



Progress Together.

Fiscal Year 2021 Environmental, Social and Governance Report



Yes, we *make* fries. But first and foremost, we **make progress.**

Progress for people, food, and the planet. This isn't new.

We've had a progress mindset since the 1950s, when we first invented a better way to cut potatoes. And in every challenge, we see possibilities to improve. Our inventive spirit has given us a steady stream of industry firsts and innovative ideas across every strand of our business—our processes, the way we make food, and how we take care of our people.

Our approach to ESG is no different.

We never stand still. Everything we do is geared toward sustainable progress, and together we are growing to make a meaningful difference.

For our people, so that everyone can reach their highest potential.

For our food, to be loved and trusted.

And for nature, to ensure we take care of its resources so it thrives, and we all can too.

Progress. It's not just what we aim for. It's what we do.

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About Our Report

This is Lamb Weston's third annual Environmental, Social, and Governance (ESG) Report.

It focuses on global ambitions, actions, and accomplishments during our fiscal year ended May 30, 2021. We aim to include reliable global data as it becomes available. For this reporting period, the following parameters define key performance indicators:

- Sustainable agriculture data—North America
- Production facility data—North America, China, Argentina, and Australia
- Employment data—North America, China, Argentina, and Australia, excluding joint venture employees.

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option. We are also reporting to the Sustainability Accounting Standards Board (SASB) Processed Foods Standard, and the Task Force on Climate-Related Financial Disclosures (TCFD). More information about our company can be found on our [website](#).

A MESSAGE

From Our President and Chief Executive Officer

Making progress in our business and against our ESG goals are parallel journeys for us. We know that achieving our vision to be the No. 1 global potato company means also understanding our impact on the world around us. And we have a great sense of pride in the cross-functional, long-term efforts our team has made to operate sustainably. However, we know that the efforts we've made to date aren't enough to ensure we achieve the goals we've set for our future.

As a company, we've had a progress-driven mindset since 1950. Over the last 70 years, we've never stood still—always looking for ways to improve and grow, building this business that began as a single pea processing plant into a global food supplier. Looking ahead, ensuring longevity for our team members and our shareholders means we'll need to grow sustainably.

Many of our core principles provide a strong foundation for this work, such as operating with integrity and delivering safe and trusted food, giving our people opportunities that allow them to reach their highest potential, and elevating new ideas that push us to think differently.

One of the ideas I'm most proud of is the new batters we developed using an Upcycle Certified starch that is a byproduct of pea processing. We are able to help eliminate food waste by using this starch as a value-added ingredient. And in our Agriculture department, we've expanded our domestic approach to include our global growing regions, creating our *Ag One* strategy that will drive results toward our ambitious goals in this area.

You'll also see progress in the transparency and evolution of our reporting:

- We've updated our materiality assessment to best reflect our current business environment. While many topics maintained their materiality, some areas shifted, and so has our prioritization.
- We've included the TCFD Reporting framework this year, to add transparency and comparability to our program.
- We've included our full Equal Employment Opportunity (EEO) report data to build transparency into our human capital reporting.
- Each section features a progress report card, sharing our performance against key performance indicators that help us understand what we need to do to meet our 2030 goals.

Throughout this report, we've shared stories that demonstrate the steps we're taking across our business to make progress together. We're testing and trying new things, supporting each other in growth opportunities, and focusing on a long-term future for Lamb Weston. I hope this fiscal year 2021 report provides you with the same pride and confidence I have in this company and our bright future.



Tom Werner
President and CEO



“Over the last 70 years, we've never stood still—always looking for ways to improve and grow, building this business that began as a single pea processing plant into a global food supplier. Looking ahead, ensuring longevity for our team members and our shareholders means we'll need to grow sustainably.”

Tom Werner
President and CEO

Corporate Profile



VISION

To be the No.1 global potato company.



MISSION

To create solutions that inspire and serve our customers and consumers with a food they love and trust.

Founded in
1950


Headquarters in
Eagle, Idaho

27
production
facilities¹

No. 1
in North American
frozen potato category

No. 2
in global frozen
potato category


7,800+
employees²

¹As of May 30, 2021; includes joint ventures.

²As of May 30, 2021; excludes joint ventures.

Major Products

Fries

Straight Cut, Crinkle Cut, Twister®, CrissCut®, Wedge Cut

Shredded Potatoes

Diced Potatoes

Formed Potatoes

Hash Browns, Tater Puffs®

Chips

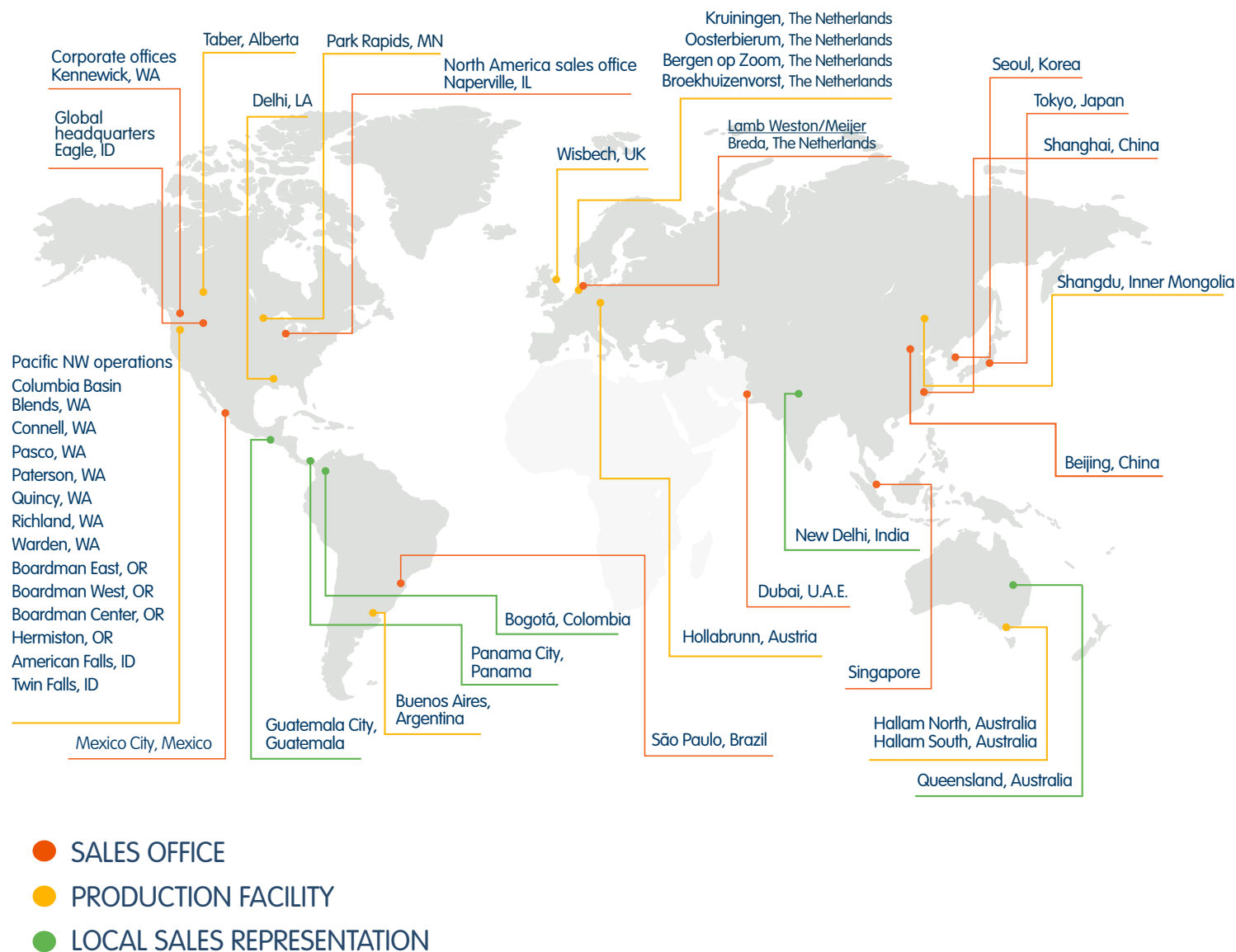
Mashed Potatoes

Appetizers

Vegetables

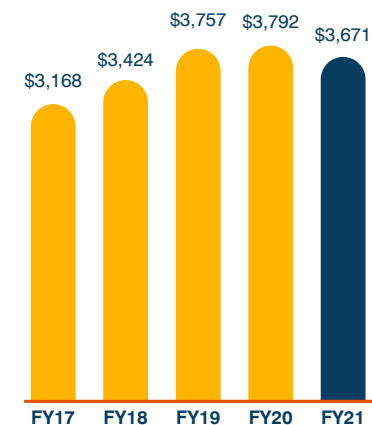


2021 GLOBAL FOOTPRINT*



FINANCIAL PROFILE

Net sales (\$ in millions)



CUSTOMER SEGMENTS

FY21 net sales



*Includes joint ventures. In May 2022, our Lamb-Weston/Meijer joint venture announced it was exiting the Russian market by withdrawing from its joint venture partnership that operates a manufacturing facility in Russia. The map above does not include this facility.

How We Create Value

Inputs



AGRICULTURE

more than
170K
acres

4.8 lbs
active ingredient (AI)
pesticide
per ton grown

13.5
gallons of
water
per ton grown

10.7 lbs
nutrients
per ton grown

SUPPLY CHAIN

4,000+
suppliers

\$2B+
spend
excludes potatoes



MANUFACTURING

2,200K
cubic meters
(m3) water
consumption

14M
gigajoules
energy

OPERATIONS

5,000+
employees



Output

CONSUMERS

230
product
offerings

0
recalls



COMMUNITIES



117
volunteer
hours

\$6.1M
philanthropic
investment

EMPLOYEES

\$414M
wages

\$159M
fringe benefits/other



Business Impact

880
SKUs

20
facilities
(excluding Lamb
Weston / Meijer)

7
countries with significant
operations.



Sustainability at Lamb Weston

Since our earliest days, we've seen every challenge as a chance to do better. Today, this means making progress across every strand of our business, including how we take care of our people, the way we make food, and our processes. By pushing for progress, we ensure that our people can reach their highest potential, our food remains loved and trusted, and natural resources are conserved for the long term.

Material Topics

Lamb Weston updated our materiality assessment in 2021, engaging internal and external stakeholders, including employees, customers, investors, growers, and suppliers, to understand whether we are targeting the right issues with our goals, programs, and resources.

Following the update, we found Food Safety & Quality, Ethics & Integrity, and Sustainable Agriculture remained highly important to all stakeholders. Occupational

Health & Safety and Environmental Compliance rounded out the top-five most important issues. Although external stakeholders ranked Diversity, Equity, & Inclusion (DEI) lower than other issues, Lamb Weston executives considered it a priority, highlighting DEI's importance to our workforce and business.

We have used the findings and adjacent matrix to inform our strategy, update our goals, and validate that Lamb Weston is working on what matters most.



Alignment with the UN Sustainable Development Goals

Lamb Weston's sustainability agenda and goals are aligned with the United Nations Sustainable Development Goals (SDGs). Our top-five material issues map to the following SDGs:

Ethics & Integrity

Food Safety & Quality

Sustainable Agriculture

Occupational Health & Safety

Environmental Compliance

Lamb Weston's Material Issues Aligned with the UN SDGs

SDG	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	15 LIFE ON LAND
Ethics & Integrity								
Food Safety & Quality								
Sustainable Agriculture								
Occupational Health & Safety								
Environmental Compliance								

Stakeholder Engagement

By engaging with people and organizations inside and outside our business, we gain a better understanding of what they value. This allows us to take action on issues that matter. We engage with a range of stakeholders in a variety of ways.

Stakeholder Group	How We Engage		Most Important Issues	
Investors	<ul style="list-style-type: none"> Annual meeting of shareholders Quarterly earnings presentations 	<ul style="list-style-type: none"> ESG Report Ad-hoc meetings as appropriate 	<ul style="list-style-type: none"> Corporate Governance Climate Change 	<ul style="list-style-type: none"> Diversity, Equity & Inclusion (DEI)
Customers	<ul style="list-style-type: none"> Dedicated sales resources Trace My Fries™ Product labeling and marketing 	<ul style="list-style-type: none"> Farm and facility tours Customer Insights Survey 	<ul style="list-style-type: none"> Food Safety & Quality Sustainable Agriculture Consumer Health & Nutrition Business Continuity 	<ul style="list-style-type: none"> Responsible Sourcing & Traceability Waste Reduction Sustainable Innovation & Technology Waste Reduction
Current and Potential Employees	<ul style="list-style-type: none"> Updates from executives Sustainability awards Environmental, Health, and Safety (EHS) training 	<ul style="list-style-type: none"> Community engagement programs Recruiting programs 	<ul style="list-style-type: none"> Ethics & Integrity Occupational Health & Safety Environmental Compliance 	<ul style="list-style-type: none"> Waste Reduction Workplace Culture & Employee Engagement Community Engagement
Peers	<ul style="list-style-type: none"> Potato Sustainability Alliance Roundtable on Sustainable Palm Oil (RSPO) International Association for Food Protection 	<ul style="list-style-type: none"> Global Food Safety Initiative Potatoes USA American Frozen Food Institute (AFFI) American Potato Trade Alliance (APTA) 	<ul style="list-style-type: none"> Sustainable Agriculture Food Safety & Quality 	<ul style="list-style-type: none"> Responsible Labeling & Marketing Responsible Sourcing & Traceability
Policymakers	<ul style="list-style-type: none"> Engagement with federal and local government Local press opportunities related to our initiatives 	<ul style="list-style-type: none"> Participation in regional and statewide chamber of commerce groups (Idaho Association of Commerce and Industry, Boise Metro Chamber of Commerce) 	<ul style="list-style-type: none"> Sustainable Agriculture Responsible Sourcing & Traceability Responsible Labeling & Marketing 	<ul style="list-style-type: none"> Climate Change Community Engagement Partnerships & Industry Collaborations
Suppliers	<ul style="list-style-type: none"> Grower Handbook Dedicated relationship managers for growers 	<ul style="list-style-type: none"> Supplier audits Strategic Supplier business reviews 	<ul style="list-style-type: none"> Sustainable Agriculture Farmer Livelihood 	<ul style="list-style-type: none"> Human Rights Responsible Sourcing & Traceability
Consumers	<ul style="list-style-type: none"> Product labeling and marketing Social media 	<ul style="list-style-type: none"> Website Consumer hotline 	<ul style="list-style-type: none"> Food Safety & Quality Consumer Health & Nutrition Sustainable Agriculture 	<ul style="list-style-type: none"> Responsible Sourcing & Traceability Packaging
Advocacy Groups/ NGOs	<ul style="list-style-type: none"> Food Northwest Integrated Pest Management (IPM) Institute of North America APTA 	<ul style="list-style-type: none"> AFFI Pacific Coast Food Waste Collaborative Consumer Brands Association 	<ul style="list-style-type: none"> Sustainable Agriculture Responsible Sourcing & Traceability Customer Health & Nutrition 	<ul style="list-style-type: none"> Waste Reduction Climate Change Product Innovation Human Rights

2030 Goals

Lamb Weston has set several quantitative goals to work toward in the coming years, as well as more qualitative commitments. We will provide updates on these goals annually, beginning with this report, against a 2020 baseline, unless noted otherwise. Our qualitative commitments are captured in the People, Food, and Planet sections of this report.



Goal

Performance

People

People Safety

Protect and enhance the livelihoods of our teams across the globe, striving for zero safety incidents at work and improving safety in our communities.

14.5% year-over-year improvement of total incident rate



Food

Food Safety

Achieve world-class food safety performance by leveraging cutting-edge technology, innovation, and best practices to maintain the highest standards of food safety, striving for zero food safety incidents.

0 food safety incidents



Planet

Sustainable Agriculture

Promote sustainable farming practices across our supply chain with a focus on:

Building resilience to climate instability and change by investing in soil health and its long-term productivity.

- Soil Health Initiative.
- Net neutral carbon emissions through crop rotation.

Creating more with less through continuous pursuit of technology innovations, crop management information systems, methodologies, and practices.

- 5% use reduction per ton grown: nitrogen, water, and AI pesticide.

10.7 pounds of nitrogen used per ton of crops grown

13.5 gallons of water used per ton of crops grown

4.8 pounds of active ingredient pesticide used per ton of crops grown

2030 Goals

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Goal

Performance

Planet (cont.)

Sourcing

Implement responsible sourcing by:

- Ensuring priority inputs are certified and sustainably sourced.
- Establishing a process to evaluate supply chain sustainability of strategic direct and indirect suppliers.
- Enhancing supplier diversity through increased opportunities for minority, disadvantaged, and small businesses to compete equally to become a supplier or Tier II supplier.

100% certified sustainable palm oil and secondary packaging

6% year-over-year increase of plant-based primary packaging materials

Resource planning for supply chain sustainability evaluation complete

Building enhanced supplier diversity capabilities into our new enterprise resource planning system

Production

Lamb Weston is committed to reducing carbon emissions, energy and water use, and the amount of waste generated throughout our operations, as evidenced by the following goals:

- Reduce Scope 1 and 2 carbon emissions 20% per pound produced.
- Reduce water use 20% per pound produced.
- Reduce food waste from the production process by 50%.
- Send zero waste to landfill.

3.5% increase in Scope 1 and 2 emissions intensity

1.7% increase in water use intensity

Establishing food waste reduction methodology (Pacific Coast Food Waste Collaborative)

91% of waste diverted from landfill

Governance

Strong corporate governance is essential to achieving our 2030 goals and meeting commitments to our stakeholders.

Lamb Weston's Board of Directors is committed to performing its responsibilities consistent with sound governance practices. The Board routinely reviews its processes, assesses the regulatory and legislative environment, and adopts governance practices that support informed, competent, and independent oversight on behalf of our shareholders.

Lamb Weston's Board of Directors is comprised of 10 members, including nine independent directors and our chief executive officer. An independent chairman leads the Board, which reviews Lamb Weston's long-term strategic plan, selects the CEO, and oversees succession plans for the CEO and other members of our senior management team. Board committees include an Audit and Finance Committee, a Compensation and Human Capital Committee, and a Nominating and Corporate Governance Committee.

The Lamb Weston Executive Leadership Team and the Board of Directors regularly receive ESG updates and take time to understand the critical resources needed to make meaningful progress in the coming years. Although the entire Board reviews our ESG reporting initiatives, our Nominating and Corporate Governance Committee regularly reviews our performance and progress against targets.

ESG Governance

Lamb Weston's Senior Director of ESG Administration oversees ESG topics with the help of a cross-functional team and executive oversight. The ESG team consists of leaders from across the business, nominated by members of the Executive Leadership Team, and is responsible for strategy development, management, and communication of our ESG programs. The team works directly with subject matter experts throughout the business to execute strategy and drive progress toward our goals. Additionally, the ESG team keeps senior executives informed.



Lamb Weston's Values

Integrity

We do the right things the right way every time, safely and with excellence.

Inventiveness

We imagine and create better ways of doing things with our customers, suppliers, partners, and employees.

Empowerment

We are bold leaders who make informed decisions and act like owners.

Teamwork

We value, engage, and challenge each other and win as a Lamb Weston team.

Drive for Results

We are passionate and accountable in our pursuit of exceeding our commitments for all of our stakeholders.





PEOPLE

Our Progress.

Maximizing the individual potential of all 7,800+ Lamb Weston team members and sharing value with our communities.

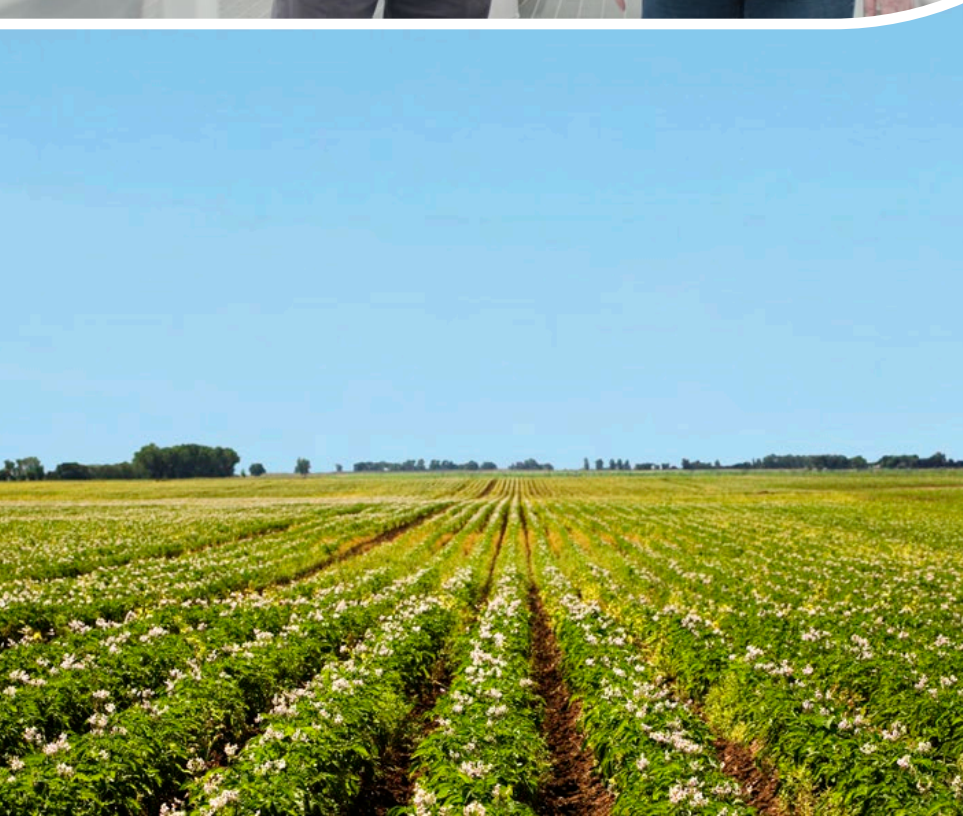


Making Progress, Together

Involving Everyone in Safety

Improving safety performance requires more than removing hazards. It's also about engaging every person in creating a safe work environment. When our Safety team conducted a survey to understand employees' levels of safety engagement, they found something surprising. Although our Delhi, Louisiana, plant was meeting corporate Total Incident Rate (TIR) goals, team members at the plant reported low levels of engagement, and felt they weren't being adequately recognized for safe behavior.

The Safety team jumped into action by introducing readily accessible incident reporting forms throughout the plant, which made it easier for hazards to be corrected and employees to be recognized for their efforts. This simplified process empowered more employees to get involved in eliminating hazards and is proving that safety gets better when we commit as a team.



“By providing our employees with the necessary skills to excel, we empower them to make the daily decisions that drive us on our Journey to Zero.”

Shane Sims | Production Manager

PEOPLE

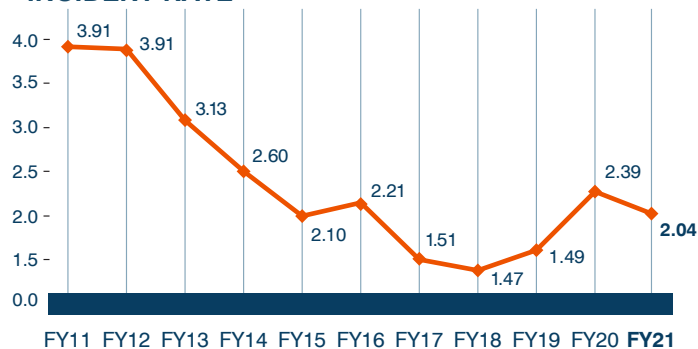
Our Progress

7,800+
employees
worldwide

Elevated People
to a core focus in our
Strategic Plan

30%
of our Board of Directors are
diverse in gender and ethnicity

LAMB WESTON OCCUPATIONAL SAFETY AND HEALTH ADMINISTRATION (OSHA) TOTAL INCIDENT RATE



Commitments

Community

We are committed to creating and building a culture of giving among Lamb Weston employees that benefits our communities via donations, volunteerism, and advocacy.

Diversity, Equity & Inclusion

We are committed to providing a work environment that fosters respect, inclusion, fairness, and dignity, and is free of harassment, discrimination, or fear of retaliation.

We define diversity as the unique abilities, experiences, and cultural backgrounds everyone brings to our workplace. We recognize the role of diversity in making our company more valuable for all our stakeholders and for society at large.

As a global company, we honor and celebrate the diversity in our team which enriches our work lives and drives diversity of perspectives in our decision making.

Community Contributions

Donations

\$250,000

provided to community programs

Matching Gifts

\$77,000

donated by employees to eligible charities (matched by Lamb Weston Foundation)

209

employee donations matched by Lamb Weston Foundation

Pay It Forward

66%

of employees participated

\$260,000

donated

900+

local charities benefited

8 locations

with 90%+ participation

117

paid employee volunteer hours through our Volunteer Time Off policy

Employees

Lamb Weston is a global team of more than 7,800 people with the primary goal of bringing great french fries and service to our customers. Delivering delicious fries might seem like a modest passion, but the delight that our products bring to the world is a powerful motivator for our people.

Our employees are fry experts—they know the industry inside out, from planting potatoes all the way to fries hitting your plate. We have team members who have been with Lamb Weston for 40 years or more, as well as newer ones who encourage us all to break with convention and think differently. Lamb Weston's workforce consists of:

- Hourly employees, both full-time and part-time, most of whom work in our manufacturing facilities in roles ranging from skilled labor to management; and
- Salaried employees who work in technical and specialized roles either remotely or in our corporate offices.

In 2021, Lamb Weston employees navigated several challenges with spirit and determination. Despite the continued COVID-19 pandemic, labor shortages, supply chain issues, and many other unforeseen obstacles, our people made progress on multiple fronts. We supported our employees through this challenging time by elevating the importance of employee assistance programs, such as LifeMatters by Empathia, which offers counseling services, as well as access to resources for health and wellness.



The Lamb Weston Culture

We've gone to great lengths to create a culture that reflects the joy and fun of the products we serve. We don't take ourselves too seriously, and we unite around the idea that every day is "Fry Day." But while we have fun, we also treat each other with respect and focus on performance and results. Our employees feel safe having difficult conversations with a balance of conflict and respect, because our leaders listen to their teams and create space for people to speak up.

As we returned to our offices and facilities throughout 2021, we found that many employees re-centered the importance of work-life balance during the periods spent at home. To help them continue to enjoy more time with their families and friends, many of our plants introduced 12-hour shifts, giving employees the chance to have two three-day weekends per month. In addition to improving work-life balance, the practice has also helped us reduce overtime.

Task Force Joins Together to Get the Most Out of Our Potatoes

When extreme heat in the Pacific Northwest impacted our potato crop, a cross-functional team from our Ag, Commercial, Operations, Logistics, Customer Service, and Quality teams came together to understand how to get the most out of the potato crop we had. The heat meant smaller potatoes that were more prone to defects, and a smaller yield overall. To make sure we were using as much of these potatoes as possible and to meet our customer commitments, this team came together to review our finished product specifications. The result was high-quality fries, with a modified specification set that allowed the operations team to be more efficient and use more of the available potato.

Ethics and Integrity

As a core tenet of our company, ethics and integrity compels us to do business in the right way for all of our stakeholders. The success of our business rests on the trust we build among customers and consumers, and our ability to create an environment where employees can be their best. We place ethical decision-making at the heart of everything we do and how we act, with our values leading the way. In 2021, we were pleased to see our efforts pay off.

When it comes to developing an ethical culture, we understand the importance of leading from the top. Lamb Weston's SVP, General Counsel, and Chief Compliance Officer leads our Core Ethics & Compliance (E&C) team, with representatives from across the business. The team regularly updates our Board of Directors on compliance initiatives and issues.

Code of Conduct

Lamb Weston's [Code of Conduct](#) details our expectations for ethical behavior. The Code is available online as well as on our internal E&C portal in three languages. In support of the Code, Lamb Weston maintains a range of policies, also on our online portal, that provide more detail on our approach to specific issues.

In addition, we have a Code of Ethics for Senior Corporate Financial Officers that applies to our CEO, CFO, and Controller. Lamb Weston's Board of Directors oversees our commitment to ethics and compliance with legal standards and has approved our Code of Conduct and Code of Ethics for Senior Corporate Financial Officers. The Legal Department oversees Lamb Weston's compliance with the Code and other policies. Matters relating to our Code of Conduct are routinely reported to the Board.



Lamb Weston's Policies

In support of our Code of Conduct, Lamb Weston maintains a range of internal policies, available to employees through our online portal, that provide more detail on our approach to specific issues.

- Anti-Corruption
- Antitrust
- Anti Discrimination and Harassment
- Business Hospitality
- Workplace Conduct
- Conflicts of Interest
- Delegation of Authority
- Due Diligence
- Enterprise Information Security
- Hiring Current and Former Government Officials
- Insider Trading
- Giving and Receiving Business Gifts
- Global Sponsorships and Charitable Giving
- [Supplier Code of Conduct](#)





Training and Engagement

We educate employees on E&C throughout their careers—when they join the company, with training on the Code of Conduct and Harassment & Discrimination, and annually through mandatory refresher courses. We also offer multiyear training for all salaried employees on information security, as well as tailored courses covering anti-bribery, antitrust, leadership, and export compliance.

Beyond formal training, our CEO and SVP, General Counsel, and Chief Compliance Officer, as well as our Communications, Legal, and HR teams, deliver regular email communications to reinforce ethical behavior.

We also engage employees through the “We Choose Integrity” video series, which includes video messages from members of our Executive Leadership Team, signage in our facilities about ethical decision making, and branded badge holders displaying the Lamb Weston values.

During our annual Ethics & Compliance Week, the E&C team organizes activities to raise awareness about the importance of E&C. In 2021, the theme was “Respect in the Workplace.”

Reporting Concerns

It’s imperative to our ethical culture that employees speak up when they have an ethics concern, so we make it as easy as possible for them to do so. Employees can report concerns or ask questions by speaking to their immediate manager or other managers in their organization, their HR representative, or the capital department. They can also report concerns through the [Lamb Weston Ethics Helpline](#), which is managed by an independent third party, has the option to report anonymously and is available 24/7. Employees can access the Helpline via phone or online in more than 70 languages. It is also open to customers, suppliers, and other stakeholders.

In 2021, we received 108 reports to the Helpline, an increase from 2020. Reports are initially handled by specially trained third-party staff then investigated by authorized Lamb Weston personnel. We do not tolerate retaliation against any employee or party who reports a concern in good faith or participates in an ethics investigation.

In 2021, the *Ethics & Compliance Week* theme was “Respect in the Workplace.”



Occupational Health and Safety

Lamb Weston has maintained a commitment to world-class safety within our facilities since day one of our operations. We aim for zero incidents, so every employee can go home safely every day. Achieving this ambition requires a culture in which employees protect themselves and their

coworkers by not engaging in dangerous behavior and not asking anyone else to take unnecessary risks.

In 2021, we introduced a new EHS management system, which is aligned with the health and safety standards ISO 45001 and ISO 14001, and promotes alignment of our global manufacturing facilities around a common framework. In 2021, we deployed the following elements:

- Incident management
- Compliance management
- Audits and inspections (see [Safety Performance](#))
- Metrics (primarily sustainability data. See [Planet](#) for more information)
- Behavior observations
- Corrective and preventive actions

Facility Safety and Training

All manufacturing employees participate in a safety orientation when they begin working at Lamb Weston. In addition, employees undergo safety policy and standards training, as well as job-related training, which includes demonstrations of task-specific safe work practices. In light of our new EHS management system, Lamb Weston revised our employee-driven quarterly Key Concepts of Safety assessment program (see [Safety Performance](#)) to include our new “Journey to Zero” elements. Journey to Zero is a continuous improvement process that focuses on eliminating EHS risks.



Our employees encounter different safety risks depending on their work environment. For example, people in manufacturing facilities face risks related to conveyors and processing equipment, driving, ergonomics, hot and cold environments, moving equipment (such as forklifts), and slick conditions. Employees on our farm, meanwhile, face potential hazards from weather, as well as equipment. We offer training to address risks that employees might face.

At the beginning of each shift, our team members conduct daily risk assessments specific to the facility, production line, or area in which they're working. These assessments yield a list of risks that can impact safe operations or quality. The risks typically go beyond obvious mechanical hazards and encourage employees to think about issues such as how to handle new or temporary workers, covering for colleagues who are out sick, or non-routine work required during the shift. Employees then prepare a plan to mitigate and control those risks. Daily assessments are complemented by safety huddles between employees and their shift leaders that focus on the risks and mitigation plans highlighted by the assessments.



Safety Performance

Lamb Weston's recordable incident rate is typically half the North American Industry Classification System (NAICS) industry average. Yet despite our strong performance, we always strive for further improvement. We track lagging and leading indicators of safety performance. For a lagging indicator, we track and report injury and illness data per OSHA requirements.

For a leading indicator, we use the Key Concepts of Safety Assessment to self-evaluate our program every quarter. On these assessments, we ask teams to share their perspective on how programs are performing. We also conduct routine assessments of our safety programs to evaluate conformance with our EHS framework and programs, and to provide a

safe environment for team members under constantly evolving conditions. For core programs, we use a third-party assessor; for non-core programs, we conduct internal assessments.

An additional leading indicator is potentially serious incidents (PSI)—incidents that could have resulted in irreversible damage to people or the environment if one single element were different. PSIs are a particular area of focus for teams at our facilities. We use PSI, alongside root cause analysis tools, to develop preventive measures for potentially dangerous scenarios. In 2021, we suffered one unfortunate accident that resulted in a fatality at a Lamb Weston facility.

Sharing Safety with Each Other

We have a range of programs to encourage continuous learning and sharing of best practices related to safety. In 2021, we held our first ever Lamb Weston Safety Week. We shared communication focused on safety and the "why" behind our safety initiatives. We asked team members to share why they work safe, compiling their comments in a video that we shared across the organization. Each facility hosted activities unique to their site that highlighted safety topics, such as safety Bingo or personal protective equipment races.

Our Hermiston, Oregon, plant was an early adopter of a new behavior-based observation process called *Because We Care*, which aims to create an environment in which employees not only look out for their own personal safety, but also the safety of their teammates. During the *Because We Care* process, an employee spends five to 10 minutes

observing a coworker completing a task, while looking for risks. If the observer identifies a risk, they stop the team member and spark a conversation about it. Over 1,400 *Because We Care* observations took place in 2021. Many of our manufacturing facilities host book clubs that read about and discuss health and safety concepts and look for ways to integrate the lessons into Lamb Weston's practices.

At a corporate level, we share best practices with our joint venture partner in Europe, Lamb-Weston/Meijer v.o.f. We also help nurture a safety culture externally by sponsoring local efforts, such as the Oregon OSHA Blue Mountain Safety Conference. Our sponsorship brings together safety authors and thought leaders to share their work with the wider safety community.

Employee Engagement

In addition to our Ethics Helpline, Lamb Weston gives employees the opportunity to have their voices heard through a biennial employee engagement survey. The survey is open to all full-time employees, both hourly and salaried.

The most recent survey was conducted in 2021, with approximately 5,500 of our workforce participating. We were pleased to hear that employees maintain a high level of pride in the company, and a majority of our team members reported they are highly engaged in the work we do. We also received clear feedback on opportunities for improvement, including a need to:

- Be consistent about recognition for team members
- Improve collaboration and connection between teams across our areas of business
- Provide more transparency around business decision-making

In response to these issues, Lamb Weston's Executive Leadership Team will strengthen and build transparency into communications at all levels of the organization. We are developing an action plan to improve clarity around the company's strategic direction and the input that goes into it. The action plan also seeks to help us work more effectively across departments and functions.



Diversity, Equity, and Inclusion

As a global company serving a product that is enjoyed by customers across countries and cultures; DEI is a business imperative. Our vision is to be the No. 1 global potato company. An important step to achieving this vision is to offer a respectful working environment in which everyone has the freedom to be themselves, so that they can perform to the best of their abilities.

Lamb Weston does not discriminate against anyone—including any employee or applicant for employment—because of sex, race, color, religion, ethnic or national origin, gender, sexual orientation, gender identity or expression, age, pregnancy, leave status, disability, veteran status, and/or any other characteristic or status protected by applicable law.

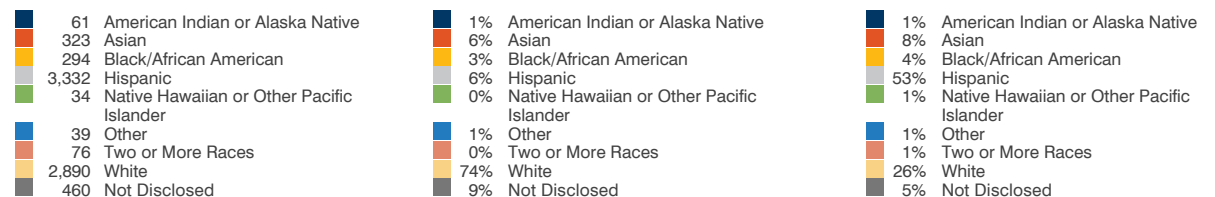
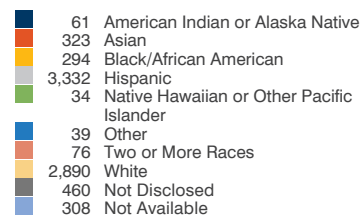
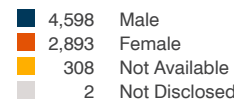
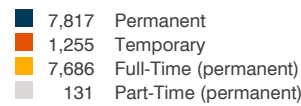
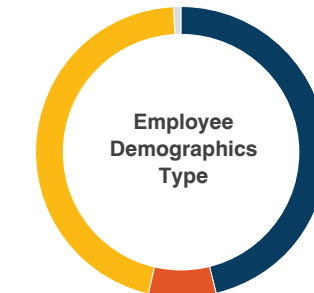
To support our DEI goals, in 2021 we hired a senior director and manager to implement strategies that will help us strengthen a culture of inclusion and belonging. In addition, our six DEI commitments offer a framework for reaching our new goals. These commitments are:

- We respect cultural differences and are committed to cultivating a work environment for all employees that celebrates, leverages, and values those differences.
- We are committed to ensuring representation of women and diverse employees at every level of our organization.
- We are committed to diverse slate requirements for all professional-level positions.
- We are committed to equity in career opportunity and advancement for underrepresented groups in our organization.
- We are committed to a culture of inclusion where every person feels valued, supported, and free to be themselves.
- We are committed to offer training on DEI topic areas that support both leaders and employees in living up to these commitments.

Setting these commitments is important, but we must also equip our workforce with resources to support their understanding of DEI and its significance to Lamb Weston's culture.

Taking Action on DEI

We offer DEI courses that are available to all employees through multiple channels. These courses include training on Unconscious Bias, Inclusive Leadership, Embracing Differences, Wellness and more.



In 2022, we are introducing a DEI learning and development platform to our global workforce to support employees' DEI learning journey.

The last year has been foundational for DEI at Lamb Weston. For the first time, we have made public our U.S. EEO Commission data (EEO-1), a mandatory annual data collection practice for private employers with more than 100 employees. Taking this step improves accountability for our DEI performance. We have reported select data from our EEO-1 filing below. To view the full report for U.S. locations, please visit our [website](#).

We have launched our first Business Resource Groups (BRGs), voluntary, employee-led groups that bring people together aligned around an affinity area. These BRGs play an important role in creating community and building inclusion. Our new BRGs are:

- Women's Group
- Multicultural Group
- Young Professionals Group

Supplier Diversity

Lamb Weston seeks to improve DEI outcomes externally, as well as within our company. A key component of this approach is our supplier diversity work. We will establish a specific supplier diversity goal, along with two programs to help us achieve that goal.

Recruitment and Retention

Competition for talent across many industries remained fierce in 2021, and ours was no exception. But uncertain times can present promising opportunities. Lamb Weston invests heavily to find the best possible candidates and to build a workforce that reflects the diversity of the communities we serve. We also offer a range of benefits and professional development opportunities to keep employees at the company once they join. We're proud that 113 employees have been with Lamb Weston for over 40 years. In 2021, we overhauled our employer branding to showcase Lamb Weston as an employer of choice and attract even more top talent.

Our talent acquisition strategy strives to:

- Advise our business leaders on strong recruiting and interview strategies;
- Provide a robust pipeline of qualified and diverse candidates;
- Provide scalable and innovative talent acquisition resources to the enterprise;
- Source and hire efficiently and effectively; and
- Use technology to identify and engage top talent.

We believe our full-time and part-time work options, a new flex-time policy, as well as our competitive paid time-off (PTO) program and new 12-hour shifts that allow two longer weekends every month, are compelling benefits that give employees a satisfying work-life balance.



Engagement Through Recognition

An important way we retain employees is by making sure they feel engaged at work. In 2021, five Lamb Weston locations created a new Engagement Specialist position to lead programs related to employee engagement. Our Park Rapids, Minnesota, facility launched a peer-to-peer recognition program through which team members can recognize each other for a job well done. When an employee is recognized, they can choose gifts that support shops and businesses in the city of Park Rapids. In this way, the program not only boosts morale and strengthens relationships between employees—it also creates connections with the community our people call home.



We recruit new talent through various sources, including university relationships, community partnerships, career fairs, social media outreach, employee referral programs, and diversity partnerships. In 2021, we enhanced these recruitment channels in a variety of ways, including reintroducing in-person recruitment events and centralizing our intern and college recruiting program to give us a better understanding of the intern and graduate talent pools and a cohesive approach to recruitment across the company. We've also enhanced engagement with institutions that support career and technical education by building relationships with local high schools, technical schools, key organizations, and instructors. In a proactive move to engage prospective employees in advance of an open position, we've implemented

a tool to build candidate pools that improves candidate engagement and promotion of the Lamb Weston employment brand across multiple channels.

Lamb Weston's plants have particularly struggled to attract talent in this competitive landscape. To support our facilities, we've launched a relocation policy for hourly employees to enable inward migration to certain plant locations. In addition, we implemented a sign-on bonus for new employees at our plant locations. Finally, we enhanced our employee referral program by removing obstacles for our existing employees to refer their neighbors, family members, and friends, and increased the payout amount of the employee referral bonuses to an industry-best rate.

Intern Capstone Project

Each summer Lamb Weston hires college students as interns to build a pipeline of future leaders and to provide a robust work experience for each student. Departments that participate in the intern program include Agriculture, Information Technology, Finance, Engineering, Data Science, Supply Chain, Food Science, Food Safety, and more. Each student in the intern cohort works closely with their assigned mentor on a Capstone Project to showcase their learnings. The Lamb Weston mentors design each Capstone Project based on an intern's area of interest and key business needs. These projects provide opportunities for leadership, growth, networking, and collaboration. More importantly, they give interns the chance to demonstrate their skills, strengths, and impact on Lamb Weston during their short time here. In the final week of the program interns present the Capstone project to peers, leadership, and potentially their future hiring manager at Lamb Weston.



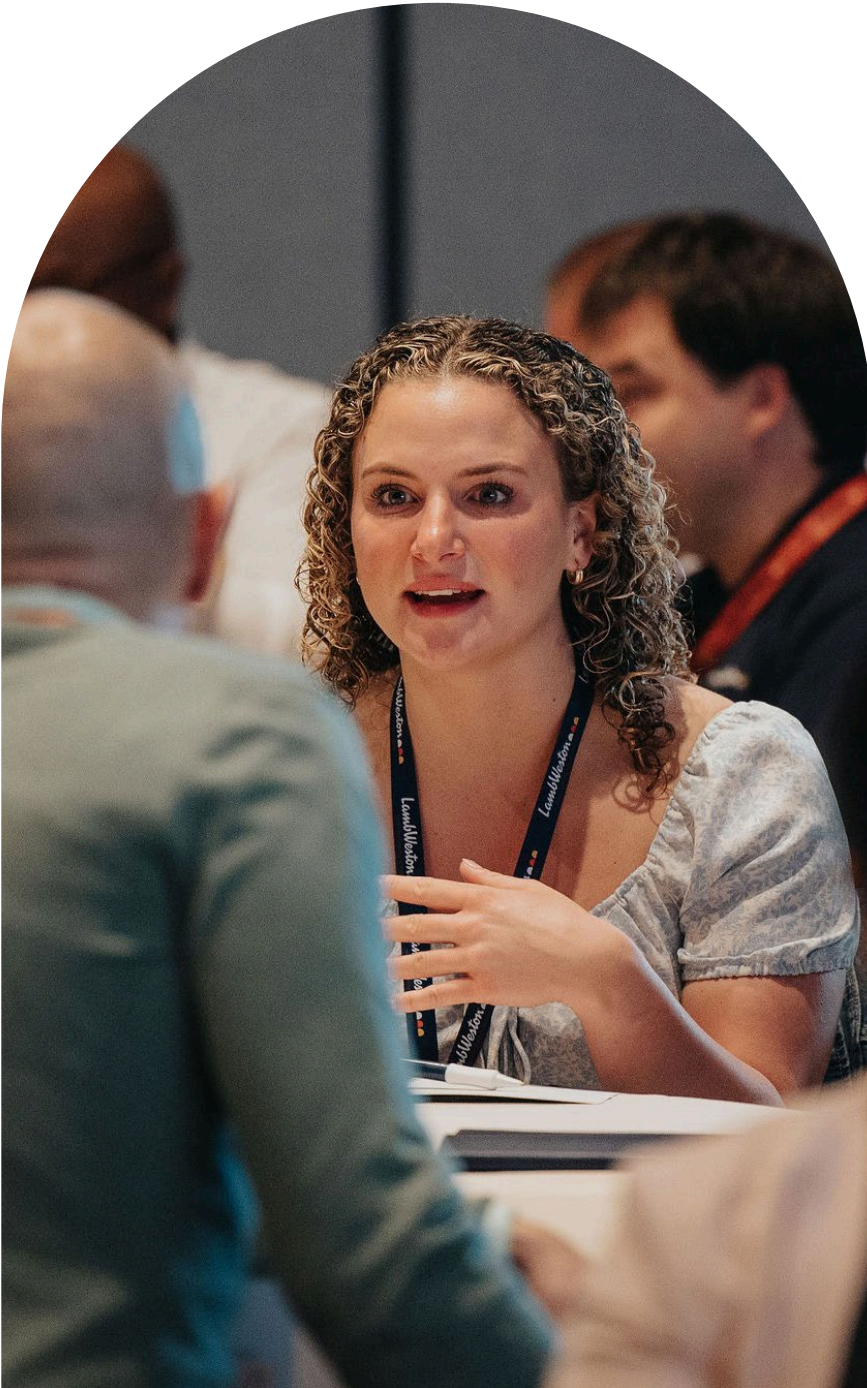


Well-Being and Benefits

In the wake of the COVID-19 pandemic, Lamb Weston has increased our focus on employee well-being and safety by enhancing existing benefits and introducing new options to support employees holistically.

Lamb Weston's annual incentive program gives employees the opportunity to earn bonuses depending on company performance. In 2021, we expanded PTO benefits for North American employees, including additional vacation days, depending on employment status and location. We introduced a new parental leave policy, providing six weeks of paid leave for new parents, including adoption and placement of foster children. We also introduced a new flex time policy, Lamb Weston Flex, which allows employees to work on a hybrid schedule, working from home part of the week. Many of our office employees take advantage of Lamb Weston Flex to create work-life balance.

In addition to our standard healthcare plan, we offer a medical plan option for eligible U.S.-based hourly employees with access to a Health Savings Account seeded with funds from Lamb Weston. Our 401(k) plan allows employees to make pre-tax contributions and offers a very competitive company contribution. We encourage awareness of personal health and well-being by providing access to tools and information online, as well as health screenings, access to mental health counselors, and free financial planning assistance.



The Lamb Weston tuition reimbursement program offers all U.S. employees tuition support to help them pursue further education. In addition, the Lamb Weston Foundation's Employee Dependent Scholarship Program offers the chance at \$1,500 toward tuition to employee dependents who are attending college or technical school. Recipients can renew the scholarship for up to three years or until a degree is earned. In 2021, we awarded 15 scholarships.

Professional Development

Giving our employees the tools and resources to grow and have a fulfilling career not only helps them give their best to Lamb Weston, it also helps us retain them at the company. We have a professional development curriculum that we regularly evaluate so that we offer professional development courses that meet our evolving needs. In 2021, we introduced new virtual programs on applied critical thinking and business acumen. We also give employees access to LinkedIn Learning where we curate a topic of the month for focused learning and supports just-in-time learning across hundreds of topic areas.

For Lamb Weston leaders, we continue to offer Lamb Weston Leadership Development by Franklin Covey, our foundational course for leaders to cultivate a leadership mindset, build trust, and strengthen team effectiveness. In addition, we provide all leaders with consistent feedback through one-on-one sessions with senior leaders and mentors.

Communities

As a manufacturing company, Lamb Weston has a significant influence on the communities where we live and work. We often employ a large number of local residents, offering economic development opportunities and other support functions to employees and their families. We're proud of our role as a major employer, and we seek to make progress in communities by giving back through financial and nonfinancial contributions.

And as a food company, Lamb Weston's corporate community strategy focuses on alleviating hunger. We have long-term partnerships with a range of nonprofit organizations to which we make financial contributions. In addition, we collaborate with these organizations to provide information and training on healthy eating. These organizations primarily include food bank partners in Washington, Oregon, Idaho, Minnesota, and Louisiana in the U.S., and Alberta, Canada. They include:

- Feeding America
- Food Bank of Northeast Louisiana
- Idaho Foodbank
- North Country Food Bank
- Oregon Food Bank
- Second Harvest Inland Valley
- Taber Food Society
- Washington State University System Food Pantries



Locally, our facilities manage their own community outreach programs through local giving committees, which enable employees to engage with local nonprofits financially and through volunteer opportunities.

\$661,000
donated by Lamb
Weston Foundation

8.6M
pounds of
food donated

Lamb Weston Supports the People of Ukraine

Russia's invasion of Ukraine, which began in February 2022, has triggered a humanitarian crisis punctuated by food shortages, among other concerns. The Lamb Weston Foundation donated \$50,000 to World Central Kitchen, which provided meals to displaced Ukrainians.

Grantmaking

We make cash grants through the Lamb Weston Foundation, a separate 501(c)(3) organization that focuses on how we can make our communities better, together.

We also make corporate cash contributions to meet extraordinary needs. For example, in FY21 Lamb Weston contributed \$125,000 to the **James Beard Foundation's Food and Beverage Investment Fund for Black and Indigenous Americans** to provide financial resources to food and beverage businesses that are majority-owned by Black or Indigenous individuals. The fund is part of James Beard Foundation's Open for Good campaign, which seeks to rebuild the independent restaurant industry after COVID-19.

Lamb Weston supports other types of organizations that are important to our facility communities. In FY21, we donated \$75,000 to the Boardman Industry Learning Center in Boardman, Oregon, to help the facility expand its childcare services.

Employee Community Engagement

Our employees are one of our greatest assets in the deployment of community initiatives. Beyond making a difference for the causes we support, our employee giving programs provide an outlet for the growing number of people who want to pursue a deeper purpose through their work. A Giving Portal on our intranet facilitates many of our employee engagement programs.

We offer a number of engagement opportunities, including:

- **Annual Food Drive**—Each year, we host a food drive that is organized and run by our local facilities. In 2021, we hosted our 12th annual drive.
- **Board Service Grants**—Many employees choose to serve on the boards of local nonprofits. We encourage this service by contributing \$2,500 to eligible 501(c)(3) organizations after an employee has served on their board for at least one year.
- **Matching Gifts**—Since 2018, we have offered a year-round employee matching gifts program. The Lamb Weston Foundation matches 100% of any donations made by U.S. employees to eligible 501(c)(3) charities, up to \$1,000 per year.
- **Pay It Forward**—Every eligible employee in the U.S. and Canada receives \$50 in their giving account, which they can direct to an eligible charity of their choice. This allows the Lamb Weston Foundation to support programs that our employees care about.
- **Volunteer Time Off**—Lamb Weston offers all U.S.-based salaried employees eight hours of paid volunteer time off per year. Reporting volunteer hours is currently voluntary, so we believe that the number of hours reported is lower than the actual amount of time our employees spend giving back.

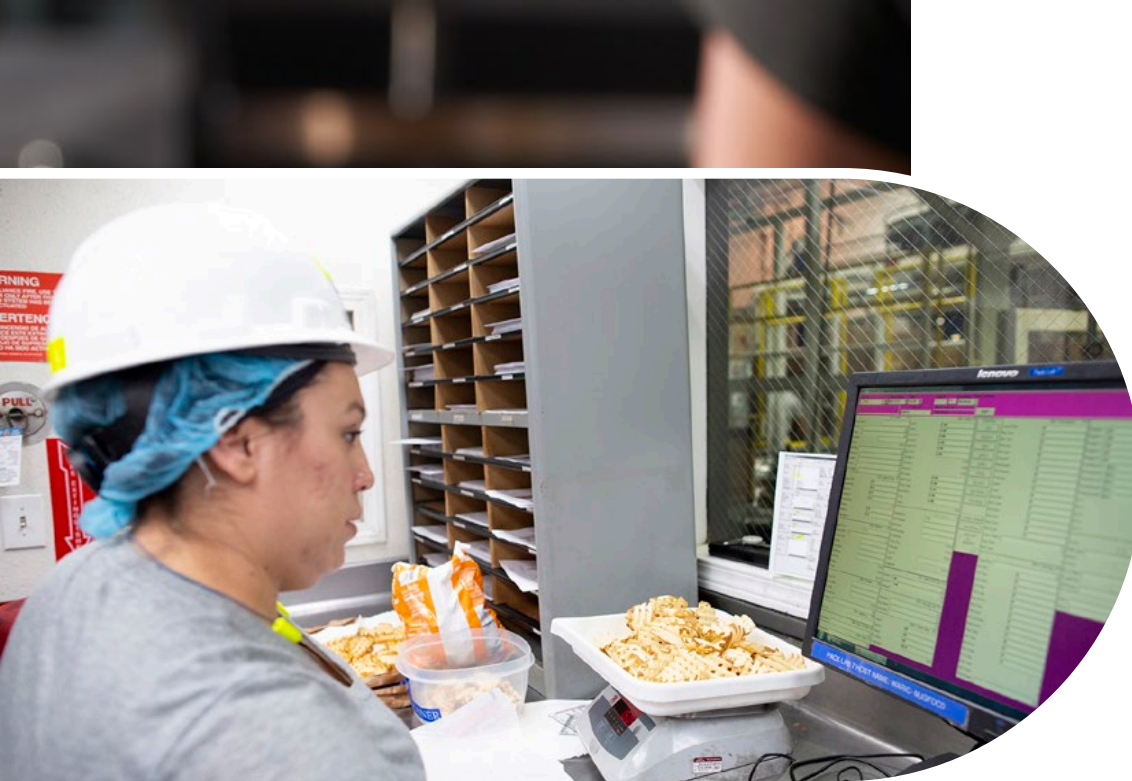




FOOD

Our Progress.

Offering our customers and consumers the highest quality potato products possible in a responsible manner.



Making Progress, Together

Involving Everyone in Food Safety

At Lamb Weston, food safety is everyone's job. We invest in food safety and quality training for employees at all levels of the organization, including both training specific to job roles, and general courses and programs available to all.

Our newest program is Food Safety University, a program that helps employees better understand food safety principles and become mentors for others, allowing us to establish a succession plan for future food safety leaders. Since its launch in 2020, we have advanced the program to include risk assessment, root cause problem solving, hygienic design, and verification and validation. We will graduate our first class of students in 2022.

Other programs include Process Quality training, in which students learn the basics of food safety, quality programs, and potato processing. Almost all Lamb Weston employees interested in leadership positions undergo this training. In 2021, we provided this training virtually, with 26 employees participating. We also offer Advanced Potato Processing Training, an advanced course that delves more into the science behind potato processing. The more people who understand food safety across Lamb Weston, the better and safer our food will be.

“Food Safety University is about providing the knowledge and skills necessary to build, develop, and manage robust food safety programs. Our motto is “Food Safety University! Growing food safety leaders from the ground up!”

Offering the right technical training for the right roles, at the right time, and with clear expectations, sets our people up for success. ”

Mike Heard | Sr. Manager | Food Protection: Auditing

FOOD

Our Progress

2023

all products will
be halal certified

16

internal safety
and quality audits

26

employees graduated from Process Quality
training. Our first class of Food Safety University
graduates is on track to finish in calendar year 2022.



Key Achievements

- Embedded ESG criteria into all innovation projects to evaluate the sustainability impacts of our manufacturing processes and products by the end of 2022.
- Implemented Quality Improvement Plans in Australia and Argentina which are established annually across Lamb Weston and include action plans to improve quality targets.
- Continued to conduct our safety and quality audit program during the COVID-19 pandemic using a hybrid virtual and in-person model.
- Identified an emerging x-ray technology that can detect foreign material with a higher resolution than our current x-ray systems.



Commitments

Food Safety

- Holding our own facilities and our direct suppliers to the highest standards for food safety.
- Ensuring Lamb Weston and our direct suppliers are on the forefront of food safety practices, supporting zero tolerance for foreign material from farm to table.

Product Innovation

We focus on innovation for the evolving needs and preferences of our customers, their guests, and our retail consumers by offering a wide variety of vegetable-based foods, from health-forward to indulgent.

Our people apply insights, formulation skills, a variety of cooking methods, and simple ingredients to make delicious products that are enjoyed around the globe.



Product Stewardship

Globally, our products are behind some of the best-known restaurant brands in the food industry. When customers indulge in golden fries, it's likely they're enjoying fries made by Lamb Weston.

Given that most of our customers enjoy our products in moderation, we need to make sure that every bite is worth the indulgence—while making progress on the issues that matter most to customers and consumers. In the past three years, customer trust has been the main theme to emerge from our macro-trend analyses of the food industry. We take care to honor and maintain it because we know how easily it can be lost.

Innovating to Meet Customer Preferences

Customer and consumer happiness drives every decision we make, so it's imperative that we stay on top of consumers' evolving preferences and customers' needs. Innovation is vital to the long-term success of Lamb Weston because it helps us evolve along with our stakeholders. We have a balanced innovation strategy, with sustainability at the core, and a customer-centric team ready to see new possibilities in potatoes.



The sustainability of our products has become increasingly important to customers, as well as other stakeholders. We're a major supplier to U.S. and global customers, distributors, and retail partners, many of which have sophisticated sustainability goals and strategies, often covering their supply chains. For these reasons and others, placing sustainability considerations at the core of our innovation strategy just makes sense.

All of our Global and Foodservice products made in North America and China meet the following standards:

- No trans fats
- No hydrogenated oils
- No partially hydrogenated oils
- Responsible sourcing of palm oil

The Scoop on Our Fries

Most of our sales are to large customers, like restaurant chains and foodservice distributors. We also offer more than 60 products that can be purchased by consumers at retail stores and prepared at home in a residential oven or air fryer without additional oil. These include a growing number of kosher and halal-certified options.





Upcycling

In an effort to reduce food waste, Lamb Weston has developed innovative approaches to upcycling. For example, we use pieces of the potato that are too short to be fries in our chopped and formed items. We recapture other potato byproducts which are then refined into a specialized starch that is used in our proprietary coatings and batters. As we continue to innovate in this area, we're also exploring how to reuse potato peel byproduct in processing, as well as how to optimize water, energy, and product waste to drive processing efficiencies. See [Planet](#) for more information about Lamb Weston's sustainability innovation, including more details on our upcycling work.

Our Commitment Regarding Bioengineering

Lamb Weston does not use any bioengineered or genetically modified organism (GMO) potatoes, sweet potatoes, or vegetables. We require our growers to identify the genetic source of their crops. However, we agree with the U.S. Food and Drug Administration (FDA) and numerous other trusted scientific bodies and regulatory agencies that foods that contain bioengineered ingredients are safe and nutritious to eat. Given the potential for biotechnology to improve the quality, availability, and nutritional value of food, we support its responsible use when based on sound science and regulatory and safety reviews. We closely monitor the science of potato growing and processing because it's important to our customers, their consumers, and to us. We will continue to make great potato products that deliver on our customers' expectations, including providing certified non-GMO options, always with an eye on the evolving science and changing food landscape.



Responsible Palm Oil Use

Palm oil has become a popular ingredient in processed foods because it has excellent cooking properties, a smooth and creamy texture, and a natural preservative effect. It's also odor-free and is the highest-yielding vegetable oil crop, which makes it very efficient to grow.

In their efforts to promote sustainability in their own supply chains, many of our customers are interested in knowing how our palm oil is sourced. For more information about our commitment to sustainable palm oil, see [Sourcing Palm Oil Responsibly](#).

Chemicals of Concern

Lamb Weston monitors certain chemicals that either form naturally in the production or cooking of our fries, or that are used to grow our ingredients.

Acrylamide

According to the FDA, acrylamide is a “chemical that can form in some foods during high-temperature cooking processes, such as frying, roasting, and baking.” It forms naturally when sugars and amino acids interact in foods like potatoes, grain products, and coffee. The substance has caused concern in recent years because of its potentially carcinogenic properties. Lamb Weston is working to better understand the factors that influence acrylamide formation.

We conduct an annual survey of acrylamide in our existing products, which involves assessing select products to understand how crop quality may have affected acrylamide content. In addition, as part of our new variety program introduced in 2021 (see [Sustainable Agriculture](#)), we constantly screen new potato varieties across a range of criteria. The acrylamide-forming potential of the potato is included in this screening.

Pesticides

We also closely monitor pesticides, which we apply to raw crops, for adherence to U.S. Environmental Protection Agency and international regulations. As with our acrylamide work, we conduct annual testing of pesticides. In 2021, we confirmed that our pesticide use conformed to all relevant regulations. In addition to responsible use of these inputs, our sustainable agriculture program incorporates pesticide use and management into its strategy and goals.

Product Labeling and Marketing

Given that most of our sales come from large commercial customers, Lamb Weston does not market heavily to consumers. Where we do market, we ensure that campaigns and communications are targeted to adults, not children.

Our food labels are one of the most effective ways for us to deliver information about our products to consumers. Food labels in the U.S. are regulated by the FDA. The Nutrition Labeling and Education Act (NLEA) requires most foods to bear nutrition labeling and requires food labels to comply with specific requirements. As a food manufacturer, Lamb Weston is responsible for keeping current with the latest requirements for food labeling.

In addition to delivering required information, food labels give us an opportunity to inform consumers of the measures we've taken beyond regulatory compliance to improve our ingredients and produce higher-quality frozen potato products. For example, in 2021, Lamb Weston added indicator symbols regarding sodium, sugar, and fat to the front of packages in international markets where these labels are required.



Certifying Halal

As Lamb Weston grows internationally, we have seen an uptick in demand for halal-certified foods. Our french fry products are halal, and we are seeking official halal certification for these products by 2023.

Food Safety and Quality

Lamb Weston takes a “total care” approach to food safety and quality, meaning it’s everyone’s responsibility, every step of the way. Our continuous improvement philosophy pushes us to constantly make progress that exceeds expectations, especially when it comes to food safety and quality.



Food safety and quality are top priorities across our industry. We collaborate with peers through a range of organizations, including through leadership and committee participation. We participate in the following industry organizations:

- American Frozen Food Institute (AFFI)
- American Potato Trade Alliance (APTA)
- Analytical Chemist
- Association of Food & Drug Officials (AFDO)
- British Retail Consortium (BRC)
- Consumer Brands Association
- Food Allergy Research and Resource Program (FARRP)
- Food Defense Consortium
- Food Northwest
- Frozen Potato Products Institute (FPPI)
- Global Food Standard Initiative (GFSI)
- Institute Food Technology (IFT)
- Institute for Food Safety and Health (IFSH)
- International Association for Food Protection (IAFP)
- Northwest Food Safety & Sanitation (FSS) Workshop (with Washington State University)

What Do We Mean by Safe Fries?

Safe products meet the strictest criteria for reducing hazards that could cause injury or illness to consumers. These could include chemical hazards, physical hazards such as foreign material, or biological hazards such as pathogens.

What Do We Mean by Quality Fries?

Quality refers to the features and characteristics of a food product that is acceptable to consumers and meets their expectations. Quality requirements vary, as different customers have a range of expectations regarding how their products should look and taste.

Food Safety and Quality Technologies

Detailed risk assessments help us identify areas in which technology can improve our food safety practices. We are working toward meeting the FDA's New Era of Smarter Food Safety program, which seeks to use technology and other tools and approaches to create a safer and more digital, traceable food system. The program's goal is to reduce the number of foodborne illnesses in the U.S. Along our New Era path, we're investigating how to improve our tracking and traceability programs and striving to understand how we can make Lamb Weston's food safety culture best-in-class to meet the FDA requirements.

To eliminate, control, and manage all potential food safety hazards, we have a specialized team of subject matter experts, engineers, and processing experts focused on foreign material reduction. The team uses sifters, sorters, and magnets to remove foreign material from the ingredients and products we manufacture, and x-rays and metal detectors to identify foreign materials in final products.

Our foreign materials laboratory helps us identify the source of foreign materials in our products. Lamb Weston plants and the lab work together to identify where a foreign object originated and institute corrective actions to prevent recurrence.

Each year we try to raise the bar. In 2021, our focus was on foreign material reduction and elimination, sanitation improvement, and testing new methods for risk reduction in our facilities. To improve sanitation, we have created a sanitation improvement task force that has been working in our Boardman East plant for the last six months. This team and its project work has generated good data and enables us to try new technologies before implementing them companywide.

Recent Research

Lamb Weston works with external academic and industry experts on quality and safety issues impacting the food industry. This research encompasses detecting and surveying chemicals of concern and applying mitigation measures to reduce and eliminate them in the raw potato, finished product, and production processes.

We have an allergen-control program to help minimize risks to consumers with allergies. We review this program at least annually to ensure the highest standard of safety. As part of this program, researchers at Lamb Weston have developed an advanced method to detect allergens in fry oil. Our research methodology for the new detection system is being validated by an external laboratory. Once confirmed, we will use the methodology to better understand and optimize our oil filtration systems.

Advanced X-Ray Analysis

Lamb Weston has identified an emerging x-ray technology that performs an iterative analysis that can detect foreign material with a higher resolution than our current x-ray systems. We are implementing this technology at one of our facilities in 2022 with plans to expand it to additional facilities.



Maintaining Safety and Quality Standards Around the World

Lamb Weston adheres to global food safety standards and implements them with food safety plans for each production line at each facility, as well as conducting internal audits at all of our production facilities. Bringing everyone, everywhere up to speed with our safety and quality standards helps us achieve our total care philosophy. Whenever we integrate a new acquisition, we have a team of quality professionals who work on site at the acquired business to assess their quality programs. This due diligence helps us identify gaps and create and implement corrective action plans.



In 2021, we introduced a new global quality management system in which facilities analyze their losses and create quality improvement plans to improve those losses and meet KPI targets, including specification compliance, standard deviation, and acceptable quality level. We worked with our partners at Lamb-Weston/Meijer v.o.f, and in our Australia and Argentina businesses to advance our safety and quality standards.

Food Safety and Quality Audits

Within our owned and operated facilities, we use internal audits, third-party audits, and audits conducted by our customers to help inform our food safety processes and standards and check that they are working correctly. All of our facilities are certified to the GFSI's BRC Food Technical Standard, as well as more stringent food safety company policies. Given the continued pandemic in 2021, we conducted internal audits with a combination of virtual and on-site components. In some cases we relied on third-party audits in place of internal audits to assure our food safety standards.

Third-party and customer audits vary in frequency and scope depending on risk level. For example, our ready-to-eat (RTE) products are considered higher risk, so our facilities producing these products are audited to a higher standard and have more stringent programs in place.

In 2021, 16 third-party audits and 42 customer audits were conducted at Lamb Weston facilities. These audits uncovered no major non-conformances. We respond to non-conformances by implementing remedial actions and if a facility is found to have critical issues, it is re-audited within 90 days. See our [SASB Index](#) for details about our audit performance.

Managing Quality

To measure quality throughout the life of our products, we assign each item, including raw ingredients, a product specification that meets customer requirements, targeted quality standards, and Lamb Weston's requirements. After products are released, we continue to monitor quality by tracking results related to finished-product testing, customer complaints, and product recalls. This also helps us monitor trends and make process adjustments when necessary.

We operate a consumer affairs function that engages with consumers via phone, websites, and social media. If we receive a complaint, we track it and send it to the facility where it was produced for an investigation. We share the results with the consumer, and our facilities use the information they gather for continuous improvement.

Lamb Weston's quality testing includes measurements for defects, length, solids, texture, color, and flavor. In 2021, we began automating quality checks at our plants using equipment embedded in the production line that tests quality and reports data continuously. We also introduced a new global quality management system that improves our data collection and reporting.

Supplier Engagement

Lamb Weston's Supplier Compliance program covers a multitude of areas, including food safety. First and foremost, all of our plants must verify all incoming ingredients for food safety and quality requirements before receiving and using them in production. We require suppliers of RTE products, as well as other high-risk suppliers, to adhere to GFSI's requirements for food safety.

Our control program to monitor supplier performance incorporates on-site visits and additional monitoring provisions. In 2021, we implemented a supplier compliance and plant-quality management software called TraceGains to manage supplier performance across all our ingredients. See [Sustainable Sourcing and Procurement](#) for more information.

Product Recalls

Lamb Weston operates a robust product recall program for products that do not adhere to our high safety and quality standards. In 2021, we had zero recalls and zero product withdrawals.



How We Test Quality

- **In-facility sampling**—Quality assurance experts at each facility pull product samples from production lines every 30 minutes. This is done during the process to build in quality and as a final check to confirm product quality.
- **Enterprise-level sampling**—Each week, we gather samples from a rotating selection of production facilities and evaluate them at Lamb Weston's headquarters to check them against specifications.
- **Corrective action plans**—If we find defects, we work with the facility to document a plan of action.
- **Following up**—A designated person at each production facility is responsible for taking corrective action, and participates in monthly quality calls to review progress.



PLANET

Our Progress.

Reducing our environmental impact and conserving natural resources.





Making Progress, Together

Partnering to Reduce Food Waste

In the United States, 35%* of food goes unsold or uneaten, resulting in 80.6 million* tons of surplus food each year. It has an enormous impact on the environment, consuming 14%** of freshwater and 18%** of cropland. It's also responsible for 4%* of U.S. greenhouse gas (GHG) emissions, and it's the number one input to landfills, where it decomposes and generates methane, a GHG that's more potent than carbon dioxide. Waste can occur at all stages of the food supply chain, from growing, to processing, to transporting, to food service, to consumers' homes.

As a company that both grows and processes food, Lamb Weston has an important role to play in tackling this issue. In 2021, we signed the Pacific Coast Collaborative's Pacific Coast Food Waste Commitment to reduce and prevent food waste in California, Oregon, and Washington by 50% by 2030. Fellow signatories include a coalition of food retailers, manufacturers, foodservice providers, and regional jurisdiction partners. Between now and 2030, Lamb Weston and other signatories will team up with food waste experts to formalize baselines and participate in working groups and pilot projects, working together to make progress on this essential issue.

“Waste data has largely remained confidential, with businesses seeing disclosure of information as sharing competitive advantage. It's exciting to see companies like Lamb Weston view food waste as a pre-competitive issue and being in support of transparent information flows and supply chain collaboration. We will not solve the problem of issues like waste fast enough if we stay in competitive silos, and we applaud Lamb Weston's participation in the Pacific Coast Food Waste Commitment.”

Pete Pearson | Sr. Director Food Loss & Waste World Wildlife Fund

*Source: ReFed.org

**Source: epa.gov



PLANET

Our Progress

100+

potato growers
farming **170,000+**
acres of land

10%

of Lamb Weston potatoes
come from our own farm
in Washington State

878M

gallons of
water reused

100%

RSPO Mass Balance
certified palm oil

20,500

tons waste reduced

In 2022

validate science-based targets
to reduce carbon emissions in
line with the Paris Agreement

Launched

award-winning
bio-based packaging

First

Upcycled Certified product
—pea starch for batters



Key achievements

- Filled the Soil Health Chair position at Washington State University. The chairperson will join WSU in September 2022.
- Expanded Sustainable Agriculture goals outside North America.
- Expanded GHG, water, and waste reporting to include global locations in Australia and Argentina.
- Donated over 8.6 million pounds of Lamb Weston product from our warehousing network.

Commitments

Sustainable Agriculture

Securing healthy, wholesome crops with IPM practices to reduce the use of pesticides, ensuring safety and productivity.

Enhancing farm resilience by supporting farmer development across all growing regions, while promoting diverse farmer profiles. Further improve this resilience through industry collaboration advancing farmworker safety, food safety, and sustainable agriculture practices.

Sourcing

Delivering resource and cost reduction through packaging optimization and consolidation while protecting food quality and safety.

- Standardized ingredient portfolio to reduce supply complexity.

Packaging

We will enhance the sustainability of our packaging by:

- Reducing fossil-derived resources: right-size packaging, optimize structures while maintaining food quality and safety.
- Designing for recycling: identify recycle options for all packaging, align with in-store drop-off programs.
- Sourcing sustainably: incorporate use of bio-derived and made from recycled materials, implement zero waste packaging solutions.
- Enhancing material innovation: build synergies within suppliers' positive sustainable impacts; leverage industry coalitions and new materials in a robust supply chain.

Sustainable Agriculture

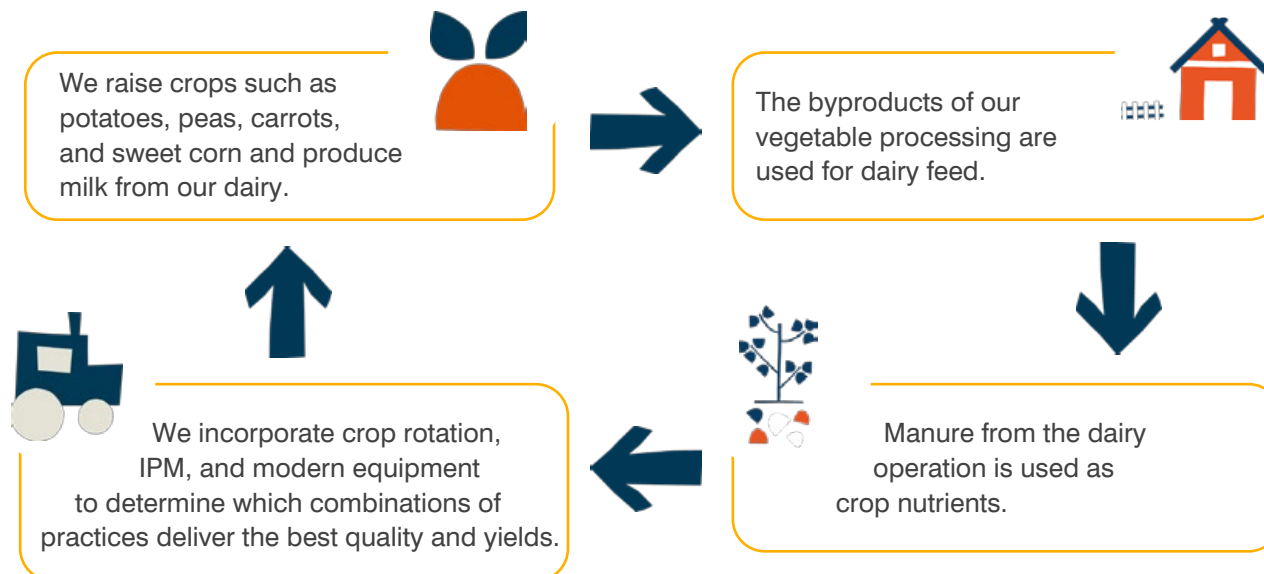
One of our driving ambitions is to have the best agricultural management practices in the industry. We build continuous improvement into our processes, adopt the latest equipment and technology, and share best practices with our growers. This pushes us to become better stewards of the land.



At Lamb Weston, we focus on the basics, including healthy soil. We believe it is the key to building climate resiliency and long-term productivity. We invest in soil research and technologies that promote nutrient-rich soils while minimizing inputs. We work with our farmers to advance safe and sustainable farming practices and support the values of diversity and equity in farming. To help transform the industry, we collaborate with and share best practices across our supply chain.

Circular Agriculture at 100 Circles Farm

100 Circles Farm, our 20,000-acre farm in Paterson, Washington, is where we pilot technologies and practices before introducing them to our growers. It helps us better understand the challenges and opportunities our growers face. About 10% of our potatoes, some of which are organic, come from this farm, and the rest are sourced from contract growers.



The Potato Growing Process

Growing Our Potatoes

It all starts with a seed. With time and care, that seed grows into a potato, which is then harvested, stored, and transformed into Lamb Weston fries. It's a cycle that depends on the seasons, water, nutrients, farmers, and technology.

01

Seed pieces are planted early to mid-Spring. Size, spacing, and depth are precisely controlled.



03

Row harvester machines dig 15-20 acres per day. Potatoes are inspected, loaded, and delivered.



05

Lamb Weston processes potatoes into fries, hash browns, and more year-round.



Over the next few months, the seeds grow into potatoes. Crops are closely monitored.

02



Up to 12,000 tons of potatoes are stored in buildings specifically designed and built for them.

04





Farmer Partnerships

Farmers are the heart and soul of our business. We have worked with them for 70+ years. Many in our network of 100+ growers operate family farms and are long-term partners. They know the land better than anyone else, and they take pride in the potatoes they produce. Understandably, they are fiercely committed to ensuring their land remains healthy and productive for generations to come. Lamb Weston recognizes and supports this commitment by acting as a responsible partner.

Lamb Weston's Grower Guide sets clear expectations for our partners. It covers safety, sustainable agricultural practices, reporting and auditing processes, and is reviewed annually and updated as needed. To ensure safe and sustainable crop management practices, we require our growers to complete an annual USDA Good Agricultural Practices audit. We also give our growers access to relevant, continuing education and to Lamb Weston agronomy experts for advice and consulting.

Lamb Weston's Growers' Information Edge program is key to meeting our short- and long-term goals for our own farm and for our growers. The program collects data on farming inputs and outputs and allows us to set goals and spot opportunities for improvement. Most importantly, we share findings and expertise directly with our farmers to help them make data-driven farming decisions aligned with best practices, such as minimizing pesticide, fertilizer, and water use, while optimizing crop yield and quality.

In 2021, Lamb Weston began a program to evaluate fields on our farm to develop a carbon footprint. This is the first step in better understanding our carbon cycles and identifying opportunities.

Managing Variables Sustainably

In agriculture, many variables are beyond our control, from local climate and weather conditions to water availability to urban sprawl encroaching on farmlands. These factors can vary greatly by region or crop year. Successful and sustainable farming requires taking these variables into account and optimizing the things we can control to find the right balance of inputs. There is no single formula. Our growers are constantly refining their approaches, zeroing in on different aspects of their farming operations, all of which are interconnected. In 2021, we experienced one of the most challenging growing seasons in Lamb Weston's history. Extreme heat increased our need for water, nitrogen fertilizer, and AI pesticides. While we are not able to report progress on our 2030 agriculture goals for these inputs, our sustainable agriculture practices allowed us to maintain supply and minimize inputs despite these conditions.

Water

Potatoes are more than two-thirds water and need just the right amount to thrive. Too little water causes stress, decreasing yields and impacting quality, and too much water promotes harmful crop conditions like mildew growth. To farm sustainably, we focus on using less water, reusing water, and preserving water quality.

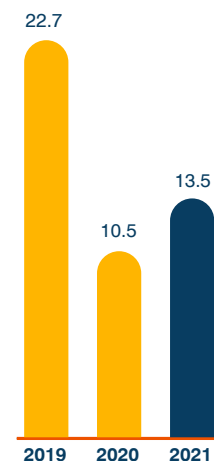
Lamb Weston farmers rely on innovative and improved technology to help us reach water conservation goals. Center pivot drop nozzle, low pressure irrigation, in-field moisture monitoring, and infrared imagery helps farmers reduce water use through more uniform watering, lower evaporative loss, and better measurement of application rates.



We take water risk seriously. Water risk assessment shows that most of our growers are located in regions where the risk of water scarcity is low or medium. A few growing regions, including Hermiston, Oregon; Park Rapids, Minnesota; Twin Falls, Idaho; and Shangdu, China experience medium to extremely high water risk. The output from growers in these regions represents 32% of our raw potato volume. Lamb Weston introduced drip irrigation for our potatoes grown in Shangdu in 2009. This method has rapidly expanded among our potato growers. To date, 40% of potato growing has shifted from overhead sprinklers to drip irrigation, improving water use efficiency by 665 million gallons (30%) and reducing leaching and run-off.

WATER

gallons per pound of crops harvested



Nutrients

The right nutrients are essential to potato growth. Nutrients come from crop residue, compost, manure, or from synthetic fertilizers. Efficient and timely application are necessary to optimize use of valuable resources.

Nutrients are tailored to crop needs according to soil type, the amount and type of organic matter in the soil, plant health, and the stage of crop growth. These factors vary, so regular monitoring is key. We help farmers optimize nutrients by evaluating their soil and potato leaf tissue samples. Based on the results, we provide them with optimal nutrient application data and ranges based on crop growth curves and crop stage, specific to each variety.

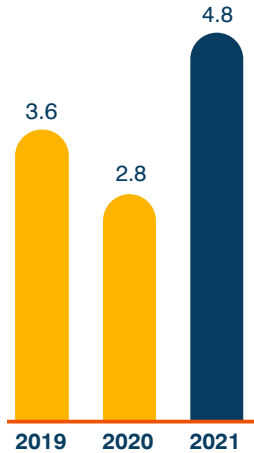
POUNDS OF NITROGEN

Per ton of crops harvested



POUNDS OF AI PESTICIDE

Per ton of crops harvested



Soil

Lamb Weston's Soil Health Initiative promotes sustainable soil management practices such as crop rotation and cover cropping, both of which reduce runoff and erosion potential, decrease soil compaction, and improve yields. The Soil Health Initiative uses science-based research to better understand critical factors like soil biology, chemistry, physical properties, soil genomics, and disease, and identify farm improvements. For example, planting in a field that has not been tilled after the prior crop saves farmers time, fuel, and reduces the potential for soil disturbances.

Lamb Weston is committed to the study and knowledge of soil health in the Pacific Northwest. In 2021, we made a \$1 million donation to Washington State University (WSU) to endow a chair focused on soil health research. In addition, on our own farm in Paterson, Washington, we have six fields—over 600 hundred acres—dedicated to examining different rotation benefits, such as green manure crops.

Pests

Pests are a daily reality for farmers. Use of pesticides is one way to manage them, but their effects on people and our planet mean we must identify and use alternatives. Using IPM practices allows growers to reduce the use of pesticides to control disease, weeds, insects, and other pests. By adopting practices which complement one another and discourage pests, a reduction in the need for pesticides is realized. IPM programs and practice adoption are important and a requirement for every grower supplying Lamb Weston.

IPM practices range from the simple to the highly complex. Farmers may start by scouting their fields for insects. Using an app provided by Lamb Weston, farmers can log field observations, and store photos and GPS locations. Using this data, we create "heat maps" to identify potential problem areas. Other IPM techniques include breeding crop varieties for disease and pest resistance, rotating crops to break pest cycles, and using lower-toxicity chemicals when pesticides cannot be avoided. Lamb Weston growers go beyond established USDA guidelines for pesticide use, and we are continually collaborating with growers, NGOs, and academic partners to find ways to further improve.

Regenerative Agriculture

Understanding and improving soil health contributes to more robust crops that require fewer inputs. That's why Lamb Weston's Soil Health Working Group is focused on continuous improvement in defining soil health and increasing soil organic matter. Complementing healthier soils are potato varietal improvement, continued advancement of farming technology, and innovation in farming practices—all critical components for healthier crops and more resilient farms. Regenerative agriculture allows growers to better meet challenges posed by climate change, extreme weather events, or even inflation, thereby protecting their legacy for future generations.

Where Do Lamb Weston Potatoes Grow?*

Our potatoes are grown in rich, fertile soil, in ideal climates, by dedicated farmers. They require the right mix of sun, water, soil, and warm sunny days with cool nights. These are our primary growing regions:



*Excluding Lamb Weston/Meijer



In North America, customers can see where their potatoes were grown with the Trace My Fries website.



Next-Level Farming Technology

Technology plays an essential role in Lamb Weston's growing operations, allowing us to do more with less. We start by piloting technologies on our own farm. From there we share our findings and recommendations—and often costs—with farmers interested in trialing them. We focus on innovations that provide decision support, giving growers the data, analysis, and insights needed to make the right decisions at the right times. These innovations help growers proactively manage their crops and optimize cost, quality, and yield.

Efficient Equipment

GPS-guided equipment and automated planting and tillage equipment allow for more precise movement, which translates into savings on fuel, water, nutrients, and crop protection.

Remote Sensing

Monitoring equipment and practices such as weather stations, irrigation pivot management software, and moisture monitoring systems can help farmers make real-time adjustments to maximize productivity.

Aerial Imagery

Fixed-wing planes, drones, and satellites can identify variations and anomalies, such as inadequate watering or crop disease, enabling farmers to make adjustments to protect crop quality.

Predictive Analytics

Comparing current conditions to past trends can better prepare us for the future. Lamb Weston draws from various agronomic systems such as farm management software, imagery providers, and GPS steering systems for analysis.



Lamb Weston's global growth requires a sustainable potato supply in every region we operate. In 2020, we developed sustainable agriculture goals and have been phasing them in by region, starting with North America. In 2021, we began the second phase of this work to expand globally. Working collaboratively with experts in China, Argentina, and Australia, our 2030 sustainable agriculture goals now have a subset of plans to promote progress needed specific to each region. Examples include:

Argentina

- 80% of potato supply grown under a conservation program.
- 20% fuel use efficiency improvement when transporting raw potatoes.

China

- 90% of farmers operate using a digital agriculture system.
- 20% increase of organic matter in soil.

Australia

- Innovate and invest in environmentally adaptive potato varieties.
- Promote safer farm worker practices and a safer farm environment.

Progress on this work will support:

- Creating more with less through continuous pursuit of technology, innovations, crop management, information systems, methodologists and practices.
- Building resilience to climate instability and change by investing in soil health and its long-term productivity.
- Securing safe, wholesome crops with IPM practices to reduce the use of pesticides, ensuring safety and productivity.

Industry Engagement

Lamb Weston is a founding member of the Potato Sustainability Alliance (PSA). PSA is a collaboration between growers, supply chain partners, nonprofit organizations, and advisors working together to improve the economic, environmental, and social aspects of potato production in the United States and Canada.

PSA is committed to making sustainable potato production the norm. It encourages continuous improvement by identifying and promoting opportunities in IPM, pesticide risk reduction, air and water quality, energy and water conservation, recycling and waste reduction, soil health, and worker safety.

Tracking Progress in Sustainable Agriculture

Lamb Weston asks 100% of growers in our network to participate in PSA's annual growers' assessment. We are proud to have increased our scores on several measures, and continue to seek further improvement across the board. We acknowledge that some measures show declining results. Various conditions like weather, pest pressures, and seed availability contribute to annual variability in yields, quality, and overall PSA scores. Our focus is a positive trend over time, recognizing farming variables change from year to year.

The PSA assessment focuses on four critical aspects of potato production:

- Sustainable farming—Optimizing inputs and outputs including crop protection, water, nutrients, yield, and quality.
- Environmental issues—Improving soil and water conservation and pollinator protection.
- Economic issues—Ensuring the long-term financial success of our farmers.
- Social issues—Improving worker safety and positively impacting the community.

PSA Annual Grower Assessment

Sustainable Agricultural Practice	2019	2020	2021
Farm uses only non-GMO certified potato seed for planting	100%	100%	100%
Farms certified under a Good Agricultural Practices food safety audit	100%	100%	100%
Have a pesticide applicator that has passed an exam and/or has taken a pesticide safety course in the last three years	100%	100%	100%
Use non-chemical practices to manage pests, including pest-resistant varieties, mowing, cultivation, or beneficial organisms	100%	100%	100%
Can identify beneficial insects that help control pest insects	96%	94%	94%
Make pesticide application decisions based on pest-forecast models, thresholds, or decision-support software	99%	94%	97%
Make management decisions for soil-based pests and diseases based on results of monitoring or sampling	91%	92%	89%
Monitor or sample for pests systematically on a weekly basis during the growing season	72%	76%	76%
Sample potato plant foliage or soil during the growing season to adjust nutrient applications	100%	100%	99%
Use remote-sensing technology to monitor crop health	58%	57%	58%
Have a whole-farm soil and water conservation plan	30%	41%	47%
Have measures to protect sensitive sites, and monitor sensitive sites at least annually	71%	84%	84%
Have restored or encouraged existing habitat for pollinator forage	53%	39%	47%
Maintain >20-foot buffer around habitat areas for pesticide application	58%	53%	54%

Manufacturing

For 70+ years, Lamb Weston has been making one of the world's favorite foods. We've innovated production technologies that are now standard across our industry. Today, potatoes can go from the field to frozen fries in just four hours, using less energy, less water, and with less waste.

We continue to find ways to embed sustainability into every aspect of this process and assess each of our investments through a defined sustainability lens. Each of our facilities has taken our companywide 2030 goals and incorporated them into site-specific planning.

Lamb Weston's core environmental programs include prevention and mitigation of spills, and management of air emissions and wastewater discharges. We have developed a comprehensive risk evaluation tool to help us analyze EHS risks at each of our manufacturing locations and prioritize control efforts and expenditures.

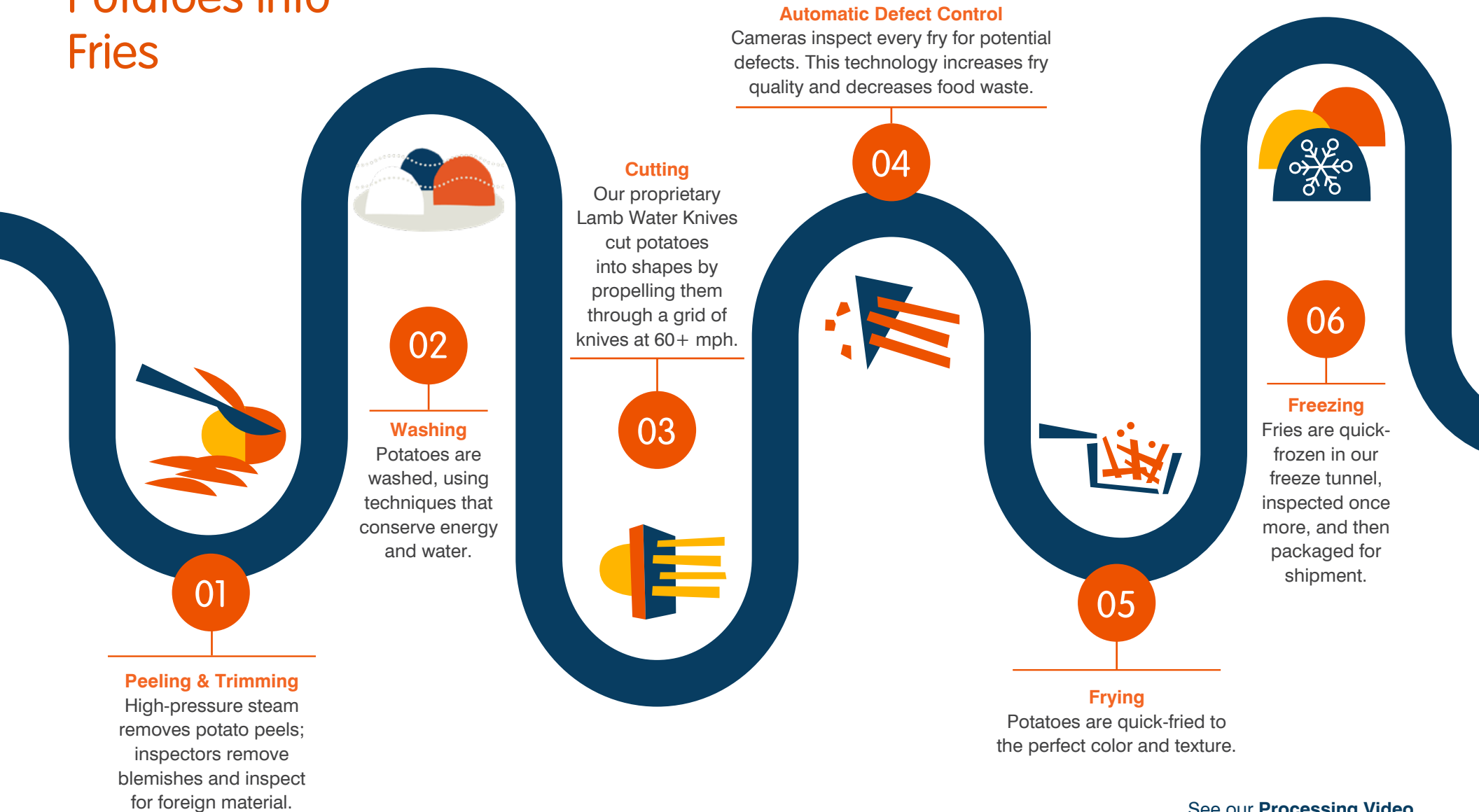
In FY21, COVID continued to impact our supply chain and operational efficiencies leading to a decline in overall finished goods production. This impacted our performance to 2030 goals in the areas of Climate Change and Water Use. For this reporting period Lamb Weston's GHG emissions intensity and water use intensity show increases. However, we were able to keep up with customer demand during ingredient and input shortages thanks to solid relationships with our suppliers.

Continuous Improvement for Spill Prevention

We are constantly looking to improve our spill prevention and control processes. In American Falls, Idaho, we recently completed a co-product line expansion for which we installed a system to fully contain oil and chemical delivery trucks during loading/off-loading. In Boardman West, Oregon, we installed a stormwater capture system that manages stormwater on-site, and protects surface waters in the unlikely event of a spill.



Transforming Potatoes into Fries



Climate Impact

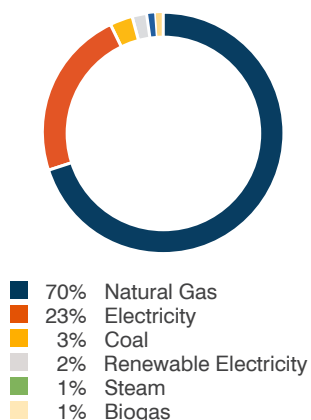
Reducing GHG emissions and the amount of energy it takes to produce a pound of potato products is fundamental to reaching our climate goals. We are investing in operational efficiencies such as lighting and refrigeration upgrades, fryer heat recovery projects, and other technologies that reduce energy usage. In our LEED® Silver-certified Boardman East facility, we installed fixtures that reduced energy usage by 23.5% compared to the industry baseline.

The energy we choose to power our facilities also has a significant effect on GHG emissions. We are committed to reducing our energy usage provided by fossil fuels and increasing our use of renewables. Since 2008, we have purchased renewable energy certificates to offset electricity used to power administrative offices in Idaho and Washington and to make Alexia products. Our facility in Argentina purchases renewable electricity to power a portion of their needs.

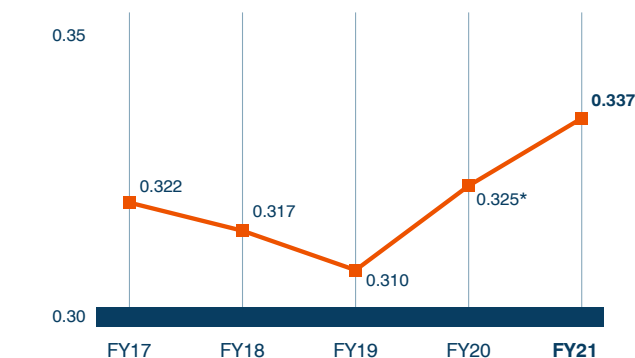
We are also investing in biogas technology. At our facility in Delhi, Louisiana, we convert potato solids into biogas in an anaerobic digester. We use the biogas to offset natural gas usage, resulting in a closed-loop system and contributing to LEED® Platinum certification. Our ENERGY STAR® certified Park Rapids, Minnesota, facility also uses biogas. We have recently completed a new biogas project at our Hermiston facility.



Total Energy Consumed
by Source FY21

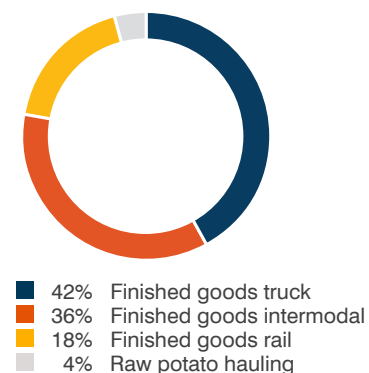


GHG Scope 1 and 2 Emissions Intensity
Million metric tonnes



*FY20 baseline adjusted to include two processing locations in Australia and one in Argentina.

Scope 3 Transportation Emissions by Source FY21



Responsible Water Management

Water conservation is a cornerstone of our environmental stewardship approach. Water is fundamental to all our processes, and we treat it as an essential resource.

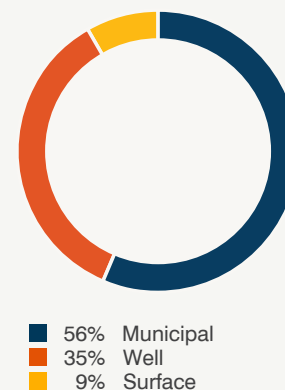
Lamb Weston strives to reduce the amount of water required at each stage of production. We look for losses and inefficiencies by installing localized flow meters that improve monitoring and measurement. We have also installed other water reduction and monitoring technology, including flow restrictors, orifice plates, flow control valves, and automated water controls.

After reducing water use, we reuse it. Most water that enters our facilities is used multiple times. This is particularly important in parts of the world where water is scarce. A 2021 water risk assessment identified water risk in regions around eight of our plants, representing 33% of our facilities: American Falls, Idaho; Twin Falls, Idaho; Park Rapids, Minnesota; Shangdu, China; Taber, Alberta; Warden, Washington; Hallam North and Hallam South, Victoria, Australia. The other 67% were identified as low risk.

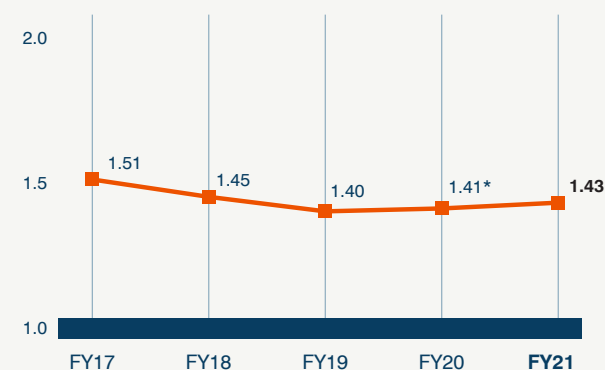
A Focus on Water Reuse

Lamb Weston's new coproduct line in American Falls, Idaho, has blanching and hydro-chilling equipment that requires a constant supply of fresh water. When water from these systems overflowed, it went to waste—until the facility installed a tank and pump to capture water for reuse by other equipment. This reuse water is perfectly suited to applications that do not require fresh water, such as lubricating equipment and removing excess starch. By capturing and reusing overflow water, the site will reduce its water use by 3%, saving an estimated 26.7 million gallons per year. Capturing and reusing overflow water also saves energy and minimizes risk of slips, trips, and falls by removing water from the floors.

Water Withdrawal by Source FY21



Water Use Intensity



*FY20 baseline adjusted to include two processing locations in Australia and one in Argentina.

Reducing Waste

Lamb Weston uses the whole potato in our day-to-day operations, sending only a tiny portion to landfill. We are constantly improving our waste reduction practices, including investing in state-of-the-art technology and upcycling. Instead of sending small potato pieces into the waste streams, we turn them into chopped and formed products like hash brown patties and Tater Puffs®. We also refine potato waste into a potato starch used in our proprietary coatings and batters.

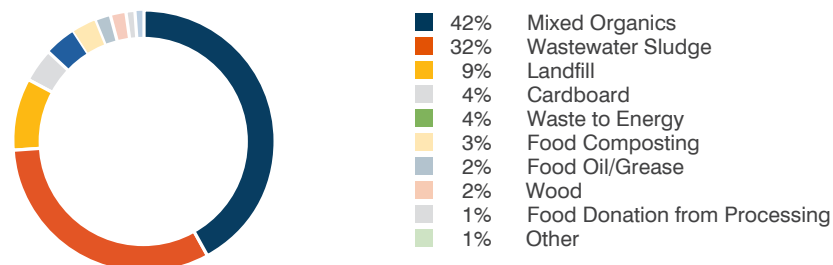
91%
of total waste
diverted from
landfill

Supply chain issues in 2021 extended to our ingredients and challenged our teams to find alternative starches for use in our battered products. The team identified pea starch as a possible solution—one we hadn't previously considered. Pea starch is a byproduct of pea processing that offered a viable replacement for starches traditionally used. We worked with a supplier to source their pea starch, an Upcycled Certified product. The teams tested the batters extensively for performance and consumer acceptance, delivering a nearly identical match to our traditional batters. This alternative is now used in many of our batters and coatings, solving

a business problem while also reducing food waste. Looking forward, we will continue exploring how to incorporate byproducts into our products.

Each year, we recognize production facilities that divert 90% or more of their waste (excluding cattle feed). In FY21, five facilities earned the Excellence Award for diverting more than 98% of their waste from landfill. In addition, five facilities were recognized for Leadership (95%-97% diversion), and two were recognized for Achievement (90%-94% diversion).

Waste Volume by Type FY21



01 SOURCE REDUCTION
Working with growers to match crop volumes to customers' specifications.

02 FEEDING HUMANS
Applying manufacturing techniques that keep products fresh to limit waste.

03 FEEDING ANIMALS
Using wholesome byproducts such as potato peels as cattle feed.

04 INDUSTRIAL USE
Sending scraps to create energy in anaerobic digesters.

05 COMPOSTING
Using a small volume of waste to build healthy soils.

06 LANDFILL
Disposing a negligible amount of scraps not fit for human or animal consumption.

Employee-Driven Innovation

Health, safety, and sustainability are core to our operations and company culture. Through our veLOCity program, which is our foundation program for manufacturing excellence, continuous improvement, and operating culture, we have incorporated sustainability by adding our 2030 goals for GHG emissions, water intensity, and waste into our Journey to Zero. Journey to Zero is a program we use to track our efforts and programs that facilitate us reaching our goal of zero injuries, zero EHS compliance incidents, and zero releases to the environment.

We also cultivate employee ingenuity through our annual Sustainability Awards Program, which recognizes projects related to both health and safety and environmental sustainability. Projects that received Sustainability Awards in 2021 include:

Improving Water Efficiency

Our facility in Shangdu, China, is one of our most water-efficient sites; however, the team is always looking for opportunities and set out to improve several areas using excess water. A focus on four key projects has delivered over 10 million gallons of water use reduction. Projects included reuse of water from the site reverse osmosis filtrations system, replacement of cooling equipment, updated sanitation practices, and adjusted controls at higher process water use steps like blanching and cutting.

Safer Wastewater Treatment

Applying effluent water to crops grown near our facilities helps ensure crop and soil health, in

addition to being an effective way to reuse this resource. In Connell, Washington, our team started using a drone to get a bird's-eye view of the effluent system and fields. This has saved time and allowed for a more thorough review of the operations. The drone has also improved safety by removing team members from hazards. For example, instead of walking through muddy areas to check for plugged sprinkler nozzles or climbing on a wet, slippery pivot to check for leaks or a malfunctioning part, the drone can be launched from a dry, safe location. The team identified and fixed issues related to leakages, blockages, and uneven watering, leading to increasing yields.

Cleaning Up our Clean-Up Process

Production lines at Lamb Weston facilities must be deep cleaned on a regular basis. While this process is essential to ensure food safety, it requires significant amounts of water and sanitation products. It is also labor-intensive and increases safety risks because workers must complete tasks that are outside of their normal routines. A cross-functional team with representatives from Boardman East, Corporate Sanitation, and Engineering came together to determine ways to make this process safer and more efficient. The team focused on reducing product spill points, improved ergonomics for cleaning the freezer, and improved employee safety. As a result, the facility decreased clean-up time by four hours, reduced ergonomic injuries, and diverted 207,000 pounds of potato product to cattle feed that would have otherwise gone to landfill.



2022 Sustainability Award Project Benefits

- **3.5 million kWh** electricity reduced
- **1,500 metric tonnes** GHG emissions reduced
- **45 million** gallons water conserved or reused
- **\$4.5 million** cost savings and avoidance
- **400 tons** of food waste reduced
- **6,000 tons** of increased potato utilization

Sustainable Sourcing and Procurement

Globally, our products are behind some of the best-known restaurant brands in the food industry. When customers indulge in golden fries, it's likely they're enjoying fries made by Lamb Weston.



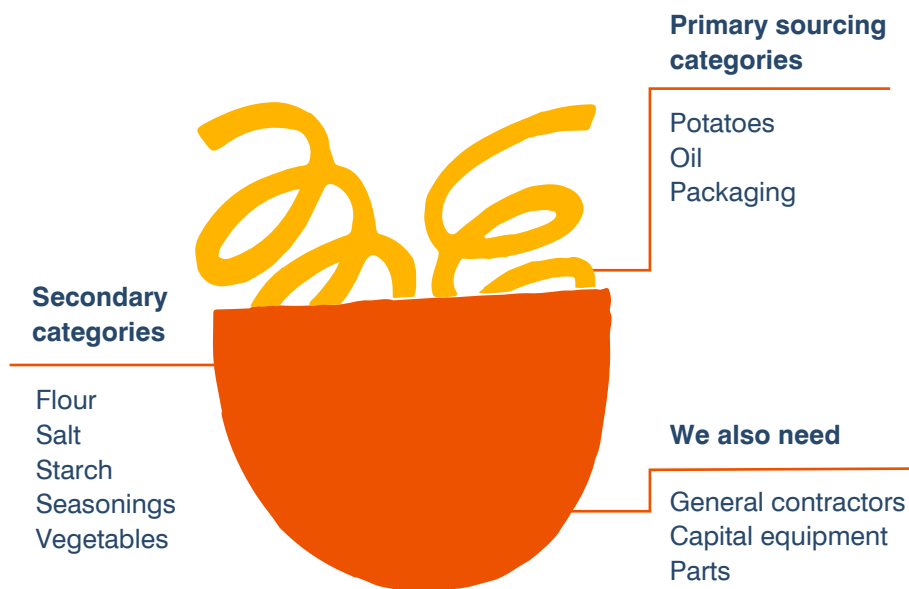
Lamb Weston can't make great-tasting fries and other products on our own. We depend on our network of 4,000+ suppliers worldwide to deliver ingredients, materials, and services. Our procurement approach is grounded in purchasing fundamentals like quality, service, risk mitigation, and cost efficiency—and goes beyond these basics to foster transparency and accountability regarding how inputs are sourced.

Lamb Weston has strategic supplier relationships across critical categories, which help ensure supply, mitigate supply chain risk to the business, and ensure we continue to make progress.

Working with Suppliers

Lamb Weston expects suppliers to conduct their businesses with the same standards of integrity and ethical behavior that we do, and to set similar expectations for their own suppliers and contractors. Our [Supplier Code of Conduct](#) establishes ground rules for our suppliers, including guidance on: workplace and human rights issues; animal welfare; health, safety, and the environment; ethics; and monitoring and record-keeping. Our suppliers are our partners. We engage frequently, especially around sustainability topics.

What It Takes to Make Fries



We regularly audit suppliers for conformance to Lamb Weston Supplier Compliance requirements.

We believe it is important to create an even playing field for our suppliers. In 2021, we focused on creating strategy to strengthen Supplier Diversity, which included identifying the information management system we will use to drive engagement and measure progress. This was a key step as we continue work across Procurement categories.

Sourcing Palm Oil Responsibly

Palm oil is an important ingredient in several of Lamb Weston's branded and private brand items. Yet we are also keenly aware that palm oil is linked with environmental and social concerns. To balance these conflicting realities, we are taking action to ensure that our purchases do not contribute to deforestation of the world's rainforests or negatively impact communities that depend on those forests.

At the center of our cooking oil sourcing strategy is our membership in the [RSPO](#), a not-for-profit with 5000+ members committed to produce, source, and/or use sustainable palm oil certified by the RSPO.

As of December 2021, we have achieved our goal of sourcing 100% of our palm oil as Mass Balance* certified. Looking ahead, Lamb Weston will continue to source palm oil at this certification level and monitor suppliers to ensure oil is sourced sustainably.



*CU-RSPO SCC-856153

Designing the Future of Packaging

Lamb Weston is committed to changing the future of packaging. Our customers and the world around us are demanding it. Our top priority continues to be providing packaging solutions that maintain food safety and quality as products make their way to consumers. We also understand that there is much more we can achieve.

Our vision for sustainable packaging is based on three principles: developing packaging using bio-based and recycled feedstocks; incorporating materials that are recyclable, repulpable, compostable, or biodegradable; and using less material and optimizing current packaging. We are also setting goals to accelerate both our progress and that of the industry.

Lamb Weston Wins FPA Gold and Silver Awards for Bio-Based Packaging

In 2021, the Food Packaging Association (FPA) recognized Lamb Weston's innovative packaging partially made from potato starches (a byproduct from producing fries) with the Gold Award for Sustainability and Silver Award for Packaging Excellence. Our packaging team spent two years collaborating to create this durable, sustainable packaging alternative and continues to work on developing eco-friendly packaging.

Currently, Alexia's Organic Sweet Potato Fries and Alexia's Organic Yukon Select Puffs are packaged with this new material. According to American Packaging Corporation, the environmental impact of this substitute annually* equates to:

- **14,700** miles driven
- **252** trash bags in landfill
- **750,000** phones charged
- **98** trees over 10 years
- **14** barrels of oil

*Utilized 3.0 mil LLDPE (low density polyethylene) sealant film with 20% biomaterial by weight. 6.5 reduction in net CO2 emissions.



Lamb Weston's Packaging Lab

- At Lamb Weston's Innovation Center, a dedicated packaging team ensures packaging meets our needs for quality, safety, and sustainability.
- First, we simulate different transportation modes and conduct tests to qualify materials for use.
- Next, we work with commercialization teams to simulate full-scale production and test material performance during all stages of processing, packaging, and transportation.
- Once a material is ready for primetime, we continue to monitor its performance to validate materials and make improvements.
- This process leads to environmental wins like rightsizing of containers to reduce material usage, better designing for recycling, and use of biomaterials.



MAY FRIES
ON THE FUTURE

Appendix



GRI Content Index

General Disclosures

Disclosure Number	Disclosure Title	Response
GRI 102: General Disclosures		
Organizational Profile		
102-1	Name of the organization	Lamb Weston Holdings, Inc.
102-2	Activities, brands, products, and services	Corporate Profile; 2021 10K pgs. 3-5
102-3	Location of headquarters	Eagle, Idaho
102-4	Location of operations	2021 Global Footprint; 2021 10-K pg. 25
102-5	Ownership and legal form	2021 10-K pg. 3
102-6	Markets served	2021 10-K pgs. 3-5
102-7	Scale of the organization	Corporate Profile
102-8	Information on employees and other workers	Corporate Profile; People—Diversity, Equity, and Inclusion—Taking Action on DEI; 2021 10-K pgs. 7-10
102-9	Supply chain	How We Create Value; Planet—Sustainable Sourcing and Procurement; 2021 10-K pg. 6
102-10	Significant changes to the organization and its supply chain	2021 10-K pgs. 28-30
102-11	Precautionary Principle or approach	2021 Proxy Statement , pgs. 16-20
102-12	External initiatives	Stakeholder Engagement
102-13	Membership of associations	Planet—Industry Engagement, Sustainable Sourcing and Procurement—Sourcing Palm Oil Responsibly Food—Food Safety and Quality
Strategy		
102-14	Statement from senior decision-maker	CEO Message
Ethics and Integrity		
102-16	Values, principles, standards, and norms of behavior	People—Employees—Ethics and Integrity; Code of Conduct
102-17	Mechanisms for advice and concerns about ethics	People—Employees—Ethics and Integrity—Reporting Concerns; Code of Conduct pg. 6
Governance		
102-31	Review of economic, environmental, and social topics	Governance—ESG Governance

GRI Content Index

Disclosure Number	Disclosure Title	Response
Stakeholder Engagement		
102-40	List of stakeholder groups	Stakeholder Engagement
102-41	Collective bargaining agreements	2021 10-K pg. 7
102-42	Identifying and selecting stakeholders	Stakeholder Engagement
102-43	Approach to stakeholder engagement	Stakeholder Engagement
102-44	Key topics and concerns raised	Sustainability at Lamb Weston—Material Topics; Stakeholder Engagement
Reporting Practice		
102-12	Entities included in the consolidated financial statements	2021 10-K pg. 50
102-12	Defining report content and topic Boundaries	About Our Report; Material Topics
102-12	List of material topics	Sustainability at Lamb Weston—Material Topics
102-12	Restatements of information	N/A
102-12	Changes in reporting	N/A
102-12	Reporting period	About Our Report
102-12	Date of most recent report	About Our Report
102-12	Reporting cycle	Fiscal year 2021, ended May 30, 2021
102-12	Contact point for questions regarding the report	Trudy Slagle, Sr. Director, ESG Administration
102-12	Claims of reporting in accordance with the GRI Standards	This report has been prepared according to GRI Standards: Core Option.
102-12	GRI content index	GRI Content Index
102-12	External assurance	Apex
GRI 200: Economic		
GRI 205: Anti-corruption		
103-1	Explanation of the material topic and its Boundary	Ethics and Integrity; Code of Conduct
103-2	The management approach and its components	Ethics and Integrity; Code of Conduct
103-3	Evaluation of the management approach	Ethics and Integrity; Code of Conduct
205-1	Operations assessed for risks related to corruption	100%
205-2	Communication and training about anti-corruption policies and procedures	Ethics and Integrity; Code of Conduct
205-3	Confirmed incidents of corruption and actions taken	Zero



GRI Content Index

Disclosure Number	Disclosure Title	Response
GRI 300: Environmental		
GRI 301: Materials		
103-1	Explanation of the material topic and its Boundary	Planet—Sustainable Agriculture; Manufacturing—Reducing Waste; Sustainable Sourcing and Procurement
103-2	The management approach and its components	Planet—Sustainable Agriculture; Manufacturing—Reducing Waste; Sustainable Sourcing and Procurement
103-3	Evaluation of the management approach	Planet—Sustainable Agriculture; Manufacturing—Reducing Waste; Sustainable Sourcing and Procurement
301-2	Recycled input materials used	100% of secondary packaging is made from recyclable/renewable material
GRI 302: Energy		
103-1	Explanation of the material topic and its Boundary	Planet—Manufacturing—Climate Impact
103-2	The management approach and its components	2030 Goals; Planet—Manufacturing—Climate Impact Climate Change Policy
103-3	Evaluation of the management approach	Planet—Manufacturing—Climate Impact
302-1	Energy consumption within the organization	Planet—Manufacturing—Climate Impact
<u>2021 CDP Climate Change</u>		
GRI 303: Water and Effluents		
103-1	Explanation of the material topic and its Boundary	Planet—Sustainable Agriculture—Managing Variables Sustainably—Water; Manufacturing—Responsible Water Management
103-2	The management approach and its components	2030 Goals; Planet—Sustainable Agriculture—Managing Variables Sustainably—Water; Manufacturing—Responsible Water Management <u>Water Stewardship Policy</u>
103-3	Evaluation of the management approach	Planet—Sustainable Agriculture—Managing Variables Sustainably—Water; Manufacturing—Responsible Water Management
303-1	Interactions with water as a shared resource	Planet—Sustainable Agriculture—Managing Variables Sustainably—Water; Manufacturing—Responsible Water Management
303-2	Management of water discharge-related impacts	Planet—Sustainable Agriculture—Managing Variables Sustainably—Water; Manufacturing—Responsible Water Management
303-3	Water withdrawal	Planet—Sustainable Agriculture—Managing Variables Sustainably—Water; Manufacturing—Responsible Water Management



GRI Content Index

Disclosure Number	Disclosure Title	Response
GRI 305: Emissions		
103-1	Explanation of the material topic and its Boundary	Planet—Manufacturing—Climate Impact; Climate Change Policy
103-2	The management approach and its components	2030 Goals; Planet—Manufacturing—Climate Impact; Climate Change Policy
103-3	Evaluation of the management approach	See GRI 305-1 and 305-2
305-1	Direct (Scope 1) GHG emissions	2021 CDP Climate Change
305-2	Energy indirect (Scope 2) GHG emissions	2021 CDP Climate Change
305-4	GHG emissions intensity	Planet—Manufacturing—Climate Impact
GRI 306: Waste		
103-1	Explanation of the material topic and its Boundary	Planet—Manufacturing—Reducing Waste
103-2	The management approach and its components	2030 Goals; Planet—Manufacturing—Reducing Waste
103-3	Evaluation of the management approach	Planet—Manufacturing—Reducing Waste
306-1	Waste generation and significant waste-related impacts	Planet—Manufacturing—Reducing Waste
306-2	Management of significant waste-related impacts	Planet—Manufacturing—Reducing Waste
306-4	Waste diverted from disposal	Planet—Manufacturing—Reducing Waste
306-5	Waste directed to disposal	Planet—Manufacturing—Reducing Waste
GRI 307: Environmental Compliance		
103-1	Explanation of the material topic and its Boundary	Planet—Sustainable Agriculture; Manufacturing; Sustainable Sourcing and Procurement
103-2	The management approach and its components	Planet—Sustainable Agriculture; Manufacturing; Sustainable Sourcing and Procurement Global Environment, Health, Safety and Sustainability Statement
103-3	Evaluation of the management approach	Planet—Sustainable Agriculture; Manufacturing; Sustainable Sourcing and Procurement
307-1	Non-compliance with environmental laws and regulations	No significant fines
GRI 400: Social		
GRI 401: Employment		
103-1	Explanation of the material topic and its Boundary	People—Employees
103-2	The management approach and its components	People—Employees
103-3	Evaluation of the management approach	People—Employees
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	People—Employees—Recruitment and Retention—Well-Being and Benefits



GRI Content Index

Disclosure Number	Disclosure Title	Response
GRI 403: Occupational Health and Safety		
103-1	Explanation of the material topic and its Boundary	People—Employees—Occupational Health and Safety
103-2	The management approach and its components	People—Employees—Occupational Health and Safety Global Environment, Health, Safety and Sustainability Statement
103-3	Evaluation of the management approach	People—Employees—Occupational Health and Safety
403-1	Occupational health and safety management system	People—Employees—Occupational Health and Safety
403-2	Hazard identification, risk assessment, and incident investigation	People—Employees—Occupational Health and Safety
403-3	Occupational health services	People—Employees—Occupational Health and Safety
403-4	Worker participation, consultation, and communication on occupational health and safety	People—Employees—Occupational Health and Safety
403-5	Worker training on occupational health and safety	People—Employees—Occupational Health and Safety
403-6	Promotion of worker health	People—Employees—Occupational Health and Safety
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	People—Employees—Occupational Health and Safety
403-9	Work-related injuries	Total Incident Rate FY19: 1.49 FY20: 2.39 FY21: 2.04
GRI 404: Training and Education		
103-1	Explanation of the material topic and its Boundary	People—Employees—Recruitment and Retention—Professional Development
103-2	The management approach and its components	People—Employees—Recruitment and Retention—Professional Development
103-3	Evaluation of the management approach	People—Employees—Recruitment and Retention—Professional Development
404-1	Average hours of training per year per employee	People—Dashboard: Our Progress
404-2	Programs for upgrading employee skills and transition assistance programs	People—Employees—Recruitment and Retention—Professional Development
GRI 405: Diversity and Equal Opportunity		
103-1	Explanation of the material topic and its Boundary	People—Diversity, Equity, and Inclusion
103-2	The management approach and its components	People—Diversity, Equity, and Inclusion
103-3	Evaluation of the management approach	People—Diversity, Equity, and Inclusion
405-1	Diversity of governance bodies and employees	People—Diversity, Equity, and Inclusion—Taking Action on DEI



GRI Content Index

Disclosure Number	Disclosure Title	Response
GRI 413: Local Communities		
103-1	Explanation of the material topic and its Boundary	People—Communities
103-2	The management approach and its components	People—Communities
103-3	Evaluation of the management approach	People—Communities
413-1	Operations with local community engagement, impact assessments, and development programs	People—Communities
GRI 416: Customer Health and Safety		
103-1	Explanation of the material topic and its Boundary	Food—Product Stewardship; Food Safety and Quality
103-2	The management approach and its components	2030 Goals; Food—Product Stewardship; Food Safety and Quality
103-3	Evaluation of the management approach	Food—Product Stewardship; Food Safety and Quality
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Food—Food Safety and Quality—Product Recalls



SASB Index

Activity Metric	Category	Unit of Measure	Code	Response
Weight of products sold	Quantitative	Metric tons (t)	FB-PF-000.A	Lamb Weston does not publicly disclose this data due to competitive considerations.
Number of production facilities	Quantitative	Number	FB-PF-000.B	As of the publication date of this report, Lamb Weston operated a total of 27 global production facilities, including those operated through joint ventures. The scope of this report includes 20 facilities in North America, China, Argentina, and Australia, 16 of which are wholly owned and operated facilities, and two of which are operated through joint venture partnerships. The other seven facilities are operated by our European joint venture, Lamb-Weston/ Meijer v.o.f., which publishes a separate report .
Energy Management				
(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	Quantitative	Gigajoules (GJ), Percentage (%)	FB-PF-130a.1	(1) 14M (2) 22% (3) 2%
Water Management				
(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Quantitative	Thousand cubic meters (m³), Percentage (%)	FB-PF-140a.1	(2) 2,207 m³ water consumed, 33% of water withdrawn is from a region with Extremely High Water Risk
Number of incidents of non-compliance associated with water quantity and/or quality permits, standards, and regulations	Quantitative	Number	FB-PF-140a.2	Zero incidents in the reporting period. As of the publication date of this report, Lamb Weston has two pre-enforcement notifications from the Oregon DEQ related to land application of processing water. We are taking this situation very seriously, and currently we are working with third-party experts to understand the data provided to us in the pre-enforcement notice and how it compares to our own data to provide a response to DEQ.
Description of water management risks and discussion of strategies and practices to mitigate those risks	Discussion and Analysis	n/a	FB-PF-140a.3	2021 10-K , pgs. 13, 23; Planet—Sustainable Agriculture—Managing Variables Sustainably Strategies and practices to mitigate risks: 2030 Goals Planet—Sustainable Agriculture—Managing Variables Sustainably—Water; Manufacturing—Responsible Water Management Water Stewardship Policy

SASB Index

Activity Metric	Category	Unit of Measure	Code	Response
Food Safety				
Global Food Safety Initiative (GFSI) audit (1) non-conformance rate and (2) associated corrective action rate for (a) major and (b) minor non-conformances	Quantitative	Rate	FB-PF-250a.1	(1) GFSI audit non-conformance rates: Major: 0 Minor: 98 (2) 98% corrective action rate
Percentage of ingredients sourced from Tier 1 supplier facilities certified to a Global Food Safety Initiative (GFSI) recognized food safety certification program	Quantitative	Percentage (%) by cost	FB-PF-250a.2	94% of Tier 1 Ingredients (non-potato) Supplier Locations are GFSI Certified
(1) Total number of notices of food safety violation received, (2) percentage corrected	Quantitative	Number, Percentage (%)	FB-PF-250a.3	(1) 0 notices of food safety violations (0 major, 0 minor) (2) N/A
(1) Number of recalls issued and (2) total amount of food product recalled	Quantitative	Number, Metric tons (t)	FB-PF-250a.4	(1) Lamb Weston had zero product recalls in 2021. (2) N/A
Health & Nutrition				
Revenue from products labeled and/or marketed to promote health and nutrition attributes	Quantitative	Reporting currency	FB-PF-260a.1	Less than 1% in revenue from Alexia Smart Classics product
Discussion of the process to identify and manage products and ingredients related to nutritional and health concerns among consumers	Discussion and Analysis	n/a	FB-PF-260a.2	Food—Product Labeling and Marketing

SASB Index

Activity Metric	Category	Unit of Measure	Code	Response
Product Labeling & Marketing				
Percentage of advertising impressions (1) made on children and (2) made on children promoting products that meet dietary guidelines	Quantitative	Percentage (%)	FB-PF-270a.1	Zero impressions Food—Product Labeling and Marketing
Revenue from products labeled as (1) containing genetically modified organisms (GMOs) and (2) non-GMO	Quantitative	Reporting currency	FB-PF-270a.2	(1) N/A (2) Less than 1% of 2021 revenue was from products labeled as non-GMO
Number of incidents of non-compliance with industry or regulatory labeling and/or marketing codes	Quantitative	Number	FB-PF-270a.3	Zero incidents
Total amount of monetary losses as a result of legal proceedings associated with labeling and/or marketing practices	Quantitative	Reporting currency	FB-PF-270a.4	Zero monetary loss
Packaging Lifecycle Management				
(1) Total weight of packaging, (2) percentage made from recycled and/or renewable materials, and (3) percentage that is recyclable, reusable, and/or compostable	Quantitative	Metric tons (t) Percentage (%)	FB-PF-410a.1	(1) 156,427 metric tonnes of primary and secondary packaging (2) Primary: 6%; Secondary: 34% (3) Primary: 69%; Secondary: 100%
Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	Discussion and Analysis	n/a	FB-PF-410a.2	Planet—Sustainable Sourcing and Procurement—Designing the Future of Packaging
Environmental & Social Impacts of Ingredient Supply Chain				
Percentage of food ingredients sourced that are certified to third-party environmental and/or social standards, and percentages by standard	Quantitative	Percentage (%) by cost	FB-PF-430a.1	100% of all Lamb Weston palm oil volume is from RSPO Certified sources.
Suppliers' social and environmental responsibility audit (1) non-conformance rate and (2) associated corrective action rate for (a) major and (b) minor non-conformances	Quantitative	Rate	FB-PF-430a.2	N/A

SASB Index

Activity Metric	Category	Unit of Measure	Code	Response
Ingredient Sourcing				
Percentage of food ingredients sourced from regions with High or Extremely High Baseline Water Stress	Quantitative	Percentage (%) by cost	FB-PF-440a.2	High Baseline Water Stress: 17% Extremely High Baseline Water Stress: 0%
List of priority food ingredients and discussion of sourcing risks due to environmental and social considerations	Discussion and Analysis	n/a	FB-PF-440a.2	Food—Product Stewardship 2021 10-K , pg. 20



TCFD

Disclosure Focus Area	Recommended Disclosure	Reference
Governance		
Disclose the organization's governance around climate-related risks and opportunities.	a) Describe the board's oversight of climate-related risks and opportunities.	Governance CDP Climate Change 2021 C1.1a, C1.1b 2021 Proxy , pgs. 19-21, 27-28
	b) Describe management's role in assessing and managing climate-related risks and opportunities.	Governance CDP Climate Change 2021 C1.2, C1.2a, C1.3a
Strategy		
Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	2030 Goals; Planet—Sustainable Agriculture; Manufacturing; Sustainable Sourcing and Procurement CDP Climate Change 2021 C2.1a, C2.1b, C2.2, C2.2a, C2.3, C2.3a, C2.4, C2.4a 2021 10-K , pgs. 13-14, 22-23
	b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	2030 Goals; Planet—Sustainable Agriculture; Manufacturing; Sustainable Sourcing and Procurement CDP Climate Change 2021 C2.3a, C2.4a, C3.1, C3.3, C3.4 2021 10-K , pgs. 13-14, 22-23
	c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	CDP Climate Change 2021 C3.2, C3.2b



TCFD

Disclosure Focus Area	Recommended Disclosure	Reference
Risk Management		
Disclose how the organization identifies, assesses and manages climate-related risks.	a) Describe the organization's processes for identifying and assessing climate-related risks.	<u>CDP Climate Change 2021</u> C2.1, C2.1a, C2.1b
	b) Describe the organization's processes for managing climate-related risks.	Planet—Climate Impact <u>CDP Climate Change 2021</u> C2.1, C2.1a, C2.1b
	c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	<u>CDP Climate Change 2021</u> C2.1, C2.1a, C2.1b <u>2021 Proxy</u> , pgs. 19-21
Metrics and Targets		
Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities.	a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	2030 Goals; Planet—Sustainable Agriculture; Manufacturing; Sustainable Sourcing and Procurement <u>CDP Climate Change 2021</u> C4.1, C4.1b, C9.1
	b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Planet—Climate Impact; Sustainable Sourcing and Procurement <u>CDP Climate Change 2021</u> C6, C7
	c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	2030 Goals <u>CDP Climate Change 2021</u> C4.1, C4.1b

Forward-Looking Statements

This report contains forward-looking statements within the meaning of the federal securities laws. Words such as “make,” “improve,” “grow,” “ensure,” “aim,” “build,” “achieve,” “provide,” “drive,” “create,” “will,” “enhance,” “protect,” “strive,” “promote,” “maintain,” “implement,” “continue,” “reduce,” and variations of such words and similar expressions are intended to identify forward-looking statements. Examples of forward-looking statements include, but are not limited to, statements regarding our plans, execution, goals and targets, commitments, agricultural and manufacturing processes, innovation, technology, efficiency, safety, DE&I and other employment-related initiatives, and progress. These forward-looking statements are based on management’s current expectations and are subject to uncertainties and changes in circumstances. Readers of this report should understand that these statements are not guarantees of performance or results. Many factors could affect our actual results and cause them to vary materially from the expectations contained in the forward-looking statements, including those set forth in this report. These risks and uncertainties include, among other things: the availability and prices of raw materials; labor shortages and other operational challenges; disruptions in the global economy caused by Russia’s invasion of Ukraine and the possible related heightening of our other known risks; impacts on our business due to health pandemics or other contagious outbreaks, such as the COVID-19 pandemic, including impacts on demand for our products, increased costs, disruption of supply, other constraints in the availability of key commodities and other necessary services or restrictions imposed by public health authorities or governments; levels of pension, labor and people-related expenses; our ability to successfully execute our long-term value creation strategies; our ability to execute on large capital projects, including construction of new production lines or facilities; the competitive environment and



related conditions in the markets in which we and our joint ventures operate; political and economic conditions of the countries in which we and our joint ventures conduct business and other factors related to our international operations; disruption of our access to export mechanisms; risks associated with possible acquisitions, including our ability to complete acquisitions or integrate acquired businesses; our debt levels; changes in our relationships with our growers or significant customers; the success of our joint ventures; actions of governments and regulatory factors affecting our businesses or joint ventures; the ultimate outcome of litigation or any product recalls; our ability to pay regular quarterly cash dividends and the amounts and timing of any future dividends; and other risks described in our reports filed from time to time with the U.S. Securities and Exchange Commission. We caution readers not to place undue reliance on any forward-looking statements included in this report, which speak only as of the date of this report. We undertake no responsibility for updating these statements, except as required by law.