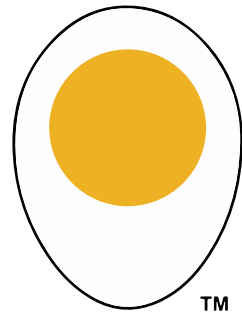


Herbruck's



2025 Sustainability Report



HERBRUCK'S POULTRY RANCH • Saranac, Michigan



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OUR MISSION

It's our mission to bring wholesome goodness into the world by producing delicious eggs that are made with the highest standards of quality, animal care and sustainability.



LETTER FROM OUR CEO

On behalf of Herbruck's Poultry Ranch, welcome to our annual Sustainability Report, where we take a look back at our sustainability efforts throughout 2024.

Herbruck's supplies 3.1 billion eggs to retailers and food service outlets annually across the United States. With facilities in Michigan, Indiana and Pennsylvania, we maintain a flock of more than 11 million egg-laying hens.

When it comes to sustainability, four principles guide our way: People, Planet, Products and Prosperity. These principles ensure we continue to grow responsibly in ways that demonstrate care for our hens, our people, our communities and our planet.

Our 66th year in operation was one of our most challenging as a business. In April, we discovered an outbreak of Highly Pathogenic Avian Influenza (HPAI). Following the outbreak, we worked around the clock with state and federal regulators to disinfect our Michigan farms and begin a gradual and deliberate rebuilding process. Herbruck's, along with the rest of the poultry industry, had to restructure our approach to biosecurity to protect our hens, given mutations of the disease. Today, we are nearing full production capacity, and we continue this rebuilding process and enhanced biosecurity protocols, while advocating for an aggressive vaccine strategy and universal biosecurity in the agriculture industry.

While it was a challenging year, Herbruck's also made some significant achievements.

People: Herbruck's was again recognized as one of the **Best and Brightest Companies to Work For** nationally and we continued our commitment to our team through comprehensive benefits. We celebrated six years of operations with our on-site Employee Wellness Clinic, as well as the retirements of

longstanding members of our team. And despite challenges in egg supply related to HPAI, we donated nearly 2 million eggs to various agencies to help people in need.

Planet: Our commitment to environmental sustainability continued to guide our every decision in 2024. We met key energy initiatives and actively participated in programs that work to foster sustainability across our industry. We implemented new hen houses that reduce dust and other air particulates from our farms, and we continued to prioritize environmentally friendly packaging and use hen waste to produce organic fertilizer for farmers and consumers.

Products: Herbruck's has always used strict biosecurity protocols to protect our hens, and in 2024 we invested in numerous enhancements that further protect our birds and team. We converted to an entirely cage-free operation nearly a year before Michigan's cage-free egg law went into effect. These strategies reflect our deep commitment to hen safety and wellness.

Prosperity: We celebrated the 66th anniversary of Herbruck's and our continued responsible growth over the last six decades. Our family's fourth generation took on more responsibility in the business and we continued to create more efficient, sustainable processes with the future of Herbruck's in mind.

In 2024, we emerged from big challenges stronger, more efficient and more focused on our mission to produce delicious eggs made with the highest standards of quality, animal care and sustainability.



A handwritten signature in black ink that reads "Greg Herbruck".

Greg Herbruck
CEO, Herbruck's Poultry Ranch

PEOPLE



At Herbruck's, our greatest asset is our **People**, including our talented, hard-working team members and the community we proudly serve.

We work hard to foster an environment where everyone is valued and can do their best work. We prioritize the well-being and professional growth of our team members to ensure our success is built on strong, supportive relationships and a shared purpose.

In 2024, Herbruck's was recognized as one of the Best and Brightest Companies to Work For in the Nation by the National Association for Business Resources. This is the second consecutive year Herbruck's has received this honor, given to companies that display a commitment to excellence in operations and employee enrichment.

**BEST AND
BRIGHTEST[®]**
**COMPANIES
TO WORK FOR
IN THE NATION
WINNER 2024**



At Herbruck's, we have a long and proven track record of demonstrating our commitment to Herbruck's team members, offering exceptional benefits including a free comprehensive health care plan and on-site Employee Wellness Clinic. During the last six years of operation, the clinic has supported nearly 14,000 visits and administered more than 1,800 vaccines. We also offer profit sharing, a robust incentive program, tuition reimbursement and professional development and growth opportunities. Results of our annual employee engagement survey continue to improve year over year.



2024 Award Winner

CRAIN'S GRAND RAPIDS BUSINESS



Our CEO, Greg Herbruck, was also recognized as a top entrepreneur in the United States by Ernst & Young LLP. Greg was chosen from a group of 214 Entrepreneurs of the Year regional winners. Under his leadership, Herbruck's has pioneered industry firsts, like control systems for our aviaries and sustainability practices that transform industry challenges into opportunities for environmental stewardship. Greg was also highlighted in the Grand Rapids 200 by Crain's

Grand Rapids Business, a comprehensive list of the most powerful executives in industries across the Grand Rapids area.

We celebrated several longtime, dedicated employees who retired in 2024 after working at Herbruck's for decades. Combined, these eight team members completed more than 160 years of service with Herbruck's, including 43 years from Paul Nash and 35 years from Debra Sheldon.

We celebrate the retirements of these individuals who contributed so much to our mission at Herbruck's. Their longtime commitment demonstrates how our team members can grow at Herbruck's and develop a long-lasting career that supports their families.

In 2024, our company experienced our biggest challenge yet: an outbreak of Highly Pathogenic Avian Influenza (HPAI). Following around-the-clock work alongside federal and state regulators to disinfect our facilities, we spent the rest of the year rebuilding and returning to production.

Despite the challenges of the year, we continued to prioritize efforts to be



good neighbors and support the communities we proudly serve. Herbruck's donated nearly 2 million eggs in 2024, contributing 162,500 dozen eggs to various agencies, including Feeding America West Michigan. We also made donations to organizations in Michigan and Pennsylvania that support veterans, first responders, young people in the FFA who are interested in careers in agriculture, education and community activities, as well as those struggling with food insecurity.

Herbruck's donated our organic, nutrient-rich fertilizer made from hen waste to Grand Rapids-based Kids' Food basket to help grow the produce they use to provide nutritious meals for children in our community.

Our annual support of Kids' Food Basket has helped the organization retain soil health and lower its production costs, helping ensure it can continue to grow healthy, nourishing food for West Michigan families.

Our commitment to our People continually endures, and we are proud of the ways our team members contribute to the sustainability of Herbruck's.



"During the most challenging year in our history, our team members stepped up. They learned new protocols, quickly adapted to changes and showed incredible dedication to the Herbruck's mission. Thanks to their hard work and perseverance, Herbruck's is in a period of growth and rebuilding, and we couldn't be more proud of our team."

- Stephanie Kempa, chief human resources officer

PLANET



Sustainability and protecting our air, land and water are at the core of everything we do at Herbruck's.

We are always innovating to develop more sustainable solutions that protect our environment and help ensure our company's operations contribute positively to the future of our **Planet**. Our commitment to environmental sustainability guides every decision, from our day-to-day routines to long-term strategies and how we set the standard for environmental stewardship in the agriculture industry. In fact, we have begun working with customers to provide input on our contributions to their value chain energy and water usage to support their own sustainability initiatives, the results of which will be used to set measurable goals for sustainability efforts.

For the last several years, we have continued to meet key energy initiatives in Michigan and Pennsylvania, and we actively participate in the United States Roundtable for Sustainable Poultry & Eggs, the Michigan Agricultural Environmental Assurance Program and the U.S. Department of Agriculture Air Quality Task Force.

In 2024, we made additional investments in technology that help us improve energy efficiency, including lighting, controls and motion sensors.





We also implemented new technology in our poultry houses. An innovative air flow design technology reduces dust and other air particulates from our barns. This technology is used at all Herbruck's facilities.

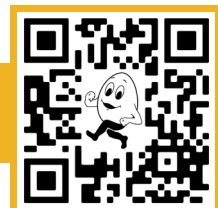
We continued to expand our line of fertilizer products, Nature's Supreme, for agricultural and retail customers. This product allows Herbruck's to transform what would otherwise be waste and a nuisance into a useful product. In the 1990s, Herbruck's implemented our process for removing moisture from hen manure and creating a form that handles long-term storage to match farmers' fertilizer needs.

The fertilizer is particularly innovative because we can preserve valuable nitrogen in the product while preventing it from being odorous or a nuisance to our neighbors. It has also allowed us to lessen our environmental impact while creating a new profit stream for our business.

We put environmental initiatives at the forefront of everything we do, so our recycling rate continues to be above 99%. Along with using hen waste to create organic, nutrient-rich fertilizer, we repurpose eggshells, adding them back into feed for our hens as an excellent source of calcium.

Herbruck's prioritizes environmentally friendly packaging. Our clear egg cartons are made from recycled consumer packaging, pulp cartons are made from newsprint, and our foam cartons contain 20% recycled material. We are also working with a major customer to transition from foam cartons to 100% recyclable molded paper cartons, which are more easily recycled.

LEARN MORE ABOUT NATURE'S SUPREME





“Herbruck’s has always prioritized sustainability because we believe it’s good for business. It’s also good for the world. Being more efficient helps drive innovation and growth. We’re proud to keep our environmental impact in check, knowing our commitment to sustainability benefits both our community and the planet for generations to come.”

- Dan Fields, vice president of compliance, sustainability and regulatory affairs

PRODUCTS





At Herbruck's, we have a heart for hens and a head for business. Giving our egg-laying hens the best care, best nutrition and best housing keeps our 11 million birds happy and healthy. This also ensures we provide the highest-quality and most delicious **Products** consumers have come to expect.

Our Products pillar highlights how we give our hens the personal, attentive care they need from pullets to hens nearing retirement age. We give our birds the love and respect they deserve while ensuring they have the proper nutrition through the grain that we grow. Our hens also have the housing they need to give them space to flock, nest, strut and roost while protecting them from outside bacteria and predators.

BIOSECURITY:

Our Best Line of Defense

Herbruck's discovered an outbreak of Highly Pathogenic Avian Influenza (HPAI) on our farm in April 2024 and our team took immediate action to mitigate the spread of the disease. Herbruck's has always implemented strict biosecurity protocols at our farms to protect our hens, and our team steadfastly adheres to these protocols. Until now, these biosecurity measures have been our best line of defense in keeping our farm safe from outside bacteria and diseases.

At the same time, HPAI has changed and continues to evolve. We saw unprecedented infections in dairy cows, and human infections increased in the U.S. throughout the year.



Flocks around the United States became infected and were “stamped out,” in compliance with the U.S. Department of Agriculture’s protocol of depopulating infected farms.

It became clear that the poultry industry could no longer rely solely on biosecurity to protect our birds. Since the outbreak at Herbruck’s, we invested millions of dollars into enhanced biosecurity measures, including truck disinfection stations, bio rooms, personal protective equipment and more. We are very proud of our team’s commitment to learning and adhering to these new protocols.

Herbruck’s appreciates the USDA’s partnership in responding to outbreaks of bird flu. As the disease progresses and mutates, it is clear that the federal government needs an aggressive strategy for vaccinating poultry to control the spread, reduce egg prices and protect health.

Poultry producers have vaccinated birds against Newcastle disease, infectious bronchitis and a handful of other illnesses for decades. A vaccine for HPAI exists, but in the United States, we are not permitted to use it. The vaccine is successfully used in several other countries.

Vaccines would be another tool in our toolbox, along with biosecurity, to protect our birds. Further, they would help protect our team members, and we must keep our workers safe and healthy, maintain our workforce and meet the demands of consumers. Herbruck’s advocated for a vaccine and universal biosecurity standards in agriculture throughout 2024, an effort that continues.



Following the detection and remediation of HPAI at our Michigan farm, we underwent a gradual and deliberate rebuilding process. The implementation of enhanced biosecurity allowed us to adjust to new threats while continuing to supply our products to customers. We pursued a growth plan, and our hiring efforts are ongoing.

Herbruck's was able to emerge from the outbreak of HPAI because of the diversification of our business. Our birds are not consolidated into one space, and following remediation, we spread out our footprint with new contract farms.

In 2024, we knew Michigan's cage-free egg law that was initially passed in 2009 would take effect on Jan. 1, 2025. Herbruck's has been one of the largest producers of cage-free eggs in Michigan for years. We converted to an entirely cage-free operation nearly a year before the law went into effect because it was an important goal that consumers have demanded from egg producers.

We also saw strong demand for our organic, nutrient-rich fertilizer made from hen waste using an innovative, efficient process created by Herbruck's that dries hen litter rapidly, so it retains much more of its agronomic value.





The demand for natural and sustainable fertilizer continued to grow as more consumers and farmers became increasingly aware of the environmental impact of synthetic fertilizer.

Despite the year's challenges, Herbruck's emerged stronger, more efficient and even more focused on our mission.

"Hen safety and wellness has always been at the heart of our business. Last year was very challenging as we faced the devastating loss of many hens. Through it all, we remain committed to rebuilding and advocating for stronger protection for our flocks. By prioritizing bird care, we strengthen our operations and ensure we're doing our part to create a safer world for our egg-laying hens."

- Mohamed Mousa, vice president of production

PROSPERITY



In 2024, Herbruck's celebrated our 66th anniversary of operations. Harry Herbruck Sr. started with just 3,000 hens when he launched the egg processing and distribution network from humble beginnings as part of the family's first generation. Today, more than 11 million hens make up our flock, and we produce more than 3.1 billion eggs each year.

As our fourth generation takes on more responsibility in the business, we have continued to innovate and create more efficient, sustainable processes to help ensure our **Prosperity** for years to come.

We also celebrated the second anniversary of Blue Springs Egg Farm in Mercersburg, Pennsylvania, which highlights our sustained growth. More than 1.2 million egg-laying hens produced eggs there in 2024, and more than 200 people from the local region worked at Blue Springs in good-paying jobs.



Our family continues to adapt to changes in the poultry industry, from Highly Pathogenic Avian Influenza (HPAI) to an entirely cage-free operation to finding more ways to lessen our environmental impact. The challenges we experienced in 2024 only strengthened our ability to adjust, remain flexible and get through hard times together.

The fourth Herbruck generation took on more responsibility than ever before and is incorporated into every facet of our business. Passing on our institutional knowledge, we are building the next generation of leadership, which will ensure quality and a continued positive trajectory.



Our Fourth Generation (from left)

- **Cody Herbruck**, associate vice president of processing and operations
- **Jake Herbruck**, director of fulfillment
- **Amy Herbruck**, community and public relations manager
- **Vince Herbruck**, poultry living systems manager
- **Brennen Herbruck**, feed and fertilizer business unit director

In the last year, Amy Herbruck received the “Doing Good” award from the National Council of Agricultural Employers for her extra steps to use her talents and time to enable Herbruck’s to improve our community. Amy is involved in numerous community organizations that help local families and children.

We are proud of how our fourth generation stepped up through a challenging year, and we look forward to more growth in their skills and business acumen in the coming years.





“As members of Herbruck’s fourth generation, we are taking on more responsibility in the family business, growing and adapting to new challenges and opportunities. We have great examples in the generations that came before us, and, while we embrace innovation, the values that have guided Herbruck’s for decades will never change. Those values — care for our hens, our environment, our communities and our families — are what have carried us through multiple generations, and they will continue to be the foundation of our success.”

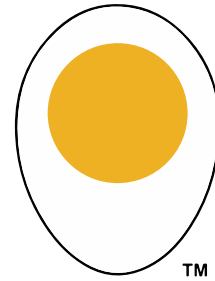
- Jake Herbruck, director of fulfillment

OUR LOCATIONS

Chickery	6595 S. State Street Ionia, Michigan
Depot	284 W. Portland Road Lake Odessa, Michigan
Green Meadow Organics	3896 Grand River Avenue Saranac, Michigan
Hennerly	478 W. Portland Road Lake Odessa, Michigan
Main Farm	7351 Morrison Lake Road Saranac, Michigan
Main Office	6425 Grand River Avenue Saranac, Michigan
Rector Road	1454 Rector Road Ionia, Michigan
Stage Road	943 Stage Road Ionia, Michigan
Station	3946 S. State Street Ionia, Michigan
Wellness Clinic	6683 S. State Street Ionia, Michigan
Blue Springs	8069 Corner Road Mercersburg, Pennsylvania
Topeka Feed Mill	330 S. Rainbow Drive Topeka, Indiana



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