

C0. Introduction

C0.1

(C0.1) Give a general description and introduction to your organization.

US Foods Holding Corp. (US[SM1] Foods or the Company) 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 is centered on providing our customers with the innovative products, business support and technology solutions they need to operate their business profitably. We operate as one business with standardized business processes, shared systems infrastructure, and an organizational model that optimizes national scale with local execution, allowing us to manage 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 more than 400,000 fresh, frozen, and dry food stock-keeping units, or SKUs, as well as non-food items, sourced from approximately 6,000 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 69 distribution facilities and fleet of approximately 6,500 trucks, along with 80 cash-and-carry locations, allows 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.

This questionnaire provides an overview of US Foods CSR commitments, activities and progress in 2021. The data in it covers our broadline locations, which represent the vast majority of our operations.

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
Reporting year	January 1 2021	December 31 2021	No	<Not Applicable>

C0.3

(C0.3) Select the countries/areas in which you operate.

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 chosen approach for consolidating your GHG 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. Consumption of our products does not produce emissions. We place our focus upstream in our value chain and on our direct operations, specifically, fleet, facilities and production.

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 (Beef, pork, poultry and seafood)

% of revenue dependent on this agricultural commodity

20-40%

Produced or sourced

Sourced

Please explain

In our 10-K for fiscal 2021, the sales mix for our principal products categories for 2021 details "Meats and Seafood" as \$11.2B in sales as part of our total \$29.5B in revenue. "Meat and Seafood" consists of beef, pork, poultry and seafood products.

C0.8

(C0.8) Does your organization have an ISIN code or another unique identifier (e.g., Ticker, CUSIP, etc.)?

Indicate whether you are able to provide a unique identifier for your organization	Provide your unique identifier
Yes, a Ticker symbol	NYSE: USFD

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	Our Nominating and Corporate Governance Committee (NCG) of the Board of Directors, pursuant to its Charter, oversees the Company's CSR Program, including program strategy, areas of focus, goals and progress. The NCG receives quarterly reports from management regarding the Company's CSR initiatives and accomplishments. The Board has delegated this oversight to the Nominating and Corporate Governance Committee as part of its overall risk oversight responsibilities.

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	Scope of board-level oversight	Please explain
Scheduled – all meetings	<ul style="list-style-type: none"> Reviewing and guiding strategy Reviewing and guiding major plans of action Reviewing and guiding risk management policies Monitoring implementation and performance of objectives Monitoring and overseeing progress against goals and targets for addressing climate-related issues 	<Not Applicable>	Our Nominating and Corporate Governance Committee (NCG) of the Board of Directors, pursuant to its Charter, oversees the Company's CSR Program, including program strategy, areas of focus, goals and progress. The NCG receives quarterly reports from management regarding the Company's CSR initiatives and accomplishments. The Board has delegated this oversight to the Nominating and Corporate Governance Committee as part of its overall risk oversight responsibilities.

C1.1d

(C1.1d) Does your organization have at least one board member with competence on climate-related issues?

	Board member(s) have competence on climate-related issues	Criteria used to assess competence of board member(s) on climate-related issues	Primary reason for no board-level competence on climate-related issues	Explain why your organization does not have at least one board member with competence on climate-related issues and any plans to address board-level competence in the future
Row 1	Yes	Each year, members of our board of directors are asked to self-certify to their skills and experience including understanding, and experience related to, environmental and CSR issues that are relevant to our Company and the sustainability of the communities in which we operate. The Company had three Board Directors that self-identified as having sustainability and Corporate Responsibility expertise in 2021. The Company added an additional Board member in 2022 who self-identified as having sustainability and Corporate Responsibility expertise.	<Not Applicable>	<Not Applicable>

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)	Reporting line	Responsibility	Coverage of responsibility	Frequency of reporting to the board on climate-related issues
Other C-Suite Officer, please specify (General Counsel and Leader of CSR)	<Not Applicable>	Both assessing and managing climate-related risks and opportunities	<Not Applicable>	Quarterly

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).

Climate-related risks and opportunities are primarily addressed by our Executive Vice President, General Counsel and Leader of CSR, who directs a cross-functional CSR working group to advance our CSR objectives. This working group is composed of leaders and subject matter experts from across the enterprise, including Sustainability, Supply Chain, Real Estate, Merchandising, Human Resources, Investor Relations, Legal and Communications. The Leader of CSR reports directly to our Chief Executive Officer, and the CSR working group regularly works with members of our Executive Leadership Team to plan for and assess progress against environmental, social and governance commitments and priorities.

In 2021, we introduced several new roles committed to supporting our growing CSR efforts across each of our key focus areas, including a Vice President of Fleet and Sustainability and a Director of Corporate Social Responsibility. US Foods VP of Fleet and Sustainability along with Supply Chain and Real Estate functional leaders oversee the initiatives implemented to improve the efficiency of our facilities and fleet and reduce our environmental footprint. Our Director of Corporate Social Responsibility along with Merchandising functional leaders manage the development of innovative sustainable and responsibly sourced products. The responsibilities of our subject-matter experts and business owners as they relate to climate-related issues are captured and integrated within the Company's overall CSR strategy. Our CSR strategy is organized around our commitments across three key focus areas: Products, People and Planet and includes initiatives and policies developed around our commitment to provide a growing portfolio of products that offer social or environmental benefits, making a positive difference in the lives of our associates and in the communities we serve, and continually improving the efficiency of our facilities and fleet to reduce our environmental footprint.

Products – US Foods is committed to growing our portfolio of products that are local, sustainable, and help to support well-being by working with our suppliers to source and offer products with social or environmental benefits, and maintaining a continued commitment to food safety and quality.

People – US Foods strives to make a positive difference in the lives of our associates and in the communities we serve. This means fostering an inclusive and dynamic workplace where our associates can grow and thrive.

Planet – US Foods is committed to engaging in best practices to reduce the environmental footprint of our facilities and fleet. By optimizing the efficiency of our building operations and investing in renewable energy, we are reducing the energy intensity of our facilities. By improving our routing to reduce miles driven, deploying new technology and leveraging alternative fuels, we're increasing the efficiency of our fleet.

2. Monitoring, Reporting of initiatives:

The monitoring and management of climate-related initiatives and associated mitigation strategies are managed by a cross-functional CSR Working Group that meets regularly, led by our Executive Vice President, General Counsel and Leader of CSR. The Group includes leaders and subject-matter experts and business owners from key disciplines and provides periodic updates to Executive Leadership Team and the Leader of CSR, who oversees providing quarterly updates to the Nominating and Corporate Governance Committee. The Committee, pursuant to its Charter, has primary oversight for all environmental, social and governance matters at the Company, which includes oversight of climate-related issues and risks. The Board has delegated this oversight to the Committee as part of its overall risk oversight responsibilities.

4. Board Oversight, Monitoring:

Our Nominating and Corporate Governance Committee (NCG) of the Board of Directors, pursuant to its Charter, oversees the Company's CSR Program, including program strategy, areas of focus, goals and progress. The NCG receives quarterly reports from management regarding the Company's CSR initiatives and accomplishments. The Board has delegated this oversight to the Nominating and Corporate Governance Committee as part of its overall risk oversight responsibilities.

C1.3

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

	Provide incentives for the management of climate-related issues	Comment
Row 1	Yes	While annual incentive compensation is based on financial performance, the annual incentive plan also takes into account an individual performance factor for payout calculation. For US Foods Sustainability, Supply Chain, Real Estate and Merchandising functional leaders and their teams that are responsible for identifying and managing strategies and initiatives within our CSR focus areas of Products and Planet, their individual performance factor is tied to the success of their ESG-related initiatives including climate-related initiatives.

C1.3a

(C1.3a) Provide further details on the incentives provided for the management of climate-related issues (do not include the names of individuals).

Entitled to incentive	Type of incentive	Activity incentivized	Comment
Other, please specify (Sustainability, Supply Chain, Real Estate and Merchandising functional leaders)	Monetary reward	Emissions reduction project Energy reduction project Efficiency project Supply chain engagement	Application of performance factor to payout calculation under the annual incentive plan. For US Foods Sustainability, Supply Chain, Real Estate and Merchandising functional leaders and their teams that are responsible for identifying and managing strategies and initiatives within our CSR focus areas of Products and Planet, their individual performance factor is tied to the success of their ESG initiatives including climate-related initiatives.

C2. Risks and opportunities

C2.1

(C2.1) Does your organization have a process for identifying, assessing, and responding to climate-related risks and opportunities?

Yes

C2.1a

(C2.1a) How does your organization define short-, medium- and long-term time horizons?

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

C2.1b

(C2.1b) How does your organization define substantive financial or strategic impact on your business?

In accordance with our Enterprise Risk Management (ERM) process for identifying and defining enterprise risks, a risk is considered strategically substantive if it is likely to have a national, recurring or extended (months-long) impact on operations, customers and/or vendors, and financially substantive if it is likely to have a material impact on EBITDA.

Short, medium, and long-term climate-related risks and opportunities identified as having a potential or substantive financial impact on our business are primarily identified, assessed, and addressed by a cross-functional CSR working group to advance our CSR objectives.

C2.2

(C2.2) Describe your process(es) for identifying, assessing and responding to climate-related risks and opportunities.

Value chain stage(s) covered

Direct operations
Upstream
Downstream

Risk management process

A specific climate-related risk management process

Frequency of assessment

More than once a year

Time horizon(s) covered

Short-term
Medium-term
Long-term

Description of process

1. Climate-related risks and opportunities are primarily identified, assessed, and addressed by a cross-functional CSR working group to advance our CSR objectives. This working group is led by the Company's Executive Vice President, General Counsel and Chief Compliance Officer (GC) who leads CSR at US Foods and is composed of leaders and subject matter experts from across the enterprise, including Sustainability, Supply Chain, Real Estate, Merchandising, Human Resources, Investor Relations, Legal and Communications. The GC reports directly to our Chief Executive Officer, and the CSR working group regularly works with members of our Executive Leadership Team to plan for and assess progress against environmental, social and governance commitments and priorities. The responsibilities of our subject-matter experts and business owners as they relate to climate-related issues are captured and integrated within the Company's overall CSR approach, organized into three strategic CSR pillars: Products, People and Planet. This work includes initiatives and policies developed around our commitment to provide a growing portfolio of products for our customers that offer social or environmental benefits in collaboration with suppliers that support our sustainable product programs, making a positive difference in the lives of our associates and in the communities we serve, and continually improving the efficiency of our facilities and fleet to reduce our environmental footprint. A risk is considered strategically substantive if it is likely to have a national, recurring or extended (months-long) impact on operations, customers and/or vendors, and financially substantive if it is likely to have a material impact on EBITDA. US Foods' Sustainability, Supply Chain, Real Estate and Merchandising functional leaders are responsible for identifying and managing strategies and initiatives within our CSR focus areas of Planet and Products. These initiatives are primarily related to improving our fleet and facilities, local and sustainable products, and operations management. Where applicable, additional third-party support and insights are leveraged. A supply chain assessment is also leveraged to help identify risks and opportunities. In the case of sustainable product, US Foods leverages a third-party materiality assessment that includes feedback from internal and external stakeholders to assist with the existing and emerging sustainable product strategies. Our Nominating and Corporate Governance Committee (NCG) of the Board of Directors, pursuant to its Charter, oversees the Company's CSR Program, including program strategy, areas of focus, goals and progress. The NCG receives quarterly reports from management regarding the Company's CSR initiatives and accomplishments. The Board has delegated this oversight to the Nominating and Corporate Governance Committee as part of its overall risk oversight responsibilities. 2. As US Foods takes the identification and management of Company's risks seriously, US Foods leverages an Enterprise Risk Management (ERM) process to identify, assess, prioritize, mitigate and monitor the Company's top enterprise-wide risks. A risk is considered strategically substantive if it is likely to have a national or extended (months-long) impact on operations, customers and/or vendors, and financially substantive if it is likely to have a material impact on EBITDA. 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. In 2021, top risks identified within the ERM process did not identify any individual climate-related risks as a key risk (high impact and likely in the near term). 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 Enterprise Risk Management (ERM) Process, and the Audit Committee of the Board of Directors is responsible for oversight. The Audit Committee is comprised of four Board Directors.

C2.2a

(C2.2a) Which 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 69 distribution facilities and 80 cash-and-carry locations, enabling us 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.
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 69 distribution facilities and 80 cash-and-carry locations 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. US Foods' fleet of approximately 6,500 trucks is critical to our business, allowing us 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.
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. Increased demand for products that offer enhanced transparency around where 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 a growing portfolio of products that include social or environmental benefits.
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 our key stakeholders is a component of our prioritization efforts.
Acute physical	Relevant, always included	Acute physical risks are captured in operational risks. Because our network spans so much of the country, many of our facilities, along with the facilities of our customers and suppliers, are in areas that are increasingly subject to extreme, and occasionally prolonged, weather conditions, including hurricanes, tornadoes, blizzards, and extreme cold. Extreme weather conditions, whether caused by global climate change or otherwise, may interrupt our operations in such areas. Furthermore, extreme weather conditions may disrupt critical infrastructure in the United States and interrupt or impede access to our customers' facilities, reduce the number of consumers who visit our customers' facilities, interrupt our suppliers' production or shipments or increase our suppliers' product costs, all of which could have an adverse effect on our business, financial condition and results of operations. We evaluate potential risks and have preparation strategies in place to mitigate these risks.
Chronic physical	Relevant, sometimes included	Because our network spans so much of the country, many of our 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, including hurricanes, tornadoes, blizzards, and extreme cold. Extreme weather conditions, whether caused by global climate change or otherwise, may interrupt our operations in such areas. Furthermore, extreme weather conditions may disrupt critical infrastructure in the United States and interrupt or impede access to our customers' facilities, reduce the number of consumers who visit our customers' facilities, interrupt our suppliers' production or shipments or increase our suppliers' product costs, all of which could have an adverse effect on our business, financial condition and results of operations. We evaluate potential risks and have preparation strategies in place to mitigate these risks.

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 & Primary climate-related risk driver

Market	Increased cost of raw materials
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Primary potential financial impact

Increased direct costs

Climate risk type mapped to traditional financial services industry risk classification

<Not Applicable>

Company-specific description

US Foods' fleet of approximately 6,500 trucks is critical to our business, allowing us to operate efficiently and provide high levels of customer service from our extensive network of 69 distribution centers to approximately 250,000 customer locations nationwide, including restaurants, hospitals, colleges and universities, retail stores, and government and military organizations. We require significant quantities of diesel fuel for our fleet, and the price and supply of diesel fuel are unpredictable and fluctuate based on events outside our control, including geopolitical developments, supply and demand for oil and gas, regional production patterns, weather conditions and environmental concerns. As a national foodservice distributor, unfavorable changes in fuel prices may not only increase the price we pay for products, but also increase the costs we incur to deliver products to our customers. Using published market price projections for diesel and estimated fuel consumption needs, a hypothetical 10% unfavorable change in diesel prices from the market price could result in approximately \$17M of additional fuel cost for the Company through March 2023 on uncommitted volumes as of April 2, 2022. These factors may, in turn, negatively affect our sales, margins, operating expenses, and operating results and must be mitigated. Although, from time to time, we enter into forward purchase commitments for some of our fuel requirements at prices equal to the then-current market price, these forward purchases may prove ineffective in protecting us from changes in fuel prices or even result in us paying higher than market costs for part of our fuel.

Time horizon

Short-term

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)

17000000

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

As of April 2, 2022, we had diesel fuel forward purchase commitments totaling \$33 million, which lock approximately 23% of our projected diesel fuel purchase needs through March 2023. Using current published market price projections for diesel and estimated fuel consumption needs, a hypothetical 10% unfavorable change in diesel prices from the market price could result in approximately \$17 million in additional fuel cost on uncommitted volumes through March 2023.

Cost of response to risk

2400000

Description of response and explanation of cost calculation

To date, US Foods has secured and invested approximately \$2,400,000 in funding for fleet technologies aimed at reducing diesel fuel usage, including \$1.8 million in grant funding from California's Hybrid and ZeroEmission Truck and Bus Voucher Incentive Project to introduce 15 electric truck vehicles into our fleet in 2022. We have also expended \$600,000 to deploy 50+ compressed natural gas (CNG) vehicles across Texas and Oklahoma. In addition to the \$600,000 investment indicated above, we have plans in place to introduce an additional 27 CNG trucks to our fleet in 2022. Additionally, the \$2,400,000 investment does not include the cost of the other following initiatives already in progress: 1. US Foods enters forward purchase commitments for a portion of its projected diesel fuel requirements to reduce the impacts of diesel fuel price volatility. As of April 2, 2022, we had diesel fuel forward purchase commitments totaling \$33 million, which lock approximately 23% of our projected diesel fuel purchase needs through March 2023. Using current published market price projections for diesel and estimated fuel consumption needs, a hypothetical 10% unfavorable change in diesel prices from the market price could result in approximately \$17 million in additional fuel cost for the Company through March 2023 on uncommitted volumes as of April 2, 2022. 2. US Foods implements routing optimization strategies to increase fuel efficiency and reduce diesel fuel consumption. Through programs that optimize routing, reduce miles driven and right size our vehicles by route type, we have achieved a 10.9% reduction in gallons of fuel used per case delivered in 2021 (base year 2015, headline and Food Group of Companies only) and 15% reduction in Scope 1 and 2 emissions intensity in 2021, (base year 2015, measured as lb. CO2e per case delivered and includes Food Group of Companies and Smart Foodservice Warehouse Stores). 3. Additional fleet enhancements to create fuel efficiency include the installation of SmartWay verified tires and tire inflation systems and the utilization of lighter weight oil in our vehicles to improve fuel economy. As we update and add to our fleet, we have selected new vehicle models 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.

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

Primary potential financial impact

Reduced indirect (operating) costs

Company-specific description

US Foods' fleet of approximately 6,500 trucks is critical to our business, allowing us to operate efficiently and provide high levels of customer service out of our extensive network of 69 distribution centers to approximately 250,000 customer locations across the United States, including restaurants, hospitals, colleges and universities, retail stores, and government and military organizations. We require significant quantities of fuel for our vehicle fleet but have identified opportunities to decrease our diesel fuel usage by improving transportation efficiency and piloting alternative fuel vehicles. These measures not only help us to reduce the impact of our operations on the environment and reduce our GHG emissions, but also presents an opportunity for future cost savings in our operating expenses.

Time horizon

Short-term

Likelihood

Likely

Magnitude of impact

Medium-low

Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

Potential financial impact figure (currency)

50000

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

Based on US Foods third-party analysis, by 2027, buying an EV truck instead of a diesel truck represents a better economic opportunity because of projected lower EV total costs, including cost of operation. In addition, this third-party analysis projects that by 2030 US Foods will save \$50,000 in such total costs for each EV truck deployed in our fleet instead of a diesel truck. The \$50,000 does not include any potential additional savings from differences in fuel costs (diesel vs. electricity).

Cost to realize opportunity

230000

Strategy to realize opportunity and explanation of cost calculation

We require significant quantities of diesel fuel for our fleet, and the price and supply of diesel fuel are unpredictable and fluctuate based on events outside our control, including geopolitical developments, supply and demand for oil and gas, regional production patterns, weather conditions and environmental concerns. Unfavorable changes in fuel prices may not only increase the price we pay for products, but also increase the costs we incur to deliver products to our customers. Decreasing our fuel usage by acquiring and deploying electric truck vehicles not only helps us to reduce the negative impact of our operations on the environment and reduce our GHG emissions, but also presents an opportunity for potential cost savings in our operating expenses as diesel prices increase. To date, US Foods has secured funding to introduce 15 electric truck vehicles (EVs) into our fleet in 2022, and we also have plans in place to deploy an additional 15 EVs in 2023. Currently, based on US Foods third-party partner analysis, it is expected that US Foods will incur up to \$230,000 more in total lifetime costs to purchase, own and operate each EV truck vehicle in our fleet compared to the lifetime costs of a standard diesel truck. This cost difference is expected to decrease over time approaching zero for EV vehicles purchased in 2027. The \$230,000 estimate does not include any potential savings from differences in fuel costs (diesel vs. electricity).

Comment

C3. Business Strategy

C3.1

(C3.1) Does your organization's strategy include a transition plan that aligns with a 1.5°C world?

Row 1

Transition plan

No, but our strategy has been influenced by climate-related risks and opportunities, and we are developing a transition plan within two years

Publicly available transition plan

<Not Applicable>

Mechanism by which feedback is collected from shareholders on your transition plan

<Not Applicable>

Description of feedback mechanism

<Not Applicable>

Frequency of feedback collection

<Not Applicable>

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

<Not Applicable>

Explain why your organization does not have a transition plan that aligns with a 1.5°C world and any plans to develop one in the future

In July 2022, the Company submitted formal greenhouse gas (GHG) emission reduction targets to the Science Based Targets initiative (SBTi) for approval. The Company also announced that it completed its first comprehensive screening of its Scope 3 emissions and is pursuing SBTi validation of its goal to engage key suppliers, covering 71 percent of its emissions from purchased goods and services, to set science-based targets by 2027. We expect our engagement with SBTi as part of the target validation process to inform the development of our transition plan.

Explain why climate-related risks and opportunities have not influenced your strategy

<Not Applicable>

C3.2

(C3.2) Does your organization use climate-related scenario analysis to inform its strategy?

	Use of climate-related scenario analysis to inform strategy	Primary reason why your organization does not use climate-related scenario analysis to inform its strategy	Explain why your organization does not use climate-related scenario analysis to inform its strategy and any plans to use it in the future
Row 1	No, but we anticipate using qualitative and/or quantitative analysis in the next two years	Important but not an immediate priority	In July 2022, the Company submitted formal greenhouse gas (GHG) emission reduction targets to the Science Based Targets initiative (SBTi) for approval. The Company also announced that it completed its first comprehensive screening of its Scope 3 emissions and is pursuing SBTi validation of its goal to engage key suppliers, covering 71 percent of its emissions from purchased goods and services, to set science-based targets by 2027. As part of the SBTi target validation process, we expect to evolve and refine our use of scenarios over the next two years. SBTi scenarios are drawn primarily from the Integrated Assessment Modeling Consortium (IAMC) and the International Energy Agency (IEA).

C3.3

(C3.3) Describe where and how climate-related risks and opportunities have influenced your strategy.

	Have climate-related risks and opportunities influenced your strategy in this area?	Description of influence
Products and services	Yes	Transition risks and opportunities have direct impacts on our products and services as shifts in consumer demand influence the ways in which we consider investments in new product growth opportunities. The demand for products that offer enhanced transparency around where and how the product is sourced continues to be a key trend influencing customer and diner purchasing decisions. Because of this, 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, we will continue to invest in expanding the Company's Serve Good and Progress Check programs, which features a portfolio of more than 1,000 Exclusive Brand food and non-food that adhere to defined sustainability standards. As of 2021, we have increased the number of Serve Good products available to our customers in our portfolio by 380% since 2016. Given the potential environmental and social risks associated with palm oil production, we began working with our suppliers in 2017 to transition the palm and palm kernel oil used in US Foods Exclusive Brand products to responsibly sourced palm oil. Our palm oil policy lays out our commitment since the end of 2019 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. If a physical supply is unavailable, RSPO Credits are required to cover that material to support the production of CSPO. In 2021, 100% of the palm or palm kernel oil used in US Foods Exclusive Brands products is sourced from a supplier that is certified RSPO Mass Balance or higher. This means, at a minimum, the volume of palm or palm kernel oil in the products reflects an equivalent volume of palm oil or palm kernel oil produced by RSPO certified mills and plantations. Specifically, 88% of the palm or palm kernel oil was Mass Balance, less than 1% was Segregated and the remaining 11%+ was sourced from a combination of supply chain models. No RSPO credits were required. In 2021, 15 of our 24 Exclusive Brands provided products that contain palm oil. Approximately 4% of the products in our Exclusive Brand product portfolio are confirmed to contain palm oil.
Supply chain and/or value chain	Yes	Physical risks 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 our ability to service our 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 our ability to staff distribution centers, as the safety and security of our employees our 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. Impact from hurricanes consists of costs recognized in cost of sales for inventory losses and product donations made for hurricane relief. US Foods' insurance deductible for inventory losses is \$1M per single weather-related claim.
Investment in R&D	Yes	Transition risks and opportunities have direct impacts on US Foods' investment in R&D as shifts in consumer demand influence the ways in which we consider investment in new product growth opportunities. For example, the demand for products that offer enhanced transparency around where 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	Yes	Transition risks and opportunities impact the ways in which we integrate technology and updated infrastructure into the operations of our facilities and fleet. Changes in regulations, such as those requiring the tracking of fleet activity or otherwise regulating greenhouse gas emissions, have required us to upgrade or replace equipment in our facilities. For example, the South Coast Air Quality Management District (AQMD) in California recently introduced regulations impacting the distribution industry, specifically, the Warehouse Actions and Investments to Reduce Emissions (WAIRE) Program, that sets emissions reduction standards for warehouse facilities 100,000 square feet or larger. Under this regulation, our distribution centers within the jurisdiction of South Coast AQMD are required to monitor and report on trucks delivering to or picking up goods from their facilities to ensure WAIRE emissions reduction standards are met. Not taking sufficient action to reduce emissions to meet these standards, this regulation could potentially result in up to approximately \$1.5M in penalties over the next 3 years. To reduce these emissions, US Foods will be deploying 15 new CNG trucks out of our Corona, CA facility by the end of 2022 and has plans in place to set up charging infrastructure and introduce a total of 30 electric vehicles to our fleet in La Mirada by the end of 2023. The acquisition and deployment of these Zero Emission and Near-Zero-Emission trucks will reduce transportation emissions from our warehouse operations to help us meet the standards set by the WAIRE regulations.

C3.4

(C3.4) Describe where and how climate-related risks and opportunities have influenced your financial planning.

	Financial planning elements that have been influenced	Description of influence
Row 1	Revenues Indirect costs Capital expenditures Capital allocation Acquisitions and divestments Assets Liabilities	Case Study Example: US Foods' fleet of approximately 6,500 trucks is critical to our business, allowing us to operate efficiently and provide high levels of customer service. Mitigating climate-related risks, such as transitioning our fleet to electric truck and CNG vehicles to reduce emissions and fuel consumption, have the potential to increase our direct costs and impact our capital expenditures and allocations, among other elements of our financial planning. Additionally, while we make this change, we remain subject to risks created by our operations and our supply chain's reliance on fossil fuels. For example, unfavorable changes in fuel prices may not only increase the price we pay for products, but also increase the costs we incur to deliver products to our customers. Using published market price projections for diesel and estimated fuel consumption needs a hypothetical 10% unfavorable change in diesel prices from the market price could result in approximately \$17 million in additional fuel cost for the Company through March 2023 on uncommitted volumes as of April 2, 2022. These factors may, in turn, negatively affect our sales, margins, operating expenses, and operating results. Decreasing our fuel usage by acquiring and deploying electric truck and alternative fuel vehicles not only helps us to reduce the negative impact of our operations on the environment and reduce our GHG emissions, but also presents an opportunity for potential cost savings in our operating expenses as diesel prices increase. To date, US Foods has secured and invested approximately \$2,400,000 in funding for fleet technologies aimed at reducing diesel fuel usage, including \$1.8 million in grant funding from California's Hybrid and ZeroEmission Truck and Bus Voucher Incentive Project to introduce 15 electric truck vehicles into our fleet in 2022 and \$600,000 to deploy 50+ CNG trucks across Texas and Oklahoma. In 2021, we also allocated the capital necessary to acquire and deploy an additional 15 electric vehicle (EV) trucks by 2023 and additional 27 CNG trucks by the end of 2022. As we continue to update and invest in our fleet, we have 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. Time Horizon: Our consideration of climate-related risks and opportunities have influenced our financial planning for capital expenditures through the end of 2023.

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 did not have an emissions target, and forecast how your emissions will change over the next five years.

	Primary reason	Five-year forecast	Please explain
Row 1	We are planning to introduce a target in the next two years	In July 2022, the Company submitted formal greenhouse gas (GHG) emission reduction targets to the Science Based Targets initiative (SBTi) for approval. We committed to reducing absolute Scope 1 and 2 GHG emissions by 32.5 percent by 2032 from a 2019 base year. US Foods also committed to submit a goal to engage key suppliers covering 71 percent of its emissions from purchased goods and services to set science-based targets by 2027.	US Foods has committed to add 30 electric vehicle (EV) trucks by 2023 and continue to expand its EV fleet to reduce its Scope 1 emissions. The Company will reduce absolute scope 1 and scope 2 GHG emissions over the next five years by prioritizing the purchase of electric vehicles and use of alternative fuels in its fleet, accelerating initiatives to reduce miles driven and by investing in technologies and programs to improve overall fuel efficiency. In its facilities, US Foods continues to expand solar array installations on select facilities and accelerating initiatives and programs to improve energy efficiency.

C4.2

(C4.2) Did you have any other climate-related targets that were active in the reporting year?

Other climate-related target(s)

C4.2b

(C4.2b) Provide details of any other climate-related targets, including methane reduction targets.

Target reference number

Oth 1

Year target was set

2017

Target coverage

Product level

Target type: absolute or intensity

Absolute

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

Land use change	Other, please specify (Resource consumption or efficiency (% of palm oil used from sustainable sources))
-----------------	---

Target denominator (intensity targets only)

<Not Applicable>

Base year

2018

Figure or percentage in base year

0

Target year

2019

Figure or percentage in target year

100

Figure or percentage in reporting year

100

% of target achieved relative to base year [auto-calculated]

100

Target status in reporting year

Achieved

Is this target part of an emissions target?

No

Is this target part of an overarching initiative?

Other, please specify (As part of our Corporate Social Responsibility (CSR) commitments, we are committed to providing a growing portfolio of products that offer social or environmental benefits. Our palm oil policy supports these product commitments.)

Please explain target coverage and identify any exclusions

Our palm oil policy lays out our commitment since the end of 2019 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. If a physical supply is unavailable, RSPO Credits are required to cover that material to support the production of CSPO.

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

<Not Applicable>

List the actions which contributed most to achieving this target

Formalized public policy, engaged with partner RSPO and collaborated with suppliers.

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*	0	
Implementation commenced*	0	
Implemented*	6	176.57
Not to be implemented		

C4.3b

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

Initiative category & Initiative type

Energy efficiency in buildings	Heating, Ventilation and Air Conditioning (HVAC)
--------------------------------	--

Estimated annual CO2e savings (metric tonnes CO2e)

Scope(s) or Scope 3 category(ies) where emissions savings occur
Scope 2 (location-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

Investment required (unit currency – as specified in C0.4)
1430000

Payback period

4-10 years

Estimated lifetime of the initiative

11-15 years

Comment

Replacing HVAC to improve ventilation and/or eliminate R22 refrigerants

Initiative category & Initiative type

Energy efficiency in buildings	Lighting
--------------------------------	----------

Estimated annual CO2e savings (metric tonnes CO2e)

176.57

Scope(s) or Scope 3 category(ies) where emissions savings occur
Scope 2 (location-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

Investment required (unit currency – as specified in C0.4)
522300

Payback period

1-3 years

Estimated lifetime of the initiative

11-15 years

Comment

Replacement of old lighting systems, including T12, T5, and metal halide

Initiative category & Initiative type

Estimated annual CO2e savings (metric tonnes CO2e)

Scope(s) or Scope 3 category(ies) where emissions savings occur
 Scope 2 (location-based)

Voluntary/Mandatory
 Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

Investment required (unit currency – as specified in C0.4)
 573520

Payback period
 Please select

Estimated lifetime of the initiative
 Ongoing

Comment
 Upgrade Refrigeration Controls

Initiative category & Initiative type

Fugitive emissions reductions	Refrigerant leakage reduction
-------------------------------	-------------------------------

Estimated annual CO2e savings (metric tonnes CO2e)

Scope(s) or Scope 3 category(ies) where emissions savings occur
 Scope 1

Voluntary/Mandatory
 Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

Investment required (unit currency – as specified in C0.4)
 1063000

Payback period
 >25 years

Estimated lifetime of the initiative
 11-15 years

Comment
 Refrigeration equipment replacement; Phase III of R22 System

Initiative category & Initiative type

Energy efficiency in buildings	Insulation
--------------------------------	------------

Estimated annual CO2e savings (metric tonnes CO2e)

Scope(s) or Scope 3 category(ies) where emissions savings occur
 Scope 2 (location-based)

Voluntary/Mandatory
 Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

Investment required (unit currency – as specified in C0.4)
 1761350

Payback period
 Please select

Estimated lifetime of the initiative
 Ongoing

Comment
 Re-insulate refrigeration piping

Initiative category & Initiative type

Energy efficiency in buildings	Other, please specify (Real-time Energy Monitoring)
--------------------------------	---

Estimated annual CO2e savings (metric tonnes CO2e)

Scope(s) or Scope 3 category(ies) where emissions savings occur
 Scope 2 (location-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

Investment required (unit currency – as specified in C0.4)

392400

Payback period

Please select

Estimated lifetime of the initiative

Ongoing

Comment

Added electric metering for food group locations acquired a few years ago

C4.3c

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

Method	Comment
Compliance with regulatory requirements/standards	We are continually working to improve the efficiency of our facilities and fleet to help reduce our environmental footprint and reduce costs. We make investments as necessary to ensure compliance with regulatory requirements and standards. As part of our capital budgeting strategy, we take into account the adoption of initiatives that may reduce operating costs and achieve lower emissions. Initiatives supporting these efforts include investments in facility energy efficiency and fleet efficiency initiatives.
Financial optimization calculations	We are continually working to improve the efficiency of our facilities and fleet to help reduce our environmental footprint and reduce costs. We make investments as necessary to ensure compliance with regulatory requirements and standards. As part of our capital budgeting strategy, we take into account the adoption of initiatives that may reduce operating costs and achieve lower emissions. Initiatives supporting these efforts include investments in facility energy efficiency and fleet efficiency initiatives.

C4.5

(C4.5) Do you classify any of your existing goods and/or services as low-carbon products?

No

C5. Emissions methodology

C5.1

(C5.1) Is this your first year of reporting emissions data to CDP?

No

C5.1a

(C5.1a) Has your organization undergone any structural changes in the reporting year, or are any previous structural changes being accounted for in this disclosure of emissions data?

Row 1

Has there been a structural change?

No

Name of organization(s) acquired, divested from, or merged with

<Not Applicable>

Details of structural change(s), including completion dates

<Not Applicable>

C5.1b

(C5.1b) Has your emissions accounting methodology, boundary, and/or reporting year definition changed in the reporting year?

	Change(s) in methodology, boundary, and/or reporting year definition?	Details of methodology, boundary, and/or reporting year definition change(s)
Row 1	No	<Not Applicable>

C5.2

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

Scope 1

Base year start

January 1 2015

Base year end

December 31 2015

Base year emissions (metric tons CO2e)

677195.197

Comment

Scope 2 (location-based)

Base year start

January 1 2015

Base year end

December 31 2015

Base year emissions (metric tons CO2e)

247213.985

Comment

Scope 2 (market-based)

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 1: Purchased goods and services

Base year start

January 1 2019

Base year end

December 31 2019

Base year emissions (metric tons CO2e)

21246742.52

Comment

Scope 3 category 2: Capital goods

Base year start

January 1 2019

Base year end

December 31 2019

Base year emissions (metric tons CO2e)

71434.74

Comment

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

Base year start

January 1 2019

Base year end

December 31 2019

Base year emissions (metric tons CO2e)

302382.85

Comment

Scope 3 category 4: Upstream transportation and distribution

Base year start

January 1 2019

Base year end

December 31 2019

Base year emissions (metric tons CO2e)

364198.09

Comment

Scope 3 category 5: Waste generated in operations

Base year start
January 1 2019

Base year end
December 31 2019

Base year emissions (metric tons CO2e)
10799.2

Comment

Scope 3 category 6: Business travel

Base year start
January 1 2019

Base year end
December 31 2019

Base year emissions (metric tons CO2e)
27692.91

Comment

Scope 3 category 7: Employee commuting

Base year start
January 1 2019

Base year end
December 31 2019

Base year emissions (metric tons CO2e)
20400

Comment

Scope 3 category 8: Upstream leased assets

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 9: Downstream transportation and distribution

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 10: Processing of sold products

Base year start
January 1 2019

Base year end
December 31 2019

Base year emissions (metric tons CO2e)
0.001

Comment

Scope 3 category 11: Use of sold products

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

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

Base year start
January 1 2019

Base year end
December 31 2019

Base year emissions (metric tons CO2e)
270436.44

Comment

Scope 3 category 13: Downstream leased assets

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 14: Franchises

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3 category 15: Investments

Base year start

January 1 2019

Base year end

December 31 2019

Base year emissions (metric tons CO2e)

5196.36

Comment

Scope 3: Other (upstream)

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3: Other (downstream)

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

C5.3

(C5.3) Select the name of the standard, protocol, or methodology you have used to collect activity data and calculate 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)

591416.393

Start date

<Not Applicable>

End date

<Not Applicable>

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

155365.829

Scope 2, market-based (if applicable)

<Not Applicable>

Start date

<Not Applicable>

End date

<Not Applicable>

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 gross global Scope 3 emissions, disclosing and explaining any exclusions.

Purchased goods and services

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

21246742.52

Emissions calculation methodology

Average data method

Spend-based method

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

0

Please explain

CO2e emissions were calculated following both the average-data method and spend-based method. The majority of our emissions were calculated using the weight of produce and protein purchased and were multiplied against their corresponding emissions factors which were derived from the EcoInvent or AGRIBALYSE 3.0.1 databases. All other purchased goods and service spend data was input into the GHG Protocol / Quantis Scope 3 Evaluator tool, which is based off the GHG Protocol's Technical Guidance for Calculating Scope 3 Emissions. The emissions data outputs (21246742.52 MT CO2e) are from a screening performed on US Foods's 2019 data and are reported here in lieu of current year data.

Capital goods

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

71434.74

Emissions calculation methodology

Spend-based method

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

0

Please explain

CO2e emissions are calculated via the GHG Protocol / Quantis Scope 3 Evaluator tool, which is based off the GHG Protocol's Technical Guidance for Calculating Scope 3 Emissions. Emissions are calculated related to the expenditures tied to capital goods supplied, such as machinery (not elsewhere classified) and transport equipment. Data inputs and emissions data outputs (71434.74 MT CO2e) are from a screening performed on US Foods's 2019 data and are reported here in lieu of current year data.

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

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

302382.85

Emissions calculation methodology

Average data method

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

0

Please explain

CO2e emissions were calculated using primary scope 1 and 2 energy and fuel related usage from US Food's 2019 data and multiplied against their corresponding emissions from generation, transmission, and distribution which were derived from the UK BEIS 2019 database. Data inputs and emissions data outputs (302382.85 MT CO2e) are from a screening performed on US Foods's 2019 data and are reported here in lieu of current year data.

Upstream transportation and distribution

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

364198.09

Emissions calculation methodology

Spend-based method

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

0

Please explain

CO2e emissions are calculated via the GHG Protocol / Quantis Scope 3 Evaluator tool. Emissions are calculated related to the expenditures tied to road freight. Data inputs and emissions data outputs (364198.09 MT CO2e) are from a screening performed on US Foods's 2019 data and are reported here in lieu of current year data.

Waste generated in operations

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

10799.2

Emissions calculation methodology

Spend-based method

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

0

Please explain

CO2e emissions are calculated via the GHG Protocol / Quantis Scope 3 Evaluator tool. Emissions are calculated related to the expenditures tied to facility waste management. Data inputs and emissions data outputs (10799.20 MT CO2e) are from a screening performed on US Foods's 2019 data and are reported here in lieu of current year data.

Business travel**Evaluation status**

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

27692.91

Emissions calculation methodology

Spend-based method

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

0

Please explain

CO2e emissions are calculated via the GHG Protocol / Quantis Scope 3 Evaluator tool. Data inputs and emissions data outputs (27692.91 MT CO2e) are from a screening performed on US Foods's 2019 data and are reported here in lieu of current year data. Emissions calculations for business air travel were made separately using EPA passenger mile emissions factors and flight data gathered from US Foods's 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 Foods employee business travel. US Foods applies quantification methodologies and emissions factors from the US EPA. Emissions calculations for rental car usage by US Foods employees were also made separately using miles per gallon and the gallons consumed per trip data provided by rental car vendors. This fuel usage quantity is multiplied by the fuel-specific emissions factor to calculate the emissions associated with motor gasoline. However, results from the Evaluator tool were shown to be more conservative representing all modes of business travel beyond air and rental cars-and thus was chosen to be reported here.

Employee commuting**Evaluation status**

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

20400

Emissions calculation methodology

Average data method

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

0

Please explain

CO2e emissions are calculated via the GHG Protocol / Quantis Scope 3 Evaluator tool. These estimates are reliant on assumptions and are likely to vary depending on location of facilities and home office set ups. The data input into the tool was a numerical range of employees present in 2019 (which is a consistent range to employee headcount in 2021), and the emissions data outputs (20400.00 MT CO2e) are from a screening performed on US Foods's 2019 data and are reported here in lieu of current year data.

Upstream leased assets**Evaluation status**

Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

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

<Not Applicable>

Please explain

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 relevant, explanation provided

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

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

<Not Applicable>

Please explain

Emissions related to this category are 0, are not relevant because US Foods accounts for all emissions related to our purchased outbound transportation and distribution services within Category 4, Upstream Transportation and Distribution.

Processing of sold products

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

0.001

Emissions calculation methodology

Average data method

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

0

Please explain

CO2e emissions are calculated via the GHG Protocol / Quantis Scope 3 Evaluator tool. Emissions are calculated using the weight of sold products. Data inputs and emissions data outputs (0.001 MT CO2e) are from a screening performed on US Foods's 2019 data and are reported here in lieu of current year data.

Use of sold products

Evaluation status

Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

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

<Not Applicable>

Please explain

US Foods's products do not directly require energy for their use and therefore, emissions are assumed to be 0, and this scope 3 category of emissions is not relevant.

End of life treatment of sold products

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

270436.44

Emissions calculation methodology

Waste-type-specific method

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

0

Please explain

CO2e emissions are calculated via the GHG Protocol / Quantis Scope 3 Evaluator tool. Emissions are calculated using the weights of organic and plastic wastes. Data inputs and emissions data outputs (270436.44 MT CO2e) are from a screening performed on US Foods's 2019 data and are reported here in lieu of current year data.

Downstream leased assets

Evaluation status

Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

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

<Not Applicable>

Please explain

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

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

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

<Not Applicable>

Please explain

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

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

5196.36

Emissions calculation methodology

Average data method

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

0

Please explain

CO2e emissions are calculated via the GHG Protocol / Quantis Scope 3 Evaluator tool. Emissions are calculated by associating the size, number, and revenue of assets. Emissions data outputs (5196.36 MT CO2e) are from a screening performed on US Foods's 2019 data and are reported here in lieu of current year data.

Other (upstream)

Evaluation status

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

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

<Not Applicable>

Please explain

Other (downstream)

Evaluation status

Emissions in reporting year (metric tons CO2e)

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

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

<Not Applicable>

Please explain

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

Other (Cattle Products)

Do you collect or calculate GHG emissions for this commodity?

No, not currently but intend to collect or calculate this data within the next two years

Please explain

In our 10-K for fiscal 2021, the sales mix for our principal products categories for 2021 detail "Meats and Seafood" 38.0% of revenue (\$11.2B of our total \$29.5B 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. In July 2022, the Company announced that the Company has committed to engaging with its suppliers (35% of its suppliers covering 71% of purchased goods and services), which will include beef suppliers, to ensure that key suppliers who contribute to the Company's Scope 3 emissions set science-based targets by 2027. "Meats and Seafood" consists of beef, pork, poultry and seafood products.

Agricultural commodities

Other (Fish and seafood from aquaculture)

Do you collect or calculate GHG emissions for this commodity?

No

Please explain

In our 10-K for fiscal 2021, the sales mix for our principal products categories for 2021 detail "Meats and Seafood" 38.0% of revenue (\$11.2B of our total \$29.5B in revenue). Due to the significance of Meats and Seafood as a portion of revenue, we understand that emissions associated with fish and seafood from aquaculture likely comprise a portion of our Scope 3, purchased goods and services portfolio. In July 2022, the Company announced that the Company has committed to engaging with its suppliers (35% of its suppliers covering 71% of purchased goods and services), which will include beef suppliers, to ensure that key suppliers who contribute to the Company's Scope 3 emissions set science-based targets by 2027.

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
0.0000253258

Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)
746782.22

Metric denominator
unit total revenue

Metric denominator: Unit total
29487000000

Scope 2 figure used
Location-based

% change from previous year
15.63

Direction of change
Decreased

Reason for change
Revenue increased 28.8% year-over-year, while Scope 1 & 2 emissions increased 8.7% year-over-year. Continued focus on improving the energy efficiency of our facilities – for example, replacing motor diesel with lower-emission CNG in a portion of our tractor trailer fleet and transitioning to lower-GWP refrigerants – has supported the realized decrease in intensity.

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	509519.862	Other, please specify (IPCC Fifth Assessment Report: Climate Change 2013)
CH4	69.251	Other, please specify (IPCC Fifth Assessment Report: Climate Change 2013)
N2O	546.78	Other, please specify (IPCC Fifth Assessment Report: Climate Change 2013)
HFCs	81280.5	Other, please specify (IPCC Fifth Assessment Report: Climate Change 2013)

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	591416.393

C7.3

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

- By business division
- By facility
- By activity

C7.3a

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

Business division	Scope 1 emissions (metric ton CO2e)
Retail	9327.754
Corporate	5843.952
Specialty	5578.606
Broadline	570666.081

C7.3b

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

Facility	Scope 1 emissions (metric tons CO2e)	Latitude	Longitude
New Hampshire DC	9967.718	42.88682	-70.89105
All other facilities	581448.675		

C7.3c

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

Activity	Scope 1 emissions (metric tons CO2e)
Office	135.766
Retail	9418.258
Distribution	571512.987
Stock Yard	4156.407
Other (Mixed Use, Drop Site)	6192.974

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?

Yes

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

(C-AC7.4b/C-FB7.4b/C-PF7.4b) Report the Scope 1 emissions pertaining to your business activity(ies) and explain any exclusions. If applicable, disaggregate your agricultural/forestry by GHG emissions category.

Activity

Processing/Manufacturing

Emissions category

<Not Applicable>

Emissions (metric tons CO2e)

4156.407

Methodology

Default emissions factor

Please explain

US Foods' processing/manufacturing emissions are comprised of refrigerant and fuel emissions associated with our stock yards. Emissions were calculated according to GHG Protocol guidance.

Activity

Distribution

Emissions category

<Not Applicable>

Emissions (metric tons CO2e)

577705.961

Methodology

Default emissions factor

Please explain

US Foods' distribution emissions are comprised of refrigerant and fuel emissions associated with our distribution centers, drop sites, and mixed-use locations. Emissions were calculated according to GHG Protocol guidance.

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)
United States of America	155365.829	

C7.6

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

By business division

By facility

By activity

C7.6a

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

Business division	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
Retail	15182.172	
Corporate	3937.159	
Specialty	13467.161	
Broadline	122779.337	

C7.6b

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

Facility	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
New Hampshire DC	1443.769	
All Other Facilities	153922.061	

C7.6c

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

Activity	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
Office	5559.465	
Retail	15454.111	
Distribution	124188.335	
Stock Yard	9708.987	
Other (Mixed Use, Drop Site)	454.931	

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?

Increased

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	0	Please select	0	Not applicable
Other emissions reduction activities	176.57	Decreased	0.03	As reported in C4.3b, non-renewable energy consumption emission reduction projects led to an approximate savings of 176.57 mTons CO2e. For example, at one of our DCs, we replaced HVAC systems utilizing R22 to eliminate continued usage of R22 and add controls for a refrigeration system. Operational and energy efficiency initiatives in US Foods facilities have had an estimated impact of 0.03% reduction in total Scope 1 and 2 emissions. This was calculated in the following manner: (Change in Scope 1+2 emissions attributed to reason/Previous year Scope 1+2 emissions)*100 or (176.57 / 686967.09) * 100 = 0.03%.
Divestment	0	No change	0	US Foods had no divestments in 2021 that would affect our GHG Inventory.
Acquisitions	0	No change	0	US Foods had no acquisitions in 2021 that would affect our GHG Inventory.
Mergers	0	No change	0	US Foods had no mergers in 2021 that would affect our GHG Inventory.
Change in output	59991.7	Increased	8.73	Scope 1 and Scope 2 emissions increased by 8.7% in 2021. US Foods' various energy and emission reduction activities led to a decrease of approximately 0.03%. Revenues increased by approximately 28.8% and total FTEs increased by approximately 7.7% in the reporting year. This change in output likely caused an increase in our emissions, but it is difficult to confirm a specific emissions value/percentage to such change. The estimated 8.73% emissions increase we are attributing to this change in output is calculated as follows: (Change in Scope 1 + Scope 2 emissions due to this reason / Previous year Scope 1 + Scope 2 emissions) * 100 or, (59991.70 / 686967.09) * 100 = 8.73%.
Change in methodology	0	No change	0	US Foods had no notable methodology changes and none that caused a change in Scope 1 and Scope 2 emissions.
Change in boundary	0	No change	0	Not applicable
Change in physical operating conditions	0	No change	0	Not applicable
Unidentified	0	No change	0	Not applicable
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 15% but less than or equal to 20%

C8.2

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

	Indicate whether your organization undertook this energy-related activity in the reporting year
Consumption of fuel (excluding feedstocks)	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	Yes

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 (renewable and non-renewable) MWh
Consumption of fuel (excluding feedstock)	HHV (higher heating value)	0	2047009.2	2047009.2
Consumption of purchased or acquired electricity	<Not Applicable>	0	444123.65	444123.65
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>	
Total energy consumption	<Not Applicable>	0	2491132.85	2491132.85

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	Yes
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.

Sustainable biomass

Heating value

Total fuel MWh consumed by the organization

0

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

Other biomass

Heating value

Total fuel MWh consumed by the organization

0

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

Other renewable fuels (e.g. renewable hydrogen)

Heating value

Total fuel MWh consumed by the organization

0

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

Coal

Heating value

Total fuel MWh consumed by the organization

0

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

Oil

Heating value

HHV

Total fuel MWh consumed by the organization

1942816.25

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

Gas

Heating value

HHV

Total fuel MWh consumed by the organization

104192.94

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

Other non-renewable fuels (e.g. non-renewable hydrogen)

Heating value

Total fuel MWh consumed by the organization

0

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

Total fuel

Heating value

Total fuel MWh consumed by the organization
2047009.2

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) Provide details on the electricity, heat, steam, and cooling your organization has generated and consumed in the reporting year.

	Total Gross generation (MWh)	Generation that is consumed by the organization (MWh)	Gross generation from renewable sources (MWh)	Generation from renewable sources that is consumed by the organization (MWh)
Electricity	13414	13414	13414	13414
Heat	0	0	0	0
Steam	0	0	0	0
Cooling	0	0	0	0

C8.2g

(C8.2g) Provide a breakdown of your non-fuel energy consumption by country.

Country/area

United States of America

Consumption of electricity (MWh)

444123.65

Consumption of heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

444123.65

Is this consumption excluded from your RE100 commitment?

<Not Applicable>

C9. Additional metrics

C9.1

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

Description

Waste

Metric value

9000

Metric numerator

Tons of waste diverted

Metric denominator (intensity metric only)

% change from previous year

35.71

Direction of change

Decreased

Please explain

Our 2020 waste diversion figure reflected higher than usual food donation rates resulting from our support of nationwide COVID-19 pandemic relief efforts.

C10. Verification

C10.1

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

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

C10.1a

(C10.1a) Provide further details of the verification/assurance undertaken for your Scope 1 emissions, and attach the relevant statements.

Verification or assurance cycle in place

Annual process

Status in the current reporting year

Complete

Type of verification or assurance

Limited assurance

Attach the statement

US Foods 2021_Cventure Final Verification Statement_July 22 2022.pdf

Page/ section reference

Relevant standard

Corporate GHG verification guidelines from ERT

Proportion of reported emissions verified (%)

100

C10.1b

(C10.1b) Provide further details of the verification/assurance undertaken for your Scope 2 emissions and attach the relevant statements.

Scope 2 approach

Scope 2 location-based

Verification or assurance cycle in place

Annual process

Status in the current reporting year

Complete

Type of verification or assurance

Limited assurance

Attach the statement

US Foods 2021_Cventure Final Verification Statement_July 22 2022.pdf

Page/ section reference

Relevant standard

Corporate GHG verification guidelines from ERT

Proportion of reported emissions verified (%)

100

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, we do not verify any other climate-related information reported in our CDP disclosure

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 you are regulated by.

Other carbon tax, please specify

Period start date

January 1 2021

Period end date

December 31 2021

% of total Scope 1 emissions covered by tax

4.46

Total cost of tax paid

411540.31

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 you are regulated by or anticipate being regulated by?

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

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/clients

C12.1a

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

Type of engagement

Innovation & collaboration (changing markets)

Details of engagement

Run a campaign to encourage innovation to reduce climate impacts on products and services

% of suppliers by number

% total procurement spend (direct and indirect)

% of supplier-related Scope 3 emissions as reported in C6.5

Rationale for the coverage of your engagement

US Foods continues to invest in multiple programs and policies to support the Company's commitment to offering an expanded portfolio of innovative products that offer social or environmental benefits. The cornerstone of our commitment to offering sustainable products is our Serve Good™ program, featuring 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 verification by third-party certifiers.

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. In 2021, the Serve Good Program and associated Progress Check program includes more than 1,000 Exclusive Brand products due in part to the strong partnership we have with our Serve Good product suppliers. As of 2021, we have increased the number of Serve Good products in our portfolio by 380% since 2016. Within the Serve Good portfolio of Exclusive Brands, we have also increased the number of Serve Good responsible Disposables products by 20% since 2018. The US Foods Progress Check Program, which support of our growing portfolio of Serve Good seafood products has also increased to include 280 products on their way to meeting Serve Good standards. Progress Check recognizes seafood vendors that have made significant progress toward meeting our defined Serve Good standards.

Comment

C12.1b

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

Type of engagement & Details of engagement

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

% of customers by number

% of customer - related Scope 3 emissions as reported in C6.5

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

We routinely engage with customers to explain our sustainable product offerings and to provide local and sustainable purchase reporting for customers at their request. The demand for products that offer enhanced transparency around where and how the product is sourced continues to be a key trend area influencing customer and diner purchasing decisions. 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 designed to help minimize packaging waste and prioritize the use of recycled materials. Since launching the program in 2016, the portfolio of Serve Good and Progress Check products has increased to more than 1,000 Exclusive Brand food and non-food products in 2021. US Foods invests in ongoing direct to customer awareness communications to drive interest and understanding of the Serve Food portfolio among our customers. Examples of such initiatives include: - Website presence on usfoods.com. Our Serve Good Program website landing pages include detailed information on the program , third-party certifications, product benefits and product information. - Serve Good Promotional videos featuring customer testimonials and usage ideas. In 2021, we also highlighted a variety of Serve Good products and sustainable attributes in our US Foods Scoop product innovation launches. We update our customers with information on our sustainability strategies annually during the launch of our annual Corporate Social Responsibility Report. In April 2021, we issued our 2021 Corporate Social Responsibility Report.

Impact of engagement, including measures of success

Based on customer demand, as of 2021, we have increased the number of Serve Good products in our portfolio by 380% since 2016. Within the Serve Good portfolio of Exclusive Brands, we have also increased the number of Serve Good responsible Disposables products by 20% since 2018. The US Foods Progress Check Program, which support of our growing portfolio of Serve Good seafood products has also increased to include 280 products on their way to meeting Serve Good standards. Progress Check recognizes seafood vendors that have made significant progress toward meeting our defined Serve Good standards.

C12.2

(C12.2) Do your suppliers have to meet climate-related requirements as part of your organization's purchasing process?

Yes, climate-related requirements are included in our supplier contracts

C12.2a

(C12.2a) Provide details of the climate-related requirements that suppliers have to meet as part of your organization's purchasing process and the compliance mechanisms in place.

Climate-related requirement

Complying with regulatory requirements

Description of this climate related requirement

Our Responsible Sourcing Policy and Supplier Code outlines our standards for suppliers and our priorities for selecting, evaluating and monitoring suppliers. The policy is intended to ensure our suppliers understand our expectations, and US Foods® associates understand their responsibility for evaluating suppliers and is applicable for a majority of our trade vendors. The policy sets forth principles our suppliers must meet in key areas, one of which is legal compliance. We expect suppliers to conduct business in full compliance with all applicable national, state and local regulations and laws of the countries in which they operate, including regulations and laws pertaining to climate-related requirements.

% suppliers by procurement spend that have to comply with this climate-related requirement

% suppliers by procurement spend in compliance with this climate-related requirement

Mechanisms for monitoring compliance with this climate-related requirement

Supplier self-assessment
Grievance mechanism/Whistleblowing hotline

Response to supplier non-compliance with this climate-related requirement

Retain and engage

Climate-related requirement

Other, please specify (Our Exclusive Brand (EB) suppliers are required to comply with our Responsibly Sourced Palm Oil Policy.)

Description of this climate related requirement

Our palm oil policy lays out our commitment since the end of 2019 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. If a physical supply is unavailable, RSPO Credits are required to cover that material to support the production of CSPO. In 2021, 100% of the palm or palm kernel oil used in US Foods Exclusive Brands products is sourced from a supplier that is certified RSPO Mass Balance or higher. This means, at a minimum, the volume of palm or palm kernel oil in the products reflects an equivalent volume of palm oil or palm kernel oil produced by RSPO certified mills and plantations. Specifically, 88% of the palm or palm kernel oil was Mass Balance, less than 1% was Segregated and the remaining 11%+ was sourced from a combination of supply chain models. No RSPO credits were required. In 2021, 15 of our 24 Exclusive Brands provided products that contain palm oil. Approximately 4% of the products in our Exclusive Brand product portfolio are confirmed to contain palm oil.

% suppliers by procurement spend that have to comply with this climate-related requirement

% suppliers by procurement spend in compliance with this climate-related requirement

Mechanisms for monitoring compliance with this climate-related requirement

Supplier self-assessment
First-party verification
Grievance mechanism/Whistleblowing hotline

Response to supplier non-compliance with this climate-related requirement

Retain and engage

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 American 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)

Other, please specify (Fiber sourced has been properly managed socially, economically and environmentally, per FSC guidelines, through a chain of custody. SFI certifications strengthen forest practices in the United States and Canada and fiber sourcing globally.)

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) Does your organization engage in activities that could either directly or indirectly influence policy, law, or regulation that may impact the climate?

Row 1

Direct or indirect engagement that could influence policy, law, or regulation that may impact the climate

Yes, we engage indirectly by funding other organizations whose activities may influence policy, law, or regulation that may significantly impact the climate

Does your organization have a public commitment or position statement to conduct your engagement activities in line with the goals of the Paris Agreement?

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

Attach commitment or position statement(s)

<Not Applicable>

Describe the process(es) your organization has in place to ensure that your engagement activities are consistent with your overall climate change strategy

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

Primary reason for not engaging in activities that could directly or indirectly influence policy, law, or regulation that may impact the climate

<Not Applicable>

Explain why your organization does not engage in activities that could directly or indirectly influence policy, law, or regulation that may impact the climate

<Not Applicable>

C12.3c

(C12.3c) Provide details of the funding you provided to other organizations in the reporting year whose activities could influence policy, law, or regulation that may impact the climate.

Type of organization

Please select

State the organization to which you provided funding

US Foods paid dues, fees for conferences or other educational programming and subscriptions to various industry organizations including: Better Seafood Board Global Seafood Alliance International Foodservice Distributors Association International Fresh Produce Association National Fisheries Institute National Restaurant Association North American Meat Institute Roundtable on Sustainable Palm Oil Roundtable on Sustainable Beef Sustainable Fisheries Partnership

Funding figure your organization provided to this organization in the reporting year (currency as selected in C0.4)

Describe the aim of this funding and how it could influence policy, law or regulation that may impact the climate

US Foods participates in trade associations for education, research and networking purposes and does not aim to influence policy, law or regulation that may impact the climate.

Have you evaluated whether this funding is aligned with the goals of the Paris Agreement?

Please select

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 mainstream reports

Status

Complete

Attach the document

US-Foods_Proxy_WEB.pdf

Page/Section reference

Pages 38-41

Content elements

Governance

Strategy

Emissions figures

Other metrics

Comment

Publication

In voluntary sustainability report

Status

Complete

Attach the document

2021-CSR-Report.pdf

Page/Section reference

Pages 1-63

Content elements

Governance

Strategy

Emissions figures

Other metrics

Comment

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)

C15. Biodiversity

C15.1

(C15.1) Is there board-level oversight and/or executive management-level responsibility for biodiversity-related issues within your organization?

	Board-level oversight and/or executive management-level responsibility for biodiversity-related issues	Description of oversight and objectives relating to biodiversity	Scope of board-level oversight
Row 1	Please select	<Not Applicable>	<Not Applicable>

C15.2

(C15.2) Has your organization made a public commitment and/or endorsed any initiatives related to biodiversity?

	Indicate whether your organization made a public commitment or endorsed any initiatives related to biodiversity	Biodiversity-related public commitments	Initiatives endorsed
Row 1	Please select	<Not Applicable>	<Not Applicable>

C15.3

(C15.3) Does your organization assess the impact of its value chain on biodiversity?

	Does your organization assess the impact of its value chain on biodiversity?	Portfolio
Row 1	Please select	<Not Applicable>

C15.4

(C15.4) What actions has your organization taken in the reporting year to progress your biodiversity-related commitments?

	Have you taken any actions in the reporting period to progress your biodiversity-related commitments?	Type of action taken to progress biodiversity-related commitments
Row 1	Please select	<Not Applicable>

C15.5

(C15.5) Does your organization use biodiversity indicators to monitor performance across its activities?

	Does your organization use indicators to monitor biodiversity performance?	Indicators used to monitor biodiversity performance
Row 1	Please select	Please select

C15.6

(C15.6) Have you published information about your organization's response to biodiversity-related issues for this reporting year in places other than in your CDP response? If so, please attach the publication(s).

Report type	Content elements	Attach the document and indicate where in the document the relevant biodiversity information is located
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C16. 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.

C16.1

(C16.1) Provide details for the person that has signed off (approved) your CDP climate change response.

	Job title	Corresponding job category
Row 1	Executive Vice President, General Counsel and Leader of CSR	Other C-Suite Officer

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	

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
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SC1.4

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

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?

SC4.1

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

Submit your response

In which language are you submitting your response?

English

Please confirm how your response should be handled by CDP

	I understand that my response will be shared with all requesting stakeholders	Response permission
Please select your submission options	Yes	Non-public

Please confirm below

I have read and accept the applicable Terms