



WE HELP YOU MAKE IT™

US FOODS

Environmental, Social and Governance Update

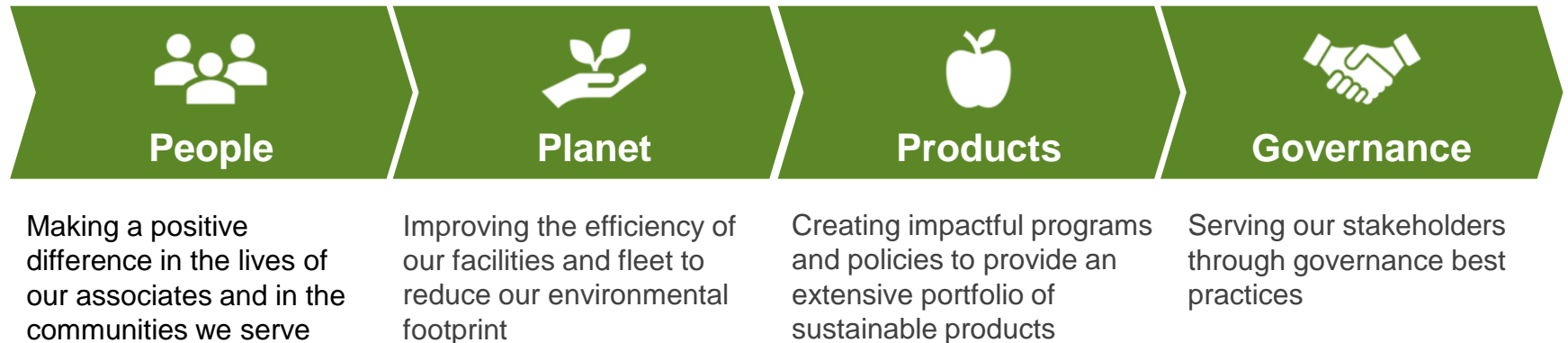
APRIL 2021



US Foods is committed to serving communities where we live and work

OUR APPROACH

Our corporate social responsibility efforts are focused on the areas of **People**, **Planet** and **Products**, and we are continuously enhancing our **Governance** practices:



OUR REPORTING

- Our corporate social responsibility disclosures are informed by reporting frameworks and recommendations of organizations such as the Sustainability Accounting Standards Board, the Global Reporting Initiative, and the Task Force on Climate-related Financial Disclosures
- Publish annual comprehensive Corporate Social Responsibility Report. See the latest [here](#).



People

Supporting associates and the communities we serve



DIVERSITY & INCLUSION

Rolled out new **Disrupting Bias Training**, completed by 93% of senior leaders in 2020.

Expanded Employee Resource Group (ERG) program to all US Foods locations.

200 leaders trained to facilitate Allyship and Anti-Racism workshops.

Worked to **increase the diversity of leadership roles** through enhanced development programs and recruitment; set goal to fill 40% of new or open leadership roles with diverse candidates.



SAFETY

Established workplace **COVID-19 safety policies and procedures** to keep associates safe.

Safety Performance teams leveraged continuous improvement to engage frontline associates.

Continued multiyear **update of our vehicle DriveCam system** to Lytx ActiveVision.

Refined our **Driver Safety Program (DSP)** for implementation across all markets.



COMMUNITY

US Foods Scholars established in 9 markets; total of \$650k offered to 33 students to date.

~\$43 million of product donated in 2020, including **125,000 pounds of food** to help the **Greater Chicago Food Depository** address communities of color disproportionately affected by COVID-19 and civil unrest.

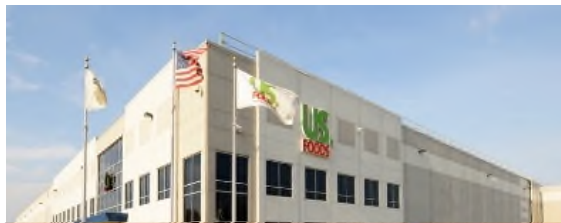
60 Feeding America Food Banks supported.



Planet

Reducing our environmental footprint

US Foods submitted CDP responses for [2019](#) and [2020](#)



FACILITIES

200M kwh cumulative energy savings since 2015.

Solar arrays on 6 distribution centers generate 13M+ kilowatt hours (kWh) of electricity annually.

3 LEED Silver-certified facilities; construction underway for 2 additional LEED-certified facilities in Sacramento, CA and New Orleans, LA.



FLEET

6.9% reduction in gallons of fuel used per case delivered in our broadline business since 2015.¹

7.3% reduction in Scope 1 and Scope 2 emissions intensity since 2015.^{1,2,3}

54 compressed natural gas vehicles established in Texas and Oklahoma.



FLEET TECHNOLOGY

SmartWay-verified tires and tire inflation systems installed to improve fuel efficiency.

Lighter-weight oil used to improve fuel economy.

Piloting battery-powered, zero-emissions electric truck to help shape the future of CO₂-neutral transportation in our fleet.

1. Includes Food Group of Companies, acquired in September 2019, and reflects transportation inefficiencies with reduced volumes caused by the COVID-19 pandemic.

2. Measured as pounds of CO₂e per case delivered.

3. Includes Smart Foodservice Warehouse Stores, acquired in April 2020.





Products

Delivering sustainable products from a diverse supplier base



SUPPLIER DIVERSITY

\$1B+ spent with **1,800+** small businesses across the country.¹

\$385M spent with **435+** diverse suppliers.¹

Increasing our diverse supplier network through partnership with the **National Minority Supplier Development Council**.



POLICIES

100% of Harbor Banks seafood products meet Progress Check or Serve Good standards.

100% of palm oil used in exclusive brands is certified sustainable.

Our **Responsible Sourcing Policy** sets forth principles our suppliers must meet in key areas, including legal compliance, food safety, human rights, and the environment.



PRODUCTS

900+ Serve Good and Progress Check products.²

270+ responsible disposables products.

1000+ Exclusive Brand Products meet our **Unpronounceables List Initiative**.³

Our **Serve Local program** connects customers with their local farmers, producers and/or manufacturers.

1. Figures include trade and indirect spend with Tier 1 suppliers.

2. Serve Good Program: Products come with a claim of responsible sourcing or contribution to waste reduction. Progress Check recognizes seafood products on the way to meeting Serve Good standards.

3. Unpronounceables List initiative: US Foods Exclusive Brand products that do not contain certain ingredients and food additives.





Governance

Serving stakeholders through best practices

Highlights

- ✓ 9 of 10 directors are independent
- ✓ Fully independent Audit, Compensation and Nominating and Corporate Governance Committees
- ✓ Lead Independent Director
- ✓ Strong commitment to Board diversity
- ✓ Comprehensive and strategic approach to enterprise risk management
- ✓ No shareholder rights plan or poison pill
- ✓ Annual say on pay vote
- ✓ Board and Executive Commitment to ESG
- ✓ Stock ownership guidelines for directors and executives
- ✓ No stock hedging or pledging permitted by directors and executives
- ✓ Annual Board and committee self-evaluations
- ✓ Proactive stockholder engagement
- ✓ Majority vote standard in uncontested director elections
- ✓ Stockholders can amend bylaws and no supermajority is required
- ✓ Declassification of the Board to be completed at the 2022 annual meeting of stockholders
- ✓ Substantial portion of executive compensation is linked to financial performance
- ✓ No single trigger change in control severance benefits
- ✓ No excise tax reimbursement or gross ups
- ✓ No uncapped incentive compensation opportunities

GREAT FOOD. MADE EASY.™



Governance

Serving stakeholders through best practices (cont'd)

HIGHLY QUALIFIED BOARD OF DIRECTORS

Pietro Satriano

Chairman and Chief Executive Officer of US Foods

Robert M. Dutkowsky

Lead Independent Director
Former Executive Chairman of Tech Data Corporation

Cheryl A. Bachelder

Former Chief Executive Officer of Popeyes Louisiana Kitchen, Inc.

Court D. Carruthers

President and Chief Executive Officer of TricorBraun

Sunil Gupta

Edward W. Carter Prof. of Business Administration at Harvard Business School

John A. Lederer

Senior Advisor of Sycamore Partners and Former CEO of US Foods

Carl Andrew Pforzheimer

Co-Chief Executive Officer of Tastemaster Acquisition Corp.

Nathaniel H. Taylor

Partner, Co-Head of Americas Private Equity of Kohlberg Kravis Roberts & Co.

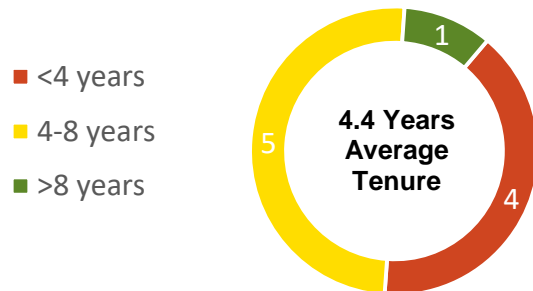
David M. Tehle

Former Executive Vice President and Chief Financial Officer of Dollar General Corporation

Ann E. Ziegler

Former Senior Vice President and Chief Financial Officer of CDW Corporation

TENURE

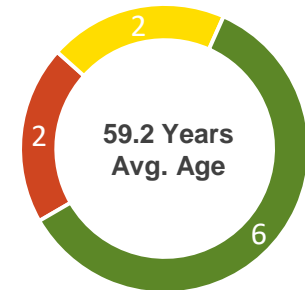


During 2017 and 2018, we refreshed five of our board positions with independent directors, adding three diverse directors.

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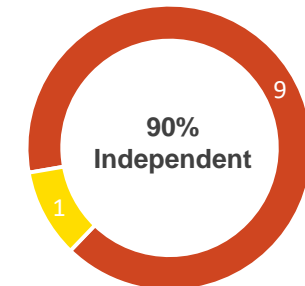
AGE

- <50 Years
- 50-60 Years
- >60 Years



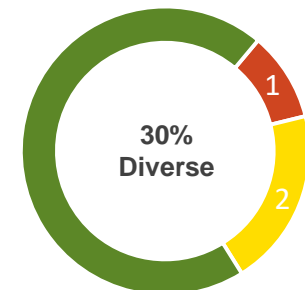
INDEPENDENCE

- Independent
- Non-Independent



DIVERSITY

- Ethnic Diversity
- Gender Diversity





Governance

Serving stakeholders through best practices (cont'd)

DIRECTOR EXPERIENCE



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Investor Contacts

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