



CHRISTENSEN FARMS

FY2021 SUSTAINABILITY REPORT



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TABLE OF CONTENTS

OUR COMPANY

| | |
|--------------------------------|----|
| Company Profile | 5 |
| Legacy | 6 |
| Milestones | 7 |
| Awards & Recognition | 9 |
| Relationships & Partnerships | 10 |
| Governance | 12 |
| Our Approach to Sustainability | 13 |
| Materiality | 14 |

OUR PEOPLE

| | |
|----------------------------|----|
| Employee Talent Management | 15 |
| Compensation & Benefits | 16 |
| Employee Engagement | 17 |
| Diversity & Inclusion | 19 |
| Work/Life Balance | 19 |

OUR ENVIRONMENT

| | |
|--------------------------|----|
| Our Environmental Policy | 20 |
| Supporting Research | 20 |
| Water Use | 21 |
| Fertilizer Offsets | 22 |
| Waste, Gas & Energy | 23 |

PEOPLE SAFETY

| | |
|--------------------|----|
| Program Overview | 24 |
| Safety Performance | 25 |

FOOD SAFETY

| | |
|----------------------|----|
| Program Overview | 26 |
| Government Oversight | 27 |

ANIMAL CARE

| | |
|------------------|----|
| Program Overview | 28 |
|------------------|----|

ANTIBIOTICS

| | |
|------------------|----|
| Program Overview | 29 |
|------------------|----|

COMMUNITY SUPPORT

| | |
|-------------|----|
| Giving Back | 30 |
|-------------|----|

ECONOMIC IMPACT

| | |
|----------------|----|
| Economic Value | 31 |
|----------------|----|

LETTER FROM THE CEO

For those of us who are lucky enough to be a part of this great 'pork' community, we all know the unwavering commitment pig farmers demonstrate in their pursuit of continuous improvement, a critical component to our viability and sustainability. Although much of the time it goes unrecognized outside of our "circle", I sincerely believe the pork industry continually embraces technology, innovation and methods to improve the safety and quality of pork, while at the same time, reducing our environmental footprint. Also, too often untold, whether small farm families or large farming organizations, the farmers that make up this industry have long accepted sacrifices to the economic return and profitability of the business on account of their passion for farming and being good stewards of the land, their livestock, and to all the people who surround and support the noble, selfless role they have played and will continue to play years to come to feed people. Ultimately, we must ensure the future of farming, and to do this, we must work together to strike the proper balance to do the right things to sustain us from an environmental, social and economic aspect.

The way in which we choose to strike that "balance" environmentally, socially and economically isn't necessarily simple or easy. All the decisions that are made by people, families and businesses to "sustain", come with tradeoffs. Within our organization, I can proudly say we take that factor very seriously and take time to best understand what the tradeoffs may be, helping guide our team towards taking the best approach, and therefore, minimizing unintended consequences.

Conversely, as a company and industry, we are faced every day with societal pressures that pose real risks to the industry's ability to continue to provide food to a growing population in a manner that is balancing and takes into account all that sustainability means. In my opinion, most notably and concerning, is a growing knowledge gap in society regarding what the true and balanced facts are about the product they consume. Within the last decade, driving this trend further are the people that don't like what we do, whether it's animal activists or environmentalists, who have become very skillful in going out to the consumer base with a very myopic, and out of context approach. Unfortunately for us, this is an approach that has provided some success in this growing impression that what we do is not good, whether environmentally, for the animals in our care, the community, human health, and more. It is a constant challenge for our industry to get out ahead of all the misinformation. This is all deeply concerning to me and ultimately if we don't course correct, taking every opportunity to tell our story, this too will have a lasting impact on the overall livestock industries viability, impacting the price and potential availability of nutritious food across America.

As I reflect back on the past year, the pork community as a whole has faced unprecedented headwinds as we've managed through the impacts of the COVID-19 pandemic. While the purpose we serve is not lost on us, unexpectedly, there was a positive shift in consumer perception and overall trust for farmers in this time. Given the circumstances, consumers were forced to recognize the complexity in producing food and the supply chain, shining a much needed and overdue light on those that make it happen every day. We certainly don't want to press the rewind button, but I am and will be forever proud and grateful for the entire team at Christensen Farms, as well as all those across the entire food supply chain, for their commitment, perseverance and nobility to continue to show up every day to fulfill the mission of ensuring people across our nation had access to safe, nutritious and affordable food. It is now incumbent upon us to leverage the trust that's been developed in the past year and find appropriate venues and opportunities for further engagement and growth.

Everything considered, and as we look forward to the future, with endless opportunities for improvement and to continue stretching our muscles in striving for excellence, I am pleased to share with you our fiscal year 2021 Sustainability Report. In the face of what I know will be a monumental inflection point in our history, we have remained committed to our growth and development within our own sustainability journey this past year. Through this devotion, alongside all other critical infrastructure stakeholders, we have not only seen growth in our efforts, but have seen momentous examples of adaptability, resourcefulness, and excellence through the many challenges in the face of COVID and a compromised supply chain. With this, I share with you a few notable highlights from this past year.

LETTER FROM THE CEO

- While keeping the health and safety of our people a top priority during COVID-19, we remained committed to keep employees and contract partners engaged and informed during this time through frequent communications, including virtual employee town halls led by our Executive Leadership Team.
- Because CF's annual employee appreciation picnics were canceled, we decided to "bring the picnics to employees" in the form of a pork gift certificate, recipes and other fun picnic items. CF employees were also provided shirts and hats to recognize the important and essential role they play in the food supply chain – pandemic or no pandemic.
- Due to supply chain disruptions, specifically at U.S. pork processing plants affected by COVID-19, we worked hard to seek out alternative avenues to get as many of our market-ready pigs into the food supply. Supporting us tremendously in this noble feat were our contract producer partners. We did not request payment for these hogs, but rather asked our partners to "pay it forward" in their local communities supporting food shelves, organizations and families in need across the Midwest, that totaled approximately \$50,000.
- We partnered with 15 local restaurants in late spring to provide "take & bake" meals to our employees across the five Midwest states in which we operate. It was important to find a way to show our appreciation to our committed team members while also supporting our local businesses that endured massive hardships due to COVID-related shutdowns. Over 60 employees were also given an opportunity to get a whole hog donated by the company and harvesting arranged at a local meat locker in rural Minnesota.
- We continued to maintain or improve our sustainability metrics, as you will see throughout this report.

Through the overarching guidance of our sustainability mission we use our best efforts to establish principles of sustainability and foster continuous improvement across the entire organization, I am excited to continue to develop our organizational "sustainability lens", and to advance our overall depth and maturity through key initiatives, inclusive of: 1. Supply chain, partner and vendor (up-and-downstream) engagement and collaboration on sustainability practices and overarching priorities, expectations and strategies (short-and long-term); 2. Climate change engagement; and 3. Diversity, equity and inclusion (DEI) initiatives.

As always, thank you for taking the time to learn more about Christensen Farms Sustainability journey. Our advances can only be achieved through the hard work and commitment of our people, who are the cornerstone of Christensen Farm's story of success.



Sincerely,

Glenn Stolt

Glenn Stolt
President & Chief Executive Officer
Christensen Farms

COMPANY PROFILE

ORGANIZATIONAL OVERVIEW

Founded in 1974 on a small family farm, Christensen Farms has grown into one of the largest, family-owned pork producers in the United States.

As our company grew, we recognized the opportunity to improve our company's sustainability and increase quality and safety assurance for consumers. To achieve these aspirations we needed to expand our operation across the pork value chain – from farm to fork. In 2006, we became the largest shareholder of Triumph Foods, a producer-owned primary pork processing plant in St. Joseph, Missouri. Triumph Foods also holds a 50 percent partnership in another primary pork processing plant, known as Seaboard Triumph Foods, LLC of Sioux City, Iowa. To support further pork processing for specialized items such as bacon and other premium products, Triumph Foods members own 50 percent of Daily's Premium Meats. Through key packer and partner relationships, Christensen Farms markets over 3.6 million hogs per year with increased traceability, quality assurance, consistency and availability for our customers and our company.



OPERATIONS

With nearly 1,000 employees and 1,500 contract partners, our company spans across 8 states in the Midwest. Headquartered in Sleepy Eye, Minnesota, the company has facilities dedicated to live operations throughout the Midwest in Minnesota, Iowa, Nebraska, Illinois and South Dakota. We currently operate three feed mills, manage 143,000 sows on 44 farms, and oversee more than 350 nurseries and grow-finish sites.



FEED MILLS

Christensen Farms buys ingredients from local farmers. Animal feed is formulated by nutritionists, safely milled and shipped by the truckload to our pig farms.



PROCESSING

Under the oversight of USDA's Food Safety and Inspection Service, the agency responsible to ensure humane handling and harvest of livestock—skilled workers process the pigs into products like ham, pork chops and bacon. Then, these pork products are packaged and sent to grocery stores and restaurants for consumers to enjoy locally across the globe.



FARMS

We have company-owned and contract with family farms in operation of hundreds of farms that provide our pigs with the proper care at every stage of development. Our pigs get daily attention from our animal caretakers and regular check-ups from our veterinarians to support healthy growth. Once pigs reach market weight, we send them to various Midwest processing plants.

LEGACY

Bob Christensen's (CF founder) passion for livestock production was sparked at a young age while participating in FFA. To encourage Bob's entrepreneurial aspirations, a neighbor gave Bob and his brother Lynn two bred gilts in 1974. That year, Bob and Lynn started Christensen Farms. Bob was only 13 years old.

From the beginning, Bob was an industry visionary combining creativity, an innate business sense and hard work to build one of the largest family-owned pork production operations in the country. He was a pioneer in livestock production practices – leading the way in regard to animal housing, genetics, nutrition, nutrient management, and many other forward-thinking activities now standard in the industry. Under Bob's leadership the company expanded by building and acquiring swine production facilities, feed mills and by being a founder of a pork processing and packing facility, Triumph Foods in St. Joseph, Missouri. By realizing his vision for an integrated system – from farm to fork – Bob established Christensen Farms as a sustainable pork production operation.

Bob was an industry leader and legend. In our daily work, we honor his legacy with visionary thinking, ethical actions and an unwavering commitment to excellence. Throughout his career and posthumously, Bob was recognized for his countless contributions to our industry and agriculture education programs. His awards and recognitions include:

2007: Minnesota AgriGrowth Council Distinguished Service Award

2009: University of Minnesota Siehl Prize for Excellence Award for Production Agriculture

2013: Minnesota Pork Producers Association Distinguished Service Award (posthumously)

2013: Inducted into the Minnesota FFA Hall of Fame & awarded the 2013 Honorary America FFA Degree (posthumously)

2019: Christensen Farms and the Minnesota State Fair Foundation rename the MN State Fair's Swine Barn to the Robert A. Christensen Pavilion in honor of Bob and the Christensen family.



MILESTONES

1980: Christensen Farms invests in consulting veterinarian service with Dr. Tim Loula, marking the early onset of the company's focus and commitment to overall animal health, production and well-being.

1983: CF formalizes the Agronomy Department, which oversees environmental compliance and nutrient management.

2003: CF establishes a formal research and development focus by taking ownership of Genetic Evaluation and Nutritional Experiment Station (GENES) located outside New Ulm, Minnesota where the research team begins conducting feeding and genetic evaluation trials. To support this work, the company's first PhD Nutritionist is hired.

2004: Our first formal animal well-being standard procedures are developed and implemented within the breeding herd of the business. Our robust animal well-being program focuses on continuous improvement and exceeding industry standards.

2004: Our Triumph proprietary genetic line (TR4) is purchased from Triumph partner, Hanor. Boar production begins in 2005. Following in 2008, Christensen Farms begins its Landrace genetic line, the first multiplication herd across five farms.

2006: Triumph Foods, a \$150 million state-of-the-art pork processing plant opens on January 3 in St. Joseph, Missouri. Triumph Foods was founded in 2003 and is owned by producers, which include Christensen Farms, New Fashion Pork, The Hanor Company, Eichelberger Farms and Allied Producers Cooperative.

2006: CF's agricultural education initiatives grow to larger, metropolitan audiences through the sponsorship of the Minnesota State Fair's Miracle of Birth Center. Since its opening, the Miracle of Birth Center has educated millions of people about modern livestock farming and food production by featuring the daily live birthing of piglets, calves, lambs and other farm animals. The Miracle of Birth Center also features the Christensen Farms Stage, where educational events and programs are held.

2007: CF co-funds the 20,000 square foot Paul R. Knapp Animal Learning Center on the Iowa State Fairgrounds. Inside, the Christensen Farms Hall features the daily live birthing of farm animals. Educational presentations on the Christensen Farms Stage teach fairgoers about food production and demonstrate the priority producers place on animal care and well-being.



MILESTONES

2007: Our focus on organizational safety is elevated by the creation of a safety team whereby safety processes, training and data could be better managed through the enhanced promotion of a safety culture. The safety focus remains a top priority as an enterprise with an ultimate goal to provide a work environment and culture where CF employees return home to their loved ones in good health every day.

2007-2013: A culmination of events impacted the pork industry and CF's overall financial viability including circo virus, the evolution of the ethanol industry and record low hog prices.

2013: The Board of Directors is reconstituted, comprised of Mary Ann Christensen, Lynn Christensen and Gary Koch. Glenn Stolt, previously Chief Financial Officer, is elected President and Chief Executive Officer.

2013: Implementation of Christensen Farms marketing strategy focus, ultimately getting the right pig, to the right packer, at the right time capturing value to bring back to the farm.

2014: Triumph members including Christensen Farms, purchased 50 percent of Daily's Premium Meats, a further pork processor.

2015: Established plan to conduct 3rd party health, safety and animal welfare audits on 10 percent of all facilities annually by PAACO accredited auditors.

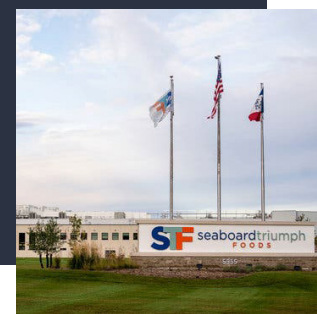
2016: Christensen Farms begins to employ a comprehensive approach to the "Employee Experience" by implementing the company's first Employee Resource Group (Women LEAPP), and in years to follow, the development of Positive Pulse (2019), CF's corporate wellness program, and Latino LEAPP (2019), CF's second Employee Resource Group.

2017: Seaboard Triumph Foods, producer-owned primary pork processing plant including Christensen Farms begins operations on September 5, 2017.

2019: Christensen Farms publishes its inaugural sustainability report.

2019: Christensen Farms invests in piloting solar panel installations at two of its hog facilities.

2020: With many in-person activities going virtual in 2020, Christensen Farms transitioned its tours of farms to virtual events where participants could take a live tour of a pig farm over their computer, all while interacting with a farm manager.



AWARDS & RECOGNITION

Christensen Farms is proud to be recognized as an organization, including individual accolades, for their commitments and focus on being responsible pig farmers, committed to people, pigs and the land.

AWARDS & ACCOLADES SINCE 2006

2006 MINNESOTA PORK PRODUCERS ASSOCIATION ENVIRONMENTAL STEWARDSHIP AWARD

Dedication to stewardship has resulted in the Hauptert site being selected for the Christensen Farms Site of the Year and the 2006 Minnesota Pork Producer Association's Environmental Stewardship Award.

2016 MINNESOTA PORK BOARD ENVIRONMENTAL STEWARD OF THE YEAR

Brett Stratmoen of Stratmoen Hog Finishing near Boyd, Minnesota, is the Minnesota Pork Board's Environmental Steward award winner.

2016 VENTURE AWARD FROM THE IOWA AREA DEVELOPMENT GROUP (IADG)

Christensen Farms is recognized for their addition of a bio-security trailer wash complex in the Touchstone Energy Park in Garner, Iowa.

2019 MINNESOTA PORK BOARD ENVIRONMENTAL STEWARD OF THE YEAR

Patrick Krzmarzick of Sleepy Eye, Minnesota, is the Minnesota Pork Board's Environmental Steward award winner.

2020 MINNESOTA PORK BOARD ENVIRONMENTAL STEWARD OF THE YEAR

Craig Holm of New Ulm, Minnesota, is the Minnesota Pork Board's Environmental Steward award winner.

2020 MINNESOTA PORK BOARD DISTINGUISHED SERVICE AWARD

Gary Koch of New Ulm, Minnesota, is the Minnesota Pork Board's Distinguished Service award winner.

2020 MINNESOTA POLLUTION CONTROL AGENCY ABOVE AND BEYOND RECOGNITION

Minnesota Pollution Control Agency recognized Christensen Farms for water conservation.

2020 IOWA PORK PRODUCERS MASTER PORK PRODUCER AWARD

Ryan and Brent Tripp (Tripp Bros.) of Dows, Iowa, receive the Iowa Pork Producers Master Pork Producer award.

2021 MINNESOTA SWINE MANAGER OF THE YEAR AWARD

Laura Sherman, CF Sow Farm Manager of Hendricks, Minnesota, is the Minnesota Pork Board's Swine Manager of the Year.

2021 IOWA PORK PRODUCERS MASTER PORK PARTNER AWARD

Steven Nelson of Clear Lake, Iowa, received the Iowa Pork Producers Master Pork Partner award.



RELATIONSHIPS & PARTNERSHIPS

Christensen Farms fosters relationships, partnerships and engagements with a variety of organizations who focus on critical elements of sustainability within agriculture and the pork value chain from farm to fork.



MINNESOTA DEPARTMENT OF AGRICULTURE

Our mission is to enhance Minnesotans' quality of life by ensuring the integrity of our food supply, the health of our environment, and the strength of our agricultural economy.



MINNESOTA CHAMBER OF COMMERCE

The Minnesota Chamber of Commerce is the state's largest and premier business advocacy organization. As the statewide voice of business, the Chamber represents more than 2,400 businesses of all types and sizes across Minnesota. The Minnesota Chamber excels at offering private-sector solutions to public-sector problems.



MINNESOTA POLLUTION CONTROL AGENCY

The Minnesota Pollution Control Agency (MPCA) monitors environmental quality, offers technical and financial assistance, and enforces environmental regulations. The agency finds and cleans up spills or leaks that can affect our health and environment. Staff develop statewide policy, and support environmental education.



UNIVERSITY OF MINNESOTA



NORTHEAST COMMUNITY COLLEGE NEXUS PROJECT

Robust education institutes and programs like NEXUS providing the next generation of leaders with the education and skills needed to support and sustain agriculture and feed communities across the nation and around the world.



MINNESOTA BOARD OF ANIMAL HEALTH

As the lead state agency in responding to domestic animal disease emergencies in Minnesota, emergency preparedness is a priority for the Board. We work with federal, state and local government agencies, industry organizations and livestock producers to ensure adequate preparation.



MINNESOTA STATE UNIVERSITY MANKATO

As one of the largest colleges located in the south central region of greater Minnesota, through their Agriculture and Agribusiness programs, provide opportunities to develop talent and future leaders to support the regions Ag and Food sectors.

RELATIONSHIPS & PARTNERSHIPS

The state and national pork trade associations have a keen focus on supporting pork producers across the United States, including Christensen Farms. Like Christensen Farms, these organizations focus on continuous improvement, ultimately for the sustainability of people, pigs and planet, driven by the industry We Care priorities.



NATIONAL PORK BOARD

People, Pigs, Planet



MINNESOTA PORK BOARD



IOWA PORK PRODUCERS ASSOCIATION



Illinois Pork Producers.

ILLINOIS PORK PRODUCERS ASSOCIATION



NEBRASKA PORK PRODUCERS

South Dakota
Pork Producers
Council



SOUTH DAKOTA PORK PRODUCERS COUNCIL

GOVERNANCE

BOARD OF DIRECTORS

The Board of Directors along with the Executive Leadership Team of Christensen Farms is responsible for directing strategy, monitoring the execution of that strategy, providing governance, monitoring risk and reinforcing culture. The Board and Executive Leadership Team are represented by gender diversity and are actively involved in the local communities, as well as external industry and governmental organizations to bring voice and perspective of the outside, back to the organization.

The Board and the Executive Leadership Team drive the core values of Christensen Farms, to nurture the performance-driven culture, recognizing that an energized, engaged and aligned workforce leads to great results. To ensure success in our pursuit of excellence, Christensen Farms benchmarks itself against its peers within the industry, while also sharing applicable practices and processes with industry peers. Additionally, Christensen Farms proactively engages with governmental agencies to build and maintain a reputation as a trusted resource related to all areas that may affect our business and/or the pork industry.



ETHICS & COMPLIANCE

The Company's policy is to promote high standards of integrity. The foundation of this policy rests on the principle that affairs of the Company will be conducted honestly and fairly. We expect that each director, officer and employee will act with integrity and observe the highest ethical standards of business conduct in his or her dealings with the Company's customers, suppliers, partners, service providers, competitors and others with whom he or she has contact in the course of performing his or her job. In this regard, directors, officers and employees are expected to comply with the letter and spirit of the law in those cities, counties and states in which the Company operates.

SUSTAINABILITY

CHRISTENSEN FARMS' APPROACH

Christensen Farms is committed to a comprehensive, balanced, systems approach to manage our business—doing the right things correctly, demonstrating continuous improvement and minimizing tradeoffs that have a detrimental impact on our people, our pigs, our planet or our ability to be sustainable and viable.

We are committed to doing what's right for our people, pigs, planet, community and the customers who purchase our pork. Our focus is targeted throughout these key areas:

GOVERNANCE, ETHICS, & COMPLIANCE

operating in an ethical manner and in accordance with the laws where the company operates.

EMPLOYEES

providing an excellent workplace for employees.

ENVIRONMENT

reducing the company's environmental impact.

SAFETY

ensuring health and safety of our people.

ANIMAL WELL-BEING

humanely meeting the needs of our animals.

ANTIBIOTICS STEWARDSHIP & FOOD SAFETY

providing safe pork products and preserving antimicrobial efficacy.

COMMUNITY SUPPORT

supporting the places where we live, learn, work and play.

ECONOMIC IMPACTS

using our financial resources responsibly to ensure continued success of our organization and those within our operating platform.



MATERIALITY

OUR SUSTAINABILITY FOCUS

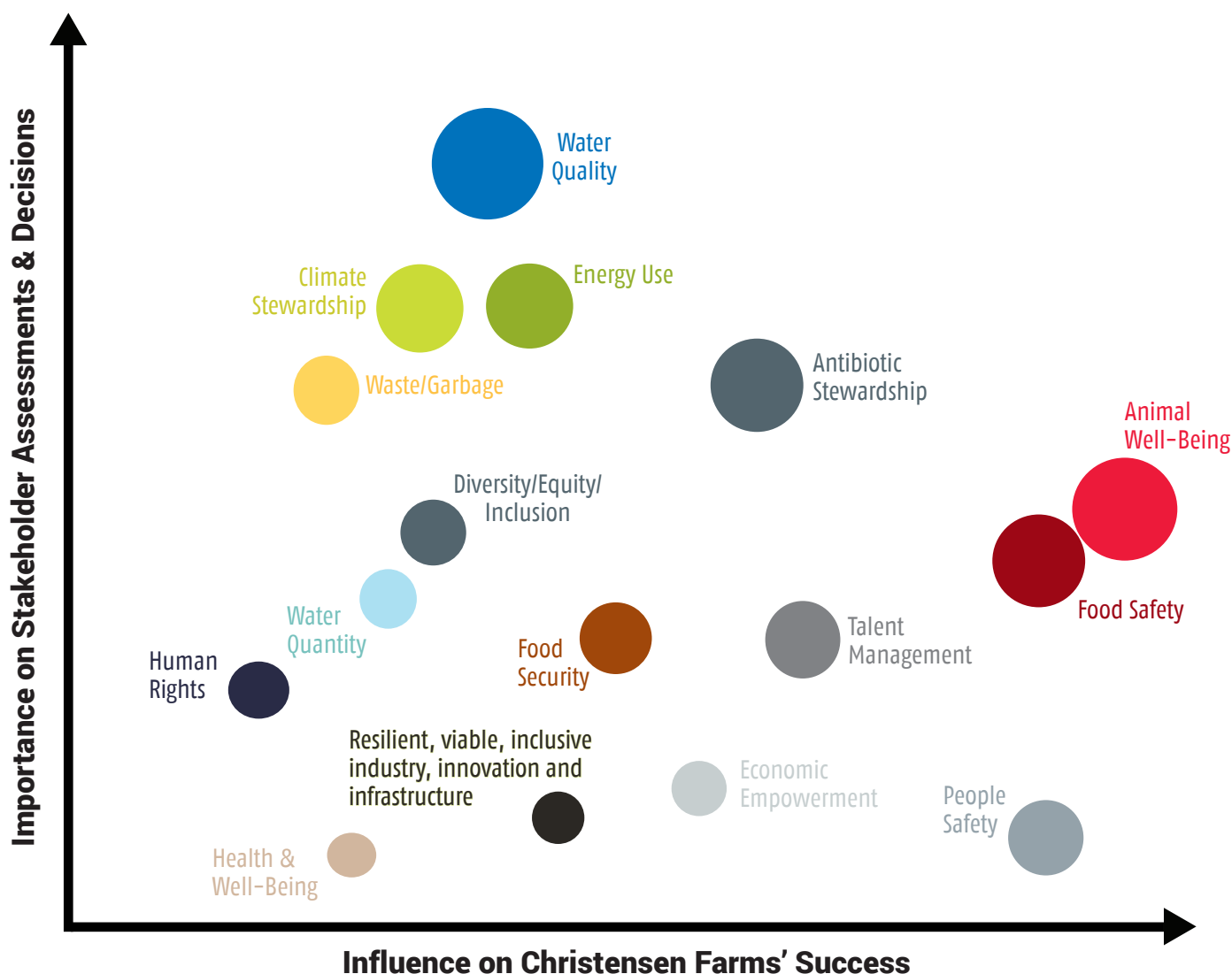
ORGANIZATIONAL MISSION

The Christensen Farms Team is committed to and takes pride in being an industry leader in responsibly producing high quality pork for the noble purpose of providing food to a growing world.

CORE VALUES

Respect – Integrity – Excellence – Adaptability – Innovation

CF MATERIALITY MATRIX RESULTS (PRE-COVID RESULTS)



Objective of materiality: To engage with internal and external stakeholders to find out how important specific Environmental, Social, and Governance (ESG) issues are to them and to help inform and potentially guide business decisions, processes and strategy.

TALENT MANAGEMENT

We offer opportunities, purposeful work and a place to belong.

For our employees, Christensen Farms offers a respectful, supportive workplace where meaningful work, challenge, high achievement and personal growth are a part of the everyday experience. The members of our team are part of Christensen Farms family, working together to serve our noble purpose of providing safe, nutritious food to a growing world.

We offer positions for candidates at every level and career stage. We welcome high school students looking for summer employment as they explore future options. We invite individuals committed to unwavering, quality animal care, to apply for positions where their achievements will be recognized and valued. We also encourage professionals from beyond our industry to consider a career with Christensen Farms because we believe diverse perspectives, knowledge and experiences strengthen the fabric of our company.

As one of the largest pork producers in the United States, we invest in both our employees and industry leading technologies, innovations and practices to drive results in our business. And, without question, our employees are the essential element in our success. They are our point of differentiation, competitive advantage, and their passion drives our purpose.

TALENT MANAGEMENT BENEFITS

- ✓ Business planning and goal setting
- ✓ Promotion from within
- ✓ Farm manager training program
- ✓ Leadership and management development
- ✓ Production leadership trainee program
- ✓ Internships
- ✓ Monthly safety training
- ✓ Employee referral program
- ✓ CF Academy



COMPENSATION & BENEFITS

Our employees are the single most important contributor to Christensen Farms' long-term viability, sustainability and success.

We strive to provide a total rewards offering including base salary, benefit programs for employees and their dependents, and retirement savings opportunities, which is competitive in the geographies we operate and suitable for our employees and their families.

Ours is a complex business. Accordingly, we require a diverse set of skills to excel within our industry and our communities. To ensure competitive employee value propositions (EVP), we benchmark our compensation plans using multiple resources that provide insight into how we pay within our industry, as well as within transferable jobs within the communities we do business. We believe in "equitable pay for performance" and offer various incentive programs at all levels of the organization that rewards and recognizes high performance.

Our benefit plan provides resources to support all our employees in their diverse needs within their lives.

OUR BENEFITS PLAN

- ✓ Medical/Rx Insurance
- ✓ Dental Insurance
- ✓ Vision Insurance
- ✓ Positive Pulse
- ✓ Company Paid Short Term & Long Term Disability Insurance
- ✓ Employee Referral Program
- ✓ Employee Assistance Program
- ✓ 401K/401K Roth Retirement Plan (with a company match)
- ✓ Paid Time Off Program & Holiday Pay
- ✓ Flexible Spending Account
- ✓ Basic Life Insurance

POSITIVE PULSE

Christensen Farms offers an employee well-being program Positive Pulse. The purpose of this program is to holistically support and promote our employees' personal well-being. Our goal is to increase employee awareness on a variety of well-being topics by concentrating on three main areas of well-being: 1) Physical 2) Mental/Emotional and 3) Financial.

At Christensen Farms we want to ensure our employees get the most out of the benefit plans they are offered. To achieve this, we continuously educate and remind employees of the benefits available and how to effectively utilize the plans they are enrolled in.



EMPLOYEE ENGAGEMENT

BE HEARD EMPLOYEE SURVEY

Our greatest resource at Christensen Farms are the dedicated employees whose daily efforts help us fulfill our noble mission of feeding a growing world. Their commitment to excellence, and their focus every day to work safe, work efficiently and ensure the best care for our animals drives our business forward.

Our employees are our foundation, and it is important to ask how well CF is doing to support them. Christensen Farms strives for an organizational culture that exemplifies our values of respect, integrity, excellence, adaptability and innovation. We want the work that our employees do to be meaningful and to ensure they have all they need to continue to do great work.

In March of 2019, we embarked upon our organization's first ever Employee Engagement Survey. We continue to survey our employees at regular intervals to ensure our leaders and managers have the information to allow our employees the opportunity to "Be Heard"! Furthermore, providing them the information and tools they need to build upon an engaged workplace for all.



ENGAGED EMPLOYEES GREW 4% YEAR OVER YEAR



**IN CY 2020,
79% OR 772
EMPLOYEES
PARTICIPATED**

EMPLOYEE ENGAGEMENT

OPPORTUNITIES FOR OUR EMPLOYEES

Appreciation events are hosted annually across the five states we operate in, as well as an appreciation event for contract producer partners.

Contests are held throughout the year to encourage employee engagement and connection to the organization, each other and within communities we work, live, learn and play.

Pork packs are distributed during the holiday season, providing employees, contract producer partners and their families with quality and delicious pork products they helped produce from Triumph Foods/Seaboard Triumph Foods and Daily's Premium Meats.

Our MVP Rewards Program offers an online resource to reward and recognize those within the organization who actively demonstrate our company's core values through their work, regardless of their role, every day. Furthermore, MVP Rewards is a venue whereby employees can engage and recognize peers and other individuals or teams across the organization.

COVID-19 ENGAGEMENT EFFORTS

While keeping the health and safety a top priority throughout the COVID-19 pandemic, Christensen Farms strived to keep employees engaged and informed during this time.

Frequent communications were provided to employees and contract producer partners, as well as virtual employee town halls led by our Executive Leadership Team.

Because CF's annual employee appreciation picnics were canceled, the organization "brought the picnic to the employees" in the form of a pork gift certificate, recipes and other fun picnic items. CF employees were also gifted shirts and hats to recognize the important and essential role they play in the overall food supply chain.



DIVERSITY & INCLUSION

WOMEN & LATINO LEAPP

Respect is one of Christensen Farms values, which for us means, we honor the contributions and accomplishments of others and embrace the diversity of individuals. We seek to attract diverse talent through our recruiting processes as well as through our training and development programs. We foster inclusion through employee resource groups (ERGs) whose purpose is to positively influence the environment, support development, acclimation, inclusion and connection within the company and communities in which we operate. These resource groups focus on identifying opportunities to engage and contribute to organizational solutions creating lasting connections and driving excellence.



WORK/LIFE BALANCE

In agriculture, with livestock specifically, we are obligated to provide for the animals in our care, every single day. We strive to provide our employees the time and flexibility to rejuvenate and tend to their personal and family needs.

As caretakers and stewards of the animals we are responsible for raising to fulfill our mission of feeding a growing world, this goal is challenging to achieve at times depending on many factors, such as herd health and staffing levels.



ENVIRONMENTAL STEWARDS

CHRISTENSEN FARMS SUSTAINABILITY POLICY

As farmers, we believe safeguarding the environment is essential to protecting and preserving natural resources for future generations.

Throughout our daily responsibilities, Christensen Farms employs sustainable practices to reduce waste, minimize our environmental footprint, and increase efficient resource use. We support industry efforts to further environmental stewardship, and we continually seek ways to improve the sustainability metrics of our operations.

The Christensen Farms team is committed to and takes pride in being an industry leader in responsibly producing high quality pork to feed the growing global population. We direct companywide environmental management systems acknowledging that the political, social, legal and economic aspects of matters are as important as those pertaining to science and technology. Christensen Farms provides continuous environmental stewardship to our stakeholders by delivering value in products, sound agronomic advice, complete regulatory compliance, and by identifying and responding to community values.



ENVIRONMENTAL PERFORMANCE

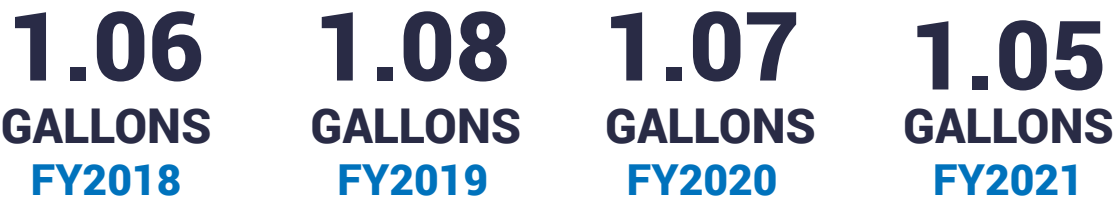
WATER USE

From 2017 to 2020, Christensen Farms increased the number of animal spaces in the system by nearly 8 percent through new construction, facility remodeling and new contract producer partners. During that same timeframe through equipment improvement, facility design and site management, CF reduced its water intensity per pound of pork produced by 20.3 percent. This savings is equivalent to 24.8 million gallons of water or 198 million 16 oz. water bottles.

**CF DECREASED ITS
WATER INTENSITY
BY 20.3% FROM
2017-2020.**



**THIS SAVINGS IS EQUIVALENT TO 198 MILLION 16 OZ.
WATER BOTTLES OR 24.8 MILLION GALLONS OF WATER.**



GALLONS OF WATER PER POUND OF PORK PRODUCED



ENVIRONMENTAL PERFORMANCE

Fertilizer Offsets

When local farmers use manure from Christensen Farms to fertilize their fields, commercial or synthetic fertilizers are not manufactured. This offset in using animal manure versus producing a commercial fertilizer has dramatic results, including millions of gallons of water saved and thousands of CO₂ emissions avoided. Pictured below are fertilizer offsets from 2018–2020 by the numbers.



Nearly 57,000 CO₂ emissions were avoided.



Nearly 11.6 million homes were heated.*



The equivalent of over 12,000 cars were removed from the road.**



Nearly 628 million gallons of water or over 3 billion 16 oz. water bottles were saved.

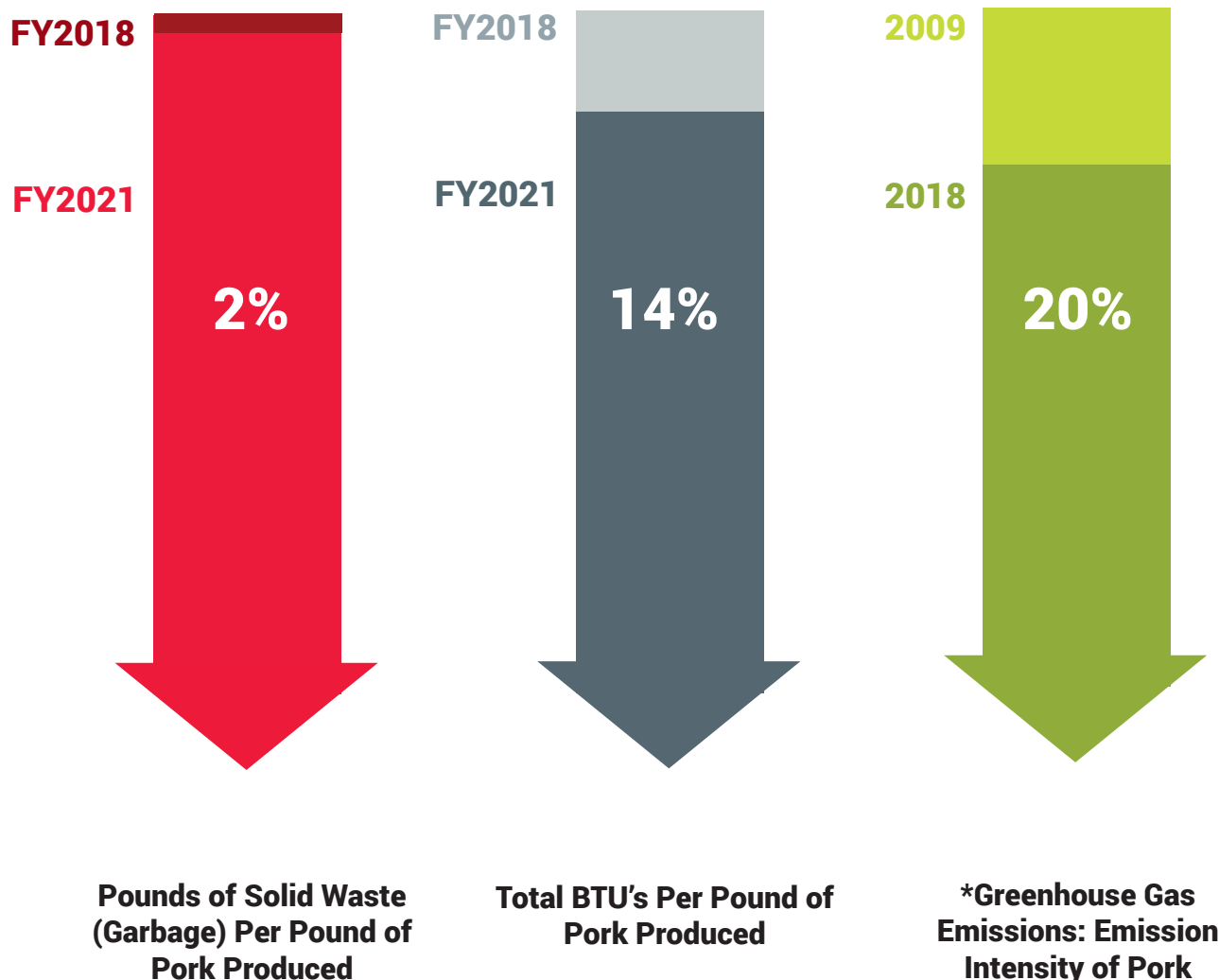
(This is in addition to the water savings outlined on page 21.)

*This data is calculated using the United States Environmental Protection Agency (EPA) greenhouse gas calculator and is based on an average house size of 2,500 square feet.

**This data is calculated using the United States Environmental Protection Agency (EPA) greenhouse gas calculator and is based on an average passenger car.

ENVIRONMENTAL PERFORMANCE

REDUCTION IN SOLID WASTE, ENERGY USE & GREENHOUSE GAS EMISSIONS



Total BTU's are measured on a monthly and annual basis to understand total energy usage across the system. While Christensen Farms continuously seeks opportunities to become more efficient in energy use, the overall commitment, first and foremost, is to the pig.

Both increases and/or decreases are a result of temperature trends throughout the given year (extreme hot OR cold), pig health events, new construction and added pig spaces, equipment improvements and technology upgrades, etc.

*The data regarding greenhouse gas emissions is calculated using the GLEAM Model and is based off of nine year reduction between 2009 and 2018.

Values depicted in the above graphs are based on data collected from farms in which Christensen Farms has direct responsibility for management. Data is extrapolated to include production from our contract partners to provide a comprehensive representation of ALL farms housing Christensen Farms' pigs.

SAFETY PROGRAM OVERVIEW

Our Safety Vision is a goal of desired outcomes and/or stakeholder experiences reflective of a World Class Safety Culture.

Our Safety Mission reflects how we will operate to accomplish this vision:

At Christensen Farms, safety is a foundational principle guiding our dedication to employees, contractor partners and communities. Through individual and team effort, we will continuously improve our safety culture, demonstrate leadership and set a new standard.

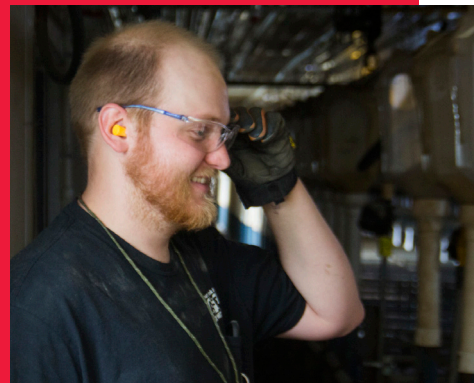
Be smart. Think it through.



PROVIDING SAFETY RECOGNITION THROUGH CF PRIDE

Our employees submitted and voted on our Safety Badge that is now displayed throughout our system, including farm uniforms to keep safety visible and top of mind, every day. This statement implies self-responsibility, as well as team accountability with all employees to work safely and watch out for each other. At Christensen Farms, we are continuously evolving the ways employees can engage and contribute to safety through individual safety roles in the workplace, participating in area/regional safety committees, or sharing an experience that may help others control a hazard or prevent an injury.

Initiated in 2019, the Safety Engagement Model is an organizational safety initiative, that promotes employee collaborative engagement. We have over 50 safety representatives throughout all regions throughout the operations system that are engaged in strengthening the safety culture within the organization.



SAFETY PERFORMANCE

Lost time from workplace injuries continues to decline due to lower severity injuries and improved injury care with triage services. When an injured employee misses work, it impacts their team and the company overall.

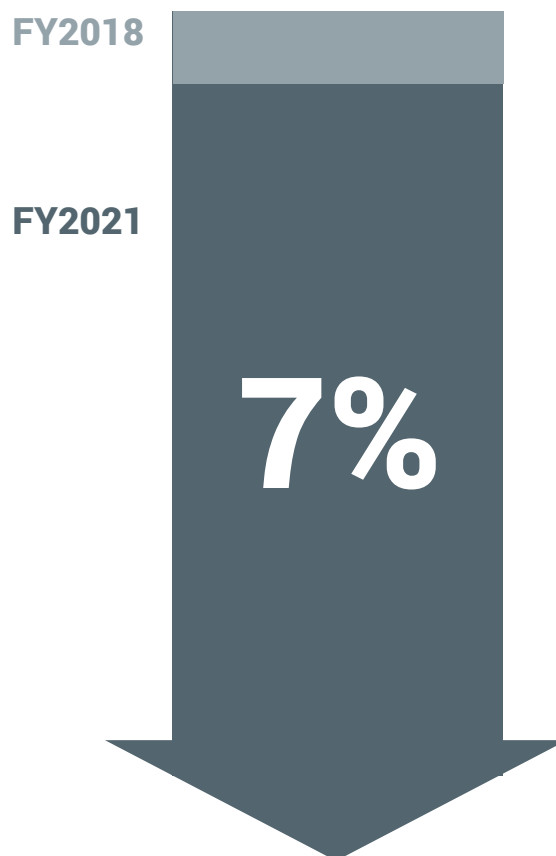
Incident rate, defined as the number of recordable injury cases per 100 employees, also continues to decline over time. Less incidents with less lost time contributes to more favorable safety performance with more employees returning home safely.

With each safety incident, a team investigation is completed to understand the human element of the root cause, while also involving employees in the development of corrective actions with an ultimate goal to prevent the incident in the future. All investigation findings, "lessons-learned", and corrective actions are shared organizationally, to prevent similar incidents.

Through the continued improvement and evolution of the safety program at CF, the focus of future reports will be directed more heavily on leading indicators, further highlighting and supporting the proactive actions being taken across the company to facilitate growth within our safety culture.

LOST TIME DUE TO INJURY (DAYS PER CF EMPLOYEE)

Data based on days per CF employee.



PRODUCING SAFE FOOD

PROGRAM OVERVIEW

At Christensen Farms, providing safe, wholesome food is our most important responsibility.

Ensuring pork food safety is a complex undertaking that requires awareness of the role that everyone plays in the food chain. On the farm, many factors can affect the safety of pork, which is why today's farming operations employ a wide variety of technology and techniques to minimize food safety threats. Modern practices such as raising pigs indoors and closely monitoring all aspects of biosecurity have vastly improved today's pork in terms of safety and quality.

Pig farmers actively engage with the scientific community, governmental agencies and food chain partners to create credible programs and stringent policies that advance pork food safety. This collaboration has led to the development of forward-thinking programs that advance good farming practices to minimize food safety risks.

CERTIFICATION PROGRAMS

Our leading certification program, Pork Quality Assurance® Plus (PQA Plus®), was established by the National Pork Board to promote uniform pork food safety practices on farms throughout the country. Scientists, veterinarians and animal agriculture experts helped design the program and continue to update it with the benefit of new research and technology. Today, PQA Plus brings the latest knowledge and science on pork food safety and animal well-being issues into the farm setting.

Good Production Practices (GPPs) are the foundation of PQA Plus. They serve as guidelines for continuously and objectively evaluating and improving animal care. The GPPs are based on:

- ✓ Hazard analysis and critical control points (HACCP) principles – the standard for controlling hazards in foods produced and processed in the United States
- ✓ The U.S. Food and Drug Administration's Compliance Policy Guide (CPG) 7125.37 – "Proper Drug Use and Residue Avoidance by Non-veterinarians"
- ✓ The Animal Medicinal Drug Use Clarification Act (AMDUCA) of 1994
- ✓ Other science-based animal care and well-being practices



PREVENTING FOODBORNE ILLNESS

New technologies and adoption of scientifically sound methods help us prevent and minimize food safety threats. One of the most important developments to improve food safety is the shift from raising pigs outdoors to raising them indoors.

Top reasons pork food safety is enhanced by housing pigs indoors:

- ✓ The buildings are designed and maintained to keep out predators, parasites and vermin – vital to prevention of pig injury and disease.
- ✓ Feed and water are less susceptible to contamination.
- ✓ Facilities have strict biosecurity practices to help ensure that diseases are not accidentally introduced to the animals; outdoor facilities are much harder to control in this regard. For example, visitors may be required to sign in and out, state when they last visited another farm, wear special boots and coveralls – even shower before entering and shower upon exiting. These security protocols lead to healthier pigs and a safer food supply.
- ✓ Biosecurity measures are a key line of defense.

GOVERNMENT OVERSIGHT

The U.S. Department of Agriculture's (USDA) Animal and Plant Health Inspection Service (APHIS) administers programs to monitor and collect information on animal issues.

People connected with pig farming (e.g., industry employees, veterinarians, educators, agriculture researchers) also frequently work with government agencies such as the USDA and state agriculture departments to address biosecurity matters. Collaborative efforts tackle various animal health issues and are prime examples of how government entities and the industry work together to improve animal agriculture and the overall health of farm animals in the United States.



ANIMAL WELL-BEING

PROGRAM OVERVIEW

At Christensen Farms we embrace our responsibility to diligently and ethically care for and protect our animals. Every step of our animal well-being program promotes the health, safety and overall well-being of our pigs, using The Pork Producers Code of Practice as a foundational guide.

The company is committed to a culture and practices that ensure each animal is treated with respect and that ALL members of the CF Team have the tools and resources to do the right thing, for each pig, every day. This is our commitment to our customers and to the consumers of Christensen Farms' pork products.

Each animal caretaker, farm site and contract producer partner is required to be Pork Quality Assurance Plus® (PQA) certified. We exceed industry standards by requiring re-certification annually. Throughout our stages of production, we meet or exceed industry-leading guidelines to humanely address the environmental, nutritional, medical and daily needs of our animals.

Our well-ventilated, well-kept, temperature-controlled, biosecure facilities protect animals from harsh temperatures, predators and risk of disease. Access to quality water and high-quality nutrition helps animals remain healthy as they grow, while stringent biosecurity practices greatly reduce threat of disease. Our veterinarians develop tailored, preventative health and vaccination plans, properly diagnose issues and develop appropriate treatment plans and protocols. Our farm staff responsibly tends to the daily care of our animals – ensuring eyes on every animal, every day. To maintain safe handling and transport of our herds, all live haul transporters, whether employees or contractor partners, are required to be Transportation Quality Assurance® (TQA) certified.

In addition to daily operational improvements, we work continuously to advance our animal well-being program through annual training and internal on-farm assessments. We also utilize external third-party audits to strengthen our program.

Our company enforces a zero-tolerance policy for animal mistreatment and neglect. With our duty of report requirement, employees are responsible for reporting any animal care concerns. Our reporting hotline allows them to take action anonymously.



ANTIBIOTIC STEWARDSHIP

PROGRAM OVERVIEW & GOVERNMENT OVERSIGHT

At Christensen Farms, we place a high priority on being stewards of all the resources that are entrusted to us. One critical pillar of stewardship lies within antimicrobial stewardship and judicious antibiotic use. Christensen Farms believes in responsible use of antibiotics when required. We continuously strive to improve the health of our herds and reduce the need for antibiotic use through preventative measures. We have invested heavily in technology to eliminate disease from our farms, including HEPA filtration, Bio-Dry technology, and a risk-based approach to segregate resources supporting our farms (feed milling, trailer washing, agronomic resources).

However, much like humans, animals can fall ill and require an antibiotic to fight an infection. Withholding treatment from an animal in need is unethical, and in these cases, antibiotics are an important tool for treating an animal or herd in need. Decisions to provide any intervention, including antibiotic therapy, are made in consultation with our veterinarians. When treatment includes antibiotic use, withdrawal times exceed those required by the Food and Drug Administration (FDA). Christensen Farms follows PQA Plus® according to FDA standards and adheres to strict administration and documentation protocols to ensure a safe, wholesome product.

GOVERNMENT OVERSIGHT OF ANTIBIOTIC USE

Regulatory oversight of antibiotics use in food-producing animals is driven by rules and enforcement policies established by the FDA, U.S. Department of Agriculture (USDA) Food Safety and Inspection Service (FSIS) and state agencies.

Beginning in 2017, use of medically important (to human illness) antibiotics for growth promotion was eliminated. Veterinary Oversight is mandatory for all antibiotic use to treat, control or prevent disease or infection.

Veterinary Feed Directives (VFDs), administered only by licensed veterinarians, are required to manufacture and deliver any feed containing antibiotics.

FSIS monitors and tests livestock at federally inspected meat plants to ensure no unsafe antibiotic residues enter the food supply. There is a withdrawal time between when an animal is treated with antibiotics and when it is harvested. Extensive testing by government officials ensures that meat sold to consumers is free of violative antibiotic residue and is safe to eat.



GIVING BACK

DONATIONS, SCHOLARSHIPS, SPONSORSHIPS & VOLUNTEERING

Christensen Farms is committed to strengthening our local communities through companywide and individual investments.

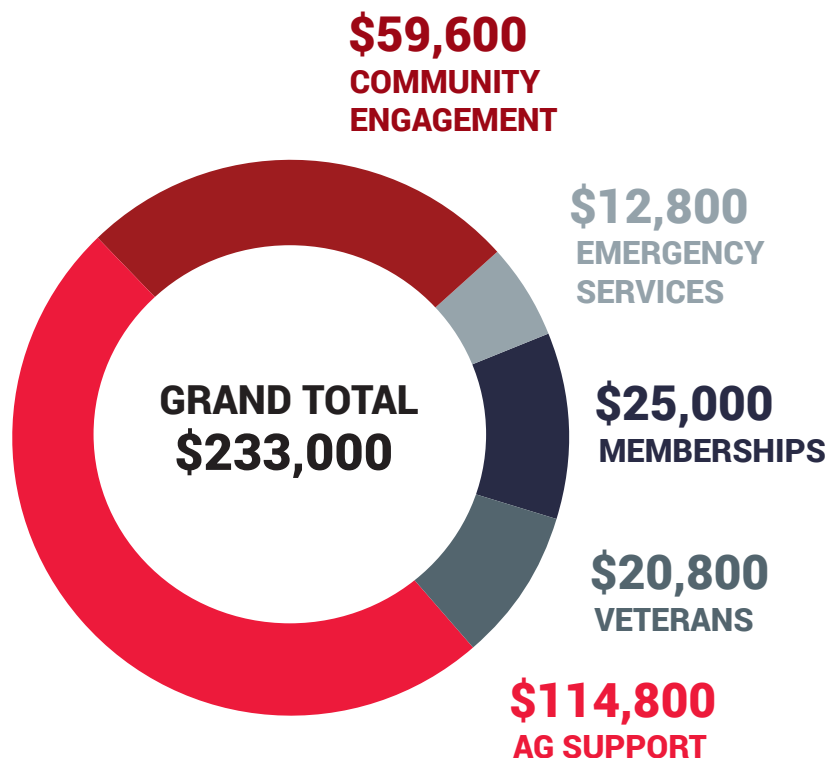
Across the Upper Midwest, we provide jobs, tax revenue and are patrons of our local businesses. We participate in a variety of events, programs and initiatives that help make our communities better places to live, work, learn and play. Many of Christensen Farms employees are active volunteers, devoting their personal time to make a difference in the lives of others. They work with students through programs such as Junior Achievement, serve on local volunteer fire departments, coach youth athletic teams and participate in youth agriculture education.

Within our communities, we support programs such as 4-H and FFA to honor the legacy of our founder, Bob Christensen. These programs reflect his passion for continuous improvement and innovation in the agriculture industry.

In 2021, Christensen Farms made over 200 unique contributions, including monetary and in-kind donations, sponsorships and volunteer time. With a keen focus on supporting agriculture education and awareness activities, veterans, local emergency services and other community engagement initiatives across the regions we are located, here is a breakdown of what made up ALL these great gifts!

2021 GIFTS

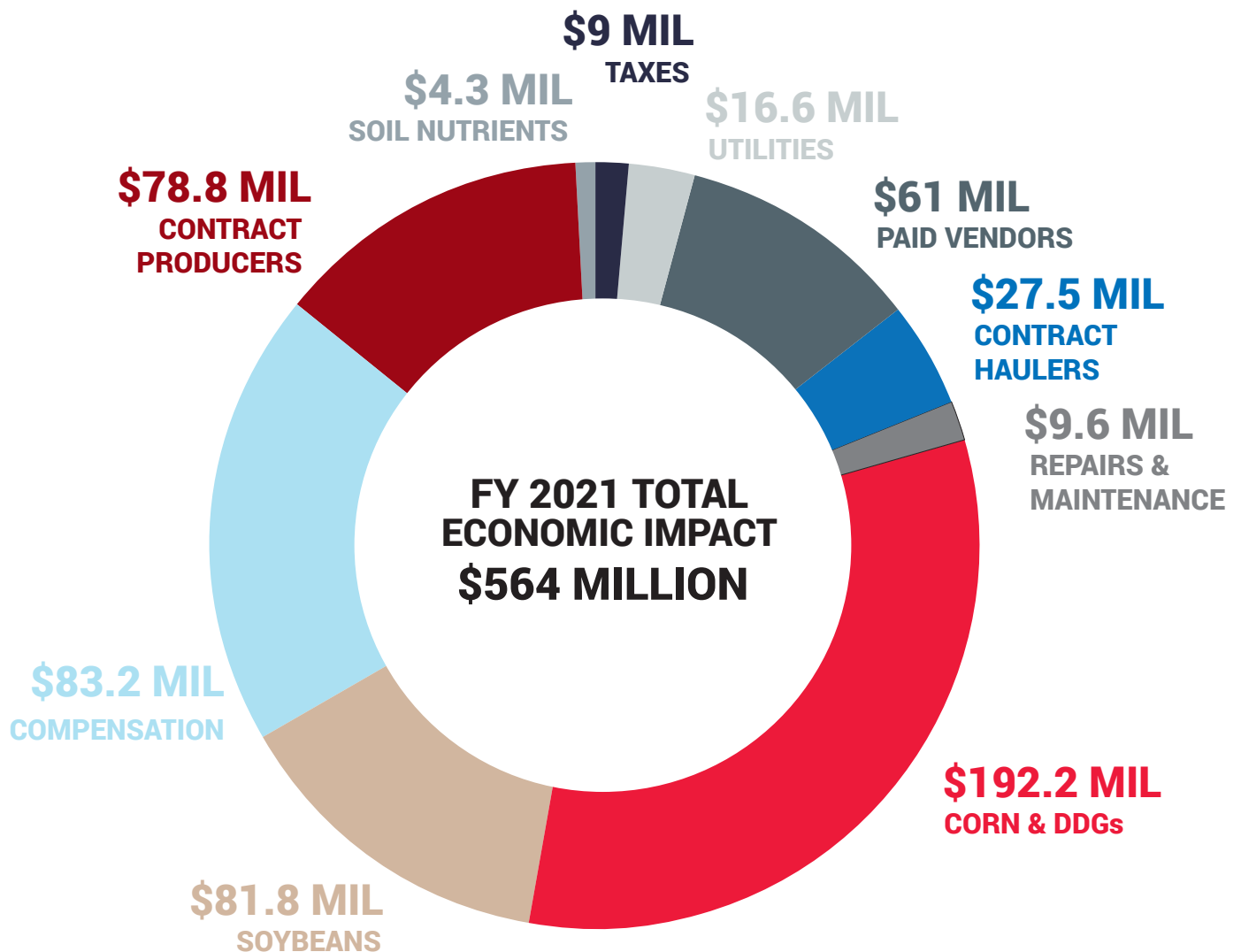
- Over 50 contributions were made to support local ag education and awareness including local 4-H and FFA Chapters, secondary education institutes and organizations focused on developing future leaders in ag, (i.e., South Dakota State University and GreenSeam), amongst many more.
- Nearly 55 contributions were made to support our local communities, including pork donations to local food shelves during the holiday season and late spring.
- Over 55 donations made to local public safety departments for keeping our employees, their families and our organization safe.
- Over 20 contributions were made to support our veterans. This included monetary contributions to 13 local veterans' organizations who dedicate their time to supporting those who have served for each of us and our country.



ECONOMIC VALUE

CHRISTENSEN FARMS' 2021 IMPACT

Expenditures represent investments and payments to employees, governments and municipalities, as well as producers, suppliers and cooperatives that provide economic stimulus and sustainability to the rural communities around our farms that enable them to thrive. In addition to this, Christensen Farms also provides soil nutrients to local producers with economic impacts of over \$4 million annually to replace other fertilizers.



*This chart does not include Christensen Farms' extended contributions and economic impact as it pertains to its ownership within their integrated partnerships through Triumph Foods, Seaboard Triumph Foods and Daily's Premium Meats.

The Christensen Farms Team is committed to and takes pride in being an industry leader in responsibly producing high quality pork for the noble purpose of providing food to a growing world.



Respect - Integrity - Excellence - Adaptability - Innovation

