



Animal Goals

SUSTAINABILITY GOALS		2020 RESULTS
	LAMENESS Incidence of lameness consistently 35%* below 2012 baseline *3-year average	ON TARGET 53%* below 2012 baseline
	DEHORNING Consistently minimize dehorning on farms	ON TARGET We select for animal health traits, and we strive to use semen from polled bulls that also meet the health traits criteria
	MONITORING 3 rd party video monitoring of <i>all</i> dairy farms 24/7, by 2020	OFF TARGET 3 rd party video monitoring at High Plains Dairy and Platteville Dairy Farms 24/7
	OVERALL HEALTH¹ Incidence of early culling consistently 40%* below 2012 baseline *3-year average	IN PROGRESS 33%* below 2012 baseline
	CALF HOUSING No individual calf housing by 2019	ACCOMPLISHED Implemented at all of our dairy farms

¹ Incidence of early culling is one indicator of overall herd health. The rate reflects cows <60 days in milk that were removed from the herd. Typically, a healthy cow would not be removed from the herd at this early stage in the lactation cycle.



People Goals

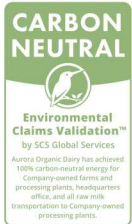
SUSTAINABILITY GOALS		2020 RESULTS
	SAFETY AT FARMS^{1,2} Farm injury rate* consistently lower than industry average *3-year average	OFF TARGET 5.3 injury rate* was higher than the latest industry average rate of 5.2
	SAFETY AT PROCESSING PLANTS² Processing plant injury rate* consistently lower than top quartile of industry *3-year average	OFF TARGET 6.8 injury rate* was higher than the latest industry top quartile rate of 2.4
	WELLNESS Improve participation in health and wellness initiatives to 70%	ON TARGET 74% of AOD employees who were eligible ³ for health care coverage enrolled in the company's medical insurance plan
	COMMUNITY Elevate our philanthropic efforts and support of local communities	OFF TARGET Due to COVID-19, the volunteerism program was on hold in 2020

- 1 Targeting a farm injury rate lower than the top quartile of the industry will be considered as more robust data become available for the dairy cattle and milk production sector.
- 2 Latest data available for industry rates for farms and processing plants at time of publication was 2019 data.
- 3 Full time employees with at least 60 days of employment.





Planet Goals

SUSTAINABILITY GOALS		2020 RESULTS
	GREENHOUSE GAS EMISSIONS Reduce by 30%* per kg of product vs. 2012 baseline by 2025 *3-year average. Denominator excludes water weight	IN PROGRESS 23%* reduction vs. 2012 baseline
	ENERGY EFFICIENCY Reduce by 15%* per half gallon equivalent of product vs. 2012 baseline by 2025 *3-year average	ON TARGET 13%* reduction vs. 2012 baseline
	PROCESSING PLANT WASTE Divert 75%* of solid waste from landfill by 2025 *3-year average	IN PROGRESS 69%* recycled
	FARM WASTE Divert 25%* of solid waste from landfill by 2025 *3-year average	IN PROGRESS 3%* recycled
	PROCESSING PLANT WATER USE Reduce by 20%* per half gallon equivalent of product vs. 2012 baseline by 2025 *3-year average	ON TARGET 40%* reduction vs. 2012 baseline
	FARM IRRIGATION WATER USE Consistently utilize variable rate irrigation on all applicable pivots during 100% of the growing season	IN PROGRESS 89% utilization
	CARBON-NEUTRAL ENERGY 100% by 2020 for Company-owned farms and processing plants, headquarters office, and all raw milk transportation to our Company-owned processing plants	ACHIEVED During 2020 we supported third-party carbon-reduction and renewable energy projects and had an independent, third-party verify our 100% carbon-neutral energy claim