



**US.**  
FOODS®

**2024**  
**SUSTAINABILITY**  
**REPORT**

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# ABOUT US

US Foods® (NYSE: USFD) is one of America's great food companies and a leading food service distributor, partnering with approximately 250,000 restaurants and food service operators to help their businesses succeed. With more than 70 broadline locations and approximately 95 cash and carry stores, US Foods® and our 30,000 associates provide customers with a broad and innovative food offering and a comprehensive suite of e-commerce, technology, and business solutions.

➔ Visit our [website](#) to learn more.



70+

Distribution Centers



96

CHEF'STORE® Locations



\$37.9B

Net Sales



6,500+

Trucks in Our Fleet



~4,000

Sales Associates



150+

Years in Business



~30,000

Associates



400,000

Products



~6,000

Suppliers



~250,000

Customer Locations



23

Stock Yards® Facilities

# FROM OUR LEADERSHIP



## LETTER FROM OUR CEO

### Dear Stakeholders,

As we reflect on our sustainability progress in 2024, I am proud to share how our efforts have meaningfully supported our broader business goals. At US Foods®, our promise of WE HELP YOU MAKE IT™ guides our commitment to inspiring and empowering chefs and food service operators to deliver great food experiences to their consumers and patrons. Our promise resonates with customers, employees, and communities alike. Being a responsible company is an integral part of our strategy, playing a central role in how we grow our business, strengthen customer relationships, maximize associate engagement and productivity, and contribute to a better planet.

### Products

In 2024, we saw strong business performance, with net sales increasing 6.4%, driven by case volume growth as we capped off our 2022–2024 long-range plan. Notably, our Serve Good® portfolio of Exclusive Brands products—carefully curated to meet our defined sustainability standards—surpassed \$1 billion in annual sales for the first time. This milestone underscores our customers' increasing commitment to responsible sourcing, and our ability to meet their evolving needs through an innovative and sustainable product assortment.

### People

Safety continues to be our top priority, and in 2024 our safety initiatives, including training, safety-first mindset, updated fleet technology, and other work led to a 19% reduction in injury and accident rates. Safety, after all, is not just about numbers—it's about caring for our associates so that everyone returns home safely at the end of the day.

Importantly, we firmly believe that engaged associates are the foundation of a high-performing and thriving culture. Last year, our associates participated in nearly 70,000 unique professional development opportunities and completed more than 1 million hours of training. Our 10 Employee Business Resource Groups (EBRGs) grew to more than 3,000 members, delivering real business value by reviewing product translations, shaping company policies, and improving our service to a broad array of customers. I am proud of the impact our 30,000 associates make on our culture, customers, and shareholders every day.

We continue making a positive difference in the communities we serve in the areas of hunger relief, culinary education, and disaster relief. In 2024, we contributed \$14.5 million in cash and products, including 7 million pounds of food to those in need. We also introduced a new tool that has made it easier for associates to engage in volunteerism, track their hours, and get involved in fundraising efforts, leading to increased associate participation in our community programs.

### Planet

Through a combination of efficiency initiatives, technology advancements, and operational refinements, we reduced our Scopes 1 and 2 greenhouse gas emissions by 16%

over our 2019 baseline year. In 2024, we continued to diversify our fleet with alternative fuel vehicles, including electric vehicles, supported by on-site charging stations at our facilities. We also achieved record transportation efficiency, in part, through the Descartes routing technology, which led to our best cases per mile in Company history and more timely customer deliveries. These initiatives help us improve our environmental footprint, lower certain costs, and reduce our reliance on traditional diesel fuel.

Looking ahead, we remain focused on aligning our sustainability efforts with the success of US Foods® as we embark on our long-range plan for 2025–2027. We continue to evolve our sustainability governance and approach, integrating it into our strategic operating model. This includes sustained growth in our Serve Good® product portfolio, operational efficiencies, and ongoing optimization of our fleet. These elements are a win-win for our business and stakeholders alike.

As we continue this journey, we are building a foundation for lasting success, one that delivers value to our customers, associates, and communities. We are grateful for your continued trust and partnership, and excited about our ability to make a meaningful impact on our Products, People, and Planet in 2025 and beyond.

Thank you for your ongoing support.

**Dave Flitman**  
Chief Executive Officer



### Martha Ha

Executive Vice President, General Counsel and Corporate Secretary, and Head of Sustainability

I am proud that we continue to make progress on our sustainability program, which we have aligned with the Company's strategy and operating model to address pressing challenges and deliver business value. In 2024, we took several steps to continue advancing and strengthening our sustainability approach.

Our Sustainability Steering Committee, established in 2024, reinforces our commitment to robust governance and accountability as our program matures. The Committee streamlines leadership attention to our sustainability priorities and embeds them in the business, supporting our continued progress. We also developed a comprehensive decarbonization roadmap to guide our path toward meaningful emissions reductions in our operations. At the same time, we enhanced our greenhouse gas emissions data collection and methodology for greater accuracy and even more informed decision-making. And we deepened our understanding of supply chain risks like deforestation and biodiversity impacts, positioning us to take proactive steps in adapting to these challenges and embedding sustainability across our value chain. Foundational to everything we do, we also continued to prioritize creating a safe, engaged, and inclusive work environment where all our associates are respected for their diversity of thought, background, and experience, and their contributions to making US Foods® the best place to work.

Being a responsible company is a key part of our strategy at US Foods®, and I look forward to making continued strides in our strategic sustainability focus areas of Products, People, and Planet.

# 2024 SUSTAINABILITY HIGHLIGHTS

## PRODUCTS

Supporting an ethical, sustainable, and resilient supply chain by prioritizing responsible sourcing practices and offering customers a best-in-class portfolio of differentiated products.

**\$1 billion**

revenue from Serve Good®\* and Progress Check®\*\* products

\* Our Serve Good® program offers a curated portfolio of Exclusive Brands products developed in partnership with suppliers that are committed to our defined standards for responsible practices.

\*\* Our Progress Check® program recognizes Exclusive Brands seafood products that are on their way to meeting our Serve Good® sustainability standards.

**~900**

Serve Good® and Progress Check® products

**Updated**

our Seafood Policy to expand our responsible seafood sourcing commitments and introduce new responsible seafood targets

**4,100+**

Serve You™\* products

\* Our Serve You™ program offers Exclusive Brands products with simple ingredients not found on the US Foods® Unpronounceables List®, with plant-forward attributes or that are certified gluten-free.

➔ Read more about these programs in [Products>Local, Sustainable, and Well-being Products](#) on page 17.

## PEOPLE

Embracing a culture that is safe, supportive, and responsible, and doing our part to make our Company the best place to work.

**19%**

improvement in injury and accident rates compared to 2023

**75%**

associate engagement score based on associate surveys

**~1 million**

hours of associate training

**3,000**

associates participating in 10 Employee Business Resource Groups

**64%**

of leadership roles filled from within

**\$14.5 million**

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

➔ Read more about our associate engagement surveys in [People>Associate Engagement Surveys](#) on page 32.

## PLANET

Measuring, monitoring, and minimizing our environmental impact, including action to respond to climate change, by increasing fleet and facilities efficiency and engaging with our supply chain.

**16%**

reduction in absolute Scopes 1 and 2 emissions\*

**14%**

reduction in emissions intensity\*

(measured as MT CO<sub>2</sub>e per case delivered)

**6%**

reduction in fuel intensity\*

(measured as gallons fuel per case delivered)

**1%**

reduction in energy intensity\*

(measured as kilowatt hours per case delivered)

**Continued**

our efforts to reduce the risk of deforestation and land conversion in our supply chain, including mapping 96% of the palm oil used in our Exclusive Brands products to the mill level

**23%**

of suppliers, by emissions, had science-based targets

(in 2023, the latest year for which data is available)

\* Across the business since 2019.

# ABOUT THIS REPORT

**This Report reflects our sustainability performance during fiscal year 2024, including all US Foods® operations and business lines, unless noted otherwise. This Report refers to our environment, social, and governance (ESG) commitments and progress under the umbrella term “sustainability.”**

## Standards and Frameworks

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

## What We Mean When We Say

### US Foods® Holding Corp., US Foods®, the Company, us, we, or our:

Unless otherwise specified, these terms refer to our owned legal entities, brands, and trademarks, including our offices, our production facilities, our distribution centers, and our retail stores known as CHEF'STORE® locations.

**Suppliers or vendors:** Unless otherwise specified, these independent third parties have a direct contractual relationship with US Foods® to provide products, product ingredients, or services.

## New in this Report

In addition to describing our sustainability priorities and results, this 2024 Sustainability Report includes expanded discussions of two key focus areas: climate-related risk management and decarbonization strategy, on pages 38 and 40, respectively.

## Forward-Looking Statements

Statements in this 2024 Sustainability Report which are not historical in nature are “forward-looking statements” within the meaning of the federal securities laws. These statements often include words such as “believe,” “expect,” “project,” “anticipate,” “intend,” “plan,” “outlook,” “estimate,” “target,” “seek,” “will,” “may,” “would,” “should,” “could,” “forecast,” “mission,” “strive,” “more,” “goal,” or similar expressions (although not all forward-looking statements may contain such words) and are based upon various assumptions and our experience in the industry, as well as historical trends, current conditions, and expected future developments. However, the reader should understand that these statements are not guarantees of performance or results and there are a number of risks, uncertainties, and other important factors, many of which are beyond our control, that could cause our actual results to differ materially from those expressed in the forward-looking statements, including, among others: cost inflation/deflation, rising interest rates and volatile commodity costs; reliance on third-party suppliers and interruption of product supply or increases in product costs; changes in our relationships with customers and group purchasing organizations; fluctuations in fuel costs; changes in consumer eating habits; the impact of climate change or measures implemented to address climate change; changes to

or failure to comply with applicable governmental regulations; labor relations, increased labor costs and continued access to qualified and diverse labor; disruption of existing technologies and implementation of new technologies; cybersecurity incidents and other technology disruptions; the impact of activist shareholders; and extreme weather conditions, natural disasters, and other catastrophic events.

For a detailed discussion of these risks, uncertainties, and other factors that could cause our actual results to differ materially from those anticipated or expressed in any forward-looking statements, see the section entitled “Risk Factors” in our Annual Report on Form 10-K for the fiscal year ended December 28, 2024 filed with the Securities and Exchange Commission (SEC) on February 13, 2025. Additional risks and uncertainties are discussed from time to time in current, quarterly, and annual reports filed by the Company with the SEC, which are available on the SEC’s website at [www.sec.gov](http://www.sec.gov). Additionally, we operate in a highly competitive and rapidly changing environment; new risks and uncertainties may emerge from time to time, and it is not possible to predict all risks nor identify all uncertainties. The forward-looking statements contained in this 2024 Sustainability Report speak only as of the date of this 2024 Sustainability Report and are based on information and estimates available to us at this time. We undertake no obligation to update or revise any forward-looking statements, except as may be required by law.

## 2024 AWARDS AND RECOGNITION

We are humbled and honored to have received recognition for our sustainability commitments and performance in 2024.

### FORTUNE

2024 Fortune 500 Company

2024 Fortune Global 500 Company

### Newsweek®

2024 Most Trustworthy Companies in America

2024/2025 Greatest Workplaces for Veterans

2024 America’s Most Reliable Companies

2024 World’s Most Trustworthy Companies

### Refrigerated and Frozen Foods Magazine

2024 Distributor of the Year

# GOVERNANCE AND INTEGRITY

**At US Foods®, we are committed to doing the right thing. Honesty and integrity are foundational to our operations and critical to our success, underpinning our business strategy and our sustainability approach.**

## Sustainable Business Strategy

In 2024, we shared our Company ambition to become the undisputed best in our industry: the safest, the fastest growing, the most profitable, leading digital, and the best place to work. Underpinning our ambition and centered on our WE HELP YOU MAKE IT™ promise is our business strategy, which encompasses a multifaceted operating model that reflects our commitments to the US Foods® culture, excellence in service to customers, continued growth, and strong profits.

Our operating model intersects with key sustainability initiatives that help support our business success. And our commitment to being a responsible company is a core tenant of our culture strategy. Our sustainability program advances this strategy-driven operating model by helping to ensure the safety of our associates, innovating and differentiating our products, improving the efficiency of our fleet and facilities, mitigating environmental and social business risk, supporting our communities, and fostering a dynamic and inclusive workplace.

Our Cultural Beliefs serve as our guiding principles, informing the ways we engage day-to-day and accelerating progress across the business, including related to sustainability. We are confident that our results-driven culture, coupled with our strategic operating model, will enable us to reach our ambition.

## Sustainability Governance and Oversight

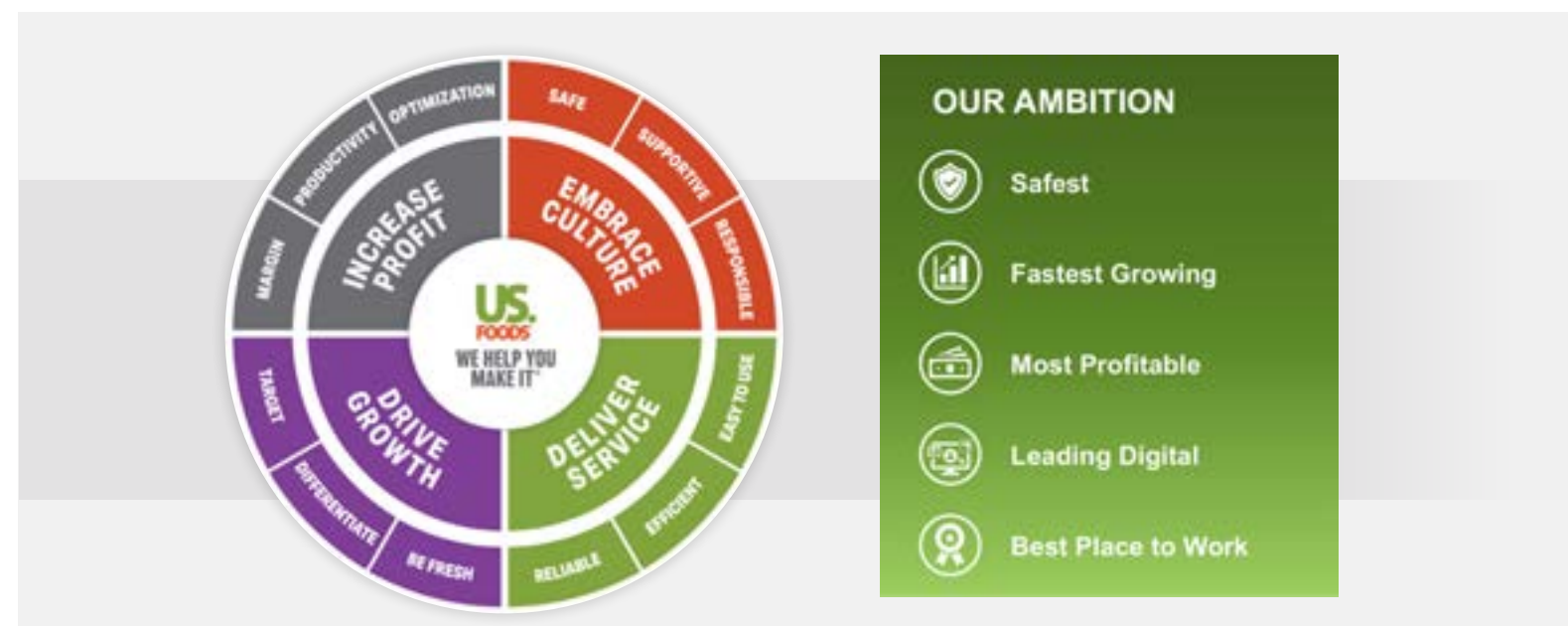
Pursuant to its charter, the Nominating and Corporate Governance Committee of our Board of Directors oversees our sustainability program, including program strategy, areas of focus, goals, and progress. The Nominating and Corporate Governance Committee receives quarterly reports from management regarding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

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

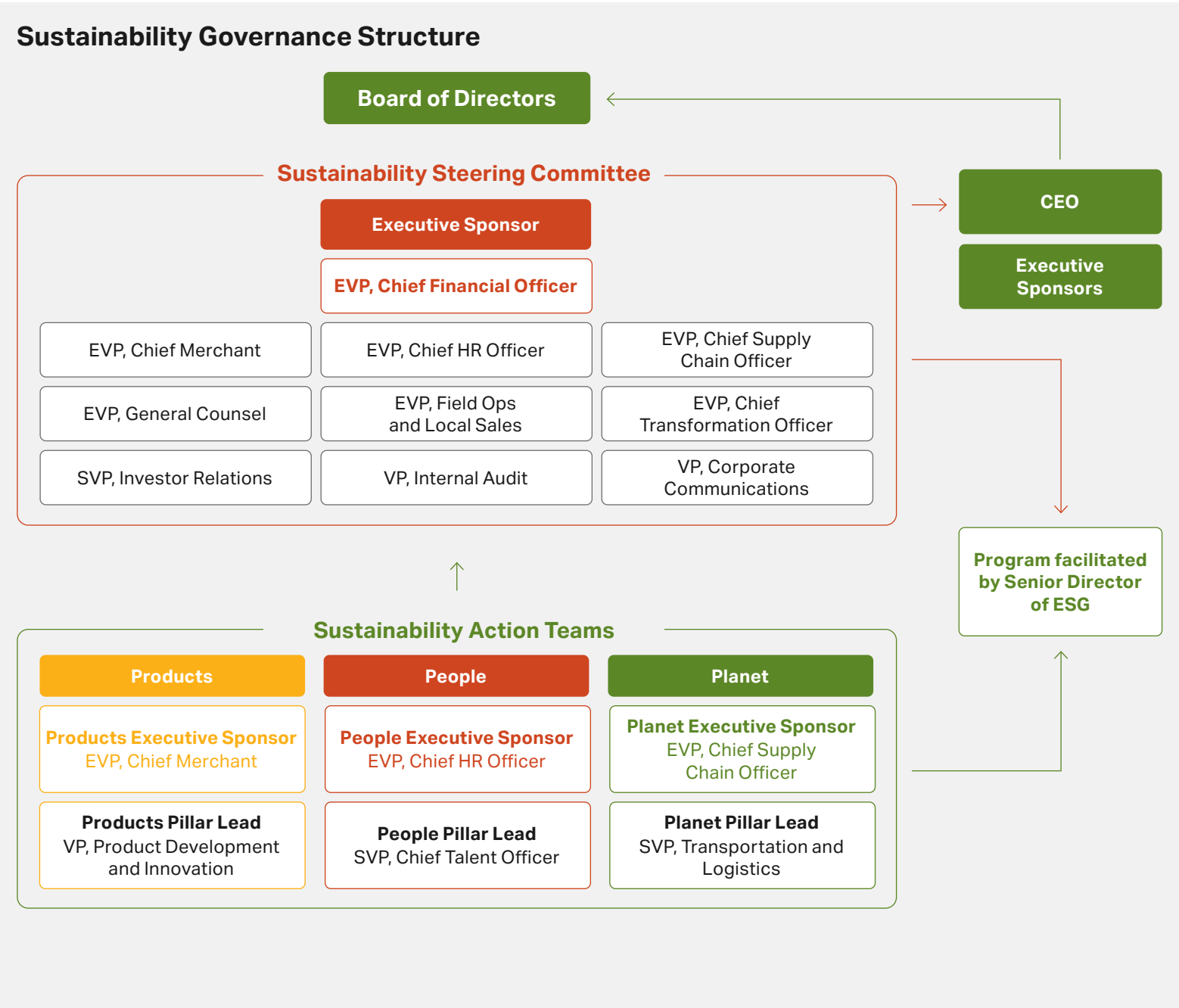
Seven of the nine members of our Board of Directors have food industry experience, including all members of the Audit Committee, bringing to bear their expertise in topics and risk management in the food industry. As part of the director search process, the Board seeks members with varying professional backgrounds and other differentiating personal characteristics who combine a broad spectrum of experience and expertise with a reputation for integrity and believes that maintaining a diverse membership enhances the Board's discussions and enables the Board to better represent all of the Company's constituents.

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

- ➔ **Read more about how we manage climate-related risks in Planet>Climate Risk Management on page 38.**
- ➔ **Read more at Investor Relations, which includes descriptions of our corporate governance documents, including Board Committee charters, as well as information on Board Committee composition, stockholder rights, and other information.**



# GOVERNANCE AND INTEGRITY CONTINUED



### Sustainability Steering Committee

At the management level, our Executive Vice President and Chief Financial Officer (CFO) and Executive Vice President and General Counsel (GC), with support from the Senior Director of ESG, lead a cross-functional Sustainability Steering Committee, established in 2024 and built on our previous Corporate Social Responsibility Working Group, to advance our sustainability objectives.

The Sustainability Steering Committee is composed primarily of US Foods® ELT and Senior Leadership Team (SLT) members who, meeting quarterly, are responsible for planning for and assessing progress against sustainability commitments and priorities. This approach connects our senior leaders with specific concerns and feedback

on priority topics such as product innovation for sustainability, decarbonization in our fleet and facilities, deforestation risk assessment and mitigation, and sustainability-focused supplier engagement. The Committee also advances our sustainability governance by involving the right stakeholders to guide US Foods® in addressing issues with the most appropriate strategies and resources in keeping with our near- and long-term business priorities.

Working closely with the Sustainability Steering Committee are action teams with responsibility for our three sustainability pillars—Products, People, and Planet. Each action team has a designated Executive Sponsor, as described in the respective sections of this Report.



## GOVERNANCE AND INTEGRITY CONTINUED

### Stakeholder Engagement

Feedback from our stakeholders, including associates, customers, suppliers, and stockholders, is central to the continued evolution of our sustainability program. This dialogue and feedback provides avenues to understand stakeholder interests and informs a responsive sustainability approach. We proactively reach out to the Company's largest stockholders multiple times throughout the year and engage with proxy and other investor advisory firms that represent the interests of various stockholders. This robust stockholder engagement includes both a Spring proxy engagement and a Fall engagement focused on sustainability, where we invite shareholders representing about 80% of outstanding shares to a virtual discussion. Additionally, stockholder input informs our Board of Directors and Committee agendas, as well as business strategies and programs.

Beyond stockholders, we engage directly with our customers through a variety of presentations and meetings to learn about their sustainability priorities and how we can support them. We also engage directly with key suppliers, such as through our annual Supplier Sustainability Survey, and provide regular updates to the US Foods® Supplier Advisory Council, where sustainability topics are discussed as appropriate. We provide written notice to affected suppliers as sustainability-related policies and requirements are introduced or changed.

- ➔ **Read more about how we engage with and support our customers in Products>Customer Support on page 24.**
- ➔ **Read more about our Supplier Sustainability Survey and other supplier engagement efforts in Planet>Our Supply Chain on page 46.**

### Ethics and Compliance

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

#### Ethics and Compliance Oversight

The Audit Committee of our Board of Directors oversees our Ethics and Compliance program, which is led by our General Counsel and Chief Compliance Officer (GC/CCO). The Audit Committee of our Board of Directors receives quarterly updates on the Company's Ethics and Compliance program, including Check-In Line report volumes and trends, resulting remedial actions, and any significant matters. Senior leaders from various functions such as Human Resources, Safety, and Operations also receive regular updates, with more granular details concerning specific locations, teams, or individuals which may inform their own team's strategy.

The Ethics and Compliance team, under our GC/CCO, is responsible for overseeing the day-to-day handling of reports of alleged misconduct, including the intake and triage of new matters based on a variety of defined criteria, assigning ownership of reported matters to the appropriate team for investigation, conducting investigations, identifying policy violations, apprising appropriate stakeholders of findings and recommending appropriate remedial actions, and following up with individuals who raise concerns. Handling concerns

promptly and appropriately is critical to preserving associate trust and protecting US Foods®.

#### Speaking Up and Resolving Concerns

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

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

Concerns can be reported to any US Foods® manager; any member of our Human Resources, Legal Department or Ethics and Compliance teams; our GC/CCO; or the US Foods® Check-In Line. This externally hosted hotline is available to internal and external parties, including supplier employees, and can be contacted anonymously, 24 hours a day, seven days a week, with translation services, if needed.

### Associate Training in Ethics and Compliance

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

## GOVERNANCE AND INTEGRITY CONTINUED

### Cybersecurity and Data Privacy

We invest in a comprehensive data security program that applies a recognized framework, uses industry standard tools and processes, relies on expert partners, connects and educates associates across the organization, and leverages communication to protect our systems and our data.

#### Cybersecurity and Data Privacy Oversight

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

### SPOTLIGHT

## A Pragmatic, Strategic Approach to Artificial Intelligence

We believe artificial intelligence (AI) technologies will strengthen our competitive advantage and unlock value by helping to improve our operational efficiency, enhance our customer experience, and empower our associates. We have embraced an “AI Everywhere” strategy brought to life through our AI Catalysts, a cross-functional group of senior leaders committed to driving the strategic and responsible use of AI at US Foods®.

The AI Catalysts are taking a proactive approach to minimize security and privacy risks, such as through digital safety training, and to maximize the potential benefits of AI. Through a structured operating model, use cases are promptly reviewed to ensure that AI initiatives are strategically aligned, scalable, responsible, and seamlessly integrated into our organization’s ways of working.

### Framework, Policies, and Procedures

Our cybersecurity program is designed to protect the confidentiality, integrity, and availability of critical assets and information, using a proactive and risk-based approach and an industry-recognized framework to regularly assess our cybersecurity program and identify strengths and areas of evolution. Our program, which is structured around five commonly defined stages (Identify, Protect, Detect, Recover, and Respond), provides a comprehensive approach to information and cybersecurity risk management.

Our Information Security Policy and procedures are designed to correspond with industry best practices and comply with regulatory requirements. We align our payment processing policies and procedures with industry security standards, including the Payment Card Industry Data Security Standard. Throughout the year, we conduct targeted audits, assessments, and penetration testing, using internal and external resources, of certain aspects of our information security systems.

### Threat Management and Incident Response

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

and provide insight into emerging risks inside and outside the food service industry.

### Privacy Policy

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

### Associate Training in Cybersecurity

We provide all associates who have network access with annual information security training. Individuals with a higher likelihood of being targeted by bad actors receive quarterly training, covering topics like “spear-phishing,” “deepfakes,” and SMS phishing. In addition, training and education programs include specialized training for associates handling confidential information, targeted training for executives and technologists, general information security awareness training, frequent anti-phishing campaigns, one-click email-enabled phish alert reporting functionality, and advisory emails on emerging threats.

➔ **Read more in our [2024 Form 10-K](#), which discusses our cybersecurity practices and programs in more detail.**

# PRODUCTS



# PRODUCTS

**We are committed to strengthening our portfolio of products that meet our defined standards for being local or sustainable or supporting well-being. Our unwavering focus on food safety and quality underpins our entire product portfolio.**

**We achieve these commitments in part through our Serve Local™, Serve Good®, and Serve You™ product programs, as well as through our responsible sourcing commitments and Supplier Network Development program. Together, these efforts help to support the resiliency of our supply chain and provide more differentiated product options to our customers to meet the diverse preferences of today's diners.**

## RESPONSIBLE SOURCING

Our responsible sourcing approach includes assessing key product categories that pose potential environmental or social risks, implementing plans and partnerships to address those risks, and using third-party certification where available to verify product sustainability claims and provide transparency.

The guiding principles for our responsible sourcing efforts are set forth in our [Supplier Code of Conduct](#). We regularly review and update this Code, engaging with suppliers to make sure they understand our expectations regarding food safety and quality, human rights, and environmental protection, such as through our annual Supplier Sustainability Survey.

➔ **Read more about our Supplier Sustainability Survey in Planet>Supplier Sustainability Survey on page 48.**



Devonshire® Cookie Butter Banana Pie

### Responsible Sourcing Oversight

Our Category Management, Product Development, and Legal teams, along with other departments, contribute to the management of responsible sourcing, which includes supplier oversight and supplier adherence to our policies and standards. Our Executive Vice President and General Counsel (GC) provides oversight of the Supplier Code of Conduct. Our Executive Vice President and Chief Merchant acts as Executive Sponsor and provides oversight of our Products-related action team and initiatives, including those associated with responsible sourcing, product innovation, and Serve Good® program performance. Our Chief Merchant also has responsibility for practices related to product sales and merchandising. The Nominating and Corporate Governance Committee of our Board of Directors provides ultimate oversight for responsible sourcing as part of its larger responsibility over the Company's sustainability program.

### Supplier Code of Conduct

Our responsible sourcing strategy begins with our Supplier Code of Conduct, which outlines our standards and priorities for suppliers and is informed by the United Nations (UN) Universal Declaration of Human Rights (UDHR), the UN Guiding Principles on Business and Human Rights, the International Labour Organization (ILO) Conventions and Recommendations, and the Organisation for Economic Cooperation and Development Guidelines for Multinational Enterprises (OECD Guidelines), as well as the US Foods® [Human Rights Principles](#).

Our Supplier Code of Conduct sets forth principles we expect our suppliers to adhere to in many key areas, including legal compliance, human rights, forced labor, human trafficking, workplace health and safety, product safety, regulatory compliance, sustainability, social responsibility, and ethical business practices.

In addition, we expect each supplier to conduct business in full compliance with all applicable national, state, and local laws and regulations of the countries where they operate—including trade, export and import controls, product safety requirements, and all applicable antitrust and fair competition laws. Our Supplier Code of Conduct also details procedures for engaging with suppliers in the case of non-compliance, up to and including terminating our business relationship with the supplier.

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

## PRODUCTS CONTINUED

### Human Rights

Sourcing responsibly and working with integrity includes our commitment to respecting and protecting human rights. Our [Human Rights Principles](#) are informed by the UDHR, the UN Guiding Principles on Business and Human Rights, the ILO Conventions and Recommendations, and the OECD Guidelines, and have been approved by our management. Our Human Rights Principles prohibit the use of forced labor and unlawful discrimination and harassment in support of maintaining a safe, inclusive workplace.

We expect our suppliers to adopt human rights principles comparable to our own and to comply with all human rights laws and regulations applicable to them, as outlined in our Supplier Code of Conduct. Additionally, our deforestation and land conversion risk assessment work completed in 2023 evaluated impacts to the rights of some indigenous communities. Our assessment findings are being considered in our risk mitigation plans for relevant commodities.

➔ **Read more about our ongoing work to address deforestation and land conversion risk in Planet>Reducing the Risk of Deforestation on page 47.**

### Responsible Palm Oil



Very little palm oil is used in US Foods® Exclusive Brands\* products, but we view it as a potential high-risk commodity due to the palm oil industry's significant contributions to deforestation. We aim to source 100% of the crude palm or palm kernel oil used in our Exclusive Brands products through certified sustainable sources as defined in our [Responsibly Sourced Palm Oil Policy](#).

Product-level alignment with this Policy is reviewed annually by members of our Food Safety and Quality Assurance, Product Development, and Category Management teams. We have also incorporated our Responsibly Sourced Palm Oil Policy into our Supplier Code of Conduct to help address potential environmental and social risks associated with palm oil production.

\* Exclusive Brands (private label) products are products sold under US Foods® brands, while Manufacturer Brands are other companies' products we stock for the convenience of our customers.

As active members of the Roundtable on Sustainable Palm Oil (RSPO), since 2022 we have engaged with our key Exclusive Brands product suppliers, based on palm oil volume, to collect data for the RSPO Annual Communication of Progress (ACOP). In 2024, the RSPO Shared Responsibility Scorecard, which rates companies' performance based on palm oil-related sourcing commitments and transparency, gave US Foods® an average score of 9.7 (out of 10) relating to US Foods® Exclusive Brands products, far exceeding the sector average of 4.6 and slightly higher than our 2023 score of 9.5.

Beginning in 2024, we adopted additional due diligence procedures related to our efforts to address the risk of deforestation in our supply chain, including supply chain mapping, and to verify compliance with our Responsibly Sourced Palm Oil Policy for all Exclusive Brands products containing palm or palm kernel oil. These procedures include directly engaging our suppliers of Exclusive Brands products containing palm or palm kernel oil to collect and assess information about their No Deforestation, No Peat, No Exploitation (NDPE) commitments or related policies, their purchased palm oil or palm kernel oil volumes for US Foods® Exclusive Brands products in the reporting year, and the certification status of the reported palm volume. This includes requesting documentation from them verifying that purchased palm oil or palm kernel oil was certified, such as by providing an invoice.

Implementing these new procedures shifted our timeline for assessing compliance with our Responsibly Sourced Palm Oil Policy for 2024, which we expect to report in our annual RSPO ACOP. The preliminary results of the enhanced due diligence procedures indicate that, despite

all Exclusive Brands suppliers holding active RSPO certificates, some of the palm oil and palm kernel oil used in US Foods® Exclusive Brands products in 2024 was not RSPO certified. Additionally, our recent supply chain mapping also identified that one of our key Exclusive Brands suppliers of products containing palm oil, while also holding an RSPO certificate, did not use certified volume in its production of US Foods® products in 2023. Consequently, in 2023, only 60% of the palm and palm kernel oil used in our Exclusive Brands products, by volume, met our commitment of being sourced at minimum RSPO Mass Balance.

We are actively working with suppliers to resolve these issues, including quantifying the volume of any palm oil not certified in 2024 and establishing plans to facilitate certification going forward. We have also expanded our internal training related to our Responsibly Sourced Palm Oil Policy to ensure our teams understand our sourcing requirements for palm oil and palm kernel oil used in our Exclusive Brands products.

Going forward, we remain committed to procuring 100% of the palm and palm kernel oil used in our Exclusive Brands products from sustainable sources and to deepening our engagement with key suppliers sourcing palm oil for US Foods® Exclusive Brands products.

➔ **Read more about our ongoing collaboration with palm oil suppliers to assess and verify certification, as well as our 2024 certification percentage, in the US Foods® [RSPO ACOP](#).**

➔ **Read more about our efforts to reduce the risk of deforestation in our supply chain, including our supply chain mapping for palm oil used in Exclusive Brands products, in Planet>Our Supply Chain on page 46.**

## PRODUCTS CONTINUED

### Responsible Seafood

We are committed to responsibly sourcing seafood for our customers and contributing to the health of fisheries and aquaculture. Our approach to responsible seafood prioritizes defined standards and direct engagement with Exclusive Brands seafood suppliers to improve traceability.

We require our direct Exclusive Brands seafood suppliers to provide data back to the farm or fishery, including country of origin and region of harvest or fishery, fishing gear type, certifications, or improvement projects, through the Sustainable Fisheries Partnership (SFP) Seafood Metrics platform. We also track human rights risk assessment data from SFP’s Human Rights Risk Indicator, regularly reviewing this data and engaging with suppliers to address any potential area of concern.



Harbor Banks® Seared Yellowfin Tuna Slices

### Exclusive Brands Seafood Sourcing Standards

In early 2025, we updated our [Seafood Policy](#) to expand our commitments to responsible seafood. As outlined in our new Policy, we are committed to collecting and maintaining traceability data to the fishery or farm for all Exclusive Brands seafood products, and reviewing that data at least quarterly so we can engage in a timely manner with suppliers that may be identified as high risk or non-compliant with our Policy.

Importantly, we further commit in our new Policy not to source or distribute any endangered or critically endangered seafood species within our Exclusive Brands product portfolio.\* Our Policy also states that any fishery or farm of a high-risk species, such as tuna or squid, must be certified by a Global Sustainable Seafood Initiative (GSSI)-benchmarked certification program, involved in a Fishery or Aquaculture Improvement Project, involved in a species-specific roundtable, or provide documentation to demonstrate sufficient stewardship practices for the species. The Policy also reiterates that all direct suppliers, including Exclusive Brands seafood suppliers, are expected to follow the human rights and environmental stewardship practices outlined in our Supplier Code of Conduct, including the protection of mangroves.

\* Endangered and critically endangered seafood species are those included on the Convention on International Trade in Endangered Species (CITES) Appendix I or II.



### RESPONSIBLE SEAFOOD TARGETS

Our Seafood Policy states our new responsible sourcing targets for in-scope\* Exclusive Brands seafood products:

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

\* The Exclusive Brands seafood products in scope for this Policy are those products managed by the US Foods® Seafood Category Management team and include non- or minimally processed seafood, including fresh, frozen, and canned finfish and shellfish products. Further processed products, such as prepared foods containing seafood or seafood-based soup products, are not in the scope for this Policy.

\*\* US Foods® previously had a commitment that 100% of Harbor Banks® Exclusive Brands seafood products meet our Serve Good® or Progress Check® standards. With our new Seafood Policy, we have decoupled our responsible seafood targets from the Harbor Banks® brand, instead including all of our Exclusive Brands. However, our Harbor Banks® offerings continue to make up a significant part of our Exclusive Brands seafood portfolio and include many products that are part of our Serve Good® and Progress Check® programs.

➔ **Read more about our Serve Good® and Progress Check® programs and corresponding standards in Products>Local, Sustainable, and Well-being Products on page 17.**

84%

of our Exclusive Brands seafood products met our Serve Good® or Progress Check® standards in 2024

(at the time of their sourcing)

97%

of our Exclusive Brands seafood suppliers provided traceability data in 2024

(by supplier count)

### Partnerships to Advance Responsible Seafood

We engage with the seafood industry and leading seafood organizations on best practices regarding sustainability, traceability, and transparency for global seafood resources. We hold positions on the Board of Directors and Executive Committee of the National Fisheries Institute, the Board of Directors for the Global Seafood Alliance, and the Alaskan Seafood Marketing Institute Customer’s Advisory Panel. We are also active members of the Better Seafood Board and SFP.

In addition, we earned Marine Stewardship Council (MSC) Chain of Custody certification nationwide again in 2024. This certification requires the implementation and audit of specific inventory procedures in our distribution centers for MSC-certified seafood products to help ensure product traceability back to fisheries that have been certified by MSC as operating sustainably.

## PRODUCTS CONTINUED

### Animal Care

#### Exclusive Brands Animal Care Requirements

Although we do not handle live animals in our role as a food service distributor, we offer a variety of products that adhere to specific standards in support of animal care. Our US Foods® Exclusive Brands Supplier and Co-Packer Food Safety and Quality Manual outlines our animal care expectations and requirements for Exclusive Brands suppliers who deal with live animals. These suppliers must also comply with all applicable federal, state, and local laws and regulations.

In addition, relevant suppliers are required to have policies and quality assurance systems in place that support and manage the treatment of animals in their supply chain to help ensure they are handled without abusive or cruel treatment. Their policies must meet the Professional Animal Auditor Certification Organization (PAACO) Minimum Standards for Assessments of Animal Welfare Audits. All live-animal facilities must be audited by a third party and hold updated certifications to an industry-recognized animal welfare standard, and must also conduct routine internal audits to assess compliance with accepted good animal handling principles. Our Serve Good® program includes animal-based Exclusive Brands products with third-party verification of humane animal handling and welfare practices.

➔ **Read more about our Serve Good® animal care standards in Products>Serve Good® Animal Care on page 20.**

#### Cage-Free Eggs

We have a goal to source only cage-free raw shell and liquid eggs for our Exclusive Brands portfolio by 2026, depending on supply availability, affordability, and customer demand. As of year-end 2024, 30% of the raw shell and liquid eggs we sourced for our Exclusive Brands products met our cage-free egg requirements, compared to 27% as of year-end 2023. Although we are pleased with this progress, we, along with the rest of our industry, continue to face significant challenges, as in recent years, related to market forces outside our control.

Notably, the highly pathogenic avian influenza affected egg-laying hens in late 2023 and in 2024, significantly reducing the inventory and increasing the price of cage-free eggs. Like others in the industry, we have also experienced low customer demand for cage-free egg options, which typically carry a price premium when compared to conventional egg products, when purchasing the cage-free option is not required by state regulation.\* We do not expect to reach 100% cage-free eggs by 2026 based on these extrinsic factors.

However, we remain committed to making cage-free egg product options available to our customers. In 2024, we accelerated our collaboration with key Exclusive Brands egg suppliers to continue to build our portfolio of Exclusive Brands cage-free offerings to give our customers greater choice between cage-free and conventional egg products across all egg product categories, nationwide.

\* Certain jurisdictions have specific cage-free housing requirements for egg-laying hens, and US Foods® requires its suppliers to comply with applicable laws.



Glenview Farms® Premium Three Cheese Frittata

## PRODUCTS CONTINUED

# PRODUCT INNOVATION AND ASSORTMENT

As a national leader and one-stop shop for a breadth of quality products, we continually innovate to identify and develop new Exclusive Brands products that meet increasing consumer demand for foods that reflect sustainability, meet evolving dietary and lifestyle preferences, highlight global flavors, capture the latest dining trends, elevate our customers' menus, and drive business success.

We launch most of these new products through Scoop™,\* which offers our customers information, insights, recipes, and innovative application ideas to help inspire their culinary visions and differentiate their businesses.



\* Read more about Scoop™ and how it introduces customers to our latest Serve Local™, Serve Good®, and Serve You™ product options.

Our Product Development and Innovation team develops a wide variety of original products for our customers, including products with defined environmental or social attributes through our Serve Local™, Serve Good®, and Serve You™ product programs. This team monitors food and food service trends through market research, supplier relationships, restaurant visits, and other means to anticipate evolving customer needs. The resulting trend-forward and time- and labor-saving products can help our customers compete for a discerning clientele and boost their profitability. Our Product Development and Category Management teams collaborate closely with our Local & Sustainable Product and Supplier Network Development teams to exchange and consider direct customer feedback, which further informs product strategies and supplier engagements to reflect the latest customer needs and expectations.

Our continued emphasis on product innovation and assortment in product development plays a central role in accelerating our differentiated and sustainable Exclusive Brands products, especially those in our Serve Local™, Serve Good®, and Serve You™ product programs, as well as products sourced from small businesses.

➔ **Read more about our Serve Local™, Serve Good®, and Serve You™ product programs on page 17, and about our Supplier Network Development program on page 23.**

# 22

Exclusive Brands featuring ~9,500 unique products

# ~900

Serve Good® and Progress Check® products

# 4,100+

Serve You™ products

### Product Development and Assortment Oversight

The Nominating and Corporate Governance Committee of our Board of Directors provides oversight to our Serve Local™, Serve Good®, and Serve You™ product programs, as well as our Supplier Network Development program, as part of its broader responsibility over the Company's sustainability efforts. Our Chief Merchant serves as the Executive Sponsor and our Vice President, Product Development and Innovation, provides managerial oversight.

Additionally, our Supplier Network Development team collaborates with numerous departments and business leaders, as well as our Employee Business Resource Groups (EBRGs) and external industry groups, to advance a sourcing strategy supportive of customers and business needs.



Glenview Farms® Unsalted Non-Dairy Butter

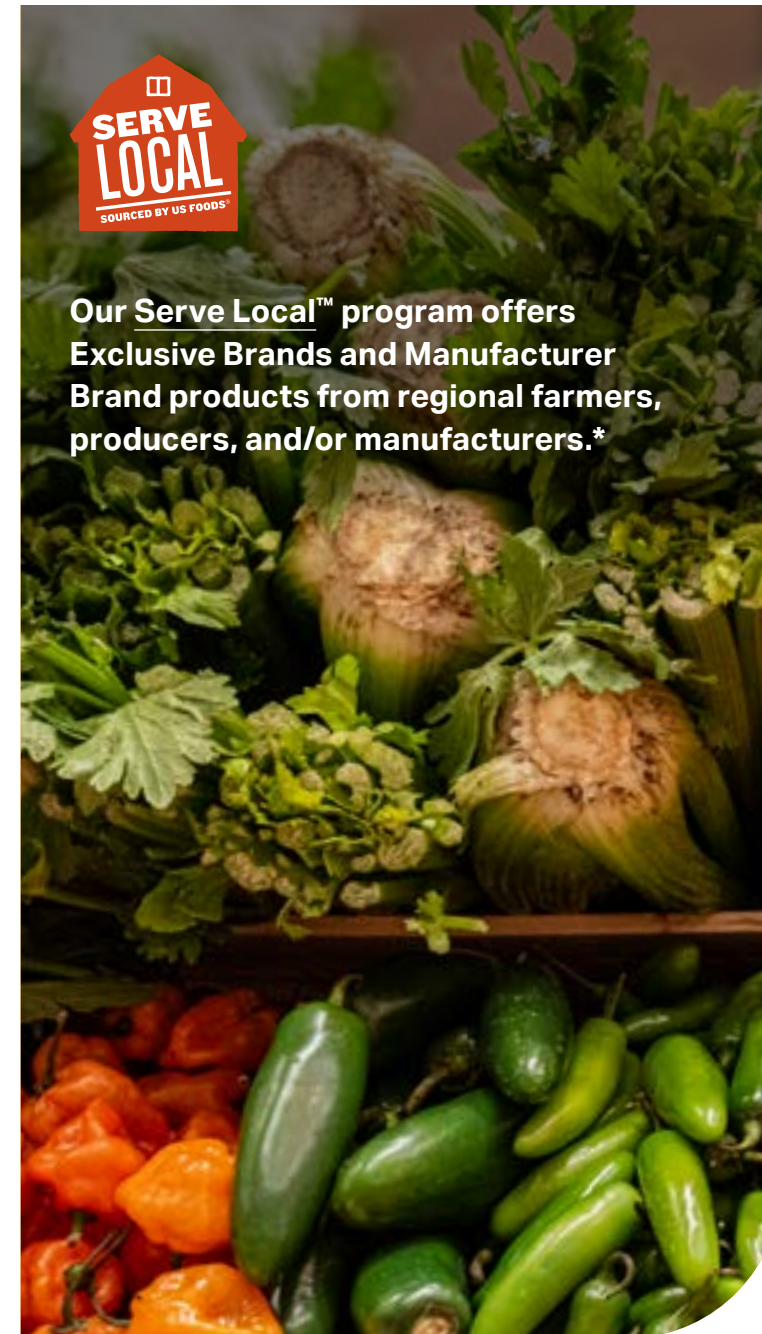
## PRODUCTS CONTINUED

### Local, Sustainable, and Well-being Products

**Our customers continue to request products that meet their diners' preferences for foods that are local, sustainable, or that support individual dietary or lifestyle preferences. As demand for sustainable and well-being-friendly products continues to soar, we remain committed to developing the delicious and sustainable products that support these consumer preferences in part through our differentiating Serve Local™, Serve Good®, and Serve You™ product programs.**

When considering new Serve Local™, Serve Good®, or Serve You™ products, our Product Development and Innovation team, supported by our dedicated Local & Sustainable Product Lead, leverages the latest research on product environmental and social attributes to focus on those areas where we believe we can make the greatest positive impact. Antibiotic use, animal care, food waste, responsible disposables, sustainable packaging, sustainable seafood, and waste reduction are key issues, as are products that avoid ingredients on the US Foods® Unpronounceables List®, that have plant-forward attributes, or that are certified gluten-free.\*

\* Processing aids and potential cross-contact during production are not in scope for the US Foods® Unpronounceables List®.



**Our Serve Local™ program offers Exclusive Brands and Manufacturer Brand products from regional farmers, producers, and/or manufacturers.\***

**Individual US Foods® markets work directly with local growers or aggregators to determine local product assortment that aligns with the seasonality of the growing region.**

We also work with indoor, Controlled Environment Agriculture (CEA) producers to source products such as leafy greens and microgreens. Using methods such as clean-room technology, advanced proprietary equipment, and plant and seed science, indoor farming can provide consistent produce items throughout the year, compared to traditional, seasonal field farming.

\* Serve Local™ products are sourced from either within 400 miles of where the products ship to our customers or from within the state where the products ship to our customers.

# 774,000

cases of Serve Local™ seasonal produce provided to customers across 24 markets in 2024

# PRODUCTS CONTINUED



**Serve Good® products must be responsibly sourced, contribute to waste reduction, or be designed to help reduce greenhouse gas (GHG) emissions. Collectively, Serve Good® helps our customers meet growing demands for sustainable products while contributing to our shared business success.**

**\$1 billion**

revenue from Serve Good® and Progress Check® products in 2024

Most of our Serve Good® products carry third-party certification for a specified product benefit or attribute. The portfolio also includes certain categories of products that are consistent with our product sustainability priorities, even when an established third-party certification program is not currently available in the applicable category. Claims are categorized based on agricultural practices, sustainable seafood, animal care, responsible disposables, reduced waste, or reduced GHG emissions.

Additionally, all Serve Good® products must arrive to our customers in packaging that meets our Serve Good® packaging standards, designed to help minimize packaging waste and prioritize recycled materials. Our Serve Good® Program Policy, updated in 2024 to expand and clarify our commitments in animal care and waste reduction, details program requirements, applicable certifications, and packaging standards.



**~900**

Serve Good® and Progress Check® products in 2024



Patuxent Farms® Zesty Breaded Chicken Tender Raised Without Antibiotics

## PRODUCTS CONTINUED



Rykkoff Sexton® Organic Diced Pineapple

### SPOTLIGHT

## Product Sustainability Verification

Our customers increasingly request products that are responsibly sourced and that can help meet certain dietary and lifestyle preferences, which we support through a wide assortment of innovative Serve Good® and Serve You™ products, all backed by the assurance of defined standards and certifications our customers can trust.

When it comes to Serve Good® and Serve You™ sustainability or well-being ingredient or product claims, we don't expect anyone to take our word for it—our commitment to transparency and integrity is underpinned by a defined verification process.

The process begins with a careful evaluation of the product category, drawing on market information, data trends, and customer requests. US Foods® Product Development, Legal, Sustainability, and Food Safety and Quality (FSQA) teams work together to determine which claims and certifications will be included in Serve You™ and Serve Good®, then collaborate with suppliers to identify products with claims or certifications that are relevant and meaningful, such as USDA Organic, Marine Stewardship Council (MSC), and Forest Stewardship Council (FSC). Documents that substantiate those claims, such as certificates, attestation letters, or USDA forms, are collected from the supplier by the FSQA team, and uploaded into our product management system as an attachment to the Serve You™ or Serve Good® product.

Once the verification process is complete and the certified product is ready for purchase by our customers, we make sure it is discoverable by its sustainability or well-being characteristics, including applicable claim attributes, in MOXē®, so customers can find it easily. We also require our Exclusive Brands suppliers to keep current certifications on file in our product management system, and we periodically audit Exclusive Brands product claims and supporting supplier documents to help ensure ongoing compliance.

### Serve Good® Agricultural Practices

The Serve Good® Agricultural Practices category offers products designed to meet consumer demands for transparency about how foods are grown, harvested, and processed to help protect biodiversity and workers' rights. The category includes USDA Organic, Non-GMO Project Verified, Fair Trade Certified, and Rainforest Alliance Certified products or ingredients. As part of our efforts to increase our offering and sales of organic products, we continue launching and promoting USDA Organic Exclusive Brands products under the Serve Good® program.



### Thirster® Organic Kombucha

This USDA Organic fermented drink contains 5 billion CFU of *Bacillus subtilis*,\* a probiotic bacterium—a trend growing in popularity—and is available in two flavors, red raspberry and ginger lemon.

\* At time of bottling.

### Serve Good® and Progress Check® Sustainable Seafood

Our Serve Good® and Progress Check® programs aim to enable easier, more convenient, and more transparent responsible Exclusive Brands seafood choices for our customers. The majority of Serve Good® wild-caught species carry MSC certification, while farmed species carry a Best Aquaculture Practices (BAP) 4-star recognition or the highest recognition available for the species, or another certification benchmarked by GSSI.

Our Progress Check® program recognizes Exclusive Brands seafood products that are on their way to meeting our Serve Good® sustainability standards. Progress Check® aims to facilitate the process toward certification and addition to our Serve Good® portfolio, which can take years of investment from fisheries, farms, and processors. Ultimately, the program helps support a market for the growth of fisheries, farms, and processors that offer responsibly sourced seafood.

## PRODUCTS CONTINUED

### Serve Good® Animal Care

Our Serve Good® program offers animal-based Exclusive Brands products that align with third-party guidelines for the humane care of livestock species. Certifying bodies and guidelines for animal-based products in our Serve Good® portfolio may include American Humane Certified, Animal Welfare Approved, Global Animal Partnership, Raised without Antibiotics, American Grassfed Association, or others as defined in our [Serve Good® Program Policy](#).

➔ **Read more about our animal care standards and requirements for our Exclusive Brands suppliers in Products>Exclusive Brands Animal Care Requirements on page 15.**



#### Chef's Line® All Natural\* Fire-Grilled Chicken Breast Raised Without Antibiotics

This convenient, fully cooked chicken breast comes in two sizes, and is refrigerated and ready for our customers to serve. Raised without antibiotics and made without any ingredients on the US Foods® Unpronounceables List®, this chicken is included in both our Serve Good® and Serve You™ portfolios.\*\*

\* No artificial ingredients. Minimally processed.

\*\* Processing aids and potential cross-contact during production are not in scope for the US Foods® Unpronounceables List® program.

### Serve Good® Climate-Conscious

Our Climate-Conscious product category, unveiled in 2023, focuses on Exclusive Brands products that help to reduce GHG emissions, which helps to meet the preferences of diners interested in the climate impact of their dining choices. A Serve Good® product can become part of the Climate-Conscious category when it has been intentionally produced and/or manufactured to help reduce GHG emissions, with claims such as:

- **Carbon Neutral-Certified:** Third-party certified as contributing no net GHG emissions to the atmosphere
- **Carbon-Negative:** Having a net-negative product carbon footprint as verified by a third-party life cycle assessment
- **Climate-Friendly:** Having ingredients that were grown and processed with GHG emissions that are lower than 70% of all products assessed by HowGood, an independent research company, based on its [methodology](#)
- **Regenerative Agriculture:** Using regenerative agriculture practices to help protect and improve soil health, potentially reducing GHG emissions

### Serve Good® Responsible Disposables

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



#### Monogram® Evolve® Home and Industrial Compostable\* Large Carryout Bag and Evolve® Home and Industrial Compostable\* T-Shirt Bag

The newest additions to our Evolve® line of home- and industrial-compostable disposables are affordable, certified home-compostable bags to support the food delivery needs of our customers.

\* BPI-certified Industrial Compostable and TUV-certified Home Compostable.

**3 million** cases of Serve Good® responsible disposable products distributed in 2024

**~24%** of those cases were responsible disposable products designed to replace traditional single-use plastic items

### Serve Good® Reduce Waste

Items in the Reduce Waste category are those Exclusive Brands products made by facilities that have reduced manufacturing waste associated with those products, products made using materials that would otherwise be disposed of, or products that reduce the amount of material that enters the waste stream. In 2024, we updated and expanded the certifying organizations that meet our criteria for inclusion in the Serve Good® Reduce Waste category, as described in our Serve Good® Program Policy.

➔ **Read more about our work to help customers reduce kitchen waste through our collaboration with Leanpath in Planet>Waste Diversion on page 45.**

## PRODUCTS CONTINUED



### Monogram® Aluminum Foil Pop-Up Sheets with 100% Recycled Aluminum and Heavy Duty Aluminum Roll with 100% Recycled Aluminum

In late 2024, we began offering foil sheets and rolls made of 100% recycled aluminum, which perform like our traditional Monogram® foil products but are made entirely from recycled aluminum. According to Aluminum.org, aluminum is infinitely recyclable, and nearly 75% of all aluminum ever produced is still in use today.

### Serve Good® Packaging Standards

In keeping with the Serve Good® focus on environmentally and socially responsible attributes, we maintain strict packaging standards for all Serve Good® products following three key guidelines, which apply for both inner and outer product packaging:

- **Less Material:** Engineer packaging to use less material and work to reduce empty space, while assuring performance and product protection
- **More Sustainable Materials:** Use more sustainable materials, such as requiring responsibly sourced FSC or SFI-certified fiber content, and avoid widely unrecyclable materials, such as expanded polystyrene foam
- **Better End of Life:** Help enable customers to recycle or compost when applicable by clearly displaying instructions on what should be done with materials after use

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



Our **Serve You™** program features **Exclusive Brands** products with **simple ingredients not found on the US Foods® Unpronounceables List®, plant-forward attributes, or that are certified gluten-free, making it easier for our customers to help diners personalize their meals with a wide array of well-being product options.**

In 2024, we introduced even more Serve You™ products to help customers address the growing scope of consumer lifestyle preferences. We also added a convenient new experience in MOXē®, our industry-leading customer ordering platform, allowing customers to shop the Serve You™ program for specific product options such as gluten-free.

➔ **Read more about our efforts to make it easier for customers to find sustainable and well-being products in Products>Customer Support on page 24.**

**4,100+**  
Serve You™ products

## PRODUCTS CONTINUED

### Simpler Ingredients

In keeping with ever-growing consumer demand for food made of simpler ingredients, we help our customers through our [Unpronounceables List®](#) initiative.\* Products that avoid the 80+ ingredients and food additives found on our [Unpronounceables List®](#) offer our customers simpler ingredient profiles and more options for their diners. In 2024, we strengthened our focus on products that avoid ingredients found on our [Unpronounceables List®](#), including fully prepared or semi-prepared proteins that speak to both the well-being profiles and the convenience our customers need to be efficient in their operations.

\* Processing aids and potential cross-contact during production are not in the scope of the US Foods® [Unpronounceables List®](#) program.

# 100%

of our premium Exclusive Brands products meet our [Unpronounceables List®](#) guidelines\*

\* Our four premium Exclusive Brands are Chef's Line®, Rykoff Sexton®, Metro Deli®, and Stock Yards®.

### Gluten-Free Products

Demand for gluten-free foods continues to grow, with predictions of 13% annual growth in the gluten-free market by 2028.\* A number of our Exclusive Brands products are certified gluten-free with third-party assurance that provides transparency and additional confidence for our customers.

\* According to a 2024 Gluten-Free Products Market Analysis by Technavio.



#### Chef's Line® Gluten-Free White Bread and Gluten-Free Multigrain Bread

Both of these certified gluten-free options, launched in 2024 as part of the [Serve You™](#) product portfolio, have a satisfying taste and texture. Our certified Gluten-Free White Bread includes a flour blend and three sprouted grains. Our certified Gluten-Free Multigrain Bread is made with seven sprouted grains and seeds. Both breads are vegan\* and contain no ingredients found on the [US Foods® Unpronounceables List®](#)\*\*.

\* To be considered vegan by US Foods®, the product must not contain any ingredients that are of animal origin, including milk, eggs, honey, beeswax, or gelatin. Our suppliers make reasonable efforts to avoid cross-contact with animal-based ingredients.

\*\* Processing aids and potential cross-contact during production are not in the scope of this program.

### Plant-Forward Products

We offer a variety of Exclusive Brands plant-based,\* vegetarian,\*\* and vegan\*\*\* products as part of our lineup of [Serve You™](#) plant-forward options. Some of the products in our plant-forward portfolio are formulated to reduce or eliminate animal-derived ingredients or provide an alternative to animal-derived products, such as meatless breaded, boneless wings. Others are vegetable-centric, in line with a growing trend among consumers toward dishes that feature plants at the center of the plate.

\* We define plant-based as a finished product that is made with ingredients derived from plants—including vegetables, fruits, whole grains, nuts, seeds, and/or legumes. Additionally, fungi and algae, although not technically plants, will also be considered as plant-based ingredients. Products eligible are meat, seafood, egg, and dairy alternative products that do not contain any animal-derived ingredients. Ingredients that are not of plant or animal origin are permitted.

\*\* To be considered vegetarian by US Foods®, the product cannot contain any ingredients that are of animal origin, except that milk, eggs, honey, and beeswax may be used. Our suppliers make reasonable efforts to avoid cross-contact with other animal-based ingredients.

\*\*\*To be considered vegan by US Foods®, the product cannot contain any ingredients that are of animal origin, including milk, eggs, honey, beeswax, and gelatin. Our suppliers make reasonable efforts to avoid cross-contact with animal-based ingredients.



#### Molly's Kitchen® Crispy Tempura Tofu Bites

New in 2024, these lightly battered tofu bites use extra-firm soy tofu to provide excellent texture in a convenient vegan\*\*\* product. Ready to be fried or baked, this versatile product can be served on its own, in a sauce, or as a plant-based protein addition for salads, wraps, or bowls.

## PRODUCTS CONTINUED

### Supplier Network Development

**While product innovation underpins our Serve Good® and Serve You™ Exclusive Brands product portfolios, we also rely on thoughtful product assortment to be able to deliver excellence to our customers. One way we achieve this commitment is through a strategic sourcing model that incorporates a wide variety of suppliers. This results in a competitive, resilient, and adaptable supply chain as well as positive economic impact to our communities. Fundamental to this approach is the participation of small businesses and Veteran- and diverse-owned companies in our sourcing practices to support customer and supply chain needs, which we view as a differentiator valued by our customers.**

In 2024, US Foods® spent more than \$2.4 billion with over 2,800 small businesses and over \$762 million with over 625 certified diverse suppliers across the U.S. When we include a wide variety of companies in our strategic sourcing practices, we see the positive economic impacts come to life, while delivering excellence to our customers. During 2024, these engagements supported approximately 31,600 jobs and over \$1.93 billion in wages across communities in the U.S. through direct impacts from our purchases, indirect impacts from our suppliers who employ people and purchase goods and services, and from induced impact in communities associated with spending by suppliers' employees and additional job creation. Together, these impacts reveal the overall economic benefits created by our Supplier Network Development practices.

Our efforts are further supported by partnerships with a host of membership organizations that give us access to new suppliers and that help us support customer product needs and address product categories facing supply or industry-related challenges. In 2024, for example, these organizations' databases enabled us to identify additional bottled water suppliers to support hurricane relief needs in the Southeastern United States.

➔ **Read more about our strategic sourcing strategy, including our membership organizations, on our website at [Community and Business Impact](#).**

# Blackhive

### SPOTLIGHT

## Blackhive—A Veteran-Owned Small Business

Blackhive provides US Foods® with canned fruits, vegetables, rice, and other commodities. This valued supplier grew its overall cases provided to US Foods® in 2024 by 13%, including a year-on-year increase of 50,000 cases in Exclusive Brands products. Blackhive achieved that growth without sacrificing excellence, as shown by a 99% order fill rate during the year.

As a certified Veteran-owned small business, Blackhive's owner is a former Staff Sergeant in the Air Force/Air National Guard. To give back to the Veteran community, the company has established a Veteran hiring program and supports organizations that aid the families of fallen heroes.



### SPOTLIGHT

## Harbor Banks® Gluten-Free Crispy Battered Shrimp

Our popular Harbor Banks® Gluten-Free Crispy Battered Shrimp comes to us from a certified Minority Business Enterprise (MBE). The versatile and labor-saving product can be baked or fried, and pairs with a variety of sauces and dishes. Chefs also appreciate the shrimp for its 4-star BAP rating, the highest level of sustainability certification for farm-raised seafood in our Serve Good® portfolio.

## PRODUCTS CONTINUED

### Customer Support

**Our customers regularly seek products that support sustainability and well-being, as well as products that support their local communities—such as those from local, small, and diverse-owned businesses—and expect US Foods® to understand their values and specific needs. Our emphasis on customer responsiveness and continuing to meet their goals through products, services, and support, drives their business success and ours.**

Our rigorous product development and sourcing processes ensure high standards for quality and consistency, while meeting customer needs to differentiate through our product innovation and assortment that addresses diner and societal trends around community impact, globalization, sustainability, and well-being. Many of our products are also designed to save time and labor in the back-of-house and help build customer profit.

When considering the design and assortment of our Exclusive Brands products, our Product Development and Innovation, Local & Sustainable Product, Supplier Network Development, and other teams participate in feedback gathering, knowledge-building, and awareness-raising with customers. Additionally, we foster direct connections between customers and diverse suppliers to address customers' particular product needs, including by regularly onboarding new suppliers through [US Foods® Direct](#)—our endless aisle online and mobile ordering platform.

### SPOTLIGHT

## Making it Easier for Customers to Find Differentiated Products

In 2024, all locally sourced, Serve Good®, and Serve You™ products were tagged in MOXē®, our all-in-one e-commerce portal, making them more easily searchable and discoverable for our customers. For example, the system's intelligent product search enables customers to identify products local to them through "locally sourced" tagging, or products that meet specific dietary and lifestyle choices such as gluten-free or vegan. This valuable feature not only helps meet customer needs to find these products easily and conveniently, but also helps to grow case sales and revenue of our differentiated Exclusive Brands products.

### Customer Reporting

Many of our customers have their own sustainable procurement strategies and goals, including aligning with defined "green purchasing" frameworks, such as Healthcare Without Harm. We are pleased to support our customers' goals. Throughout the year, we provide our National Sales customers with local, sustainable, or business classification reports, upon their request. These reports can be used to help customers set strategy for their sustainable and strategic sourcing, as they enable customers to focus by product category, spend, geography, or specific claim. Year-over-year, we see an increase in customer interest in these reports—specifically, in 2024 we increased the number of business classification reports by 35% compared to 2023.

## PRODUCTS CONTINUED

### FOOD SAFETY AND QUALITY

**Food safety and quality continue to be the foundation of our entire product portfolio, and all products offered by US Foods® must meet our food safety and quality standards. Making sure we have the right standard operating procedures in place, consistently executing those procedures, and looking for opportunities to further strengthen our practices through continuous improvement are hallmarks of our food safety and quality programs.**

#### Food Safety and Quality Oversight

The Audit Committee of our Board of Directors oversees our food safety and quality programs and receives quarterly updates from our Senior Vice President and Associate General Counsel, Food Safety, Quality and Regulatory, who has responsibility for the day-to-day management of food safety and quality matters, with oversight from our Executive Vice President and General Counsel (GC).

#### Food Safety and Quality Experts

A cadre of food safety and quality experts train and support our facility staff in important food safety and quality practices; oversee food safety and quality programs across our facilities, fleet, and supply chain; and help ensure ongoing compliance with applicable food safety and quality laws and regulations. These experts hold certifications in key food safety and quality areas, such as Preventive Controls Qualified Individuals, Hazard Analysis Critical Control Point (HACCP), and Seafood HACCP.

Ongoing training for distribution facility associates, retail associates, and production plant associates helps to ensure that we consistently deliver on our commitment to food safety and quality. Role-specific food safety training is provided annually for all associates who have direct product touch points with potential food safety impacts.

#### Food Safety and Quality in Our Facilities

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

#### Food Safety and Quality in Our Supply Chain

All Manufacturer Brand and Exclusive Brands suppliers are required to operate in full compliance with applicable laws and regulations, including applicable regulatory requirements set forth by the USDA and FDA.

Additional food safety and quality requirements apply for manufacturers supplying Exclusive Brands products to US Foods®. Our Exclusive Brands Supplier and Co-Packer Food Safety and Quality Manual details the food safety and quality systems that must be developed, maintained, and validated by Exclusive Brands suppliers in order to grow, manufacture, process, pack, store, and/or distribute our Exclusive Brands products. In addition, manufacturers that produce Exclusive Brands products must be certified under an applicable GFSI standard.

Every new facility that will be producing Exclusive Brands products receives a risk assessment conducted by one of our food safety and quality experts, as do that facility's Exclusive Brands products, to identify risks and ensure processes are in place to mitigate them. Periodic Exclusive Brands supplier audits are executed by US Foods® as appropriate, and any Exclusive Brands supplier that might be found to be out of compliance is required to implement corrections or may be removed from supplying Exclusive Brands products.

#### Preparations for the FSMA Traceability Rule

We closely track emerging regulatory requirements that impact the product categories we sell so we can develop business plans for compliance, alert customers to new requirements, and engage our suppliers in the process. This helps us to plan for changes in product requirements, including for ingredients, animal housing, packaging, labeling, and sustainability, and to adjust our products and our supply chain efficiently when needed.

This work includes cross-functional planning for compliance with FDA's new traceability requirements. The new requirements aim to improve the traceability of food products in key risk categories and enable faster identification and removal of products from the supply chain when needed.

Central to our compliance efforts is the development and adoption of a comprehensive traceability data platform for use by our in-scope suppliers and customers. Developed by an established technology partner with deep experience in food safety, the platform will provide an efficient means to track and communicate key data elements as specified by the FDA. We are continuing to work with suppliers,

customers, and internal teams to finalize and implement the process in advance of the regulatory deadline.\*

#### Timely and Effective Recall Procedures

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

#### Partnerships for Food Safety and Quality

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

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

\* On March 20, 2025, the FDA announced its intent to extend the compliance date by 30 months from the original January 20, 2026 compliance date. US Foods® is targeting the extended date as the regulatory deadline.

# PEOPLE



# PEOPLE

Our people are the heart of our business strategy and operating model. All of us at US Foods® share a commitment to embracing a culture that is safe, supportive, and responsible, and to doing our part to make our Company the best place to work. This commitment is underpinned by our five Cultural Beliefs: You Matter, Deliver Excellence, Stop Waste, Speak Up, and Win Together.

By providing a variety of training and development opportunities to associates at all levels, offering industry-leading benefits, engaging associates with our culture, fostering a workplace where safety is prized as a personal value, and supporting the communities where we live and work, we empower our associates and our community stakeholders.

## HUMAN CAPITAL MANAGEMENT

Our Compensation and Human Capital Committee of our Board of Directors, pursuant to its Charter, oversees our succession planning and human capital management strategies and policies, which include associate safety, talent acquisition, associate engagement and retention, and leadership development. This Committee regularly reviews our progress in these areas, such as through annual reviews of talent and leadership succession. At the management level, our Chief Human Resources Officer and Chief Talent Officer act as Executive Sponsors of our People-related initiatives and programs.

We believe the success of our business is directly tied to the growth and development of our people. To this end, career development is a key driver of recruitment, engagement, and retention. In 2024, we continued to build on our company-wide commitment to being the best place to work by expanding our talent management efforts and investing in programs that support the personal and professional growth of our associates.



## PEOPLE CONTINUED

### Associate Safety

**Our commitment to a safe environment—for our associates, customers, business partners, and members of the public—starts at the top. Our Senior Vice President, Environment, Health and Safety, has day-to-day responsibility for associate safety, and the Compensation and Human Capital Committee of our Board of Directors provides ultimate oversight. Notably, safety performance is one of the key business results we track company-wide as we advance a strong safety culture built on associate education, awareness, and engagement.**

### Safety as a Personal Value

Safety is a shared priority for all of us at US Foods®. In 2024, we continued reinforcing safety as a personal value by asking all associates to establish personal safety goals, as well as through our Safety Starts with You campaign. Safety Starts with You is a far-reaching communications campaign that prioritizes safety in messages to our associates, in meetings, and in operational reviews. Associates also receive recognition through our PROPS initiative for their contributions to safety, further reinforcing our safety culture. In keeping with our commitment to continuous improvement, more than 1,500 associates have completed safety leadership training since 2023. In 2024, our injury and accident frequency rates improved 19% from the prior year, on top of our 23% improvement in 2023.

### Safety in Our Facilities

Annual safety training is provided to US Foods® field teams to strengthen safety engagement and performance in our field operations. In 2024, our field associates and managers completed almost 125,000 hours of training.

Our SWAAT, or Safely Working at all Times, teams at every US Foods® facility help to implement our safety requirements on the ground. SWAAT teams work closely with our centralized safety personnel to identify safety solutions, roll out initiatives, monitor performance, maintain safety-focused communications, and continue evolving our safety approach and systems.

In 2024, we also began implementing new facility security standards, such as for building access. We updated our Workplace Violence Prevention Policy to address emerging threats and provided associates with best practices for preventing violent situations in our operations. Furthermore, in 2024 the Company completed nearly 50% of its planned rollout of center-ride powered industrial equipment, which is already driving a reduction in injuries at our distribution centers.

### Safety in Our Fleet

Stringent safety practices and state-of-the-art technology support the safety of our 7,450 drivers. Our Driver Safety program establishes safety expectations and accountability, while third-party technology allows us to monitor drivers' motor vehicle records and identify safe and coachable behaviors. As we add trucks to our fleet, including electric vehicles, we aim to select those that offer advanced driver assistance technologies to enhance safety. Additionally, our driver skills course for newly hired drivers and for those who have been involved in safety incidents provides real-time coaching and feedback to strengthen driver skills in a controlled environment.

# 20

US Foods® drivers were inducted into the 2024 International Foodservice Distribution Association (IFDA) Truck Driver Hall of Fame, honoring their exceptional safety records

# 68

US Foods® drivers have been inducted into the IFDA Truck Driver Hall of Fame since 2018

## PEOPLE CONTINUED

### Recruiting and Talent Management

As of January 2025, US Foods® employs about 30,000 associates. To identify and attract top candidates and support our continued growth, our company-wide Talent Acquisition team works with hiring managers to understand hiring requirements and to recruit and place the most qualified individuals in our open positions. We cast a wide net when recruiting external talent—partnering with a variety of talent sources such as LinkedIn, Indeed, DirectEmployers, Appcast (recruiting marketing), Phenom (AI recruiting), and others—to help ensure we have access to a robust talent pool representing diverse backgrounds, experiences, and perspectives.

➔ Read more about our workforce representation in Appendix>2024 Workforce Metrics on page 56.

# 64%

of leadership roles filled from within in 2024

By promoting from within, we ensure that our leadership reflects the depth of knowledge and dedication that exists in our workforce. We work with our existing associates who want to advance their careers with US Foods® and support their continued development through on-the-job and formal learning opportunities. In 2024, we continued to focus on accelerating internal talent development, filling the majority of leadership roles from within the Company. This approach highlights our commitment to nurturing the skills and potential of our existing associates.



### SPOTLIGHT

## Hiring Our Heroes

In 2024, we established a partnership with Hiring Our Heroes and their Corporate Fellowship program, which is a recruiting program designed to identify experienced, skilled, and committed military Veterans looking for new careers in the private sector. This new partnership adds to our seven-year collaboration with The Hire Purpose, which supports recruitment of transitioning service members, Veterans, and military spouses. As of year-end 2024, Veterans made up 5% of our total workforce. In early 2025, we hired a military program manager role aimed at further accelerating our hiring of Veterans.

## PEOPLE CONTINUED

### Learning and Development

Our learning and development efforts are closely aligned with our Company strategies to ensure our associates have the tools they need to succeed, while advancing Company success. Throughout 2024, our associates participated in nearly 70,000 unique professional development opportunities and completed more than 1 million hours of training. Key learning and development programs include:

- **Executive Edge:** This executive pipeline program, introduced in 2024, is designed to accelerate the growth and development of high-potential leaders. Targeting successors for our ELT, the program provides participants with personalized development plans informed by assessments, feedback, and coaching. Our first cohort completed the program in November 2024, with participants reporting strong satisfaction with the coaching and feedback they received.
- **Capstone Programs:** Programs like Market President and Aspire to Grow continued to provide high-potential associates with opportunities for targeted leadership development in 2024. The Area President Development series and Gateway to Leadership program also remained key components of our ongoing efforts to prepare our next generation of leaders.
- **Career Development Series:** Launched in 2023 and enhanced in 2024, this series offers regular, structured sessions aimed at helping associates at all levels grow their careers. With an average rating of 4.91 (out of 5) from over 3,000 participants, the program continues to be a valuable tool for personal and professional development.

In 2024, we also continued to offer a variety of other training initiatives:

- **Onboarding Programs:**
  - In 2024, we centralized onboarding for all associates to provide a more consistent and inclusive experience for new hires. The program includes a welcome from our CEO and an overview of our business strategy and key results, culture, Employee Business Resource Groups (EBRGs), benefits, and Company history. During the year, we welcomed more than 7,000 new hires to our Company and facilitated over 475 virtual new hire orientation sessions.
  - We introduced a new onboarding program for drivers and selectors, resulting in measurable improvements to retention, safety outcomes, and other metrics.
  - Our STEPS (Sales Training to Engage, Enable, Empower Professional Sellers) onboarding program for newly hired sellers and managers continued in 2024, using trainer-led and self-directed learning as well as work with mentors. In 2024, over 725 associates participated in our STEPS program.

- **Sales Leadership Workshops:** Designed for Regional and District Sales Managers and other key sales roles, these workshops provide targeted training on leadership, performance management, and team development. In 2024, we saw high levels of engagement among the approximately 140 participants, with an average Net Promoter Score of 94%.
- **Learning Partners Program:** Learning Partners is our formal mentoring program and is open to all associates. By pairing high-potential associates with senior leaders, we aim to foster deeper connections across the organization and provide valuable development opportunities for associates at all levels. In 2024, there were 67 mentoring pairings.



### SPOTLIGHT

## E-Cademy and LinkedIn Learning

Our E-Cademy platform continued to grow in 2024, with more than 1,700 associates embracing online learning opportunities to enhance their skills and knowledge. In 2024, associates viewed nearly 19,000 LinkedIn Learning courses and almost 70,000 course videos, totaling over 4,665 hours of viewed content.

## PEOPLE CONTINUED

# CULTURE AND ENGAGEMENT

**Rooted in our Cultural Belief of You Matter, we are committed to fostering a supportive culture where inclusion and engagement are at the forefront. We believe that true innovation and success happen when every voice is heard, and every perspective is valued. That’s why we invest in developing talent at all career levels, ensuring our associates feel valued and empowered to thrive. As part of our commitment, we strive to connect associates through robust programs and opportunities that build trust, belonging, and inclusive experiences; attract, hire, develop, and retain world-class talent, embracing the diversity of backgrounds, experiences, and perspectives within our workforce; and provide support to our broad range of customers, suppliers, and the communities we serve to make a meaningful difference.**

### Employee Business Resource Groups

In 2024, we transitioned our Employee Resource Groups to EBRGs to highlight their role in driving business success. Open to all associates, our EBRGs grew to over 3,000 members with positive impact to the business. Our EBRGs hosted personal and professional development events reaching over 7,500 associate participants in 2024.

#### Our EBRGs:



#### SPOTLIGHT

## HOLA Improves Product Information Translations

The HOLA (Hispanic Organization for Leadership Advancement) EBRG is enhancing the quality and accuracy of Spanish language product information on our MOXē® customer ordering platform.

In partnership with the MOXē® team, HOLA volunteers reviewed and validated AI-generated Spanish translations of more than 200 products, product details, and ingredients. Using a structured rubric, volunteers focused on accuracy, grammar, syntax, and product name consistency. Their efforts not only improved the quality of Spanish language

content in MOXē®, but also identified the most appropriate AI translation engine going forward and began training it for better future translations.

The HOLA EBRG members who volunteered their time and expertise supported our commitment to language access and convenience for our customers, as well as ongoing technology enhancements. Their contributions were formally recognized through our PROPS program.

*“Providing our Spanish-speaking customers with accurate product descriptions in Spanish is not only a convenience for them, but a differentiator for us. It’s one more way we work to recognize customer needs and make things easier for them.”*

**Yesenia Trevino**  
 Manager, IT Service  
 HOLA EBRG President  
 US Foods®

## PEOPLE CONTINUED

### Culture and Engagement Training

We are embedding Culture and Engagement into our overall Company training strategy, prioritizing integrated approaches that foster an inclusive culture. In 2024, we launched a five-month wraparound approach for training, combining team-building, skill-building, and follow-ups for sustained development. We also increased local facility engagement in heritage celebrations through Inclusive Workplace toolkits. Toolkits provide knowledge sharing, leader talking points, celebratory meal ideas, huddle conversation starters, and other ways of fostering engagement.



#### SPOTLIGHT

### Culture Activation

To enhance our reach to deskless associates, such as drivers and selectors, in 2024 we rolled out “Culture Bites” communications to all frontline associates. This program enables frontline leaders to host meaningful conversations about our culture and the role they play in delivering our results. In 2024, this helped to drive a 7-point one-year increase in a key item from our engagement survey:

*“I understand how my work contributes to the execution of our strategy and delivery of our Key Results.”*

### Associate Engagement Surveys

Our commitment to learning and development is not only about enhancing associate skills—it is also about fostering a culture of engagement, inclusion, and support. Our annual Associate Engagement Survey and regular pulse surveys provide valuable feedback that enables us to more deeply understand and enhance our associates’ experiences. In 2024, 71% of associates responded to these surveys, exceeding our goal for the third straight year.

The Engagement Index is our primary indicator of associate experience. It assesses favorable response rates based on whether an associate’s work provides a feeling of personal accomplishment, whether an associate plans to stay at US Foods® for at least the next 12 months, whether an associate would recommend US Foods® to a friend, and whether an associate is proud to work for US Foods®.

In 2024, we achieved an engagement score of 75%, meeting our internal goal. This reflects the outcomes of our ongoing efforts to create an inclusive environment where all associates feel valued. In particular, we saw improvements in engagement among our frontline associates, with driver engagement increasing by 4 percentage points and selector engagement rising by 3 percentage points. These gains were driven by a focus on leadership development, safety initiatives, and inclusion programs.

The Inclusion Index, also measured through our Engagement Survey, provides additional insights into our associate population by measuring perceptions of inclusion among different demographic groups. In 2024, our Inclusion Index increased slightly to 71%, exceeding the 69% external benchmark. This means that 71% of our associates perceive equal opportunity for people to have a successful career at US Foods®, regardless of their differences or backgrounds, and feel like valued members of the US Foods® team.

### Associate Benefits

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

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

## PEOPLE CONTINUED

# COMMUNITY GIVING AND VOLUNTEERING

As one of the nation’s largest food service companies, we have long been committed to making a positive difference in the communities we serve. An extension of our customer promise, our Helping Communities Make It program harnesses the power of food to empower communities in need with nourishment and opportunity across the Company’s three strategic community giving pillars: hunger relief, culinary education, and disaster relief.

In addition to our longstanding focus on product donations and associate volunteerism, in 2024 we again expanded our community involvement program with an increased strategic financial investment of nearly \$2 million. The additional dollars enabled new and innovative partnerships and initiatives as US Foods® associates continued their integral role in supporting our programming through year-round volunteer events. We are pleased to have driven even more meaningful community impact and reached new milestones in our community giving journey in 2024.

➔ Read more about the community impact of our strategic sourcing in Products>Supplier Network Development on page 23.

### Hunger Relief

We believe we can help eliminate hunger in our communities. As a leading food service distributor, we are uniquely positioned to help ensure food gets to the individuals who need it most.

# ~\$14.5 million

donated in cash, product, and volunteer time by US Foods® and our associates throughout 2024

# ~7 million

pounds of food and supplies donated, equal to

# ~6 million

meals or more than 260 truckloads of product

# ~180 million

pounds of product donated since 2007



## PEOPLE CONTINUED

In 2024, we deepened our commitment to hunger relief through both longstanding and new partnerships, including:

- Enhanced programming with long-standing partner Feeding America® to expand its innovative Direct to Neighbor locker project through a \$750,000 cash donation. Since 2007, we have donated more than \$170 million in food and supplies to Feeding America® network food banks
- A new \$250,000 partnership with Military Family Advisory Network to help fight food insecurity among active-duty military families

### SPOTLIGHT

## Piloting an Innovative Food Bank Service Model

In 2024, we began sponsoring Feeding America® groundbreaking Direct to Neighbor locker project, which launched at seven food banks to pilot a more dignified and flexible grocery pickup experience for food bank clients. Participating food banks are testing an innovative service model that allows community members in need of food bank services to place grocery orders online and pick them up at any time from designated lockers in their neighborhoods. Following the pilot, Feeding America® will work with participating food banks to develop a playbook for use by additional food banks across the Feeding America® network.

- Our first-ever signature partnership in our headquarters market supporting the Greater Chicago Food Depository® with \$250,000 for Veteran-specific hunger relief programming

Additionally, we supported broader hunger relief efforts in 2024 through a variety of associate giving and volunteer initiatives. Highlights included a week-long “Spring into Service” program in which associates participated in various company-sponsored community service events, a company-wide volunteer challenge for Hunger Action Month, and a month-long “Giving Gratitude” campaign that provided food to underserved communities during the holidays. Participation in these activities generated a total charitable value of nearly \$100,000 toward additional hunger relief efforts.



Finally, we once again teamed up with new US Foods® customers to donate \$100,000 to Giving Kitchen, a nonprofit that provides emergency assistance for food service workers through financial support and a network of community resources, and helped Giving Kitchen extend its reach to 49 states.

### SPOTLIGHT

## Addressing Food Insecurity among Military Families and Veterans

The latest survey by the Military Family Advisory Network (MFAN) revealed that as many as 41% of military families who moved within the last two years, along with more than 25% of active-duty military families, have experienced food insecurity. Collaborating with MFAN in 2024, we supported families facing food insecurity during permanent base relocations. Through the Pantry Restock Box Program, families moving to Fort Cavazos, Texas received a total of 1,800 grocery boxes alongside Instacart fresh food stipends for the first three months. US Foods® associates packed hundreds of pantry re-stock boxes as part of the project. This pilot program has already benefited many families and is set to expand to an additional military base in 2025.

## PEOPLE CONTINUED

### Culinary Education

As part of our ongoing commitment to culinary education and to empower the next generation of culinary talent, in 2024 we awarded \$360,000 in scholarships to 18 students pursuing degrees in culinary arts, baking and pastry, chef training, and business management through the [US Foods® Scholars](#) program. This signature program expanded nationwide for the first time in 2024, inviting students to apply for scholarships of \$20,000 each to attend the culinary or hospitality program of their choosing.

Since the program's inception in 2017, we have awarded over \$2 million in scholarships, benefiting more than 100 culinary students and fueling the talent pipeline of our customers. Additionally, engaging Scholars in US Foods® events in key markets connected them with industry professionals, providing additional insights and networking opportunities.

### Disaster Relief

We believe we can enable communities to recover faster. Our commitment to disaster relief through the American Red Cross continued in 2024 with significant enhancements to our giving. We became a formal Annual Disaster Responder Program partner with a donation of \$250,000 to support the Red Cross in their efforts to quickly mobilize resources before disaster strikes. These contributions were critical during 2024's unprecedented back-to-back hurricanes, Helene and Milton.

In total, we contributed \$300,000 toward disaster relief efforts in 2024, along with thousands of cases of product donations and emergency logistics help to support local communities in Florida, Georgia, and the Carolinas.

➔ [Read more about US Foods® giving initiatives on our website at Community.](#)

### Associate Giving, Volunteering, and Grants

At the heart of our community strategy is a commitment to empowering our associates to make a difference. In 2024, we adopted a new platform designed to enhance associate volunteerism by making it easier to organize events, log volunteer hours, and track fundraising efforts. Launched during our 2024 Spring into Service campaign, this platform has since driven engagement across all levels of the Company, particularly among frontline associates. Participation nearly doubled within months of the platform's rollout, and innovative micro-action campaigns—such as our National Safety Month initiative—further encouraged associates to take meaningful actions at work and at home.

To bolster community engagement at the local level, we also launched the Associate Engagement Grants program. These grants provide funding and toolkits to help field teams host volunteer events tailored to their communities, fostering a sense of unity and purpose among associates. Feedback has been positive, with teams embracing the opportunity to bring important volunteer activities to their local markets.

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~ **\$290,000**

of volunteer time donated by our associates since 2018

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**50+**

food banks supported through donations and associate volunteerism in 2024

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# PLANET



# PLANET

We are committed to measuring, monitoring, and minimizing our environmental impact. We are taking action to respond to climate change by working to increase the efficiency of our fleet and facilities, and engaging with our supply chain to help support broader change.

Reducing greenhouse gas (GHG) emissions in our own operations and our supply chain remains our top environmental priority, with progress largely driven by initiatives in our fleet and facilities. The use of alternative fuel and electric vehicles, routing optimization, solar array installations, energy-efficient equipment and technologies, and lower global warming potential refrigerants all contribute to a smaller environmental footprint. We also aim to use water efficiently and minimize waste in our facilities.

## ENVIRONMENTAL MANAGEMENT

Day-to-day oversight of our environmental programs and initiatives is shared across numerous functions, sponsored at the executive level by our Chief Supply Chain Officer with ultimate oversight by the Nominating and Corporate Governance Committee of our Board of Directors. Our Chief Financial Officer (CFO) has responsibility for corporate finance and accounting functions, including managing budgets related to climate mitigation activities. Our CFO and Chief Supply Chain Officer also have responsibility for specific sustainability initiatives related to the Company's science-based GHG emissions reduction targets, and our Chief Supply Chain Officer acts as Executive Sponsor of our Planet-related initiatives.

Senior managers with expertise in our transportation and logistics—including our dedicated Fleet Sustainability team and Senior Vice President of Transportation and Logistics, as well as associates in our distribution centers and other facilities—supply chain, category management, and other functions, all contribute to setting our environmental goals, and developing and executing on strategy.



## PLANET CONTINUED

# APPROACH TO CLIMATE CHANGE

**We recognize our responsibility to address our contribution to climate change and that climate-related risks may impact aspects of our business. We assess risks related to climate change primarily through our Enterprise Risk Management (ERM) process, as well as within the Company's overall sustainability approach, and measure our GHG emissions annually, inclusive of our value chain.**

### Climate Risk Management

The effects of climate change could create financial and operational risks to aspects of our business, both directly and indirectly.

#### Climate Risk Management Oversight

The Audit Committee of our Board of Directors assists the Board in its oversight of risk management policies and procedures, and oversees the process by which Company management assesses and manages exposure to risk, as well as the steps taken to monitor, address, and mitigate such exposures.

Potential climate-related risks are primarily assessed and managed through our ERM process, which identifies, assesses, prioritizes, mitigates, and monitors our top enterprise-wide risks, including environmental risks. Risks raised through our ERM process are regularly reviewed by our leadership team across the organization. Considering such risks is part of our operating and investment decision-making process in all aspects of our business. In addition, our Regulatory Environment Risk program provides the framework, processes, and resources for monitoring potential climate-related legislation and ensuring compliance. Our subject matter experts with responsibility for environmental priorities also identify, manage, and mitigate environmental risks and impacts, as well as opportunities, through our overall sustainability approach.

### Potential Risks

Some of our facilities, as well as certain customers and suppliers, are in areas that could be subject to extreme weather conditions that could interrupt our operations, disrupt infrastructure, impede access to customer facilities, reduce the number of consumers who visit our customers' facilities, disrupt supplier operations, or increase supplier product costs, all of which could adversely affect our business. Although we continue electrifying our vehicle fleet, we are exposed to fluctuations in the price and availability of diesel fuel due to weather conditions. Likewise, we closely monitor the increased focus by regulatory and legislative bodies toward policies relating to climate change, including GHG emissions and energy usage, which could affect our business through increased compliance requirements or higher distribution and supply chain costs.

➔ **Read more about climate-related risks in our [2024 Form 10-K](#).**

### Risk Mitigation

Beyond our efforts to reduce our GHG emissions and environmental footprint in our fleet, facilities, and supply chain, we have also developed contingency plans to address weather-related risks so we can continue serving our customers. Our Business Continuity team manages a command center to oversee advanced preparation strategies for mitigating the impact of extreme weather events on our business. The center monitors imminent weather events on a daily basis and when needed, assembles a cross-departmental crisis management team to work directly with regional operations and teams in affected areas to carry out protocols in our business continuity and crisis management playbooks. These include leveraging technologies and processes put in place to minimize weather-related critical service interruptions.

Our operating model allows us to leverage our nationwide scale and footprint while executing locally, so we can continue to operate efficiently and deliver high levels of customer service in the face of risks—mitigating their impact on our operations, our associates, and our customers, and enabling business continuity.

➔ **Read more about our efforts to reduce emissions in our fleet and facilities in [Planet>Our Operations on page 41](#), and how we are addressing environmental impacts in our supply chain in [Planet>Our Supply Chain on page 46](#).**



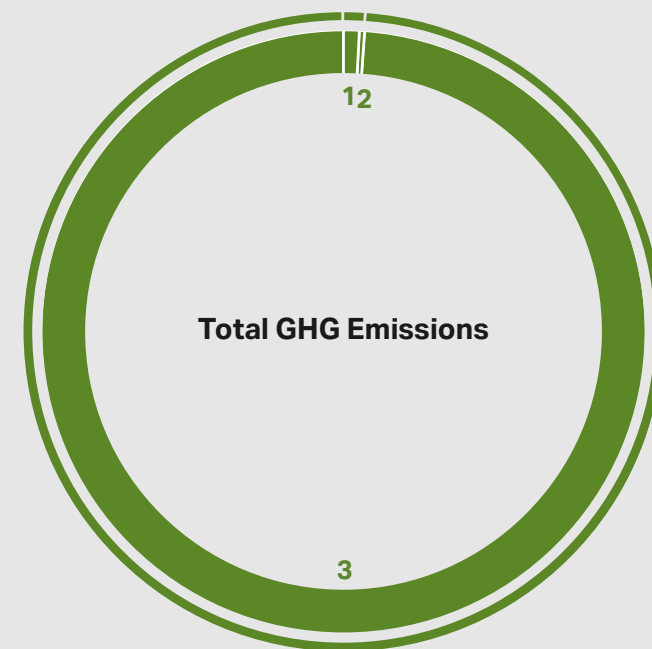
## PLANET CONTINUED

### Greenhouse Gas Emissions Footprint

We measure and report our Scopes 1, 2, and 3 GHG emissions annually. Of our total Scopes 1 and 2 emissions—those direct GHG emissions from sources we own or control and the indirect GHG emissions from energy we purchase, respectively—the largest portion of GHG emissions comes from the fuel used in our fleet of over 6,500 trucks, used to serve 250,000 customer locations nationwide. The next largest contributors are emissions associated with our electricity use and fugitive emissions from refrigerants.

Our Scope 3 emissions—those indirectly affected by US Foods®, such as from our supply chain purchases and upstream transportation—make up nearly 99% of all GHG emissions associated with US Foods®. Within Scope 3, the vast majority (nearly 96%) of emissions relate to our purchased goods and services (PG&S).

### Our GHG Emissions Footprint



#### Total GHG Emissions

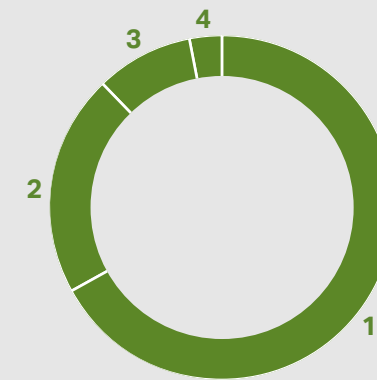
- 1. **Scope 1 (FY 2024):** 548,837 MT CO<sub>2</sub>e (1%)
- 2. **Scope 2 (FY 2024):** 148,511 MT CO<sub>2</sub>e (<1%)\*
- 3. **Scope 3 (FY 2023):** 52,364,346 MT CO<sub>2</sub>e (99%)

\* Scope 2 emissions figure is location-based. Market-based Scope 2 emissions in FY 2024 were 161,091 MT CO<sub>2</sub>e.

#### Our Operations

##### Scopes 1+2 Emissions

- 1. **Motor Diesel:** 67%
- 2. **Electricity:** 21%
- 3. **Refrigerants:** 9%
- 4. **Other:** 3%



#### Our Supply Chain\*\*

##### Scope 3 Emissions

- 1. **Purchased Goods and Services:** 96%
- 2. **End of Life Treatment of Sold Products:** 2%
- 3. **Processing of Sold Products:** 1%
- 4. **Fuel- & Energy-related Activities:** <1%
- 5. **Upstream Transportation and Distribution:** <1%
- 6. **Other:** <1%



\*\* Scope 3 categories 8, 9, 11, 13, and 14 are not relevant to US Foods®.

## PLANET CONTINUED

### Our Science-based Targets

To address climate change and our Company GHG emissions footprint, we have set the following targets, both approved by the Science Based Targets initiative (SBTi):

- We commit to reduce absolute Scopes 1 and 2 GHG emissions by 32.5% by 2032 from a 2019 base year
- We also commit that 67% of suppliers (by emissions) covering purchased goods and services, have science-based targets by 2027

### Decarbonization Strategy

As we continue to work to reduce the GHG emissions associated with our operations and supply chain, we are focused first and foremost on controlling our controllables. This means reducing our Scopes 1 and 2 emissions through a range of projects designed to improve efficiency in our fleet and facilities.

Decarbonizing our operations in line with our 2032 target to reduce Scopes 1 and 2 emissions by 32.5% compared to 2019 requires thoughtful planning and investment at both the enterprise and facility levels and deployment of a combination of levers phased in at different times to achieve GHG emissions reductions.

Our enterprise-wide decarbonization roadmap, refreshed in 2024 to account for changes in the industry, guides our progress to 2032, with specific charters for our fleet and facilities. Because the cost of decarbonization options can vary by state and location, we have analyzed them to determine the best locations and timing for implementation and to understand the risks and success factors of each. This actionable roadmap includes both company-wide and facility-level initiatives, supported by

a careful balance of decarbonization targets and priorities, costs, and scheduling.

Passive levers, such as the continued decarbonization of the U.S. electric grid, will help support our decarbonization progress, albeit slowly. While we are optimistic about the results we can achieve by implementing our comprehensive decarbonization plan, we are also realistic about the challenges that lie ahead for our industry and will remain flexible in our approach to take advantage of evolving business opportunities.

### Fleet Decarbonization

Reducing GHG emissions from our fleet could include a combination of alternative fuels as well as EVs. In step with the continued evolution of fleet technology, we are already using a variety of alternative fuels, including investing in compressed natural gas (CNG), renewable natural gas (RNG), and renewable diesel (RD), and we continue to assess the availability and affordability of these fuels to consider their expanded use.

We also continue to strategically install charging infrastructure at our facilities to prepare more of our sites for electrification, looking to optimize available grants and incentives, and identifying the most appropriate US Foods® sites for fleet decarbonization initiatives.

- ➔ **Read more about our fleet sustainability initiatives in Planet>Our Fleet on page 41.**

### Facility Decarbonization

In our facilities, energy efficiency, including the use of LED lighting, helps us achieve some GHG emissions reductions while work continues to expand the use of electric and alternative fuel vehicles in our fleet. We also anticipate using a combination of on-site and off-site solar through Power Purchase Agreements (PPAs) and virtual PPAs (vPPAs), and prioritizing renewable energy procurement based on operational needs, emissions, and cost savings.

- ➔ **Read more about our facilities initiatives in Planet>Our Facilities on page 44.**

### Supply Chain Decarbonization

Reducing Scope 3 GHG emissions associated with our supply chain is challenging since these emissions are within our sphere of influence, but outside our direct control. We continue to focus on engaging with key suppliers, and in 2024, continued using our Supplier Sustainability Survey and focused interactions with suppliers to better understand their environmental goals and priorities. Our efforts also extend to innovative product categories like our Serve Good® Climate-Conscious Exclusive Brands portfolio, which focuses on products that help to address GHG emissions.

- ➔ **Read more about our supplier engagement on environmental topics in Planet>Our Supply Chain on page 46.**
- ➔ **Read more about our Serve Good® Climate-Conscious product category in Products>Serve Good® Climate-Conscious on page 20.**

### 2024 Progress on Emissions Reductions

# 16%

**absolute reduction in Scopes 1 and 2 GHG emissions since 2019**

# 14%

**reduction in emissions intensity across the business since 2019**

(measured as MT CO<sub>2</sub>e per case delivered)

# 23%

**of our suppliers (by emissions) had science-based targets**

(in 2023, the latest year for which data is available)

From 2023 to 2024, our absolute Scopes 1 and 2 GHG emissions decreased by 11%, primarily attributable to a significant decrease in fugitive emissions from high global warming potential refrigerants, and in particular mobile refrigerants, as well as emissions reductions associated with less fossil fuel motor diesel use and decarbonization of the U.S. grid.

## PLANET CONTINUED

### OUR OPERATIONS

**To help reduce our GHG emissions footprint, we continue to improve our transportation efficiency and reduce the environmental impacts of our fleet and facilities through programs that are both business-positive and sustainable. For our fleet, these include optimizing routing to decrease fleet miles driven, enhancing fleet technology to embrace energy-efficient equipment advancements as they become available, and transitioning to alternative fuel sources, including electric vehicles. At our facilities, we are reducing energy use, transitioning to renewable resources, and implementing more efficient equipment. Through these efforts, we strive to continue to improve the efficiency of our fleet and facilities.**

Intensity Metrics Compared to 2019*	2022	2023	2024
Fuel intensity	-4%	-6%	-6%
Energy intensity	+2%	-3%	-1%

\* Across the business since 2019.

#### Our Fleet

We aim to continuously improve transportation efficiency and reduce the environmental impacts associated with our fleet through programs that deliver both short- and long-term business benefits.

We leverage opportunities to optimize routing, enhance fleet technology, and adopt alternative fuel sources and vehicles, including electric vehicles. Since 2022, we have reduced our total miles driven by more than 4.4 million, or 2.2%, despite a 5.4% growth in cases delivered over the same period.

**6%**

reduction in gallons of fuel used per case delivered since 2019

#### Alternative Fuels

Adopting alternative fuel sources and vehicles represents a significant opportunity to reduce Scope 1 GHG emissions and decarbonize our fleet operations. We have incorporated a variety of alternative fuel initiatives into our fleet, including investing in CNG, RNG, and RD fuel, as well as replacing some of our fleet with electric vehicles.

We continue to grow our number of CNG vehicles to decrease our reliance on traditional diesel. These vehicles help reduce truck emissions and overall fuel costs, and the new CNG engines are Environmental Protection Agency (EPA)-certified to produce 90% lower smog-forming oxides of nitrogen (NOx) emissions than current standards.\* Our CNG fleet totals 90 CNG trucks. We have also converted CNG tractors to use RNG fuel at two of our existing sites. Unlike CNG, RNG fuel is a carbon-neutral biogas produced from the decomposition of organic matter.

\* Certified by Cummins: The B6.7N, L9N, ISX12N have been EPA/CARB-certified to 0.02 gm NOx, which is 90% below the EPA 0.2 gm regulation.

We are an early adopter of RD fuel use within the food service industry, having converted to RD at 100% of our diesel fueling facilities in California. Because RD fuel is a lower emitting alternative to traditional diesel, with a 65%+ lower carbon intensity rating, its use supports our continued Scope 1 GHG emission reductions.\*

\* Based on California Air Resources Board's life cycle analysis of carbon intensities using the CA-GREET model.

**7%**

total fleet fuel was from renewable sources in 2024

## PLANET CONTINUED

### Fleet Electrification

A holistic strategy that implements efficiency and emissions reduction strategies in both our fleet and our facilities is essential. For instance, adopting more electric and alternative fuel vehicles calls for a commensurate focus on building out the necessary charging, fueling, and electricity storage infrastructure at our facilities. Our electric vehicles must have access to a sufficient energy supply, so as we continue electrifying our fleet, we are concurrently working to provide resilience in our operations and avoid burdening the national electricity grid. Our fleet and facilities teams regularly collaborate on projects that combine electric and alternative fuel vehicles with the requisite solar, battery storage, charging stations, and fueling stations. They also work together to identify synergies that help both our fleet and facilities become more efficient.

In 2024, we added 47 electric vehicles to our fleet for a total of 87 electric vehicles in service at the end of the year, including electric tractors, straight trucks, yard tractors, trailers, and vans. During the year, our electric trucks covered over 670,000 miles, more than twice the number of electric vehicle miles in 2023, to continued positive feedback from our drivers.

To support fleet electrification, we have installed 65 fast-charging stations at eight different US Foods® locations. This important step allows us to continue expanding our electric vehicle network, and we continue to strategically install charging infrastructure at our facilities to prepare more of our sites for electric vehicles.

In addition to reducing our GHG emissions footprint, our zero-emission battery-electric trucks help to reduce harmful fine particulate matter (PM2.5) and NOx emissions.

### SPOTLIGHT

## Fully Electric Refrigerated Trucks

In 2024, US Foods® purchased three fully refrigerated straight trucks featuring electric transport refrigeration units, among the first in both the food service industry and transportation industry. Unlike traditional refrigerated trucks, these state-of-the-art refrigerated trucks can keep our products at the required temperatures—frozen, refrigerated, and ambient—all in one delivery and without relying on diesel fuel. The trucks have been added to our fleet in La Mirada and Corona, California, where they not only reduce fleet GHG emissions, but also require fewer repairs and lower maintenance costs.

### Strategies to Address Electrification Challenges

Despite our progress to date, we continue to face challenges to electrifying our fleet, especially cost. We closely monitor funding support opportunities, such as grants and incentives, working with officials in various jurisdictions to advance our electrification program while managing project costs.

In addition, the extended time required to develop charging infrastructure, secure the necessary equipment, increase grid capacity, and improve range capabilities affects our ability to add more electric vehicles to our fleet. Limited public charging availability further constrains deployment, particularly for vehicles operating beyond depot charging locations. In addition, local power utilities may restrict the time of day when vehicles can be charged, a challenge we are addressing through on-site battery storage and ongoing collaboration with utilities to navigate capacity constraints. We remain engaged with several vehicle suppliers so we have early access to information about forthcoming electric vehicles, as well as opportunities to explore emerging clean vehicle technologies.

➔ **Read more about our solar installations and vehicle rapid charging stations in Planet>Our Facilities on page 44.**

### SPOTLIGHT

## Electric Vehicles, Charging, and Utility Collaboration

Our distribution center in Livermore, California is well-equipped to support fleet electrification and is home to 19 electric vehicles. The facility already has 7 electric vehicle charging stations, with an additional 13 charging stations and battery storage planned for later in 2025 to support our growing electric fleet. We have addressed previous electric utility limitations by partnering with the utility on an innovative “Flex Connect” program that allows for 24-hour power availability. Adding battery storage and solar will provide even more flexibility to optimize charging and reduce costs. Together, the electric fleet and complementary charging infrastructure make our Livermore facility a model for other sites in our distribution network.

*“The Livermore facility is a key example of how strategic infrastructure investments can help overcome electrification challenges. By adding battery storage and solar, and securing 24-hour power availability, we’re creating a more resilient and cost-effective charging network to support fleet operations.”*

### Ken Marko

Senior Manager, Fleet Sustainability  
US Foods®

## PLANET CONTINUED

### Refrigeration in Our Fleet

Refrigerants are used in our trucks to ensure our products stay at the required safe temperatures for transporting food products. These refrigerants have the potential to contribute to our GHG emission footprint as fugitive emissions if they are leaked from refrigeration units. Our main supplier of mobile refrigeration units has converted to a refrigerant with a lower global warming potential, which we receive as we purchase new units. We have business processes in place to receive and maintain these systems, while also prioritizing mobile refrigerant accounting processes so we can better track their contributions to our GHG emissions footprint.

### Route Optimization

Again in 2024, we increased cases delivered to customers by approximately 10.1 million while achieving our highest-ever rate of cases delivered per mile, a testament to our ongoing efforts to deliver cases more efficiently. Throughout the year, we continued decreasing our miles driven by optimizing truck routing and rightsizing our vehicles by route type to save fuel and decrease emissions.

In 2024, we deployed Descartes Route Planner in 22 of our markets, with full rollout expected by the end of 2025. Through this and other routing initiatives, we maximize fleet efficiency using an enterprise-wide approach to better align our customers and routes, resulting in reduced miles and improved customer service.

Additionally, our Transportation Logistics team aligns inbound and outbound logistics so that our trucks go out full and return full wherever possible. This approach combines technology enhancements with improved processes to connect operations, sellers, and customers, leading to fewer miles traveled, which could in turn lead to lower distribution and other administrative costs.

**2%**  
reduction in miles driven since 2022\*

**1.2 million**  
fewer miles driven than 2023

\* In markets where there is a like-for-like comparison and no significant operational changes took place during the year.

### Vehicle Enhancements

We monitor market opportunities to enhance our vehicle performance and improve fuel efficiency, whether by leveraging technologies like real-time engine performance monitoring or new fuel-economy reporting systems. In 2024, we continued investing in more fuel-efficient powertrains for diesel tractors, sourcing 100 of them during the year for use at multiple locations.

We also continue to prioritize new vehicle models with an aerodynamic design for better fuel efficiency and engines that run at a lower RPM to reduce emissions. In addition, these new vehicles include state-of-the-art diagnostics that connect to the engine and monitor its performance in real time, as well as onboard computer monitoring systems that are used to report fuel economy and idle time. We also use telematics technology to reduce pre-cooling times and fuel usage through temperature zone improvements for refrigerated trailers.

### SPOTLIGHT

## Fuel and Cost Savings with Precool Adjustments

Most US Foods® trailers are set up with two zones—one refrigerated and one frozen—that must be pre-cooled before product is loaded. In 2024, we developed improved operational processes to reduce the time needed to reach the required temperatures, saving more than 496,000 gallons of diesel fuel.\*

\* Compared to 2022.

### Clean Industry Initiatives

We remain an active member of the ACT Fleet Forum, which convenes the industry's leading fleet operators to share insights into the ever-evolving field of clean commercial transportation, with a focus on emerging technologies, implementation strategies, and best practices. In 2024, we hosted an event through the ACT Fleet Forum where we showcased our La Mirada facility, which has our first full deployment of electric vehicles at scale, along with fast-charging stations.

We also engage with other coalitions, such as the Electrical Power Research Institute, Technology and Maintenance Council, North American Council for Freight Efficiency, and the Environmental Defense Fund to help advance fleet industry sustainability and our own fleet initiatives.\*

\* US Foods® participates in trade associations for education, research, and networking purposes. The Company's participation contributes to the funding of these organizations in the form of membership dues, fees for conferences or other educational programming, and/or subscriptions. To our knowledge, the Company has not been actively involved with any of these organizations' efforts to influence policy, law, or regulations that may impact the climate, if any.

## PLANET CONTINUED

### Our Facilities

**In our facilities, an array of programs supports our business while reducing energy use, transitioning to renewable resources, and adopting more efficient equipment and technologies.**

# 1%

reduction in purchased electricity used per case delivered since 2019

### Solar Installations

Our renewable energy investments include solar installations at our facilities. We have active solar arrays at our Manassas, Virginia and Livermore, California locations, and installations and battery storage projects underway at eight additional distribution facilities. We are also replacing existing solar arrays at some of our facilities with larger and more efficient installations and adding battery storage as part of these projects. Beginning in 2024, we are retaining the renewable energy credits associated with our solar installations and expect this will make a meaningful contribution to our Scope 2 emissions reductions.

# 3.3 million

kilowatt hours of renewable energy generated by solar projects in 2024\*

\* Of the total renewable energy generated by solar projects in 2024, US Foods® retained the renewable energy credits for 1.4 million kilowatt hours.

### Solutions to Solar Project Challenges

Challenges to solar projects continue across the country with respect to permitting, approvals, local regulatory environments, and the cost of utility rates and demand charges. Additionally, in some instances our solar arrays have no battery storage due in part to the economics of utility rates and demand charges, potentially impacting our ability to charge electric vehicles where permissible charging hours are constrained. To help address these challenges, we engage proactively with key utilities.

### Refrigeration in Our Facilities

Making sure our facilities' refrigeration systems operate efficiently plays a central role in managing our overall energy consumption and our GHG emissions. As of the end of 2024, we have transitioned 42 of our facilities to energy-efficient and lower global warming potential refrigeration systems, in addition to component and partial equipment replacements.

As we expand and update our existing buildings, we leverage opportunities to replace r22 Freon-based refrigeration systems with non- and lower-ozone-depleting substances, including ammonia, executing

on our five-year strategy to eliminate r22-based systems from our portfolio by 2029. In turn, this lowers GHG emissions and protects business continuity as r22 Freon is phased out of the market. However, because many of our warehouses have a centralized refrigeration system, changing refrigerants and equipment is a complex undertaking. We consider local conditions when selecting the most appropriate technology for our sites. For example, in Sacramento where water resources are constrained, instead of using an ammonia-based system, which requires high water use, we installed an air-cooled system to save water.

### Energy Efficiency

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

With a long-time lighting supplier, we have begun exploring innovative solutions to lease LED lighting retrofits, which avoids large capital investments while providing us with favorable purchase options in later years. In reviewing potential projects, we have prioritized those where the energy and cost savings exceed the lease cost.

Another aspect of our ongoing commitment to energy efficiency comes to life in our six facilities that have achieved, or will achieve by the end of 2025, Leadership

in Energy and Environmental Design (LEED) certification at the Silver level for Building Design and Construction.

### Real-Time Energy Use Monitoring

We partner with Cascade Energy to track electricity use in our facilities through real-time monitoring. By monitoring monthly usage reports, we can see which facilities are achieving their internal energy consumption targets and which need improvement, considering factors such as weather, volume of product handled at the facility, and expected usage for that building. Any facilities falling short of their targets participate in an investigation to identify and remedy issues. This hands-on approach helps us conserve energy and save money over time. Since 2015, this approach has resulted in reducing energy usage by 19%, equating to about \$44 million in cost savings at the meter. It also enables us to:

- **Create predictive facility-level energy models**—including better understanding of cold storage energy usage based on anticipated weather conditions—and assess energy performance and potential savings
- **Develop energy standard operating conditions documents** in which the key operating set points for critical systems, such as refrigeration and lighting, have been specified to maintain energy savings over time
- **Provide engineering and root-cause identification support** to underperforming divisions, which can help to recover savings
- **Provide field teams with energy efficiency training and participation in facility tune-ups**, which gives them opportunities to optimize refrigeration systems and operations, while identifying future energy efficiency projects

## PLANET CONTINUED

### WASTE AND WATER

#### Waste Diversion

**In 2024, we began piloting a new recycling program at our facility in Fairburn, Georgia, partnering with a third-party recycling provider to assess expanding our waste diversion efforts and implementing centralized waste reporting. The pilot, which focused on recycling corrugated cardboard and LDPE film, demonstrated good return on investment. Based on the positive results at pilot scale, we are considering our path forward for further implementation in 2025. Additionally in 2025, our contracted waste hauler will conduct assessments at several of our facilities to identify recycling and diversion opportunities that could maximize landfill diversion.**

To further reduce food waste, we work with Feeding America® and other organizations to donate edible product, converting excess food into assistance for Americans in need and donating more than 260 truckloads of product in 2024. To support our customers' own waste management initiatives, in 2024 we distributed more than 3 million cases of Serve Good® responsible disposable products.

- ➔ **Read more about our partnership with Feeding America® in People>Community Giving and Volunteering on page 33.**
- ➔ **Read more about our Serve Good® Responsible Disposables product category in Products>Serve Good® Responsible Disposables on page 20.**



#### Water Management

Although our water consumption is relatively limited—with water primarily used for refrigeration cooling cycles, vehicle washing, and sanitization in our Stock Yards® meat processing facilities—we aim for water efficiency and conservation. This starts with tracking and monitoring water use across all US Foods® locations.

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

#### SPOTLIGHT

### Customer Waste Management Support

We work with [Leanpath](#), a food waste software provider, on operator solutions for food waste, including tracking and measuring kitchen food waste, generating food waste prevention actions, and alerting chefs of high-priority food items being wasted. The Leanpath business tool can help customers reduce kitchen food waste by as much as 50%. Through a series of Chefs' Roundtable webinars, US Foods® and Leanpath chefs cover various strategies to minimize operational waste. For example, our 2024 Plate Waste Reduction Strategies webinar offered tips for waste-aware menu engineering, diner messaging, operational changes, and technology applications to help kitchens reduce avoidable waste, while a Carbon-Conscious Kitchen webinar covered menu development, sourcing, and food waste management strategies to reduce an operation's carbon footprint.

## PLANET CONTINUED

### OUR SUPPLY CHAIN

We are committed to working with our suppliers to reduce our collective environmental impact, as well as creating environmental awareness within our supply chain and in our industry. Our key priorities are reducing GHG emissions and working to reduce the risk of deforestation in our supply chain.

#### Scope 3 Greenhouse Gas Emissions

As the largest portion of our overall GHG emissions footprint, reducing Scope 3 emissions is one of our key focus areas. Because we do not have direct control over these emissions, we prioritize engagement with our suppliers. This is why we set a goal for 67% of our suppliers, by emissions, to have science-based targets by 2027. Through this target, we are establishing a clear direction and communicating our ambition to our supply chain. In 2023, we updated our Supplier Code of Conduct to clarify the GHG emissions expectations for all of our suppliers, including that suppliers calculate, at a minimum, their Scopes 1 and 2 GHG emissions using a credible and recognized accounting standard such as the GHG Protocol.

➔ Read more about our Supplier Code of Conduct and our expectations of suppliers in Products>Responsible Sourcing on page 12.

#### Our Scope 3 Emissions Footprint

We estimate our Scope 3 emissions using a hybrid calculation approach. Where available, we collect primary activity data and then calculate the remaining Scope 3 categories based on spend data. In 2024, 94% of our inventory was based on primary data for all major categories, rather than a spend-based estimate. While this updated approach resulted in year-over-year emission changes to individual Scope 3 categories, total Scope 3 emissions for 2023—the most recent year available—remained consistent, showing only a 4% increase from the previous year and a 1% year-over-year increase in GHG emissions from purchased goods and services. We attribute this increase to improvements in our data collection approach, calculation methodology, and data quality, as well as an increase in protein product volume over our baseline year.

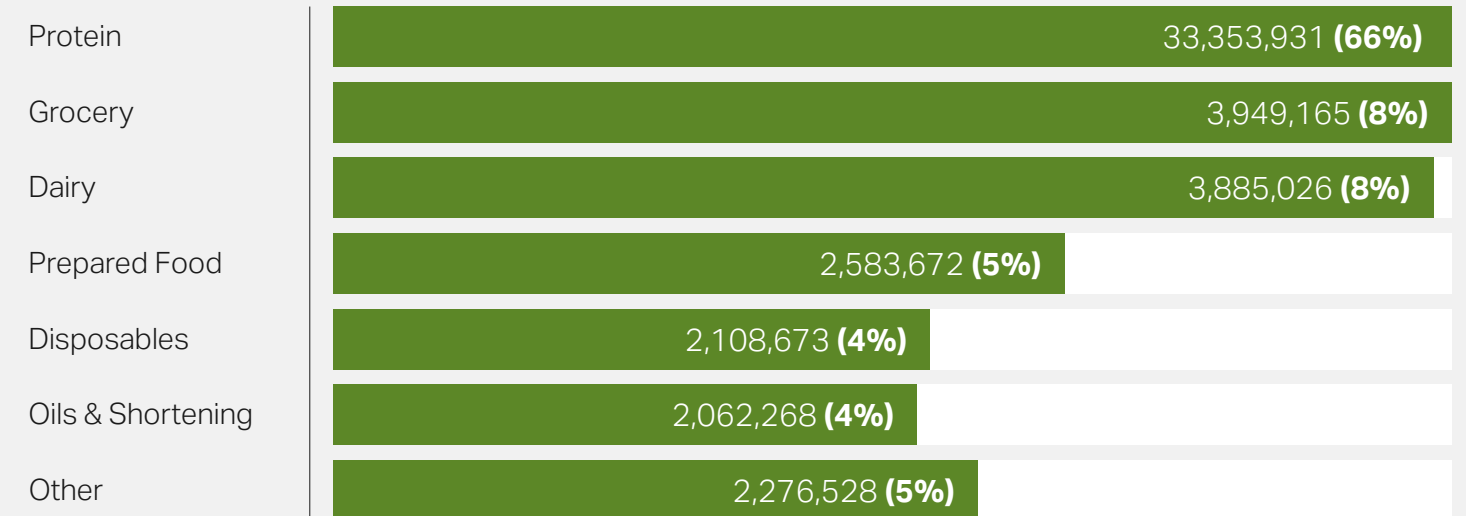
Also in 2024, we separated emissions associated specifically with Forest, Land, and Agriculture (FLAG), further aligning our Scope 3 emissions work with industry best practices and providing a more nuanced understanding of emissions sources within our supply chain. Notably, 84% of the emissions from our purchased goods and services stem from FLAG-related activities occurring up to the farm gate. And 64% of our total Scope 3 emissions are from the production of proteins such as beef, poultry, and pork.

# 23%

of our suppliers, by emissions, had science-based targets, a six-percentage point increase from 2022\*

\* As of the end of 2023 and compared to our 2019 baseline.

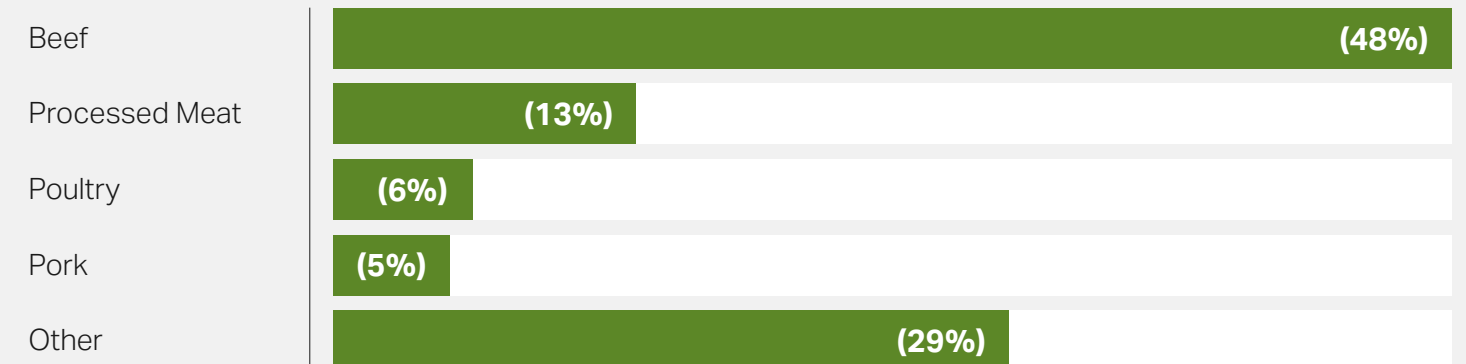
#### 2023 Scope 3 PG&S Emissions Breakdown (MT CO<sub>2</sub>e)



#### 2023 PG&S Scope 3 FLAG and non-FLAG Emissions Breakdown (%)



#### 2023 PG&S FLAG Emissions Breakdown (%)\*



\* Not all totals equal 100% due to rounding.

## PLANET CONTINUED

### Our Approach to Addressing Scope 3 Emissions

Based on our Scope 3 footprint analysis, including of FLAG emissions, we are focusing on major product categories contributing to our Scope 3 emissions, and specifically on proteins. Having identified top-emitting suppliers, we prioritize direct outreach and engagement. We collaborate across the US Foods® Category Management and Replenishment teams—our primary supplier relationship owners—to explain our Scope 3 target and to help assess the current status of suppliers' target-setting and sustainability initiatives. We do this via survey and, as needed, in person or virtually. This direct outreach has raised awareness with suppliers about our GHG emissions reduction targets and has prompted additional dialogue with select suppliers about environmental performance and sustainable product opportunities.

➔ **Read more about our Supplier Sustainability Survey in Planet>Supplier Sustainability Survey on page 48.**

Managing Scope 3 GHG emissions is a complex undertaking. With over 6,500 suppliers across numerous product categories, our supply chain is vast, diverse, and interconnected, making it a challenge to pinpoint and track the largest emissions sources and opportunities for improvement among our suppliers. We are focused on improving our Scope 3 inventory and continuing our engagement with the right suppliers to help drive emissions reductions across the value chain.

### Reducing the Risk of Deforestation

As part of our ongoing journey to reduce the environmental footprint of our supply chain, we have undertaken a multi-year initiative to identify, quantify, and mitigate the environmental and social risks associated with certain commodities known to negatively affect the world's forests and some communities, including palm oil, coffee, soy, and others.\* This important program not only has implications for forests, but also for biodiversity, indigenous people's rights, and other concerns.

\* In the "Reducing the Risk of Deforestation" section of this Report, references to "palm oil" include crude palm oil and palm kernel oil, and palm oil derivatives.

In 2024, we expanded on our initial deforestation and land conversion assessment from the previous year, which identified palm oil, soy, and dairy as our top potential risks of deforestation and land conversion, by engaging with key suppliers of Exclusive Brands products containing palm oil and by beginning to develop and update policies to guide our deforestation risk management strategies.

➔ **Read more about the results of our initial Exclusive Brands deforestation and land conversion risk assessment on pages 18 and 58 of our 2023 Sustainability Report.**

### Exclusive Brands Palm Oil Supply Chain Mapping

In 2023, we completed our first-ever third-party-led assessment of the deforestation and land conversion risks in our Exclusive Brands products supply chain, which underscored palm oil from specific regions as our highest potential risk. As such, being able to trace palm oil back to its origins and verify that it comes from responsibly managed sources is essential to our commitment to reducing the risk of deforestation in our supply chain.

In 2024, we completed supply chain mapping for palm oil used in our Exclusive Brands products to the mill level, and we increased our engagement with key palm oil suppliers representing over 90% of the palm oil used in our Exclusive Brands products. Notably, we were able to achieve mill-level traceability for 96% of our total Exclusive Brands palm oil volume, allowing us to identify recommended actions to mitigate risk—beyond our current commitment that 100% of Exclusive Brands palm oil be certified, at minimum, RSPO Mass Balance. Additionally, of the suppliers we engaged with, 92% (by volume) stated having no-deforestation policies in place.

➔ **Read more about our responsible palm oil sourcing in Products>Responsible Palm Oil on page 13.**

## PLANET CONTINUED

Moving forward, we are focused on completing supply chain mapping for our other high-risk commodities, as well as establishing the necessary structures and processes to conduct similar assessments in the future. Together, these steps are building a playbook we can deploy on an ongoing basis to mitigate risks associated with deforestation in the supply chain, as well as help support business continuity.

# 96%

**traceability to the mill level for our Exclusive Brands palm oil volume\***

\* Based on a 2023 assessment of palm oil volume in Exclusive Brands products.

### **Supplier Expectations to Reduce the Risk of Deforestation**

In 2023, we updated our Supplier Code of Conduct to include our expectation that, in addition to our palm oil sourcing standards for Exclusive Brands products, each supplier producing or sourcing any high-forest-risk commodity, or a derivative of a high-forest-risk commodity, have purchase controls and supplier management processes in place to ensure it does not contribute to deforestation in its production or sourcing.

In 2025, we expect to publish a Forests Policy informed by the Accountability Framework, which will outline our risk-based approach to addressing deforestation and ecosystem conversion, as well as related commitments and targets.

### **Supplier Sustainability Survey**

A core component of our supplier engagement strategy is our annual Supplier Sustainability Survey. This voluntary survey is distributed to our top 1,000+ suppliers to request information on their GHG emissions, science-based target status, and other key environmental and social topics. Now in its third year, the survey helps us more efficiently measure progress toward our Scope 3 supplier engagement target, as well as identify opportunities for further supplier outreach. In 2024, we leveraged a new supplier engagement tool to collect data and analyze results, in part to improve the user experience of participating suppliers and encourage a greater response rate.

# APPENDIX



# TCFD INDEX

At US Foods®, we are committed to providing transparency on our climate change risk management, governance, and performance. A summary of our response to the Task Force on Climate-related Financial Disclosures (TCFD)-recommended disclosures is below. For more information on our climate strategy, please see our CDP response on our website.

## CLIMATE CHANGE GOVERNANCE

### a) Describe the board's oversight of climate related risks and opportunities

Our Board of Directors has ultimate oversight of environmental risks, including climate change, and reviews and guides on climate-related programs and policies. The Nominating and Corporate Governance Committee of the Board of Directors oversees the Company's sustainability program, which includes oversight of climate-related issues and risks and ensuring climate investments align with business objectives.

### b) Describe management's role in assessing and managing climate-related risks and opportunities

Our Executive Vice President and Chief Financial Officer (CFO) and Executive Vice President and General Counsel (GC), supported by the Senior Director of ESG, lead a cross-functional Sustainability Steering Committee that advances our sustainability objectives and manages our approach to assessing and mitigating climate-related risks.

For more information, please see: [Governance and Integrity](#); [Planet](#); [2024 CDP Response \(C1\)](#).

## STRATEGY

### a) Describe the climate-related risks and opportunities the organization has identified over the short-, medium-, and long-term

We have identified climate change-related risks and opportunities, particularly physical, regulatory, and market risks, that may impact our business over the short, medium, and long term.

For more information, please see: [Planet](#); [2024 Form 10K](#); [2024 CDP Response \(C2\)](#).

### b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning

US Foods® is actively working to mitigate risks related to fluctuations in the price and availability of diesel fuel, extreme weather conditions, and regulatory changes while also capitalizing on opportunities related to using more efficient vehicles and consumer demand for sustainable products.

For more information please see: [Products](#); [Planet](#); [2024 CDP Response \(C2.3, C2.4, C3.1, C3.3, C3.4\)](#).

### c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario

For more information, please see: [2024 CDP Response \(C3.2\)](#).

## RISK MANAGEMENT

### a) Describe the organization's process for identifying and assessing climate-related risks

US Foods® leverages an Enterprise Risk Management (ERM) process to identify and assess the Company's top enterprise-wide risks. Climate-related risks are addressed as part of this process. Where applicable, third-party support and insights are also leveraged to help identify risks and opportunities.

For more information, please see: [Planet](#); [2024 CDP Response \(C2.2\)](#).

### b) Describe the organization's processes for managing climate-related risks

If climate-related risks are identified, they are managed within the ERM process, overseen by the Executive Leadership Team and Audit Committee. Efforts to mitigate these risks are integrated into our sustainability strategy, focusing on Products, People, and Planet.

For more information, please see: [Products](#); [Planet](#); [2024 CDP Response \(C2.2\)](#).

### c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management

Risks related to climate change are primarily identified, assessed, and managed through our ERM process, which is used to monitor and mitigate the Company's top enterprise-wide risks.

For more information, please see: [Planet](#); [2024 CDP Response \(C2.3, C3\)](#).

## METRICS AND TARGETS

### a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process

We monitor our Scopes 1, 2, and 3 GHG emissions. Relatedly, we track our energy use and operational and fleet efficiency.

For more information, please see: [Planet](#); [2024 CDP Response \(C5, C6, C7, C8\)](#).

### b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 GHG emissions, and the related risks

- Scope 1 emissions (FY 2024): 548,837 MT CO<sub>2</sub>e
- Scope 2 emissions (FY 2024): 148,511 MT CO<sub>2</sub>e
- Scope 3 emissions (FY 2023): 52,364,346 MT CO<sub>2</sub>e

For more information, please see: [Planet](#); [2024 CDP Response \(C5, C6, C7\)](#).

### c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets

We have set the following targets, both approved by the Science Based Targets initiative (SBTi):

- We commit to reduce absolute Scopes 1 and 2 GHG emissions by 32.5% by 2032 from a 2019 base year
- We also commit that 67% of suppliers (by emissions) covering purchased goods and services, have science-based targets by 2027

For more information, please see: [Planet](#); [2024 CDP Response \(C4.1, C4.2, C4.3\)](#).

# SASB INDEX

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

ACCOUNTING METRIC	CODE	DISCLOSURE
<b>Fleet Fuel Management</b>		
1) Fleet fuel consumed, 2) Percentage renewable	FB-FR-110a.1	1) 7,218,720 gigajoules (Gj) 2) 7%
<b>Air Emissions from Refrigeration</b>		
Gross global Scope 1 emissions from refrigerants	FB-FR-110b.1	62,166 MT CO <sub>2</sub> e, excluding emissions from R22 refrigerants
Percentage of refrigerants consumed with zero ozone-depleting potential	FB-FR-110b.2	42% by weight (lbs)
Average refrigerant emissions rate	FB-FR-110b.3	Not reported. For information on our programs, please see: <a href="#">Planet</a> .
<b>Energy Management</b>		
1) Operational energy consumed, 2) Percentage grid electricity, 3) Percentage renewable	FB-FR-130a.1	1) 550,048 megawatt hours (MWh) 2) 99.68% 3) 0.32%
<b>Food Waste Management</b>		
1) Amount of food waste generated, 2) Percentage diverted from the waste stream	FB-FR-150a.1	Not reported. For information on our waste management programs, please see: <a href="#">Products</a> , <a href="#">Planet</a> . For information about food donations, please see: <a href="#">People</a> .

## SASB CONTINUED

## ACCOUNTING METRIC

## CODE

## DISCLOSURE

## Data Security

- 1) Number of data breaches,**  
**2) Percentage involving personally identifiable information (PII),**  
**3) Number of customers affected**

FB-FR-230a.1

Not reported. For information about our cybersecurity and data privacy programs, please see: [Governance and Integrity](#).

**Description of approach to identifying and addressing data-security risks**

FB-FR-230a.2

Management provides an annual cybersecurity report to our Board of Directors and/or our Audit Committee of our Board of Directors, which includes a review of each identified top enterprise risk, including potential threats and vulnerabilities. Our cybersecurity framework is designed to protect confidentiality, integrity, and availability of critical assets and information. For more details, please see: [Governance and Integrity](#).

## Food Safety

**High-risk food safety violation rate**

FB-FR-250a.1

Not reported. For information on our food safety programs, please see: [Form 10-K](#); [Products](#).

- 1) Number of recalls,**  
**2) Number of units recalled,**  
**3) Percentage of units recalled that are private-label products**

FB-FR-250a.2

Not reported. For information on our food safety and quality programs, please see: [Products](#).

## Product Health &amp; Nutrition

**Revenue from products labeled and/or marketed to promote health and nutrition attributes**

FB-FR-260a.1

Not reported. For information on our programs, please see: [Products](#).

**Discussion of the process to identify and manage products and ingredients related to nutritional and health concerns among consumers**

FB-FR-260a.2

Our Serve You™ pillar strives to provide options for our customers in these areas by offering a growing portfolio of Exclusive Brands products with simpler ingredients or plant-forward attributes, or that are certified gluten-free. For information on our programs, please see: [Products](#).

## Product Labeling &amp; Marketing

## SASB CONTINUED

### ACCOUNTING METRIC

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

### CODE

FB-FR-270a.1

### DISCLOSURE

Not reported.

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

FB-FR-270a.2

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

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

FB-FR-270a.3

Not reported.

### Labor Practices

1) Average hourly wage,

FB-FR-310a.1

Not reported.

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

Percentage of active workforce covered under collective bargaining agreements

FB-FR-310a.2

For information on our collective bargaining agreements, please see: [Form 10-K](#).

1) Number of work stoppages,

FB-FR-310a.3

Not reported.

2) Total days idle

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

FB-FR-310a.4

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

### Management of Environmental & Social Impacts in the Supply Chain

## SASB CONTINUED

### ACCOUNTING METRIC

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

### CODE

**FB-FR-430a.1**

### DISCLOSURE

\$1 billion. In 2024, our Serve Good® portfolio of Exclusive Brands products with defined environmental and social attributes, most carrying third-party certification, achieved \$1 billion in revenue for the first time.

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

**FB-FR-430a.2**

Not reported. For information on our programs, please see: [Products](#).

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

**FB-FR-430a.3**

At US Foods®, we are committed to growing our portfolio of Exclusive Brands products that are responsibly sourced or contribute to waste reduction. The Serve Good® program offers a portfolio of Exclusive Brands products developed with suppliers that are committed to responsible practices, and most items come with verification by third-party certifiers wherever they exist for a specific claim. We continue strengthening our responsible sourcing standards and making them available to suppliers so they understand our standards for food safety, quality, human rights, and environmental protection, guided by our [Supplier Code of Conduct](#).

In 2023, we began working with a third party to help mitigate the risk of deforestation and land conversion in the supply chain. This multi-year engagement will assess our risks and impacts, develop key policies and create implementation systems, supply chain mapping, and supplier risk assessments to help address the risk of deforestation and land conversion in our supply chain. For more information, please see: [Products](#), [Planet](#).

**Discussion of strategies to reduce the environmental impact of packaging**

**FB-FR-430a.4**

Exclusive Brands products in our Serve Good® program have specific packaging standards to ensure a holistic approach in providing more sustainable products. For information on our programs, please see: [Products](#).

### Activity Metric

## SASB CONTINUED

### ACCOUNTING METRIC

**Number of 1) Retail locations and 2) Distribution centers**

### CODE

**FB-FR-000.A**

### DISCLOSURE

1) 93  
2) 74

**Total area of 1) Retail space and 2) Distribution centers**

**FB-FR-000.B**

1) More than 2 million square feet  
2) More than 20 million square feet

**Number of vehicles in commercial fleet**

**FB-FR-000.C**

Over 6,500

**Ton miles travelled**

**FB-FR-000.D**

Not reported. We aim to optimize fleet efficiency, including through routing initiatives to reduce miles driven. Since 2022, we have reduced our total miles driven by more than 4.4 million miles. We also aim to increase the number of miles traveled in our electric trucks each year. During 2024, our electric trucks traveled more than 670,000 miles, more than twice the number of electric vehicle miles in 2023.

# 2024 WORKFORCE METRICS

Role	2022	2023	2024
<b>Board of Directors</b>			
Gender Diversity	21%	25%	38%
People of Color	14%	17%	25%
Diverse**	36%	42%	63%
<b>Executive Leadership Team***</b>			
Gender Diversity	N/A	10%	8%
People of Color	N/A	10%	8%
Diverse**	N/A	10%	8%
<b>Senior VPs and VPs***</b>			
Gender Diversity	N/A	26%	29%
People of Color	N/A	14%	11%
Diverse**	N/A	38%	39%
<b>Senior Directors and Directors***</b>			
Gender Diversity	N/A	31%	32%
People of Color	N/A	16%	17%
Diverse**	N/A	40%	41%
<b>All Leadership (Director and Above)</b>			
Gender Diversity	28%	29%	31%
People of Color	11%	15%	15%
Diverse**	36%	39%	41%
<b>Managers</b>			
Gender Diversity	40%	40%	40%
People of Color	19%	23%	25%
Diverse**	50%	54%	54%
<b>All Associates</b>			
Gender Diversity	20%	20%	19%
People of Color	43%	44%	46%
Diverse**	56%	57%	58%

Leader*	Total
White	85%
Black or African American	5%
Hispanic or Latino	3%
Asian	5%
Two or More Races	2%
American Indian or Alaska Native	0.3%
Native Hawaiian or Other Pacific Islander	0%
Not Specified	0%
15% People of Color	

Manager*	Total
White	75%
Black or African American	6%
Hispanic or Latino	6%
Asian	9%
Two or More Races	3%
American Indian or Alaska Native	0.2%
Native Hawaiian or Other Pacific Islander	0.3%
Not Specified	0.1%
25% People of Color	

Individual Contributor (Non-Manager)*	Total
White	76%
Black or African American	6%
Hispanic or Latino	11%
Asian	3%
Two or More Races	2%
American Indian or Alaska Native	0.4%
Native Hawaiian or Other Pacific Islander	0.3%
Not Specified	1%
23% People of Color	

All Associates*	Total
White	53%
Black or African American	20%
Hispanic or Latino	19%
Asian	3%
Two or More Races	3%
American Indian or Alaska Native	1%
Native Hawaiian or Other Pacific Islander	1%
Not Specified	1%
46% People of Color	

\* Not all totals equal 100% due to rounding.

\*\* "Diverse" includes women and people of color, divided by the total number of active associates. Women of color are accounted for once.

\*\*\*We began tracking these metrics in 2023.



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