



SEABOARD  
foods

2021  
Sustainability  
Report

WE  
BRING  
*excellence*  
to the TABLE

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# A MESSAGE FROM THE PRESIDENT AND CEO

Sustainability is not something to put off for tomorrow, but is a right-here, right-now issue. It is also not static, but rather a process of evolution and continuous improvement to meet the world's future needs.

While consumers may have a lot on their minds with a two-year plus global pandemic, rising inflation and conflicts both at home and abroad, data clearly shows they continue to value sustainability. They rely on food manufacturers to provide excellence in sustainability — especially those in the agriculture protein sector.

As a large integrated protein company, Seaboard Foods remains committed and accountable to customers and consumers as they consider the nutritional, environmental, and ethical implications of the food

they purchase. This report highlights those commitments and Seaboard Foods' sustainability practices in 2021.

From our farms to consumers' tables, we will continue to strive for excellence in sustainability through our practices and technological advances that will set a clear path forward benefitting our employees, products, animals, the environment and communities we call home.



**Peter Brown**

*President and Chief Executive Officer, Seaboard Foods*





# JOURNEY TO EXCELLENCE

We are dedicated to producing wholesome pork that feeds people across the world. From before the farm to beyond the fork, we strive to bring excellence to the table.

As Seaboard Foods marked 25 years in operations in

Guymon, Okla., we consider ourselves a dedicated corporate partner, and value the practice of business excellence. The 2021 Seaboard Foods Sustainability Report provides an explanation of those efforts.



# 2021 HIGHLIGHTS

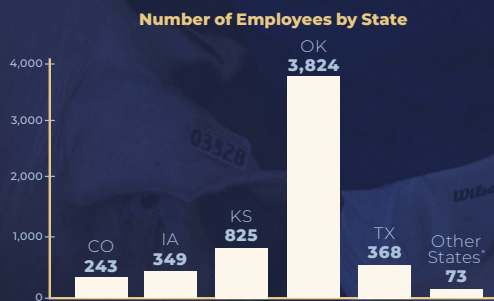
Seaboard Foods began operations in the 1990s with a group of dedicated employees in Guymon, Okla. Based in Merriam, Kan., the company is now part of the Prairie Fresh® connected food system with operations in Colorado, Iowa, Kansas, Oklahoma and Texas. Being part of the connected food system means we control every step of pork production to ensure the highest standards of quality and transparency are met.

We do this by controlling the farm operations where pigs are safely cared for in a comfortable environment.

We use locally grown grains in feed mills to mix healthy feeds for our pigs. We own and operate a 900,000-square-foot pork processing plant where quality pork products are inspected, packaged and delivered for family tables around the world.

Seaboard Foods also has a wholly owned subsidiary, Seaboard Energy, LLC, that produces renewable fuels and sources of energy using the feedstocks from the farm and pork processing plant operations. Seaboard Energy has operations in California, Kansas, Oklahoma and Missouri.

**By the  
2021  
numbers**



\*Other states California and Missouri



**5,682** employees work  
for us across 7 states

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## HIGHLIGHTS

2021 SUSTAINABILITY REPORT

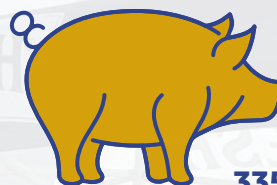


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## By the 2021 numbers



**239 employees**  
work in our corporate office



**7.099 million** market hogs  
produced on farms annually



**2,666 employees** in our  
Guymon, Okla., pork processing plant

**2,511** hourly and  
**155** salaried pork  
processing plant employees



**2.054 million tons**  
of corn, sorghum and wheat  
consumed this year



**2,574 employees**  
work in farm operations

**2,025** hourly and  
**549** salaried farm  
operations employees



**70 million gallons**  
of biodiesel produced



**203** employees work  
in energy operations

**\$2.481 billion**  
in total sales from Seaboard Foods  
consolidated operations





# RECOGNIZING COMMITMENT

In 2021, Seaboard Foods remained committed to protecting our employees while keeping our farms and pork processing plants operating to produce food for people around the world. Our employees' dedication to their work through the year continued to be consistent and admirable.

"I am proud to say I work at Seaboard Foods because of how every employee continues to pull together to care for each other and our animals every day," said Seaboard Foods Senior Human Resources Manager Judy Zollinger.

"We supported each other emotionally and adapted to a new year of ever-changing health and safety guidelines."

In 2021, Seaboard Foods continued to be vigilant about health and hygiene practices contributing to our employees' ongoing safety. We provided face coverings, encouraged social distancing with dividers and other measures, and upheld ventilation standards to reduce the risk of transmission.

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Since the health and safety of our employees is a priority, our nurse care manager, Michelle Heck continued to conduct COVID-19 testing and vaccination education and clinics following federal recommendations. Heck also coordinated health care services, such as mobile mammograms for pork processing plant employees and dental clinics at the pork processing plant and at farm operations.

healthcare benefits they receive as employees, such as how to save money on drugs by using the company-sponsored mail-order prescriptions. Heck conducted hundreds of one-on-one meetings with team members to discuss their health situation and the importance of regular healthcare.

Other new health services included a medical telephone language interpreting service allowing employees to communicate with Heck in their own language. This service enabled the company to help high-risk employees with diabetes, high blood pressure, asthma and arthritis manage their conditions through healthcare education and monitoring.

“We would see worsening health conditions without this type of care. Being able to help employees understand their risk of not taking high blood pressure medicine or insulin regularly and how to take control of their health improves their ability to stay on the job to support their families by avoiding a trip to the hospital,” added Heck.

With a focus on preventative healthcare and accessing health benefits provided by the company, Heck recognizes these services improve her working relationship with her colleagues.

“The services allow me to establish ongoing relationships with employees and follow them long-term since I see them every day at work. I can be that community resource for them,” said Heck.



Additionally, Heck acted as a healthcare concierge to employees, educating them about preventive health practices and facilitating







# A TIME FOR APPRECIATION

The ongoing pandemic revealed the opportunity to officially thank Seaboard Foods employees in Guymon, Okla., for their service during a difficult time. The Employee Engagement and Recognition Initiative rewarded all employees for their attendance records.

Pork processing plant employees on every shift received bi-monthly free lunches or breakfasts. On Mondays, Fridays and Saturdays, all pork processing plant employees were awarded sweatshirts, gaiters, stocking caps or warm socks – important items many of our employees from warmer climates need in their jobs but may not own. Socks were so popular that each new employee will receive them at orientation.

“We genuinely care about our employees. Employees sense we care about their health, families and their success in their jobs. We have an open-door policy; we know most of our employees by their first names and while we are a large plant, that means a lot to our employees,” added Watkins.

In 2021, the Employee Engagement and Recognition Initiative purchased \$125,000 in employee meals in return for their hard work, and \$115,000 in employee gifts and clothing items.

By recognizing employees and providing added health benefits, Seaboard Foods provides more than just a paycheck to our employees. Additional health benefits help improve employee retention. This is evident as 74% of pork processing plant employees hired in 2020 worked for Seaboard Foods for more than one year and 30% of our newly hired employees were rehired former employees.



**We genuinely care about our employees. Employees sense we care about their health, families and their success in their jobs ...**

**Jennie Watkins**  
*Director of Human Resources*

“Our pork processing plant employees were incredible during a frightening time, but they showed up every day and it’s our turn to thank them,” said Watkins.





# A FOUNDATION OF SUCCESS

Our employees are the foundation of our success. Their motivation to learn and grow – every day – brings Seaboard Foods' spirit of excellence to life. Each continues the cycle of improvement by finding better ways to produce wholesome pork or renewable fuels.

Each employee plays a part in ensuring our success – from animal care takers at the farms to feed mill workers to energy operations workers, supply chain, support services, sales teams and those who process our pork. In return, we provide employees the opportunity to make a competitive wage and receive good benefits, including training and certification.

We recruit top candidates by establishing a culture of excellence and respect. We know by allowing employees to bring their knowledge and experiences into the workplace, it will help continue the cycle of excellence – to produce responsible sustainable fuels and some of the world's best pork.





We paid  
**\$318.5 million**  
in salaries

**31.7%** of internal promotions  
and other opportunities are  
filled by current employees



The average tenure of our  
senior management is  
**13.3 years**



**61% of managers**  
are women and minorities.



“ ”

Seaboard Foods always shows employees that they value them. The company gave employees everything from hats to hoodies from socks to phone chargers to show their appreciation.

**Ryland Kieffer**

*Farm Operations Manager*



“ ”

I focus on bringing excellence to the table in every part of my job. From small tasks to large projects, we focus on excellence in everything we do. I am proud my job allows me to provide my family benefits in return.

**Omar Mesta**

*Animal Operations  
Production Manager*



“ ”

Every person is very important to us. We try to appreciate them as much as we can so they know we care about them.

**Karla Hernandez**

*Human Resources*

# A SAFE PLACE

## Safety Is A Priority

Seaboard Foods is committed to providing a safe workplace for all employees, contractors and visitors.

### Total Recordable Incident Rate (TRIR)\*

**2.78** Pork Processing Plant

**3.32** Farm Operations

**5.47** Energy Operations

\*Our TRIR is below the average for our industry.

### Days Away Restricted or Transferred (DART)\*\*

**2.18** Pork Processing Plant

**2.52** Farm Operation

**3.64** Energy Operations

\*Our DART is below the average for our industry.

### Number of Lost Time Injuries Total (LTIR)

**22** Plant Injuries

**17** Farm Injuries

**5** Energy Operations Injuries

\* Total Recordable Incident Rate is a company's safety record measured by the number of recordable safety incidents, the number of workers, and the number of hours worked during a year.

\*\* The DART rate is an OSHA measurement of the number of recordable workplace injuries/illnesses that result in days away from work, restricted duty, or transfer of duties.



# IMPACTING OUR COMMUNITIES

We are committed to supporting the communities where we operate by giving back in many ways. We know by cultivating relationships with businesses, school districts, civic organizations and charities we ensure the sustainability of the communities where we operate.

As a food producer, we partner with schools, charities and organizations to bring the community together to make a positive difference. We donate nourishing pork to families and first responders affected by tornadoes, fires or other

natural disasters. We provide pork donations to food banks, fundraisers and schools.

We know strong communities are built on quality education systems. We contribute equipment to youth agriculture programs, provide resources and time to programming and offer scholarships to local students.

We also provide educational opportunities to our employees, their families and the community.

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In helping improve the quality of life in our communities, we donate funds and support upgrading access to local healthcare. We also create social and cultural opportunities that promote the diversity of our employees. Seaboard Foods celebrates and sponsors events honoring various cultures like Fiesta, Pangaea and Pioneer Days in Guymon, Okla.

Seaboard Foods also provides funds and products to organizations and initiatives. By instilling a culture of giving and volunteering, employees are inspired to give back to their communities. Some serve on local school boards, city councils and volunteer for youth sports teams, demonstrating a community in action.

## INVESTING IN THE COMMUNITY



**\$869,000** financial and product donations to charitable causes



**540,000** donated pork meals

**\$55,000** in scholarships to high school seniors



**2,933 hours** volunteering

Employees volunteered at **110** community events



**428,150 tons** of grain purchased from local farmers

We work with over **370** contract farmers, primarily in Iowa, to raise and care for our market pigs, providing opportunities for their families and communities





# SERVING OUR COMMUNITIES

Through financial contributions and product donations, Seaboard Foods took a leadership role investing in the schools and communities around the Guymon, Okla., pork processing plant and other areas where we operate.

**\$390,500** donations to Guymon community events, club donations, etc., including

**\$50,000**

to Seward County Community College for free employee classes

**\$30,000**

in pork products, school sports buy-out games, back-to-school and end-of-the-year school programming and pork donations

**\$50,000**

for Guymon High School digital scoreboard



**OPERATION  
BBQ RELIEF**

**\$283,000** in pork donations by Prairie Fresh to Operation BBQ Relief

**459,445** meals were provided by Prairie Fresh to those in need through Operation BBQ Relief

**22,338** servings of pork to Community Food Bank of Eastern Oklahoma valued at **\$6,700**

**\$200,000** toward construction of Guymon Soccer Complex

## Employees Helping Others

In 2021, corporate employees voted to support four Kansas City charities.

**\$10,000**



**\$10,000**



**\$7,500**



Ronald McDonald House Charities®

**\$7,500**

ROSE  BROOKS





# LEADERSHIP & THE NEXT GENERATION

For Seaboard Foods, using best animal practices and forging industry innovations is part of sustainability. We are responsible for the quality of pork we produce for our customers by caring about the well-being of our animals and ensuring success of the next generation of pork producers.

One team member, Joe Popplewell, a senior operations manager in Hennessey, Okla., understands the importance of maintaining a viable industry through animal health and leadership. Popplewell, a 22-year company veteran, developed the artificial insemination (AI) program at Seaboard Foods, building the company's first boar stud farm. A boar stud farm is used to collect boar semen, which is then used

to breed sows. The AI program incorporated years of animal expertise and hard work into creating a program that supplies the superior genetics seen in Seaboard Foods' herds today.

At the time, Popplewell didn't realize that developing the program would become as vital as it is today. All he knew was AI would make an impact on labor and genetics and would lead the company in the right direction.

Popplewell's passion for the technical aspect of animal production has fueled the next phase of AI – post-cervical artificial insemination (PCAI). PCAI is a breeding technique that makes conception more efficient. This ultimately decreases the number

of boars needed, allowing an increase of superior genetics – producing pigs with greater efficiencies. In addition to decreasing the boar-to-sow ratio, the efficiencies also include saving labor at boar stud and sow farms, decreasing the amount of feed needed and conserving acreage and water necessary to grow that feed.

"It's really great that I'm involved in developing the next level of AI and helping develop the PCAI process that is somewhat the opposite of what we typically do in traditional AI. We are paving the way for the next generation in the industry," said Popplewell.

After spending years in animal production, he began advocating for

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the pork industry in the late 1990s. Popplewell conducted informal outreach in local communities to address the misinformation about the swine industry. He spoke at town halls and civic meetings in multiple communities in Oklahoma, from Okeene to Enid, where Seaboard Foods' farm operations were being built. He promoted a promise to support

areas like Tulsa and Oklahoma City, that was created by the National Pork Board. He shared positive data and images from the pork industry with the goal of helping people better understand pork production.

"I realized a long time ago if you want to impact change, you have to be involved," added Popplewell. "By meeting people in small towns where they live, we showed them how we continue to be good neighbors by investing in local schools, roads and contributing to local business development."

Popplewell's community involvement and industry leadership continues to make a difference today. From serving on school boards to supporting 4-H and FFA activities, this great-grandson of Oklahoma homesteaders is serving his last year in 2022 in a fourth term as the Oklahoma Pork Council (OPC) President with more than a decade as a board member. He served as a delegate at the National Pork Forum for many years for both the National Pork Board and National Pork Producers Council, and he served two terms on the nominating committee and various other committees. Eventually, through years of involvement in the OPC, Popplewell was asked to represent the industry, testifying to ag leaders and members of Congress on the 2008 Farm Bill.

Most recently, he served on the Pork Visioning Task Force, representing Oklahoma as the current OPC President. Working with the OPC, he learned from other agriculture leaders involved in Oklahoma agriculture and legislation.

"These people had long lists of accomplishments. They improved their towns and changed agriculture

in our state. They were so involved that they made me strive to do more and hopefully gain knowledge I could pass on to the next generation," said Popplewell.

Over the years, many of his peers have retired from Seaboard Foods. He is helping Seaboard Foods build a replacement team of intelligent, eager farm operations managers to carry on the processes and leadership. Realizing the challenges of developing and retaining the next generation of farm management, Popplewell's goal is to build stronger relationships by passing on his production knowledge to keep them engaged and continue the legacy in pork production. Most of all, he's taking a lesson from his team.

## Popplewell's Leadership in Action

- 4-H and FFA supporter
- Hennessey 2020 committee member
- National Pork Producers Council
  - Pork Visioning Task Force Committee
  - Two-term nominating committee
- National Pork Forum delegate – 2000-2022
  - NPPC delegate
  - National Pork Act delegate
- Oklahoma Pork Council
  - Board member
  - 4-term President
- Oklahoma State University Animal Science Alumni Association and Board Member
- School board president and member – 2 terms

local schools, build infrastructure and vouch for responsible water use and environmental practices.

Popplewell was an early speaker for Operation Main Street (OMS), an outreach program focusing on urban

## More Industry Leadership

- Oklahoma Pork Council – **Joe Locke and Baz Werner**
- Kansas Pork Board – **Jason Hall**
- North American Meat Institute – **Peter Brown**

"There isn't much in the production of pigs that I haven't seen. However, it's invigorating me to learn how to work with the younger generation. Just as we did, and still do, they are learning to put in the extra work it takes to care for animals and how it's a team effort to get that job done," said Popplewell.

# SERVING OUR CUSTOMERS

We are committed to delivering high-quality pork to our customers. As a connected food system, we control every aspect of operations to provide consistent pork for tables around the world. We focus on every step with our customers in mind. This level of service and quality sets us apart from our competitors.

Seaboard Foods values our customers and works closely with them to meet their ever-changing needs. Our relationship is built on trust and transparency about what we do and why we do it. We continually improve our processes to serve up quality pork to meat counters and dinner tables. We assure customers that we operate responsibly beyond the fork through our renewable fuel operations and finding alternative energy sources.

Our team makes the difference and their actions every day allow us to deliver on our promise to produce the most wholesome, delicious pork the best way we know how. We are so confident in the standard of quality that we guarantee our product and service.



**Total Pork Production**

**1.342 billion pounds**

of wholesome, delicious pork was produced at our Guymon, Okla., plant



**Export pork products**  
to customers in

**27 countries**





# A MISSION OF CARE

Seaboard Foods is dedicated to raising pigs to feed families around the world and we are committed to ensuring our animals are cared for humanely and comfortably. Our comprehensive animal care program, overseen by veterinarians, guides our farm operations workers in providing quality animal care. Their care and oversight allow for appropriate health and herd management.

Healthy animals that are comfortable produce the highest quality pork. Our methods of constantly improving our processes means we develop higher standards of care and excellence, like providing needleless vaccines and ensuring our pigs live comfortably.

Our animal care handlers follow a strict protocol based

on a hands-on program monitored by trained employees and FACTA, LLC, third-party auditors to make sure our animals are cared for properly. Seaboard Foods follows a zero-tolerance policy established by agricultural industry leaders for animal treatment to ensure our animals are safe and comfortable.

Because every employee is part of the connected food system, each person knows why they do what they do in the name of producing quality pork. Every animal handler receives annual training on how to humanely care for animals. They are also trained and certified to carefully transport animals from the barn to a pork processing plant. Attention to detail in animal care means we produce safe, nutritious pork for our customers.



**100%**  
of our pigs can be traced  
to their finishing farm home



All animal transporters  
of six months or longer are  
**TQA Certified\***



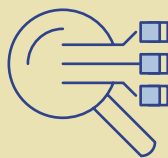
**100%**  
of animal handlers on  
our farm operations are  
**PQA Plus certified\*\***



Third-party animal welfare  
random audits found our farms  
**in compliance with animal care  
and swine safety standards.†**



**95%**  
audit pass rate from  
third-party audit\*\*\*



**94 farms**  
were randomly audited  
by third-party auditors\*\*\*

**Zero**  
USDA Noncompliance  
Records for  
**Animal Welfare**



We follow the  
**National Pork Board's**  
**3-point antibiotic stewardship plan**  
for responsible antibiotic use education, research  
and communication and outreach

†Common Swine Industry Audit conducted by FACTA is to provide consumers greater assurance of the care taken by farmers and pork processors to improve animal well-being and food safety.

\* National Pork Board Transport Quality Assurance: <https://www.pork.org/certifications/transport-quality-assurance/>

\*\* National Pork Board Pork Quality Assurance: <https://www.pork.org/certifications/pork-quality-assurance-plus/>

\*\*\*FACTA is a nationally recognized leader in Animal Welfare training, verification, and certification tools.





# SUSTAINABILITY THROUGH MANAGEMENT

At Seaboard Foods, we go beyond minimizing negative impact to the land, water and air near our operations. In addition, we continuously seek ways to positively impact our environment. We are dedicated to caring and replenishing our environment for the benefit of our animals, employees, business and communities where we operate.

Our commitment begins when we determine where to

responsibly build and operate farms and pork processing plants and continues through when pork products are delivered for dinner tables around the world.

We are responsible stewards of the environment through producing alternative fuels and energy, minimizing air emissions, recycling, providing farmers with fertilizer to nourish the soil and crops, and monitoring and conserving the air quality near our operations.





### 99.45% of farm operations

were inspected by internal auditors for good environmental practices

*\*The remaining 0.55 farms were not populated with pigs*



### 93.65% average passing score

from internal auditors for environmental and safety-related issues



Produced enough MMBtus of biogas to heat **3,043** average American homes for a year\*



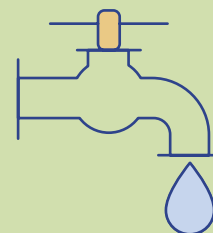
We replaced **379,513** diesel gallons with **CNG** in our farm operations\*



Provided **1.9 million** pounds of valuable nitrogen fertilizer to local farmers

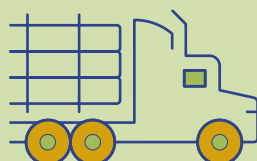
**ZERO** environmental regulatory complaints in 2021

For a second year, used **3 gallons** of water to produce **1 lb.** of pork



Produced enough biodiesel to power a new diesel pickup truck for approximately **1.75 billion miles** or 150,000 diesel pickup trucks for a year\*

Produced enough biodiesel to fuel **5,687 trucks** driving 80,000 miles a year for one year\*



Since 2014, Seaboard Energy dispensed enough CNG to fuel **44,691 trips** from Los Angeles to New York City (averaging 15mpg)\*

*\*These accomplishments are the result of the cooperative efforts of Seaboard Foods, its wholly-owned subsidiary Seaboard Energy, LLC, and Seaboard Energy's respective subsidiaries and affiliates.*



# A POWERFUL ALTERNATIVE

Seaboard Foods is committed to being a dedicated steward of the environment. One way we do that is to minimize the negative impact of our operations on the land, air and water, and responsibly reuse and renew resources. Seaboard Foods has historically provided effluent from animal manure lagoons to local farmers to fertilize crops.

Now the company (Seaboard Foods and its wholly owned subsidiary, Seaboard Energy) has started capturing methane gas from lagoons on our pig farm operations.



We clean the gas to pipeline quality at a centralized location and place it on a commercial pipeline to be sold as renewable natural gas (RNG). This reduction in methane at our farm operations will generate environmental attributes/credits that are sold to others. The RNG will primarily be used as transportation fuel.

Seaboard Foods had captured and harvested methane at our pork processing plant in Guymon, Okla., for many years, and we realized our farm model was ideal for expanding RNG production. Seaboard Energy<sup>†</sup> Senior Director of Business Development Gene Binder said, “We recognized this great opportunity to work hand-in-hand with farm operations. The design of the farms and their proximity to natural gas pipelines gives Seaboard an added advantage in bringing this gas to market.”

Seaboard Foods Construction Manager Rick Martinez who oversees construction of the farm RNG projects has seen a lot of change in his 21 years at the company and is intrigued with the possibility the future presents. He said, “It’s remarkable to see how technology has improved so much over the years. We went from just using manure as a fertilizer for crops to now converting it to a renewable gas.”

<sup>†</sup>The foregoing is by and through Seaboard Foods’ wholly-owned subsidiary Seaboard Energy, LLC, and its respective subsidiaries and affiliates.





# A RECORD OF FOOD SAFETY

Few jobs are more important than feeding people. We invested in continual improvements in our food safety and quality program. We upgraded equipment, purchased lab consumables and software required to maintain our food safety and sanitation programs to ensure regulatory compliance and meet global food safety requirements. These efforts achieved a recorded reduction in overall foreign material incidents at our facility.

Our teams undergo regular food safety training and rigorous third-party audits to ensure food safety procedures are used.



We produced delicious, safe pork with **ZERO** product recalls in 2021



Guymon pork processing plant is **SQF certified**



Guymon pork processing plant received **96%** (Excellent) score in SQF audit

\*Safe Quality Food (SQF) Program is a rigorous and credible food safety and quality program that is recognized by retailers, brand owners, and food service providers world-wide

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