



# 2022 COMMUNITY IMPACT REPORT

LAND  LAKES INC.®





**2022**

# COMMUNITY IMPACT REPORT

CONTENT OVERVIEW

**3**

**INTRODUCTION**

**7**

**OUR PILLARS OF IMPACT + GOALS**

**10**

**VIBRANT COMMUNITIES**

**28**

**SUSTAINABLE FUTURES**

**40**

**SAFE & PLENTIFUL FOOD SUPPLY**

**52**

**GOVERNANCE**

**56**

**APPENDIX**





- Table of Contents
- Who We Are
- CEO Letter

# INTRODUCTION



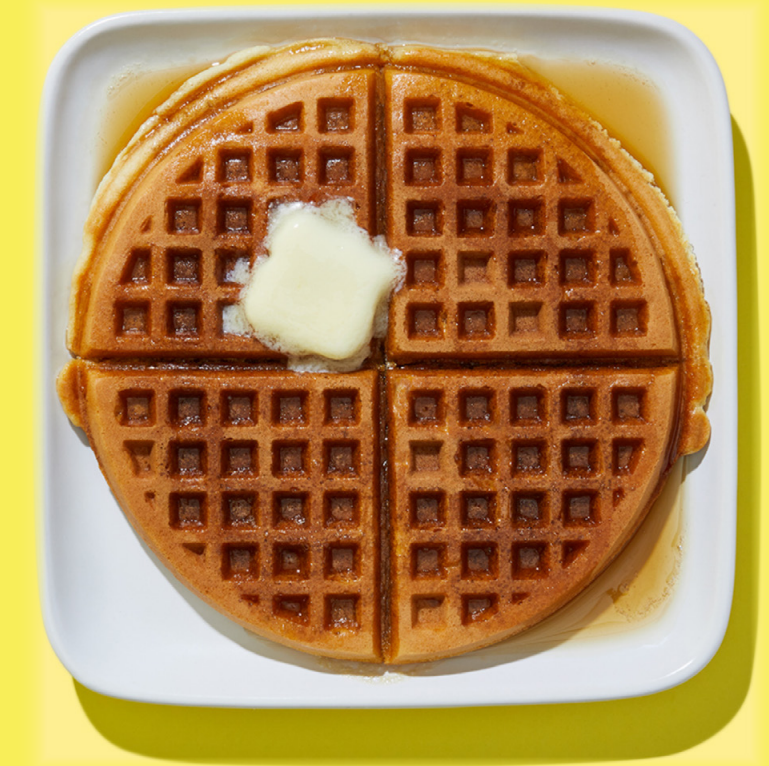
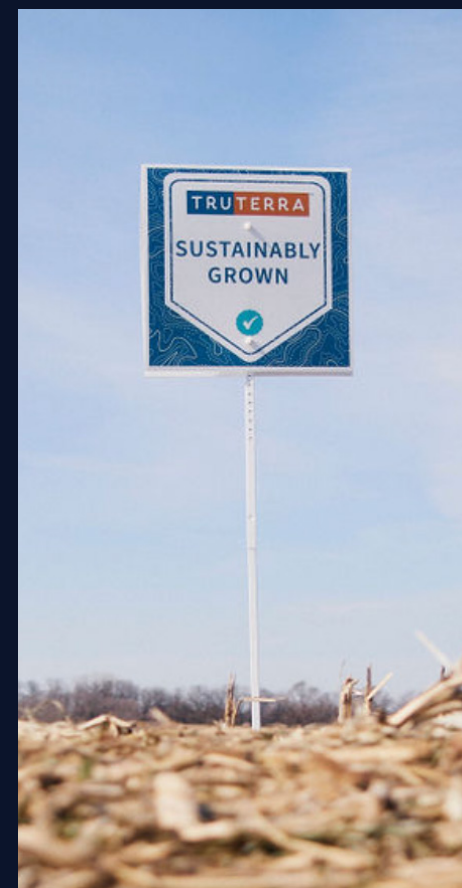


# ABOUT LAND O'LAKES, INC.

Land O'Lakes, Inc. is one of America's premier agribusiness and food companies. We are a farmer- and retailer-owned cooperative based in Arden Hills, Minnesota, with industry-leading operations that span the agricultural ecosystem—from production to consumer foods.

Built on a legacy of more than 100 years of operation, we have some of the most respected brands in agribusiness and food products in our four businesses—Dairy Foods, Animal Nutrition, Crop Inputs and Truterra. Our company, which operates in all 50 states and more than 60 countries, is one of the largest co-ops in America.

+ For more information, view our [2022 Annual Report](#).



### 2022 BY THE NUMBERS

**\$19 billion**  
NET SALES

**9,000**  
EMPLOYEES

**2,809**  
MEMBER-OWNERS

**300**  
FACILITIES





# ABOUT THIS REPORT

This report covers Land O'Lakes, Inc. Community Impact activities from calendar year 2022. Certain data regarding employee population, the board of directors and representation of employees, references the most up-to-date information available during the publication of this report in June 2023. This report references Global Reporting Initiative (GRI) standards, with more information provided in the appendix of this report.



## DAIRY FOODS

Brands include:  
LAND O LAKES®  
Kozy Shack®  
Vermont Creamery®

## ANIMAL NUTRITION

Brands include:  
PURINA®  
Nutra Blend®  
MAZURI®

## CROP INPUTS

Brands include:  
WinField® United  
CROPLAN®  
Answer Plot®  
R7® Tool  
Advanced Acre® Rx

## TRUTERRA

Sustainability services include: soil health assessment, market access program and carbon program





# DEAR STAKEHOLDERS,

**For more than a century, Land O'Lakes, Inc., has been a leader in supporting farm families and locally-owned agricultural businesses across rural America. As a farmer- and retailer-owned cooperative, our success is inextricably linked to the success of those who produce our food.**

ROOTED IN TOMORROW™ ROOTED IN TOMORROW™ ROOTED IN TOMORROW™ ROOTED IN TOMORROW™

The health and vitality of rural communities is the foundation of who we are at Land O'Lakes. There are challenges and opportunities facing rural America and our farmers. The community challenges include lack of housing availability, regular roads and infrastructure; closing hospitals and the lack of access to fresh food—not to mention climate-related disasters affecting the communities and the farmland that's needed to feed the world. After all, the global population is set to grow to about 10 billion people by 2050, and we'll need to produce more food by then than the last 5,000 years combined.

At Land O'Lakes, we know farmers and their agricultural retailers are at the heart of solving the world's most pressing issues. As an organization whose network touches 50% of the harvested acres in the U.S., we have visibility to the entire food value chain and a national coalition of farmers and ag retailers.

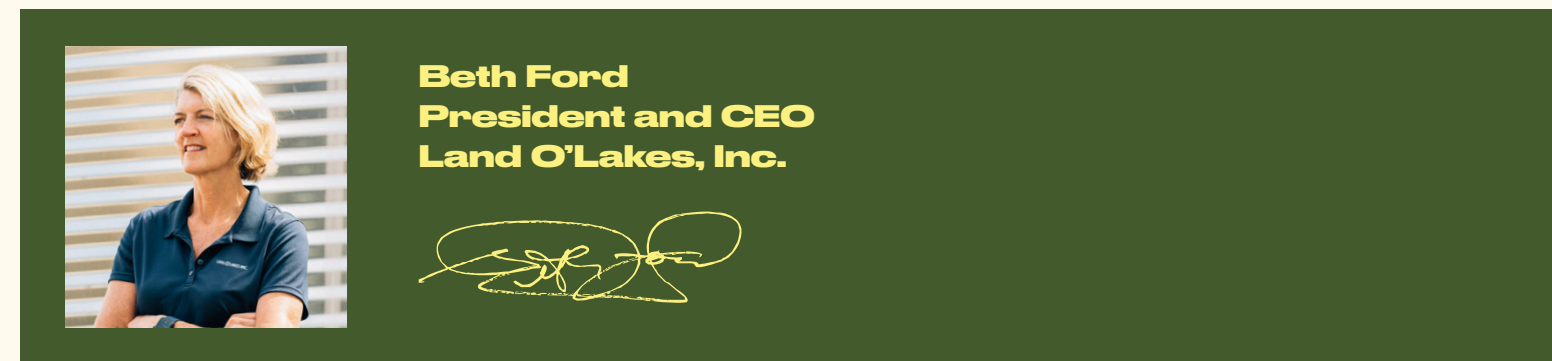
Everything we do is for the betterment of our communities, and we are committed to using our leadership position to build a sustainable future, safe and reliable food supply, and vibrant communities where our employees, members, customers and consumers live and work.


With that, we are pleased to share our 2022 Community Impact Report, which highlights the progress we've made across our business toward achieving our ESG goals—including donating three million pounds of in-kind product donations by 2030; using 100% reusable, recyclable or compostable consumer packaging by 2030; and reducing

food waste in operations by 30% by 2030. This work is in areas where we can have the most impact, strengthening our role as a leader in sustainable production, and building on the sustainable practices that farmers and our member-owners have been implementing for generations.

We know we can't do it alone. We're continuing our efforts to convene, collaborate and innovate by working hand-in-hand with our member-owners, customers, governments, NGOs and industry partners—whether it's helping our dairy members meet their sustainability commitments with industry-leading on-farm assessments, expanding broadband access in rural America, investing in supply chain efficiencies resulting in millions of fewer miles traveled, or leveraging the latest tools to help farmers profitably transition to more sustainable agriculture practices.

We will continue to use our leadership voice, industry expertise and strength as a convener to tackle the problems we all face. You can learn more about Land O'Lakes' efforts and progress in the pages that follow. We look forward to keeping you updated as we continue our journey to work with our nation's local retailer cooperatives and farmers to help create a better world.





# IMPACT + GOALS



# OUR PILLARS OF IMPACT + GOALS

At Land O'Lakes, our core purpose is **to put farmers and ag retailers at the heart of creating a better world for all of us.**

We're uniquely built to take on this role with a co-op ownership model that we're deeply proud of, a legacy of innovation and four diverse businesses actively working to shape the future of agriculture.

In Q4 of 2020, we conducted a comprehensive materiality assessment, where we defined our most materially important areas of impact and identified where these areas align with global standards and initiatives. This assessment, which is available in the appendix of this report, included inputs from more than 100 internal and external contributors—including customers, clients, government agencies, member-owners, NGOs and supply partners. Our next materiality assessment will be in Q4 of 2023.

The materiality assessment informed which of the **United Nations Sustainable Development Goals** (SDGs) are the most critical priorities for the company in terms of importance and impact. There are 17 global SDGs that articulate priority areas for progress, which is a shared blueprint for global development. The five SDGs to which Land O'Lakes is aligned are: Hunger, Clean Water and Sanitation, Decent Work and Economic Growth, Responsible Consumption and Production, and Climate Action. For an expanded definition of how these five SDGs connect to Land O'Lakes, see the chart in the appendix section at the end of this report.







### Following our materiality assessment, we created 14 enterprise goals that align with the five SDGs. This report is framed under our three pillars of impact for Land O’Lakes, Inc.:

- **VIBRANT COMMUNITIES:** Serving and growing the communities where our employees, members and customers live and work.
- **SUSTAINABLE FUTURES:** Advocating for a future where agriculture helps solve the world’s most pressing issues.
- **SAFE AND PLENTIFUL FOOD SUPPLY:** Supporting a secure and stable food system that feeds the world and grows the farm economy.

This report references the Global Reporting Initiative (GRI) standards. GRI is an independent, international organization that helps businesses and other organizations take responsibility for their ESG impacts by providing them with the global common language to communicate those impacts. The GRI standards are the world’s most widely used standards for sustainability reporting. More information about how Land O’Lakes references the GRI standards can be found on the GRI Content Index in the appendix of this report.

To ensure transparency and accurate measurement of Land O’Lakes’ progress towards goals, we submit to leading organizations that verify our reporting elements and ensure consistency in reporting standards to our customers. Partners include CDP, EcoVadis, Sedex, THESIS and others. 🌐



**Our goals were informed by feedback from customers, suppliers, member-owners and other stakeholders—and were created to address the areas where our business can have the most impact.**

## LAND O’LAKES ESG GOALS

UN SDG ALIGNMENT	GOALS	TARGET YEAR
2 ZERO HUNGER	Improved agriculture practices of 1 million farmers in low and middle income countries	2030
	Reduce food waste in standard operational practices by 30%	2030
	3 million pounds of in-kind product donations	2030
6 CLEAN WATER AND SANITATION	Increase efficiency of water usage in operations by 15%	2030
	<b>DECENT WORK AND ECONOMIC GROWTH</b>	
8 DECENT WORK AND ECONOMIC GROWTH	Expand supplier equity through increased engagement and expansion of diverse representation	2025
	Contribute to community equity through revitalization	2025
	Ensure full and effective participation and equal opportunities for women and minorities within the company	2030
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	<b>RESPONSIBLE CONSUMPTION AND PRODUCTION</b>	
	100% sustainably sourced palm oil, cocoa and fiber packaging	2025
	100% of member milk supply assessed for environmental impact, including carbon footprint	2025
	100% reusable, recyclable or compostable consumer packaging	2030
	50% reduction in waste to landfill from operations	2030
13 CLIMATE ACTION	<b>CLIMATE ACTION</b>	
	100% renewable energy in our operations, where available	2030
	Reduce Greenhouse Gas Emissions in alignment with Science Based Targets initiative	2030
	• Reduce scope 1 and 2 emissions by 42% • Reduce scope 3 emissions by 25%	2030
	Net Zero across all scopes 1, 2 and 3	2050

Progress against goals is referenced throughout report and on page 59



Land O'Lakes Foundation  
and Community Relations

American Connection Project

Employee Benefits + Training

Employee Safety

Diversity, Equity + Inclusion

# VIBRANT COMMUNITIES





VIBRANT COMMUNITIES

Helping farmers and retailers create a better world for all means serving and growing the communities where our employees, member-owners and customers live and work.



At Land O'Lakes, our success is inextricably linked to the health and well-being of our employees and those who produce our food. We care deeply about lifting up our members and advocating for rural communities across the country. Their success is our success.

Our employees are the lifeblood of Land O'Lakes, and we care deeply about creating a welcoming, inclusive and safe environment that encourages them to succeed. The notion of building vibrant communities is grounded in our long-held commitment to philanthropy and unleashed through the generous spirit of our members and employees.

Together we're making a difference by fighting hunger, advancing education and strengthening the communities where we live and work. By investing in the communities we call home, our cooperative system is breaking down barriers and helping create opportunities in rural America.





VIBRANT COMMUNITIES: 2022 GOAL PROGRESS

# Serving the communities where our employees, members and customers live and work.

GOAL//

Expand supplier equity through increased engagement and expansion of diverse representation

Baseline defined. Quarterly measurements of inclusion equity indices implemented to track progress toward goal.



GOAL//

3 million pounds of in-kind product donations

**1,731,951 lbs**  
since 2020

GOAL//

Contribute to community equity through revitalization

**\$2.1 million**

Philanthropy in support of member communities

Supplemental work opportunities program (SWOP)

**49** ACROSS **65**

Participants Roles

with representatives from each member region since 2018

GOAL//

Ensure full and effective participation and equal opportunities for women and minorities within the company

**11 ERGs**



**15%** of employees participating in one or more ERG

**100% score** DEI DISABILITY™ EQUALITY INDEX

EqualityDiversityIN: Disability Equality Index

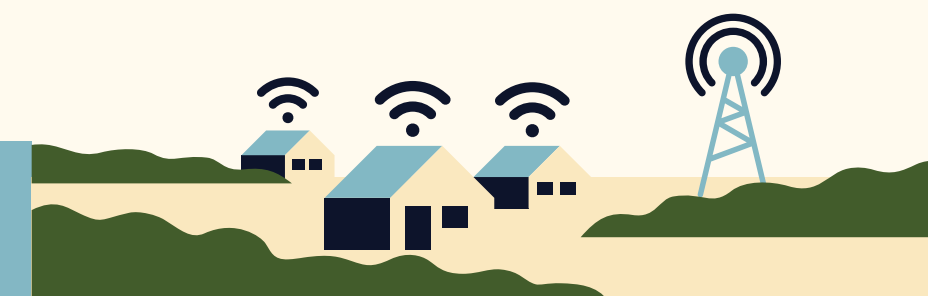
BEST PLACE TO WORK FOR LGBTQ+ EQUALITY

**100% rating**

Human Rights Campaign Foundation's Corporate Equality Index



American Connection Project (ACP) results



**58 sites**

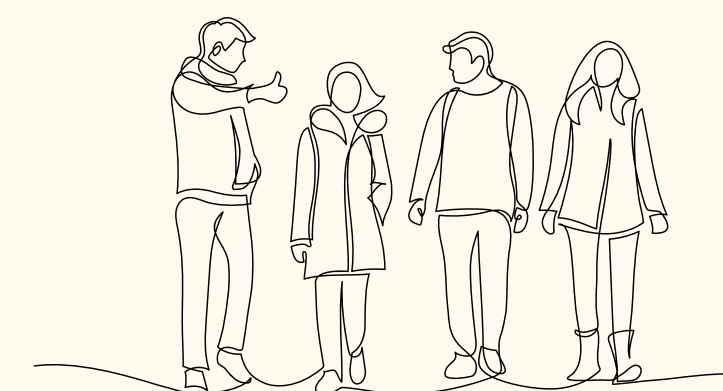
of rural broadband expansion



Expansion of American Connection Corps (ACC) into the nation's largest rural-focused service organization

**175+**

Members of ACP Policy Coalition



**120**

American Connection Corps Fellows

More than doubling the cohort



# LAND O'LAKES FOUNDATION + COMMUNITY RELATIONS

At the heart of our identity is how we all work together for the common good, both today and for future generations. Through volunteerism and philanthropy, we support hunger relief, education and community vitality across the rural and urban footprint that our employees and members call home.

Each year, Land O'Lakes, Inc. donates a portion of its pretax profits to the Land O'Lakes Foundation in addition to investing corporate dollars through community relations. The Foundation was formed in 1996, but our corporate giving programs have existed throughout Land O'Lakes' 100+-year history.



### Supporting Vibrant Communities

Land O’Lakes, Inc. was founded over 100 years ago by farmers who knew the importance of looking after their neighbors. They recognized that we all do better when we work together, a mindset that continues to be a cornerstone of our philanthropic efforts. Today, we are dedicated to investing in the vibrancy of the rural communities where many of our farmers live and work in the following ways:

- **Member-driven philanthropy:** maximizing the impact of member-directed dollars in their local communities
- **Product donations:** giving in-kind dairy and feed product to rural and urban regions across the country
- **Employee giving and volunteerism:** opportunities for employees to make an impact on local nonprofits they care about across our national footprint
- **Collaborative philanthropy:** working with our co-op partners on disaster relief efforts across rural America

### Fighting hunger + food insecurity

Nearly 34 million people face food insecurity across the U.S. according to Feeding America. That’s more than the entire population of Minnesota, Wisconsin, Iowa, North and South Dakota, Nebraska and Illinois combined. To make progress against our Zero Hunger goal of 3 million pounds of in-kind product

donations by 2030, Land O’Lakes is committed to helping combat hunger in the communities where our employees and members live and work.

### First Run program

One unique way we approach hunger relief efforts nationwide is through our First Run program, which launched in 2010 in partnership with Feeding America. While food banks often receive corporate donations of food that are damaged or nearing the end of its shelf life, we take a different approach. We manufacture quality products specifically for donation—primarily Land O’Lakes macaroni and cheese.

To date, we’ve donated more than 6.7 million pounds of product to families in need through First Run, including 258,000 pounds in 2022 across seven states from Wyoming to Florida. Our in-kind dairy program is amplified by the generosity of members, employees and partners who donate their time and resources alongside Land O’Lakes to support their local food banks.

### Reducing food waste to fight food insecurity

In addition to our First Run program, we’ve expanded efforts to combat hunger through the donation of excess and aging product to our nonprofit partners. This includes more than 400,000 pounds of cheese sauce that was saved from landfill and instead distributed to Feeding America food banks in 2022.



**The spirit of giving is ingrained in Land O’Lakes’ culture, and our employees embody this by investing both time and money into their local communities.**

Our Dairy Foods and Land O’Lakes Foundation teams collaborated to not only fight food waste but to put that product to use supporting people facing hunger. We expect this approach to grow in 2023, in partnership with Spoiler Alert, to sell or donate excess and aging food product across our network and get it in the hands of people in need.

### Other efforts

As we continue to expand the scope of our in-kind food product donations, we’re proud to share that we donated a total of 710,000 pounds of food in 2022. This includes the products mentioned above, as well as smaller-scale donations of cheese sticks and butter for community partners.



In addition to in-kind donations, Land O'Lakes actively partners with community food banks and hunger relief nonprofits—organizations such as Feeding America, [Second Harvest Heartland](#), [The Good Acre](#) and [Every Meal](#)—with financial contributions, employee matching gifts and volunteerism. Our plants and facilities also lead food drives with their local food shelves, which the Land O'Lakes Foundation matches at \$1 per 1 lb. and \$1 per \$1 donated.

### Advancing education

To help build a stronger pipeline of diverse talent in the food and ag industry, Land O'Lakes has been a long-time partner with Minorities in Agriculture, Natural Resources and Related Sciences (MANRRS). As a titanium-level sponsor, we connect MANRRS students with scholarships, internships and full-time career opportunities at Land O'Lakes (learn more in the Diversity, Equity and Inclusion (DEI) section of this report).

We also provide matching gifts to educational institutions, as well as member-matching programs supporting agriculture education organizations such as the [National FFA Organization](#) and [4-H](#) that provide access to opportunity for young people in rural communities, helping us grow the next generation of leaders in the food and ag industry.

# 2022

## DONATIONS BY THE NUMBERS

### FOUNDATION GRANTS

# \$800,000

### HUNGER RELIEF

# \$3.4 million

### ADVANCING EDUCATION

# \$2.3 million

### COMMUNITY VITALITY

**TOTAL: \$6.5 MILLION**



In 2022, we contributed a total of \$10.1 million to nonprofits, higher education institutions and community organizations. Here's the breakdown:

### CORPORATE GIVING

# \$2.4 million

### Nonprofit contributions and sponsorships

# \$500,000

### In-kind product donations

# \$700,000

### Value of employee volunteer hours

**TOTAL: \$3.6 MILLION**





### Strengthening community vitality

Our robust gift-matching programs allow our member-owners and employees to increase the impact of their giving in their own communities across the nation.

### Member-directed philanthropy

Beyond the direct economic impact of our cooperative system, Land O'Lakes and our member-owners also take pride in being philanthropically active in the communities we serve.

The Direct Member Match, Ag Retailer Match and Region Grants programs have long been hallmarks of the Land O'Lakes Foundation, investing in the hometown communities where our members live and work. Through our robust Member Match programs, the Land O'Lakes Foundation matches our members' donations dollar-for-dollar, increasing the impact of their giving to local nonprofits such as food banks, agriculture education programs, city improvement projects and rural fire departments.

In 2022, the Land O'Lakes Foundation's member-directed philanthropy totaled more than \$2 million across our member-driven programs, for a combined philanthropic impact of more than \$3.5 million to support community causes that mean the most to our member-owners nationwide.

### Promoting vibrant rural communities through the WinField United Answer Plot™ Community Gardens program



### Animal Nutrition product donations

In addition to donating dairy foods products, Land O'Lakes donates animal feed through our Animal Nutrition business. When disaster strikes, farmers and ranchers are impacted by displaced animals caused by flooding, tornadoes and fires. Working with teams on the ground in these communities, Land O'Lakes is helping to ensure these animals are fed until they can make their way back home.

In 2022, more than 315,000 pounds of Animal Nutrition product was donated to communities across the U.S. We also expanded our in-kind feed donations beyond disasters to support nonprofits like equine therapy organizations and animal rescues.

### Growing fresh produce for people in need

Another way we promote vibrant rural communities and hunger relief is through the WinField United Answer Plot® Community Gardens program. Supported by the Land O'Lakes Foundation, the program partners with FFA chapters across the country to grow food for people in need, primarily in rural communities.

Since its inception in 2011, this program has donated more than 800,000 pounds of fresh produce to communities across our national footprint while cultivating the development of high schoolers who will become future ag industry leaders. 🌱





### EMPLOYEE GIVING + VOLUNTEERISM

The spirit of giving is ingrained in Land O'Lakes' culture, and our employees embody this by investing both time and money into their local communities. We offer opportunities throughout the year for employees to make a difference in a way that is meaningful to them. This includes formal giving campaigns, volunteer grants, partnerships with Employee Resource Groups and the Land O'Lakes Green Team, and other need-based matching gift campaigns throughout the year.

### COLLABORATIVE PHILANTHROPY

Rural America is where most of our employees live who work at our 300 facilities. When natural disasters hit these regions, Land O'Lakes comes together with other national cooperatives to maximize relief efforts. From wildfires to tornadoes to flooding, many communities suffered tragic losses last year, leaving behind indescribable pain and challenges. Collaboration with our other cooperative partners ensures we can provide even more meaningful support.

### GIVING CAMPAIGNS

Every fall, generosity takes root during our annual LOL Giving Week. Dollars are raised through event fundraisers and employee pledges to nonprofits they care about, and donations to featured nonprofits are matched \$1 for \$1 by the Land O'Lakes Foundation. During our 2022 campaign week, hundreds of employees participated in fundraising events, including an auction, golf tournament, motorcycle/car show and butter sculpture carving contest. As a result of the 2022 campaign, more than \$1.86 million was invested in the rural and urban communities where we live and work.

Land O'Lakes also encourages employees to join the fight against food insecurity during our annual Hunger Action Week, which promotes \$1 for \$1 matching gifts up to \$30,000 to any hunger organization.



### LOL CARES FUND

The 2022 LOL Giving campaign coincided with the launch of a new fund called LOL Cares, which was created to help Land O'Lakes employees in need of immediate assistance due to unexpected financial challenges caused by a natural disaster or unforeseen personal event. CEO Beth Ford and her family jump-started the fund with a personal gift, and employees can help fund grants for their colleagues through individual donations.

### VOLUNTEER GRANTS

Employees can amplify their impact with Dollars for Doers and Team Grants. For every 10 hours an employee volunteers, the company will donate money to that nonprofit, and group volunteer events can earn a team grant of \$1,000. In 2022, our employees volunteered 24,700 hours, with a 19% increase in unique volunteers over last year. 🙌





# EXPANDING BROADBAND ACCESS, THE COOPERATIVE WAY

The Land O'Lakes network reaches more than 10,000 rural communities across the U.S., many of which don't have adequate broadband infrastructure. Expanding high-speed internet access is a critical lifeline for health-care, education and economic growth for rural families and businesses. For our members in particular, it's integral to helping them adopt the latest technology and tools to support profitable and sustainable food production. This is why we're a vocal advocate for closing the digital divide in America.



In 2019, Land O’Lakes convened the American Connection Project to help build a cohesive national strategy. Today, we have a 175+-member network of organizations making free, public Wi-Fi available at more than 3,000 locations across the U.S., along with more than 50 permanent broadband infrastructure installations. In 2021, we launched the American Connection Corps, a boots-on-the-ground fellowship program with full-time, paid Fellows across the country dedicated to boosting local internet connectivity and improving digital literacy.

Connection, of people and technology, creates vibrancy in rural America. And education is vital for giving rural kids—especially those who are under-served—a path to personal growth and success. In 2022, we launched our first **American Connection Community** in Aberdeen, South Dakota, a town of 30,000. The effort will help create an innovation hub at Northern State University in Aberdeen, help leaders apply for government tech-related funding and give locals access to digital skills and tools. Thanks to the Center on Rural Innovation and support from Land O’Lakes ag retailer Agtegra, Aberdeen secured nearly \$1.5 million in funding through the U.S. Economic Development Administration’s Build to Scale grant program. We are set to announce more communities in 2023.

We will continue leveraging the unique resources and power of our cooperative structure, government advocacy efforts and partnerships with companies across different sectors to help close the digital divide. We’re proud to help make meaningful change to build economic opportunity to revitalize the communities at the heart of our country. 🌐



## HELPING MEMBERS SUPPLEMENT THEIR INCOME

Another unique way that we support our farmer-members is through our **Supplemental Work Opportunity Program (SWOP)**. Farmers aren’t a one-dimensional group. In fact, our members and their families often have a wide set of skills that go beyond agriculture, offering us an incredible opportunity to utilize those skillsets on behalf of the company.

Through SWOP, co-op members receive the tools and training needed to perform various roles in web-based technology. From coding to database management and technical support, these members gain the skills they need for a remote working world. They get to choose their hours and schedule, allowing them the flexibility to work from home when they choose and the confidence in one stream of supplemental income.





We provide a broad portfolio of benefits to employees—starting on Day One.



# EMPLOYEE BENEFITS + TRAINING

At Land O'Lakes, our goal is to reward and support employees with professional development opportunities and benefits that are comprehensive, cost-effective and meaningful. This includes some of the best health care, wellness and financial security plans available. With our total well-being approach, employees have access to a variety of programs that support their physical, financial and emotional health.



## EMPLOYEE BENEFITS

Employees who are full-time or full-time reduced (working 30 or more hours a week) are eligible to participate in all Land O'Lakes benefits. Employees can also cover their dependents, including their spouse or domestic partner (same-sex or opposite sex) and children up to age 26. All benefits start on an employee's date of hire. Details about our benefit offerings can be found on our [Careers site](#).

We introduced several new benefit offerings in 2022, many in response to feedback from our employees. They include:

- **Employee dependent scholarship:** We're proud to offer a new opportunity to the families of our employees to help alleviate the burden of accessing higher education. The Land O'Lakes Employee Dependent Scholarship Program allows employees' dependent children to apply for financial assistance to attend college or vocational school. In its inaugural year, the program awarded a total of 50 scholarships at \$1,500 each.
- **Expanded caregiver leave:** Employees providing care for an eligible family member—which now includes a child, stepchild, spouse, domestic partner, parent, parent-in-law, sibling, sibling-in-law, grandparent or grandchild—can take paid caregiver leave for up to two weeks. This is an additional week of paid time off than the previous offering and covers additional family members.

- **Flex labor hours in manufacturing:** The Flexible Labor Program was developed in 2022 to meet the unique needs of our manufacturing workforce and help overcome pandemic-led labor shortages. The program allows employees to choose their preferred hours, which average between 16-29 hours per week. When the program was piloted at our facility in St. Joseph, Missouri, response was overwhelming, with more than 100 applicants in the first few days. The program has appealed to parents/caregivers, college students and retirees. There are now more than 130 part-time flex positions across Land O'Lakes in more than 20 production facilities, with up to 600 flex roles expected to roll out in 2023.

## LEARNING + DEVELOPMENT

We're committed to employee development and career growth and believe this is best accomplished through a partnership between employees and their supervisors. Land O'Lakes provides a variety of tools and resources, both internal and external, to guide employees' professional growth and learning.

Internal employee development resources include classroom training, online courses, online books and leadership development programs that cover a wide range of business-related topics.

Specific to safety and quality training, we offer a full suite of training to various employee groups, including:

### Employee Safety Training

- A mix of classroom and plant floor safety training for all manufacturing employees to increase awareness of potential workplace hazards and how to minimize them.
- Comprehensive safety leadership training for all manufacturing people leaders to instill safety as a core value and show them how to demonstrate our culture of safety with employees.

### Product Safety + Quality Training

- A comprehensive onboarding for all new hires in manufacturing plant quality, with learning activities and resources to support them in their new role.
- Quality training for maintenance teams.
- "Essentials of Product Safety," a one-day food safety education program, to help corporate employees understand the impact they have on product integrity at Land O'Lakes, as well as customized sessions with cross-functional partners like Sales and Marketing.
- Product safety plan workshop for Dairy Foods that incorporated basic HACCP principles and new federal regulations.

The Quality Assurance team also provides custom offerings such as root cause training to assist with Environmental, Health and Safety (EHS) investigations and statistical process control training to help drive consistency across the organization by reducing variation in our operational processes. 🌱





# EMPLOYEE SAFETY

At Land O'Lakes, human safety is a core value and a big part of who we are. Our success will be achieved only through the safe execution of all manufacturing tasks, field operations and headquarters activities. Any shortcuts that compromise safety are unacceptable.

It takes all of us working together to ensure a safe working environment. As a company, we provide framework, tools and injury prevention programs designed to eliminate workplace hazards—encompassing human safety, fleet safety and property protection. Because safety is a shared responsibility, employees are responsible for using safe practices and procedures when working at our facilities.

## 2022 Land O'Lakes, Inc. Global Safety Results

2.6

TOTAL RECORDABLE INJURY RATE (TRIR)  
(2.4 without respiratory illness)

0.8

LOST TIME INJURY RATE (LTIR)  
(0.7 without respiratory illness)

A recordable incident is defined as a work-related injury, illness or fatality. TRIR refers to the number of recordable incidents per 200,000 work hours.



Land O'Lakes is committed to:

- Providing a safe work environment.
- Building a culture of engagement in safety excellence at all levels of the organization.
- Continuously improving the safety of our work environments and assets by investing in our people and our facilities.
- Holding ourselves and others accountable for our safety and the safety of those around us, including suppliers, business partners and other key stakeholders.
- Identifying and correcting unsafe behaviors and conditions with the goal of preventing all injuries and industrial illnesses.
- Meeting or exceeding all applicable safety and health regulations.

These commitments are our promise to our employees, our customers, our members and the communities in which we live and operate. We're dedicated to ensuring compliance with all federal, state and local safety regulations and laws, including the [Occupational Safety and Health Act](#) (OSHA) for plant operations and the [Federal Motor Carrier Safety Administration](#) (FMCSA) and [Department of Transportation](#) (DOT) for truck fleet operations.

Like our Code of Conduct, our approach to employee safety goes beyond compliance. It's built into the fabric of our cooperative culture and championed by our EHS team. We have



EHS resources embedded in our business groups. They partner closely with location managers, area managers, regional operations directors and directors of manufacturing to proactively identify and reduce risks across the business.

These strategies are customized to meet the unique needs of each business and its workforce, such as applying best practices to our cleaning protocols to reduce chemical exposures and slips, trips and falls at our dairy plants, and using robotic palletizers and other ergonomic solutions to reduce material handling risk.

Each plant is different, and we have location-specific safety plans with measurable goals at each facility. Each site tracks incidents, which roll up to the enterprise level. While we recognize the impact the COVID-19 pandemic continues to have on our production workforce, we are starting to see some improvement and continue to maintain a recordable incident rate that's better than industry averages. 🌱

## ENCOURAGING A SAFETY MINDSET

In 2022, we started to bring back pre-pandemic employee engagement activities like safety committee meetings, supervisor-led interactions on the floor and team celebration events. These events included a Field Day for plant employees and their families in Statesville, North Carolina, and a Forklift Rodeo at our feed mill in Arcola, Louisiana, a fun way to reinforce forklift operator skills and forklift/pedestrian safety.

Keeping our dedicated commercial fleet drivers safe is a primary concern. All our drivers use DriveCam event recorders, technology that helps us identify at-risk driving behaviors that may lead to a vehicular incident. In 2022, we proactively identified more than 300 at-risk behaviors that were coached and corrected to reduce the likelihood of a vehicular incident.





### EMPLOYEE POPULATION\*

#### Gender diversity

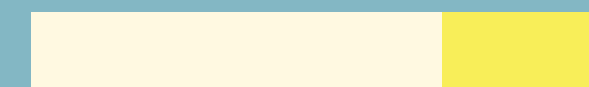


53% Men / 47% Women

11% Racial/ethnic diversity

### SUPERVISOR AND ABOVE

#### Gender diversity



68% Men / 32% Women

12% Racial/ethnic diversity

### VP AND ABOVE

#### Gender diversity



66% Men / 34% Women

4% Racial/ethnic diversity

### 2022 REPRESENTATION BY THE NUMBERS

\*(U.S. non-production only)



# ROOTED IN BELONGING

A diverse and inclusive team is inseparable from our member-owned cooperative model. We value and respect the perspectives, experiences and talents of all individuals. We're working toward a state where everyone—regardless of ethnic background, country of origin, age, physical ability or disability, race, sexual orientation or gender—has a level playing field.

Our employees and member-owners go to work every day to strengthen the communities in which we live, work and serve. The future is brightest when all are welcome, each voice is heard and everyone feels invested in one another's well-being and success. We're committed to creating brave spaces, promoting racial equity and fostering a culture of support and empowerment.





## FOUR STRATEGIC PILLARS

Our DEI strategy is framed under four pillars that put equity into action at Land O'Lakes:

You + Your Future // Our Workplace // Our Cooperative Impact // Our Community

This strategy is governed by the DEI Executive Council (co-led by the CEO and CHRO) and actively championed by the DEI Enrichment Council. The Enrichment Council is composed of leaders from all 11 Employee Resource Groups, as well as HR, Recruiting and Community Relations leaders. The council meets monthly, in the spirit of cross-collaboration for the betterment of Land O'Lakes, and focuses on mentorship, sponsorship and professional development opportunities.

## YOU + YOUR FUTURE

Helping employees realize their impact, deepen their development and strengthen community ties.

### Employee Resource Groups

One of the most important ways we strengthen our inclusive workplace at Land O'Lakes is with our Employee Resource Groups (ERGs). These are corporate-sponsored, employee-led groups of employees from traditionally under-represented groups and the allies who support them. Membership is open to all employees.

Our ERGs focus on recruitment, retention, insights and community impact. The groups offer a sense of community and connectivity for employees through activities such as listening forums, learning events, cultural celebrations and more.

We believe ERGs are the key changemakers of our DEI journey at Land O'Lakes. We are proud to see such high employee participation and engagement, reflecting a growing companywide interest and prioritization of DEI.



### ASIAN AFFINITY

Creates a visible and inclusive community where all employees can thrive through engagement, networking and partnership with Asian-American communities.

### LOL AMIGOS

Represents people who identify with and/or have an interest in a diverse array of cultural backgrounds, encompassing more than 20 countries and six languages.

### VETERAN + TROOP SUPPORT

Supports the recruitment and retention of military hires; builds relationships with military- and veteran-related organizations.

### AFRICAN ANCESTRY

Champions African-Ancestry employees through retention and recruitment while maximizing contributions to business strategies and community involvement.

### disABILITY AWARENESS

Increases disability awareness and the inclusion of individuals with disabilities throughout Land O'Lakes, its suppliers and customers.

### PARENTS + CAREGIVERS

Helps employees in mid-life and mid-career navigate life, family, jobs and retirement.

### WOMEN'S LEADERSHIP NETWORK

Supports the development of women throughout Land O'Lakes, with sub-pillars supporting women of color, field-based women and men as advocates.

### AGING SUCCESSFULLY

Helps employees in mid-life and mid-career navigate life, family, jobs and retirement.

### FIELD INCLUSION NETWORK

Fosters connection, belonging and an inclusive community within Land O'Lakes Supply Chain production facilities.

### PRIDE ALLIANCE

Provides a safe and inclusive environment for LGBTQ employees and their allies.

### YOUNG PROFESSIONALS NETWORK

Helps connect people who are new to the company, or new to their careers, with those outside of their main function and across business units.



In 2022, we had more than 1,400 employees involved as members of one or more ERG, with 350 new members added. This brings us to 15% of our workforce who belong to at least one ERG at Land O’Lakes.

### OUR WORKPLACE

#### Providing a safe and more equitable work environment for all.

Building a diverse organization with an equitable and inclusive culture starts at the top. Beth Ford, our president and CEO since 2018, is one of relatively few women leading Fortune 200 companies and has been recognized by Fortune as one of the World’s 50 Greatest Leaders and Most Powerful Women and named to Fast Company’s Best Leaders list, among other honors. Today, she leads an executive leadership team—six of whom are women (43%) and two of whom are people of color (14%).

We’re focused on building our talent pipeline by attracting more diverse candidates to Land O’Lakes through inclusive recruiting and multiple growth pathways, which place a greater emphasis on an individual’s skills instead of their credentials when it comes to hiring and advancement to improve equity and diversity in employment.

We use diverse interview slates that include at least one woman and one person of color on the final interview panel for roles at the director level



and above. We’ve implemented diverse interview slates for people leader roles starting in Q1 of 2023.

### OUR COOPERATIVE IMPACT

#### Improving supplier equity and strengthening the resilience of rural communities.

Land O’Lakes is committed to the long-term growth and equity of diverse and minority-owned suppliers. We have a goal to expand supplier equity through increased engagement and diverse representation by 2025.

We support veteran, LGBTQ, women-owned, disability-owned and minority-owned businesses through our **Supplier Diversity Program**. Rooted in our cooperative values, the program reflects our principles of inclusion and supporting our member-owners, customers and employees across the globe.

Our supplier diversity strategy is focused on implementing best practices and enterprise-wide supplier guidelines like including diverse suppliers whenever we issue a Request for Proposal (RFP) or renegotiate a contract. We aim to give qualifying suppliers equal footing to work with Land O’Lakes while growing their own business.

Some of the organizations we support and partner with include the Women’s Business Development Center, National Minority Supplier Development Council and National LGBT Chamber of Commerce.



### DEI IN ACTION

We offer a full suite of DEI learning and development opportunities for employees and people leaders, including:

- **DEI Quarterly Learning Series:** These courses are designed to help employees gain important critical skills in building their cultural competency through self-reflection, discussion and integration into everyday life. Participation jumped in 2022, with more than 2,800 employees attending the four learning sessions. In 2023, we plan to add a Quarterly DEI Learning Series just for people leaders.
- **DEI Summit:** A highly anticipated annual event where employees can learn more about our DEI strategy and the work of our ERGs. Our 2022 DEI Summit featured events at our Arden Hills campus, with 1,500 employees in attendance—both in person and remotely.
- **Unconscious Bias Training:** An important learning course for all people leaders.



# OUR COMMUNITY

Advancing racial equity and social justice through advocacy, philanthropy and volunteerism.

When we create a more inclusive environment, we can create a better experience for our members and the agricultural industry at large. An important way that we foster equity is by taking a leadership role, from investing in strategic partnerships and philanthropic efforts to using our voice to address racial equity and social justice issues.

**Advocacy:** Since 2020, we've had a Racial Equity and Social Justice (RESJ) committee, with representation from HR, DEI, Government Relations, Member Relations, Community Relations and Land O'Lakes Foundation, as well as our Employee Resource Groups.

The goal of RESJ is to align our enterprise DEI initiatives and recommend actions to create a

positive impact. Part of this work has been done in partnership with the Business Roundtable, including the Multiple Pathways Initiative.

**Philanthropy and volunteerism:** Each year, Land O'Lakes, Inc. donates a portion of its pretax profits to the Land O'Lakes Foundation in addition to investing corporate dollars through Community Relations (see previous section for details). Giving campaigns and employee volunteer opportunities are hosted throughout the year, many in partnership with our DEI team and Employee Resource Groups.

In 2022, we hosted more than 20 DEI community volunteer events with nearly 800 volunteers, accounting for more than 2,200 volunteer hours.

## DEI RECOGNITION + AFFILIATIONS

Land O'Lakes is grateful to work alongside these organizations to break down systemic barriers and create inclusive career pathways.



# ADVANCING EQUITY IN AGRICULTURE

According to the most recent Census of Agriculture, just 1.4% of U.S. farmers identify as Black. Advocating for equity in agriculture is going to take all of us working together. At Land O'Lakes, we're taking intentional steps to expand agricultural career paths for people of color.

Land O'Lakes has been a long-time partner with Minorities in Agriculture, Natural Resources and Related Sciences (MANRRS), a national organization that helps connect minorities to careers in agriculture. As a titanium-level sponsor, we've made more than 100 hires across the U.S., primarily in our Supply Chain organization—one-third from Historically Black Colleges and Universities (HBCUs).

In December 2022, we proudly convened industry partners from across the U.S., leaders from MANRRS and deans from all 19 land-grant HBCUs through the 1890 Universities Foundation at our Purina Research Farm in Gray Summit, Missouri. At the three-day summit, we came together to discuss ways to increase awareness and access to help close the opportunity gap of underrepresentation in agriculture. One of the highlights of the event was being able to host Land O'Lakes leaders, many of whom are HBCU alumni, to talk about their own experiences.

To inclusively connect and hire talent, Land O'Lakes also partners with the Thurgood Marshall College Fund and Consortium for Graduate Study in Management.





Sustainability in our Portfolio

Advocating for Agriculture

Science-Based Targets

Truterra

Additional Examples

# SUSTAINABLE FUTURES





 SUSTAINABLE FUTURES

Helping farmers and retailers create a better world for all means advocating for a future where agriculture helps solve the world's most pressing issues, from climate and environmental restoration to creating a truly resilient industry and economy. The agricultural transformations we create today can guarantee a more sustainable future.



As the original environmentalists, farmers have always been stewards of the land. They understand the impact that climate has on their individual livelihoods and our nation's food production system at large. The rise in extreme weather events (including heat waves, drought, flooding and wildfires) is something that our member-owners experience first-hand every day. This means they're always looking for new ways to future-proof their business.

With more than a century of experience, Land O'Lakes is uniquely positioned to help dairy, livestock and row crop producers improve on-farm sustainability. Like our member-owners, who have been implementing conservation practices for generations, we've helped advance sustainable farming practices long before we formalized ESG goals and committed to science-based targets—and we'll continue to make our operations more sustainable moving forward.

By developing a leadership position in on-farm sustainability, our cooperative system is contributing to the health of the planet, exploring new value streams, and can help shape the strategy to achieving success with agriculture's continued success in mind.

While we recognize there's a lot of work to be done, we have the internal expertise and external partnerships to help protect our natural resources and position farmers—and the agriculture industry—for long-term success.



SUSTAINABLE FUTURES: 2022 GOAL PROGRESS

Advocating for a future where agriculture helps solve the world's most pressing issues



GOAL//

100% sustainably sourced palm oil, cocoa and fiber packaging

Baseline established. Roadmap developed to achieve 2025 goal.



GOAL//

50% reduction in waste to landfill from operations

10% Increase in waste in 2022 from 2020 baseline



GOAL//

100% of member milk supply assessed for environmental impact

76%



Member milk assessed as part of Land O'Lakes Dairy 2025 Commitment

GOAL//

Increase efficiency of water usage in operations by 15%

6%



improvement in 2022 from 2020 baseline

GOAL//

100% renewable energy

25%



Renewable energy is received in the grid mix in the markets where we operate

GOAL//

Reduce greenhouse gas emissions in alignment with Science Based Target initiative

Reduce scope 1 + 2 emissions by 42%  
Reduce Scope 3 emissions by 25%

2022  
metric tons CO2e

Scope 1 + 2 = 515,372 (-2.4%)  
Scope 3 = 11,555,080 (-1.1%)



GOAL//

Net zero across all scopes 1, 2 and 3 by 2050



# SCALING SUSTAINABILITY ACROSS OUR PORTFOLIO

With our deep expertise across all aspects of farming, Land O'Lakes takes a holistic approach to sustainability and resiliency across our membership—and in our own supply chain. And we have strong partnerships in place to help scale. Each part of our business plays an important role.



## DAIRY FOODS

**Dairy Foods** is focused on achieving both our own and our customers' sustainability commitments. In 2021, we created the Dairy 2025 Commitment to help our 1,300+ member-owners complete an intensive, industry-leading on-farm sustainability assessment by 2025. Data points in the assessment include fuel, electricity and water usage, nutrient application, crop rotation and manure management. So far, 56% of our members and 76% of our milk supply have completed an initial assessment.

To help us scale for success in sustainability, we're building capability—including the addition of dairy sustainability field representatives. These specially trained Land O'Lakes employees will serve as trusted advisors for our member-owners, advising them

on animal care and on-farm sustainability to help reduce their environmental footprint. In 2022, our Member Relations team conducted a survey that identified dairy member-owners who are interested in manure management and other sustainable practice changes and want to learn more—whether it's through partnerships, grants or direct funding. These insights will help us strategically connect them with new market opportunities within Land O'Lakes or with our dairy customers.

As our Dairy Foods business works to meet the rising market demand for cheese products, we're exploring more sustainable methods for making cheese with our members' milk to streamline processing, reduce waste, use less packaging and lower transportation costs.



## LAND O'LAKES RECOGNIZED FOR DAIRY SUSTAINABILITY

**Our Dairy Foods business has established several sustainability projects with customers to help achieve shared supply chain goals. In 2022, we were recognized for our work with Bel Brands USA and Boadwine Dairy, a fourth-generation farm in South Dakota that ships milk to Bel Brands' facilities. We received the Outstanding Supply Chain Sustainability Award by the farmer-founded Innovation Center for U.S. Dairy.**

**The multi-year pilot program increases the use of cover crops and other sustainable agricultural practices, and uses the Truterra™ sustainability tool to benchmark, track and evaluate changes in nitrogen utilization efficiency, soil erosion, soil quality and greenhouse gas emissions. The success of the program has shown it's a scalable way to drive positive climate outcomes while supporting farmers.**



## ANIMAL NUTRITION

Our **Animal Nutrition** business creates nutrition products and practices to help unlock the full potential of every animal. This includes products and diets that optimize feed intake, improve manure management and support livestock health and resilience. With more than 24,000 scientific studies, we're developing nutrition solutions that advance the way we nurture animals to expand the positive impact they have on our world. Animal Nutrition also connects professional animal nutritionists with producers to tackle challenges and find solutions to help improve profitability and animal production efficiency.

In 2022, we initiated consumer research with horse owners, flock owners and other lifestyle consumers who purchase our feed products to measure their sustainability perceptions. These findings will continue to ensure the voice of the consumer is embedded in our pipeline of new product development.



## CROP INPUTS



**WinField United**, our crop inputs, insights and services business, is helping farmers realize their profit potential. We support a network of more than 900 independently owned and operated ag retailer-owners across the U.S. who work with farmers in their community. With data-driven tools, localized insights and agronomic expertise, we help farmers unlock the greatest potential of every acre to feed a growing population.

In 2022, WinField United enrolled 600,000 acres in its Advanced Acre<sup>®</sup> Rx prescription program. The program provides farmers with a customized regimen of products and agronomic recommendations to optimize yields, support environmental outcomes and improve profit potential—all backed by a service warranty. Along with the Advanced Acre<sup>®</sup> Rx prescription program, WinField United partners closely with our Truterra business to increase adoption of its sustainability services and, in 2022, our retailers helped enroll more than 315,000 acres in the Truterra<sup>™</sup> market access program.

Additionally, wholly owned subsidiary **Forage Genetics International** (FGI) is a leader in value-added alfalfa, working to breed, develop and produce premier seed and technologies to meet farmers' needs. Alfalfa has unique benefits when it comes to sustainability because of its deep root structure and perennial cropping, which helps build soil organic matter and reduces tillage, preventing soil erosion and enhancing water quality.







## TRUTERRA

Our **Truterra** business is a leading agricultural sustainability business that offers consultation, services and tools for the ag and food value chain. This includes working with farmers—alongside their trusted advisors the ag retailers—and companies committed to sustainable sourcing and emissions reductions.

With access to conservation agronomy expertise and the latest tools and technology, Truterra works with ag retailers to meet farmers where they are on their sustainability journey and identify acre-by-acre opportunities. These include adopting minimum or no-till practices, optimizing fertilizer management or planting cover crops—practices designed to maximize yields and enhance stewardship within their specific operations.

Truterra further helps scale on-farm stewardship by working with WinField United’s network of trusted ag retailers to connect farmers with new and emerging sustainability services—including the Truterra™ soil health assessment, Truterra™ market access program and Truterra™ carbon program.

Truterra collaborates with conservation organizations, value chain partners and government agencies including the U.S. Department of Agriculture, which selected Truterra for its flagship Partnerships for Climate-Smart Commodities grant program in 2022. Learn more about Truterra on page 36 of this report.



## INTERNATIONAL

**Land O’Lakes Venture37** is a 501(c)(3) nonprofit committed to helping people around the world thrive through agriculture. Venture37 has more than 40 years of experience implementing agricultural development projects in more than 80 countries. Venture37 supports communities by connecting farmers to markets. Our work helps people bounce back more quickly from unforeseen shocks, improves access to healthy, nutritious food—and ensures that all members of the community can equitably contribute their time and talents.

Venture37 projects focus on locally designed solutions, ensuring the needs of the community are at the heart of the work. In Rwanda, for example, Venture37 is teaming up with local organizations to build strong food systems for agriculture and livestock farmers. Ultimately, it’s projects like these that will help make food more available and affordable for people around the world. 🌍





“

Our priority is providing market access for farmers and protecting their right to operate. This means we'll continue to advocate on behalf of the industry and our members to ensure these types of guidelines are applicable and relevant to the agriculture industry.”

Yone Dewberry  
Chief Supply Chain Officer



# ADVOCATING FOR AGRICULTURE

As a cooperative, we know that making progress to a more sustainable future for all communities can only happen by taking an approach that encourages collaboration within the industry and partnership across the entire agricultural supply chain to drive impact.

Land O'Lakes is proud to take a leadership role in this area, most notably with [Innovation Center for U.S. Dairy](#), an organization that works with leaders from across the dairy value chain. We adopted its [U.S. Dairy Stewardship Commitment](#), which is a pledge to achieve greenhouse gas neutrality, utilize water efficiently and optimize manure and nutrient usage by 2050.



Additionally, Land O'Lakes is among more than 100 organizations representing nearly 40% of global milk production supporting [Pathways to Dairy Net Zero](#), a global initiative that aims to accelerate the dairy sector's climate action while continuing to provide nutrition for six billion people and livelihoods for one billion. Land O'Lakes Venture37 is a key partner in the [Dairy Nourishes Africa](#) project, a unique public-private partnership launching through the [Global Dairy Platform \(GDP\)](#). We are working with the GDP to provide critical technical dairy capabilities to help transform African dairy industries by creating vibrant ecosystems that improve nutrition, enhance livelihoods and stimulate economic growth.

We actively take a leadership role to ensure agriculture has a seat at the table as the latest environmental standards are being developed. Land O'Lakes is a pilot company with the [Greenhouse Gas \(GHG\) Protocol](#), an organization that provides standards and guidance to business and government to measure and manage climate-warming emissions. Through our involvement, we partnered with U.S. Dairy and the [International Dairy Foods Association](#) to amplify our voice and make sure agriculture is represented as the GHG Protocol develops its global [Land Sector and Removals Guidance](#) and the Corporate Standard, Scope 2 Guidance, Scope 3 Standard, Scope 3 Calculation Guidance and market-based accounting approaches.

## We actively take a leadership role to ensure agriculture has a seat at the table as the latest environmental standards are being developed.



“Land O'Lakes is committed to reducing our environmental impact,” said Chief Supply Chain Officer Yone Dewberry. “Our priority is providing market access for farmers and protecting their right to operate. This means we'll continue to advocate on behalf of the industry and our members to ensure these types of guidelines are applicable and relevant to the agriculture industry. We look forward to working with other advocates in the ecosystem on this important work.”

We are a member of the [Consumer Goods Forum \(CGF\)](#), a CEO-led consortium of global retailers and manufacturers dedicated to building consumer trust and driving positive change. We participate in the [Sustainable Supply Chain Initiative](#) working group, the leading benchmark process for third-party auditing, monitoring and certification schemes in the consumer goods industry. And we are among 40 companies on the CGF's Plastic

Waste Coalition of Action, where we participate in working groups focused on flexible film packaging, extended producer responsibility, reuse and refill.

As a coalition member, Land O'Lakes adheres to the [Golden Design Rules](#) for plastic packaging, a set of nine specific design guidelines to reduce plastic waste and increase recycling. These voluntary commitments will help create value and build momentum for achieving the further design changes required to achieve the targets laid out in the United Nations [New Plastics Economy Global Commitment](#).

Land O'Lakes has joined several other coalitions focused on plastic, sustainable packaging and circular economy—including the [Sustainable Packaging Coalition](#), [Ag Container Recycling Council](#) and [Consumer Brands Association](#). 🌍

## GHG Goals Earn SBTi Approval

More than 2,400 organizations worldwide are leading the transition to a net-zero economy by getting their emissions reduction targets approved by the [Science Based Targets initiative \(SBTi\)](#). Now, Land O'Lakes can be added to that list.

According to the SBTi, targets are considered “science-based” if they're in line with what the latest climate science deems necessary to meet the goals of the 2015 Paris Agreement—limiting global warming to well below 2°C above pre-industrial levels and pursuing efforts to limit warming to 1.5°C.

The SBTi says urgent climate action is needed in key sectors like forestry, land, agriculture and finance—and provides clarity and guidance to help businesses like Land O'Lakes.

Following a rigorous approval process, our climate mitigation/greenhouse gas emissions reduction goals (reducing Scope 1 and 2 by 42% and Scope 3 by 25% by 2030) received the SBTi stamp of approval in March 2023. Land O'Lakes goals are in line with the 1.5°C trajectory. For details on our goals, see page 59 of this report.

“Having science-based targets show us how much—and how quickly—we need to reduce our emissions to prevent the worst effects of climate change. This recognition validates that Land O'Lakes is on the right track as we do our part to reduce our carbon footprint,” said Chief Supply Chain Officer Yone Dewberry.





TRUTERRA CARBON PROGRAM:  
2022 BY THE NUMBERS

**262,000**  
METRIC TONS OF CARBON SEQUESTERED

**273**  
PARTICIPATING FARMERS

**\$5.1 million**  
IN CASH PAYMENTS TO FARMERS



# TRUTERRA: SCALING SUSTAINABLE AGRICULTURE

Land O'Lakes is committed to helping farmers transition to more sustainable farming practices that not only contribute to the health of the planet but also help position them—and the agriculture sector—for success and profitability.

Our Truterra business is actively working to shape—and scale—the future of sustainable agriculture. “As a leader in advancing climate-smart agriculture, we’re helping build a more resilient food system to better withstand the impacts of a changing environment—while we work to help mitigate climate volatility and support rural communities and our farmers,” says President of Truterra Tom Ryan.



### Sustainability services support farmers at every stage

Truterra is a market leader in on-farm sustainability solutions and works with farmers and their ag retailers to meet them where they are in their sustainability journey and provide solutions that benefit their farm agronomically, economically and environmentally.

Services are delivered through Truterra's nationwide network of more than 50 ag retailers, who advise farmers on agronomic and sustainability decisions for their day-to-day operations.

It all starts with soil. Healthy soil can often lead to a more productive farm, but the process of measuring soil health has been historically complex. Our new Truterra soil health assessment, developed in partnership with the Soil Health Institute, provides clear, actionable, data-driven insights for farmers and retailers.

While the main benefit is improving operations, farmers who improve their soil health can be better positioned to unlock new markets (like through carbon sequestration) if they choose.

Our Truterra market access program provides an on-ramp for eligible farmers considering adopting practices that improve soil health. If eligible, they have the potential to receive \$2 per acre to build the baseline data required to participate in future carbon program opportunities. This rewards them

for taking the first step to improve soil health for the potential to market carbon in the future.

2022 marked the second year of the Truterra carbon program. The program, which pays farmers for sequestering carbon in their soil, nearly tripled in participation from 80 participating farmers in 2021 to 273 in 2022. We offer farmers optimized earning potential by paying them based on results—carbon stored—rather than a set payment per acre. The program not only rewards farmers for their stewardship, but it can also create new revenue streams to support them in maintaining sustainable practices.

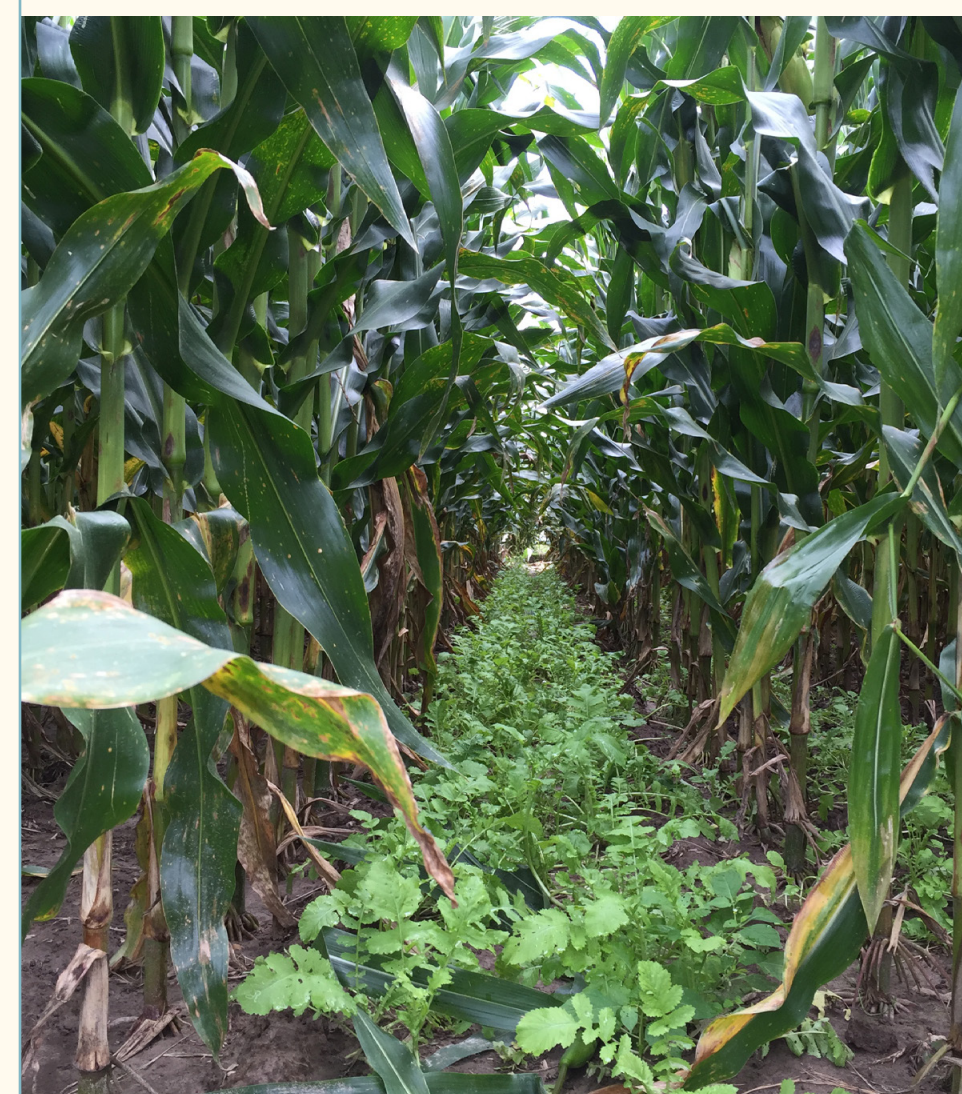
### USDA grant extends our impact

In 2022, Truterra was selected by the U.S. Department of Agriculture (USDA) for a Partnerships for Climate-Smart Commodities grant, further extending our conservation delivery system to scale sustainable farming practices nationwide.

Our approach seeks to create a self-sustaining ecosystem that expands new market opportunities for farmers and addresses demand from food and agriculture companies, all while addressing farmer cost, risk and knowledge barriers to adopting sustainable practices.

Through this ecosystem, we aim to reduce GHG emissions by approximately 6.9 million metric tons of CO<sub>2</sub>e over a period of up to five years.

## Farmers who improve their soil health can be better positioned to unlock new markets.



### Truterra's leadership in dairy sustainability

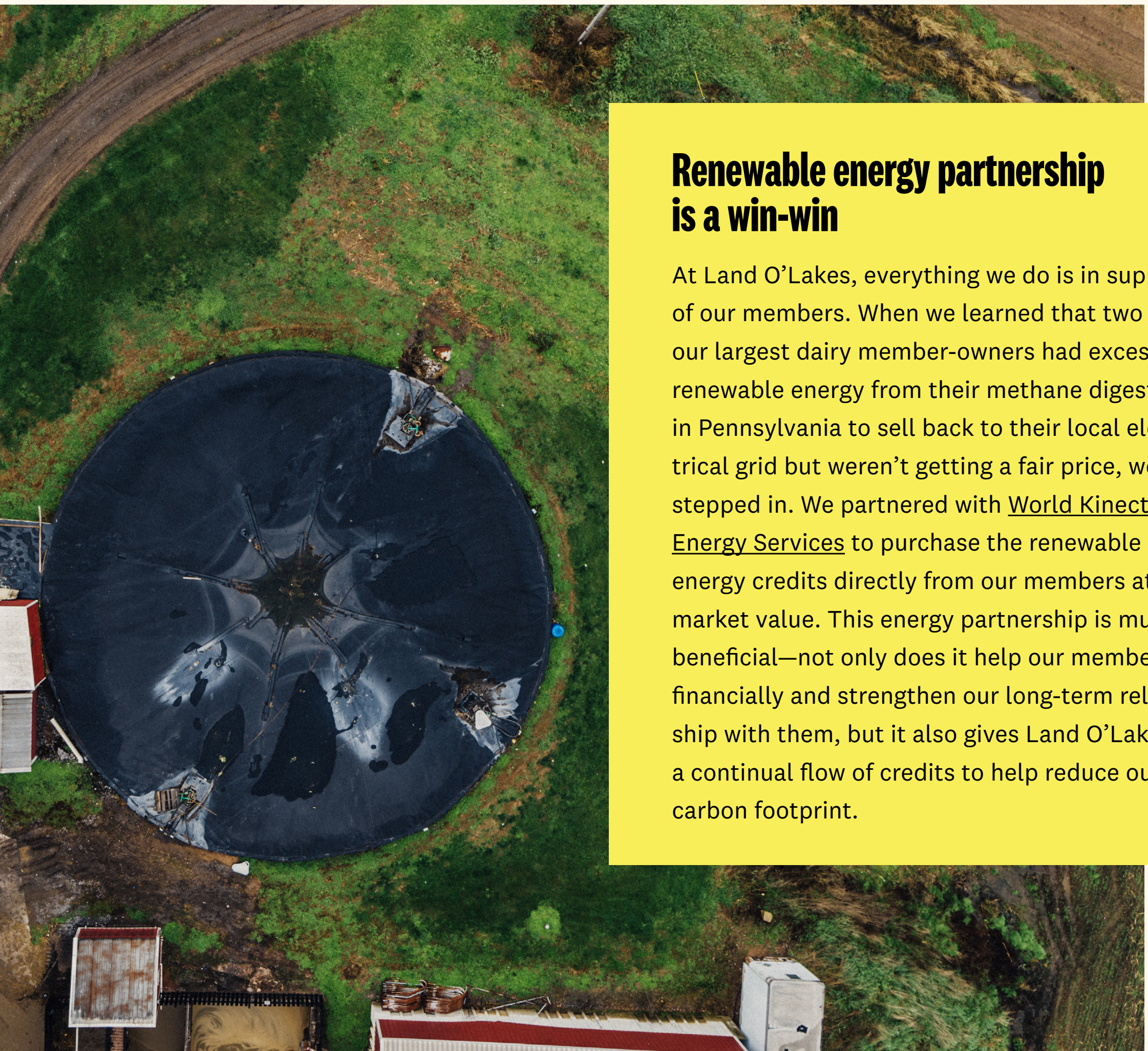
Truterra is using our expertise and leadership to work with dairy farmers and collaborators across the industry to reduce emissions—from improving GHG measurement tools, to helping farmers reduce on-farm emissions. The work Truterra is leading in this space will help bring the data used to quantify dairy emissions into the modern age and facilitate better insights for processors, food companies and dairy producers.

Farmers' work as stewards of their land is the most important baseline from which to scale methane reduction via cattle management, anaerobic digestion of manure and food waste, nutrient management and innovative partnerships. At Truterra, we are taking a "cow-centric" approach, which builds on our strength of knowing dairy cattle, their nutritional needs and production. In fact, feed production accounts for more than 20% of the GHG used to produce a single gallon of milk. This means there is a valuable opportunity for dairy farmers to improve soil health on the fields where they grow crops to feed their cattle.

With Truterra's expertise in sustainable farming and animal feed production methods, dairy farmers can get valuable data and insights to improve production and soil health, reduce GHG emissions and ultimately position their farms to take advantage of carbon markets. 🌱



# SUSTAINABLE FUTURES: ADDITIONAL EXAMPLES



## Renewable energy partnership is a win-win

At Land O’Lakes, everything we do is in support of our members. When we learned that two of our largest dairy member-owners had excess renewable energy from their methane digesters in Pennsylvania to sell back to their local electrical grid but weren’t getting a fair price, we stepped in. We partnered with World Kinect Energy Services to purchase the renewable energy credits directly from our members at a fair market value. This energy partnership is mutually beneficial—not only does it help our members financially and strengthen our long-term relationship with them, but it also gives Land O’Lakes a continual flow of credits to help reduce our carbon footprint.



## Purina Recycling Partnership continues to expand

Every year, U.S. ranchers and ag retailers struggle to dispose of roughly 7.6 million empty plastic tubs produced by the feed industry. Purina’s tub recycling partnership gives new life to these high-density polypropylene (HDPE) tubs by transforming them into durable eco-friendly products such as park benches, fence posts and equine stalls, some of which can be purchased and donated back to the community.

The Purina Recycling Partnership continues to expand, and in 2022 we introduced ClearView Tubs, a new and innovative product made from the

highest material value to recyclers. So far, 70% of our feed tubs have transitioned to ClearView, and we also accept any HDPE tub, including those from our competitors. We’re always exploring new ways of recycling our tubs and are continuing to explore and partner with local chapters of the National FFA Organization to build awareness in the community. Through this program, Purina is working to create a circular economy within agriculture. We believe tubs are just the beginning of what we can accomplish with agricultural recycling.



## Solar investments fuel renewable energy roadmap

Recognizing the importance of renewable energy to build a more sustainable future, Land O'Lakes continues to invest in community solar and installations that generate electricity during the day to feed the local grid. We currently participate in several solar projects in Minnesota and Texas, which in 2022 generated a total of 17.7 million kilowatt hours to offset more than 10,300 metric tons of emissions. Land O'Lakes will continue our journey as we develop a roadmap to achieve our renewable energy goal.



## WinField United delivery strategy reduces emissions

Over the last few years, WinField United has taken steps to minimize one-off or half-full deliveries, investing in the digital tools, systems and capabilities to maximize the load efficiency of trucks making deliveries. In 2020, the average weight of product per load was 11,000 pounds. In 2022, that average rose to 21,000 pounds—a 90% increase. This improved efficiency has resulted in taking 17,000 shipments off the road, which equates to 2.4 million fewer miles traveled and a 3,400 metric ton emission reduction. 🌱





Product Safety + Quality

Sustainable Packaging

Reducing Waste

Innovation + R&D

Venture37

# SAFE & PLENTIFUL FOOD SUPPLY







SAFE & PLENTIFUL FOOD SUPPLY

Helping farmers and retailers create a better world for all means supporting a secure and stable food system that feeds our world and grows the farm economy. Our unique cooperative model allows us to create connections that innovate the food chain and supercharge the future potential of agriculture.

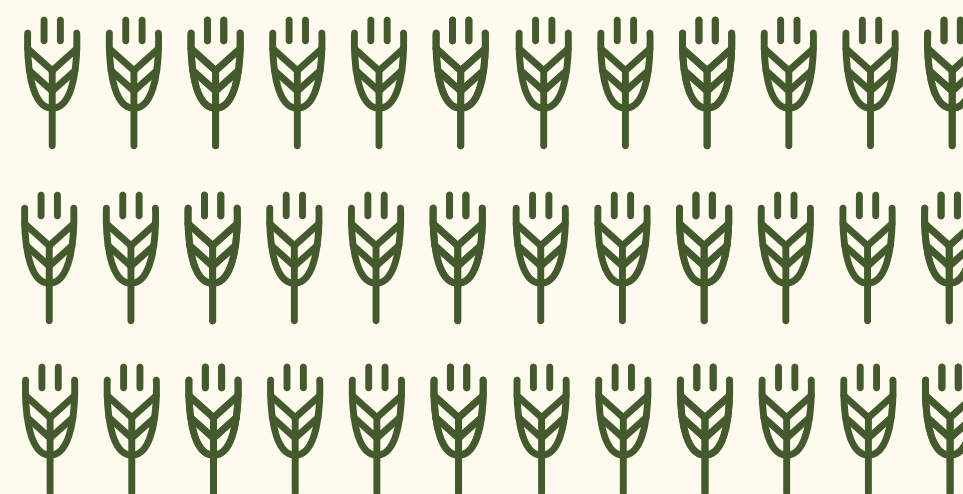
Our planet reached a milestone in human development in November 2022, as the world’s population reached 8 billion people, a number that is expected to grow by an additional 2 billion people in the next 30 years according to the United Nations. Natural resources are stretched thin as water is becoming scarce and the climate is getting warmer, making it even more urgent to work together to sustainably manage our lands, soil and water to feed a growing population.

Food security is national security. With more than a century of experience in helping solve big challenges, Land O’Lakes has the unique ability to support the productivity, profitability and sustainability of the acres and animals we touch. With Land O’Lakes’ legacy of product quality and safety, combined with our expertise across all aspects of farming, we’re well positioned to support a secure food system that feeds our world and grows the farm economy.



SAFE & PLENTIFUL FOOD SUPPLY: 2022 GOAL PROGRESS

# Supporting a secure and stable food system that feeds the world and grows the farm economy



GOAL//

Improved agriculture practices of 1 million farmers in low-and-middle income countries

## 546,970 farmers

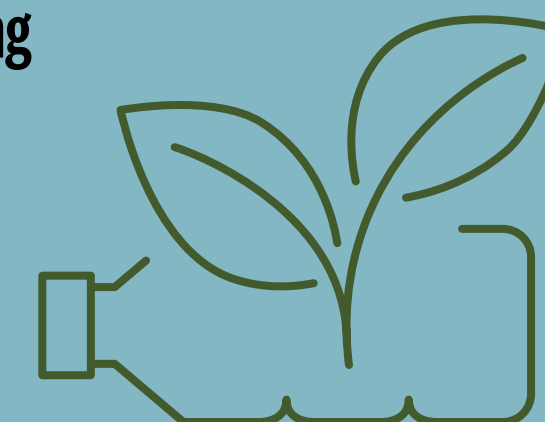
Supported by Venture37 projects that have applied improved agriculture techniques and technologies



GOAL//

100% reusable, recyclable or compostable consumer packaging

## 60% in 2022



GOAL//

Reduce food waste in standard operational practices by 30%

## 3.6%

Increase in food waste in 2022 from 2020 baseline





# COMMITMENT TO PRODUCT SAFETY & QUALITY

---

Having a safe and plentiful food supply starts with a commitment to product safety and quality. These core principles have been embedded in our culture since 1921, when a group of Midwest farmers came together to offer a sweet cream butter at a premium price, instead of using sour cream to make butter. A century later, our products remain at the highest level of quality and are used by millions of families, farmers and consumers across the nation.



“As food producers, we have a unique responsibility. We don’t just plant and grow, harvest, manufacture and distribute food ... we have to earn trust,” said Land O’Lakes President and CEO Beth Ford. “Day by day, year after year, every product, every opportunity, every time without fail. This trust empowers our reputation. Food safety and quality both begin with trust.”

Our commitment to safety is reflected in our robust product safety procedures, management commitment and employee education and training. We ensure that all our ingredients are sourced from trusted providers who care about quality and safety just as much as we do. And we make sure that every product that leaves our facilities meets our quality standards and is delivered with care.

**QUALITY MISSION**

To deliver uncompromising product safety, delight our customers with exceptional quality and service, unlock business potential through regulatory insights and shape our external environment.

**QUALITY VALUES ARE EPPICC:**

- **EVIDENCE**-based decision making
- Strengthened **PARTNERSHIPS** to drive the best results
- A focus on **PREVENTION** vs. reaction or complacency
- **INTEGRITY** to respond appropriately and build trust
- **CONSISTENCY** through a standardized, systems-based approach, and
- **CURIOSITY** to continue learning

Product safety and quality is imperative throughout the supply chain. We work closely with several groups including:

- Food and feed suppliers
- Dairy manufacturing sites
- Feed and milk replacer manufacturing sites
- Contract manufacturers
- Joint venture partners
- Licensees

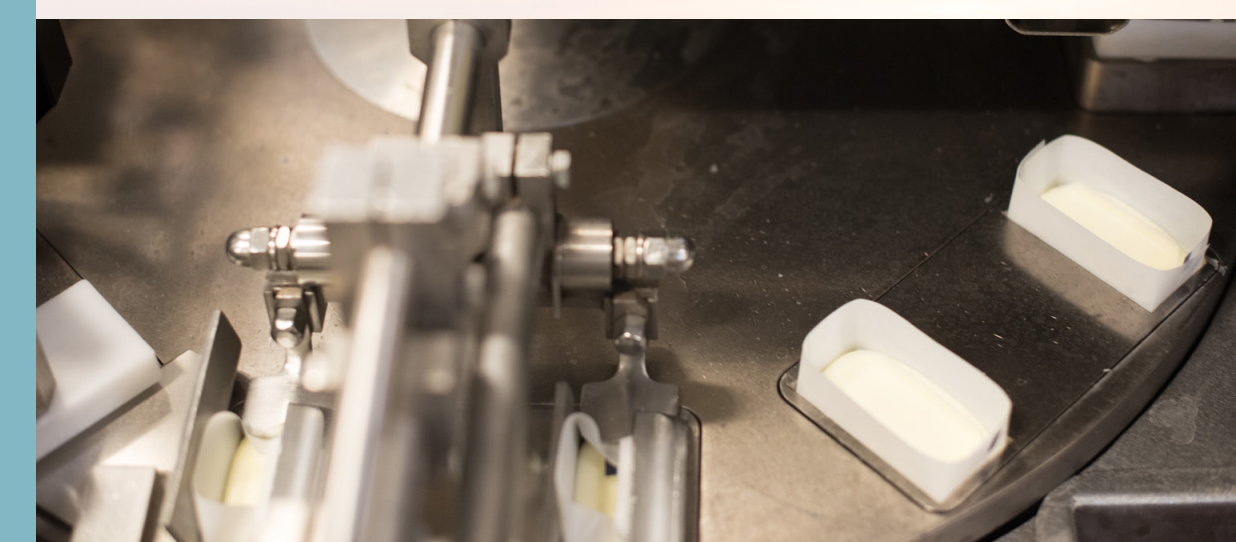
We expect and require our external partners to share our commitment. We use an enterprise-wide Quality Management System, which provides the standards that must be met by both our own facilities and those of our external business partners (ingredient and packaging suppliers, licensees, contract manufacturers and joint venture partners).

To be a Land O’Lakes approved supplier, an external business partner must meet requirements in several areas: customer and consumer relations, document and record management, external business partner management, management commitment, personnel training/education/qualification, product integrity, regulatory compliance and site management.



As food producers, we have a unique responsibility. We don’t just plant and grow, harvest, manufacture and distribute food...we have to earn trust.”

Beth Ford | Land O’Lakes President and CEO





### HACCP FOOD SAFETY PLANS

We regard Hazard Analysis Critical Control Point (HACCP) Food Safety Plans as the cornerstone of product safety. HACCP is an internationally recognized management system in which food safety is addressed through the analysis and control of biological, chemical and physical hazards from raw material production, procurement and handling, to manufacturing, distribution and consumption of the finished product.

All Land O'Lakes facilities that manufacture human food products and animal feed have an approved HACCP/Food Safety Plan in place as well as targeted assessments. An integral part of our Quality Management System, our plans are based on HACCP principles in conjunction with the prerequisite programs necessary for producing high-quality human food products.

These programs include, but aren't limited to:

- Good manufacturing practices
- Sanitation
- Chemical control
- Pest control
- Trace/recall
- Employee training
- Specification control
- Allergen management
- Supplier control
- Antibiotic testing (where applicable)

### QUALITY ANIMAL CARE

We are committed to ensuring the well-being of animals in our supply chain through our leadership participation in and adherence to animal care standards outlined in the Farmers Assuring Responsible Management® (FARM) program.

As a demonstration of our commitment, participating in the FARM program is a mandatory condition of selling milk to Land O'Lakes. Today, 100% of our member milk supply is FARM-verified. The FARM program provides consistency and uniformity to best practices in animal care and quality assurance in the dairy industry.

Land O'Lakes' adherence to the program is organized into a three-step process that includes producer education, on-farm evaluations and annual third-party verification. Land O'Lakes is committed to continuing to raise the standards in animal care over time. Continuous improvement is at the core of the program and is implemented throughout the three-step process.

To help support this continuous improvement focus, we're a member of the FARM Workforce Development Initiative, an effort that equips dairy owners and managers with guidance and best practices to promote safe and thriving work environments. This includes educational materials (such as HR and safety manuals) and on-farm evaluation tools to help farms implement best practices. 🌱

**Today, 100% of our member milk supply is FARM-verified. The FARM program provides consistency and uniformity to best practices in animal care and quality assurance in the dairy industry.**





# SUSTAINABLE PACKAGING PROGRESS

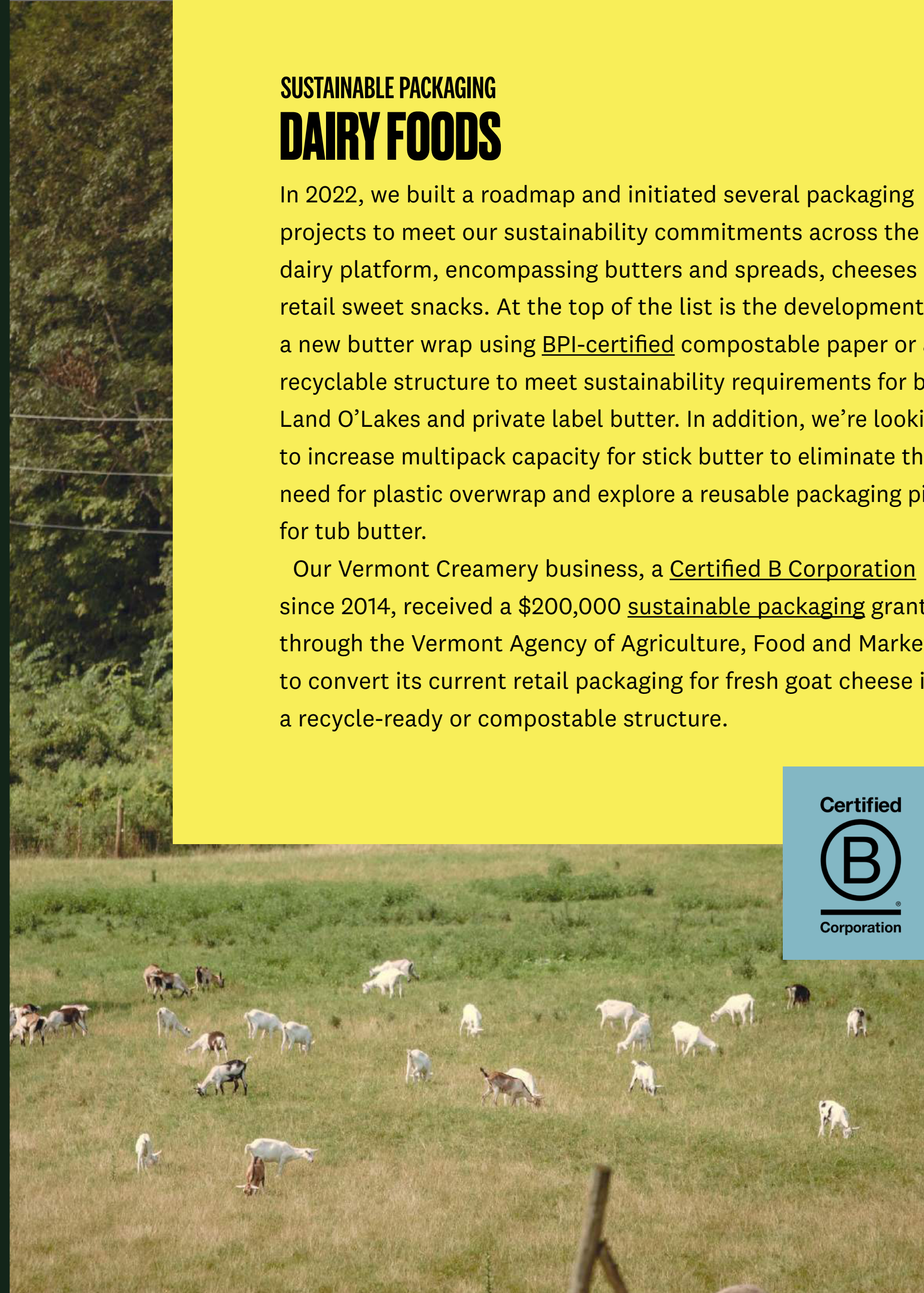
Our sustainable packaging framework is informed by customer commitments, legislation and membership in coalitions such as the Consumer Goods Forum’s Plastic Waste Coalition of Action. As a coalition member, Land O’Lakes adheres to the Golden Design Rules for plastic packaging, a set of nine specific design guidelines to reduce plastic waste and increase recycling.

There are multiple efforts underway across Land O’Lakes to address our goal of 100% reusable or recyclable or compostable consumer packaging by 2030. Here are a few highlights:

## SUSTAINABLE PACKAGING DAIRY FOODS

In 2022, we built a roadmap and initiated several packaging projects to meet our sustainability commitments across the dairy platform, encompassing butters and spreads, cheeses and retail sweet snacks. At the top of the list is the development of a new butter wrap using BPI-certified compostable paper or a recyclable structure to meet sustainability requirements for both Land O’Lakes and private label butter. In addition, we’re looking to increase multipack capacity for stick butter to eliminate the need for plastic overwrap and explore a reusable packaging pilot for tub butter.

Our Vermont Creamery business, a Certified B Corporation since 2014, received a \$200,000 sustainable packaging grant through the Vermont Agency of Agriculture, Food and Markets to convert its current retail packaging for fresh goat cheese into a recycle-ready or compostable structure.





SUSTAINABLE PACKAGING

# ANIMAL NUTRITION

Given the lack of recycling infrastructure in rural communities where most farmers and ranchers are located, we’re focusing our efforts on our product packaging. This includes source reduction efforts to change the ratio of packaging to product and the use of more environmentally friendly materials.

In terms of source reduction, we’re looking to remove unnecessary plastic and other materials—like taking out plastic pull cords from our 50-pound milk replacer bags. While it may seem small, modifications such as this can eliminate 30,000 pounds of plastic resin from the waste stream. We’re also exploring the transition from plastic pails to recycle-ready woven polypropylene bags. Not only is this type of packaging more eco-friendly, it also weighs significantly less and costs less to produce.

In 2022, as part of our Purina Recycling Partnership, we introduced ClearView Tubs, which are made from non-pigmented plastic and have the highest material value to recyclers. So far, 70% of our feed tubs have transitioned to ClearView.



SUSTAINABLE PACKAGING

# WINFIELD UNITED

We are proud to share that our proprietary seed bags are now made with fiber that is sustainably sourced. In 2022, WinField United worked closely with our sourcing partner, [Hood Packaging Corporation](#), to obtain certification from the [Sustainable Forestry Initiative \(SFI\)](#). This means that the wood pulp and fiber material in our seed bag packaging can be traced back to the fiber source.

All SFI certifications require independent, third-party audits. Organizations certified to the SFI Fiber Sourcing Standard have demonstrated their support of responsible forestry practices—broadening the practice of biodiversity, using forestry best management practices to protect water quality, providing outreach to landowners and utilizing the services of forest management and harvesting professionals for fiber from uncertified lands in the U.S. and Canada.



Going forward, the SFI logo and “certified fiber sourcing” stamp will be on every bag of soybean seed and seed corn marketed under the CROPLAN brand name—upwards of one million units per year. ♻️



# PROGRESS IN REDUCING WASTE

Here are a few ways that Land O'Lakes is reducing waste across the enterprise:



## TURNING FOOD WASTE INTO RENEWABLE ENERGY

Vermont Creamery is partnering with Vanguard Renewables and the [Farm Power Strategic Alliance \(FPSA\)](#) to turn food waste into low-carbon renewable energy via Vanguard's Farm Powered® anaerobic digesters and Organics Recycling Facility.

The FPSA, named one of Fast Company's 2021 World Changing Ideas, is a coalition of like-minded companies that aims to boost food waste reduction and recycling and expand renewable energy production across America.

Between April and December 2022, Vermont Creamery diverted nearly 7,000 tons of inedible food waste from the landfill to Vanguard's anaerobic digester at the Goodrich Family Farm in Salisbury, Vermont, mitigating just over 4,000 tons of GHG emissions.

Vanguard Renewables recycles packaged, liquid or solid food and beverage waste together with dairy manure into low-carbon renewable energy. The process also produces a low-carbon fertilizer that host farms can use to support regenerative agriculture practices and provide the American farmer with a diversified income stream. 🌱







## DAIRY BYPRODUCTS FIND NEW LIFE IN ANIMAL MILK REPLACER

Farmers have long sought ways of repurposing waste generated from their operations. In fact, Wisconsin dairy farmers in our co-op have been recycling waste from butter and cheese processing since the 1950s. Instead of disposing of these dairy byproducts, they're given new life as valuable ingredients in our portfolio of milk replacer products for baby animals.

Here's how it works: Excess whey from the cheese-making process is spray-dried (or further processed to make value-added whey ingredients before being dried), then used as powdered ingredients in our milk replacer formula. This provides the necessary animal nutrition (especially proteins

### Wisconsin dairy farmers in our co-op have been recycling waste from butter and cheese processing since the 1950s.

and fat) that young calves need to thrive. We further enhance the milk replacer with probiotics and other technologies designed to support immunity.

Excess dairy proteins from the butter-making process are dried (or further processed and then dried) and used in milk replacer as nonfat dry milk, caseinates and more. Recently, we started adding casein protein-rich dried cheese powder—made from salvaged food-grade cheese—into our milk replacer. This dried cheese powder is a sustainable way to nourish animals—and keep tons of waste out of the landfill.

The milk replacer is marketed under various brands and sold to farms across North America by the bag and truckload. Producers mix the powder with water to feed baby calves for the first eight weeks of life, providing enhanced nutrition and unlocking the calf's full potential. While most of our products are for calves, we also make milk replacer with dairy proteins for baby pigs, goats, sheep and horses. 🌱





# THE LATEST INNOVATIONS



## ANIMAL NUTRITION

The safe, secure and efficient supply of meat, milk and eggs partly depends on animal nutrition and well-being. Since 1926, many Purina® feed products have been researched and tested at our Animal Nutrition Center, a 1,200-acre facility in Gray Summit, Missouri. In fact, our Ph.D. nutritionists and veterinarians have conducted more than 24,000 research studies, discovering 235 nutritional solutions for animals across 24 species.

Here are some of our current focus areas within Animal Nutrition research and development:

### Nutrition:

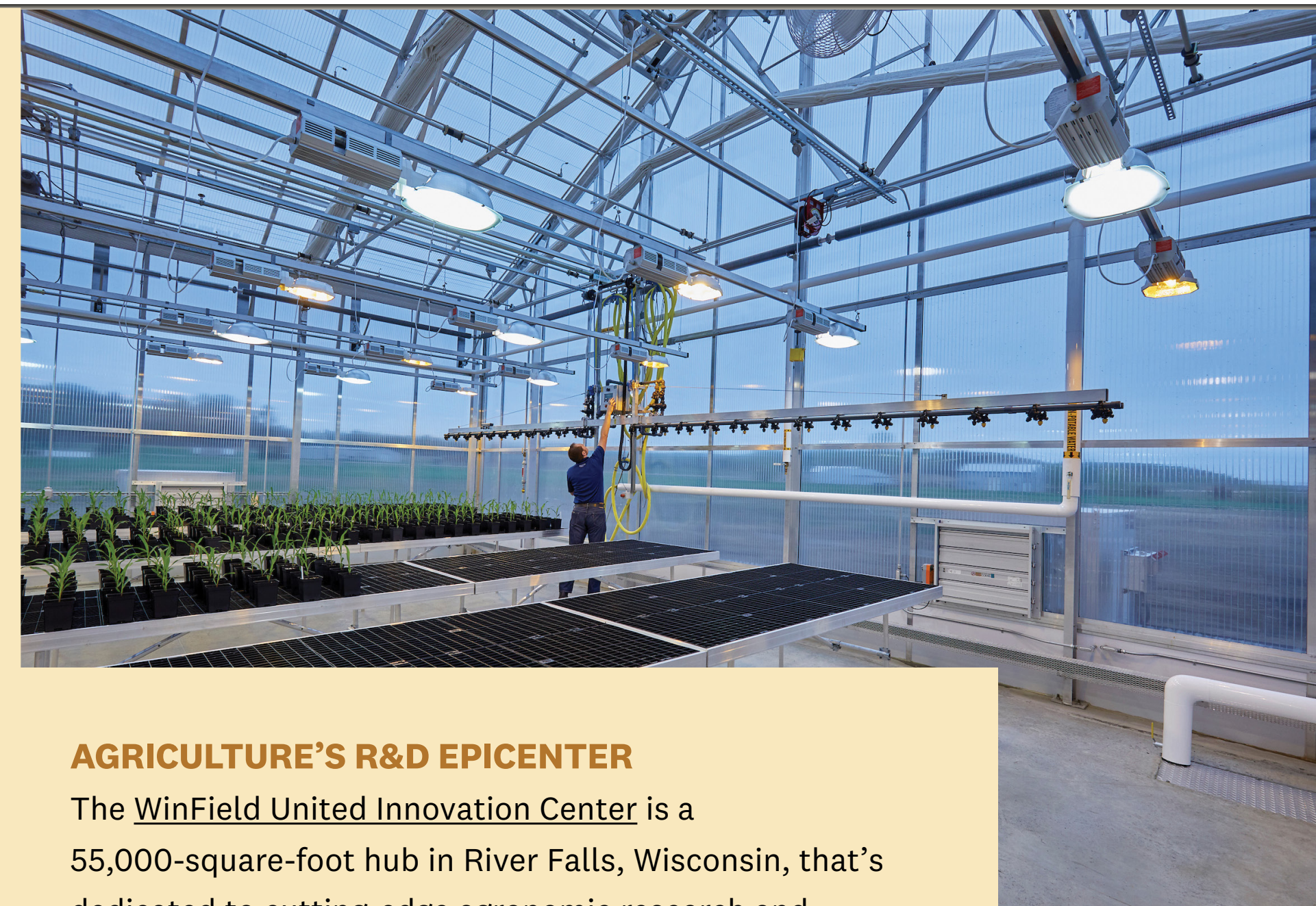
- Designing diets that support animal health and performance by optimizing feed efficiency, including the use of alternative energy sources such as distiller grains or by-products from other industries that would otherwise result in waste.
- Using enzyme technologies to optimize digestion and nutrient availability.

### Food Safety:

- Researching how to address the risk of food-borne pathogens from entering the food chain.
- Using the latest technology to better understand how to address historical and emerging pathogens.

### Health:

- Addressing livestock health challenges through precision nutrition solutions that can only be uncovered using state-of-the-art lab microbiology facilities at the Purina Emerging Technology Center.



## AGRICULTURE'S R&D EPICENTER

The WinField United Innovation Center is a 55,000-square-foot hub in River Falls, Wisconsin, that's dedicated to cutting-edge agronomic research and product development to help farmers get the most out of every acre.

We test products year-round in our greenhouse and plant performance labs to help farmers deliver the nutrients plants need. We also have a state-of-the-art wind tunnel and patented Spray Analysis System to simulate a multitude of real-world field conditions to help farmers make precise crop applications that optimize yields and reduce waste.

Thanks to rigorous, data-backed research and product development like the work at the WinField United Innovation Center, Land O'Lakes is well-positioned to help farmers sustainably grow more food with fewer resources and lead when it comes to modernizing agribusiness. 🌱



# ABUNDANT FOOD, UNLIMITED POTENTIAL

Land O'Lakes Venture37, our nonprofit committed to helping communities around the world thrive through agriculture, is focused on long-term, human-centered impact.



We invest in agriculture to help people realize their full potential. From farmer to consumer, we cultivate competitive, inclusive markets that foster healthy, resilient livelihoods for all. Since 1981, we've provided market insights and technical expertise to agricultural development projects in more than 80 countries.

In 2022, [Venture37](#) expanded its public/private partnerships, providing farm families and communities around the world with increased access to sustainable farming practices and innovations that are less harmful to the environment. These practices are aimed at further reducing negative impacts on the environment while continuing to boost trade and contribute to a safe and reliable food supply.

In Kenya, Venture37 is leading a collaboration between Corteva Agriscience, Forage Genetics International and the International Livestock Research Institute through the [Nourishing Prosperity Alliance \(NPA\)](#). This activity tests innovative

**In 2022, Venture37 expanded its public/private partnerships, providing farm families and communities around the world with increased access to sustainable farming practices and innovations that are less harmful to the environment.**



models that help advance the sustainable farming practices of more than 6,000 women smallholder farmers while increasing the supply of nutritional dairy products to local communities.

Venture37 is also working in Tanzania, in partnership with the Tanzania Agricultural Development Bank and the Bill & Melinda Gates Foundation, through the Tanzania Inclusive Processor-Producer Partnerships in Dairy (TI3P). This partnership aims to be inclusive in its practice of speeding up the transformation of Tanzania's dairy sector by promoting public-private investments to increase the incomes of 100,000 smallholder dairy farmers. 🌱



- Corporate Governance
- Code of Conduct
- Culture of Sustainability

# GOVERNANCE





### POWER OF THE CO-OP MODEL

The cooperative business model is unique in that it allows its members to directly share in the success of the business. Co-ops are democratically controlled, meaning that their members oversee the strategic direction of the business, which is different than investor-owned companies. Income from a co-op is reinvested in the business or returned to its members, and we are able to focus on long-term success instead of being driven by short-term actions by shareholders.

Today, member-owned agricultural cooperatives such as Land O'Lakes, Inc. are receiving renewed attention as an alternative business model in the

food and agriculture industry. Not only can co-ops distribute value equitably across members, they also support food systems at scale to have a positive impact on our communities. Especially in rural areas, co-ops such as Land O'Lakes provide jobs and are essential to strengthening local economies.

As a co-op, we're committed to the idea that we're stronger when we work together—a principle that's reflected in our unique corporate governance structure. The Land O'Lakes board of directors is made up of farmers, producers and retail general managers who also happen to be our customers and suppliers—members elected by members.

### CORPORATE GOVERNANCE

The Land O'Lakes board is made up of 20 member-elected directors—9 representing dairy regions; 11 representing ag retail—and four advisory directors who provide deep subject matter expertise in a variety of areas.

We have eight regions—three dairy and five agricultural. Board nominations take place by region, with the number of directors based on the amount of business conducted with the cooperative by that region's members. The company's bylaws require that we re-evaluate the boundaries of the regions and the number of directors from each region at least once every four years to ensure they best reflect the proportion of business with members in each area.

Land O'Lakes' board governs the company's affairs in the same manner as the boards of typical corporations. It is responsible for determining business objectives, policies and financial controls—and hires the CEO to conduct day-to-day business operations. The board has six standing committees—Operating, Executive, Audit and Risk, Policy and Governance. Directors also sit on the board of the Land O'Lakes Foundation.

Directors are elected to four-year terms in elections at the company's annual meeting by voting members in a manner similar to a typical corporation. There are no outside investors serving on the board.

Leveraging our regional governance structure, we use a grass-roots leadership development

### Especially in rural areas, agricultural co-ops provide jobs and are essential to strengthening local economies

approach to recruit and interview future board candidates to keep our talent pipeline strong. This helps us build the next generation of leadership at Land O'Lakes.

The **Land O'Lakes Sustainability Council**, now in its fourth year, provides guidance and alignment across the enterprise with respect to sustainability strategy, initiatives, opportunities, risks and progress. The Council, which meets monthly, is composed of 12 senior leaders representing our business units and corporate functions.

Among the Sustainability Council's key 2022 accomplishments are developing guiding strategies and action plans to ensure progress toward all our ESG goals. The Council oversees initiatives to reduce the carbon footprint and natural resource usage of each business unit and functional area, from our member farms to our operations. Evolving industry guidelines, such as carbon accounting and





responsible packaging, are regularly reviewed to ensure we adhere to the latest national and global expectations.

The Sustainability Council will oversee Land O'Lakes' next materiality assessment in Q4 of 2023.

Our **DEI Executive Council** governs all DEI efforts across Land O'Lakes. Co-led by the CEO and Chief Human Resources Officer (CHRO), the Council meets three times per year and is composed of executive sponsors of the company's 11 ERGs, along with our Director of Diversity & Inclusion and External Strategic Partnerships.

Among the DEI Executive Council's key accomplishments in 2022 include updating the Land O'Lakes DEI vision and commitments to enable a strategy that shifts our impact from intention to action. The Executive Council meets annually with our DEI Enrichment Council (composed of ERG leaders plus representatives from HR,

Recruiting and Community Relations) to discuss ERG achievements, impact and growth plans. See the Diversity, Equity and Inclusion section of this report to learn more.

### LAND O'LAKES CODE OF CONDUCT

In 1921, a group of Midwest farmers—entrepreneurs united by mutual trust and cooperation—joined forces to create new market opportunities. Land O'Lakes was founded on the principles of integrity, fairness, honesty and respect for individuals. It is who we are and who we have always been.

We recognize our responsibility to our members, employees and society—and we're committed to conducting our business operations and activities in compliance with all applicable laws, regulations, policies and the basic tenets of business honesty and integrity.

We have 45 comprehensive enterprise policies in place to communicate and hold each other accountable to these high ethical standards.

These policies include, but aren't limited to:

- Business Ethics
- Health and Safety
- Product Safety and Quality
- Environmental
- Anti-Corruption/Anti-Bribery
- Antitrust
- Conflicts of Interest
- Appropriate Behavior for the Work Environment

At Land O'Lakes, our approach goes well beyond compliance. It's embedded into the very fabric of our culture. Every decision we make and every action we take is focused on doing the right thing, every time. This commitment is embodied in the Land O'Lakes Code of Conduct.

- Our **Employee Code of Conduct** is a set of legal and ethical principles to help employees understand the company's expectations. The Code of Conduct is also Land O'Lakes' public commitment to the highest ethical standards. Every employee is required to make sure their words, actions and decisions meet those standards every day. All employees and members of the Board of Directors are required to sign our Code of Conduct, which includes anti-corruption policies and procedures.

- Our **Supplier Code of Conduct** outlines the standards that our suppliers and vendors must follow to ensure healthy working conditions and fair compensation. These standards are based on the principles of the International Labour Organization's Declaration on Fundamental Principles and Rights at Work and the Ten Principles of the UN Global Compact.

Sometimes, doing the right thing means reaching out and speaking up. While we offer several internal channels for employees to ask a question or raise a concern (including their managers, HR business partners and members of the Legal team), we understand they may feel more comfortable using another option.

To foster a culture of integrity and ethical decision-making, employees, suppliers and other stakeholders who have questions or concerns about unethical or unlawful behavior are encouraged to contact the Land O'Lakes Connect Hotline, a confidential hotline managed by an independent third party. The hotline is available 24/7 by telephone or online and offered in multiple languages.





### BUILDING A CULTURE OF SUSTAINABILITY

We understand the importance of a **sustainable economy** and are increasingly integrating sustainability strategy—and investing in key resources—into critical parts of our business to align with stakeholder expectations and business needs.

From an organizational structure standpoint, we have an enterprise position (Director of Operations Sustainability) in our Supply Chain organization to lead the development, implementation and measurement of sustainability strategies and goals across Land O’Lakes. We have sustainability leadership roles embedded within our business units, as well as employees within our Member Relations team, dedicated to helping our members with on-farm sustainability. In addition, our sustainability business, Truterra, is dedicated to delivering conservation support to farmers at scale.

Within the organization, we provide opportunities for employees to engage through our Sustainability Champions program and Land O’Lakes Green Team.

Sponsored by our EHS team, the annual **Sustainability Champions** program recognizes individuals and plant teams who identify environmental efficiencies and implement change in daily business. Any Land O’Lakes facility or operational team is eligible to be nominated.



Projects are evaluated based on results, innovation and initiative in the following categories:

- **Environmental Impact Award:** Recognizes the project that shows a significant environmental impact (measurable improvements in energy, water, solid waste or emissions)
- **Innovation Award:** Highlights creativity in developing solutions to an environmental issue
- **Initiative Award:** Recognizes the project that went above and beyond the normal course of business to create an environmental impact

From energy reduction projects to process improvements to educational initiatives, the program is a great way to showcase the dedication and innovation of our plant teams who are making a difference every day to amplify our community impact.

One example is the team at our Dairy Foods manufacturing facility in Kiel, Wisconsin, who won the 2022 Sustainability Champions Initiative Award. The team has been developing a slate of environmental projects designed to reduce the amount of off-grade waste produced at the plant. Through a dedicated effort

that included wastewater tracking, mechanical analysis and wastewater system optimizations, the team not only reduced the amount of solid waste, but freight and landfill costs—resulting in more than \$2.3 million in savings.

The **Green Team** is an action-oriented, sustainability-focused Land O’Lakes employee group. Team members meet monthly to discuss current topics and plan engagement and education events to strengthen our culture of sustainability.

2022 was a banner year for the Green Team, which saw its membership—and number of events—triple from 2021. The team added a pillar focused on preventing and reducing food loss and waste in support of Land O’Lakes’ ESG goal to reduce food waste by 30% by 2030. The Green Team also formalized its support of the [Farmlink Project](#), a nonprofit that aims to alleviate food insecurity and reduce food waste by connecting farms with a surplus of fresh produce to communities in need.

In 2022, the Green Team hosted more than a dozen volunteering and learning events, from planting in community gardens to learning about home composting and upcycled food. The team also launched an online submission form where employees at all levels can submit their sustainability ideas. The team plans to add an employee training course focused on reducing food waste in 2023. 🌱



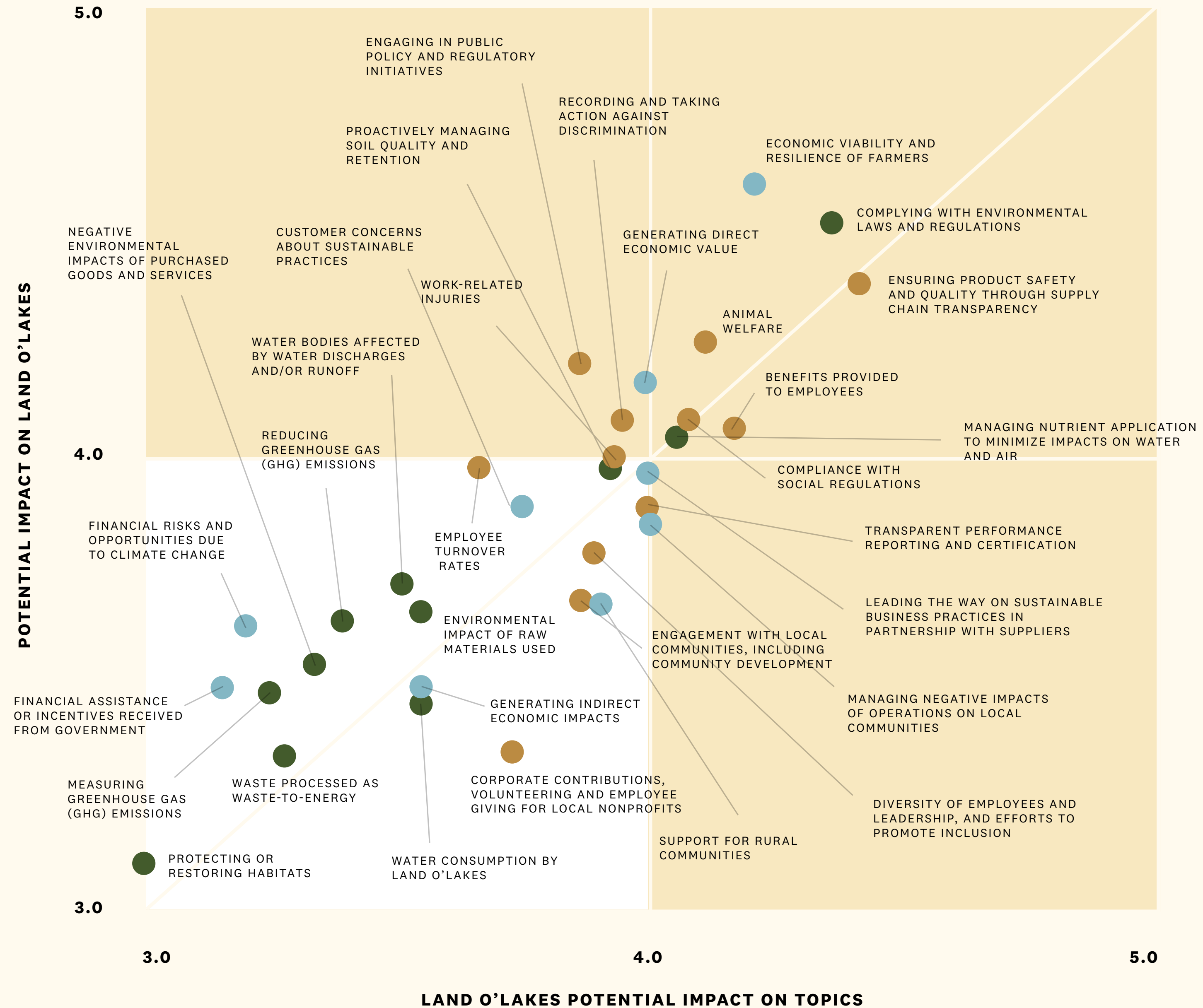
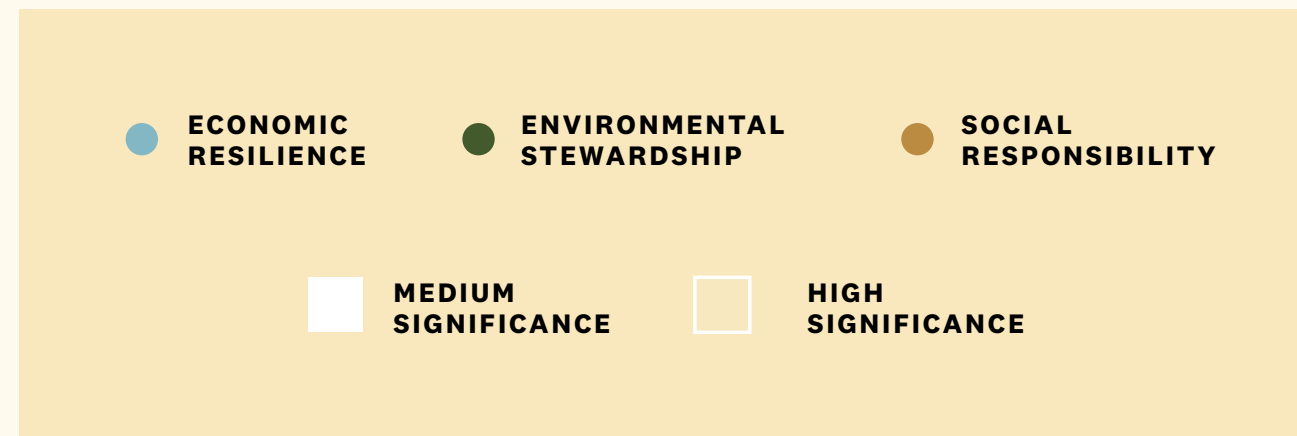
# APPENDIX







# MATERIALITY ASSESSMENT



ROOTED IN TOMORROW™ ROOTED IN TOMORROW™ ROOTED IN TOMORROW™



ROOTED IN TOMORROW™ ROOTED IN TOMORROW™ ROOTED IN TOMORROW™

# LAND O'LAKES ACTIONS TIED TO UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

2 ZERO HUNGER



## ZERO HUNGER

- Promote sustainable food production and agricultural productivity
- Address food waste across our entire value chain
- Donate to hunger relief organizations

6 CLEAN WATER AND SANITATION



## CLEAN WATER AND SANITATION

- Promote water management practices for dairy farms and row crop farms
- Maximize water use efficiency within our operations

8 DECENT WORK AND ECONOMIC GROWTH



## DECENT WORK AND ECONOMIC GROWTH

- Contribute to community equity through the revitalization of rural America
- Advance our Diversity, Equity and Inclusion efforts within Land O'Lakes
- Invest in employee development, health and safety
- Expand supplier equity with increased engagement and expansion of diverse representation

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



## RESPONSIBLE CONSUMPTION AND PRODUCTION

- Reduce waste to landfill in our operations through recycling and landfill diversion
- Enhance our sustainable sourcing efforts on high-risk ingredients
- Require entire milk supply to adhere to the highest animal welfare standards
- Reduce the environmental impact of our consumer packaging
- Maintain excellence in our product safety and quality practices
- Transparently report on our environmental, social and governance priorities and progress

13 CLIMATE ACTION



## CLIMATE ACTION

- Reduce greenhouse gas emissions
- Reduce our carbon footprint
- Increase the use of renewable electricity



# LAND O'LAKES ESG GOALS AND PROGRESS

\*Based on best available information published by the EPA for subregion emissions mixes. These percentages vary over time and are independent from voluntary renewable procurement.

\*\*Land O'Lakes is committed to continually strengthening the accuracy and integrity of its GHG emissions accounting. Since 2020, we have made minor changes to the inventory to correct for data errors or improve methodology. Consequently, differences in the 2020 and 2022 footprints do not necessarily reflect a change in actual GHG emissions during these time periods. Land O'Lakes will periodically update its baseline to validate carbon reductions and measure progress to its Science Based Targets.

## UN SDG ALIGNMENT

2 ZERO HUNGER



6 CLEAN WATER AND SANITATION



8 DECENT WORK AND ECONOMIC GROWTH



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



GOALS	TARGET YEAR	PROGRESS
<b>ZERO HUNGER</b>		
Improved agriculture practices of 1 million farmers in low and middle income countries	2030	546,970 farmers supported by Venture37 farms supported by Venture37 projects that have applied improved agriculture techniques and technologies since 2022
Reduce food waste in standard operational practices by 30%	2030	3.6% increase in food waste in 2022 from 2020 baseline
3 million pounds of in-kind product donations	2030	1,731,951 pounds since 2020
<b>CLEAN WATER AND SANITATION</b>		
Increase efficiency of water usage in operations by 15%	2030	6% improvement in 2022 from 2020 baseline
<b>DECENT WORK AND ECONOMIC GROWTH</b>		
Expand supplier equity through increased engagement and expansion of diverse representation	2025	Baseline defined. Quarterly measurements of inclusion equity indices implemented to track progress toward goal.
Contribute to community equity through revitalization	2025	Philanthropy in support of member communities: <ul style="list-style-type: none"> <li>\$2.1M in 2022</li> <li>Supplemental work opportunities program (SWOP): 49 participants across 65 roles with representatives from each member region since 2018</li> </ul> American Connection Project (ACP) results: <ul style="list-style-type: none"> <li>58 sites of rural broadband expansion</li> <li>Expansion of American Connection Corps (ACC) into the nation's largest rural focused service organization</li> <li>More than doubling the cohort to 120 American Connection Corps Fellows</li> <li>175+ Members of ACP Policy Coalition</li> </ul>
Ensure full and effective participation and equal opportunities for women and minorities within the company	2030	<ul style="list-style-type: none"> <li>11 active ERGs with over 15% of employees participating</li> <li>Human Rights Campaign Foundation's Corporate Equality Index (100% rating): Best Place to Work for LGBTQ+</li> <li>EqualityDiversityIN: Disability Equality Index (100% score)</li> <li>DEI representation data: See page 24</li> </ul>
<b>RESPONSIBLE CONSUMPTION AND PRODUCTION</b>		
100% sustainably sourced palm oil, cocoa and fiber packaging	2025	Baseline established, roadmap developed to achieve 2025 goal
100% of member milk supply assessed for environmental impact, including carbon footprint	2025	76% of member milk assessed
100% reusable, recyclable or compostable consumer packaging	2030	60% in 2022
50% reduction in waste to landfill from operations	2030	10% increase in waste in 2022 from 2020 baseline
<b>CLIMATE ACTION</b>		
100% renewable energy in our operations, where available	2030	25% renewable energy is received in the grid mix in the markets where we operate*
Reduce Greenhouse Gas Emissions in alignment with Science Based Targets initiative <ul style="list-style-type: none"> <li>Reduce scope 1 and 2 emissions by 42%</li> <li>Reduce scope 3 emissions by 25%</li> </ul>	2030	2020 Baseline, metric tons CO2e:** Scope 1 = 296,167 Scope 2 = 231,665 Scope 3 = 11,688,916
Net Zero across all scopes 1, 2 and 3	2050	2022, metric tons CO2e:** Scope 1 = 296,179 (0%) Scope 2 = 219,193 (-5.4%) Scope 3 = 11,555,080 (-1.1%)

ROOTED IN TOMORROW™ ROOTED IN TOMORROW™ ROOTED IN TOMORROW™



# GRI CONTENT INDEX

## GLOBAL REPORTING INITIATIVE

Land O'Lakes has reported the information cited in this GRI Content Index for the period January 1 - December 31, 2022 with reference to the GRI Standards.

GRI STANDARD*	DISCLOSURE	2022 RESPONSE
2-9	Governance Structure	<a href="#">Land O'Lakes Governance section in Community Impact Report</a>
201-1 (a, i)	Direct economic value generated and distributed	<a href="#">Annual Report</a>
203-1	Infrastructure investments and services supported	<a href="#">Expanding Broadband Access, The Cooperative Way</a>
205-2 (a, b)	Communication and training about anti-corruption policies and procedures	<a href="#">Land O'Lakes Code of Conduct</a>
3-2 (a)	List of Material Topics	<a href="#">Materiality Matrix</a>
302-1 (e)	Energy consumption within the organization	7,101,769 Gigajoules
302-3 (a, b, c, d)	Energy intensity	a) 438 KWh/ton of product; b) KWh/ton of product; c) Includes electricity, natural gas, propane, steam, and fleet diesel and gasoline; d) This energy intensity ratio includes energy consumption within the organization only.
303-3 (a)	Water withdrawal	4,458,278 (cubic meters)
305-1 (a)	Direct (Scope 1) GHG emissions	Scope 1 = 296,179 Metric tons of CO2e equivalent
305-2 (a)	Energy indirect (Scope 2) GHG emissions	Scope 2 = 219,193 Metric tons of CO2e equivalent
305-3 (a)	Other indirect (Scope 3) GHG emissions	Scope 3 = 11,555,080 Metric tons of CO2e equivalent
306-2 (a)	Management of significant waste-related impacts	<a href="#">CGF's Plastic Waste Coalition</a> <a href="#">Purina Recycling Partnership</a> <a href="#">Progress in Reducing Waste</a>
306-4 (a)	Waste diverted from disposal	13,124 (metric tons) Non-Hazardous Waste 0 (metric tons) Hazardous Waste
306-5 (a)	Non-Hazardous Waste directed to disposal	35,678 (metric tons) Non-Hazardous Waste 385 (metric tons) Hazardous Waste
401-2 (a)	Benefits provided to full-time employees that are not provided to temporary or part-time employees	<a href="#">Employee Benefits + Training</a> <a href="#">Employee Benefits</a>
403-1 (a)	Occupational health and safety management system	<a href="#">Employee Safety</a>
403-5	Worker training on occupational health and safety	<a href="#">Employee Safety Training</a>
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<a href="#">Employee Safety</a> <a href="#">Supplier Code of Conduct</a>
403-9 (a.iii, e)	Work-related injuries (a.iii, e)	<a href="#">Employee Safety</a>
405-1 (b.i, b.iii)	Diversity of governance bodies and employees (b.1, b.iii)	<a href="#">Rooted in Belonging</a>