

Making fries,
making strides.

GLOBAL SUSTAINABILITY REPORT
2023 FISCAL YEAR



Lamb Weston® 
SEEING POSSIBILITIES IN POTATOES



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A MESSAGE FROM OUR

President and Chief Executive Officer

At Lamb Weston, we know how to make great fries — we’ve been leading the industry for nearly 75 years. This report demonstrates the ways we bring our industry expertise to bear for the betterment of our communities around the world.

We are laser-focused on progress, and our global team members demonstrate this every day, finding new and innovative ways to get our work done more efficiently, profitably, and sustainably. This push for progress is the foundation of our sustainability mantra: Making Fries, Making Strides.

“We’re committed to making strides toward a better, more sustainable future because it’s critical to the long-term success of our business and the role we play in our communities as an economic driver, a top employer, and a community builder.”

This year we’re reporting as one global organization for the first time following the integration of our EMEA business, which we acquired in March 2023. This is an important milestone for us as we bring together the best of what we’ve implemented worldwide for environmental, social, and governance programs that have even more impact. We’re committed to making strides toward a better, more sustainable future because it’s critical to the long-term success of our business and the role we play in our communities as an economic driver, a top employer, and a community builder.

We’ve prepared a comprehensive report on our performance that includes highlights from some incredible work being done to support our people, protect the planet, and make great food.

You’ll see updates on work we’re doing globally, such as:

- Our continuous work to build and incorporate regenerative agriculture practices at our own farm and with our grower partners around the world. The future of agriculture depends on the work we’re doing today and have been doing for decades, to protect the soil, and implement sustainable practices that will allow us to grow potatoes for years to come.
- Our ongoing effort to build a culture of personal safety and the results that come with it. The team at our Paterson Farm achieved three years without a recordable incident — just one example of a team that embodies our safety culture.
- Our thoughtful implementation of new technology, such as the use of AI tools to identify foreign material risks and helps us to improve food safety and quality while reducing food waste.

This report also includes an update on how we’re looking at our goals. Bringing our global organization together, we knew we had to look at our targets differently. You’ll see we’ve set new targets and a new benchmark year, and we’ve included a final progress update on the 2030 goals we set previously.



We know that we have a responsibility to drive financial performance while contributing positively to society and the environment. We take that responsibility seriously and I hope this report provides you with a sense of the confidence I have in Lamb Weston’s bright future.

Tom Werner

President and CEO

About this Report

This report covers Lamb Weston's global progress on our environmental, social, and governance priorities during the fiscal year ended May 28, 2023. All data included in this report covers Fiscal Year 2023 unless otherwise noted.

As we continue to integrate our global business, we are reporting data as follows:

- **SUSTAINABLE AND REGENERATIVE AGRICULTURE:** North America, unless otherwise noted
- **PRODUCTION FACILITIES:** Global locations by 2030 goal segmentation; aggregate from North America, China, South America, and Australia; and aggregate from Europe
- **EMPLOYMENT:** Global

This report has been prepared in reference to the [Global Reporting Initiative \(GRI\) Index](#). We are also reporting to the [International Sustainability Standards Board \(ISSB\)'s Sustainability Accounting Standards Board \(SASB\) Standards for the Processed Foods Industry](#) and the [Task Force on Climate-Related Financial Disclosures \(TCFD\)](#). See [lambweston.com](https://www.lambweston.com) for more information about our company.

MATERIAL TOPICS

This report uses certain terms including those that GRI, SASB, TCFD or others refer to as "material" to reflect the issues or priorities of Lamb Weston and its stakeholders. Materiality and its relevant definition as used in this report is different from the definition of "materiality" used in the context of filings with the U.S. Securities and Exchange Commission (SEC). Issues deemed material for purposes of this report and for purposes of determining our ESG strategies may not be considered material for SEC reporting purposes.



About Lamb Weston

Lamb Weston is a leading supplier of frozen potato, sweet potato, appetizer, and vegetable products to restaurants and retailers around the world. For more than 70 years, Lamb Weston has led the frozen potato industry in innovation, introducing inventive products for our customers. Lamb Weston products can be found in more than 100 countries around the world. Our business is headquartered in Eagle, Idaho, with manufacturing operations in eight countries strategically located in the world's best potato-growing regions. Lamb Weston employs approximately 10,300 people around the world.

PURPOSE

We bring the world together with our fries.

MISSION

To create experiences that inspire and serve customers around the world with food they love and trust.

VALUES

Integrity

We do the right thing, every time, even when no one is looking.

Inclusion

We embrace differences and make it safe to be ourselves because we all count.

Teamwork

By putting our heads together, we see the bigger picture and become stronger together.

Drive for results

We challenge ourselves and each other to find better ways to do things, raising the bar for what's possible.

Empowerment

We think like leaders and act like owners.

OUR BUSINESS

Founded in
1950



Headquartered in
Eagle, Idaho

27
production facilities¹

No. 1
in North American frozen
food category

No. 2
in global frozen potato category

~10,300
team members²



MAJOR PRODUCTS

Fries

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

Shredded Potatoes

Diced Potatoes

Formed Potatoes

Hash Browns, Tater Puffs[®]

Chips

Mashed Potatoes

Dehydrated Potato Flakes

Appetizers

Vegetables



¹As of report publication; includes joint ventures.

²As of July 15, 2023; excluding joint ventures and temporary labor.

Our Global Footprint Map Locations

★ GLOBAL HEADQUARTERS ● SALES OFFICES ● PRODUCTION FACILITY ● LOCAL SALES REPRESENTATION

NORTH AMERICA

- United States**
- ★ Global headquarters, Eagle, ID
 - Corporate offices, Kennewick, WA
 - North America sales office, Naperville, IL
 - Columbia Basin Blends, WA
 - Connell, WA
 - Pasco, WA
 - Paterson, WA
 - Quincy, WA
 - Richland, WA
 - Warden, WA
 - Boardman East, OR
 - Boardman West, OR
 - Boardman Center, OR
 - Hermiston, OR
 - American Falls, ID
 - Twin Falls, ID
 - Delhi, LA
 - Park Rapids, MN
- Canada**
- Taber, Alberta
- Mexico**
- Mexico City, Mexico

LATAM

- Guatemala**
- Guatemala City, Guatemala
- Panama**
- Panama City, Panama
- Argentina**
- Munro, Buenos Aires, Argentina
- Brazil**
- São Paulo, Brazil
- Columbia**
- Bogotá, Colombia

EMEA

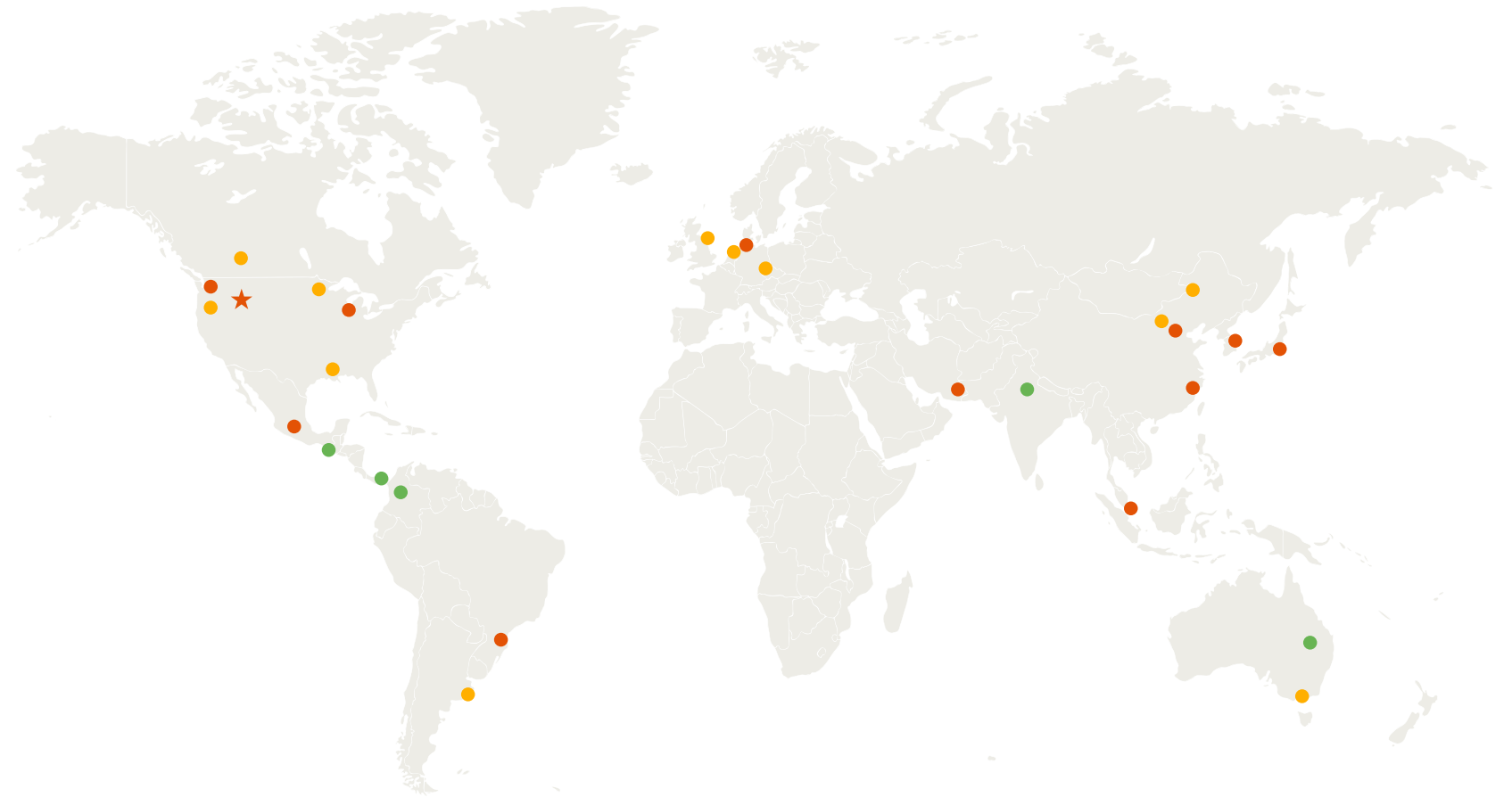
- United Kingdom**
- Wisbech, U.K.
- Netherlands**
- Kruiening, The Netherlands
 - Oosterbierum, The Netherlands
 - Bergen op Zoom, The Netherlands
 - Broekhuizenvorst, The Netherlands
 - LW EMEA* Breda, The Netherlands
- Austria**
- Hollabrunn, Austria
- U.A.E**
- Dubai, U.A.E.

CHINA

- China**
- Shanghai, China
 - Beijing, China
- Inner Mongolia**
- Shangdu, Inner Mongolia
 - Ulanquab, Inner Mongolia

APAC

- India**
- New Delhi, India
- Singapore**
- Singapore
- Korea**
- Seoul, Korea
- Japan**
- Tokyo, Japan
- Australia**
- Hallam North, Australia
 - Hallam South, Australia
 - Queensland, Australia



FINANCIAL PROFILE

Net sales (in millions)



CUSTOMER SEGMENTS

2023 net sales

- Global³: 55%
- Foodservice: 28%
- Retail: 15%
- Other: 2%



* LambWeston/Meijer v.o.f.

³ Effective May 29, 2023, in connection with the Company's acquisition of EMEA and to align with our expanded global footprint, we began managing the Company's operations as two segments based on management's change to the way it monitors performance, aligns strategies, and allocates resources. This resulted in a change from four reportable segments to two (North America and International).

The Lamb Weston Value Chain

INPUTS →

AGRICULTURE

| | | | |
|--------------|--|---|--------------------------------------|
| | IN NORTH AMERICA | | |
| ~270K | 3.1 lbs | 12.8 | 10.8 lbs |
| global acres | active ingredient (AI) pesticide per ton of crops harvested* | gallons water per pound of crops harvested* | nitrogen per ton of crops harvested* |

GLOBAL SUPPLY CHAIN

| | |
|---------------|---------------------------|
| 9,600+ | \$3.6B |
| suppliers | spend (excludes potatoes) |

MANUFACTURING

| | |
|---|----------------------------|
| 3,230 | 18.5M |
| cubic meters (m ³) water consumption (global) | gigajoules energy (global) |

OPERATIONS

| |
|----------------------------------|
| ~10,300 |
| global team members ⁴ |

OUTPUT ↗

CUSTOMERS

| | |
|---------------------------------|------------------|
| 181 | 95M |
| global retail product offerings | servings per day |

COMMUNITIES

| | |
|-----------------|---------------------------|
| 942 | \$946,000 |
| volunteer hours | philanthropic investments |

TEAM MEMBERS

| | |
|----------------|-----------------|
| \$597M | \$207M |
| wages (global) | fringe benefits |

BUSINESS IMPACT 📈

| | |
|--|------------------------------|
| 1,515 | 27 |
| SKUs | facilities |
| 8 | 100+ |
| countries with significant operations | countries with customer base |
| 31 | |
| countries with significant operations (includes sales support) | |

* Irish variety potatoes in North America.

⁴ As of July 15, 2023; excluding joint ventures and temporary labor.

Sustainability at Lamb Weston

At Lamb Weston, we believe in pushing for progress across every aspect of our business — helping our people and communities thrive, our products continue to be loved and trusted, and the natural resources we rely on are conserved for the long term.

2023 Highlights



People

16%

year-over-year reduction in injury rates

1st

published Human Rights policy

\$946K+

in Lamb Weston Foundation grants

72%

team members participated in the first global employee pulse survey



Food

90+

internal food safety, third-party food safety, and third-party quality and customer audits

100+

total team members work in innovation globally

40

team members graduated as Specialists from Food Safety University (FSU) since 2022

181

global retail product offerings



Planet

447M+

gallons of process water reused

>95%

of total waste generated diverted, including food, from landfill

3-year

initiative launched to have all of our North American growers measure the carbon impact of their operations

6.5%

increase in renewable energy (biogas and electricity) consumed year-over-year

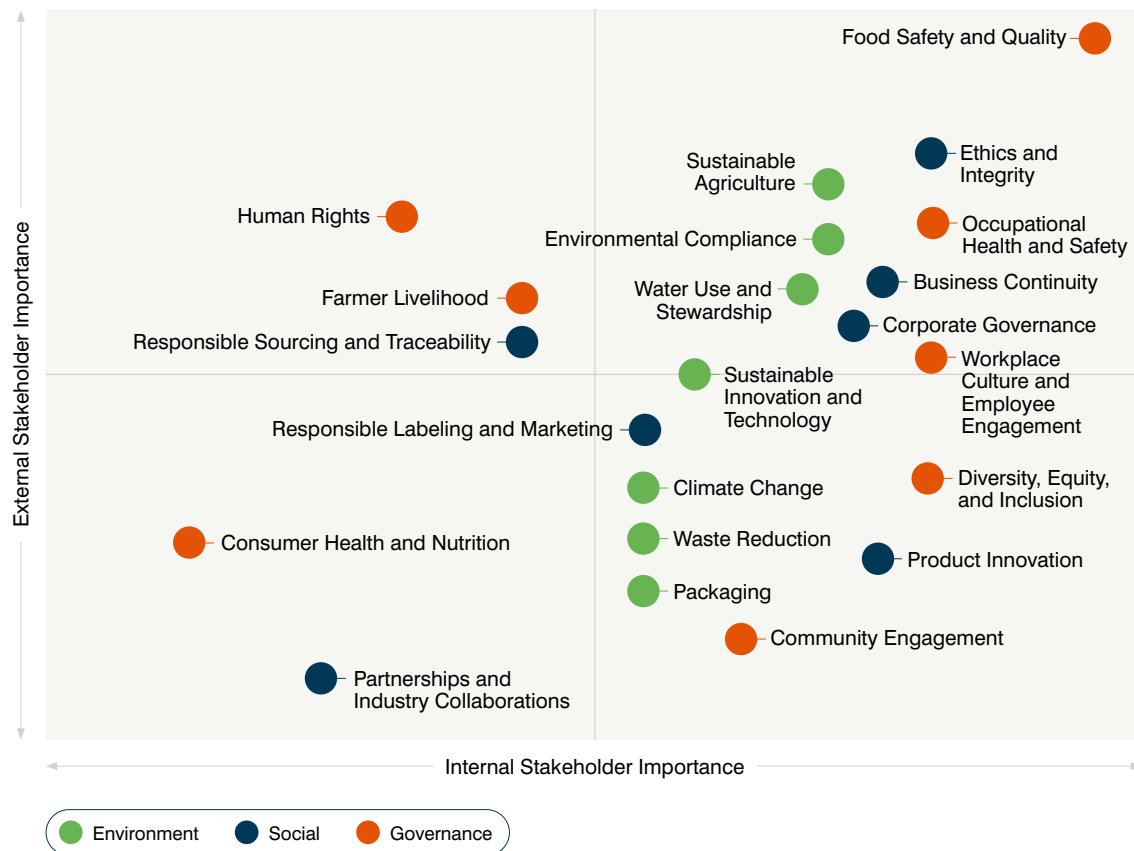
Material Topics

In 2021, we updated our materiality assessment to determine the environmental, social, and governance (ESG) topics that are most salient to our business and stakeholders, including team members, customers, investors, growers, and suppliers. Our LW EMEA* business conducted a double materiality assessment in 2022, and results of that process are also factored into this report. There are many similarities in the outputs of these two assessments given the nature and long-term connectivity of the business, as nearly all topics overlapped between the two assessments. The scopes of these two assessments were similar in that both covered industry and customer stakeholders. The 2021 assessment leveraged a third-party partner and internal engagement,

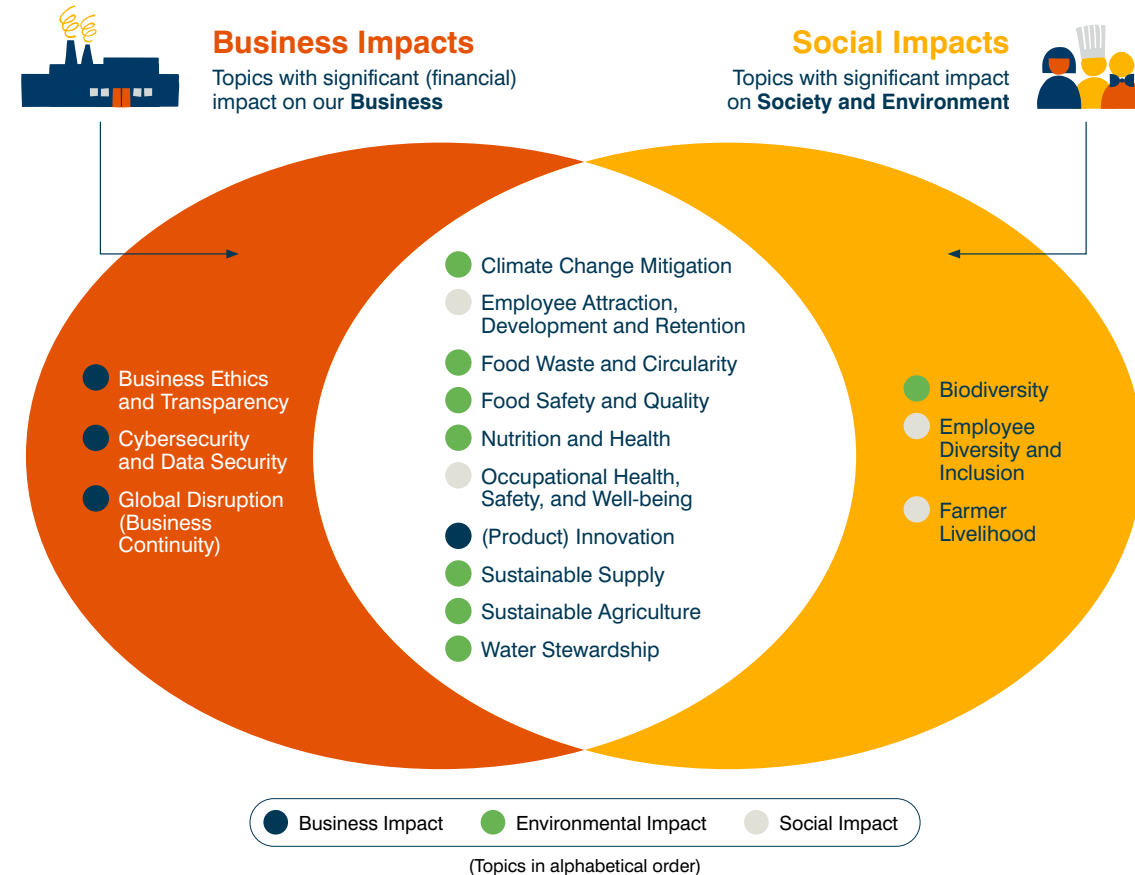
while the EMEA assessment leveraged desk research and internal engagement. In our 2021 assessment, Food Safety and Quality, Ethics and Integrity, and Sustainable Agriculture were highly important to all internal and external stakeholders, and Occupational Health and Safety and Environmental Compliance were also in the top five in our 2021 assessment.

In 2024, we conducted a global double materiality assessment, which will help guide both our ESG strategy and our reporting in the years to come. For our most recent materiality assessment, see our [Appendix](#). We plan to disclose additional results of that assessment in future reports.

2021 ASSESSMENT



2022 LW EMEA* ASSESSMENT



* Lamb Weston/Meijer v.o.f.

Progress Toward Our 2030 Goals



In 2023, our sustainability strategy advanced meaningfully, as we worked to integrate our LW EMEA* business into Lamb Weston’s global strategy. During the year, we developed a multi-year global strategic plan, which was reviewed by our Board of Directors in fiscal 2024. The plan focuses on several important initiatives:

- Engaging team members, customers, and suppliers
- Investing in people, systems, and projects
- Preparing for future reporting requirements

We laid the groundwork for the execution of this plan with the launch of Making Fries, Making Strides, an internal and external communications campaign that supports our team members in connecting their work to our ESG progress.

In this report, we continue to report our progress on the quantitative goals that we have been working to reach by 2030 (unless otherwise noted, data is compared to a 2020 baseline). These goals are detailed in the People, Food, and Planet sections of this report, along with updates on our qualitative commitments. This report marks the final year Lamb Weston will report on 2030 targets as we close out two separate sustainability agendas and shift to our first set of global targets with the integration of our LW EMEA* business.

Incorporating Our European Progress

In February 2023, we acquired the remaining interest in our European joint venture, Lamb-Weston/Meijer v.o.f. (“LW EMEA”), including their impressive expertise in sustainability, which has contributed to significant progress to date. In 2020, LW EMEA set their 2030 Sustainability Agenda, using the U.N. Sustainable Development Goals (SDGs) as a compass. The agenda addressed three key challenges — Balanced Diet, Climate Action, and Zero Waste — all pressing global issues where LW EMEA is positioned to make the biggest impact.

Across each of these challenges are 2030 commitments, which have historically driven our LW EMEA business’s ESG strategy. Please see the [People](#), [Food](#), and [Planet](#) sections for our 2023 progress against these commitments.

Introducing New Global 2033 Sustainability Goals

In 2024, we finalized our updated quantitative sustainability goals which focus on the most critical aspects of our supply chain. Together with our Lamb Weston Values and ESG strategic plan, these goals will guide our work, drive accountability, and show measurable progress.



INTEGRITY



TEAMWORK



INCLUSION



DRIVE FOR RESULTS



EMPOWERMENT

| | |
|---|---|
| Sustainable and Regenerative Agriculture | Climate Resilience <ul style="list-style-type: none"> • Net neutral carbon emissions through full potato crop rotation. • Soil health Initiative. Do More With Less <ul style="list-style-type: none"> • 5% reduction in water, nitrogen, and AI pesticides per ton harvested. • 100% growers active in sustainable ag program. |
| Material Utilization and Food Waste | 50% food waste reduction from processing. Zero waste-to-landfill. |
| Sustainable Sourcing | 100% deforestation- and conversion-free palm oil. 100% certified sustainable fiber-based packaging. |
| Packaging Innovation | Design packaging to contain bio-based materials or recycled content. Design packaging to be recycle-ready, reusable, or compostable. |
| Water | 25% reduction per pound produced. |
| Carbon Emissions | 25% reduction of Scope 1 and 2 greenhouse gas (GHG) emissions per pound produced. Scope 3 GHG emissions reduction target development underway. |

* LambWeston/Meijer v.o.f.

Governance

Strong corporate governance is essential to our business strategy, which includes ESG and sustainability.

Our commitment to corporate governance begins with our Board of Directors, which adheres to governance processes that support informed, competent, and independent oversight on behalf of our shareholders. The Board routinely assesses the regulatory and legislative landscape and reviews its own processes to promote consistency with sound governance.

Lamb Weston's Board of Directors is led by an independent chairman. In total, the Board has 11 members, including 10 independent directors and our chief executive officer. The Board reviews Lamb Weston's long-term strategic plan and oversees risk management and succession plans for the CEO and other members of our senior management team, among other responsibilities. Board committees are comprised solely of independent directors and include:

- Audit and Finance Committee
- Compensation and Human Capital Committee
- Nominating and Corporate Governance Committee

ESG Governance

The Nominating and Corporate Governance Committee supports management in the oversight of reputational risks, key public affairs matters, and oversees Lamb Weston's policies and programs related to corporate ESG strategy. The Nominating and Corporate Governance Committee regularly reviews updates on Lamb Weston's performance against our ESG strategy and ESG targets, which include carbon emissions and water stewardship, and oversees risks related to these matters. Management also provides updates to the committee on climate-related regulations and other emerging issues.

The Nominating and Corporate Governance Committee also annually reviews updates on our charitable foundation, community involvement, and government affairs matters. The Chair of the Nominating and Corporate Governance Committee reports to the full Board on its activities. In addition, the Board of Directors annually reviews our Sustainability report and our performance and progress against our ESG strategy and targets. The Compensation and Human Capital Committee reviews our human capital strategy including talent acquisition, development, and retention.

Our executive leadership team (ELT) receives periodic ESG updates on our initiatives and progress against goals and targets, including topics on climate-related issues, stakeholder engagement, and other emerging issues.

Lamb Weston's Senior Director, ESG Administration oversees our ESG and sustainability programs with the support of a cross-functional ESG Council consisting of leaders across the business. The team is responsible for ESG and sustainability program strategy development, management, and communication to senior leadership. The Senior Director, ESG Administration also participates in the company's annual enterprise risk management assessment and provides feedback on ESG-related matters, including climate-related risks and opportunities. This provides an opportunity to address ESG-related issues through a formal business process. The ESG Council, whose members are appointed by the ELT, works directly with subject matter experts throughout our organization to execute our ESG strategy and make progress toward our goals.

To further support global progress and alignment, our team in Europe has an established sustainability structure, which includes dedicated sustainability resources, a cross-functional sustainability team, and an executive sustainability steering committee. The European production facilities work with WEE teams (Water, Energy, and Emissions), which are supporting the execution of sustainability initiatives and projects on water, waste, energy, and emissions, and driving continuous improvement.



People

Lamb Weston's approximately 10,300 team members are essential to our success. We start with fierce commitments to workplace safety and ethical behavior, then layer on a culture that reflects the joy and fun of the products we serve — all while working to provide support to the communities where we live and work.

16%

year-over-year reduction in injury rates

1st

published Human Rights policy

\$946K+

provided in Lamb Weston Foundation grants

72%

team members participated in the first global employee pulse survey



Team Members

Our team members aim to bring our purpose to life every day — bringing the world together with our fries. Their skills and dedication are essential to our success, which is why we foster a workplace culture built on respect and inclusion — as well as the joy and fun of the products we make.



To attract and retain the team members who help us continually improve, we prioritize their experience across the entire employee life cycle. This starts when they are first recruited and continues with ongoing engagement and career advancement opportunities that encourage longevity within the company. Our recent global expansion underscores the importance of meeting every team member where they are, with their own cultural, learning and development, and engagement needs, and we are working to develop programs that are responsive to each market's characteristics and priorities.

Across our locations, we focus on team members' well-being, including their safety on the job, pay and benefits that reflect their contributions, and opportunities to expand their skills and advance their careers. Our shared dedication to ethical behavior and respect means our leaders listen to their teams and create space for people to speak up — and we're continually looking for ways to help team members connect across job functions and geography.

Team Member Recognition

In August 2023, we introduced Lamb Weston Lives Our Values Recognition. This award certificate program encourages recognition of team members who display behaviors that reflect our Lamb Weston Values. Recognition can be initiated at all levels — up, down, and across the organization.



Connecting Our Teams Globally

We increasingly prioritize opportunities for our team members to connect with one another across geography. In 2023, for example, our Women's Business Resource Group launched an international social committee to foster relationships among women at Lamb Weston's facilities around the world.



Occupational Health and Safety

Our health and safety strategies, procedures, and practices are among the strongest in our industry anywhere in the world.⁵ This success is by design, as we are focused on ensuring the safety and wellness of every team member, every day.

Our Commitment to Safety

Protect and enhance the livelihoods of our teams across the globe, as well as have a positive impact on the communities that we operate in, striving for zero safety or environmental incidents.



We maintain a culture of proactive safety in which every individual is charged with taking precautions for their own safety and that of their coworkers. Workplace safety regulations such as those from Occupational Safety and Health Organization (OSHA), the U.S. Environmental Protection Agency (EPA), and HSE (U.K. Health and Safety Executive) are starting points that we work to exceed.

Our team members recognize this commitment to health and safety, as measured by our annual engagement survey. Workers know we care about them as people and that we want them to be happy, healthy individuals.

From global policies, local procedures, and involvement from every team member to recognize and correct upset conditions, we work to eliminate potential workplace hazard to ensure that our people remain safe and healthy. In 2023, we expanded our baseline expectations to cover our operations globally, with a library of standards to be met and a governing document to which all our facilities worldwide must adhere. We recognize the importance of adhering to global environmental, health, and safety (EHS) standards, which set the minimum requirements for the work environment. At the same time, we hold ourselves to higher expectations that may exceed local regulations in certain regions. We expect that all our facilities must meet or exceed both our Lamb Weston standards and their respective regulatory bodies' standards.

Our EHS management system is built around the principles of ISO 45001 and ISO 14001, designed to control those factors that might potentially cause injury or illness.

At our facilities worldwide, we have implemented systems for behavioral observations, corrective and protective action, incident management, compliance management, audits and

inspections, and metrics. Our facilities, whether a farm or manufacturing site, has its own unique layout, personnel, circumstances, and potential hazards, from forklifts moving pallets to planting equipment laying in crops. As a result, every facility has unique safety goals and workstreams that are measured to ensure they are met.

We recognize the complexity and importance of ensuring all safety measures are sufficient across every corner of our global business. We are actively working to adapt our safety strategies to address these unique complexities while always maintaining the high standards included throughout the Lamb Weston Global EHS policies and procedures to meet the unique circumstances of each region, facility, and business unit. We are unwavering in our drive for consistency in safety outcomes as we strive for zero injuries across our company.

Journey to Zero

Our Journey to Zero program helps us track progress toward our goal of zero injuries, zero EHS compliance incidents, and zero unplanned releases to the environment. Working toward the occupational health and safety goals in Journey to Zero involves continually improving our relevant processes, procedures, and training. In 2023, our Journey to Zero programming focused on training team members on the use of daily incident management tools, expanding our ability to monitor and evaluate safety at each of our locations. Going forward, we plan to launch tools that will help each facility track which incident reduction efforts are working at their location, and which may need more attention.



⁵ To learn more about our OSHA Global Total Recordable Incident Rate, see [Performance Data Tables- People](#).

Safety Training and Practices

No matter a team member's experience level or specific job, we all must be prepared to work safely. That's why Lamb Weston ensures that team members understand how they can avoid health and safety risks in their job from day one. New-hire and job-specific training is a priority focus at our manufacturing facilities, with dedicated training departments that not only train team members as new hires or during role changes, but also conduct job-specific revalidation training with every employee annually.

Our safety policy includes training standards that detail how, when, and on what topics our team members must be trained. Training begins immediately with a safety orientation for new hires. And throughout their employment, team members participate in demonstrations of job-specific safe work practices.

We have programs in place to share best safety practices on an ongoing basis and ensure that team members participate in continual learning. In North America, during shift changes, team members conduct daily risk assessments on their specific work areas. These assessments review equipment and the local environment to see if there is any risk from elements such as electrical wiring, conveyor belts, production machinery, potential tripping hazards, or other physical dangers.

Team members also review their environment for factors such as noise, heat and cold, or changes in weather. They also consider whether there are other factors at play, such as someone who is new to a role. Next, they create a plan to mitigate each risk and ensure the health and safety of team members and visitors.

"I am proud of what we are creating together. A culture of care for one another, empowerment, and also personal accountability. The very heart of what we do every day is safety. How we think about safety matters. Safety starts with me. Safety starts with you."

Simone Anderson
VP and General Manager APAC region



We build on these daily assessments with safety huddles between shift leaders and team members. The huddles focus on the assessment findings, highlight any risks, and discuss mitigation strategies. Our North American manufacturing facilities have a dedicated two-hour No Meeting Zone, where facility leadership teams join team members on the production floor to discuss risk mitigation plans, focusing on higher risk areas and activities as determined by the daily risk assessments. In the future, this practice will be implemented by Lamb Weston manufacturing locations worldwide.

Routinely we are engaging in programs to eliminate unsafe conditions and engage our team members. Twice per year we complete a team-member-driven Key Concepts of Safety assessment program that focuses on efforts to eliminate safety hazards. On alternating quarters, we do Wall 2 Wall assessments to target unsafe physical conditions, develop corrective actions, and track completion. This program is also team-member driven and held in collaboration with facility leadership teams.

As part of our commitment to safety, we pursue a broad range of initiatives. They include:



Safety Week: an annual event in which we emphasize why safety is so critical.



Because We Care: a peer-to-peer tool for reporting positive safety behaviors. Piloted by our Hermiston, Oregon, facility, Because We Care has since been adopted by all facilities in North America. Our locations in China and Australia have begun implementing this program, beginning with their leadership teams.



Site tour in May 2023 with the Umatilla County fire district at our Hermiston site to engage with incident response teams to understand each other's capabilities and develop plans on how they can best work together in the event that a response is needed.



Annual safety week at the Paterson, Washington, farm and dairy that includes multiple training topics and celebrations of the facility's safety culture. During the August 2023 event, they celebrated reaching three years without a recordable incident.



Pasco, Washington, farm and dairy safety week, which included games and prizes for employees who have been nominated for going above and beyond on safety. The week included a forklift rodeo and provided employees with an engaging venue to showcase their safe driving skills, while also meeting regulatory requirements for job-specific recertification.

COMPANY-WIDE

LOCAL INITIATIVES



Increasing Manufacturing Safety

Different facilities face differing safety issues, which is why each of our locations has the flexibility to implement unique safety programs. We have a set of standard tools and resources that are created, trained to, and managed through the EHS Global team. These tools are meant to address a variety of EHS issues through multiple approaches. We encourage each facility to use the tools that will address their top losses or trends. If there is not a tool already developed to address a particular situation, then facilities are encouraged to work with the EHS Global team to develop and implement unique safety programs to address issues on-site.

WORKING TOGETHER: Leadership and Frontline Team Members Tackle Safety

In 2023, the leadership team at our Pasco, Washington, facility embarked on an employee engagement initiative to connect with team members on specific areas that needed safety improvements. Key connection points included weekly safety committee meetings, planned stops, and defect-handling logs.

The program resulted in the creation of an important feedback mechanism that demonstrated meaningful engagement between leadership and frontline team members along with tangible safety improvements, which included:

- Installation of a protected walkway to reduce forklift/pedestrian interaction at cold storage and Line 7 and 8 packaging areas.
- Additional painted visual crosswalks.
- New and/or repaired textured flooring in five key areas.
- 133-point risk register score reduction.

BECAUSE WE CARE: A Three-year Campaign to Identify and Correct Workplace Hazards

Historically, team members at our Delhi, Louisiana, facility struggled with a lack of infrastructure to identify, report, and correct safety hazards and environmental issues. Through the Because We Care (BWC) program, team members were provided tablets and encouraged to engage in behavior observations in real time through a BWC app installed on the devices. A BWC entry option was also placed on team member computers outside the locker room, and a computer station was added in the main production hallway.

In total, there have been 1,457 BWC observations logged, allowing facility leadership to address and improve safety and environmental performance throughout the facility.

Measuring Safety

We carefully track our efforts to ensure that our safety programs are constantly improving. Our team measures both what has occurred and where risks might be emerging in the future.

Continuous improvement is an important focus as we are constantly working to further strengthen our safety practices. Our recordable incident rate is generally half that of the industry average, as measured by the North American Industry Classification System (NAICS). In 2023, we saw a 16% year-over-year reduction in injury rates.

As we continue to educate our team members about how to better engage as part of a proactive safety culture, we reinforce the concept that EHS and ESG go hand in hand. Our facility team members are becoming more engaged in safety, and as a result we are seeing an increase in the number of events and observations recorded in Enablon, our safety management platform.

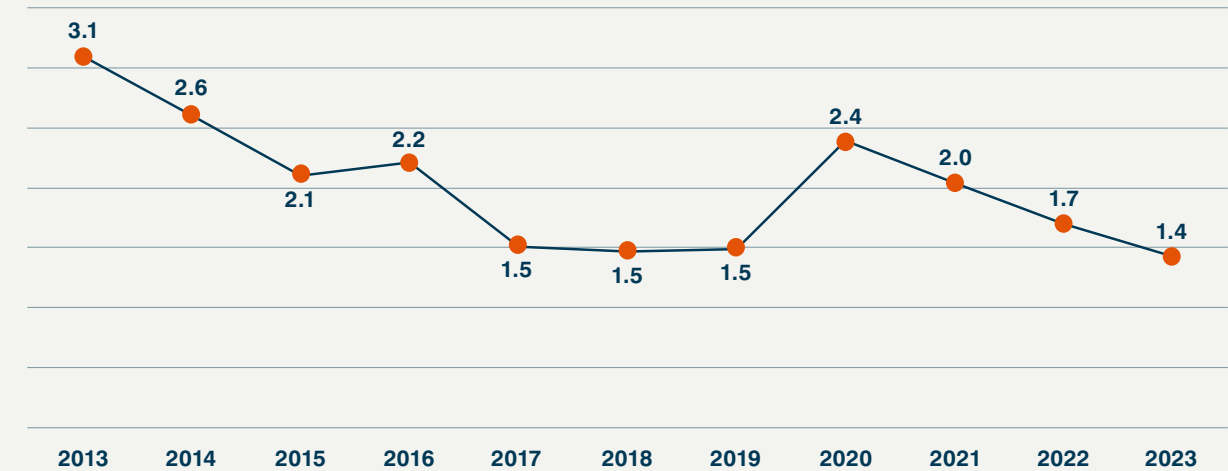
We use the Key Concepts of Safety assessment and Wall 2 Wall assessment to review our own program four times a year, seeking to identify and correct issues that might allow workplace hazards to emerge. The increase in identifying and reporting potential hazards and issues through these two programs has led to better trending and analysis, thus allowing EHS

teams to create prevention plans that support reduction of serious incidents. As a result, while we continue to see an increase in overall reporting, we also continue to see a decrease in the severity of our incidents.

Third parties regularly assess our core safety programs. Lifesaving programs are frequently assessed by regulatory agencies, and additional assessments occur through voluntary and customer-requested social accountability audits. Internal teams review our other initiatives to determine if we need to evolve any of our safety programs as circumstances change. We particularly focus on reports of potentially serious incidents (PSI), where serious injury or irreversible environmental damage might have occurred had things gone differently.

Root cause analysis of PSI helps us identify problem areas and issues we need to address to ensure potentially dangerous scenarios don't arise in the future. As a means to further assess and share our performance on social workplace accountability, which includes the safety and well-being of our team members, we are members of [Sedex](#), an assessment and auditing framework, across our North American and European facilities. This program looks at labor, health and safety, environmental performance, ethics, and provides a better understanding of our working conditions and opportunities to improve.

OSHA Global Total Recordable Incident Rate



As we consider our safety performance beyond 2023, we are implementing new tools and strategies to constantly improve. For instance, we will be launching monthly “Ambassador Decks,” a communications tool showing the progress of each facility in their data management dashboards, as a way to identify and track incident reduction efforts at the facility level.

Recruitment and Retention

Our people are essential to the success of our business. We focus on their well-being across the employee life cycle, from recruitment to learning and development and engagement on the job.

Open Day Recruiting in Europe

The Netherlands experienced a tight labor market, with recruitment of technical staff especially challenging. Staffing a full technical department for the start-up of our expansion in Kruijningen was seen as a risk. To find the right candidates, we hired a recruiter, started social media advertising campaigns, and organized open days at the facility where interested candidates could come on-site as part of the application process. These open days proved to be a very successful recruiting tool, and we were able to screen and select suitable candidates up front and invited them in for a tour of the Kruijningen facility. The tours were conducted in small groups, and led by Lamb Weston team members with technical skills similar to potential employees.

Our workforce consists of the following classifications:

- **Hourly team members**, both full- and part-time, most of whom work in manufacturing facilities. These team members' roles range from skilled labor to management.
- **Salaried team members**, primarily full-time, in technical, commercial sales, and specialized roles, working in our corporate offices, Innovation Centers, remotely, or in our manufacturing facilities.

We aim to recruit and hire the best candidate for each role as we continue to build a workforce that reflects the diversity of the communities we serve. Our Global Talent Acquisition team's mission is to support Lamb Weston's business goals and aligning with business needs to proactively provide the right talent:

- Leveraging our Purpose, Mission, and Values to build talent pipelines.
- Building a best-in-class candidate experience.
- Promoting our global employer brand.

Driven by both proven data and best-in-class recruiting industry practices, we aim to achieve these outcomes by collaborating with our business partners in human resources (HR), business stakeholders, and subject matter experts.

In addition to a full slate of traditional recruitment activities, including university relationships, community partnerships, social media outreach, and diversity partnerships, we've enhanced our engagement with career and technical training centers.

We began using LinkedIn Recruiter as a global candidate sourcing and engagement tool in 2023. Our entire Global Talent Acquisition team can access the platform to conduct candidate research and connect with talent pools across the world. We also are in the process of building a talent network tool that will allow us to capture candidate leads from our careers site for future engagement opportunities. In 2023, all of our U.S. job postings included discussions of pay transparency to promote improved pay equity and engage existing and prospective employees.

Retention of our team members is just as important to our success as recruitment of new talent. Other strategies to cultivate the strongest workforce possible include a relocation policy that incentivizes team members to move locations, including hourly workers going from facility to facility.

“Tours during Kruijningen’s open employment days were tailor made for each job specialty and included seeing equipment in the facility that was most interesting for the candidates. Showing the variety of technologies we use, together with demonstrating Lamb Weston’s ongoing investment in new equipment, helped attract and obtain the right talent.”

Leonie Barendse
HR Manager, LW EMEA



Employee Engagement

In addition to many smaller-scale and local programs, we conduct a biannual team member engagement survey to understand how our people feel about the company and their roles. The 2023 engagement survey was the first to cover team members globally. We expanded the survey's content to cover inclusion and belonging as part of the development of our diversity, equity, and inclusion (DEI) programs. We intend to use the results to refine our global DEI strategy, which we plan to introduce in fiscal year 2026.

The 2023 engagement survey results were encouraging, showing a high level of pride in Lamb Weston. The majority of respondents were highly engaged.

Based on specific feedback from the survey, which included a desire for clearer communication from leaders, manager support in career development, and to be valued for their contributions, we are working to address these through expanded training for new and experienced managers and the development of functional capabilities and career pathing. Our overall participation rate in 2023 was 72%.

Compensation and Benefits

Our talented team members are a key contributor to Lamb Weston's success. We offer a variety of benefits and development opportunities, as well as competitive total compensation, designed to attract and retain an innovative, resourceful workforce. In 2023, we made our Total Rewards Statement, detailing the compensation for which each team member is eligible, available to our team members across Lamb Weston globally.

Our benefits offerings are intended to help our team members live full, balanced lives. They include:

- Paid time off
- Paid parental leave
- Lamb Weston Flex, our hybrid work policy, which allows eligible team members to work from home part of the week
- An annual incentive program that gives eligible team members the opportunity to earn bonuses based on company performance
- A standard healthcare plan or contribution in regions where we are not big enough to support a company plan. For U.S. hourly team members, a medical plan option with access to a health savings account (HSA) seeded with funds from Lamb Weston
- Personal health and well-being support, including an upcoming expansion of our Employee Assistance Program to more global regions
- In the U.S., a 401(k) plan with competitive company matching contributions



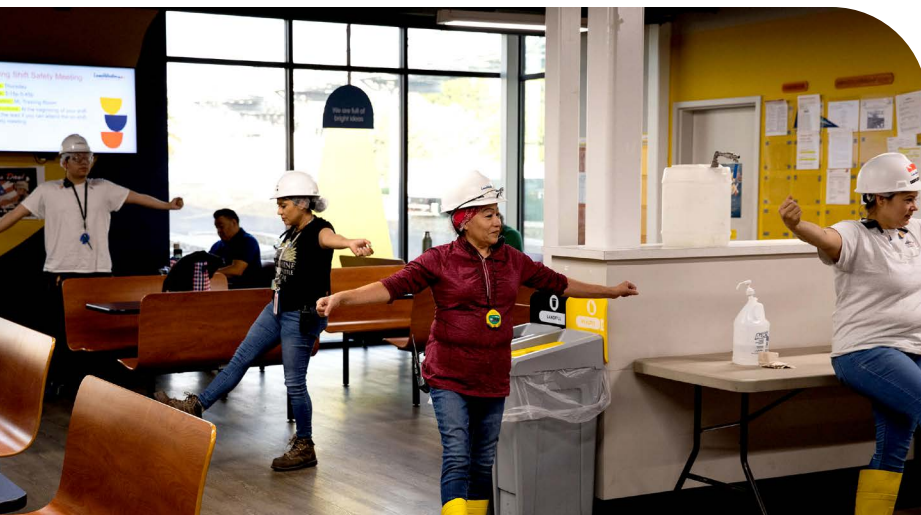
Lamb Weston Team Member Relief Fund

The Lamb Weston Team Member Relief Fund, which launched in January 2023, makes grants of up to \$2,000 to support team members who are affected by emergencies, illness, natural disasters, or other qualifying unforeseen hardships.

Team members are eligible to receive up to two grants in a rolling 12-month period. The fund also includes an Immediate Response Plan, which provides small grants of \$500 to individuals in areas experiencing natural disasters. These funds are available and distributed within 48 hours to individuals who may be impacted by natural disasters causing the need to evacuate or creating other urgent financial need.

The fund also gives team members the opportunity to support one another by being able to donate directly to the fund. In 2023, we awarded 42 grants, with Lamb Weston team members donating \$66,000 to the fund.





Prioritizing Health and Wellness

In 2023, LW EMEA started the LW FIT program, which revolves around four main themes: nutrition, movement, resilience, and sleep. This program has been rolled out to all our EMEA facilities and offices and will run until the end of 2024.

The Health team at our Hollabrunn, Austria production facility offered an array of new projects and programs in 2023, including cooking workshops, individual coaching sessions, a Body Talk workshop with our occupational psychologist, and back measurements by our occupational physician. The Health team's business yoga offering, led by a professional yoga trainer, helps counteract back and joint pain and restricted movement, aiming to alleviate symptoms, reduce stress, and prevent possible illnesses.

Team Member Training and Development

Investing in our team members' career development is a win-win. Accessing training and development opportunities helps our team members enhance their knowledge and skill, which in turn strengthens our organization over time.

Lamb Weston Learning Academy is our flagship development program, offering programs on each of the components of our Leadership Capabilities Model, which identifies the capabilities needed to lead effectively at Lamb Weston.

Lamb Weston Leadership Capabilities Model

LIVES OUR VALUES

GROWS OUR PEOPLE

CHAMPIONS CHANGE

COMMUNICATES WITH IMPACT

UNDERSTANDS OUR BUSINESS



We also offer foundational courses for leaders on topics including cultivating a leadership mindset, championing change, building trust, and coaching and developing teams. Team members have access to LinkedIn Learning and other virtual training and development opportunities. We update our professional development curriculum regularly and offer job-specific technical training.

We conduct regular performance reviews, which incorporate feedback based on the Leadership Capabilities Model. Leaders also receive feedback based on annual objectives, and if applicable, their individual development plans.

In addition to our internal training resources, Lamb Weston's tuition reimbursement program supports U.S. team members who are pursuing further education.

Diversity, Equity, and Inclusion

Lamb Weston values the differences each individual brings to our organization and to our communities. We are committed to being a welcoming, respectful organization where each team member can bring their true self to work every day.

In fiscal year 2023, as part of our Purpose, Mission, and Values refresh, we introduced Inclusion as a core value. We define inclusion as embracing diversity and differences. This is why Lamb Weston works to foster a safe workplace culture where we are encouraged to be ourselves and speak our minds while supporting each other's well-being and personal growth. We also prioritize a truly inclusive culture where everyone feels connected to their teams and confident in their work.

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 variety in our team, which enriches our work lives and provides a variety of perspectives in our decision making.

Our DEI strategy is built on four key pillars:

- Engaged leadership
- Inclusive culture
- External engagement
- Diverse talent pipeline



Lamb Weston's DEI Commitments

We respect cultural differences and are committed to cultivating a work environment for all team members that celebrates, leverages, and values those differences.

We are committed to representation of women and diverse team members 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 offering training on DEI topic areas that support both leaders and team members in living up to these commitments.

At Lamb Weston, we recognize that creating a welcoming and inclusive environment starts with how we treat our people. We have a policy not to discriminate against any team member or applicant because of race, sex, 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.

Further, throughout the year, we make it a point to celebrate our differences and what makes us each unique. Such events include Women's History Month, Lunar New Year, Veterans Day, LGBTQ+/Pride, Black History Month, Hispanic Heritage Month, MLK Day, Asian American and Pacific Islander Heritage Month, Native American Heritage Month, Arab American Heritage Month, and National Disability Employment Awareness Month.

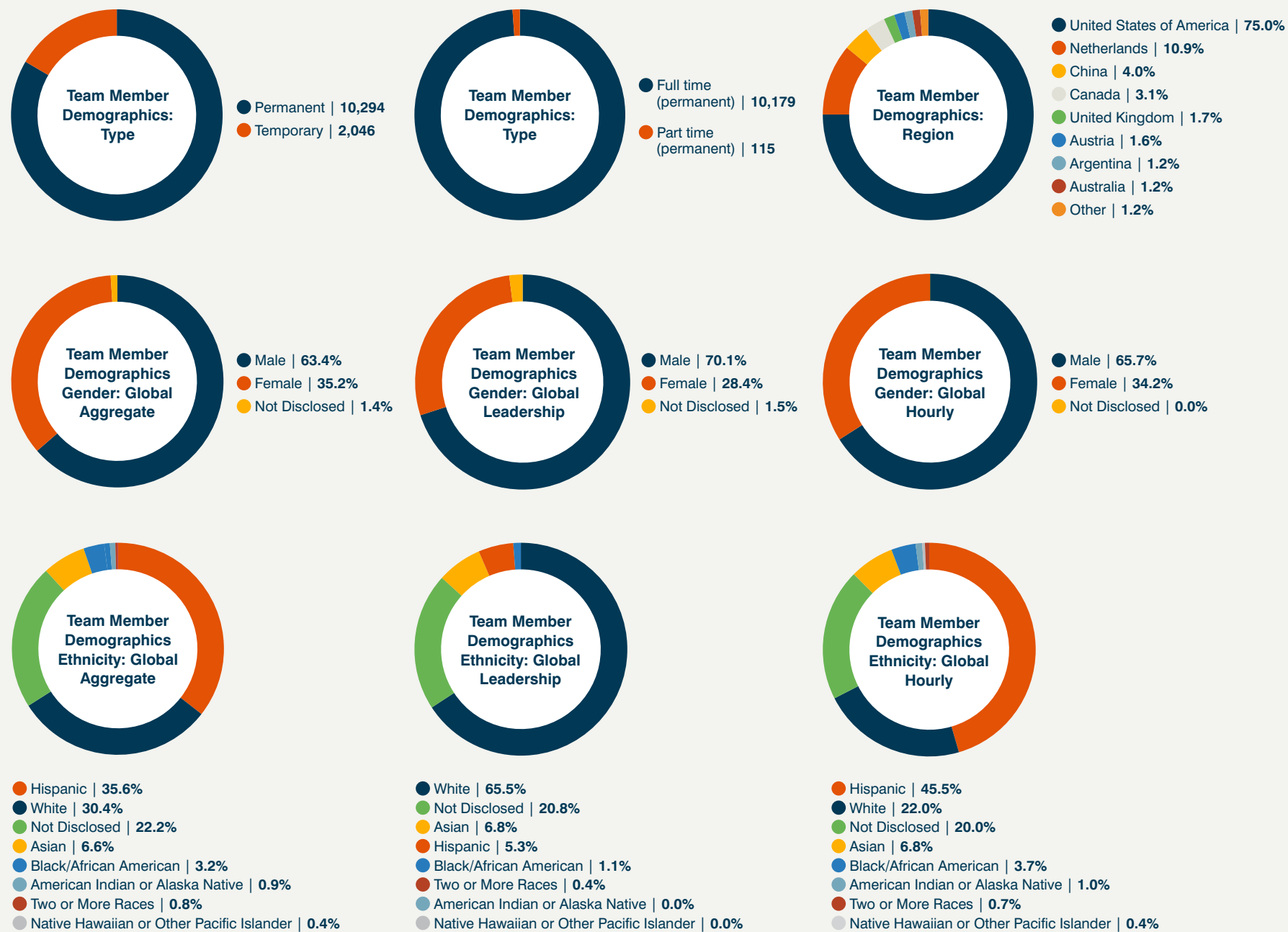
In addition to the demographic information included in this report, we have made public our [U.S. EEO Commission data \(EEO-1\)](#), a mandatory annual data collection practice for private employers with more than 100 team members.

Our approach to DEI is constantly maturing. Our Senior Vice President Global Talent and Organizational Effectiveness and Senior Manager, Diversity, Equity, and Inclusion oversee and implement Lamb Weston's DEI strategy. In 2023, that work included continuing to formalize our approach to DEI and expanding those efforts to our global operations.

Team Member Demographics

Building a More Diverse Talent Pipeline

Our company-wide talent strategy supports our efforts to build a more diverse and inclusive workforce. Our recruiters use specialized sourcing tools to locate and engage candidates from diverse backgrounds. In recent years, we've expanded our university recruiting program to include Hispanic-serving institutions (HSIs) and historically Black colleges and universities (HBCUs). We also actively participate in conferences held by groups such as the National Society of Black Engineers and Minorities in Agriculture, Natural Resources, and Related Sciences.



Note: The data may not add to 100 percent due to rounding.

DEI Education and Training

Training and education are important ingredients in creating a workplace that works for everyone. We want our team members to thrive in a workplace culture that values diversity and creates a sense of belonging.

To that end, we've curated a DEI learning and development platform that supports our global workforce. Team members have access to a range of DEI courses, including training on issues such as unconscious bias, inclusive leadership, and embracing differences. Since its launch in fiscal year 2023, we've seen 43% team member engagement on the platform.

Our training and educational efforts extend throughout the organization. We offer training sessions on inclusive leadership for our leaders. We have also set expectations for how these leaders should demonstrate inclusivity and evaluate team members on their abilities to exhibit those behaviors.

We also rely on our team members to help improve our efforts to build a welcoming and inclusive workplace environment. Our employee engagement survey was recently expanded to include questions about diversity and inclusion. The results from that survey will provide us with important information and a baseline from which we can continue to measure our progress on Diversity, Equity, and Inclusion.

Meanwhile, there's much we can learn from our teammates, whether they sit across the hall or across the world. To foster a greater understanding between different cultures and regions among our team, we facilitate conversations and host events related to some of the most important celebratory events for global teammates. For example, Lunar New Year is celebrated widely in our China facilities; we recently celebrated it at our Idaho headquarters as well, providing opportunities for team members to engage across cultures.

Business Resource Groups

In June 2022, we launched three Business Resource Groups (BRGs). These employee-led, voluntary groups offer opportunities to build community and inclusion around shared affinity areas, and provide networking, education, and other resources to team members.



WOMEN'S BUSINESS RESOURCE GROUP: With an active online presence, this group frequently shares resources including topics like Women's History Month, and monthly women's health topics.



MULTICULTURAL BUSINESS RESOURCE GROUP: In 2023 this group hosted four Lunch with Leaders sessions covering various DEI-related topics, in addition to a book club and celebrations throughout the year honoring Black History Month, Hispanic Heritage Month, and Arab American Heritage Month, among others.



NEXT GEN BUSINESS RESOURCE GROUP: Hosted a session on career advancement and resume building, inviting leaders from our Talent Acquisition team to share insights on resume formulation and how format and verbiage impacts visibility within recruiting software as well as with recruiters.

“Lamb Weston has always been an organization that allowed me to bring my authentic self to work each day. As the multicultural BRG Chair I have been afforded the opportunity to share with others the culture that helped develop my ‘authentic self’ as well as the culture of so many other Lamb Weston team members. Being able to educate people on the culture of people they may work side by side with each day is such a rewarding and priceless experience and helps to build deeper connections across the Lamb Weston Community.”

Camille Willis
Sr. Distributor Sales Manager



Ethics and Integrity

Our business is built on a foundation of trust — the trust we earn from our customers, as well as the trust we foster among our team members. We earn that trust by acting ethically and with integrity in everything we do. In fact, Integrity is one of our core values.

As a member of our ELT, our General Counsel and Chief Compliance Officer leads the Core Ethics and Compliance (E&C) team, which oversees compliance initiatives and monitors compliance issues. The E&C team updates the Board of Directors regularly on the status of those initiatives and any current issues.

We detail our expectations for ethical behavior in our Code of Conduct (the Code), as well as a range of policies that provide Company guidelines on specific issues. In 2023, we updated the Code to explicitly prohibit the use of forced labor, including human trafficking and slavery. The Code and related policies are available to any team member through our internal E&C portal, and select policies are published on our website. In addition to our Code of Conduct, we have a Code of Ethics for Senior Corporate Financial Officers that applies to our CEO, CFO, and Controller.

Our Board of Directors oversees our commitment to ethics and compliance with legal standards. The Board has approved the Code of Conduct and the Code of Ethics for Senior Corporate Financial Officers, and receives reports on matters relating to the Code of Conduct at least annually. Our Legal Department oversees compliance with the Code and other policies.

Our Guiding Policies

- Anti-Corruption
- Antitrust
- Anti-Discrimination and -Harassment
- Business Hospitality
- [Climate Change](#) (public)
- [Company Code of Conduct](#) (public)
- Conflicts of Interest
- [Deforestation](#) (public)
- Delegation of Authority
- Due Diligence
- Enterprise Information Security
- [Giving and Receiving Policy](#) (public)
- [Global Environment, Health, Safety, and Sustainability Statement](#) (public)
- Global Sponsorships and Charitable Giving
- Hiring Current and Former Government Officials
- [Human Rights](#) (public)
- Insider Trading
- [Material Management and Zero Waste](#) (public)
- [Supplier Code of Conduct](#) (public)
- [Water Stewardship](#) (public)



Ethics Training and Engagement

Operating ethically and with integrity is a consistent focus across the company and over the course of our team members' tenures with Lamb Weston.

We begin training and educating our team members on our ethical policies and guidelines from day one: new hires receive comprehensive training on our Code of Conduct and on issues such as harassment and discrimination. Team members are required to complete refresher courses on ethics training annually. Our salaried employees also receive annual training on information security, and are required to complete a range of ethics training courses on topics including anti-bribery, anti-trust, leadership, and export compliance.

Our policies and guidelines around ethical behavior are regularly reinforced by our CEO and General Counsel and Chief Compliance Officer, as well as by our communications, legal, and HR teams. Our ELT has created the "We Choose Integrity" video series, which serves as an important ethics training tool for our team.

Once a year, we host an Annual Ethics and Compliance (E&C) Week to elevate the organization wide visibility of our approach to operating ethically and with integrity. In 2023, the theme was teamwork and we welcomed 1,600 team members throughout Argentina and Europe to participate in E&C Week for the first time.

As Lamb Weston has grown from a U.S. company with international locations to one global company, working as a team is crucial to our success. Because of our growth, we chose to focus on the value of teamwork. By encouraging perspectives from all corners of our global community, we see the bigger picture to become stronger and smarter, together.

Ethics Reporting

We make it easy for team members to speak up when they have an ethics-related concern or question. They can consult:

- Their manager or other managers in their organization
- Their HR representative
- The Legal Department

Team members also have the option to speak up through the [Lamb Weston Ethics Helpline](#), which is available to our customers, suppliers, and other stakeholders. Questions or concerns can be raised anonymously through the Ethics Helpline, which is managed by an independent third party and is available 24/7 and in more than 70 languages. Reports to the Helpline are initially handled by trained third-party staff, and further investigated by authorized Lamb Weston personnel. In fiscal year 2023, there were 184 reports to the Ethics Helpline.

We have a zero tolerance policy for retaliation against anyone who reports a concern in good faith or participates in an ethics investigation.



Communities

Lamb Weston is a major employer and contributor to the local economy in many of the communities where our offices and facilities are located. Our team members, their families, and our company rely on the vibrancy and health of these communities, and we are committed to helping them grow and thrive. This philosophy underpins our corporate community engagement strategy, which focuses on alleviating hunger.

Our Commitment on Community

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



We foster long-term partnerships with food banks and other nonprofit organizations. Our support includes financial contributions, information sharing, nutrition training, and product donations. We also participate in local food drives and volunteer at food banks and other nonprofit organizations.

Each of our local facilities manages its own community outreach programs. Local giving committees organize partnerships with nearby nonprofit organizations, support community groups financially, and provide team members with volunteer opportunities.

Community Partnerships

As a food company with deep roots in our local communities, Lamb Weston partners closely with organizations that help fight hunger. These partners include national organizations dedicated to helping those at risk of going hungry, regional food banks, and local pantry networks. Our partners include:

- Food Bank of Northeast Louisiana
- Idaho Foodbank
- North Country Food Bank (Minnesota)
- Northern Illinois Food Bank
- Oregon Food Bank
- Second Harvest Inland Valley (Washington)
- Taber Food Society (Alberta, Canada)
- Food Bank Australia
- Washington State University System Food Pantries
- FareShare (United Kingdom)
- World Central Kitchen (WCK)

The Lamb Weston Foundation provides an annual grant of \$200,000 to WCK to support their disaster relief efforts. WCK provides hot meals to those impacted by disasters worldwide.



Grantmaking and Scholarships

The Lamb Weston Foundation, a 501(c)(3) organization, makes charitable gifts and scholarships that aim to make our communities better. We focus our charitable giving on addressing food insecurity and hunger-related issues. In 2023, the Foundation provided more than \$400,000 in financial support to food banks.

In addition to its annual grant, the Foundation supported World Central Kitchen, which has operations in Ukraine, with a \$10,000 grant. The World Central Kitchen provides meals to people in areas impacted by humanitarian, climate, and community crises.

\$946,000

Lamb Weston Foundation grants in 2023



The Lamb Weston Scholarship Fund supports our teammates' family members as they pursue their education. This global program provides \$1,500 toward tuition to children and dependents of full-time team members who are attending college or technical school, and the scholarship is renewable for up to three years or until a degree is earned. We awarded 25 new scholarships and renewed 30 scholarships in 2023.

Team Member Community Engagement

Our team members participate in a number of volunteer and community engagement opportunities that help support the communities where they live and work. These team members provide “boots on the ground” for Lamb Weston’s corporate community strategy. The Lamb Weston Intranet Giving Portal facilitates team member engagement.

We encourage and support team members’ community involvement in many ways, including:

- **BOARD SERVICE GRANTS:** We encourage team members to serve on the boards of local nonprofit 501(c)(3) organizations. After a team member completes at least one year of service, we provide the organization with a \$2,500 donation. In 2023, we gave more than \$29,000 in board service grants.
- **GIVE GET GIVE:** To encourage volunteerism in our communities, and in 2023 we introduced GiveGetGive. Through the program, team members in the United States, Canada, and Australia receive \$5 to donate to any eligible charity for every hour they volunteer at an eligible charity, up to \$500 per year.
- **MATCHING GIFTS:** The Lamb Weston Foundation matches donations given by team members to an eligible nonprofit 501(c)(3) organization, up to \$1,000 per person annually. We made more than \$110,000 in matching grants in 2023.
- **PAY IT FORWARD:** We provide eligible team members in the United States, Canada, and Australia with a \$50 gift account so that they can donate to the eligible charity of their choice through the Lamb Weston Foundation. In 2023, three-quarters of eligible employees participated, directing more than \$280,000 to 980 charitable organizations.
- **VOLUNTEER TIME OFF:** All salaried U.S. and Canada team members receive eight hours of paid volunteer time off annually. Team members recorded 476 paid volunteer hours, though we believe the actual number was higher, as reporting is voluntary.

\$419,280

Donations provided to community programs

1,012*

Local charities benefited (Pay It Forward)

\$115,077

Matching gifts donated by team members to eligible charities (matched by Lamb Weston Foundation)

476

Paid team member volunteer hours through our Volunteer Time Off policy

338

Team member donations matched by Lamb Weston Foundation

\$281,458

Amount donated (Pay It Forward)

74%*

Team members participated (Pay It Forward)

13

Locations with 90%+ participation (Pay It Forward)

* U.S. and CAD.

Lamb Weston's Month of Service

Every year, Lamb Weston brings together the time, skills, and dedication of our team members to help address a pressing need in the communities where we operate. During the Month of Service, volunteer team leaders across our organization host on-site and remote volunteer opportunities, most of which take place during Possibilities Unlimited Week.

- The Naperville, IL office spent time volunteering on two different days with [Feed My Starving Children](#) in Aurora, Illinois. The team bagged nutritious meals for the organization to feed people around the world who face famine and large-scale natural disasters.
- The Remote Sales team on the east coast volunteered with [C.H.O.I.C.E.S.](#), a nonprofit that works to end childhood obesity in the greater Atlanta, GA area. Team members helped pack healthy meals for 800 families in need.
- Eagle, ID team members volunteered at the [Idaho Foodbank](#) labeling and bagging 1,800 pounds of Lamb Weston mashed potatoes, enough to feed 452 families.
- Team members in Richland, WA packaged pinto beans, cleaned equipment, and packaged 6,312 pounds of bread equaling 5,260 meals for those in need at [2nd Harvest](#).

Our giving committees in Eagle and Kennewick review sponsorship and community giving opportunities that lie outside of our core focus of hunger. These committees review requests based on a set of criteria that includes how many people in the community will benefit, what connection the cause may have to our team members or our business, and more. Through this program we have supported programs like Field Day at the Richland School District (RSD). RSD Field Day is an annual event each spring where student athletes with disabilities take the field and are joined by the Richland community to raise awareness, celebrate their strengths, and build relationships and memories. We also support local programs like Boys & Girls Clubs, Meals on Wheels, Ronald McDonald House Charities, Future Farmers of America (FFA), and more. In Europe, we donated our flakes product (including water bottles) to Ukraine.

“We want to bring the world together with our fries; it is about aiming high but also staying close to home. Being able to contribute to local communities through volunteering by our team members or donating our products is truly rewarding and makes me feel part of something bigger than just ourselves.”

Lisette Jacobs

VP HR International





Commercial customers and consumers around the world look to Lamb Weston for the safest, highest quality potato products, and the success of our business depends on our ability to meet and exceed their expectations. This is why we are dedicated to innovation advancing the technology we use to ensure our products meet the highest standards for food safety and quality.

90+

internal food safety, third-party food safety, and third-party quality and customer audits

40

team members graduated as Specialists from Food Safety University (FSU) since 2022

100+

total team members work in innovation globally

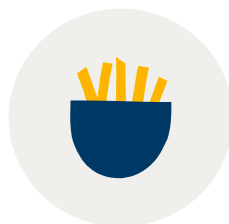
181

global retail product offerings



Product Stewardship and Innovation

Lamb Weston products are behind menu items of some of the best-known restaurant and retail brands in the world. Our customers count on us to stay on top — and ahead — of their needs, both in the types of products we offer and in those products’ attributes.



Customer and consumer happiness is fundamental to our success, so we’re continually working to ensure our products meet their needs, whether that’s an extension of an existing product line or a totally new innovation.

See the [Planet](#) section to read more about how we make the most of every potato and how we are incorporating sustainable innovation into our packaging.

Sustainability is important to our customers. Several of our US and global customers, distributors, and retail partners employ sophisticated sustainability goals and strategies, which often cover their supply chains. Being responsive and aligned to our customers’ sustainability requirements is an important consideration and just one of the reasons that sustainability is built into our product development process from potato planting to final product.

Packaging is another important focus at Lamb Weston. This is why we incorporate sustainability when it comes to innovating our packaging to protect the quality of our products and ensure consumer safety.

Our Commitments on 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, technical skills, and various cooking methods to make delicious products that are enjoyed around the globe.



Thousands of Lamb Weston potato experts around the world help develop unique, region-specific products on behalf of our customers and their customers.

Bioengineering

Lamb Weston does not use any bioengineered or genetically modified organism (GMO) potatoes, sweet potatoes, or vegetables.

We agree with the U.S. Food and Drug Administration (FDA) and other regulatory and oversight bodies that foods with bioengineered ingredients are safe and nutritious to eat. We support the responsible use of bioengineering based on sound science and regulatory and safety reviews.

We will continue to make great potato products that meet our customers' expectations, including providing certified non-GMO options, as we continue to monitor the evolving science and changing food landscape.

Chemicals of Concern

We monitor certain chemicals in the production or cooking of our fries, or that are used to grow our ingredients. They include:

Acrylamide

We are working to better understand the factors that influence acrylamide formation. 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." Acrylamide forms naturally when sugars and amino acids interact in foods like potatoes, grain products, and coffee. Acrylamide's potentially carcinogenic properties have caused concern in recent years.

In response, we conduct an annual review of acrylamide in our existing products, including an assessment of select products to understand how crop quality may have affected acrylamide content. As part of the new variety program we introduced in 2021, we screen new potato varieties against criteria including acrylamide-forming potential and do not pursue varieties that do not meet our requirements.

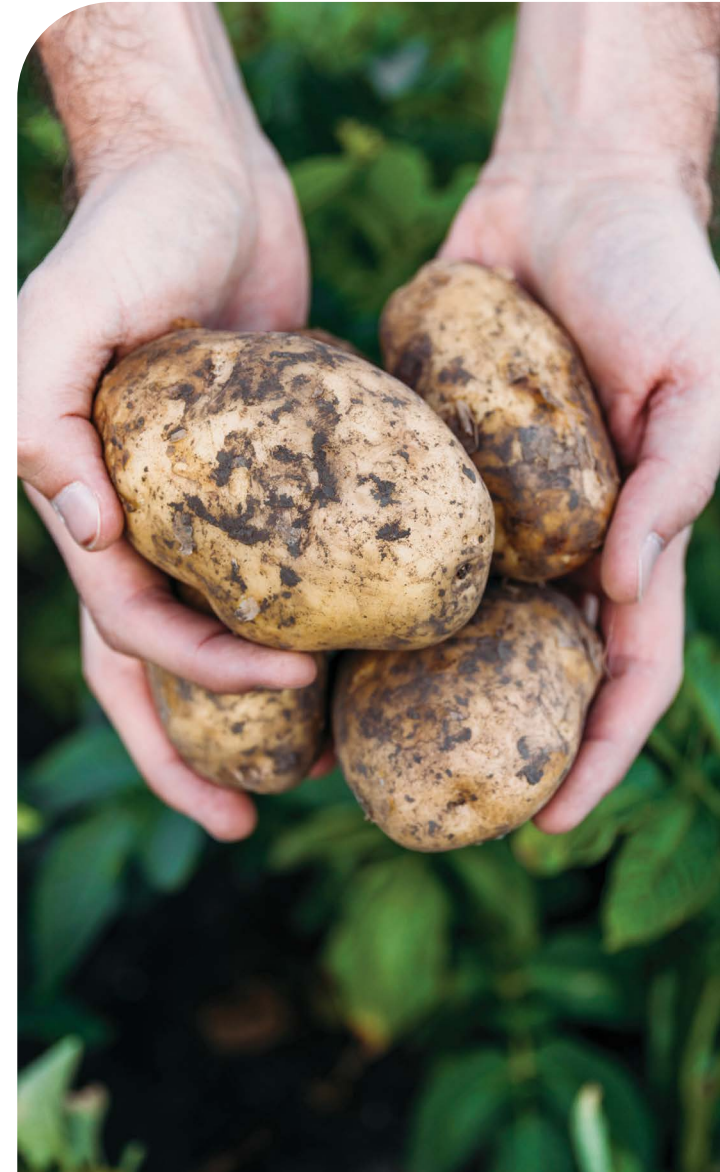
Pesticides

We closely monitor the use of pesticides on raw crops for adherence to U.S. Environmental Protection Agency as well as local, state, provincial, and international regulations. To demonstrate compliance, we sample and test for pesticide residues annually to confirm that they conform to all relevant regulations. In North America we have an established process for random sampling of our potatoes. Sampling is conducted unannounced, and testing is done through a third-party lab.

See the [Sustainable and Regenerative Agriculture](#) section for more information on our approach to pesticides, including our Integrated Pest Management (IPM) approach.

PFAS

We closely monitor the use of per- and polyfluoroalkyl substances (PFAS) in our supply chain. These long-lasting chemicals break down slowly and may be linked to harmful health effects in humans and animals.⁶ Several states have enacted regulations restricting the use of PFAS in food contact packaging. In 2023, we started the transition to fully remove PFAS processing aids, which were used to aid in the production of polyethylene film in some of our primary packaging. We expect to complete this work in the 2024. LW EMEA is already PFAS-free in their packaging.



⁶ <https://www.epa.gov/pfas/pfas-explained>.

Food Safety and Quality

Our business is built on the safety and quality of our products. That's why we take a "total care" approach to food safety and quality, which is every team member's responsibility at every step of the way. This approach is bolstered by our continuous improvement philosophy: We work constantly to make progress in all business areas — and that's especially true for food safety and quality.

Our 2030 Goal on Food Safety Content



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.

Our Commitment to Food Safety



Leverage technology, innovation, and best practices to reach world-class food safety performance. Exceed standards for food safety, striving for zero food safety incidents.

Our food safety and quality strategy is centralized around risk management and preventive actions, including risk identification and management, while going beyond compliance with regulations and customer expectations wherever possible.

Our suppliers are a critical component of our safety and quality programs. Our Supplier Compliance Program outlines our expectations in a number of areas, including safety and quality. In addition to communicating our high expectations to our suppliers, our production facilities verify all incoming ingredients for food safety and quality before using them in production. In addition, we require suppliers of ready-to-eat (RTE) products, as well as other high-risk suppliers, to adhere to the Global Food Standard Initiative's (GFSI) requirements for food safety.

We track supplier performance with on-site visits and other monitoring provisions, all of which are tracked in our supplier compliance and plant-quality management software. See [Sustainable Sourcing and Procurement](#) for more information.



"Our customers rely on us to deliver safe products with consistent quality. To do that, making our fries right the first time is critically important."

Mike Martin
Senior Director,
Global Quality Excellence



A Global Approach to Food Safety

We define safe products as those that meet the strictest criteria for reducing hazards that could cause injury or illness to consumers, including chemical hazards such as allergens, physical hazards such as foreign material, and biological hazards such as pathogens. Our comprehensive food safety program includes adherence to global food safety standards across our facilities. All of our facilities are certified to GFSI’s British Retail Consortium (BRC) Food Technical Standard, as well as our more stringent internal food safety policies.

Across our organization, our food safety program is based on risk management and the importance of preventive action, in addition to complying with regulations and meeting customer expectations. In 2023, we conducted an assessment of food safety culture at all our facilities in North America and created a food safety culture task force at the facility level. We are currently developing action plans to further strengthen food safety and quality culture across Lamb Weston.

Audits

Each production line at every facility has a food safety plan, and we conduct regular internal audits of our compliance with those plans. Within our owned and operated facilities, internal audits, third-party audits, and audits conducted by our customers also help inform our food safety standards and processes. In 2023, we returned to a full slate of in-person internal audits, and introduced unannounced audits as well as those that are planned in advance.

Risk level determines the scope and frequency of third-party and customer audits. For example, RTE products are considered higher risk, so our facilities that produce them have more stringent safety programs in place and are audited to a higher standard.

In 2023, 25 third-party food safety audits were conducted at Lamb Weston facilities by various certifications including BRC, Institute for Food Safety and Health (IFSH), Dutch Food Authority, and others. These audits uncovered one major non-conformance.

When non-conformances are identified, we implement remedial actions. Any facility found to have critical issues is reaudited within 90 days to ensure corrective actions have been completed in full. (See the [SASB Index](#) for details about audit performance.)

Improving Tracking and Traceability

We are well on our way toward meeting the requirements of the FDA’s New Era of Smarter Food Safety program, which leverages technology and other tools to create a safer, more digital traceable food system. As part of these efforts, we believe we are currently on track to meet the Food Safety Modernization Act’s food traceability rule: We expect our track-and-trace program to meet the January 1, 2026, requirement that we can provide key data about a specific product’s sourcing within two hours of receiving a request for this information.



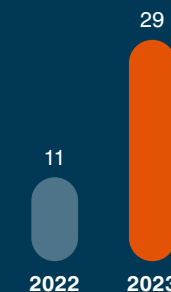
2023 internal and third-party audit programs

Internal food safety 22

Third-party food safety 25

Customer and quality 91

Number of team members graduated as Specialists from Food Safety University



Food Safety Hazards

We pay special attention to eliminating, controlling, and managing all potential food safety hazards.

A specialized team of subject matter experts, engineers, and processing experts helps us implement these tools and oversees our program for removing foreign material from the ingredients and products we manufacture.

Once removed, the foreign materials are assessed by our foreign materials laboratory, which works to determine their source. Lamb Weston production facilities and the lab then collaborate to implement corrective actions and prevent reoccurrences. In addition, we continue to implement sophisticated X-ray technology that can detect foreign material with a higher resolution than our current systems.

Keeping Food Safe and Out of Landfills

Achieving zero foreign material from farm to table was a key initiative in 2023. Our work in this space included implementation of automated quality checks including technology that uses high-resolution X-ray imaging and artificial intelligence (AI) to automate and to improve our ability to remove foreign material. One example of this technology in practice was scanning an entire potato storage facility located in the South Basin growing region of Oregon that would have otherwise been sent to landfill due to suspected foreign material.



Our allergen-control program, which is reviewed at least annually, also helps minimize risks to consumers. As part of this program, we are developing an advanced method of detecting wheat, dairy, egg, and soy allergens in fry oil that can be conducted on-site at our facilities. Developed by researchers at Lamb Weston, the detection system is currently being tested and validated by an external lab. Once validated, the system will help us optimize our oil filtration systems and potentially reduce waste.

Food Safety Training

At Lamb Weston, food safety is everyone's job — and our approach to training reflects that fact. Team members at all levels of the organization receive food safety and quality training, including training specific to job roles and general courses and programs that are available to all. Our training programs include:

- Food Safety University (FSU), which is part of our efforts to develop future food safety leaders, covering topics including risk assessment, root-cause problem solving, hygienic design, and verification and validation. In 2023, 29 people graduated from FSU.
- Process quality training on the basics of food safety, quality programs, and potato processing; this training, which exceeds industry standards, is taken by many team members who are interested in supply chain leadership positions.
- Advanced Potato Processing Training, a higher-level course taken by production team leaders, delves into the science of potato processing.

Collaborating on Food Safety and Quality

We share best practices and important trends in food safety and quality with our peers across the industry via our participation and some leadership roles in the following organizations:

- American Frozen Food Institute (AFFI)
- American Potato Trade Alliance (APTA)
- Association of Food & Drug Officials (AFDO)
- Association for Sustainable Food Safety
- 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 Technologists (IFT)
- IFSH
- International Association for Food Protection (IAFP)
- Northwest Food Safety & Sanitation (FSS) Workshop (with Washington State University)

Achieving Our Quality Standards

We define quality products as those that have features and characteristics that are acceptable to consumers and meet their expectations. Quality requirements vary from customer to customer based on differing expectations of how products should look and taste.

Our own standards for quality are high, and our total care philosophy means we all work together to achieve those standards. Our global quality management system provides a framework for our production facilities to analyze their quality performance. They can then create quality improvement plans to improve those figures, including specification compliance, standard deviation, and acceptable quality level.

When we integrate new acquisitions, a team of Lamb Weston quality professionals works on-site to assess the acquired business's quality programs. We can then identify any gaps and create and implement corrective action plans as needed.

Product Quality Testing

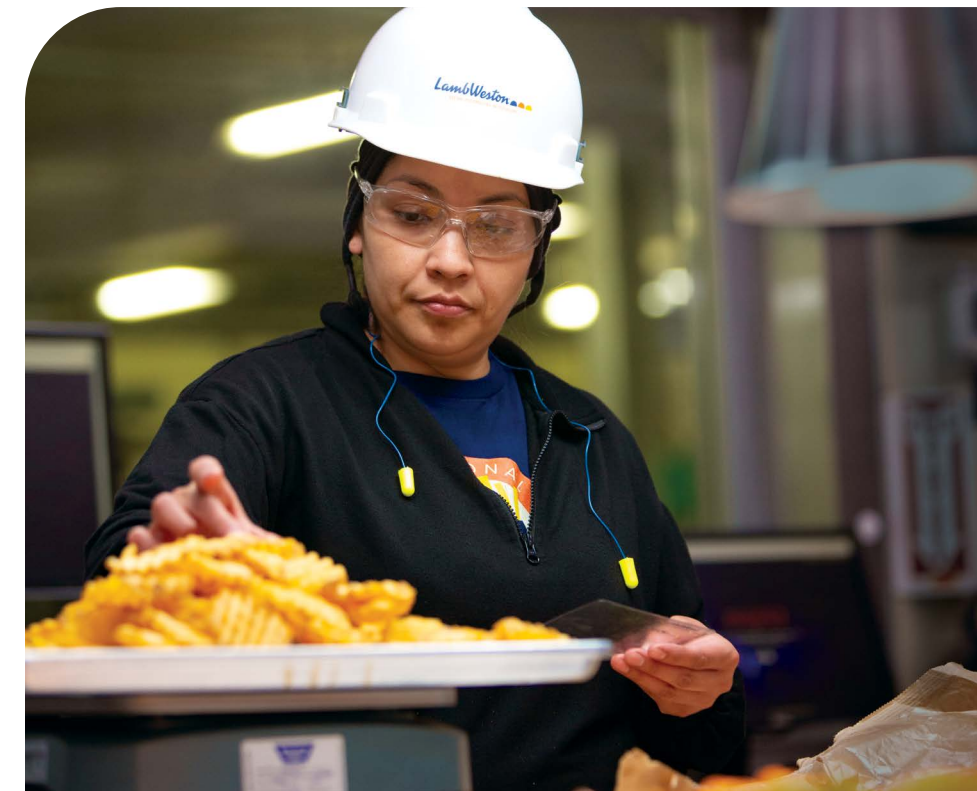
Each of our products, including raw ingredients, is assigned a product specification that meets customer requirements and our targeted quality standards. Over a product's life, we continue to monitor quality by tracking the results of finished-product testing, customer complaints, and any product recalls.

Our quality testing includes measurements for defects, length, solids, texture, color, and flavor. Some of that testing is automated, with equipment embedded in the production line that tests and reports on quality continuously. In addition, quality assurance experts at each facility pull product samples from production lines every 30 minutes to check quality. We gather samples from a rotating selection of production facilities for evaluation at Lamb Weston's Technical & Innovation Center, where we check them against specifications. We also track consumer complaints (by phone or through our website or social media), connecting them to the facility where the product was produced and investigating accordingly.

If we find defects, we work with the production location to create a corrective action plan, which is assigned to a designated person at the facility. We hold quality calls to review progress against our corrective action plans, and we inform consumers about the results of investigations related to their complaint.

Recalls

Our product recall system covers products that do not meet our strong safety and quality standards. In 2023, we had three product recalls globally.



Product Labeling and Marketing

Most of our sales are to large commercial customers, including restaurant chains and foodservice distributors. However, we do offer more than 181 products that can be purchased by consumers at retail stores and prepared at home in a residential oven or air fryer without additional oil. When we market to consumers, our campaigns and communications are targeted to adults.

We take advantage of the labels on our packaging to share the information consumers want to know. Our food labels in the U.S. meet FDA and Nutrition Labeling and Education Act (NLEA) requirements. In the European Union, our Lamb Weston branded labels will display Nutri-Score classifications front-of-pack following Nutri-Score’s 2024 launch in the Netherlands. Our retail products for the U.K. market will display the U.K. traffic light system front-of-pack.

High Standards Worldwide

All our global and Foodservice products meet the following standards:

- No trans fats
- No hydrogenated oils
- No partially hydrogenated oils

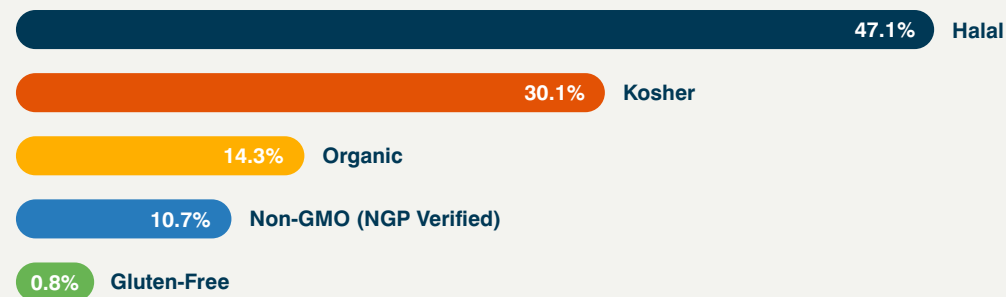
In the European Union, we aim to achieve a score of A or B on all the potato products we sell as ranked by Nutri-Score, which ranks products from A (most preferable) to E (most detrimental) based on the nutrients they contain. Nutri-Score is expected to launch in the Netherlands in 2024. Once it does, we plan to include our Nutri-Score classification front-of-pack on Lamb Weston branded retail labels across the European Union. Additionally, at LW EMEA, we do not use artificial colors and flavors nor exceed 12% saturated fats in our frying oils.

We also share other information consumers are looking for, such as sodium, sugar, and fat levels, on the front of packages where required.

Meeting Our Customers’ Dietary Needs

In response to consumer demand, we offer a growing number of kosher- and halal-certified consumer products. We are seeking official halal certification for all our french fry products by 2025.

PRODUCT CERTIFICATION (EXCLUDING EMEA)⁷



⁷ As of publication.



LW EMEA 2030 Sustainability Agenda Update — Balanced Diet

Since 2020, LW EMEA has been working on three key challenges put forth in its 2030 Sustainability Agenda. A focus on Balanced Diet has had an impact on how they developed products and labelling. The following key performance indicators demonstrate progress made in this area:

| TARGET | BASELINE 2020 | RESULTS | | | PROGRESS VS. BASELINE |
|--|---------------|-------------|----------------------|----------------------|-----------------------|
| | | 2021 | 2022 | 2023 | |
| 100% LW potato products Nutri-Score A or B | No data | No data | Baseline established | Baseline established | Baseline established |
| -10% oil content in frozen potato products | 5.2% | 5.3% | 5.5% | 5.5% | 6.9% |
| 100% air fryer/oven preparation for LW branded products | 47.7% | 46.8% | 52.9% | 56.2% | 17.8% |
| 50 million meals dehydrated potato products sold in developing markets | 5.7 million | 2.7 million | 2.7 million | 1.6 million | 25% |



We partner with our growers and suppliers to reduce our environmental impact and conserve natural resources on our farms, in our supply chain, our products, and our packaging. Our business depends on the earth and its ability to grow high-quality produce, which is why we are committed to responsible growing practices.

447M+

gallons of process water reused

>95%

of total waste generated diverted, including food, from landfill

3-year

initiative launched to have all of our North American growers measure the carbon impact of their operations

6.5%

increase in renewable energy (biogas and electricity) consumed year-over-year



Sustainable and Regenerative Agriculture

Our business depends on healthy land — both today and well into the future — and no one cares more about our farmlands than our growers themselves. It is their livelihood and legacy.

This reality drives our commitment to employ world-class agricultural practices that ultimately drive our business forward.

We focus on using our resources responsibly, ensuring healthier soils that require fewer inputs and produce higher yields, lowering costs and increasing return on investment, thus supporting our growers' ability to invest in the next set of advances.

Sustainable and Regenerative Agriculture Defined

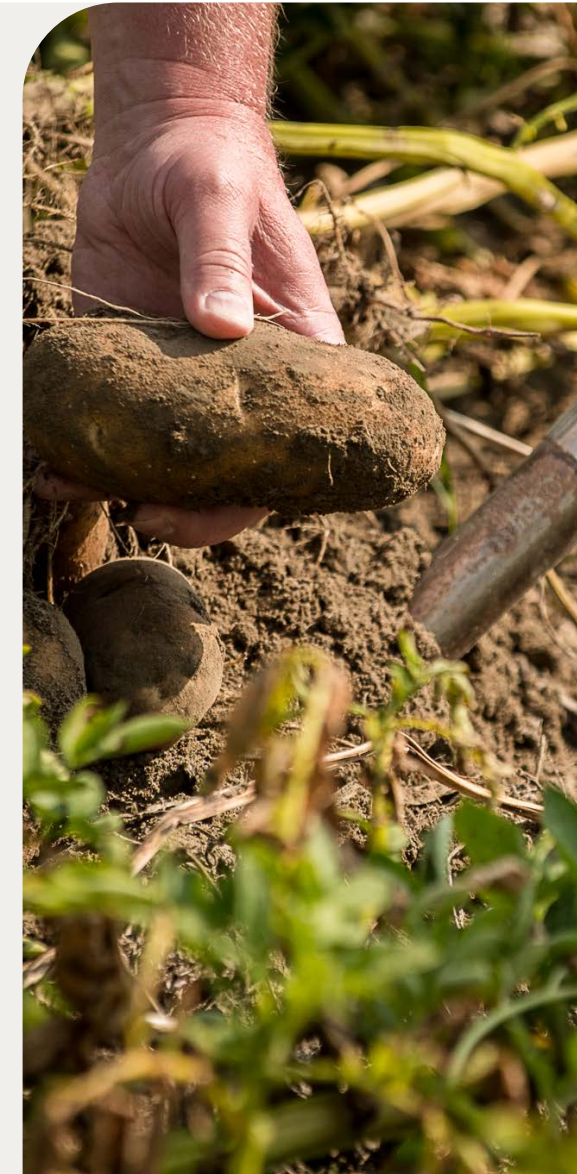
Sustainable Agriculture: Lamb Weston employs the United States Department of Agriculture (USDA) definition for sustainable agriculture,⁸ which is an integrated system of plant and animal production practices having a site-specific application that will, over the long term:

- Satisfy human food and fiber needs
- Enhance environmental quality and the natural resource base upon which the agriculture economy depends
- Make the most efficient use of nonrenewable resources and on-farm resources and integrate, where appropriate, natural biological cycles and controls
- Sustain the economic viability of farm operations
- Enhance the quality of life for farmers and society as a whole

Regenerative Agriculture: Lamb Weston defines regenerative agriculture as the sustainable agriculture techniques that specifically focus on improving soil, such as:

- Increasing organic matter
- Promoting soil biology
- Enhancing soil structure

We view soil biology and overall soil health as key to growing the best crops. Regenerative soils help to provide nutrients, hold water, and suppress disease, making this a key aspect of successful farming programs.



Our 2030 Goals for Sustainable Agriculture (North America)



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 and regenerative agriculture
 - Net neutral carbon emissions through crop rotation
- Creating more with less through the continuous pursuit of technology innovations, crop management, information systems, methodologies, and practices.
 - 5% reduction in inputs per ton harvested: water, fertilizer, and Active Ingredient (AI) pesticides.

⁸ [USDA U.S. Code Title 7, Section 3103.](#)

Our sustainable agriculture strategy is rooted in four key pillars:

Climate Resilience

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



More with Less

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



Safe, Wholesome Food

Securing safe, wholesome crops free from foreign material or other harmful substances. All applications made to crops are compliant with regulatory guidelines and requirements.



Farm and Community Prosperity

Enhancing farm resilience and the ability to produce healthy, nutritious food by supporting farmer development within the communities where they reside. Promoting diverse farmer profiles, industry collaboration, farmworker safety, food safety, and sustainable agriculture practices for the benefit of the community as a whole.



The Lamb Weston Agriculture and Agronomy teams work closely with our grower partners to introduce sustainable farming techniques that not only benefit the fields, but also the farm and the planet. Hear from a Lamb Weston grower about their sustainable practices.



“There are more organisms in a teaspoon of soil than there are people on Earth. Without the soil and caring for it now we’re not going to be able to farm in 20 years. We have to get more and more efficient and produce the most we can with the least amount of inputs. I think that’s my responsibility.

I want the next generation to come onto this farm and enjoy it as much as I have and be able to look over the fields and have them as healthy as they are today. Being here, there’s a sense of pride. Being part of feeding the world.”

Greg Harris
Director of Farming, Three Mile Canyon Farms



Climate Resilience

Along with our 800+ growers around the globe — some of whom have partnered with us for 20 years or more — we care fiercely about the future of the land that grows our food. This means we must also work together to build resilience to climate instability and change by investing in soil health and its long-term productivity.



Conditions such as local climate, soil types, rainfall, temperature, and weather can affect the yield and quality of the potato crop on a year-to-year basis. These conditions also impact the amount of inputs needed each season to grow our potatoes. Growing seasons vary from year to year with 2023 being near optimum for potatoes, which in turn resulted in a slight improvement in fertilizer and water use efficiency. For example, we used 12.8 gallons of water per pound of raw potatoes in 2023 versus 13.5 gallons in 2021.

While growing potatoes represents a small share of agricultural emissions, strategic growing practices can help build a climate-resilient future by moving toward net neutral carbon emissions. Currently, our primary focuses are looking at how we can reduce emissions of growing the potato crop itself and the crops used in our rotations, as well as carbon sequestration. Examples of strategies we have evaluated on a small scale include bio-char, enhanced rock weathering, and nitrogen stabilizers. These trials occur in various growing regions around the world and, as we learn more, those that demonstrate value can be implemented at scale.

We believe that soil health and regenerative agriculture are synonymous, which is why our sustainable agriculture program includes regenerative practices such as crop rotation, reduced tillage, “living root” and cover cropping to protect the integrity of the soil that grows our food.

Our soil health research continues in conjunction with academic and industry programs to proactively study and share information about agricultural practices that can help keep farmland productive for years to come.

Our Soil Health Initiative encourages cover crops and crop rotation to reduce erosion and soil compaction, while improving yields. This science-based initiative is grounded in the latest research on critical areas such as plant disease, soil genomics, soil biology, and farming practices. Our Soil Health Working Group, which oversees the implementation and management of this initiative, works to continually improve the definition of soil health and increase soil health and indicators.

We also support research on soil health with work at our company farm in Paterson, Washington, where we measure the benefits of crop rotation and green manure crops, among other pilot technologies and practices.

Regenerative Agriculture

Growing potatoes in the U.K. and European Union faces challenges to maintain crop quality and overall yields. These challenges include stress on soil health and increased regulation of crop inputs, which reduced the type of approved active ingredients.

To help mitigate these challenges, the U.K. is helping lead advancement of sustainable agriculture through developing and adopting regenerative agriculture principles, including:

- Keeping soil covered to protect from the weather
- Ensuring there are living roots to feed the soil
- Reducing disturbance, which means consideration when selecting crop inputs and engaging in cultivation
- Creating diversity of cropping through rotation but also within the crop if possible
- Introducing livestock into the cropping rotation

These simple principles have the potential to help meet challenges and ensure we can continue to grow quality potatoes long into the future.



Net Neutral Carbon Emissions in North America

Understanding the carbon footprint of our growers and our growers' farms is an essential step on our journey to reaching net neutral carbon emissions. We have completed the pilot step of this work with ReGrow, and our growers across North America are phasing in carbon assessments over the next three years. Our intention is to expand this work globally.

In addition, we are working to understand the carbon impact of nitrogen fertilizer so that we can continuously improve our calculation of the farms' carbon footprint and develop a reference table for growers within the next three years. By providing carbon data to our growers, they can better understand the impacts of nitrogen fertilizer or different tillage practices, for example, and in turn employ custom strategies to reduce and mitigate.

We also support the USDA's Climate-Smart Commodities program, which was specifically developed to encourage the adoption of practices that reduce, eliminate, or sequester on-farm emissions. Our support includes helping to introduce growers, suggesting practices and measurement methodologies, and providing technical expertise.

More with Less

A key philosophy we've embraced across our business when it comes to sustainability is *doing more with less*. This is especially true at the farm level, as growing crops can be resource intensive. Our overarching strategy centers on continuously pursuing technology innovations, crop management practices, information systems, and methodologies that help us do just that. As a result, Lamb Weston employs a wide range of strategies to reduce the amount of water, fertilizer, and AI pesticides required to grow our potatoes.



We've also set a goal of reducing water, nitrogen, and AI pesticide use cumulatively by 5% per ton of crop harvested by 2030.

To reach this goal, we are focused on:

- Irrigation practices and technology that optimize the amount of water required to grow crops.
- Agricultural practices to optimize the use of fertilizers, including nitrogen.
- Integrated Pest Management (IPM) practices that allow our farmers to grow their crops safely and productively with reduced pesticide use while preserving beneficial species in and around the fields.

Water

It is crucial that we use just the right amount of water in potato production while also reusing water and protecting water quality. This focus is significant in areas where water scarcity is high risk. Most of our growers are located in regions with low to medium water scarcity. However, a few regions, including Hermiston, Oregon; Park Rapids, Minnesota; American Falls and Twin Falls, Idaho; Warden and Quincy, Washington; Delhi, Louisiana; and Shangdu and Ulanqub, China, experience medium to extremely high water risk. Together, these areas produce about a third of our raw potato volume.

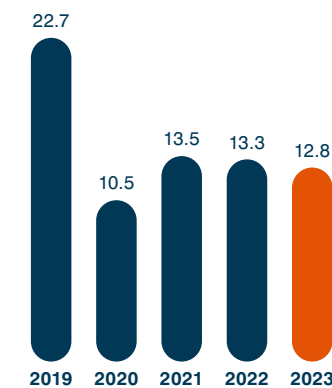
We help farms reduce water use by encouraging tools including low-pressure drop nozzle center-pivot irrigation systems, irrigation pivot management software, evapo-transpiration models, in-field moisture monitoring systems, and infrared imagery. This approach creates more uniform watering, better measurement of application rates, and reduced evaporation loss.

Upon expanding our business to China, we introduced drip irrigation for our potatoes grown around Shangdu, Inner Mongolia, a practice that our growers continue to adopt. Currently, over 80% of our potatoes grown in this region have been converted from other forms of irrigation including flood, furrow, and overhead sprinklers to drip irrigation. This change has improved water use efficiency while also reducing leaching and minimizing run-off.



GALLONS OF WATER

Per pound of crops harvested*



*Irish variety potatoes in North America.

Pesticides and Nutrients

We are committed to reducing the amount of synthetic fertilizer and pesticides required to grow robust crops. Accomplishing this outcome requires both technological innovation and the use of sophisticated agricultural practices. In addition to regenerative agriculture practices promoting soil health, our teams are developing new potato varieties and matching varieties to soil types and regional climates so that crops can optimize fertilizer use, better resist pests, and produce higher yields in addition to requiring less water.

IPM practices include pest scouting and monitoring to help ensure crop applications are necessary and provide valuable insight to aid in the use of chemicals wherever possible. These practices are required of all Lamb Weston farmers, and help reduce pesticide use to control disease, weeds, insects, and other pests. Lamb Weston growers go beyond established USDA guidelines for pesticide use, and we are continually working to improve further.

IPM means maintaining a cropping system whereby practices complement one another to break pest cycles, prevent pest harborage, and reduce the use of synthetic pesticides while reducing or reversing negative environmental impacts. Practices include rotating crops to break pest cycles, breeding plant varieties that are disease- and pest-resistant, cover cropping, and, when pesticides are needed, using lower-toxicity chemicals. In North America, farmers can log field observations about insects, photos, and GPS locations into an app we provide so Lamb Weston can create “heat maps” that identify areas of concern. In some areas, the local university Ag Extension agencies also support deploying insect heat maps for use in IPM strategies.

A common practice among many of our growers in North America is to evaluate soil and potato leaf tissue samples throughout the growing season to optimize the use of nutrients. Nutrients are also customized to specific crop needs based on soil type, amount of organic matter in the soil, the health of plants, and the stage of crop growth. Nutrient data and ranges are provided to farmers for their specific varieties, taking crop stage and growth curves into account. Soil organic matter (SOM) is monitored over time to gauge how well we manage each field. We regularly see increases in SOM over time, which helps assure us that we are improving rather than depleting soils.

For more information on how we are deploying cutting-edge technologies to do more with less, click [here](#).

Biodiversity

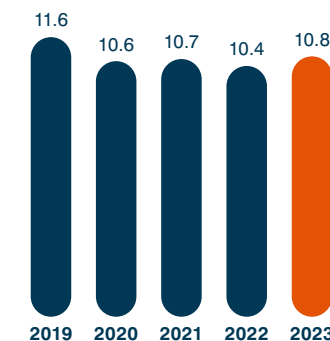
Biodiversity is important to providing healthy, wholesome crops on a macro and micro level. Healthy soils are home to many different species of organisms and are the reason for many of the regenerative practices growers employ. Diversity on and around the farm is also important, reflecting a commitment to conservation and overall quality of life.

Both the macro and micro views of biodiversity have evolved to provide greater insight and application for modern agriculture. Our ongoing research and collaborations with universities help us gain insights into these organisms. As we advance our knowledge, we can develop practices and programs that support crops or suppress pathogens.



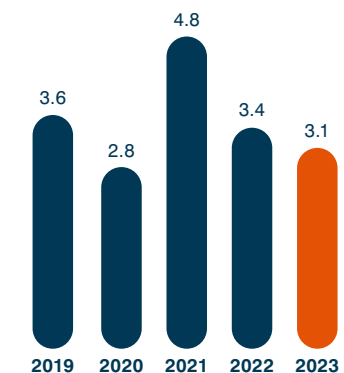
POUNDS OF NITROGEN

Per ton of crops harvested*



POUNDS OF AI PESTICIDE

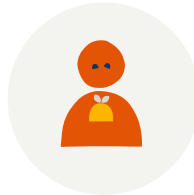
Per ton of crops harvested*



*Irish variety potatoes in North America.

Farmer and Community Livelihood

Prioritizing best practices is an important part of enhancing farm resilience and supporting both farmer development and local communities. We do this by promoting diverse farmer profiles, industry collaboration, farmworker safety, food safety, and sustainable agriculture practices.



Helping growers succeed

Close collaboration with and support for our farmers is essential. We provide our farmers with access to continuing education, as well as advice and consulting expertise from Lamb Weston's seasoned Agronomy team. These resources empower them with state-of-the-art learning and science-based recommendations for effectively managing their crops and land.

Safe, Wholesome Food

Growing safe, wholesome crops, free from foreign materials or other harmful substances is a critical focus. This is why all applications made to crops are compliant with regulatory requirements such as those set by the U.S. EPA and the Netherlands Environmental Assessment Agency, among others.



In North America, these efforts begin with our Grower Guide, which details personal safety, food safety, sustainable agricultural practices, reporting expectations and guidance, and auditing processes and expectations. We review the guide annually and make updates as needed. Each year we require all farms to be audited and hold an approved Good Agricultural Practices (GAP) certificate such as USDA GAP or Global GAP. The U.S., Canada, and Europe are 100% under an approved GAP program with other regions working toward 100% certification.

See our [Food Safety](#) section of this report for more information.

Benchmarking and Standards at the Farm Level

In 2024, we enrolled in the Leading Harvest Farmland Management Standard, a verified and audited whole farm program that provides standards, procedures, and education around sustainability. The standard addresses 13 areas, including stewardship, conservation, habitat, water quality, and IPM, as well as applicable U.N. Sustainable Development Goals. Lamb Weston will phase in this program starting with partner growers in North America. The program has potential to expand around the globe.



Our European operations use the Sustainable Agriculture Initiative (SAI) platform to assess farms' performance against benchmarks. As of 2023, the region has achieved 50% SAI Gold certification.

Broadly, we are working with growers in different regions to facilitate sustainability reporting, such as implementing mobile-phone reporting options for those areas where computer usage is less common.



Technology at the North American Farm Level

Lamb Weston's origins are deeply rooted in advancing technology and innovation. In 1960, the "Lamb Gun" was invented, revolutionizing the potato processing industry, and thus beginning our legacy of advancing all that can be done from the farm and throughout our facilities.

Today, technology is ever changing at a rapid pace. We are optimistic in its role to help solve complex challenges throughout our value chain. That is why we are dedicated to piloting new technologies on our own farm, with our grower partners, and at university research or extensions farms, while also sharing findings and recommendations with farmers around the world.

Our technology focus at the farm level centers around innovations to help grow potatoes and other crops more efficiently. This includes GPS-guided and automated planting and tillage equipment that helps save fuel and minimize overlap while providing precision with seed planting depth and spacing. This type of equipment also helps protect against crops being damaged during the growing season through precise movement of equipment in the field.

We are also leveraging technology that measures every crop's carbon impacts and sequestration potential. Our partnership with ReGrow, a technology platform, allows us to use a remote sensing tool backed by the DeNitrification and DeComposition (DNDC) model to communicate with our growers on their carbon footprint and how each crop and mitigation strategy can impact the net carbon emissions on their farm. This remote sensing tool allows us to make recommendations to growers for improving

everyday sustainability practices. This partnership is an important element in our work to achieve net neutral carbon emissions through rotations by 2030 as we measure impacts and determine mitigation strategies.

With the support of fixed-wing airplanes, drones, and satellites, we can identify crop disease, inadequate watering, and other anomalies that affect crop quality in advance of being able to identify these issues through ground scouting. We also use predictive analytics from farm management software and imagery providers to compare current conditions with those of the past to better forecast future needs.

Technology plays a vital role in implementing our sustainable agriculture strategy at scale — from doing more with less to building a more climate-resilient future.

Using Technology to Monitor Crop Growth and Soil Quality

We use other sophisticated tools, including soil sensors and infrared pictures, which help us more closely understand crop and soil conditions. One example is a pilot with a potato bruise sensor technology that can determine where damage is most likely to happen during harvesting, transportation, and storage. In 2023, we piloted the Arable platform that captures local weather and crop performance information, including continuous canopy monitoring and recording through all growth stages, for better overall planning across growing seasons year over year. Given the platform's success, we are employing Arable units in South America and China as part of our crop research and development programs.



Measuring Performance

Understanding how well we are doing in our efforts to make operations more sustainable is vital to our success. We need to understand what is working and where we need to increase our efforts to deliver results. To accomplish these goals, Lamb Weston works closely with our growers and team members to measure progress on our sustainability practices while also continually look for ways to refine our data and reporting processes.

Sustainable Agriculture Goals by Region



US/CANADA:

100%

of potatoes grown are GAP (USDA GAP, Harmonized GAP, Global GAP) certified

100%

of farms/growers have and utilize on-farm safety programs



ARGENTINA:

90%

of potatoes grown under approved GAP program

100%

of farms/growers have and utilize on-farm safety programs



CHINA:

90%

of potatoes grown under approved GAP program

100%

of growers and workers engaged in farm worker safety education



AUSTRALIA:

100%

of potatoes grown under approved GAP program

100%

of farms/growers have and utilize on-farm safety programs

ongoing adoption of Integrated Pest Management practices



EUROPE:

100%

of potatoes grown under approved GAP program

100%

active in a sustainable agriculture program

More information on our approach to sustainable agriculture can be found in our white paper, Advancing Agriculture: [Sustainable Practices From the Field, to the Farm, to the Planet.](#)

Manufacturing

Our manufacturing facilities make food for people worldwide, feeding millions of individuals every year. We have a responsibility to serve as good stewards of the planet our customers, our team members, and the communities where we work.

Our 2030 Manufacturing Goals



Reduce carbon emissions, energy and water use, and the amount of waste generated throughout our operations:

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

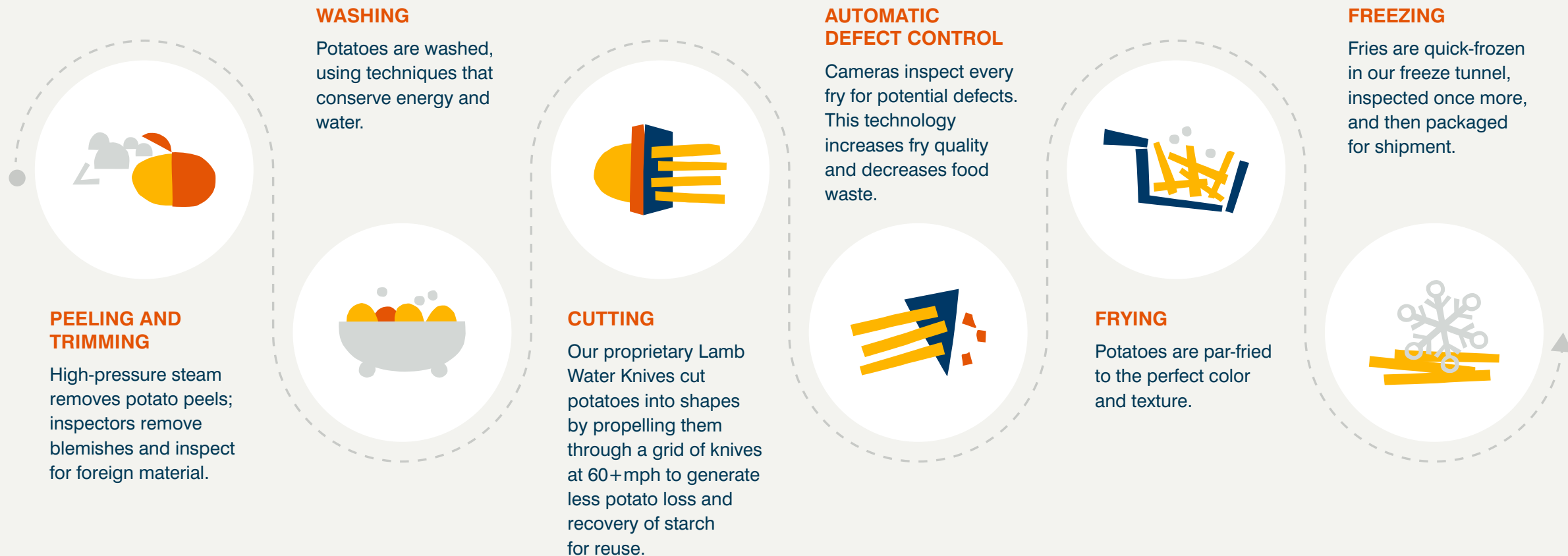
**This goal is measured against fiscal 2021 baseline due to data availability.*

Processing potatoes can be resource intensive. This is why we employ systems and strategies to track and reduce our use of resources where possible. We have embedded sustainability practices into our production processes and consider environmental impact a key factor in our investment decision making. For example, our foundational veLOCity program for manufacturing excellence, continuous improvement, and operating culture incorporates our 2030 sustainability goals. In 2023, we implemented new tracking and reporting practices to help us gauge progress on these goals. These included establishing a dashboard to quickly display company-wide and facility-specific performance on water, carbon, and waste targets, while increasing visibility to sustainability goal performance and key initiatives for leadership monthly business reviews.

In addition, our goals come to life at each manufacturing facility through site-specific planning and goal setting. We monitor variances against select goals on a shift-by-shift basis and collaborate with our Global EHS and Engineering teams to employ tools to help us analyze risks at every location, and to prioritize control efforts and investments. We also carefully manage air emissions and water discharges, while working to prevent spills.



Incorporating sustainability into each phase of the manufacturing process



Limiting Climate Impacts

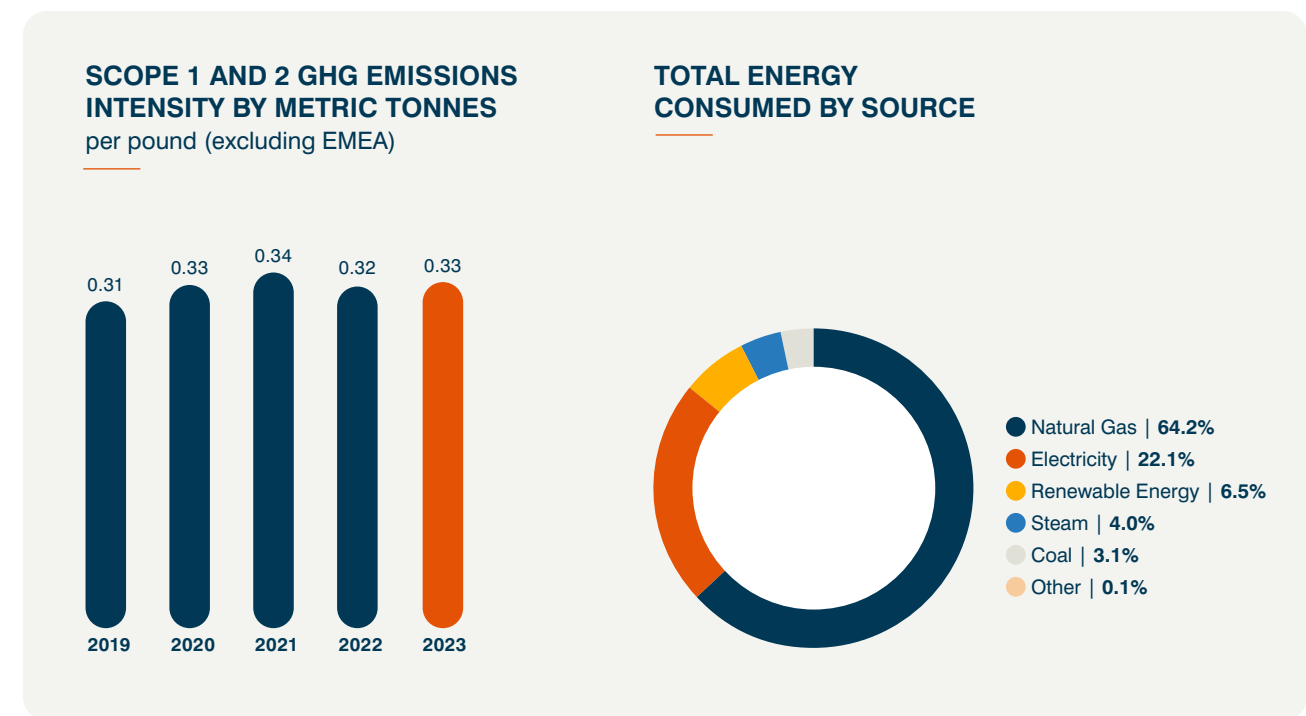
As potato producers with facilities around the world, we recognize the risks posed by climate change. Our strategy has been influenced by climate-related risks and opportunities, and we plan to develop a global climate transition plan within two years. We also have dedicated Energy Transition team members located in the EU to help facilitate and implement this strategy. Lamb Weston considers short-, medium, and long-term climate-related risks and opportunities in our annual enterprise-wide risk assessment.



We have set goals for reducing our GHG emissions, as well as the amount of energy it takes to produce each pound of product we make. These goals demonstrate Lamb Weston’s commitment to reducing our impact and limiting climate change. We also support our customers as they work to achieve their own targets.

Lamb Weston invests in making our operations more efficient, with technologies such as new lighting, refrigeration upgrades, and fryer heat recovery projects. In 2023, these activities included a project in Ulanqab, China, to install a solar-powered water heating system; a capital investment in Hermiston, Oregon, to install an ammonia condenser that reduces the power requirements for refrigeration; and a program in American Falls, Idaho, to cut energy use by finding and fixing air system leaks.

We increasingly use and support the use of renewable energy as well. Some of our new manufacturing facilities reduce their natural gas consumption by recovering and using methane from our process water treatment systems as a closed-loop fuel source. They include our operation in Delhi, Louisiana, where we convert sweet potato solids into biogas in an anaerobic digester. Our facility in Richland, Washington, captures biogas from the anaerobic digester so that it can be converted into biomethane by a third party. Similarly, all our European



sites, excluding the U.K. site, use biogas from their system as a renewable motor fuel to make electricity and heat for the facility. Our Park Rapids, Minnesota, and Hermiston, Oregon, facilities also use biogas.

All of our Pacific Northwest facilities use power generated by hydroelectricity. We have purchased Green-e Certified renewable energy certificates (RECs) via the Bonneville

Environmental Foundation to offset electricity used to make our *Alexia* branded organic potato products, and in LW EMEA >99% of electricity is renewable, covered by Green Certificates. See [LW EMEA 2030 Sustainability Agenda — Climate Action](#) for more information about our energy use in Europe.

Scope 3 Assessment

In 2023, and in partnership with S&P Sustainable1, we conducted a Scope 3 GHG emissions inventory assessment for our global business, excluding LW EMEA. Using spend data from fiscal 2021, we were able to better map our value chain and identify the five most relevant categories for our business.

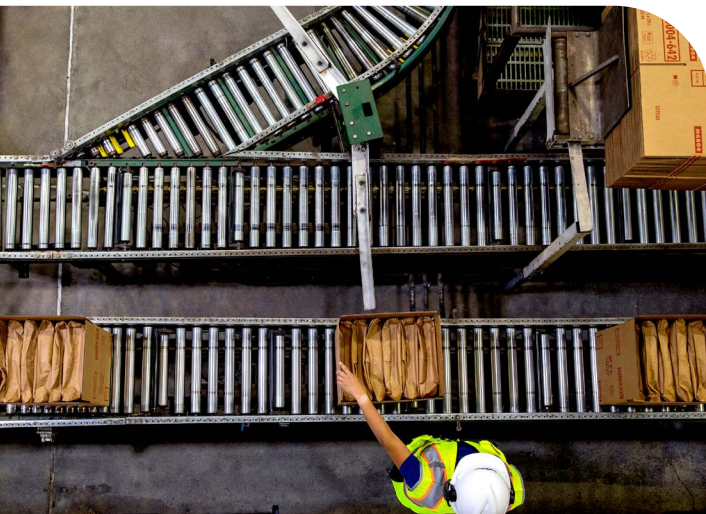
- Purchased goods and services (all supply categories)
- Fuel and energy related activities
- Upstream transportation and distribution
- Waste generated in operations
- Downstream transportation and distribution

Initial results indicate 83% of our total emissions footprint are Scope 3 GHG emissions.

LW EMEA’s Scope 3 GHG emissions are calculated based on the volume used per unit produced. When factoring in the following categories, they account for 69% of their total emissions footprint.

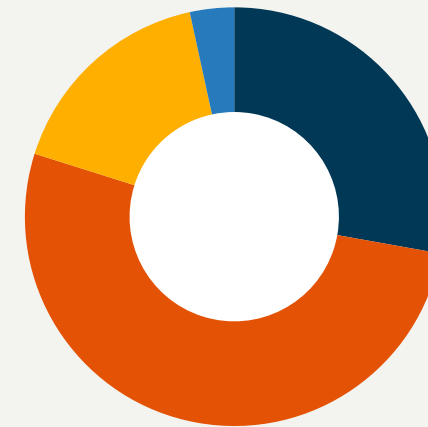
- Purchased goods and services (potatoes, frying oil, batter mix, packaging, and its upstream transportation)
- Downstream transportation (to cold storage)
- Waste generated in operations
- Fuel and energy related activities
- Business Travel
- Corporate leased cars
- Buildings and machinery
- Water

At the time of this report publication, we are in the process of a global GHG emissions inventory assessment, which will formally integrate our methodologies and inventory management plans across all business regions, including Scope 3 GHG emissions, for future globally aligned accounting.



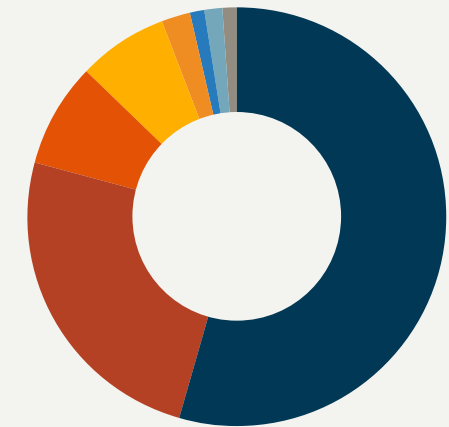
SCOPE 3 GHG EMISSIONS BY CATEGORY

LW Scope 3 combined upstream and downstream GHG transportation emissions⁹



- Finished Goods Truck | 27.9%
- Finished Goods Intermodal | 52.0%
- Finished Goods Rail | 16.7%
- Raw Potato Hauling | 3.4%

LW EMEA Indirect Scope 3 GHG emissions



- Potato | 54.5%
- Oil | 24.9%
- Batter | 8.0%
- Packaging | 7.1%
- Transport | 2.0%
- Business Travel | 1.2%
- By-products and Waste | 1.4%
- Buildings and Machinery | 1.0%

⁹ We are continuing to assess our Scope 3 categories and will report the global data in future years.



Lamb Weston
SEEING POSSIBILITIES IN POTATOES
Plant LW - Oosterbierum

Reducing emissions in Europe

As part of our energy program in Europe — Reduce, Reuse, Renew — we are conducting a feasibility study on connecting our facility in Kruieningen, The Netherlands, to a nearby hydrogen pipeline as a source of clean energy, while our Oosterbierum facility, also in the Netherlands, is researching direct connections to solar or wind energy parks.

LW EMEA 2030 Sustainability Agenda — Climate Action

The third key challenge in LW EMEA’s 2030 Sustainability Agenda is Climate Action, which includes reducing our carbon footprint, reducing our water footprint, and sourcing sustainably by 2030. We believe focusing on these commitments will enable us to make the most progress in reducing the impact we have on the world around us. Performance to key measures for 2023 include:

| TARGET | RESULTS | | | | PROGRESS VS. BASELINE |
|--|---------------|---------|-------|-------|-----------------------|
| | BASELINE 2020 | 2021 | 2022 | 2023 | |
| -25% carbon footprint (scope 1, 2, and 3) ^{10,11} | 0.783 | 0.724 | 0.722 | 0.725 | -6.4% |
| 40% renewable energy | 22.0% | 23.0% | 22.0% | 22.0% | 0.0% |
| -25% fresh water intake intensity (m ³ /mt) | 6.2 | 5.8 | 5.5 | 5.3 | -14.5% |
| +25% water reuse | 0.0% | 5.0% | 6.0% | 6.0% | 6.0% |
| 100% Growers SAI FSA Gold ¹² | 19.0% | 19.0% | 22.0% | 50.0% | 50.0% Gold |
| 100% Key Suppliers EcoVadis Silver ¹³ | no data | no data | 50.0% | 50.0% | 34.0% Silver |

¹⁰ In 2023, our EMEA business updated the calculations for cooking oil tied to our Scope 3 GHG emissions. The new methodology includes an update to our carbon footprint baseline.

¹¹ CO₂ emission (Scope 1, 2, and 3) intensity of potato products produced (CO₂ eq./mt).

¹² For more information on the SAI FSA certification, click [here](#).

¹³ For more information on the EcoVadis medals, click [here](#).

Using Water Responsibly

Water is critical to our process, so we work to ensure we are responsible in how we use it. It is used to keep our equipment clean while also making sure our processes are safe — both for the employees who work in our facilities and for the sake of the customers who ultimately enjoy our products.

We know not all regions are the same and that conditions change over time, so we monitor water stress across our global operating footprint. The 2023 assessment results show 34% of Lamb Weston facilities are located in high or extremely high water stress areas according to the WRI Aquaduct Atlas.¹⁴

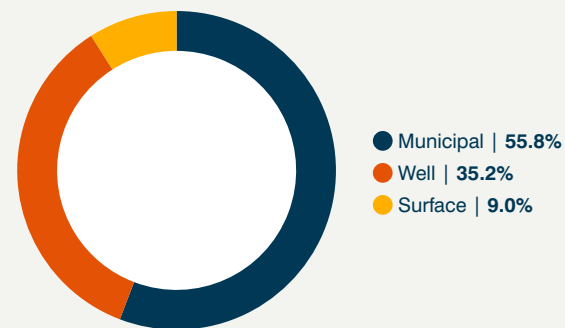
Our manufacturing facilities employ a range of management practices and technologies to monitor, measure, and reduce water use. This technology includes localized flow meters, flow restrictors, orifice plates, flow control valves, and automated water controls. In 2023, these efforts included a comprehensive initiative in Boardman West, Oregon, that led to a 305-million-gallon reduction in annual usage, as well as improved water flow measures at our Park Rapids, Minnesota, manufacturing facility.

We also reuse water in our manufacturing facilities and are working to increase that practice. In 2023, for example, a water reuse initiative in Bergen Op Zoom, The Netherlands, cut water use at the site by 14%.

See [LW EMEA 2030 Sustainability Agenda — Climate Action](#) for more information about our water use in Europe.

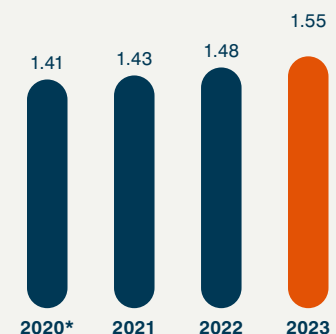
WATER WITHDRAWAL BY SOURCE

(excluding EMEA)



WATER USE INTENSITY GALLONS

per pound (excluding EMEA)



*2020 baseline adjusted to include two processing locations in Australia and one in Argentina.

Spill Prevention

Our facilities are continually working to prevent and control spills such as cooking oils or chemicals used in industrial processes, like sanitation for example. We use a variety of detailed plans and processes to minimize spills. Facilities conduct root cause analysis on any spills or incidents to determine their cause, as well as how similar situations can be avoided. Each year we conduct spill prevention training in all of our facilities throughout North America. This training covers several materials of concern and goes beyond regulatory compliance to also address risk identification, evaluation, and controls.



¹⁴ High: American Falls, Twin Falls, Warden, Hermiston, Quincy. Extremely High: Shangdu, Ulanqab.

Reducing Waste

An estimated 15%¹⁵ of all food grown goes to waste between farms, transport, manufacture, retail sale, and consumers. Food waste strains the world’s water supply and other natural resources; after reaching landfills worldwide, food waste creates methane, a damaging greenhouse gas.

Lamb Weston is committed to ensuring our operations waste as little food as possible. We use almost the entire potato through industry-leading manufacturing processes and upcycling, such as when we re-purpose unused pieces to produce hash browns and Tater Puffs®. Other byproducts are converted into potato starch for our proprietary batters and coatings.

We use various techniques to divert other potential food waste. Potato peels and other wholesome byproducts are used as animal feed. Organic material is sent for industrial use in anaerobic digesters or used to produce compost. In total, less than 5% of total waste generated, including food, is sent to landfills.



Partnering to Reduce Food Waste

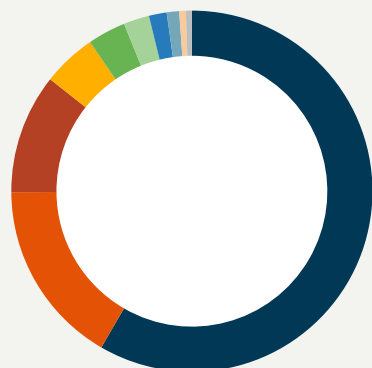
Because food waste is such a significant issue, we are actively collaborating with others to address it. Lamb Weston is a signatory to the U.S. Food Waste Pact, designed to drive meaningful change in food waste reduction nationwide through data-driven strategies employed across supply chains. We also have signed the Pacific Coast Food Waste Commitment to reduce and prevent food waste in California, Oregon, and Washington by 50% by 2030.

We are working with other signatories and food waste experts to collect data and participate in working groups and pilot projects as the first steps in making progress around this crucial issue. For example, our LW EMEA business is a member of the Dutch Foundation Food Waste United (Stichting Samen tegen Voedselverspilling) and is a signatory of the Waste Resource Action Program (WRAP) in the United Kingdom. In addition, this region is part of the EU Platform on Food Loss and Waste, with Lamb Weston representing the European Potato Processing Association (EUPPA) as a food waste expert and chair of EUPPA’s Sustainability Committee.

WASTE VOLUMES BY TYPE

(excluding EMEA)

- Mixed Organics | 58.0%
- Landfill | 16.4%
- Wastewater Sludge | 10.7%
- Cardboard | 4.8%
- Food Oil/Grease | 3.4%
- Food Composting | 2.3%
- Wood | 1.6%
- Mixed Recyclables | 1.1%
- Mixed Metals | 0.6%
- Mixed Plastics | 0.5%
- Other | 0.6%



See [LW EMEA 2030 Sustainability Agenda — Zero Waste](#) for more information about our waste use in Europe.

¹⁵ Food Loss and Waste Reduction | United Nations.

Reducing Food Waste in Europe

Lamb Weston's partnership with FareShare, an organization that distributes food surpluses to nearly 8,500 frontline charities and community groups across the United Kingdom, has allowed us to donate 64,000 kg — the equivalent of 384,000 meals — of product to food banks that would have otherwise been used for animal feed.

“We are proud to work with FareShare, supporting local communities across the U.K. to benefit vulnerable people in need. LW Wisbech contributes to tackling hunger, and this feels so good!”

Andy McDonagh
International Key Account
Manager MN ChainsRetail, U.K.



Reducing Waste in Argentina

The team in Mar del Plata, Argentina, developed a sustainable waste management plan during the construction phase of a processing facility to ensure unused materials would be put to beneficial reuse and not sent to landfill. Under this plan, recyclable and inert materials were recovered and then allocated for reuse either on-site or in the construction or repair of houses serving vulnerable communities in the region. Inert material from soil movement was reused in quarries to support reclamation and restoration programs.

To implement the program, operations engaged in sorting and separating materials at their sources, storing the materials, and then redistributing them. The project required significant project management and oversight, including external stakeholder education and communication, as the local community was lacking knowledge and infrastructure.

Implementing this program demonstrated to the local community our commitment to the importance of promoting circularity.





LW EMEA 2030 Sustainability Agenda — Zero Waste

The second key challenge in LW EMEA’s 2030 Sustainability Agenda is Zero Waste, which is driven by the need to conserve resources, prevent and eliminate food loss and waste, and move toward circular production where possible. Performance to key measures for 2023 include:

| TARGET | BASELINE 2020 | RESULTS | | | PROGRESS VS. BASELINE |
|--|---------------|---------|--------|--------|-----------------------|
| | | 2021 | 2022 | 2023 | |
| -50% food waste | 4.0% | 4.5% | 4.2% | 3.8% | -4.5% |
| -50% food loss | 0.4% | 0.2% | 0.3% | 0.3% | -31.6% |
| 100% recyclable packaging | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| 10 key initiatives to increase plastic recycling | 0 | 0 | 1 | 1 | 1 |

Fostering Innovation

New ideas are important drivers of progress. They are essential for our Journey to Zero initiative to eliminate unplanned environmental releases. Innovation allows us to do more with less, while continuing to serve customers with exceptional products from our manufacturing facilities.

Our annual Sustainability Awards Program recognizes ideas generated by team members related to sustainability, as well as health and safety. The 2023 awards nominations include several innovative projects including:

- Reducing Water Use with Energy-Saving Technology
- Generating Needed Electricity On-Site
- Keeping Track of Energy Flows to Reduce Requirements



Reducing Water Use with Energy-Saving Technology

The team at Bergen op Zoom in the Netherlands implemented a water reuse project that has reduced annual freshwater use by more than 50 million gallons per year, equivalent to 1,800 households. The project installed a new reverse osmosis (RO) system as well as an industrial vortex generator (IVG) to the facility's Bruden condenser. RO is a technology that is used to clean water by pushing it under pressure through a semipermeable membrane. IVG is an innovative low-energy physical method for treating water in cooling towers by creating a controlled vortex flow to mechanically treat the water by creating extreme pressure gradients. IVG also delivers energy savings and requires no chemicals. The clean water from these systems is then reused in ammonia cooling at the freezing step, condenser cooling, and in the facility's steam boilers. Overall, the project has seen an emissions reduction of 68 metric tonnes in 2023.



Generating Needed Electricity On-Site

State-of-the-art technology allowed our team in Hallam North, Australia, to build their first potato long-storage facility powered by off-the-grid electricity in Thorpdale, Victoria. The facility includes:

- A 100-kilowatt solar system to reduce demand on grid-supplied electricity and cut GHG emissions by 52 metric tonnes per year.
- A control system to ensure efficient performance.
- Architectural features such as cold storages with insulated shells to maintain temperatures with little mechanical cooling.

The facility has been designed to cut grid energy requirements, reduce GHG emissions, and minimize the potato rot and food waste that occur at many conventional facilities toward the end of the season.



Keeping Track of Energy Flows to Reduce Requirements

Our team in Park Rapids, Minnesota, worked with their local power supplier to install real-time metering of electric use for different zones within the facility. Programming technicians on our team converted pulses of electricity within the system into a detailed map of when and where power was used.

This data enables the creation of baseline information about different areas of the operation, so team members can develop better strategies for reducing electric use for specific equipment and downtimes within individual areas of the facility.

Sustainability Awards Project Benefits

Driven by our values, each year Lamb Weston receives Sustainability Award entries that demonstrate important environmental and social impacts across our business. In 2023, there were 31 Planet-related and 13 People-related Sustainability Award project entries. These projects delivered the following financial and environmental improvements.

| METRIC | 2023 PROJECT RESULTS |
|-------------------------|----------------------|
| Savings and incentives | \$27M+ USD |
| Process water reduction | 600M gallons |
| Electricity reduction | 9M kWh |
| Natural gas reduction | 87K dekatherms |
| GHG reduction | 18K metric tonnes |
| Food waste reduction | 5M pounds |

Our People-related projects delivered the following benefits:

- Safe work areas
- Safety risk elimination and reduction
- Increased employee engagement
- Improved team member well-being



MAKING FRIES
MAKING
STRIDES

People • Food • Planet

Sustainable Sourcing and Procurement

Lamb Weston's great-tasting fries and other products rely on our network of 9,600+ suppliers worldwide, who deliver the ingredients, materials, and services we need to produce the products our customers expect. In these partnerships, we prioritize transparency and accountability for how inputs are sourced, and pay close attention to procurement fundamentals including quality, service, cost, risk mitigation, and sustainability.

Our 2030 Sourcing Goals



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.

Our 2030 Sourcing Commitment



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

WHAT IT TAKES TO MAKE FRIES

Primary sourcing categories:

- Potatoes
- Oil
- Packaging

Secondary sourcing categories:

- Flour
- Salt
- Seasoning
- Vegetables

Other sourcing categories

- General contractors
- Equipment
- Parts and services



Working with Suppliers

At Lamb Weston, we view our suppliers as partners and frequently engage with them on various issues, including sustainability. We hold our suppliers to the same high expectations we have of ourselves, and we expect the same to hold true with their suppliers and contractors. In 2023, we comprehensively reviewed our purchasing categories to identify those with the highest risk, using region, product/ingredient, and overall sustainability as criteria. Through this process, we identified suppliers that will be monitored for human rights, environmental, ethics, and sustainable procurement practices. We will eventually expand this list, phasing in additional suppliers over time.

Our [Supplier Code of Conduct](#) details our standards for integrity and ethical behavior. It includes guidance on workplace and human rights issues; animal welfare; health, safety, and the environment; ethics; and monitoring and record keeping. We regularly audit suppliers' adherence to Lamb Weston Supplier Compliance requirements. There is also a clause added to supplier contracts requiring that they comply with our Supplier Code. In addition, we engaged a third party to review our Supplier Code and identify any gaps in areas including workplace rights, environmental stewardship, and ethics. We expect to update the Supplier Code in the future based on this review and our own analysis.

Lamb Weston has asked suppliers to conduct EcoVadis Sustainability assessments. We launched this project late in fiscal year 2023 and by year end had received 65 responses. We will continue inviting our suppliers to conduct these assessments, using a phased approach starting with our key suppliers, and a goal end date of 2025.

We are creating a strategy to strengthen supplier diversity and even the playing field for suppliers. We recently adopted new software tools to enhance our data gathering and analysis of diverse suppliers; we assess this data quarterly. This information will help us establish a baseline and target areas for growth.



Responsible Palm Oil Sourcing

Palm oil is both an important ingredient in many foods — including several of Lamb Weston’s branded and private brand items — and something that has been linked with deforestation as well as social concerns. We are committed to responding meaningfully to these concerns. To that end, we belong to the Roundtable on Sustainable Palm Oil (RSPO),¹⁶ a nonprofit organization with 5,000+ members committed to producing, sourcing, and/or using sustainable palm oil certified by the RSPO.

In 2023, we sourced 100% of our palm oil as Mass Balance RSPO Certified Sustainable Palm Oil (MB CSPO) in regions where this ingredient is used. Within EMEA we have sourced 100% Segregated RSPO Certified Sustainable Palm Oil (SG CSPO) since 2015. In March 2024, we published our [Deforestation Policy](#) that further outlines our priorities, and in April 2024, we strengthened our commitment to sustainable palm oil sourcing.

Lamb Weston is committed to sustainable sourcing of palm oil, and we recognize that additional action is needed to ensure that our use of palm oil is not enhancing the environmental and social concerns associated with this important ingredient.

To continue our forward momentum, Lamb Weston will begin a transition to 100% Deforestation-Free and Conversion-Free (DCF) palm oil through the following enhanced supply chains:

- RSPO Certified Mass Balance, independently verified as Deforestation-Free and Conversion-Free (DCF)
- RSPO Certified Segregated Supply

We will work toward full conversion to these supply chains by 2033 with measurable and transparent progress.



Progress on Palm Oil in Europe

LW EMEA began moving away from the use of palm oil in our European products in 2008. In 2012, we switched all Lamb Weston branded potato products to sunflower oil and began using Segregated RSPO Certified Sustainable Palm Oil (SG CSPO) for the remaining volume of potato products. These changes enabled the region to incorporate additional oils that are low in saturated fats while also reducing their impact on deforestation linked to the production of palm oil. By the end of fiscal year 2023, only 7.7% of total volume in this region was using palm oil, and as of this report publication, palm oil is no longer used as an ingredient in the total product portfolio made in Europe.

¹⁶ Lamb Weston, Inc. RSPO membership number: 4-0842-17-000-00

The Future of Sustainable Packaging

As a leader in the food industry, we understand the importance of packaging and we prioritize changing the future of packaging — and we're well on the way. We prioritize food safety and quality as we move toward more sustainable packaging solutions.

As we move toward our goal of developing packaging to be recycle-ready, reusable, or compostable, we are engaging with customers to understand their needs and ensuring that our packaging solutions fit within their existing workstreams.

For example, in 2023, Lamb Weston became a member of the How2Recycle program and has been working to create clear, simple messaging for our packaging to help promote consumer recycling.

In 2024, we plan to launch a recyclable package for North American food service customers that can go directly into the corrugate stream. This package has undergone extensive lab and commercial analysis in conjunction with our suppliers and third-party testing labs. We will also support that launch with internal and customer education. All these efforts put us closer to our sustainability goals and help us better serve our customers.

We are building our sustainable packaging development on three principles:

- Using bio-based and recycled content
- Incorporating materials that are recyclable, repulpable, or compostable
- Rightsizing current packaging to reduce material use.



The materials we use must perform to our standards throughout the packaging life cycle, and we employ a variety of safeguards to ensure they do. The Packaging Lab at Lamb Weston's Innovation Center tests materials for quality, safety, and sustainability. We also examine material performance in a production environment in collaboration with our commercial teams, and we monitor performance over time to validate materials and make improvements once packaging is in use.

Our bags aren't brown —they're green.



Appendix

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“Thank you for taking the time to read Making Fries, Making Strides, our 2023 sustainability report. It encapsulates our dedication to harmonizing our global business with our commitment to ensure our people and communities thrive, our products continue to be loved and trusted, and the natural resources we rely on are conserved for the long term. With our values at the heart of all we do, we are resolute in our purpose to bring the world together with our fries.”

Trudy Slagle

Senior Director, ESG Administration

Contact Information

For further information and to view past reports, please visit our ESG webpage. Hearing from our stakeholders is important to informing our initiatives and reporting, and we welcome ongoing engagement on ESG matters. Please email sustainability@lambweston.com with any questions or feedback.

Stakeholder Engagement

Engaging with people and organizations inside and outside of Lamb Weston allows us to understand their priorities more deeply, which in turn informs our actions and ongoing ESG strategy. Below, find an overview of the methods by which we engage our stakeholders, and the issues they find most important.

| STAKEHOLDER GROUP | HOW WE ENGAGE | MOST IMPORTANT ISSUES |
|---|--|---|
| Investors | <ul style="list-style-type: none"> • Annual meeting of shareholders • Quarterly earnings presentations • Sustainability report • Ad-hoc meetings as appropriate | <ul style="list-style-type: none"> • Corporate Governance • Climate Change • Diversity, Equity, and Inclusion (DEI) |
| Customers | <ul style="list-style-type: none"> • Dedicated sales resources • Trace My Fries™ • Product labeling and marketing • Farm and facility tours • Customer Insights Survey • LW EMEA Engagement <ul style="list-style-type: none"> – Local account managers and sales promoters – Shared consumer insights | <ul style="list-style-type: none"> • Food Safety and Quality • Sustainable Agriculture • Consumer Health and Nutrition • Business Continuity • Responsible Sourcing and Traceability • Waste Reduction • Sustainable Innovation and Technology |
| Current and Potential Team Members | <ul style="list-style-type: none"> • Updates from executives • Sustainability Awards • Environmental, Health, and Safety (EHS) training • Community engagement programs • Recruiting programs • Compliance training • Talent development programs • Employee resource groups • Internal communications <ul style="list-style-type: none"> – Intranet – Newsletters – Meetings | <ul style="list-style-type: none"> • Ethics and Integrity • Occupational Health and Safety • Environmental Compliance • Waste Reduction • Workplace Culture and Team Member Engagement • Community Engagement |

(continued)



Stakeholder Engagement (cont.)

| STAKEHOLDER GROUP | HOW WE ENGAGE | MOST IMPORTANT ISSUES |
|----------------------|---|--|
| Peers | <ul style="list-style-type: none"> • Potato Sustainability Alliance • Roundtable on Sustainable Palm Oil (RSPO) • International Association for Food Protection • 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 and Quality • Responsible Labeling and Marketing • Responsible Sourcing and Traceability |
| Growers | <ul style="list-style-type: none"> • Grower Handbook • Annual partner grower meeting • Dedicated relationship managers • Sustainable agriculture frameworks and assessments | <ul style="list-style-type: none"> • Sustainable Agriculture • Farmer Livelihood • Human Rights • Responsible Sourcing and Traceability |
| Suppliers | <ul style="list-style-type: none"> • Supplier audits • Strategic supplier business reviews • EcoVadis • Dedicated category managers | <ul style="list-style-type: none"> • Human Rights • Responsible Sourcing and Traceability |
| Policymakers | <ul style="list-style-type: none"> • Engagement with federal and local government • Local press opportunities related to our initiatives • Participation in regional and statewide chamber of commerce groups (Idaho Association of Commerce and Industry, Boise Metro Chamber of Commerce) • Site/facility tours | <ul style="list-style-type: none"> • Sustainable Agriculture • Responsible Sourcing and Traceability • Responsible Labeling and Marketing • Climate Change • Community Engagement • Partnerships and Industry Collaborations |
| Neighborhoods | <ul style="list-style-type: none"> • Collaboration with local emergency response teams • Volunteerism • Charitable donations • Month of Service | <ul style="list-style-type: none"> • Community Safety • Fighting Hunger at the Local Level • Enhancing Partnerships |
| Consumers | <ul style="list-style-type: none"> • Product labeling and marketing • Social media • Website • Consumer hotline | <ul style="list-style-type: none"> • Food Safety and Quality • Consumer Health and Nutrition • Sustainable Agriculture • Responsible Sourcing and Traceability • Packaging |

(continued)



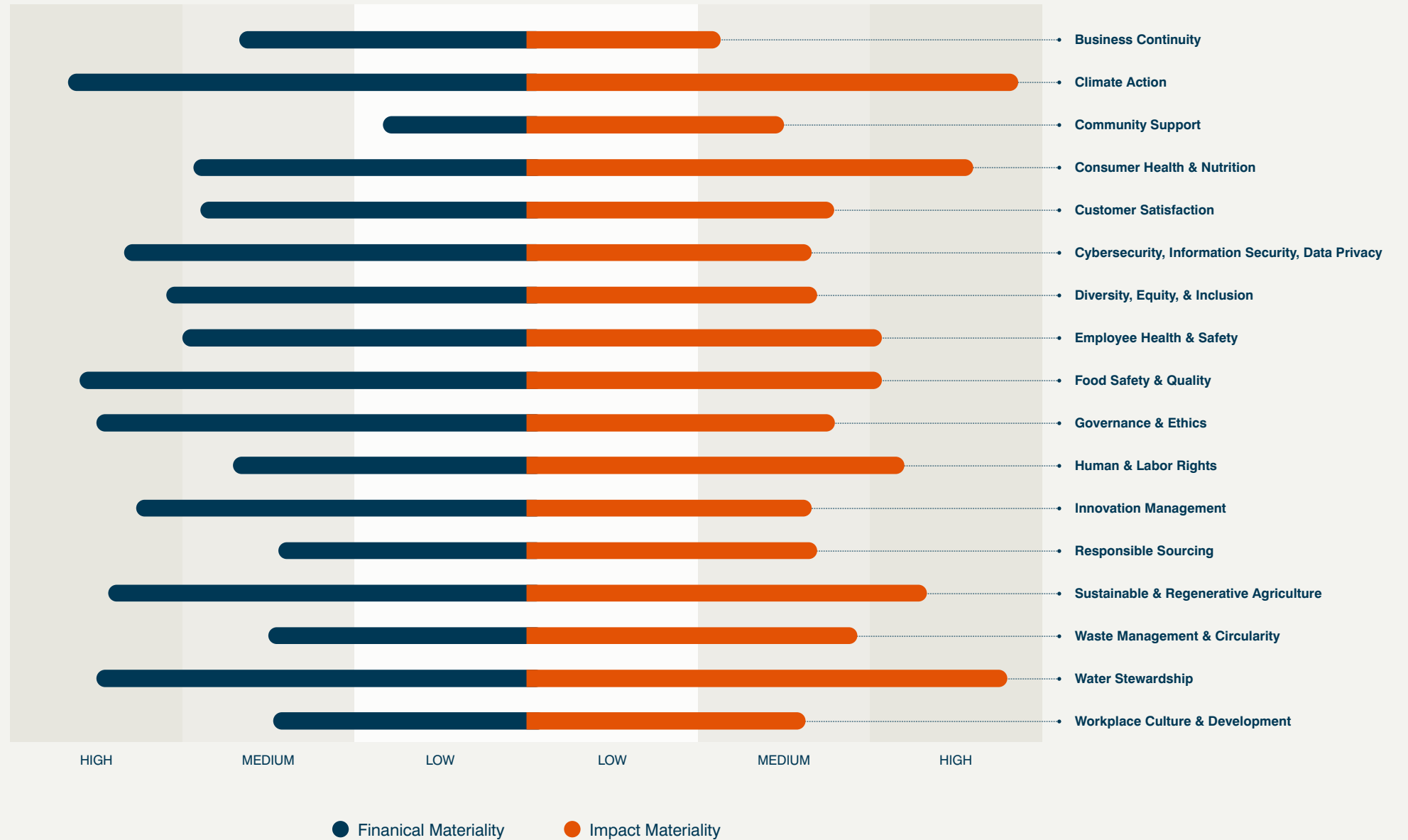
Stakeholder Engagement (cont.)

| STAKEHOLDER GROUP | HOW WE ENGAGE | MOST IMPORTANT ISSUES |
|----------------------------------|--|--|
| Advocacy Groups/NGOs | <ul style="list-style-type: none"> • Food Northwest • Integrated Pest Management (IPM) Institute of North America • American Potato Trade Alliance (APTA) • American Frozen Food Institute • Pacific Coast Food Waste Collaborative • Consumer Brands Association • Association of Western Energy Consumers • LW EMEA's Industrial Associations/NGOs: <ul style="list-style-type: none"> – Association for the Potato Processing Industry (VAVI) – Federation of the Dutch Food Industry (FNLI) (NL) – Potato Processors' Association (PPA) – Food and Drink Federation (FDF) (U.K.) – European Potato Processors' Association (EUPPA) (European level) • Discussions w/ NGOs | <ul style="list-style-type: none"> • Sustainable Agriculture • Responsible Sourcing and Traceability • Customer Health and Nutrition • Waste Reduction • Climate Change • Product Innovation • Human Rights |
| Universities and Research | <ul style="list-style-type: none"> • Washington State University • Oregon State University • State and regional universities | <ul style="list-style-type: none"> • Soil Health Initiative • Joint Projects • Internships • Research Consultations |

2024 Double Materiality Assessment

In 2024, we carried out a global double materiality assessment, to prepare for the upcoming European regulation the Corporate Sustainability Reporting Directive (CSRD). This assessment is a mandatory step for nonfinancial sustainability reporting in Europe, as per CSRD regulations. It evaluates how company actions impact both people and the planet (impact assessment), as well as how ESG issues can affect its financial risks and opportunities (financial assessment). For more information on the use of the term materiality used in this report, see [About this Report](#).

As a result of our assessment, we have identified the following material topics, which we plan to address and align to in next year's Sustainability report.



Performance Data Tables

PEOPLE

Data presented represents information available as of May 28, 2023, unless noted otherwise, including certain estimates and assumptions. Historical estimates may periodically be subject to revision due to data source restatements and updates to methodology.

Board Diversity

| METRIC | 2020 | 2021 | 2022 | 2023 ¹ |
|-----------------------|------|------|------|-------------------|
| Total Board Members | 10 | 10 | 10 | 11 |
| Independent Directors | 90% | 90% | 90% | 91% |
| Female Directors | 20% | 20% | 20% | 27% |

Team Member Demographics

| METRIC (EMPLOYEES) | 2020 | 2021 | 2022 | 2023 |
|---|--------------|--------------|--------------|---------------|
| BY TYPE | | | | |
| Permanent | 7,285 | 7,817 | 7,963 | 10,294 |
| • Full time | 7,155 | 7,686 | 7,830 | 10,179 |
| • Part time | 130 | 131 | 133 | 115 |
| Temporary | 1,129 | 1,255 | 1,601 | 2,046 |
| Total permanent and temporary team members | 8,414 | 9,072 | 9,564 | 12,340 |

(continued)

¹ This data reflects as of May 31, 2024.

Performance Data Tables — People (cont.)

Team Member Demographics (cont.)

| METRIC (%) ¹ | 2020 | 2021 | 2022 | 2023 |
|-------------------------------------|------------------|-------|-------|-------|
| BY REGION | | | | |
| United States of America | 90.8% | 90.1% | 90.3% | 75.0% |
| Netherlands | 0.0% | 0.0% | 0.0% | 10.9% |
| China | 4.0% | 3.9% | 3.9% | 4.0% |
| Canada | 3.6% | 3.7% | 3.8% | 3.1% |
| United Kingdom | 0.0% | 0.0% | 0.0% | 1.7% |
| Austria | 0.0% | 0.0% | 0.0% | 1.6% |
| Argentina | 0.0% | 0.1% | 0.1% | 1.2% |
| Australia | 0.9% | 1.5% | 1.3% | 1.2% |
| Other | 0.6% | 0.6% | 0.6% | 1.2% |
| BY GENDER: GLOBAL AGGREGATE | | | | |
| Male | 60.3% | 58.9% | 61.3% | 63.4% |
| Female | 39.5% | 37.1% | 38.4% | 35.2% |
| Not Disclosed | 0.2% | 4.0% | 0.4% | 1.4% |
| BY GENDER: GLOBAL LEADERSHIP | | | | |
| Male | N/A ² | 67.5% | 69.2% | 70.1% |
| Female | N/A ² | 31.0% | 29.3% | 28.4% |
| Not Disclosed | N/A ² | 1.5% | 1.4% | 1.5% |
| BY GENDER: GLOBAL HOURLY | | | | |
| Male | N/A ² | 61.6% | 62.1% | 65.7% |
| Female | N/A ² | 38.3% | 37.7% | 34.2% |
| Not Disclosed | N/A ² | 0.0% | 0.2% | 0.0% |

(continued)

¹ May not add to 100 percent due to rounding.² Lamb Weston did not disclose this information in 2020.

Performance Data Tables — People (cont.)

Team Member Demographics (cont.)

| METRIC (%) ¹ | 2020 | 2021 | 2022 | 2023 |
|---|------------------|-------|-------|-------|
| BY ETHNICITY: GLOBAL AGGREGATE | | | | |
| Hispanic | 44.1% | 42.6% | 43.0% | 35.6% |
| White | 40.1% | 37.0% | 36.6% | 30.4% |
| Not Disclosed | 4.7% | 9.8% | 6.8% | 22.2% |
| Asian | 4.5% | 4.1% | 7.3% | 6.6% |
| Black/African American | 4.0% | 3.8% | 3.9% | 3.2% |
| American Indian or Alaska Native | 0.8% | 0.8% | 0.9% | 0.9% |
| Two or More Races | 1.0% | 1.0% | 1.0% | 0.8% |
| Native Hawaiian or Other Pacific Islander | 0.5% | 0.4% | 0.4% | 0.4% |
| Other | 0.5% | 0.5% | 0.0% | 0.0% |
| BY ETHNICITY: GLOBAL LEADERSHIP | | | | |
| White | N/A ² | 73.9% | 75.5% | 65.5% |
| Not Disclosed | N/A ² | 9.4% | 10.1% | 20.8% |
| Asian | N/A ² | 6.4% | 5.8% | 6.8% |
| Hispanic | N/A ² | 6.4% | 5.8% | 5.3% |
| Black/African American | N/A ² | 2.5% | 1.9% | 1.1% |
| Two or More Races | N/A ² | 0.0% | 0.5% | 0.4% |
| American Indian or Alaska Native | N/A ² | 0.5% | 0.0% | 0.0% |
| Native Hawaiian or Other Pacific Islander | N/A ² | 0.0% | 0.0% | 0.0% |
| Other | N/A ² | 1.0% | 0.5% | 0.0% |

(continued)

¹ May not add to 100 percent due to rounding.² Lamb Weston did not disclose this information in 2020.



Performance Data Tables — People (cont.)

Team Member Demographics (cont.)

| MMETRIC (%) ¹ | 2020 | 2021 | 2022 | 2023 |
|---|------------------|-------|-------|-------|
| BY ETHNICITY: GLOBAL HOURLY | | | | |
| Hispanic | N/A ² | 53.3% | 53.6% | 45.5% |
| White | N/A ² | 26.2% | 26.1% | 22.0% |
| Not Disclosed | N/A ² | 5.3% | 5.9% | 20.0% |
| Asian | N/A ² | 8.3% | 7.9% | 6.8% |
| Black/African American | N/A ² | 4.4% | 4.4% | 3.7% |
| American Indian or Alaska Native | N/A ² | 0.8% | 1.0% | 1.0% |
| Two or More Races | N/A ² | 0.8% | 0.7% | 0.7% |
| Native Hawaiian or Other Pacific Islander | N/A ² | 0.4% | 0.4% | 0.4% |
| Other | N/A ² | 0.4% | 0.0% | 0.0% |

Health and Safety

| METRIC | 2020 | 2021 | 2022 | 2023 |
|--|------|------|------|------|
| EMPLOYEE SAFETY | | | | |
| Occupational Safety and Health Administration (OSHA) Global Total Recordable Incident Rate | 2.35 | 2.04 | 1.70 | 1.43 |

¹ May not add to 100 percent due to rounding.² Lamb Weston did not disclose this information in 2020.



FOOD

Food Safety and Quality Audit

| METRIC | LW (EXCLUDING EMEA) - 2023 | LW EMEA - 2023 | LW GLOBAL - 2023 |
|---|----------------------------|------------------|------------------|
| INTERNAL AND THIRD-PARTY AUDIT PROGRAMS | | | |
| Internal food safety audits | 16 | 6 | 22 |
| Third-party food safety audits | 16 | 9 | 25 |
| Customer and quality audits | 58 | 33 | 91 |
| Food Safety University Graduates (team members) | 29 | N/A ¹ | 29 |

¹ Lamb Weston did not disclose this information in 2023.

PLANET (excluding LW EMEA)

Energy Consumption

| SOURCE (%) ¹ | 2020 | 2021 | 2022 | 2023 |
|--|-------------------|-------------------|-------------------|-------------------|
| TOTAL ENERGY CONSUMPTION WITHIN THE OPERATIONS ORGANIZATION (19 OWNED FACILITIES, EXCLUDING FACILITIES IN EUROPE) | | | | |
| Natural Gas | 71.2% | 69.7% | 70.8% | 64.2% |
| Electricity | 22.4% | 22.5% | 23.9% | 22.1% |
| Renewable Energy (Electricity and Biogas) | 1.2% | 3.3% | 0.3% | 6.5% |
| Steam | 2.0% | 1.3% | 2.5% | 4.0% |
| Coal | 3.1% | 3.1% | 2.5% | 3.1% |
| Other | 0.1% | 0.1% | 0.1% | 0.1% |
| Total energy consumption by Gigajoules (GJ) | 14,523,639 | 14,628,207 | 14,238,412 | 14,990,933 |
| Energy intensity (GJ per pound) | 0.022 | 0.023 | 0.022 | 0.025 |

Greenhouse Gas (GHG) Emissions

GHG emissions are calculated based on the GHG Protocol methodology of the WRI/WBCSD (GHG Protocol). Conversion factors and Global Warming Potential (GWP) rates for GHG emissions are obtained from ADEME version 4 Bilan Carbone, Ecoinvent V3.6 (Scope 1), and CO₂ emissiefactoren NL Home | CO₂ emissiefactoren (Scope 2). The estimate of Scope 3 GHG emissions is based on spend-based modeling aligned with the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (also referred to as the Scope 3 Standard). The GHG emissions model may be subject to further revision, which may result in adjustments to the estimated GHG emissions in the future. Scope 1 and 2 GHG emissions are based on reported GHG emissions, not modeled GHG emissions, and therefore are not directly comparable to Scope 3 GHG emissions.

GHG emissions are reported based on Scope 1, 2, and 3:

- Scope 1 GHG emissions: Direct CO₂e² emissions, including natural gas burned and fuel.
- Scope 2 GHG emissions: Indirect CO₂e² emissions, including electricity purchased and electricity consumption of lease cars.
- Scope 3 GHG emissions: Other indirect CO₂e² emissions related to assets not owned or controlled by the reporting organization, but GHG emissions associated with the value chain, for examples, farm, business travel, and transport.

¹ May not add to 100 percent due to rounding.

² Metric tons of CO₂e = metric tons of carbon dioxide equivalent.

Performance Data Tables — Planet (excluding LW EMEA) (cont.)

GHG Emissions (cont.)

| SOURCE (METRIC TONS OF CO ₂ e) ¹ | 2020 | 2021 | 2022 | 2023 |
|---|----------------|----------------|----------------|----------------|
| SCOPE 1 AND 2 GHG EMISSIONS (19 OWNED FACILITIES, EXCLUDING FACILITIES IN EUROPE) | | | | |
| Scope 1 GHG emissions | 573,378 | 556,665 | 553,906 | 527,875 |
| Scope 2 GHG emissions | 351,321 | 360,383 | 341,033 | 334,444 |
| Total Scope 1 and 2 GHG emissions | 924,699 | 917,048 | 894,939 | 862,319 |
| Scope 1 and 2 GHG emission intensity (metric tons of CO ₂ e ¹ per pound) ² | 0.3257 | 0.337 | 0.324 | 0.328 |
| ESTIMATED SOURCE (METRIC TONS OF CO₂e)¹ | | | | |
| SCOPE 3 GHG TRANSPORTATION EMISSIONS³ | | | | |
| Finished goods truck | 107,247 | 114,617 | 126,718 | 77,512 |
| Finished goods Intermodal | 108,063 | 99,215 | 89,976 | 144,710 |
| Finished goods rail | 53,146 | 50,310 | 50,961 | 46,509 |
| Raw potato hauling | 10,997 | 10,913 | 11,627 | 9,485 |
| Total Indirect (Scope 3) GHG emissions | 279,453 | 275,055 | 279,281 | 278,215 |

Water Management

| SOURCE (%) ⁴ | 2020 | 2021 | 2022 | 2023 |
|--|---------------|---------------|---------------|---------------|
| TOTAL WATER WITHDRAWAL | | | | |
| Municipal | 51.9% | 56.2% | 58.4% | 55.8% |
| Well | 39.9% | 34.7% | 33.5% | 35.2% |
| Surface | 8.2% | 9.1% | 8.1% | 9.0% |
| Total water withdrawal by Megalitres (ML) | 33,321 | 32,453 | 34,043 | 33,904 |
| SOURCE (MEGALITRES (ML)) | | | | |
| TOTAL WATER CONSUMPTION, REUSE, AND DISCHARGE | | | | |
| Water consumption | 479 | 2,207 | 2,074 | 2,701 |
| Water reuse | 1,919 | 3,327 | 1,877 | 1,695 |
| Wastewater discharge | 32,840 | 30,246 | 31,969 | 31,202 |
| WATER USE INTENSITY | | | | |
| SOURCE (GALLONS PER POUND) | | | | |
| Water use (freshwater) intensity | 1.41 | 1.43 | 1.48 | 1.55 |

¹ Metric tons of CO₂e = metric tons of carbon dioxide equivalent.² Scope 1 and 2 GHG emission intensity is calculated based on ton of CO₂e per production pound.³ We are continuing to assess our Scope 3 categories and will report the global data in future years.⁴ May not add to 100 percent due to rounding.

(continued)

Performance Data Tables — Planet (excluding LW EMEA) (cont.)

Waste Management

| SOURCE (%) ¹ | 2020 | 2021 | 2022 | 2023 |
|---|----------------|----------------|----------------|----------------|
| TOTAL WASTE VOLUME BY TYPE | | | | |
| Mixed Organics | 48.8% | 42.4% | 33.8% | 58.0% |
| Landfill | 11.5% | 9.3% | 9.7% | 16.4% |
| Wastewater Sludge | 25.1% | 31.5% | 30.8% | 10.7% |
| Cardboard | 3.6% | 3.7% | 4.8% | 4.8% |
| Food Oil/Grease | 1.6% | 1.5% | 2.3% | 3.4% |
| Food Composting | 3.7% | 3.4% | 4.4% | 2.3% |
| Other | 3.5% | 6.0% | 11.9% | 1.7% |
| Wood | 0.2% | 1.5% | 0.9% | 1.6% |
| Mixed Recyclables | 1.9% | 0.7% | 1.5% | 1.1% |
| Total waste volume (metric tons) | 234,098 | 235,084 | 255,919 | 180,724 |

Packaging Life Cycle Management

| SOURCE (METRIC TONS) | 2020 | 2021 | 2022 | 2023 |
|---|----------------|----------------|----------------|----------------|
| MATERIALS USED | | | | |
| Total Packaging Weight | | | | |
| • Primary ² | 18,980 | 10,691 | 28,756 | 27,477 |
| • Secondary ² | 83,122 | 145,736 | 127,923 | 130,535 |
| Total | 102,102 | 156,427 | 156,679 | 158,012 |
| SOURCE (%) | 2020 | 2021 | 2022 | 2023 |
| Packaging made from recycle/renewables (tons) | | | | |
| • Primary weight recycle/renewable ² | 0.0% | 5.7% | 0.1% | 63.8% |
| • Secondary weight recycle/renewable ² | 40.0% | 34.0% | 33.8% | 70.6% |
| Packaging that is recyclable, reusable and/or compostable (tons) | | | | |
| • Primary ² | 87.0% | 69.5% | 83.4% | 72.8% |
| • Secondary ² | 100.0% | 100.0% | 100.0% | 100.0% |

(continued)

¹ May not add to 100 percent due to rounding.² Primary category includes product-related packaging and secondary category includes shipping-related packaging.



Performance Data Tables — Planet (excluding LW EMEA) (cont.)

Sustainable Agriculture

| SOURCE | 2020 | 2021 | 2022 | 2023 |
|--|------|------|------|------|
| THE AMOUNT OF WATER, FERTILIZER, AND PESTICIDES REQUIRED IN OUR GROWERS' OPERATIONS | | | | |
| Pesticide use: lbs of AI per ton of yield | 2.8 | 4.8 | 3.4 | 3.1 |
| Nutrient use: lbs of nitrogen per ton of yield | 10.6 | 10.7 | 10.4 | 10.8 |
| Water use: gallons per pound of yield | 10.5 | 13.5 | 13.3 | 12.8 |

LW EMEA: PLANET

Data presented represents information available as of May 28, 2023, including certain estimates and assumptions. Historical estimates may periodically be subject to revision due to data source restatements and updates to methodology.

Energy Consumption

| SOURCE (GJ) ¹ | 2020 | 2021 | 2022 | 2023 |
|--|------------------|------------------|------------------|------------------|
| ENERGY CONSUMPTION WITHIN THE ORGANIZATION | | | | |
| Renewable | 678,000 | 775,000 | 851,000 | 812,000 |
| • Biogas Consumption | 95,000 | 101,000 | 93,000 | 90,000 |
| • Electricity Consumption | 583,000 | 674,000 | 758,000 | 722,000 |
| Non-renewable | 2,375,000 | 2,665,000 | 3,039,000 | 2,814,000 |
| • Corporate Leased Cars | 7,000 | 7,000 | 9,000 | 24,000 |
| • Gas Consumption | 2,368,000 | 2,658,000 | 3,030,000 | 2,790,000 |
| Total renewable and non-renewable consumption | 3,053,000 | 3,440,000 | 3,890,000 | 3,626,000 |
| Total consumption | 592,351 | 682,688 | 768,419 | 747,872 |
| Total renewable energy consumption (%) | 22% | 23% | 22% | 22% |
| Innovation Centre Electricity | 0 | 0 | 0 | 0 |
| Corporate Office Electricity | 565 | 565 | 625 | 725 |
| Corporate Office Heat | 1,362 | 1,362 | 1,255 | 1,112 |
| Corporate Leased Cars | 7,220 | 7,220 | 8,656 | 23,977 |
| Electricity Consumption | 583,205 | 673,542 | 757,883 | 722,059 |
| TOTAL ENERGY CONSUMPTION | 3,645,351 | 4,122,688 | 4,658,419 | 4,373,872 |
| ENERGY SOLD AS HEAT AND INTENSITY | | | | |
| Energy sold as heat (GJ) | 16,458 | 8,929 | 12,845 | 8,319 |
| Electricity (GJ/ton) | 0.841 | 0.860 | 0.838 | 0.833 |
| Gas (GJ/ton) | 3.391 | 3.382 | 3.335 | 3.207 |
| REDUCTION OF ENERGY CONSUMPTION | | | | |
| Electricity savings | 3 | -231 | 1,785 | -1,197 |
| Natural gas savings | 0 | 18,948 | 151,412 | 116,336 |
| Total savings | 3 | 18,717 | 153,197 | 113,942 |

¹ May not add to 100 percent due to rounding.

Performance Data Tables — LW EMEA: Planet (cont.)

Greenhouse Gas (GHG) Emissions

GHG emissions are calculated based on the GHG Protocol methodology of the WRI/WBCSD (GHG Protocol). Conversion factors and Global Warming Potential (GWP) rates for GHG emissions are obtained from ADEME version 4 Bilan Carbone, Ecoinvent V3.6 (Scope 1), and CO₂ emissiefactoren NL Home | CO₂ emissiefactoren (Scope 2). The estimate of Scope 3 GHG emissions is based on spend-based modeling aligned with the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (also referred to as the Scope 3 Standard). The GHG emissions model may be subject to further revision, which may result in adjustments to the estimated GHG emissions in the future. Scope 1 and 2 GHG emissions are based on reported GHG emissions, not modeled GHG emissions, and therefore are not directly comparable to Scope 3 GHG emissions.

GHG emissions are reported based on Scope 1, 2, and 3:

- Scope 1 GHG emissions: Direct CO₂e¹ emissions, including natural gas burned and fuel.
- Scope 2 GHG emissions: Indirect CO₂e¹ emissions, including electricity purchased and electricity consumption of lease cars.
- Scope 3 GHG emissions: Other indirect CO₂e¹ emissions related to assets not owned or controlled by the reporting organization, but GHG emissions associated with the value chain, for examples, farm, business travel, and transport.

| SOURCE (METRIC TONS OF CO ₂ e) ¹ | 2020 | 2021 | 2022 | 2023 |
|---|----------------|----------------|----------------|----------------|
| DIRECT AND INDIRECT (SCOPE 1, 2, AND 3) PRODUCTION AND CORPORATE GHG EMISSIONS | | | | |
| Scope 1 GHG emissions | 164,194 | 184,885 | 210,597 | 195,027 |
| Scope 2 GHG emissions | 972 | 1,123 | 1,264 | 1,204 |
| Scope 3 GHG emissions | 378,144 | 381,185 | 441,367 | 432,249 |
| Total Scope 1, 2, and 3 GHG emissions | 543,310 | 567,192 | 653,228 | 628,481 |
| DIRECT (SCOPE 1) GHG EMISSION | | | | |
| Natural Gas | 164,831 | 184,996 | 210,924 | 194,218 |
| Corporate Office Leased Cars | 389 | 389 | 453 | 1,286 |
| Corporate Office Heat | 105 | 105 | 97 | 86 |
| Ammonia | 10 | 12 | 14 | 13 |
| Biogas Tons | 0 | 0 | 0 | 0 |
| Heat Supply (External) | -1,142 | -618 | -890 | -576 |
| Total Scope 1 GHG emissions | 164,194 | 184,885 | 210,597 | 195,027 |

(continued)

¹ Metric tons of CO₂e = metric tons of carbon dioxide equivalent.

Performance Data Tables — LW EMEA: Planet (cont.)

GHG Emissions (cont.)

| SOURCE (METRIC TONS OF CO ₂ e) ¹ | 2020 | 2021 | 2022 | 2023 |
|---|----------------|----------------|----------------|----------------|
| INDIRECT (SCOPE 2) GHG EMISSIONS | | | | |
| Electricity | 971 | 1,122 | 1,262 | 1,202 |
| Corporate Office Electricity | 1 | 1 | 1 | 2 |
| Total Scope 2 GHG emissions | 972 | 1,123 | 1,264 | 1,204 |
| INDIRECT (SCOPE 3) GHG EMISSIONS | | | | |
| Potatoes | 221,085 | 215,371 | 254,318 | 235,460 |
| Oil | 82,680 | 87,644 | 96,991 | 107,732 |
| Batter | 28,380 | 28,666 | 33,913 | 34,415 |
| Packaging | 26,467 | 27,559 | 30,879 | 30,488 |
| Transport | 6,934 | 7,833 | 9,048 | 8,673 |
| Business Travel | 4,161 | 4,700 | 5,429 | 5,204 |
| By-products and Waste | 4,969 | 5,496 | 6,266 | 5,941 |
| Buildings and Machinery | 3,467 | 3,916 | 4,524 | 4,337 |
| Total Scope 3 GHG Emissions | 378,144 | 381,185 | 441,367 | 432,249 |
| GHG EMISSIONS INTENSITY | | | | |
| Scope 1 GHG emissions intensity | 0.237 | 0.236 | 0.233 | 0.225 |
| Scope 2 GHG emissions intensity | 0.001 | 0.001 | 0.001 | 0.001 |
| Scope 3 GHG emissions intensity | 0.545 | 0.487 | 0.488 | 0.498 |
| Scope 1, 2, and 3 GHG emissions intensity | 0.783 | 0.724 | 0.722 | 0.725 |
| REDUCTION OF SCOPE 1,2, AND 3 GHG EMISSION INTENSITY | | | | |
| Scope 1 Relative vs. 2020 | 0.0% | -0.4% | -1.7% | -5.1% |
| Scope 2 Relative vs. 2020 | 0.0% | 0.0% | 0.0% | 0.0% |
| Scope 3 Relative vs. 2020 | 0.0% | -10.6% | -10.5% | -8.6% |
| Scope 1, 2, and 3 Relative vs. 2020 | 0.0% | -7.5% | -7.8% | -7.4% |

Emissions to air, including NO_x and SO₂ emissions

We continually monitor NO_x emissions from our boiler systems and report these figures to the local government. Our NO_x and SO₂ emission levels are measured annually by external, certified companies and reported to the government.

¹ Metric tons of CO₂e = metric tons of carbon dioxide equivalent.

Performance Data Tables — LW EMEA: Planet (cont.)

Water Management

| SOURCE (MEGALITRES (ML)) | 2020 | 2021 | 2022 | 2023 |
|---|--------------|--------------|--------------|--------------|
| TOTAL WATER WITHDRAWAL | | | | |
| Surface water | 3.887 | 4.196 | 4.624 | 4.000 |
| Groundwater | 0.347 | 0.400 | 0.402 | 0.585 |
| Total water withdrawal | 4.234 | 4.596 | 5.026 | 4.585 |
| WATER WITHDRAWAL BY CATEGORY | | | | |
| Freshwater ($\leq 1,000$ mg/L TDS) | 4.234 | 4.596 | 5.026 | 4.585 |
| Other water ($> 1,000$ mg/L TDS) | 0.000 | 0.000 | 0.000 | 0.000 |
| Total water withdrawal by category | 4.234 | 4.596 | 5.026 | 4.585 |
| WATER WITHDRAWAL FROM WATER STRESSED AREAS | | | | |
| Surface water | 0.628 | 0.666 | 0.869 | 0.833 |
| Groundwater | 0.230 | 0.205 | 0.222 | 0.232 |
| Total water withdrawal from water stressed areas | 0.858 | 0.871 | 1.091 | 1.065 |
| WATER DISCHARGE BY SOURCE | | | | |
| Surface water | 2.277 | 2.670 | 2.876 | 2.836 |
| Seawater | 1.655 | 1.415 | 1.467 | 1.221 |
| Total water discharge | 3.933 | 4.084 | 4.343 | 4.057 |
| WATER DISCHARGE BY CATEGORY | | | | |
| Freshwater ($\leq 1,000$ mg/L TDS) | 3.933 | 4.084 | 4.343 | 4.057 |
| WATER CONSUMPTION | | | | |
| Total water use (water withdrawn-discharge) | 0.301 | 0.511 | 0.683 | 0.528 |
| WATER USE INTENSITY SOURCE (ML/T) | | | | |
| Water use (freshwater) intensity | 6.1 | 5.5 | 5.2 | 4.9 |

(continued)

Performance Data Tables — LW EMEA: Planet (cont.)

Waste Management

| SOURCE (METRIC TONS) | 2020 | 2021 | 2022 | 2023 |
|---|------------------|------------------|------------------|------------------|
| MATERIALS USED BY WEIGHT OR VOLUME | | | | |
| Total Raw Potato Usage | 1,355,520 | 1,395,590 | 1,587,809 | 1,471,977 |
| Total Vegetable Oil | 36,117 | 41,140 | 48,349 | 47,305 |
| Total Other Ingredients and Processing Aids | 25,498 | 29,386 | 35,812 | 33,208 |
| Total Nonrenewable Packaging Materials | 4,533 | 5,443 | 6,124 | 5,532 |
| Total Renewable Packaging Materials | 42,145 | 51,227 | 56,753 | 60,122 |
| Total materials used | 1,463,814 | 1,522,786 | 1,734,847 | 1,618,145 |
| SOURCE | 2020 | 2021 | 2022 | 2023 |
| MATERIALS USED BY WEIGHT OR VOLUME BY CATEGORY | | | | |
| Renewable | | | | |
| • Volume (metric tons) | 1,459,280 | 1,515,343 | 1,728,723 | 1,612,612 |
| • Share (%) ¹ | 99.7% | 99.6% | 99.6% | 99.7% |
| Nonrenewable | | | | |
| • Volume (metric tons) | 4,533 | 5,443 | 6,124 | 5,532 |
| • Share (%) ¹ | 0.3% | 0.4% | 0.4% | 0.3% |
| Total materials used (Metric tons) | 1,463,814 | 1,522,786 | 1,734,847 | 1,618,145 |
| SOURCE (%) | 2020 | 2021 | 2022 | 2023 |
| RECYCLED INPUT MATERIALS USED | | | | |
| Recycled input materials used | 1.4% | 1.6% | 1.6% | 1.6% |

(continued)

¹ May not add to 100 percent due to rounding.

Performance Data Tables — LW EMEA: Planet (cont.)

Waste Management (cont.)

| SOURCE (METRIC TONS) | 2020 | 2021 | 2022 | 2023 |
|---|----------------|----------------|----------------|----------------|
| WASTE GENERATED BY COMPOSITION | | | | |
| Reuse Feed | 183,627 | 217,366 | 265,631 | 252,203 |
| Reuse Soil | 39,206 | 45,378 | 46,793 | 48,359 |
| Recovery Fermentation | 33,899 | 36,775 | 41,125 | 35,606 |
| Recycling Starch | 8,187 | 10,196 | 4,683 | 11,325 |
| Compost Sludge | 9,002 | 8,978 | 12,756 | 9,311 |
| Compost Organic | 4,681 | 7,076 | 4,311 | 6,623 |
| Reuse Struvite | 477 | 606 | 1,517 | 2,055 |
| Recovery Oil/Vegetable Oil Biofuel | 2,324 | 2,067 | 1,482 | 1,989 |
| Recycling Paper | 1,125 | 1,253 | 1,546 | 1,669 |
| Other | 613 | 848 | 1,196 | 721 |
| Total waste generated by composition | 282,141 | 330,543 | 381,039 | 369,860 |
| SOURCE (%) ¹ | 2020 | 2021 | 2022 | 2023 |
| BREAKDOWN BY-PRODUCTS AND WASTE STREAM | | | | |
| Reuse Feed | 64.9% | 65.8% | 69.7% | 68.2% |
| Reuse Soil | 13.8% | 13.7% | 12.3% | 13.1% |
| Recovery Fermentation | 12.0% | 11.1% | 10.8% | 9.6% |
| Recycling Starch | 3.2% | 3.1% | 3.3% | 3.1% |
| Compost Sludge | 2.9% | 2.7% | 1.2% | 2.5% |
| Compost Organic | 1.7% | 2.1% | 1.1% | 1.8% |
| Reuse Struvite | 0.8% | 0.6% | 0.4% | 0.6% |
| Recovery Oil/Vegetable Oil Biofuel | 0.4% | 0.4% | 0.4% | 0.5% |
| Recycling Paper | 0.2% | 0.2% | 0.4% | 0.5% |
| Other | 0.2% | 0.3% | 0.3% | 0.2% |
| Grand Total | 100.0% | 100.0% | 100.0% | 100.0% |

(continued)

¹ May not add to 100 percent due to rounding.

Performance Data Tables — LW EMEA: Planet (cont.)

Waste Management (cont.)

| SOURCE (METRIC TONS) | 2020 | 2021 | 2022 | 2023 |
|--|----------------|----------------|----------------|----------------|
| WASTE GENERATED BY TYPE | | | | |
| Reuse | 223,310 | 263,350 | 313,941 | 302,617 |
| Recovery | 36,223 | 38,842 | 42,607 | 37,595 |
| Compost | 13,683 | 16,054 | 17,066 | 15,934 |
| Recycle | 9,690 | 11,757 | 6,611 | 13,209 |
| Total waste generated by type | 282,906 | 330,003 | 380,225 | 369,354 |
| SOURCE | 2020 | 2021 | 2022 | 2023 |
| WASTE TOTAL BY DESTINATION AND TYPE | | | | |
| Waste diverted from disposal | | | | |
| • Volume (metric tons) | 249,889 | 296,137 | 340,187 | 290,411 |
| • Share (%) ¹ | 99.6% | 99.5% | 99.4% | 99.8% |
| Waste directed to disposal | | | | |
| • Volume (metric tons) | 1,043 | 1,386 | 1,965 | 506 |
| • Share (%) ¹ | 0.4% | 0.5% | 0.6% | 0.2% |
| Total waste | 250,933 | 297,523 | 342,152 | 290,917 |
| SOURCE (METRIC TONS) | 2020 | 2021 | 2022 | 2023 |
| WASTE DIVERTED FROM DISPOSAL | | | | |
| Nonhazardous waste | | | | |
| • Prepared for reuse | 222,833 | 262,744 | 312,424 | 233,018 |
| • Prepared for recycling | 27,043 | 33,380 | 27,750 | 57,385 |
| • Prepared for other recovery activities | 0 | 0 | 0 | 0 |
| Hazardous waste | | | | |
| • Prepared for recycling | 8 | 12 | 13 | 8 |
| • Prepared for other recovery activities | 6 | 1 | 0 | 0 |
| • Prepared for reuse | 0 | 0 | 0 | 0 |
| Total waste diverted from disposal | 249,889 | 296,137 | 340,187 | 290,411 |

(continued)

¹ May not add to 100 percent due to rounding.

Performance Data Tables — LW EMEA: Planet (cont.)

Waste Management (cont.)

| SOURCE (METRIC TONS) | 2020 | 2021 | 2022 | 2023 |
|---|--------------|--------------|--------------|------------|
| WASTE DIRECTED TO DISPOSAL | | | | |
| Nonhazardous waste | 1,033 | 1,373 | 1,944 | 504 |
| • Landfilled | 808 | 847 | 1,151 | 0 |
| • Incinerated with energy recovery | 225 | 526 | 793 | 504 |
| Hazardous waste | 10 | 13 | 21 | 2 |
| • Incinerated with energy recovery | 10 | 11 | 15 | 2 |
| • Incinerated without energy recovery | 0 | 2 | 4 | 0 |
| • Other disposal operations | 0 | 0 | 0 | 0 |
| Total waste directed to disposal | 1,043 | 1,386 | 1,965 | 506 |

Supply Chain

| SOURCE (%) ¹ | 2020 | 2021 | 2022 | 2023 |
|--|---------------|---------------|---------------|---------------|
| % POTATOES SAI-FSA CERTIFIED VS. TOTAL VOLUME POTATOES PURCHASED SPLIT BY CERTIFICATION | | | | |
| VVAK Certified Potatoes | 30.7% | 37.8% | 34.9% | 29.2% |
| Global Gap Certified Potatoes | 19.3% | 21.7% | 24.1% | 28.3% |
| Red Tractor Certified Potatoes | 12.9% | 12.7% | 11.6% | 9.7% |
| Vegaplan Certified Potatoes | 13.0% | 12.5% | 13.2% | 9.0% |
| QS Certified Potatoes | 14.7% | 6.9% | 8.5% | 12.0% |
| Hygiene Code Certified Potatoes | 2.2% | 0.8% | 0.0% | 11.7% |
| AMA Certified Potatoes | 7.2% | 7.5% | 7.5% | 0.2% |
| Total | 100.0% | 100.0% | 100.0% | 100.0% |
| % POTATOES SAI-FSA CERTIFIED VS. TOTAL VOLUME POTATOES PURCHASED | | | | |
| Gold | 27.7% | 57.2% | 56.7% | 50.0% |
| Silver | 70.1% | 41.9% | 43.3% | 50.0% |
| No Benchmark | 2.2% | 0.8% | 0.0% | 0.0% |
| Total | 100.0% | 100.0% | 100.0% | 100.0% |

¹ May not add to 100 percent due to rounding.

Performance Data Tables — LW EMEA: Planet (cont.)

The LW EMEA certifications represent certifications per location related to food- and feed-safety, environmental, and other management systems for 2023 and 2024.

Supply Chain (cont.)

| CERTIFICATION | | BERGEN OP ZOOM (NL) | BROEKHUIZEN VORST (NL) | KRUININGEN (NL) | OOSTERBIERUM (NL) | WISBECH (U.K.) | HOLLABRUNN (AT) | CORPORATE (SCOPE EUROPE) |
|--|---|------------------------|---------------------------|--------------------|----------------------|-------------------|--------------------|--|
| CERTIFICATIONS PER LOCATION RELATED TO FOOD- AND FEED-SAFETY, ENVIRONMENTAL AND OTHER MANAGEMENT SYSTEMS | | | | | | | | |
| BRC | Food safety management | A | A | AA+ | A+ | AA+ | A+ | – |
| IFS | Food safety management | 96% | – | 94% | – | – | 97% | – |
| GMP+ (NL) FEMAS (U.K.) | Food safety management | Yes | Yes | Yes | Yes | Yes | Yes | – |
| ISO 14001 | Environmental management | Yes | Yes | Yes | Yes | Yes | Yes | Multi-site |
| ISO 50001 | Energy management | Yes | Yes | Yes | Yes | Yes | Yes | Multi-site |
| ISO 45001 | Occupational health and safety | – | – | – | – | – | Yes | – |
| Supplier Workplace Accountability | Social accountability, environment, and business ethics | Yes | Yes | Yes | Yes | Yes | Yes | – |
| SEDEX / SMETA-4P | Labour standards, health and safety, environment, and business ethics | | | | | | | |
| SEDEX / SMETA-3P | Labour standards, health and safety, and environment | – | – | – | – | Yes | – | – |
| SEDEX / SMETA-2P | Labour standards, health and safety, and environment | – | – | Yes | Yes | Yes | – | – |
| Halal | Religious certification | Yes | Yes | Yes | Yes | Yes | Yes | – |
| Kosher | Religious certification | Yes | – | – | Yes | Yes | – | – |
| SG CSPO | RSPO — Segregated Certified Sustainable Palm Oil | Yes | – | Yes | Yes | Yes | – | Multi-site |
| RSPO SCC | RSPO Supply Chain Certification | Yes | – | Yes | Yes | Yes | – | Multi-site |
| Gluten Free | Allergen free processing (gluten) | – | – | Yes | – | – | – | – |
| CDP | Climate Change, forestry, and supplier engagement (self-assessment) | – | – | – | – | – | – | B- for Climate Change C for Forestry B for Supplier Engagement |
| EcoVadis | Corporate social responsibility (self-assessment) | – | – | – | – | – | – | 64% Silver Medal |

Global Reporting Initiative (GRI) Index

The GRI Standards represent global best practices for reporting publicly on a range of economic, environmental, and social impacts. The tables on the pages that follow summarize our global responses to the GRI disclosures can be found throughout this report. We've also incorporated additional disclosure aligned to the GRI Agriculture Sector Standards where applicable. Lamb Weston has reported the information cited in this GRI content index for our 2023 fiscal year with reference to the GRI Standards.

General Disclosures

| DISCLOSURE NUMBER | DISCLOSURE TITLE | 2023 RESPONSE |
|--|---|--|
| GRI 2: GENERAL DISCLOSURES 2021 | | |
| GRI 2 | | |
| 2-1 | Organizational details | About Lamb Weston See 2023 10-K for additional information about our locations of operations |
| 2-2 | Entities included in the organization's sustainability reporting | About this Report |
| 2-3 | Reporting period, frequency and contact point | Lamb Weston reports annually once a year. Please email sustainability@lambweston.com with any questions or feedback. |
| 2-4 | Restatements of information | About this Report |
| 2-5 | External assurance | Independent Limited Assurance Statement , excluding LW EMEA data |
| 2-6 | Activities, value chain, and other business relationships | About Lamb Weston The Lamb Weston Value Chain The nature of our value chain and our key stakeholders are covered throughout our ESG report. For additional details on joint ventures and other key relationships, please refer to our 10-K . |
| 2-7 | Employees | Team Member Demographics Performance Data Tables — People |
| 2-8 | Workers who are not employees | The Lamb Weston Value Chain |
| 2-9 | Governance structure and composition | Governance For more information, see our 2023 Proxy Statement |
| 2-10 | Nomination and selection of the highest governance body | Proxy Statement |
| 2-11 | Chair of the highest governance body | Proxy Statement |
| 2-12 | Role of the highest governance body in overseeing the management of impacts | Governance ESG Governance Proxy Statement |
| 2-13 | Delegation of responsibility for managing impacts | Proxy Statement |
| 2-14 | Role of the highest governance body in sustainability reporting | ESG Governance |
| 2-15 | Conflicts of interest | Code of Conduct |

(continued)



Global Reporting Initiative (GRI) Index — General Disclosures (cont.)

| DISCLOSURE NUMBER | DISCLOSURE TITLE | 2023 RESPONSE |
|---|--|---|
| GRI 2: GENERAL DISCLOSURES 2021 (cont.) | | |
| GRI 2 (cont.) | | |
| 2-16 | Communication of critical concerns | Ethics Reporting |
| 2-17 | Collective knowledge of the highest governance body | Proxy Statement |
| 2-18 | Evaluation of the performance of the highest governance body | Proxy Statement |
| 2-19 | Remuneration policies | Proxy Statement |
| 2-20 | Process to determine remuneration | Proxy Statement |
| 2-21 | Annual total compensation ratio | Proxy Statement |
| 2-22 | Statement on sustainable development strategy | Material Topics Our Sustainability Progress |
| 2-23 | Policy commitments | Ethics and Integrity |
| 2-24 | Embedding policy commitments | Ethics and Integrity |
| 2-25 | Processes to remediate negative impacts | Ethics Reporting |
| 2-26 | Mechanisms for seeking advice and raising concerns | Ethics Reporting |
| 2-30 | Compliance with laws and regulations | Occupational Health and Safety Chemicals of Concerns Food Safety and Quality |
| 2-28 | Membership associations | Collaborating on Food Safety and Quality |
| 2-29 | Approach to stakeholder engagement | Material Topics Stakeholder Engagement |
| 2-30 | Collective bargaining agreements | As of July 15, 2023, approximately 30% of our team members are parties to collective bargaining agreements with terms that we believe are typical for the industry in which we operate. Most of the union workers at our facilities are represented under contracts that expire at various times over the next several years. Of the hourly employees who are represented by these contracts, 51% are party to a collective bargaining agreement scheduled to expire over the course of the next 12 months. As the agreements expire, we believe they will be renegotiated on terms satisfactory to the parties. For more details, see our 10-K . |

(continued)

Global Reporting Initiative (GRI) Index — General Disclosures (cont.)

| DISCLOSURE NUMBER | DISCLOSURE TITLE | 2023 RESPONSE |
|--|---|---|
| GRI 200: ECONOMIC | | |
| GRI 201: ECONOMIC PERFORMANCE 2016 | | |
| 3-3 | Management of material topics | Material Topics |
| 201-1 | Direct economic value generated and distributed | Financial Profile, 2023 (million \$) Net Sales: \$5,351 For more details, see our 10-K |
| 201-2 | Financial implications and other risks and opportunities due to climate change | 10-K |
| GRI 204: PROCUREMENT PRACTICES 2016 | | |
| 3-3 | Management of material topics | Sustainable Sourcing and Procurement |
| 204-1 | Proportion of spending on local suppliers | The Lamb Weston Value Chain Working with Suppliers |
| GRI 205: ANTI-CORRUPTION 2016 | | |
| 3-3 | Management of material topics | Ethics and Integrity |
| 205-1 | Operations assessed for risks related to corruption | 100% |
| 205-2 | Communication and training about anti-corruption policies and procedures | Ethics Training and Engagement |
| 205-3 | Confirmed incidents of corruption and actions taken | Zero |
| GRI 206: ANTI-COMPETITIVE BEHAVIOR 2016 | | |
| 3-3 | Management of material topics | Ethics and Integrity |
| 206-1 | Legal actions for anti-competitive behavior, anti-trust, and monopoly practices | 10-K |
| GRI 207: TAX 2019 | | |
| 3-3 | Management of material topics | |
| 207-1 | Approach to tax | 10-K |
| GRI 300: ENVIRONMENTAL | | |
| GRI 301: MATERIALS 2016 | | |
| 3-3 | Management of material topics | Sustainable and Regenerative Agriculture Manufacturing Sustainable Sourcing and Procurement |
| 301-1 | Materials used by weight or volume | Performance Data Tables — Planet Performance Data Tables — LW EMEA: Planet |
| 301-2 | Recycled input materials used | 100% of secondary packaging is made from recyclable/renewable material. |
| 3-3 | Management of material topics | Limiting Climate Impacts Fostering Innovation |

(continued)

Global Reporting Initiative (GRI) Index — General Disclosures (cont.)

| DISCLOSURE NUMBER | DISCLOSURE TITLE | 2023 RESPONSE |
|--|--|--|
| GRI 300: ENVIRONMENTAL (cont.) | | |
| GRI 302: ENERGY 2016 | | |
| 302-1 | Energy consumption within the organization | Limiting Climate Impacts LW EMEA 2030 Sustainability Agenda — Climate Action Performance Data Tables — Planet Performance Data Tables — LW EMEA: Planet |
| 302-3 | Energy intensity | Limiting Climate Impacts LW EMEA 2030 Sustainability Agenda — Climate Action Performance Data Tables — Planet Performance Data Tables — LW EMEA: Planet |
| 302-4 | Reduction of energy consumption | Limiting Climate Impacts LW EMEA 2030 Sustainability Agenda — Climate Action Fostering Innovation Performance Data Tables — LW EMEA: Planet |
| 302-5 | Reductions in energy requirements of products and services | Manufacturing Limiting Climate Impacts Fostering Innovation |
| GRI 303: WATER AND EFFLUENTS 2018 | | |
| 3-3 | Management of material topics | More with Less Water Manufacturing Using Water Responsibly |
| 303-1 | Interactions with water as a shared resource | More with Less Water |
| 303-2 | Management of water discharge-related impacts | More with Less Water |
| 303-3 | Water withdrawal | Using Water Responsibly Performance Data Tables — Planet Performance Data Tables — LW EMEA: Planet |
| 303-4 | Water discharge | Performance Data Tables — Planet Performance Data Tables — LW EMEA: Planet |
| 303-5 | Water consumption | Performance Data Tables — Planet Performance Data Tables — LW EMEA: Planet |

(continued)

Global Reporting Initiative (GRI) Index — General Disclosures (cont.)

| DISCLOSURE NUMBER | DISCLOSURE TITLE | 2023 RESPONSE |
|---------------------------------------|--|---|
| GRI 300: ENVIRONMENTAL (cont.) | | |
| GRI 305: EMISSIONS 2016 | | |
| 3-3 | Management of material topics | Sustainable and Regenerative Agriculture Climate Resilience Manufacturing Limiting Climate Impacts Fostering Innovation |
| 305-1 | Direct (Scope 1) GHG emissions | Performance Data Tables — Planet Performance Data Tables — LW EMEA: Planet |
| 305-2 | Energy indirect (Scope 2) GHG emissions | Performance Data Tables — Planet Performance Data Tables — LW EMEA: Planet |
| 305-3 | Other indirect (Scope 3) GHG emissions | Scope 3 Assessment Performance Data Tables — Planet Performance Data Tables — LW EMEA: Planet |
| 305-4 | GHG emissions intensity | Limiting Climate Impacts Performance Data Tables — Planet Performance Data Tables — LW EMEA: Planet |
| 305-5 | Reduction of GHG emissions | Climate Resilience Manufacturing Limiting Climate Impacts Fostering Innovation |
| GRI 306: WASTE 2020 | | |
| 3-3 | Management of material topics | Manufacturing Reducing Waste LW EMEA 2030 Sustainability Agenda - Zero Waste |
| 306-1 | Waste generation and significant waste-related impacts | Reducing Waste |
| 306-2 | Management of significant waste-related impacts | Reducing Waste |
| 306-3 | Waste generated | Performance Data Tables — LW EMEA: Planet |

(continued)

Global Reporting Initiative (GRI) Index — General Disclosures (cont.)

| DISCLOSURE NUMBER | DISCLOSURE TITLE | 2023 RESPONSE |
|---|--|--|
| GRI 300: ENVIRONMENTAL (cont.) | | |
| GRI 306: WASTE 2020 | | |
| 306-4 | Waste diverted from disposal | EMEA — 99.6% (263,411/264,347 tons) Rest of World — 84% (151,002/180,724 tons) Global — 93% (414,413/445,071 tons) |
| 306-5 | Waste directed to disposal | Performance Data Tables — LW EMEA: Planet |
| GRI 307: ENVIRONMENTAL COMPLIANCE | | |
| 307-1 | Non-compliance with environmental laws and regulations | No significant fines |
| GRI 400: SOCIAL | | |
| GRI 401: EMPLOYMENT 2016 | | |
| 3-3 | Management of material topics | Team Members |
| 401-2 | Benefits provided to full-time employees that are not provided to temporary or part-time employees | Team Members Compensation and Benefits |
| 401-3 | Parental leave | Compensation and Benefits |
| GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018 | | |
| 3-3 | Management of material topics | Occupational Health and Safety |
| 403-1 | Occupational health and safety management system | Occupational Health and Safety Safety Training and Practices Increasing Manufacturing Safety Measuring Safety |
| 403-2 | Hazard identification, risk assessment, and incident investigation | Occupational Health and Safety Safety Training and Practices Increasing Manufacturing Safety Measuring Safety |
| 403-3 | Occupational health services | Occupational Health and Safety Increasing Manufacturing Safety Measuring Safety |
| 403-4 | Worker participation, consultation, and communication on occupational health and safety | Occupational Health and Safety Safety Training and Practices Increasing Manufacturing Safety Measuring Safety |

(continued)

Global Reporting Initiative (GRI) Index — General Disclosures (cont.)

| DISCLOSURE NUMBER | DISCLOSURE TITLE | 2023 RESPONSE |
|---|---|---|
| GRI 400: SOCIAL (cont.) | | |
| GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018 (cont.) | | |
| 403-5 | Worker training on occupational health and safety | Occupational Health and Safety Safety Training and Practices |
| 403-6 | Promotion of worker health | Occupational Health and Safety Safety Training and Practices Increasing Manufacturing Safety Compensation and Benefits |
| 403-7 | Prevention and mitigation of occupational health and safety impacts directly linked by business relationships | Occupational Health and Safety Safety Training and Practices Increasing Manufacturing Safety Measuring Safety |
| 403-8 | Workers covered by an occupational health and safety management system | Compensation and Benefits |
| 403-9 | Work-related injuries | Performance Data Tables — People |
| GRI 404: TRAINING AND EDUCATION 2016 | | |
| 3-3 | Management of material topics | Team Members Recruitment and Retention |
| 404-2 | Programs for upgrading employee skills and transition assistance programs | Team Members Compensation and Benefits Team Member Training and Development |
| GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016 | | |
| 3-3 | Management of material topics | Diversity, Equity, and Inclusion |
| 405-1 | Diversity of governance bodies and employees | Team Member Demographics Performance Data Tables — People |
| GRI 413: LOCAL COMMUNITIES 2016 | | |
| 3-3 | Management of material topics | Communities |
| 413-1 | Operations with local community engagement, impact assessments, and development programs | Communities Community Partnerships Team Member Community Engagement |

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Global Reporting Initiative (GRI) Index — General Disclosures (cont.)

| DISCLOSURE NUMBER | DISCLOSURE TITLE | 2023 RESPONSE |
|---|---|--|
| GRI 400: SOCIAL (cont.) | | |
| GRI 414: SUPPLIER SOCIAL ASSESSMENT 2016 | | |
| 3-3 | Management of material topics | Sustainable Sourcing and Procurement Working with Suppliers |
| 414-1 | New suppliers that were screened using social criteria | Sustainable Sourcing and Procurement Working with Suppliers Lamb Weston uses a variety of tools and software to monitor suppliers, including a tool called Supply Chain Monitor and denied third-party screening through our Global Trade Services team using MK Denial, Descartes Visual Screening, and Kharon to screen business partners against hundreds of lists of denied and/or sanctioned parties. These lists include social metrics. |
| GRI 416: CUSTOMER HEALTH AND SAFETY 2016 | | |
| 3-3 | Management of material topics | Product Stewardship and Innovation Food Safety and Quality |
| 416-1 | Assessment of the health and safety impacts of product and service categories | A Global Approach to Food Safety |
| 416-2 | Incidents of non-compliance concerning the health and safety impacts of products and services | Recalls |
| GRI 417: MARKETING AND LABELING 2016 | | |
| 3-3 | Management of material topics | Product Labeling and Marketing |
| 417-1 | Requirements for product and service information and labeling | Product Labeling and Marketing High Standards Worldwide |

Global Reporting Initiative (GRI) Index — GRI Index 13: The Sector Standard for Agriculture

GRI Index 13: The Sector Standard for Agriculture

| STANDARD | DISCLOSURE | SECTOR STANDARD REF. NO. | 2023 RESPONSE |
|------------------------------------|---|--------------------------|---|
| TOPIC 13.1 EMISSIONS | | | |
| MANAGEMENT OF THE TOPIC | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 13.1.1 | Sustainable and Regenerative Agriculture Climate Resilience Manufacturing Limiting Climate Impacts Fostering Innovation |
| TOPIC STANDARD DISCLOSURES | | | |
| GRI 305: Emissions 2016 | 13.1 Emissions (GRI 305) | | |
| | 305-1 Direct (Scope 1) GHG emissions | 13.1.2 | Performance Data Tables — Planet Performance Data Tables — LW EMEA: Planet |
| | <i>Additional sector recommendations:</i> | | |
| | <ul style="list-style-type: none"> When reporting on gross direct (Scope 1) GHG emissions in metric tons of CO2 equivalent, include land use change emissions. | | |
| | 305-2 Energy indirect (Scope 2) GHG emissions | 13.1.3 | Performance Data Tables — Planet Performance Data Tables — LW EMEA: Planet |
| | 305-3 Other indirect (Scope 3) GHG emissions | 13.1.4 | Scope 3 Assessment Performance Data Tables — Planet Performance Data Tables — LW EMEA: Planet |
| | <i>Additional sector recommendations:</i> | | |
| | <ul style="list-style-type: none"> When reporting on gross other indirect (Scope 3) GHG emissions in metric tons of CO2 equivalent, include land use change emissions. | | |
| | 305-4 GHG emissions intensity | 13.1.5 | Limiting Climate Impacts Performance Data Tables — Planet Performance Data Tables — LW EMEA: Planet |
| | 305-5 Reduction of GHG emissions | 13.1.6 | Climate Resilience Manufacturing Limiting Climate Impacts Fostering Innovation |
| | 305-6 Emissions of ozone-depleting substances (ODS) | 13.1.7 | Performance Data Tables — LW EMEA: Planet |
| | 305-7 Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions | 13.1.8 | Performance Data Tables — LW EMEA: Planet |

(continued)

Global Reporting Initiative (GRI) Index — GRI Index 13: The Sector Standard for Agriculture (cont.)

| STANDARD | DISCLOSURE | SECTOR STANDARD REF. NO. | 2023 RESPONSE |
|---|---|--------------------------|--|
| TOPIC 13.2 CLIMATE ADAPTATION AND RESILIENCE | | | |
| MANAGEMENT OF THE TOPIC | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 13.2.1 | About Lamb Weston |
| TOPIC STANDARD DISCLOSURES | | | |
| 13.2 Climate adaption and resilience (GRI 201) | <p>Disclosure 201-2 Financial implications and other risks and opportunities due to climate change</p> <p><i>Additional sector recommendations:</i></p> <ul style="list-style-type: none"> • Describe the climate change-related scenarios used for identifying the risks and opportunities posed by climate change. | 13.2.2 | 10-K |
| TOPIC 13.5 SOIL HEALTH | | | |
| MANAGEMENT OF THE TOPIC | | | |
| GRI 3: Material Topics 2021 | <p>3-3 Management of material topics</p> <p><i>Additional sector recommendations:</i></p> <ul style="list-style-type: none"> • Describe the soil management plan, including: <ul style="list-style-type: none"> – a link to this plan if publicly available; – the main threats to soil health identified and a description of the soil management practices used; – the approach to input optimization, including the use of fertilizers. | 13.5.1 | Climate Resilience More information on our approach to sustainable agriculture can be found in our white paper, Advancing Agriculture: Sustainable Practices From the Field, to the Farm, to the Planet |
| TOPIC 13.6 PESTICIDES USE | | | |
| MANAGEMENT OF THE TOPIC | | | |
| GRI 3: Material Topics 2021 | <p>3-3 Management of material topics</p> <p><i>Additional sector recommendations:</i></p> <ul style="list-style-type: none"> • Describe the pest management plan of the organization, including the rationale for the selection and application of pesticides and any other practices of pest control. • Describe actions taken to prevent, mitigate and/or remediate negative impacts associated with the use of extremely and highly hazardous pesticides. • Describe the actions, initiatives, or plans to switch to less hazardous pesticides and actions taken to optimize pest control practices. • Describe the training provided to workers on pest management and the application of pesticides. | 13.6.1 | Pesticides and Nutrients |

(continued)

Global Reporting Initiative (GRI) Index — GRI Index 13: The Sector Standard for Agriculture (cont.)

| STANDARD | DISCLOSURE | SECTOR STANDARD REF. NO. | 2023 RESPONSE |
|--|--|--------------------------|--|
| TOPIC 13.7 WATER AND EFFLUENTS | | | |
| MANAGEMENT OF THE TOPIC | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 13.7.1 | More with Less Water Manufacturing Using Water Responsibly |
| TOPIC STANDARD DISCLOSURES | | | |
| GRI 303: Water and Effluents 2018 | Disclosure 303-1 Interactions with water as a shared resource | 13.7.2 | More with Less Water |
| | Disclosure 303-2 Management of water discharge-related impacts | 13.7.3 | More with Less Water |
| | Disclosure 303-3 Water withdrawal | 13.7.4 | Using Water Responsibly Performance Data Tables — Planet Performance Data Tables — LW EMEA: Planet |
| | Disclosure 303-4 Water discharge | 13.7.5 | Performance Data Tables — Planet Performance Data Tables — LW EMEA: Planet |
| | Disclosure 303-5 Water consumption | 13.7.6 | Performance Data Tables — Planet Performance Data Tables — LW EMEA: Planet |
| TOPIC 13.8 WASTE | | | |
| MANAGEMENT OF THE TOPIC | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 13.8.1 | Manufacturing Reducing Waste LW EMEA 2030 Sustainability Agenda — Zero Waste |

(continued)

Global Reporting Initiative (GRI) Index — GRI Index 13: The Sector Standard for Agriculture (cont.)

| STANDARD | DISCLOSURE | SECTOR STANDARD REF. NO. | 2023 RESPONSE |
|---|--|--------------------------|---|
| TOPIC 13.8 WASTE (cont.) | | | |
| TOPIC STANDARD DISCLOSURES | | | |
| GRI 306: Waste 2020 | Disclosure 306-1 Waste generation and significant waste-related impacts | 13.8.2 | Reducing Waste |
| | Disclosure 306-2 Management of significant waste-related impacts | 13.8.3 | Reducing Waste |
| | Disclosure 306-3 Waste generated | 13.8.4 | Performance Data Tables — LW EMEA: Planet |
| | Disclosure 306-4 Waste diverted from disposal | 13.8.5 | EMEA — 99.6% (263,411/264,347 tons) Rest of World — 84% (151,002/180,724 tons) Global — 93% (414,413/445,071 tons) |
| | Disclosure 306-5 Waste directed to disposal | 13.8.6 | Performance Data Tables — LW EMEA: Planet |
| TOPIC 13.10 FOOD SAFETY | | | |
| MANAGEMENT OF THE TOPIC | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 13.10.1 | Product Stewardship and Innovation Food Safety and Quality |
| TOPIC STANDARD DISCLOSURES | | | |
| GRI 416: Customer Health and Safety 2016 | Disclosure 416-1 Assessment of the health and safety impacts of product and service categories | 13.10.2 | A Global Approach to Food Safety |
| | Disclosure 416-2 Incidents of non-compliance concerning the health and safety impacts of products and services | 13.10.3 | Recalls |
| TOPIC 13.12 LOCAL COMMUNITIES | | | |
| MANAGEMENT OF THE TOPIC | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 13.12.1 | Communities |
| TOPIC STANDARD DISCLOSURES | | | |
| GRI 413: Local communities 2016 | Disclosure 413-1 Operations with local community engagement, impact, assessments, and development programs | 13.12.2 | Communities Community Partnerships Team Member Community Engagement |
| | Disclosure 413-2 Operations with significant actual and potential negative impacts on local communities | 13.12.3 | Lamb Weston does not operate any facilities with significant negative impacts on local communities. |

(continued)

Global Reporting Initiative (GRI) Index — GRI Index 13: The Sector Standard for Agriculture (cont.)

| STANDARD | DISCLOSURE | SECTOR STANDARD REF. NO. | 2023 RESPONSE |
|---|---|--------------------------|--|
| TOPIC 13.13 LAND AND RESOURCE RIGHTS | | | |
| MANAGEMENT OF THE TOPIC | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics <i>Additional sector recommendations:</i> <ul style="list-style-type: none"> Describe commitments to respect land and natural resource rights (including customary, collective, and informal tenure rights) and report the extent to which the commitments apply to the organization's activities and to its business relationships. Describe how the commitments to respect land and natural resource rights are implemented with suppliers. Describe the approach to protecting human rights and land rights defenders from reprisals (i.e., non-retaliation for raising complaints or concerns). | 13.13.1 | Climate Resilience Human Rights Policy |
| TOPIC 13.15 NON-DISCRIMINATION AND EQUAL OPPORTUNITY | | | |
| MANAGEMENT OF THE TOPIC | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 13.15.1 | Team Members Ethics Training and Engagement Ethics Reporting |
| TOPIC STANDARD DISCLOSURES | | | |
| GRI 405: Diversity and Equal Opportunity 2016 | Disclosure 405-1 Diversity of governance bodies and employees | 13.15.2 | Team Member Demographics Performance Data Tables — People |
| | Disclosure 405-2 Ratio of basic salary and remuneration of women to men <i>Additional sector recommendations:</i> <ul style="list-style-type: none"> Report the ratio of the basic salary and remuneration of women to men for workers who are not employees and whose work is controlled by the organization. | 13.15.3 | Lamb Weston currently does not disclose this information. |
| GRI 406: Non-discrimination 2016 | Disclosure 406-1 Incidents of discrimination and corrective actions taken | 13.15.4 | Ethics Training and Engagement Ethics Reporting |

Sustainability Accounting Standards Board (SASB)

The International Sustainability Standards Board (ISSB)'s SASB Standards is an independent standards-setting organization under the IFRS Foundation dedicated to improving the effectiveness and comparability of corporate disclosure on ESG factors. The tables on the following pages summarize how our existing reporting, with Lamb Weston and LW EMEA responses, aligns with the recommended metrics for the Processed Foods Industry within the Food & Beverage sector, and where this information can be found in this report.

Food and Beverage Sector; Processed Foods Industry

| ACTIVITY METRIC | CATEGORY | UNIT OF MEASURE | CODE | 2023 RESPONSE - LAMB WESTON | 2023 RESPONSE - LW EMEA |
|--|-------------------------|---|--------------|---|---|
| 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 16 facilities in North America, 2 facilities in China, 2 facilities in Australia, 1 facility in Argentina, and 6 facilities in Europe. | |
| ENERGY MANAGEMENT | | | | | |
| (1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable | Quantitative | Gigajoules (GJ), Percentage (%) | FB-PF-130a.1 | (1) 14.9M (2) 22.0% (3) 6.5% | (1) 3.6M (2) 16.6% (3) 22.4% |
| 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 (m ³), Percentage (%) | FB-PF-140a.1 | (1) 33,904 ML (2) 2,701 m ³ water consumed, 1% of water withdrawn is from a region with Extremely High Water Risk. Performance Data Tables — Planet | (1) 4.585 ML (2) 528 m ³ water consumed, 0% of water withdrawn is from a region with Extremely High Water Risk. |
| Number of incidents of noncompliance associated with water quantity and/or quality permits, standards, and regulations | Quantitative | Number | FB-PF-140a.2 | One incident in the reporting period. As of the publication date of this report, Lamb Weston has entered into one mutual agreement and order covering two prior pre-enforcement notifications from the Oregon DEQ related to land application of processing water. | Zero incidents |
| Description of water management risks and discussion of strategies and practices to mitigate those risks | Discussion and Analysis | N/A | FB-PF-140a.3 | 10-K More With Less Introducing New Global 2033 Sustainability Goals Water Stewardship Policy | 10-K LW EMEA 2030 Sustainability Agenda — Climate Action Introducing New Global 2033 Sustainability Goals Water Stewardship Policy |

(continued)

Sustainability Accounting Standards Board (SASB) (cont.)

| ACTIVITY METRIC | CATEGORY | UNIT OF MEASURE | CODE | 2023 RESPONSE - LAMB WESTON | 2023 RESPONSE - LW EMEA |
|---|-------------------------|-------------------------|--------------|--|--|
| 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: 1 - Minor: 76 (2) 100% corrective action rate | (1) GFSI audit non-conformance rates: - Major: 0 - Minor: 26 (2) 100% 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 | 95% of Tier 1 Ingredients (non-potato) Supplier Locations are GFSI Certified. | 100% 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) Zero notices of food safety violations (0 major, 0 minor) (2) Not applicable due to zero violations | (1) Zero notices of food safety violations (0 major, 0 minor) (2) Not applicable due to zero violations |
| (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 two product recalls in 2023 (2) 24.5 metric tonnes | (1) LW EMEA had one product recall in 2023 (2) 77 metric tonnes |
| HEALTH AND NUTRITION | | | | | |
| Revenue from products labeled and/ or marketed to promote health and nutrition attributes | Quantitative | Reporting currency | FB-PF-260a.1 | Zero revenue | Zero revenue |
| 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 | Product Labeling and Marketing | LW EMEA uses the Innovation Stage Gate Process to identify and manage products and ingredients. |
| PRODUCT LABELING AND MARKETING | | | | | |
| Percentage of advertising impressions (1) made on children and (2) made on children promoting products that meet dietary guidelines | Quantitative | Percentage (%) | FB-PF-300a.1 | Zero impressions Product Labeling and Marketing | Zero impressions |
| Revenue from products labeled as (1) containing genetically modified organisms (GMOs) and (2) non-GMO | Quantitative | Reporting currency | FB-PF-300a.2 | Zero revenue | Zero revenue |
| Number of incidents of noncompliance with industry or regulatory labeling and/or marketing codes | Quantitative | Number | FB-PF-300a.3 | Zero incidents | 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-300a.4 | Zero monetary loss | Zero monetary loss |

(continued)

Sustainability Accounting Standards Board (SASB) (cont.)

| ACTIVITY METRIC | CATEGORY | UNIT OF MEASURE | CODE | 2023 RESPONSE - LAMB WESTON | 2023 RESPONSE - LW EMEA |
|--|-------------------------|--------------------------------|--------------|---|--|
| PACKAGING LIFE CYCLE 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) 158,012 metric tonnes of primary and secondary packaging (2) Primary (product-related packaging): 63.9%; Secondary (shipping-related packaging): 70.6% (3) Primary (product-related packaging): 72.8%; Secondary (shipping-related packaging): 100.0% Performance Data Tables — Planet | (1) 65,654 metric tonnes of primary, secondary and tertiary packaging (2) 91.6% made from recycled and/or renewable materials (3) Primary: 100%; Secondary: 100% |
| Discussion of strategies to reduce the environmental impact of packaging throughout its life cycle | Discussion and Analysis | N/A | FB-PF-410a.2 | The Future of Sustainable Packaging | 100% of EMEA packaging (primary, secondary, tertiary) is recyclable, reusable, or renewable inline with EMEA packaging strategy. |
| ENVIRONMENTAL AND 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. | 100% of EMEA palm oil volume is SG-RSPO Certified. 100% of potato volume sourced is SAI-FSA Certified, of which 50% Gold and 50% Silver. |
| Suppliers' social and environmental responsibility audit (1) nonconformance rate and (2) associated corrective action rate for (a) major and (b) minor non-conformances | Quantitative | Rate | FB-PF-430a.2 | Lamb Weston currently does not disclose this information. | LW EMEA currently does not disclose this information. |
| INGREDIENT SOURCING | | | | | |
| Percentage of food ingredients sourced from regions with High or Extremely High Baseline Water Stress | Quantitative | Percentage (%) by cost | FB-PF-440a.1 | High Baseline Water Stress: 10% Extremely High Baseline Water Stress: 1.7% | 1% High water stress area Unknown for other key ingredients (oil and batter mix). |
| 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 | Bioengineering 10-K | Bioengineering 10-K |

Task Force on Climate-Related Financial Disclosures (TCFD)

The following summarizes Lamb Weston’s approach to managing and reporting on climate-related governance, strategy, risk management, and metrics and targets in alignment with TCFD recommendations.

| DISCLOSURE FOCUS AREA | RECOMMENDED DISCLOSURE | 2023 RESPONSE |
|--|--|--|
| 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 Lamb Weston’s CDP Climate Change 2023 C1.1a, C1.1b LW EMEA’s CDP Climate Change 2023 C1.1a, C1.1b 2023 Proxy Statement |
| | b) Describe management’s role in assessing and managing climate-related risks and opportunities. | Governance Lamb Weston’s CDP Climate Change 2023 C1.2, C1.3a LW EMEA’s CDP Climate Change 2023 C1.2, C1.3a Proxy Statement |
| 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. | Climate Resilience Lamb Weston’s CDP Climate Change 2023 C2.1, C2.1a, C2.1b, C2.2, C2.2a LW EMEA’s CDP Climate Change 2023 C2.1, C2.1a, C2.1b, C2.2, C2.2a 10-K |
| | b) Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning. | Climate Resilience Lamb Weston’s CDP Climate Change 2023 C2.1b, C2.3, C2.3a, C2.4, C2.4a LW EMEA’s CDP Climate Change 2023 C2.1b, C2.3, C2.3a, C2.4, C2.4a 10-K |
| | c) Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario. | Lamb Weston’s CDP Climate Change 2023 C3.1, C3.2 LW EMEA’s CDP Climate Change 2023 C3.1, C3.2 |
| 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. | Lamb Weston’s CDP Climate Change 2023 C2.1, C2.1a, C2.1b, C 2.2 LW EMEA’s CDP Climate Change 2023 C2.1, C2.1a, C2.1b, C 2.2 |
| | b) Describe the organization’s processes for managing climate-related risks. | ESG Governance Climate Resilience Lamb Weston’s CDP Climate Change 2023 C2.1b, C2.2, C2.2a LW EMEA’s CDP Climate Change 2023 C2.1b, C2.2, C2.2a |
| | c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization’s overall risk management. | ESG Governance Lamb Weston’s CDP Climate Change 2023 C2.3, C2.3a, C2.4, C2.4a LW EMEA’s CDP Climate Change 2023 C2.3, C2.3a, C2.4, C2.4a |

(continued)

Task Force on Climate-Related Financial Disclosures (TCFD) (cont.)

| DISCLOSURE FOCUS AREA | RECOMMENDED DISCLOSURE | 2023 RESPONSE |
|--|--|--|
| METRICS AND TARGETS | | |
| <p>Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities.</p> | <p>a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.</p> <p>b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.</p> <p>c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.</p> | <p>Introducing New Global 2033 Sustainability Goals Climate Resilience LW EMEA 2030 Sustainability Agenda — Climate Action Lamb Weston's CDP Climate Change 2023 C4.1, C4.1b LW EMEA's CDP Climate Change 2023 C4.1, C4.1b, C9.1</p> <p>Climate Resilience LW EMEA 2030 Sustainability Agenda — Climate Action Lamb Weston's CDP Climate Change 2023 C6, C7 LW EMEA's CDP Climate Change 2023 C6, C7</p> <p>Introducing New Global 2033 Sustainability Goals Lamb Weston's CDP Climate Change 2023 C4.1, C4.1b, C4.2 LW EMEA's CDP Climate Change 2023 C4.1, C4.1b, C4.2, C4.2a</p> |

Forward-Looking Statements

This report contains forward-looking statements within the meaning of the federal securities laws. Words such as “believe,” “engage,” “integrate,” “invest,” “support,” “develop,” “focus,” “eliminate,” “create,” “exceed,” “increase,” “make,” “improve,” “progress,” “grow,” “ensure,” “aim,” “build,” “achieve,” “provide,” “drive,” “create,” “will,” “enhance,” “protect,” “strive,” “promote,” “advance,” “establish,” “leverage,” “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, food safety and quality, people, DEI 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 these forward-looking statements and 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: weather conditions and availability and pricing for water; potato crop performance, quality and yield, including the effect of climate on the potato crop and our production processes; the availability and prices of raw materials and other commodities; labor shortages and other operational challenges; an uncertain general economic environment, including inflationary pressures and recessionary concerns, any of which could adversely impact our business, financial condition or results of operations, including the demand and prices for our products; legal or regulatory requirements related to climate change; difficulties, disruptions or delays in implementing new technology, including our new enterprise resource planning system; risks associated with integrating acquired businesses, including Lamb-Weston/Meijer v.o.f. (“LW EMEA”); levels of 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 operate; political and economic conditions of the countries in which we conduct business and other factors related to our international operations; disruptions in the global economy caused by conflicts such as the war in Ukraine and conflicts in the Middle East 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; disruption of our access to export mechanisms; risks associated with other possible acquisitions; our debt levels; changes in our relationships with our growers or significant customers; actions of governments and regulatory factors affecting our businesses; 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.