying and managing strategies and initiatives within the company's CSR focus areas of Planet and Products. Where applicable, additional third-party support and insights are leveraged. For example, in the case of sustainable product initiatives, US Foods leverages a third-party sustainable product materiality assessment that includes feedback from internal and external stakeholders to assist with the existing and emerging sustainable product strategies.

US Foods focuses on key CSR initiatives where the company believes it can make the most impact. For example, the demand for products that offer enhanced transparency around where the product is from and how the product is sourced continues to be a key trend area influencing customer and diner purchasing decisions. Examples of these initiatives and policies include:

- US Foods Responsible Sourcing Policy, which sets forth the principles suppliers to US Foods must meet. The policy covers critical topics such as legal compliance, food safety, human rights, physical safety, and the environment.
- US Foods Serve Good® program, which features products that are responsibly sourced or contribute to waste reduction and adhere to strict packaging standards that are designed to reduce waste, prioritize the use of recycled materials. Since launching the program in 2016, the portfolio has grown to more than 350 food and non-food products. The Serve Good Program
- US Foods Responsibly Sourced Palm Oil Policy that lays out the company's commitment to source 100% of the palm or palm kernel oil used in US Foods Exclusive Brand products, through certified sustainable sources such as RSPO Mass Balance, Identity Preserved or Segregated Supply Chain or equivalent standard by December 31, 2019. If a physical supply is unavailable, RSPO Credits will be required to cover that material to support the production of CSPO.

Another key example of how US Foods has integrated climate-related issues into its business objectives and strategies falls within the company's CSR pillar, Planet. US Foods is continually driving new business objectives and strategies that improve the efficiency of its facilities and fleet to reduce energy usage and GHG emissions. Examples of key business decisions made regarding specific fleet initiatives are below:

- The company has programs in place to optimize routing to reduce miles driven and right size vehicles by route type. US Foods has achieved a 10.1% reduction in gallons of fuel used per case delivered in 2018 (base year 2015, broadline only) and a 10% reduction in Scope 1 and Scope 2 emissions intensity in 2018 (base year 2015. Emissions intensity measured as lb. CO₂e per case delivered).
- Additional fleet enhancements include the installation of SmartWay verified tires and tire inflation systems that help with fuel efficiency, as well as trailer skirts that help with wind resistance. Extended oil drain schedules reduce oil use and create less oil waste, and the utilization of lighter weight oil helps improve fuel economy. As the company continues to update and add to its fleet, new vehicle models have been selected that feature an aerodynamic design for better fuel efficiency, and engines that run at a lower RPM to reduce emissions. In addition, the new vehicles include state-of-the-art diagnostics that connect to the engine and monitor performance in real time, as well as onboard computer monitoring systems that are used to report fuel economy and idle time. This data is used to drive continuous improvement and higher efficiency.
- As fleet technology continues to evolve, US Foods is also testing new, innovative approaches, such as the 55 compressed natural gas (CNG) vehicles in its Texas and Oklahoma City fleet, which allows for the reduction of truck emissions.

Facilities initiatives include:

- US Foods works diligently to reduce the energy intensity of business operations (measured in kilowatt hours per case shipped) and has achieved more than a 10% improvement in its broadline business since 2015.
- US Foods currently operates three Leadership in Energy and Environmental Design (LEED) Silver-certified facilities, with additional locations in progress. The positive business impacts produced through these initiatives include lower operating costs, and more efficient operations.
- Solar arrays have been installed on six distribution centers, including an 8.4-megawatt solar installation in Perth Amboy, New Jersey – one of the largest in the state. 13M+ kilowatt hours (kWh) of electricity are generated annually from our solar installations.

C3.1g

(C3.1g) Why does your organization not use climate-related scenario analysis to inform your business strategy?

US Foods believes proper analysis related to issues in which climate-related risk could be a factor is captured and mitigated within the company's CSR approach. The company's commitment to providing sustainably sourced products, caring for people and protecting the environment exemplifies US Foods' approach to Corporate Social Responsibility (CSR). These efforts are organized across three key focus areas: People, Planet and Products. Initiatives under these focus areas are identified and assessed by US Foods functional leadership team members. Risks and opportunities as well as the key management process in place to mitigate these risks are identified through functional strategy reviews, third-party trend insights and third-party sustainable product materiality assessments that include feedback from internal and external stakeholders. US Foods prioritizes initiatives based on where it believes the company will have the most impact. Ongoing management activities and key milestones against these activities are reported externally on the CSR pages of the company's website. A review of these activities and milestones are also captured in the company's Corporate Social Responsibility Review report that is issued annually and available on the company's website.

C4. Targets and performance

C4.1

(C4.1) Did you have an emissions target that was active in the reporting year?

No target

C4.1c

(C4.1c) Explain why you do not have emissions target and forecast how your emissions will change over the next five years.

	Primary reason	Five-year forecast	Please explain
Row 1	Important but not an immediate business priority		US Foods continues to evaluate how best to determine the appropriate emissions target and forecasts in accordance with the company's future business plans.

C4.2

(C4.2) Provide details of other key climate-related targets not already reported in question C4.1/a/b.

Target

Land use

KPI – Metric numerator

US Foods' Palm Oil Policy lays out its commitment to source 100% of the palm or palm kernel oil used in US Foods Exclusive Brand products through certified sustainable sources by December 31, 2019.

KPI – Metric denominator (intensity targets only)

Base year

Start year

2017

Target year

2019

KPI in baseline year

KPI in target year

% achieved in reporting year

0

Target Status

Underway

Please explain

Climate-related risks and opportunities are primarily addressed by US Foods' Supply Chain and Real Estate functional leaders through initiatives implemented to improve the efficiency of its facilities and fleet and reduce its environmental footprint. US Foods' Merchandising functional leaders also address climate-related risks and opportunities through the development of innovative sustainable and responsibly sourced products. The direct responsibilities of the Supply Chain and Merchandising functions as they relate to climate-related issues are captured and integrated within the company's overall Corporate Social Responsibility (CSR) approach, which includes initiatives and policies developed around its commitment to caring for people, protecting the environment and providing sustainably sourced products under the focus areas of People, Planet and Products. US Foods has multiple programs and policies in place to support the company's commitment to providing an extensive portfolio of innovative products. Through a third-party sustainable product materiality assessment that included feedback from internal and external stakeholders, US Foods has prioritized key initiatives such as responsible sourcing and sustainable product development where the company believes it will have the most impact. Given the potential environmental and social risks associated with palm oil production, US Foods began working with suppliers in 2017 to transition the palm and palm kernel oil used in US Foods Exclusive Brand products to responsibly sourced palm oil. The company's palm oil policy lays out its commitment to source 100% of the palm or palm kernel oil used in US Foods Exclusive Brand products, through certified sustainable sources such as RSPO Mass Balance, Identity Preserved or Segregated Supply Chain or equivalent standard by December 31, 2019. If a physical supply is unavailable, RSPO Credits will be required to cover that material to support the production of CSPO. As of July 2019, 55% of the palm or palm kernel oil used in applicable US Foods Exclusive Brand products meets certified sustainable sourcing standards.

Part of emissions target

Is this target part of an overarching initiative?

Other, please specify (The Palm Oil Policy is one of many initiatives within the company's Corporate Social Responsibility approach to "Products.")

C4.3

(C4.3) 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.

Yes

C4.3a

(C4.3a) 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 *)
Under investigation		
To be implemented*		
Implementation commenced*		
Implemented*		
Not to be implemented		

C4.3b

(C4.3b) Provide details on the initiatives implemented in the reporting year in the table below.

C4.3c

(C4.3c) What methods do you use to drive investment in emissions reduction activities?

Method	Comment
Financial optimization calculations	US Foods is continually working to improve the efficiency of its facilities and fleet to help reduce its environmental footprint. As part of the company's capital budgeting strategy, the adoption of technology and activities that may reduce operating costs and achieve lower emissions is taken into account. Initiatives supporting these efforts include investments in energy reduction such as LEED certifications and solar installations, new technology such as the use of compressed natural gas (CNG) vehicles in the company's fleet, and process improvements, such as optimizing routing to reduce miles driven.

C4.5

(C4.5) Do you classify any of your existing goods and/or services as low-carbon products or do they enable a third party to avoid GHG emissions?

No

C5. Emissions methodology

C5.1

(C5.1) Provide your base year and base year emissions (Scopes 1 and 2).

Scope 1

Base year start

January 1 2015

Base year end

December 31 2015

Base year emissions (metric tons CO2e)

617380.84

Comment

Scope 2 (location-based)

Base year start

January 1 2015

Base year end

December 31 2015

Base year emissions (metric tons CO2e)

218120.65

Comment

Scope 2 (market-based)

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

C5.2

(C5.2) Select the name of the standard, protocol, or methodology you have used to collect activity data and calculate Scope 1 and Scope 2 emissions.

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

C6. Emissions data

C6.1

(C6.1) What were your organization's gross global Scope 1 emissions in metric tons CO2e?

Reporting year

Gross global Scope 1 emissions (metric tons CO2e)

586799.13

Start date

January 1 2018

End date

December 31 2018

Comment

C6.2

(C6.2) Describe your organization's approach to reporting Scope 2 emissions.

Row 1

Scope 2, location-based

We are reporting a Scope 2, location-based figure

Scope 2, market-based

We have no operations where we are able to access electricity supplier emission factors or residual emissions factors and are unable to report a Scope 2, market-based figure

Comment

All US Foods facilities are located in the United States. No residual mix factors were available, nor were supplier emission factors able to be obtained.

C6.3

(C6.3) What were your organization's gross global Scope 2 emissions in metric tons CO2e?

Reporting year

Scope 2, location-based

178996.65

Scope 2, market-based (if applicable)

<Not Applicable>

Start date

January 1 2018

End date

December 31 2018

Comment

C6.4

(C6.4) Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure?

No

C6.5

(C6.5) Account for your organization's Scope 3 emissions, disclosing and explaining any exclusions.

Purchased goods and services

Evaluation status

Relevant, not yet calculated

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

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

<Not Applicable>

Explanation

Due to the nature of US Foods' business, it is assumed that Scope 3 emissions associated with purchased goods and services comprises a portion of US Foods' Scope 3 emissions footprint. However, emissions associated with this category are not calculated at this time.

Capital goods

Evaluation status

Not evaluated

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

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

<Not Applicable>

Explanation

Emissions associated with this category are not calculated at this time.

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

Evaluation status

Not relevant, explanation provided

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

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

<Not Applicable>

Explanation

US Foods does not engage in fuel and energy related activities not captured in Scope 1 or 2, therefore the Scope 3 category is not relevant.

Upstream transportation and distribution

Evaluation status

Relevant, calculated

Metric tonnes CO2e

532.48

Emissions calculation methodology

US Foods has calculated 532.48 MT CO2e from Upstream transportation and distribution. US Foods utilizes the fuel-based method for calculating emissions associated with upstream transportation and distribution to the Save on Seafood facility in St. Petersburg, FL. Marine diesel fuel usage quantity consumed by the third-party ship operator in service of US Foods Save on Seafoods facility in St. Petersburg, FL is reported to US Foods by the vendor. The volume of fuel is multiplied by the EPA fuel-specific emission factor for diesel ships and boats to calculate emissions associated with upstream transportation and distribution.

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

100

Explanation

Due to data availability, GHG emissions associated with upstream transportation and distribution is currently calculated only for third-party operated ship transport to the Save on Seafood facility in St. Petersburg, FL. No other emissions associated with transport fuel consumed for upstream transportation and distribution is calculated at this time.

Waste generated in operations

Evaluation status

Not evaluated

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

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

<Not Applicable>

Explanation

Emissions associated with this category are not calculated at this time.

Business travel

Evaluation status

Relevant, calculated

Metric tonnes CO2e

7944.96

Emissions calculation methodology

Scope 3 emissions associated with business travel for US Foods employees is calculated for business air travel (all haul lengths) and rental cars. US Foods has calculated 7944.96 MT CO2e from Business travel. Business air travel usage data are collected from US Foods' corporate travel agent and represent global flights booked through the travel agency. Employee business travel flight data are provided by flight leg and then categorized by short (0-300 miles), medium (300-2,300 miles) and long (>2,300 miles) haul flight legs. The short, medium and long-haul emissions factors are applied respectively to each flight leg to calculate emissions from US Foodsemployee business travel. US Foods applies quantification methodologies and emissions factors from the US EPA. GHG emissions resulting from business rental car travel are estimated and included in US Food's GHG inventory. US Foods' rental car vendors provide the miles driven by fuel type as well as the miles per gallon and the gallons consumed per trip. This fuel usage quantity is multiplied by the fuel-specific emissions factor to calculate the emissions associated with motor gasoline.

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

100

Explanation

US Foods reports the GHG emissions associated with business air travel and rental car usage for US Foods employees. In 2018, US Foods emissions associated with business air travel by US Foods employees was calculated to be 5,194.20 MT CO2e for all hauls. In 2018, US Foods emissions associated with rental car usage by US Foods employees was calculated to be 2,750.76 MT CO2e

Employee commuting

Evaluation status

Not evaluated

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

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

<Not Applicable>

Explanation

Emissions associated with this category are not calculated at this time.

Upstream leased assets

Evaluation status

Not relevant, explanation provided

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

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

<Not Applicable>

Explanation

US Foods reports the GHG emissions associated with its leased assets as Scope 1 and 2 emissions. US Foods does not operate any leased assets not already included in Scope 1 and Scope 2.

Downstream transportation and distribution

Evaluation status

Not evaluated

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

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

<Not Applicable>

Explanation

Emissions associated with this category are not calculated at this time.

Processing of sold products

Evaluation status

Not evaluated

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

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

<Not Applicable>

Explanation

Emissions associated with this category are not calculated at this time.

Use of sold products

Evaluation status

Not evaluated

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

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

<Not Applicable>

Explanation

Emissions associated with this category are not calculated at this time.

End of life treatment of sold products

Evaluation status

Not evaluated

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

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

<Not Applicable>

Explanation

Emissions associated with this category are not calculated at this time.

Downstream leased assets

Evaluation status

Not relevant, explanation provided

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

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

<Not Applicable>

Explanation

US Foods does not generally lease or sublease its facilities. Downstream leased assets is, thus, not a relevant Scope 3 emissions category for US Foods given the nature of our business.

Franchises

Evaluation status

Not relevant, explanation provided

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

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

<Not Applicable>

Explanation

US Foods does not have franchises. Thus, Franchises is not a relevant Scope 3 emissions category for US Foods given the nature of our business.

Investments

Evaluation status

Not relevant, explanation provided

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

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

<Not Applicable>

Explanation

GHG emissions associated with investments is not a relevant Scope 3 emissions category for US Foods given the nature of our business.

Other (upstream)

Evaluation status

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

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

<Not Applicable>

Explanation

Other (downstream)

Evaluation status

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

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

<Not Applicable>

Explanation

C-AC6.6/C-FB6.6/C-PF6.6

(C-AC6.6/C-FB6.6/C-PF6.6) Can you break down your Scope 3 emissions by relevant business activity area?

No

C-AC6.6b/C-FB6.6b/C-PF6.6b

(C-AC6.6b/C-FB6.6b/C-PF6.6b) Why can you not report your Scope 3 emissions by business activity area?

Row 1

Primary reason

Other, please specify

Please explain

US Foods' Scope 3 emissions are primarily comprised of downstream activities related to our suppliers. At this stage, due to the nature of our business, US Foods focuses its efforts on tracking and capturing Scope 1 and 2 emissions, on which we can make the greatest direct impact.

C6.7

(C6.7) Are carbon dioxide emissions from biologically sequestered carbon relevant to your organization?

Please select

C-AC6.8/C-FB6.8/C-PF6.8

(C-AC6.8/C-FB6.8/C-PF6.8) Is biogenic carbon pertaining to your direct operations relevant to your current CDP climate change disclosure?

No

C-AC6.9/C-FB6.9/C-PF6.9

(C-AC6.9/C-FB6.9/C-PF6.9) Do you collect or calculate greenhouse gas emissions for each commodity reported as significant to your business in C-AC0.7/FB0.7/PF0.7?

Agricultural commodities

Do you collect or calculate GHG emissions for this commodity?

No

Please explain

In fiscal 2018, the sales mix for our principal products categories for 2018 detail "Meats and Seafood" 35.68% of revenue (\$8.6B of our total \$24.1B in revenue). Due to the significance of Meats and Seafood as a portion of revenue, we understand that emissions associated with cattle products likely comprise a portion of our Scope 3, purchased goods and services portfolio. At this stage, due to the nature of our business, US Foods focuses its efforts on tracking and capturing Scope 1 and 2 emissions, on which we can make the greatest direct impact.

Agricultural commodities

Do you collect or calculate GHG emissions for this commodity?

No

Please explain

In fiscal 2018, the sales mix for our principal products categories for 2018 detail "Meats and Seafood" 35.68% of revenue (\$8.6B of our total \$24.1B in revenue). Due to the significance of Meats and Seafood as portion of revenue, we understand that emissions associated with cattle products likely comprise a portion of our Scope 3, purchased goods and services portfolio. At this stage, due to the nature of our business, US Foods focuses its efforts on tracking and capturing Scope 1 and 2 emissions, on which we can make the greatest direct impact.

C6.10

(C6.10) 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.

Intensity figure

0.0000316772

Metric numerator (Gross global combined Scope 1 and 2 emissions)

765795.78

Metric denominator

unit total revenue

Metric denominator: Unit total

2417500000

Scope 2 figure used

Location-based

% change from previous year

3.53

Direction of change

Decreased

Reason for change

Revenues increased 0.12% year-over-year, while Scope 1 & 2 emissions decreased 3.42% year-over-year. Emissions intensity per unit of revenue for 2017 has been calculated to be 0.0000328366. Continued focus on improving the energy efficiency of our facilities and operations – for example, replacing motor diesel with lower-emission CNG in a portion of our tractor trailer fleet – has supported the realized decrease in scope 1 & 2 emissions.

C7. Emissions breakdowns

C7.1

(C7.1) Does your organization break down its Scope 1 emissions by greenhouse gas type?

Yes

C7.1a

(C7.1a) Break down your total gross global Scope 1 emissions by greenhouse gas type and provide the source of each used greenhouse warming potential (GWP).

Greenhouse gas	Scope 1 emissions (metric tons of CO2e)	GWP Reference
CO2	503835.07	IPCC Fifth Assessment Report (AR5 – 100 year)
CH4	66.94	IPCC Fifth Assessment Report (AR5 – 100 year)
N2O	542.8	IPCC Fifth Assessment Report (AR5 – 100 year)
HFCs	82354.32	IPCC Fifth Assessment Report (AR5 – 100 year)

C7.2

(C7.2) Break down your total gross global Scope 1 emissions by country/region.

Country/Region	Scope 1 emissions (metric tons CO2e)
United States of America	586799.13

C7.3

(C7.3) Indicate which gross global Scope 1 emissions breakdowns you are able to provide.

By activity

C7.3c

(C7.3c) Break down your total gross global Scope 1 emissions by business activity.

Activity	Scope 1 emissions (metric tons CO2e)
Office	3285.86
Store	1773.09
Warehouse	568803.33
Stock Yard	12936.85

C-AC7.4/C-FB7.4/C-PF7.4

(C-AC7.4/C-FB7.4/C-PF7.4) Do you include emissions pertaining to your business activity(ies) in your direct operations as part of your global gross Scope 1 figure?

Please select

C7.5

(C7.5) Break down your total gross global Scope 2 emissions by country/region.

Country/Region	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)	Purchased and consumed electricity, heat, steam or cooling (MWh)	Purchased and consumed low-carbon electricity, heat, steam or cooling accounted in market-based approach (MWh)
United States of America	178996.65		394036.4	0

C7.6

(C7.6) Indicate which gross global Scope 2 emissions breakdowns you are able to provide.

By activity

C7.6c

(C7.6c) Break down your total gross global Scope 2 emissions by business activity.

Activity	Scope 2, location-based emissions (metric tons CO2e)	Scope 2, market-based emissions (metric tons CO2e)
Office	6455.39	6455.39
Store	4713.49	4713.49
Warehouse	156811.15	156811.15
Stock Yard	11016.62	11016.62

C7.9

(C7.9) How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to those of the previous reporting year?

Decreased

C7.9a

(C7.9a) 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 emissions (metric tons CO2e)	Direction of change	Emissions value (percentage)	Please explain calculation
Change in renewable energy consumption		<Not Applicable>		
Other emissions reduction activities		<Not Applicable>		
Divestment		<Not Applicable>		
Acquisitions		<Not Applicable>		
Mergers		<Not Applicable>		
Change in output		<Not Applicable>		
Change in methodology		<Not Applicable>		
Change in boundary		<Not Applicable>		
Change in physical operating conditions		<Not Applicable>		
Unidentified		<Not Applicable>	3.4	Although this is US Foods first year reporting to CDP, we have calculated GHG emissions for over ten years. US Foods' Scope 1 and Scope 2 emissions decreased 3.4% from 2017 to 2018. This could be due to a variety of factors, including our various energy and fleet efficiency efforts. 3.4% = Scope 1+2 emissions change YoY (27,109) / Scope 1 + 2 emissions in 2017 (792,905).
Other		<Not Applicable>		

C7.9b

(C7.9b) Are your emissions performance calculations in C7.9 and C7.9a based on a location-based Scope 2 emissions figure or a market-based Scope 2 emissions figure?

Location-based

C8. Energy

C8.1

(C8.1) What percentage of your total operational spend in the reporting year was on energy?

More than 0% but less than or equal to 5%

C8.2

(C8.2) Select which energy-related activities your organization has undertaken.

	Indicate whether your organization undertakes this energy-related activity
Consumption of fuel (excluding feedstocks)	Yes
Consumption of purchased or acquired electricity	Yes
Consumption of purchased or acquired heat	No
Consumption of purchased or acquired steam	No
Consumption of purchased or acquired cooling	No
Generation of electricity, heat, steam, or cooling	No

C8.2a

(C8.2a) Report your organization's energy consumption totals (excluding feedstocks) in MWh.

	Heating value	MWh from renewable sources	MWh from non-renewable sources	Total MWh
Consumption of fuel (excluding feedstock)	HHV (higher heating value)	0	2016728.55	2016728.55
Consumption of purchased or acquired electricity	<Not Applicable>	0	394036.4	394036.4
Consumption of purchased or acquired heat	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Consumption of purchased or acquired steam	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Consumption of purchased or acquired cooling	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Consumption of self-generated non-fuel renewable energy	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Total energy consumption	<Not Applicable>	0	2410764.96	2410764.96

C8.2b

(C8.2b) 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	No
Consumption of fuel for the generation of heat	No
Consumption of fuel for the generation of steam	No
Consumption of fuel for the generation of cooling	No
Consumption of fuel for co-generation or tri-generation	No

C8.2c

(C8.2c) State how much fuel in MWh your organization has consumed (excluding feedstocks) by fuel type.

Fuels (excluding feedstocks)

Natural Gas

Heating value

HHV (higher heating value)

Total fuel MWh consumed by the organization

66280.48

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

<Not Applicable>

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self-cogeneration or self-trigeneration

<Not Applicable>

Comment

Fuels (excluding feedstocks)

Propane Gas

Heating value

HHV (higher heating value)

Total fuel MWh consumed by the organization

1529.13

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

<Not Applicable>

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self-cogeneration or self-trigeneration

<Not Applicable>

Comment

Fuels (excluding feedstocks)

Diesel

Heating value

HHV (higher heating value)

Total fuel MWh consumed by the organization

1934452.39

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

<Not Applicable>

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self-cogeneration or self-trigeneration

<Not Applicable>

Comment

Fuels (excluding feedstocks)

Compressed Natural Gas (CNG)

Heating value

HHV (higher heating value)

Total fuel MWh consumed by the organization

14466.54

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

<Not Applicable>

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self-cogeneration or self-trigeneration

<Not Applicable>

Comment

C8.2d

(C8.2d) List the average emission factors of the fuels reported in C8.2c.

Compressed Natural Gas (CNG)

Emission factor

1.92367

Unit

kg CO2e per m3

Emission factor source

U.S. EPA, Emission Factors for Greenhouse Gas Inventories (Nov 2015)]

Comment

Diesel

Emission factor

10.22371

Unit

kg CO2e per gallon

Emission factor source

U.S. EPA, Emission Factors for Greenhouse Gas Inventories (Nov 2015)]

Comment

Natural Gas

Emission factor

181.21733

Unit

kg CO2e per MWh

Emission factor source

U.S. EPA, Emission Factors for Greenhouse Gas Inventories (Nov 2015)]

Comment

Propane Gas

Emission factor

215.36609

Unit

kg CO2e per MWh

Emission factor source

U.S. EPA, Emission Factors for Greenhouse Gas Inventories (Nov 2015)]

Comment

C8.2f

(C8.2f) Provide details on the electricity, heat, steam and/or cooling amounts that were accounted for at a low-carbon emission factor in the market-based Scope 2 figure reported in C6.3.

Basis for applying a low-carbon emission factor

No purchases or generation of low-carbon electricity, heat, steam or cooling accounted with a low-carbon emission factor

Low-carbon technology type

<Not Applicable>

Region of consumption of low-carbon electricity, heat, steam or cooling

<Not Applicable>

MWh consumed associated with low-carbon electricity, heat, steam or cooling

<Not Applicable>

Emission factor (in units of metric tons CO2e per MWh)

<Not Applicable>

Comment

C9. Additional metrics

C9.1

(C9.1) Provide any additional climate-related metrics relevant to your business.

C10. Verification

C10.1

(C10.1) Indicate the verification/assurance status that applies to your reported emissions.

	Verification/assurance status
Scope 1	No third-party verification or assurance
Scope 2 (location-based or market-based)	No third-party verification or assurance
Scope 3	No third-party verification or assurance

C10.2

(C10.2) Do you verify any climate-related information reported in your CDP disclosure other than the emissions figures reported in C6.1, C6.3, and C6.5?

No, but we are actively considering verifying within the next two years

C11. Carbon pricing

C11.1

(C11.1) Are any of your operations or activities regulated by a carbon pricing system (i.e. ETS, Cap & Trade or Carbon Tax)?

Yes

C11.1a

(C11.1a) Select the carbon pricing regulation(s) which impacts your operations.

Other carbon tax, please specify (California CaT)

C11.1c

(C11.1c) Complete the following table for each of the tax systems in which you participate.

Other carbon tax, please specify

Period start date

January 1 2018

Period end date

December 31 2018

% of emissions covered by tax

54.84

Total cost of tax paid

273142.66

Comment

The figures presented here for the State of California included contract gallons to which cap and trade fees were applied. Although not captured in the figures disclosed, US Foods has paid additional cap and trade fees, which are incorporated directly into spot pricing.

C11.1d

(C11.1d) What is your strategy for complying with the systems in which you participate or anticipate participating?

US Foods Corporate Taxation Group leads tax monitoring, assessments and compliance including indirect carbon tax requirements that may impact US Foods. 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 US Foods.

In addition, we are continually working to improve the efficiency of our facilities and fleet to reduce our environmental footprint.

- Within its fleet, US Foods has programs in place to optimize routing to reduce miles driven and to right size vehicles by route type.

The company has achieved a 10.1% reduction in gallons of fuel used per case delivered in 2018 (base year 2015, broadline only) and 10.0% reduction in Scope 1 and 2 emissions intensity in 2018 (base year 2015. Emissions intensity measured as lb. CO2e per case delivered). Additional fleet enhancements include the installation of SmartWay verified tires and tire inflation systems that help with fuel efficiency, as well as trailer skirts that help with wind resistance. Extended oil drain schedules reduce oil use and create less oil waste, and the utilization of lighter weight oil helps improve fuel economy. As US Foods continues to update and add to its fleet, new vehicle models have been selected that feature an aerodynamic design for better fuel efficiency, and engines that run at a lower RPM to reduce emissions. In addition, the new vehicles include state-of-the-art diagnostics that connect to the engine and monitor performance in real time, as well as onboard computer monitoring systems that are used to report fuel economy and idle time. This data is used to drive continuous improvement and higher efficiency.

- US Foods distribution centers require energy to store, refrigerate and manage a vast portfolio of products. The company works diligently to reduce the energy intensity of the business (measured in kilowatt hours per case shipped) and has achieved more than a 10% improvement in its broadline business since 2015. US Foods currently operates three Leadership in Energy and Environmental Design (LEED) Silver-certified facilities, with additional locations in progress. LEED-certified buildings have been shown to yield positive business impacts, including lower operating costs and more efficient operations. In 2018, US Foods announced that the company has committed to building a 355,000-square-foot state-of-the-art facility in Sacramento, California. The new facility will be LEED Silver-certified and will be completed in 2020.

C11.2

(C11.2) Has your organization originated or purchased any project-based carbon credits within the reporting period?

No

C11.3

(C11.3) Does your organization use an internal price on carbon?

No, and we do not currently anticipate doing so in the next two years

C12. Engagement

C12.1

(C12.1) Do you engage with your value chain on climate-related issues?

Yes, our suppliers

Yes, our customers

C12.1a

(C12.1a) Provide details of your climate-related supplier engagement strategy.

Type of engagement

Compliance & onboarding

Details of engagement

Included climate change in supplier selection / management mechanism

% of suppliers by number

1

% total procurement spend (direct and indirect)**% Scope 3 emissions as reported in C6.5****Rationale for the coverage of your engagement**

The demand for products that offer enhanced transparency around where the product is from and how the product is sourced continues to be a key trend area influencing customer and diner purchasing decisions. US Foods continues to invest in multiple programs and policies to support the company's commitment to offering innovative products that include sustainable and responsibly sourced attributes. Through a third-party sustainable product materiality assessment that included feedback from internal and external stakeholders, US Foods has prioritized key initiatives we believe will have the most impact. The cornerstone of the company's commitment to offering sustainable products is the Serve Good™ program, which features US Foods Exclusive Brand products that are responsibly sourced or contribute to waste reduction. These products are developed in partnership with suppliers who share the company's commitment to Serve Good program standards and, where applicable, come with third-party verification. All US Foods suppliers are expected to comply with the US Foods Responsible Sourcing Policy, which sets forth the principles suppliers must meet, and covers critical topics such as legal compliance, food safety, human rights, physical safety, and the environment. Given the potential environmental and social risks associated with palm oil production, US Foods is working with its suppliers to ensure the palm oil and palm oil derivatives used in all US Foods Exclusive Brand products are responsibly sourced. The company and its suppliers are also working to ensure the production of palm oil and palm oil derivatives follow the RSPO Principles and Criteria (P&C), Rainforest Alliance Sustainable Agriculture Standard, or other equivalent standards. Specifically, US Foods will support practices to help minimize or eliminate deforestation and support smallholders in producer nations.

Impact of engagement, including measures of success

The US Foods supplier engagement strategy for Serve Good™ program suppliers requires compliance with third-party certifications that may impact climate-related risk. US Foods created the Serve Good™ portfolio of products in 2016 with only 24 products in the line-up. Today, the Serve Good™ Program includes more than 350+ products due in part to the strong partnership the company has with its Serve Good™ product suppliers. US Foods requires Serve Good™ product suppliers to retain third-party certification where applicable. US Foods engaged with suppliers to ensure third-party certifications such as USDA Organic, Fairtrade Certified, Rainforest Alliance Certified, Marine Stewardship Council and Best Aquaculture Practices. The aforementioned examples include climate-related issues in their standards or guidelines. During the RFP and Product Innovation process, US Foods asks for third-party certifications where applicable. Given the potential environmental and social risks associated with palm oil production, US Foods is working with its suppliers to ensure the palm oil and palm oil derivatives used in all US Foods Exclusive Brand products are responsibly sourced. The company and its suppliers are also working to ensure the production of palm oil and palm oil derivatives follow the RSPO Principles and Criteria (P&C), Rainforest Alliance Sustainable Agriculture Standard, or other equivalent standards. Specifically, US Foods will support practices to help minimize or eliminate deforestation and support smallholders in producer nations. US Foods has developed a timebound palm oil sourcing policy. Working alongside its suppliers, the company has set out a commitment to source 100% of the palm or palm kernel oil used in US Foods Exclusive Brand products through certified sustainable sources such as RSPO Mass Balance, Identity Preserved or Segregated Supply Chain or equivalent standard by December 31, 2019. If a physical supply is unavailable, RSPO Credits will be required to cover that material to support the production of CSPO.

Comment**Type of engagement**

Engagement & incentivization (changing supplier behavior)

Details of engagement

Other, please specify (Education and information sharing)

% of suppliers by number

1

% total procurement spend (direct and indirect)**% Scope 3 emissions as reported in C6.5****Rationale for the coverage of your engagement**

The demand for products that offer enhanced transparency around where the product is from and how the product is sourced continues to be a key trend area influencing customer and diner purchasing decisions. US Foods continues to invest in multiple

programs and policies to support the company's commitment to offering innovative products that include sustainable and responsibly sourced attributes. Through a third-party sustainable product materiality assessment that included feedback from internal and external stakeholders, US Foods has prioritized key initiatives the company believes will have the most impact. The cornerstone of US Foods' commitment to offering sustainable products is its Serve Good™ program, which features US Foods Exclusive Brand products that are responsibly sourced or contribute to waste reduction. These products are developed in partnership with suppliers who share our commitment to Serve Good™ program standards and, where applicable, come with third-party certification. In order to offer its portfolio of Serve Good™ products, it is imperative for US Foods to keep its vendors informed of its sustainability strategy and priorities.

Impact of engagement, including measures of success

US Foods conducts ongoing educational sessions with its vendors. For example, the company holds an annual vendor/supplier forum where vendors attend a two-day session to be informed of US Foods strategy. During that forum, CSR & Sustainability has been a breakout session as well as a key theme throughout the session. US Foods' Local & Sustainable Lead also presents to vendors/suppliers regularly to update on Serve Good™ guidelines.

Comment

C12.1b

(C12.1b) Give details of your climate-related engagement strategy with your customers.

Type of engagement

Education/information sharing

Details of engagement

Share information about your products and relevant certification schemes (i.e. Energy STAR)

% of customers by number

% Scope 3 emissions as reported in C6.5

Please explain the rationale for selecting this group of customers and scope of engagement

US Foods' Serve Good™ program is designed to feature products that are responsibly sourced or contribute to waste reduction and adhere to strict packaging standards that are designed to reduce waste and prioritize the use of recycled materials. Since launching the program in 2016, the portfolio has grown to more than 350 food and non-food products. US Foods invests in ongoing direct-to-customer awareness communications to drive interest and understanding of the Serve Food™ portfolio.

Impact of engagement, including measures of success

Examples of US Foods customer engagement initiatives include: - Website presence on usfoods.com. The company's Serve Good™ Program website landing pages include detailed information on the program policy, third-party certifications, product benefits and product information. - Serve Good™ Promotional videos featuring customer testimonials and usage ideas. - Serve Good™ Program product highlights at event marketing events such as presence at The National Restaurant Show with more than 40,000 industry professionals, 11 US Foods branded Food Fanatic Live! events across the country that touch approximately 29,000 existing and potential US Foods customers.

C-AC12.2/C-FB12.2/C-PF12.2

(C-AC12.2/C-FB12.2/C-PF12.2) Do you encourage your suppliers to undertake any agricultural or forest management practices with climate change mitigation and/or adaptation benefits?

Yes

C-AC12.2a/C-FB12.2a/C-PF12.2a

(C-AC12.2a/C-FB12.2a/C-PF12.2a) 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.

Management practice reference number

MP1

Management practice

Other, please specify (US Foods requires that All virgin paper content must have Sustainable Forestry Initiative (SFI), Forest Stewardship Council (FSC), or similar certification for both inner and outer packaging.)

Description of management practice

US Foods' Serve Good™ program is designed to feature products that are responsibly sourced or contribute to waste reduction, and that adhere to strict packaging standards that are designed to reduce waste and prioritize the use of recycled materials. In keeping with Serve Good™ program packaging standards, US Foods requires that All virgin paper content must have Sustainable Forestry Initiative (SFI), Forest Stewardship Council (FSC), or similar certification for both inner and outer packaging. Forest Stewardship Council (FSC) is a nonprofit organization that promotes the responsible management of the world's forests. This certification states that the fiber sourced from forest down through the manufacturing of a corrugate case has been properly managed socially, economically and environmentally, per FSC guidelines, through a chain of custody. Sustainable Forestry Initiative (SFI) is a nonprofit organization that focuses on sustainable fiber sourcing. This fiber is tracked through a chain of custody from certified forests in North America down through the printing of corrugate cases by SFI-certified printers.

Your role in the implementation

Procurement

Explanation of how you encourage implementation

US Foods encourages implementation of this practice by requiring the use of these certifications for packaging materials for all Serve Good™ labeled products. US Foods has built working relationships with both SFI and FSC, and encourages collaboration with vendors and printers internationally. US Foods has also created educational materials that can be found on the company website. These materials provide definitions of what these certifications mean.

Climate change related benefit

Reduced demand for pesticides (adaptation)

Comment

Serve Good™ suppliers that are FSC certified must meet the following requirement included in the FSC Standards: C6.6 Management systems shall promote the development and adoption of environmentally friendly non-chemical methods of pest management and strive to avoid the use of chemical pesticides.

C-AC12.2b/C-FB12.2b/C-PF12.2b

(C-AC12.2b/C-FB12.2b/C-PF12.2b) Do you collect information from your suppliers about the outcomes of any implemented agricultural/forest management practices you have encouraged?

No

C12.3

(C12.3) Do you engage in activities that could either directly or indirectly influence public policy on climate-related issues through any of the following?

No

C12.3g

(C12.3g) Why do you not engage with policy makers on climate-related issues?

US Foods focuses its resources where the company believes it can make the greatest impact. Climate-related initiatives over which US Foods has direct oversight are captured and integrated within the company's overall Corporate Social Responsibility (CSR) approach, which includes programs and policies developed around the company's commitment to caring for people, protecting the environment and providing sustainably sourced products under the focus areas of People, Planet and Products.

C12.4

(C12.4) Have you published information about your organization's response to climate change and GHG emissions performance for this reporting year in places other than in your CDP response? If so, please attach the publication(s).

Publication

In voluntary communications

Status

Underway – previous year attached

Attach the document

CSR_Fact_Sheet_CLEAN.pdf

Page/Section reference

Page 3 of the US Foods highlights the company's ~8% reduction in Scope 1 and Scope 2 emissions intensity in 2017. Base year 2015. Emissions intensity measured as lb. CO2e per case delivered.

Content elements

Strategy

Emissions figures

Comment

The US Foods Corporate Social Responsibility Review highlights the company's CSR initiatives in place to support the company's commitment to: Products- providing sustainably sourced products People- caring for people Planet- protecting the environment This document is published within the CSR section of the US Foods website.

C13. Other land management impacts

C-AC13.2/C-FB13.2/C-PF13.2

(C-AC13.2/C-FB13.2/C-PF13.2) Do you know if any of the management practices mentioned in C-AC12.2a/C-FB12.2a/C-PF12.2a that were implemented by your suppliers have other impacts besides climate change mitigation/adaptation?

Yes

C-AC13.2a/C-FB13.2a/C-PF13.2a

(C-AC13.2a/C-FB13.2a/C-PF13.2a) Provide details of those management practices implemented by your suppliers that have other impacts besides climate change mitigation/adaptation.

Management practice reference number

MP1

Overall effect

Positive

Which of the following has been impacted?

Biodiversity

Soil

Water

Description of impacts

US Foods' Serve Good™ program is designed to feature products that are responsibly sourced or contribute to waste reduction, and that adhere to strict packaging standards that are designed to reduce waste and prioritize the use of recycled materials. In keeping with Serve Good™ program packaging standards, US Foods requires that all virgin paper content must have Sustainable Forestry Initiative (SFI), Forest Stewardship Council (FSC), or similar certification for both inner and outer packaging. Serve Good™ suppliers that are SFI certified must meet the following standards: • Biodiversity - Performance Measure 2.2. Program Participants shall minimize chemical use required to achieve management objectives while protecting employees, neighbors, the public and the environment, including wildlife and aquatic habitats. (SFI) • Soil - Performance Measure 2.3. Program Participants shall implement forest management practices to protect and maintain forest and soil productivity (SFI) • Water - Performance Measure 3.2. Program Participants shall implement water, wetland and riparian protection measures based on soil type, terrain, vegetation, ecological function, harvesting system, state best management practices (BMPs), provincial guidelines and other applicable factors. (SFI) Serve Good™ suppliers that are FSC certified must meet the following standards: • Biodiversity - C6.3 Ecological functions and values shall be maintained intact, enhanced, or restored, including a) Forest regeneration and succession. b) Genetic, species, and ecosystem diversity. c) Natural cycles that affect the productivity of the forest ecosystem. (FSC) • Water - C5.5 Forest management operations shall recognize, maintain, and, where appropriate, enhance the value of forest services and resources such as watersheds and fisheries. (FSC)

Have any response to these impacts been implemented?

No

Description of the response(s)

C14. Signoff

C-FI

(C-FI) Use this field to provide any additional information or context that you feel is relevant to your organization's response. Please note that this field is optional and is not scored.

C14.1

(C14.1) Provide details for the person that has signed off (approved) your CDP climate change response.

	Job title	Corresponding job category
Row 1	The Director of Public Relations has signed off on this document.	Public affairs manager

SC. Supply chain module

SC0.0

(SC0.0) If you would like to do so, please provide a separate introduction to this module.

SC0.1

(SC0.1) What is your company's annual revenue for the stated reporting period?

	Annual Revenue
Row 1	

SC0.2

(SC0.2) Do you have an ISIN for your company that you would be willing to share with CDP?

Please select

SC1.1

(SC1.1) Allocate your emissions to your customers listed below according to the goods or services you have sold them in this reporting period.

SC1.2

(SC1.2) Where published information has been used in completing SC1.1, please provide a reference(s).

SC1.3

(SC1.3) What are the challenges in allocating emissions to different customers, and what would help you to overcome these challenges?

Allocation challenges	Please explain what would help you overcome these challenges
-----------------------	--

SC1.4

(SC1.4) Do you plan to develop your capabilities to allocate emissions to your customers in the future?

Please select

SC2.1

(SC2.1) Please propose any mutually beneficial climate-related projects you could collaborate on with specific CDP Supply Chain members.

SC2.2

(SC2.2) Have requests or initiatives by CDP Supply Chain members prompted your organization to take organizational-level emissions reduction initiatives?

Please select

SC3.1

(SC3.1) Do you want to enroll in the 2019-2020 CDP Action Exchange initiative?

Please select

SC3.2

(SC3.2) Is your company a participating supplier in CDP's 2018-2019 Action Exchange initiative?

Please select

SC4.1

(SC4.1) Are you providing product level data for your organization's goods or services?

Please select

Submit your response

In which language are you submitting your response?

English

Please confirm how your response should be handled by CDP

	Public or Non-Public Submission	I am submitting to	Are you ready to submit the additional Supply Chain Questions?
I am submitting my response	Public	Investors Customers	Yes, submit Supply Chain Questions now

Please confirm below

I have read and accept the applicable Terms