

2023  
REPORT

CF



**CHRISTENSEN FARMS**  
**SUSTAINABILITY REPORT**  
**2023**



## AT CHRISTENSEN FARMS

*This 2023 Sustainability Report, the fourth in Christensen Farms' history, is a testament to the ongoing commitment to continuous improvement and transparency in a rapidly evolving industry marked by dynamic possibilities and nuanced choices. This report covers Christensen Farms' environmental, social and governance (ESG) information for the company's 2023 fiscal year. Data reflected in this report encompasses the company's pork production model from genetic operations through delivery at the processing facility.*



**Passion** Drives Our **Purpose**™



## TABLE OF CONTENTS

### **OUR COMPANY**

- 7 COMPANY PROFILE*
- 8 OPERATIONS*
- 9 LEGACY*
- 10 AWARDS & ACCOLADES*
- 11 RELATIONSHIPS & PARTNERSHIPS*
- 12 GOVERNANCE*
- 14 APPROACH & MATERIALITY*

### **OUR PEOPLE**

- 16 PEOPLE*
- 17 COMPENSATION & BENEFITS*
- 18 EMPLOYEE ENGAGEMENT*
- 20 PEOPLE SAFETY*

### **FOOD SAFETY**

- 22 FOOD SAFETY*

### **ANIMAL CARE**

- 23 ANIMAL WELL-BEING*

### **OUR ENVIRONMENT**

- 25 ENVIRONMENTAL STEWARDS*
- 27 ENERGY*

### **COMMUNITY SUPPORT**

- 28 PROSPERITY*

### **ECONOMIC IMPACT**

- 29 ECONOMIC VALUE*



*Glenn Stolt  
Chief Executive Officer*

As I reflect on this past year, it's evident that the investment made in understanding and defining our organizational focus on sustainability has been a crucial stride for long-term viability. For Christensen Farms, sustainability is both a catalyst and an outcome, filled with risks and opportunities. With our strategic plan LEGUP 2030 as our backdrop, we introduced our "4 P's" – People, Pigs, Planet and Prosperity – in our 2022 Sustainability Report. We also introduced our four Sustainability Tenets: Impact vs. Image; Actual Data vs. Models; Methodical vs. Moonshot Goals; and Innovative Thinking vs. Conventional Wisdom.

2023 presented numerous challenges for the pork industry, including high feed prices, onerous animal housing regulations, inflationary pressures and depressed margins. Despite these headwinds, we harnessed our 4 P's and Tenets, leaning into our culture of continuous improvement and excellence. This strategic focus empowered us to produce more pork with fewer resources, mitigate costly inputs and inefficiencies, and position ourselves to fulfill our noble mission of providing high-quality, nutrient-dense food to a growing world.



A few key highlights of progress we've made in alignment with LEGUP 2030 include:

**PEOPLE:** Substantial investment in our training and talent lifecycle management, providing our team members the opportunity to excel in their roles and seek advancement within the organization.

**PIGS:** Achievement of herd health milestones after significant biosecurity investments, elevating our key performance metrics to historic highs.

**PIGS/PLANET:** Investment in advanced genetics with superior feed conversion and livability.

**PIGS/PLANET:** Investment in corn sourcing and receiving capabilities and technologies, enabling us to purchase more corn directly from local farmers while enhancing the quality of our feed.

As we embark upon Christensen Farms 50th Anniversary in 2024, these achievements, alongside other noteworthy initiatives not expressly mentioned here, collectively contribute to PROSPERITY. Prosperity for our employees, partners, communities, customers and our business.

While we are in the early stages of our sustainability journey, our commitment to fundamental elements that drive impact and define our long-term sustainability is ingrained in our culture of continuous improvement and excellence. As technology advances, science evolves and data becomes more precise and accessible, we anticipate gaining new insights that will guide our next steps towards greater sustainability. We remain dedicated to adapting to the evolving needs of those we serve.

Glenn Stolt  
Chief Executive Officer  
Christensen Farms





FARM TO FORK

## Company Profile

### ORGANIZATIONAL OVERVIEW

Established in 1974 on a Minnesota family farm, Christensen Farms has evolved into one of the largest family-owned pork producers in the United States. As the company expanded, it seized opportunities to enhance sustainable practices while simultaneously elevating quality and safety standards for consumers. This commitment led to the expansion of operations across the entire pork value chain, ensuring a comprehensive approach from farm to fork.

In 2006, Christensen Farms achieved a significant milestone by becoming the largest member of Triumph Foods, a producer-owned primary pork processing plant located in St. Joseph, Missouri. Triumph Foods also holds a 50% interest in Seaboard Triumph Foods LLC, a joint venture with Seaboard Foods, which operates a primary pork processing plant in Sioux City, Iowa. Diversifying its offerings to meet the demand for specific products, Triumph Foods also holds a 50% ownership stake in Daily's Premium Meats, specializing in offerings like bacon, ham and other premium selections.

With its integrated farm-to-fork model, Christensen Farms maintains visibility into evolving consumer demands, positioning itself as an agile pork producer continually working to meet these demands. The company's unwavering focus on continuous improvement and excellence at the farm level, combined with strategic relationships in both primary and further processing, has empowered Christensen Farms to market over 3.6 million hogs annually. This approach ensures increased traceability, quality assurance, consistency and availability for customers not only in the United States but around the globe.

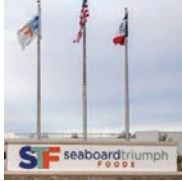
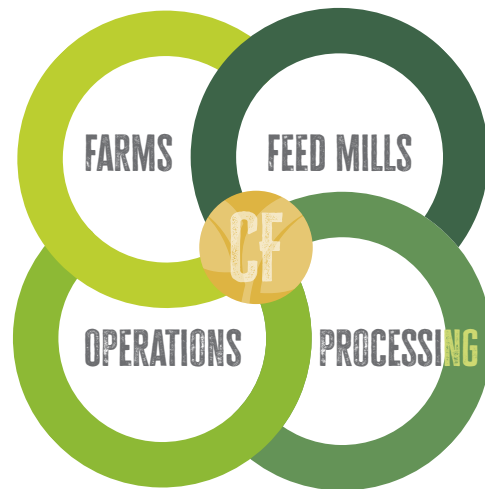
### MISSION

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.

### VALUES

- **Respect:** We honor the contributions and accomplishments of others and embrace the diversity of individuals.
- **Integrity:** We do what is right every day, even when no one is looking.
- **Excellence:** We continuously strive to be the best in the industry.
- **Adaptability:** We anticipate, pursue and embrace change for the benefit of the organization.
- **Innovation:** We continuously seek and communicate new ideas that drive improvement in the business, regardless of position.





## Operations

Christensen Farms proudly employs a workforce of approximately 1,000 dedicated full-time employees across our operations in Minnesota, Iowa, Nebraska, Illinois and South Dakota. In addition to our committed employees, the company maintains roughly 1,500 contract grower relationships throughout the region.

The company's operational footprint includes three state-of-the-art feed mills and five trailer washes that support 140,000 sows across 44 farms and more than 500 owned or contracted nursery and grow-finish sites.

Further expanding their impact, as a stakeholder of Triumph Foods and its associated joint ventures, Christensen Farms contributes to a workforce that surpasses 6,000 individuals. These ventures extend across processing facilities located in Iowa, Missouri, Utah and Montana, showcasing our commitment to excellence and meaningful contributions within the broader industry landscape.

### FARMS

Christensen Farms collaborates with family farms and leverages company-owned assets to uphold the highest standards of care for pigs at every stage of their development. Guided by a dedicated technical team that includes veterinarians and nutritionists, caretakers conduct daily monitoring to ensure that pigs have access to quality air, feed and water. Additionally, they administer vaccines and other preventative healthcare measures while providing individualized care for pigs in need.

The company's team of skilled agronomists takes a proactive approach by monitoring water usage and overseeing manure storage on the farm. Through strategic partnerships with external resources, valuable nutrients present in the manure are integrated back into the soil of nearby fields. This practice not only contributes to sustainable agriculture but also completes the cycle by producing crops that serve as essential feed ingredients.

As pigs reach market weight, they are transported to various Midwest processing plants, ensuring a seamless transition from the farm to the processing phase.

### FEED MILLS

Christensen Farms sources corn directly from local farmers and grain elevators, prioritizing a direct and sustainable supply chain. Upon receipt, ingredients are tested for quality and nutritional value. Ingredients sourced internationally undergo a quarantine protocol before delivery to feed mills to ensure they are free of any contamination. In-house Ph.D. nutritionists utilize nutrition data to develop comprehensive feeding programs tailored to the unique needs of pigs at each stage of their development. Formulated feed is milled and delivered exclusively to Christensen Farms' pigs by truckload according to their phase of production. This HACCP certified, precision approach supports an optimal feeding strategy, promoting the health and well-being of pigs and minimizing costly waste.

### PROCESSING

Under the oversight of the USDA's Food Safety and Inspection Service (the agency responsible for ensuring humane livestock handling and harvesting), skilled workers at Triumph Foods and Seaboard Triumph Foods produce pork products to fulfill customer specifications. The products are packaged and delivered to grocery stores, restaurants, schools, college campuses and military bases around the globe.

The commitment to sustainability doesn't end with the final product. Components not suited for human consumption are repurposed through upcycling initiatives, finding purpose in products such as pet food, biofuels and various household goods. This practice further exemplifies a circular economy and the principle of resource sharing throughout the entire production cycle.





## Legacy

### **NOVEMBER 3, 2023 MARKED THE 11TH ANNIVERSARY OF THE PASSING OF OUR FOUNDER, BOB CHRISTENSEN.**

Bob Christensen's passion for livestock production ignited during his formative years in the FFA, setting the stage for a remarkable journey. In 1974, fueled by entrepreneurial aspirations, Bob and his brother Lynn received two bred gilts as a gift from a neighbor, marking the inception of Christensen Farms. Remarkably, Bob, at just 13 years old, embarked on a path that would shape one of the nation's largest family-owned pork production enterprises.

From the outset, Bob proved to be an industry visionary, weaving together creativity, inherent business sense and unwavering work ethic. His pioneering spirit manifested in groundbreaking practices in animal housing, genetics, nutrition, nutrient management and other forward-thinking practices that have since become industry standards.

Guided by Bob's leadership, the company expanded its footprint through the construction and acquisition of swine production facilities, feed mills and the co-founding of Triumph Foods, a prominent pork processing and packing facility in St. Joseph, Missouri. Bob's vision materialized in the establishment of Christensen Farms as a sustainable "farm-to-fork" pork production operation.

Bob's keen sense for identifying and nurturing talent was fundamental to advancing our business. He had a unique ability to develop leaders who shared his vision and dedication, ensuring that Christensen Farms not only grew but thrived under principled guidance. This legacy of leadership development continues to drive our company forward today.

A luminary in the industry, Bob's legacy extended beyond the operational realm. His influence reached agricultural education programs, earning him accolades both during his career and posthumously. Bob Christensen remains an industry icon, celebrated for his contributions to the pork industry and his enduring impact on agriculture education. In recognition of his countless contributions to our industry and agriculture education programs, Bob has received these honors:

**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:** Honorary American FFA Degree and induction into the Minnesota FFA Hall of Fame (posthumously)

**2019:** Minnesota Pork Producers Association Distinguished Service Award (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

*Bob was an industry visionary, combining creativity, innate business sense and hard work to build one of the largest family-owned pork production operations in the country.*



# PIGS, PEOPLE, PLANET.

## *Awards & Accolades*

**CHRISTENSEN FARMS IS PROUD TO BE RECOGNIZED FOR OUR COMMITMENTS TO RESPONSIBLE PIG FARMING, TO PEOPLE AND TO THE LAND.**

At the heart of the organization, the mission and values of Christensen Farms guide the operations, partnerships, interactions and desired outcomes of the organization. Over the last five decades, Christensen Farms and dedicated partners have been proud recipients of several industry, regulatory and economic development awards. The recognition is appreciated, but demonstrates that the company’s mission, values and commitment to excellence are central to the Christensen Farms culture.

Later in this report, the internal, organizational recognition program is shared. It demonstrates how Christensen Farms’ culture upholds the principles that define us, further instilling the mindset and behaviors that align with our mission, values and the pursuit of excellence.

**2022: MINNESOTA PORK BOARD ENVIRONMENTAL STEWARD OF THE YEAR**

Adam Barka, Sleepy Eye, Minnesota

**2022: NEW ULM, MINNESOTA CHAMBER OF COMMERCE LARGE BUSINESS OF THE YEAR**

**2022: IOWA PORK MASTER PORK PRODUCER**

Christensen Farms Contract Growers Nate and Melissa Moretz, Kensett, Iowa



## Relationships & Partnerships

Christensen Farms believes in fostering relationships with organizations within the communities where we operate. We choose to partner with those who share our desire to create a sustainable agricultural system that brings positive outcomes to people, pigs, planet and collective prosperity.



Brown County United Way





## *Governance*

### **MANAGEMENT**

Christensen Farms' Chief Executive Officer is the most senior member of the Executive Leadership Team and is ultimately responsible for the company's overall strategy and performance. The Executive Leadership Team is comprised of the Chief Executive Officer, President, Chief Financial Officer, VP and General Counsel, VP of Operations, VP of Business Services, VP of Human Resources & Safety and VP of Sustainability. This team is responsible for operational performance of the business.

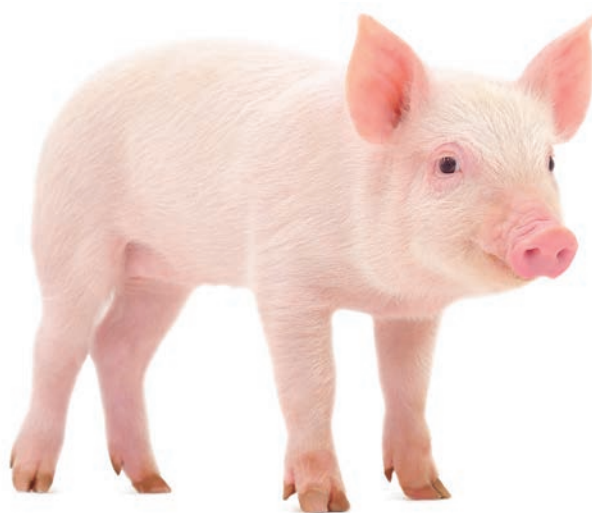
### **BOARD OF DIRECTORS**

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 actively involved in local communities, non-profits 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 and nurture the performance-driven culture, recognizing that an energized, engaged and aligned workforce leads to great results. 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**

Christensen Farms' policy is to promote high standards of integrity. This policy hinges on the principle that all company affairs will be conducted honestly and fairly. Directors, officers and employees are expected to act with integrity, observing the highest ethical standards in their dealings with customers, suppliers, partners, service providers, competitors and others. Directors, officers and employees are expected to comply with the letter and spirit of the law in the cities, counties and states in which Christensen Farms operates.



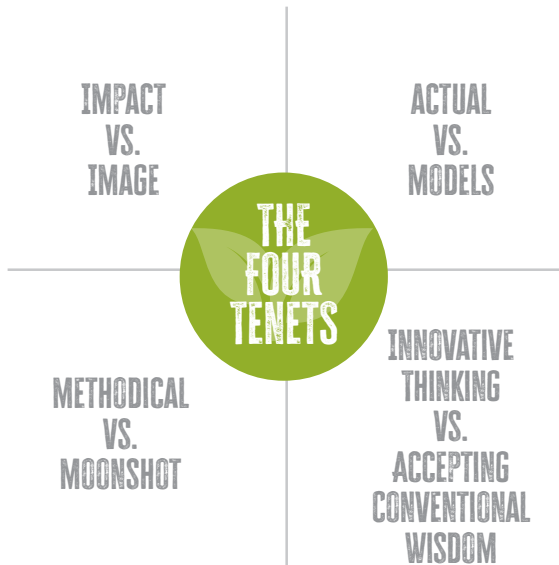
A close-up, warm-toned photograph of a pig's face, focusing on its eyes and snout. The pig has light pinkish-brown skin and dark, round eyes. The snout is large and textured, with two nostrils visible. The background is softly blurred, showing other pigs.

IN PURSUIT OF EXCELLENCE

# Approach

## CHRISTENSEN FARMS' APPROACH

As stewards of the planet, caretakers of the animals we raise, and contributors to the nutritional well-being of society and mindful consumers making values-based choices, Christensen Farms has an obligation to curate and leverage sound, reliable information as the basis of organizational education, strategic direction and goal setting. Embracing a holistic stance on sustainability, the company strives to balance consumer expectations with inevitable tradeoffs, acknowledging the critical need to mitigate irreversible, unintended and adverse consequences. The commitment to the four tenets supports achieving precisely that.



**Impact vs. Image:**

Proactively cultivate a deep understanding of changes that will support long-term viability.

**Actual vs. Models:**

Set our goals based on current data specific to our environment and specific operations.

**Methodical vs. Moonshot:**

Contextualize data that informs goal setting within broader trends, recognizing natural variations.

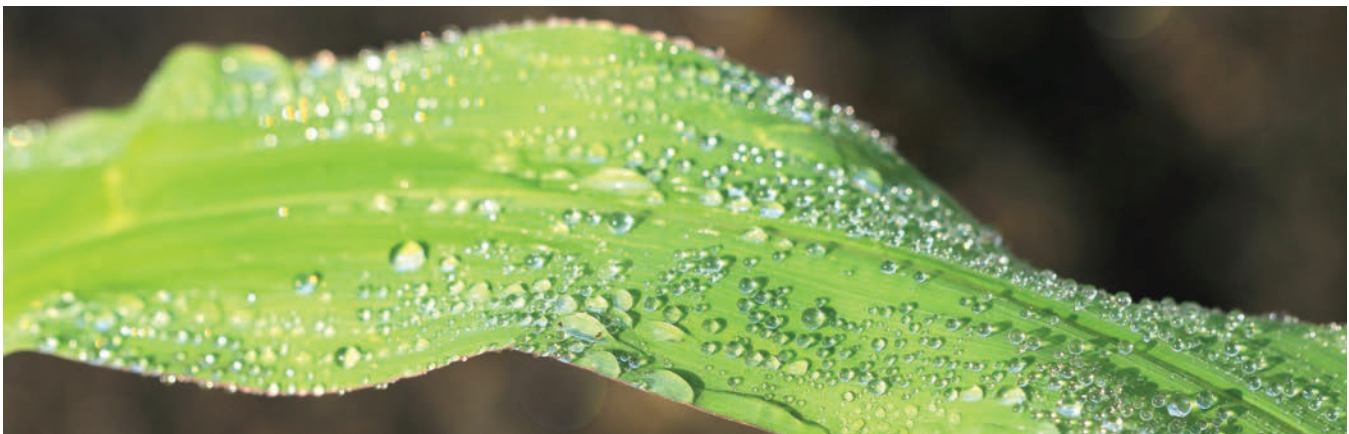
**Innovative Thinking vs. Accepting Conventional Wisdom:**

Differentiate ourselves from “the herd” by challenging methodology and assumed values, and pursuing consistent application of both across the agricultural and food sectors.



# Materiality

Christensen Farms utilizes a Materiality Assessment process with key stakeholders internally and externally to identify topics important to them. This exercise provides a meaningful platform for engaging in robust dialog and fostering relationships, with all parties benefiting from shared data, insights and perspectives. The outcome of a Materiality Assessment is a Materiality Matrix that illustrates the topics with the most importance to stakeholders and impact to Christensen Farms' success. Integrated into our business processes, this matrix plays a pivotal role in informing organizational risk management and business planning functions.



A photograph of three people, two men and one woman, all wearing red t-shirts and safety glasses. They are gathered around a smartphone held by the man in the center. The woman on the right is pointing at the screen. The background is a corrugated metal ceiling. A white rectangular box is overlaid on the image, containing the text 'PEOPLE PASSION PURPOSE'.

**PEOPLE** **PASSION** **PURPOSE**

## People

### **NOW MORE THAN EVER, EMPLOYEES ARE CHOOSING TO WORK IN INDUSTRIES AND COMPANIES THAT ALIGN WITH THEIR VALUES.**

Christensen Farms strives to be a supportive workplace that offers individuals opportunities to bring their highest talents and deepest devotions to the work they do, setting the stage for a richer, happier and more fulfilling life experience.

This past year, the company launched the MyCareer program, a comprehensive framework supporting the talent lifecycle. MyCareer enables all employees to understand both short- and long-term career opportunities. It also connects them with resources to understand and work toward building the technical and behavioral competencies to advance to where they want to be in their careers. Recognizing the uniqueness of each individual's journey, Christensen Farms maintains its commitment to a growth-oriented culture that allows "Passion to drive the Purpose".



Education and development opportunities are offered through CF Academy (an online learning platform), in person meetings like the CF Leadership Summit and Good Pig People Summit, and sponsored industry conferences. Annual goal setting, development planning and performance management facilitates ongoing feedback and discussions to support progress toward company and individual objectives, helping employees meet their aspirations.

At Christensen Farms, our commitment to education extends beyond our internal operations. We actively collaborate with academic institutions on researching and developing new methods and best practices. Our team members also enrich these partnerships by guest lecturing at various academic institutions, sharing insights and real-world experiences that contribute to shaping the future of agricultural practices.

We are proud to offer the next generation substantial learning and development opportunities. In 2023, we hosted 18 interns from nine different institutions, providing them with diverse experiences across virtually every area of our business.





## Compensation & Benefits

**OFFERING COMPETITIVE WAGES AND EMPLOYEE BENEFITS IS CRITICAL FOR ATTRACTING AND RETAINING THE TALENT NECESSARY IN A COMPLEX BUSINESS SUCH AS CHRISTENSEN FARMS.**

In response to challenges posed by inflation rates and a competitive talent market in 2022, the company proactively adjusted wages for the majority of positions. Third-party salary benchmarking data was utilized to ensure a competitive wage and benefits package that supports employee needs and equitable pay for performance.

## EMPLOYEE BENEFITS

### 401K

Christensen Farms offers a 401(k) savings and investment plan. The program features 100% immediate vesting and matches contributions by the company.

### PAID TIME AWAY FROM WORK

All full-time employees accrue hours in a “Paid Time Off” bank. Employees are encouraged to use those hours to tend to personal matters and support a healthy work-life balance.

### EMPLOYEE WELLNESS PLAN

Employees are incentivized to participate in various activities throughout the year to reward them for steps already being taken and to encourage additional steps towards a healthier lifestyle.

### COMPANY HOLIDAYS

Christensen Farms offers paid scheduled and floating holidays. This flexibility enables our diverse team to celebrate events and traditions at times and in ways that are most meaningful to them.

### OTHER BENEFITS

- Flexible Spending (Medical and Dependent)
- Long Term Disability Insurance
- Voluntary Short Term Disability Insurance
- Voluntary Term Life Insurance
- Direct Deposit and Online Check Stubs

### HEALTH BENEFITS

All full-time employees can enroll in the following:

- Medical insurance offering two options
- Dental insurance
- Vision insurance
- Life and AD&D insurance for employees
- Life insurance for spouse and children

### EMPLOYEE ASSISTANCE PROGRAM

Christensen Farms’ Employee Assistance Program (EAP) is available at no cost to active employees and immediate family members. The EAP assists with matters related to:

- Family and relationships
- Emotional well-being
- Financial wellness
- Substance abuse and addiction
- Legal assistance
- Physical health
- Work and career



## Employee Engagement



### DIVERSITY AND INCLUSION

Respect is a core value at Christensen Farms and is defined as honoring the contributions and accomplishments of others and embracing individual diversity. Recognizing the strength that diversity brings to organizations through varied experiences and ideas, Christensen Farms actively works to attract diverse talent through recruiting processes and fosters talent through comprehensive training and development programs. The company's employee resource groups (ERGs) play a crucial role in promoting inclusion and positively influencing employee acclimation, development and connection within both the company and the communities where operations are based. These resource groups identify opportunities for employees to engage in and contribute to organizational solutions, creating lasting connections and driving excellence. The launch of Next Gen LEAPP in 2022 further emphasizes generational engagement and development, building on the successes of the Women LEAPP and Latino LEAPP programs, which have seen increased leadership representation since their inception.

### EMPLOYEE APPRECIATION AND RECOGNITION

Christensen Farms recognizes that the passion and resilience of its team are vital to the company's success. Annually, the company hosts organizational awards, allowing employees to nominate peers who consistently go above and beyond in representing the company's values, mission and long-term strategy. An independent review committee selects individuals and teams for the Christensen Farms Award for Excellence, with the Executive Leadership Team choosing recipients for the more prestigious Bob Christensen Award for Excellence. In 2023, 55 individuals and 11 teams received the Christensen Farms Award for Excellence. Four employees received the Bob Christensen Award for Excellence, highlighting their outstanding contributions.

Formal recognition is one aspect of celebrating the achievements of individuals and teams, but just as important is gratitude for those who contributed to the organization's success. Christensen Farms hosts employee appreciation events across the five states in which the company operates and brings together contract farmer partners annually to recognize and thank them for their commitment and loyalty to the organization.

Perhaps the most rewarding and valued expression of gratitude is the distribution of holiday pork packs, which consist of products, such as bacon, ribs, flavored loins, and more, the entire team helped produce. Each employee and contract partner receives a gift pack and also has the opportunity to purchase additional products for themselves or to give as gifts to family and friends, proudly sharing the superior product of their making.



# SAFELY LEADING THE WAY



## *People Safety*

### **CHRISTENSEN FARMS BELIEVES ALL OCCUPATIONAL INCIDENTS AND INJURIES ARE PREVENTABLE.**

Christensen Farms has taken an aggressive stance to elevate its safety culture, including the implementation of a robust investigation process for all injuries. Key insights are shared throughout the company so that others can take proactive steps to avoid similar issues.

The organization is committed to leveraging an internal safety team to support employees across different geographies and work functions in identifying and eliminating hazards, fostering a safety mindset, implementing tools and training to minimize hazards, and providing oversight and accountability in workplace safety.



SAFE **AT** HOME

## Food Safety

### **EVERY STAGE OF THE VALUE CHAIN, FROM CUSTOMER KITCHENS TO PROCESSORS AND BACK TO THE FARM, INCORPORATES CRUCIAL ELEMENTS OF FOOD SAFETY.**

Quality and food safety are seamlessly integrated into daily practices at the farm and processor, and rigorously tested by the USDA to guarantee the safety of the end product.

On the farm, specific measures are implemented to ensure the production of a safe product:

- Pigs are housed indoors to avoid ingesting soil-based parasites that can migrate to edible tissue and cause foodborne illnesses.
- Biosecurity protocols are in place to maintain herd health, which reduces the need for antibiotic therapy. Many farms are equipped with HEPA filtration systems to avoid airborne transmission.
- In instances where antibiotics are administered, stringent measures are taken. Pigs receiving any antibiotics must remain on-farm for a duration of time exceeding FDA withdrawal requirements to ensure antibiotics have been metabolized and are no longer detectable.
- Where possible, needle-free technology is utilized for individual pig treatment, enhancing safety and minimizing potential risks associated with traditional injection methods.

### **ELEVATING ANTIBIOTIC STEWARDSHIP THROUGH HOLISTIC PRACTICES**

Animal health is the cornerstone to animal well-being, antibiotic stewardship and environmental stewardship. Healthy animals are more sustainable. They have higher well-being, require fewer resources like feed and energy to grow, require fewer medical interventions and have greater livability.

Antibiotic stewardship at Christensen Farms transcends mere avoidance; it involves strategic investments in housing, technology and practices aimed at eradicating or minimizing the necessity for antibiotics.

This commitment unfolds through a combination of indoor animal housing, the integration of HEPA filtration, stringent sanitation procedures, resource segregation based on risk, and the implementation of preventative health strategies, including vaccination protocols.

Despite having robust, preventative measures in place, instances arise where animals become ill and may require antibiotic treatment.

At Christensen Farms, animal care and well-being is a responsibility, and withholding treatment from an animal in need is unacceptable. In such cases, antibiotics are a vital tool for supporting individual animal and herd well-being. Veterinarians are consulted and diagnostics are utilized to develop targeted treatment options before implementing any therapeutic interventions. Christensen Farms follows PQA Plus® best practices and strictly adheres to FDA administration and documentation protocols to ensure a safe, wholesome product.





## DOING THE RIGHT THING EVERYDAY

### *Animal Well-Being*

**AT CHRISTENSEN FARMS, A CULTURE OF ANIMAL WELL-BEING IS WOVEN INTO EACH ASPECT OF OPERATIONS, INCLUDING THOSE NOT DIRECTLY RESPONSIBLE FOR PIG CARE.**

At the core of the company's animal well-being program lies a commitment grounded in the U.S. Pork Producers' Code of Practice. Throughout every phase of production, Christensen Farms surpasses industry guidelines, ensuring the fulfillment of the environmental, nutritional and health needs of our animals.

To achieve the highest standards of care, Christensen Farms mandates that all animal caretakers, farm site partners and contract farmer partners attain Pork Quality Assurance® Plus (PQA Plus®) certification. Going above and beyond industry norms, the company requires annual recertification to reinforce our commitment to excellence.

Upholding a zero-tolerance policy for animal mistreatment and neglect, all employees and partners have a duty-to-report requirement that ensures their active participation in maintaining the highest standards of animal welfare. Employees and partners have access to an anonymous Animal Welfare Hotline, a dedicated channel to address and rectify any concerns regarding the treatment of animals in their care. Every reported incident undergoes a thorough investigation, with findings communicated transparently to the Executive Leadership Team, reinforcing accountability at all levels of the organization.

Embracing a "trust but verify" mindset, Christensen Farms maintains a rigorous audit and oversight protocol through the company's independent Animal Well-Being Team, including:

- Monthly assessments on all sow farms.
- Annual unannounced audits on all farms housing Christensen Farms' pigs using the Common Swine Industry Audit Standards (CSIAS).
- Unannounced random audits of select farms.





### CHRISTENSEN FARMS: EMBRACING THE STANDARD OF TRUST AND VERIFY



**100%**  
*of caretakers  
Pork Quality  
Assurance Plus  
certified.*



**100%**  
*of animal  
transporters  
are Transport  
Quality  
Assurance  
certified.*



**100%**  
*pass rate of  
third-party  
animal welfare  
random audits.*



**99.6%**  
*average  
third-party  
audit score.*



**100%**  
*of our market  
pigs can be  
traced back to  
source farms.*







## *Environmental Stewards*

### **NURTURING A SUSTAINABLE PLANET THROUGH RESPONSIBLE AGRICULTURE**

Christensen Farms' mission to responsibly feed a growing world is inextricably linked with fostering a healthy planet. The company took a significant step 30 years ago by formalizing agronomy positions, marking a bold, unwavering commitment to continuously enhancing its legacy of environmental stewardship.

Central to Christensen Farms' environmental efforts is the natural genetic improvement of animals. Through careful selection and breeding, the company harnesses superior genetics to optimize on-farm performance and enhance the consumer experience. Criteria such as mothering ability, sound feet and legs, and optimal feed conversion rate contribute to producing more pork with fewer animals, less feed, less land and less energy, while selecting for high marbling and meat quality provide a superior product for consumers.

*Agriculture is an intricate, complex ecosystem that we are proud to be stewards of, and a responsibility we don't take lightly.*

Studies have shown that feed and manure are the highest contributors to Greenhouse Gas emissions (GHG) from pork production. Christensen Farms purchases corn directly from local farmers and elevators and does not grow the crops. As such, feed ingredients are Scope 3 emissions and beyond direct control in our production practices. That said, Christensen Farms sources corn grown near the feed mills. Given the soil quality in the region, very little of the corn purchased is from irrigated acres.

Aligned with a circular economy model, Christensen Farms purchases Dried Distillers Grains (DDGs) from ethanol production facilities to feed pigs, effectively transforming a "waste" product into valuable protein. Similarly, soybeans crushed for biodiesel yield soybean meal, which Christensen Farms uses as an essential protein source for pigs. These practices exemplify the principle of resource-sharing.

Pork production is an inherently circular economy where manure plays a pivotal role in fostering soil biodiversity and enriching it with key nutrients. 92% of the manure generated across Christensen Farms' system is stored and managed in fully covered structures, offering a range of advantages. This method of manure management minimizes emissions and preserves the nutrient quality of the organic fertilizer by preventing exposure to precipitation and significant temperature variation. 100% of the manure within the Christensen Farms' system finds purpose as high-quality fertilizer applied by certified applicators. This supports resilient, fertile soil that yields the corn, soybeans and other crops that are essential for raising pigs, ultimately producing a safe, nutrient dense, wholesome protein for consumers worldwide.



## *Environmental Stewards*

### **IN THE PURSUIT OF CONTINUOUS IMPROVEMENT**

The sustainability of pork production extends beyond the primary product. By-products from pork production undergo a process of upcycling, finding utility in applications such as pet food, biofuels and various household goods. This comprehensive approach ensures the efficient utilization of all elements of the production process, effectively minimizing waste.

In the pursuit of continuous improvement, Christensen Farms has and continues to explore the integration of anaerobic methane digesters, a technology successfully adopted by many in the dairy industry. Recognizing the physiological distinctions between pigs and cattle, where pigs emit significantly less methane (1/43rd the amount emitted by cattle), the feasibility of digesters hinges on having a sufficient concentration of pigs in close proximity. However, this poses a challenge, as the company's strategy involves geographically dispersing sites to safeguard herd health. Balancing these considerations remains a key aspect of the ongoing sustainability initiatives at Christensen Farms.

Accomplishments over the past year:

- > *Successfully completed 100% of environmental inspections and audits*
- > *Completed 822 manure tests*
- > *Twelve company-owned farms including over 50 acres of land with permanent habitat features*
- > *36,304 acres of manure applied to local fields, owned by local farmers, directly benefiting their soil health and biodiversity, improving crop yields and minimizing costly commercial fertilizer inputs*

### **WATER CONSERVATION**

We have implemented equipment and intensive monitoring practices with a goal to ensure our animals have proper water. Following these principles, Christensen Farms has saved an average of 30.4 million gallons of water annually since Fiscal Year 2017, recognizing weather and varying on-farm situations influences this result year-to-year.

### **USING MANURE AS A BENEFICIAL ALTERNATIVE TO COMMERCIAL FERTILIZER**

- > *Water Offset: 236,020,891 gallons* -----
- > *MMBTU Offset: 618,557*
- > *19,872 tons of CO<sub>2</sub>e avoided*



**EQUALLING NEARLY 913,000 MATURE TREES ABSORBING CO<sub>2</sub> FOR A FULL YEAR.**



## Energy

### OPERATING WITHIN THE DYNAMIC CLIMATE OF THE MIDWEST, CHRISTENSEN FARMS CONTENTS WITH SUBSTANTIAL TEMPERATURE FLUCTUATIONS, RANGING FROM INTENSE HEAT TO EXTREME COLD.

The company maintains a proactive stance, consistently exploring avenues to curtail energy consumption. A key facet of this commitment involves assessing the feasibility of and integrating renewable energy solutions where physically and financially viable. By doing so, Christensen Farms not only strives to create an optimal environment for the well-being of the pigs under its care but also strives to minimize the overall energy demand associated with these critical operations.

A few examples of energy reduction investments:

- > *Thermal wrap around barns and covering unused air intake fans during winter months*
- > *Utilizing supplemental heat in targeted areas, optimizing warmth without the need to maintain higher temperatures throughout an entire space*
- > *Transitioning to energy-efficient LED lighting solutions*
- > *Upgrading energy-intensive motors with more efficient alternatives*
- > *Reducing over 250,000 miles travelled by optimizing load weights resulting in a 46,000 gallon fuel reduction and over 500 tons CO2e avoided*



**2.8% MMBTU DECREASE  
PER POUND OF PORK  
FROM FISCAL YEAR 2022**





# Prosperity

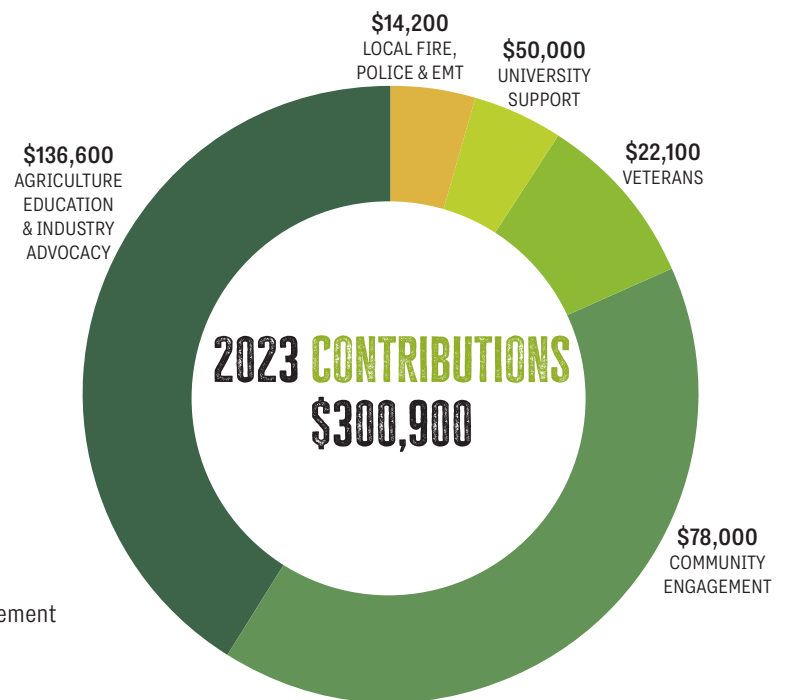
## DONATIONS, SCHOLARSHIPS, SPONSORSHIPS & VOLUNTEERING

Christensen Farms is dedicated to enhancing the vitality of local communities through both company-wide and individual investments. In rural areas, access to quality education, health care and food is threatened by a declining rural population. Across the Upper Midwest, the company provides jobs, contributes to tax revenue and supports local businesses, creating opportunities for people to remain in their hometowns and preserve their communities. Participating in various events, programs and initiatives, the company strives to enhance the overall quality of life in communities where it operates.

Numerous employees at Christensen Farms are active volunteers, generously dedicating their personal time to making a positive difference in the lives of others. They engage in activities such as working with students through programs like Junior Achievement, coaching youth athletic teams and participating in youth agriculture education. They are also active in civil service. Christensen Farms' employees work in local volunteer fire departments and as emergency responders, and serve on school boards, city councils and in other elected positions.

### 2023 CONTRIBUTIONS

- In local communities, Christensen Farms supports programs like 4-H and FFA, reflecting the passion of our founder, Bob Christensen, for improving the agriculture industry. The company continues to develop and enhance partnerships with organizations that support strategic goals, including food pantries, rural schools and various colleges and universities.
- In addition, Christensen Farms sponsors state and county fairs, volunteer emergency responder events and unique local celebrations important to the community.
- In 2023, Christensen Farms made over 155 unique contributions, including monetary and in-kind donations, sponsorships and volunteering. The company maintains a focus on supporting agricultural education and awareness activities, veterans, local emergency services and other community engagement initiatives across its operational regions.





## *Economic Value*

### CHRISTENSEN FARMS' 2023 IMPACT

Expenditures represent investments and payments to employees, governments and municipalities, and producers, suppliers and cooperatives. These investments provide economic stimulus that enables rural communities around our farms to thrive. Christensen Farms supplies local producers with soil nutrients that replace traditional fertilizers, contributing over \$22 million annually to the local economy and underscoring the company's commitment to environmental stewardship.



CATEGORY	EXPENDITURE
CORN	\$208,252,000
VENDORS	\$121,723,000
COMPENSATION & BENEFITS	\$89,662,000
SOYBEANS	\$76,590,000
PRODUCERS	\$59,509,000
CORN MILL	\$46,472,000
UTILITIES	\$14,966,000
SOYBEAN MILL	\$14,902,000
<b>TOTAL</b>	<b>\$632,076,000</b>

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



2023  
REPORT



  
**MINNESOTA BORN**  
MIDWEST GROWN

(507) 794-5310  
23971 County Road 10 • Sleepy Eye - MN 56085