



Built for This

2022 SUSTAINABILITY REPORT

[ONELINEAGE.COM](https://onelineage.com)





TABLE OF CONTENTS

Introduction	3
Letter From Our CEO	4
Lineage Overview	6
Our Approach to Sustainability	13
Report Highlights	15
Built for Environmental Sustainability	16
The Climate Pledge	18
Greenhouse Gas Emissions	19
Renewable & Alternative Energy	20
More Climate-Friendly Refrigerants	21
Other Energy Efficiency Initiatives	21
Food Optimization	23
Resilient Facilities	25
Sustainable Transportation	26
Built for Our People & Communities	28
A Team Driven by Values	31
Lineage’s Safety Culture	32
Benefits at Lineage	33
Team Member Engagement	34
Celebrating Wins & Recognizing Our Team	35
Developing Our Team	36
Creating an Awesome & Inclusive Workplace Culture	39
Giving Back to Our Communities	43
Built With Ethics & Integrity	47
Our Values & Code of Conduct	48
Board of Directors	49
Executive Leadership Team	49
Corporate Compliance & Ethics	49
Data Security & Cybersecurity	50
About This Report	52



Introduction



INTRODUCTION

A Letter From Our CEO



To our valued stakeholders:

At Lineage, our purpose is to **transform the world's food supply chain to eliminate waste and help feed the world**—and, quite simply, this purpose has informed every conversation, decision and action as we march toward becoming the world's most dynamic temperature-controlled industrial warehousing and integrated solutions provider. We've turned this way of doing business into a formal rallying cry. Today, as we publish our inaugural Sustainability Report, we're both honored and excited to invite you along as we work toward building a more sustainable future.

Our sense of purpose—along with our six core values—fuels our team's optimistic, transparent and entrepreneurial culture. Together, we're pushing ourselves to answer the biggest questions and respond to significant challenges facing our industry and world. Looking at those challenges with resilience and clear-eyed resolve has driven us to boldly embrace new technologies and think differently about problems old and new.

Working on this report has provided a welcome opportunity to reflect on where we are as a company and to have conversations with stakeholders both inside and outside the organization. One of the themes that has emerged in these conversations is that ***Lineage is built for this.***

🏆 We have the state-of-the-art facilities and technologies to address a wide range of logistical needs and problems.

🏆 We have a skilled, highly collaborative and increasingly diverse workforce filled with dreamers and problem solvers who not only seek to respond to challenges, but who also anticipate them.

🏆 We have a leadership team with the vision and focus to support our people to be stronger, more flexible and more resilient in the face of adversity.

In short, not only have we built what we believe is the world's cleanest, most efficient cold chain, but **we are also ready for whatever the future brings our way.**

We are excited for you to read the entire Sustainability Report, but here are examples of what made 2022 such a remarkable year for Lineage:

🏆 We signed The Climate Pledge—committing to achieve net-zero carbon emissions across our global operations by 2040.


🏆 We became more sustainable and energy efficient than ever, with investments in renewables, bringing us to 108 MW of solar generating capacity across our U.S. network as of Q4 2022.


🏆 We continued to strengthen our powerhouse team through recruiting top talent and focusing on the professional development of our team members.

🏆 We pursued our Diversity, Equity & Inclusion roadmap as we work to build a culture where every single team member has the resources to thrive at Lineage.



A LETTER FROM OUR CEO

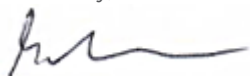
 We and the Lineage Foundation for Good worked to leverage our technology, connections and cold chain expertise to fight to end food waste and food insecurity.

 We made strides to evolve our organizational governance in 2022—through investing in additional talent to lead corporate compliance and cybersecurity as well as the continued formalization of our Board of Directors.

Final thought: No one builds anything alone. Since Lineage's beginning, we have worked creatively with customers and partners to solve some of the most pressing problems in the cold chain. **We owe a debt of gratitude to all our stakeholders—particularly to the legacy companies who established the bedrock of who we are today, as well as the investors who have believed in our vision for the future.** You have challenged us and partnered with us as we reimagine the journey of food for the good of our team, our communities and our world.

At Lineage, we run with purpose. We're powered by progress. We're built for this—and we can't wait for you to join us.

Sincerely,





Lineage Overview

Lineage is the world's leading temperature-controlled industrial warehouse and integrated solutions provider. Founded in 2008 with a single warehouse in Seattle, we have since made strategic purchases and investments to create a smarter, faster, and more resilient cold chain. Today, with over 25,000 team members and more than 400 facilities in 18 countries, we move food from where it is grown or produced to where it is consumed at restaurants and dinner tables around the globe.

In this report, when we claim we are *“Built for This”* we do not say this lightly. Our daily business services one of humanity's most precious resources—our food supply. Since, we play a key role in shaping the global food chain and feeding the world, we have a significant responsibility to help create a more sustainable, equitable future. Accordingly, we work to strategically integrate environmental, social and

governance (ESG) initiatives into the way we do business, working to act in alignment with our core values by stewarding the environment, participating in responsible corporate citizenship and driving innovation in our industry.

At Lineage, we don't believe there have to be trade-offs between running a successful business and delivering on sustainability. Every joule of energy we save in powering a cold storage warehouse can be good for both the bottom line AND for people and the planet. The food we blast freeze and store both delivers on our customers' quality promise AND addresses the social problem of food waste. Facing up to gender, racial and other social inequities is both the right thing to do AND creates a Lineage workforce powered by diverse ideas, insights and experiences. Good governance both builds investor confidence AND helps us be a dynamic, trustworthy

and forward-thinking provider of cold storage and integrated solutions. For these reasons (and many more), we view sustainability as authentic to our shared purpose, which is to transform the food supply chain to eliminate waste and help feed the world.

Our Heritage

While the Lineage you know today began in 2008 with the purchase of a single warehouse in Seattle, Washington, our company's heritage dates back to the 1886 founding of New Orleans Cold Storage, the oldest cold storage company in the United States. In 2012, the company was formally named Lineage to honor and acknowledge the legacy companies that we have integrated into who we are. To celebrate the throughline from yesterday to today, our logo is made up of many smaller shields that combine to form one overall Lineage shield. We remain rooted in our heritage and embrace the many owners, family members and team members of the companies we have acquired over the years who continue to work with us today.





Lineage in Action

Through our long-standing relationships with our customers—which range from some of the world’s most iconic food brands to small, start up food producers—we have focused on optimizing our core solutions.

To be the world’s most dynamic and trusted provider of services that preserve, protect and optimize the distribution of food – Lineage has built a broad portfolio of integrated solutions, centered around temperature-controlled warehousing and including offerings such as road and rail transport. Every day we work to deliver more efficient food storage and distribution and protect the integrity of our customers’ products

Our adaptable and resilient cold chain and the extraordinary team that champions it draw strength from four core elements: Our Network, Our Strategy, Our Approach to Innovation and Our Culture of Continuous Improvement.

OUR FOUR CORE ELEMENTS



OUR NETWORK



OUR STRATEGY

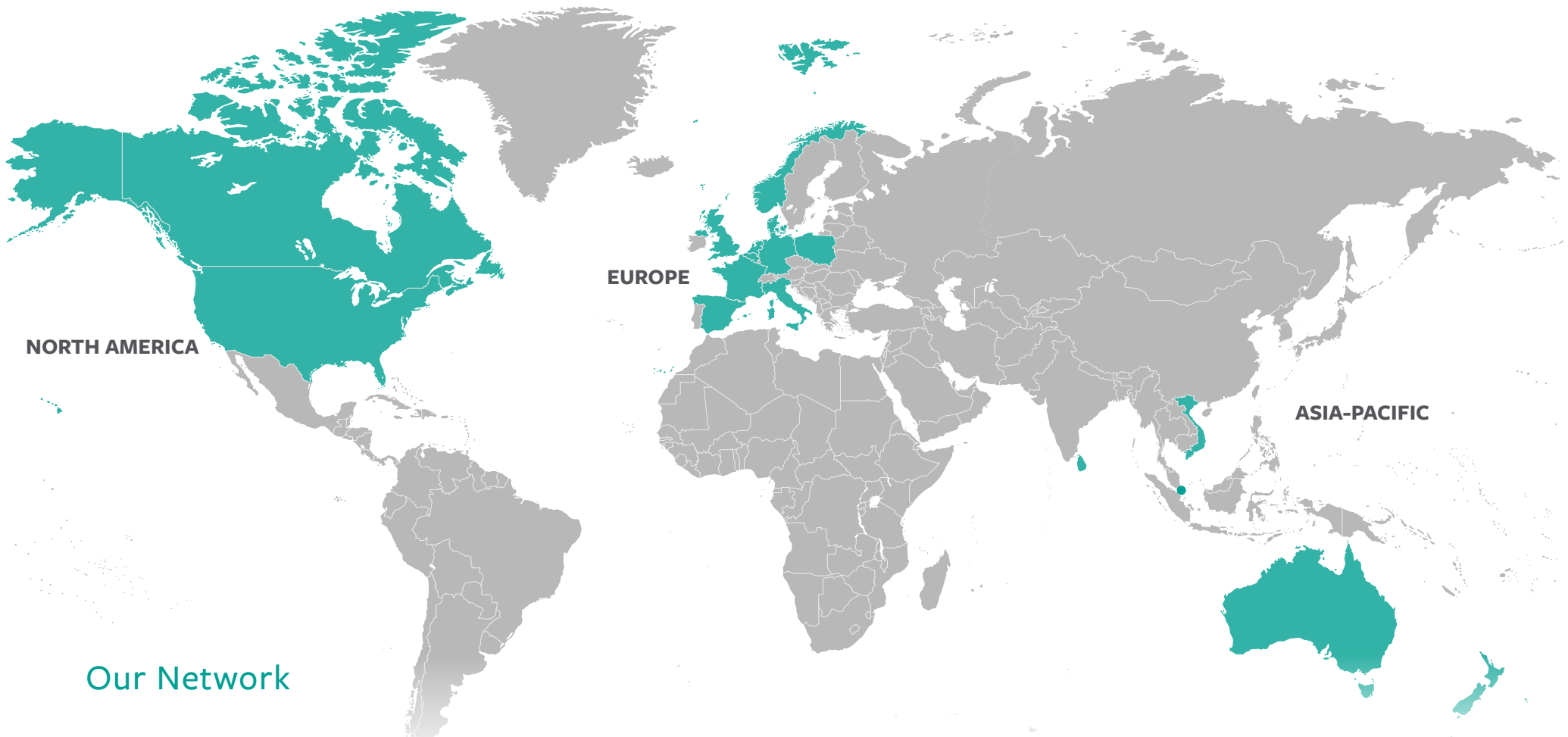


OUR APPROACH TO INNOVATION



OUR CULTURE OF CONTINUOUS IMPROVEMENT





NORTH AMERICA

EUROPE

ASIA-PACIFIC

Our Network

We offer customers access to what we believe is the most extensive and dynamic network of cold storage facilities in the world. Through mergers and acquisitions, we have welcomed businesses into our organization, expanding our network to key global markets to strengthen our ability to serve as the connecting dots in our customers' supply chains.

In keeping with our strategic growth philosophy, we have also worked to build capacity where our customers need it most. In 2022 alone, we expanded our footprint through four newly constructed facilities and nine facility expansions—and we regularly review our options for future projects.

Global Warehousing Solutions

Lineage possesses an extensive network of strategically located facilities equipped to provide temperature-controlled food storage and value-added services to our customers. Our facilities are located in high population distribution and critical port markets to provide a global cold chain that meets our customers' needs.

Global Integrated Solutions

Lineage also offers a wide range of adjacent services that are integrated into our warehouse offerings, which allows us to broadly and efficiently support our customers' temperature-controlled logistics needs. Our solutions include LTL (less-than-

truckload) consolidation, intermodal transloading, railcar leasing services, deep-water terminal access, and drop trailer and container plug-in services, to name a few. These services, combined with our warehousing, allow us to optimize our customers' supply chains.





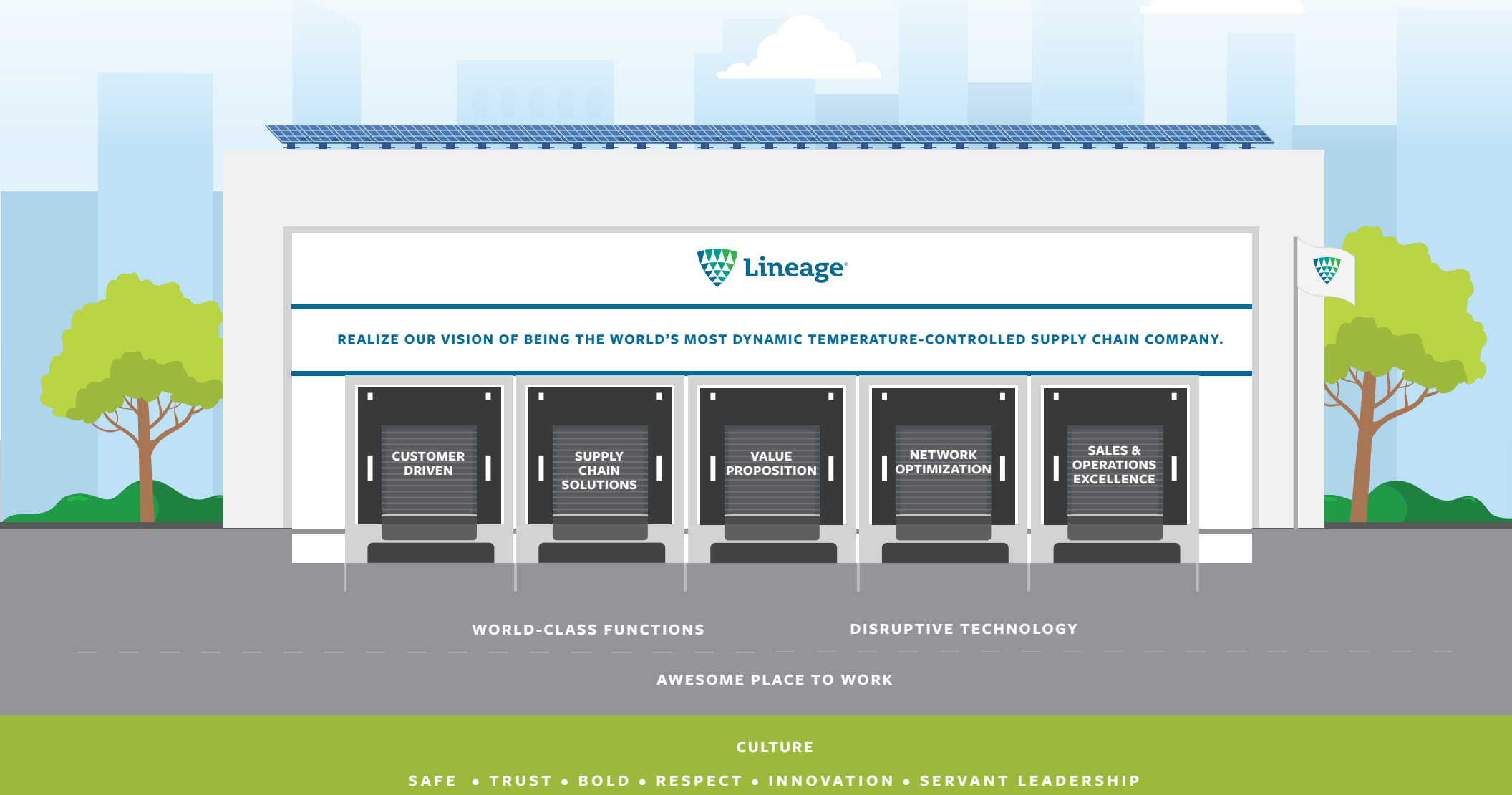
Our Strategy

One of the standard ways we visualize organizational strategy is through what we call our “Strategic Warehouse.” The construction of the Strategic Warehouse is designed to reflect—from the foundation to the rafters—how we aim to achieve our vision of being the world’s most dynamic temperature-controlled warehousing

and integrated solutions company. As the visual depicts, at the foundation of Lineage is our dynamic culture and the six core values that underpin who we are.

If we embody those values, then we believe we will create an awesome place to work for our team.

This serves as the bedrock upon which we can achieve organizational success. Combined with the support of world-class functions and disruptive technology, we are able to execute on a strategy to meet customer needs, offer integrated supply chain solutions, create value, optimize our network, and drive sales and operations excellence.



REALIZE OUR VISION OF BEING THE WORLD'S MOST DYNAMIC TEMPERATURE-CONTROLLED SUPPLY CHAIN COMPANY.

CUSTOMER DRIVEN

SUPPLY CHAIN SOLUTIONS

VALUE PROPOSITION

NETWORK OPTIMIZATION

SALES & OPERATIONS EXCELLENCE

WORLD-CLASS FUNCTIONS

DISRUPTIVE TECHNOLOGY

AWESOME PLACE TO WORK

CULTURE

SAFE • TRUST • BOLD • RESPECT • INNOVATION • SERVANT LEADERSHIP

Our Approach to Innovation

As a core tenet of Lineage's culture, innovation is central both to our day-to-day business operations and to our identity. We believe we have built an organization and a culture where world-class technologists, physicists, engineers, mathematicians, biologists and supply chain leaders can thrive. Lineage's innovation-first approach not only delivers value to our customers but also drives our industry forward. While innovation occurs across the organization in many forms, we organize our overall approach around three core competencies: Software, Task & Decision Automation, and Physical & Operational Design.

Software

Digital transformation helps us meet customer needs efficiently and sustainably. MetricsOne and Lineage Link are proprietary technologies sharing

data to create value, increase utilization, reduce costs and provide supply chain visibility for our customers. We believe this increased real-time data visibility can help users reduce wasted food, labor, energy and emissions.

metricsOne

Launched in 2017, metricsOne is a data platform that standardizes how we capture, analyze, measure and visualize key performance indicators operating across different locations and technology platforms.

Lineage Link®

Enabled in part by metricsOne, Lineage Link is a unified and fully integrated platform that gives customers an industry leading level of visibility across locations, orders, inventories and shipments, as well as transportation and warehouse

appointment scheduling. Lineage Link also provides our warehouse teams with a comprehensive view of inbound and outbound trucks so they can consolidate front-hauls, increase utilization of back-haul miles and minimize turnaround times.

Load consolidation and increased utilization of back-haul miles reduce the number of trucks needed to move a given amount of freight, reducing the supply chain's diesel fuel burn. Faster turn-times can decrease the time perishable food takes in transit, potentially increasing shelf-life once it reaches consumers and indirectly reducing food waste.

Finally, Lineage Link data provides timely insights into consumer demand. If a product is going unused, our customers can leverage the visibility provided by the system to repurpose or donate it while it is still of good quality, which can further reduce food waste. Lineage Link is live at approximately one-third of our sites as of the end of 2022, and we are working to implement it throughout the rest of our network.

Please note: Not all products, innovation and services described are deployed in all locations.

AWARD-WINNING INNOVATION

Lineage was named in 2022 to the CNBC Disruptor 50 list for the second consecutive year—earning the number-three spot as a fast-growing private company that is transforming the world through innovation.



Automation

Lineage's technology stack automates certain tasks formally performed by material handler team members and several decisions typically made by operators and supervisors. Automation can further reduce human error, training time, product damage, turnover and lost inventory while also improving safety in our warehouse operations.

Leveraging automated machinery also makes it possible for us to build taller, narrower buildings. Taller buildings can reduce our land footprint and can reduce heat infiltration per unit of storage, resulting in less energy needed to keep food products cold.

As of December 2022, Lineage's facility network includes over 70 facilities that are considered either fully or partially automated — with four automated warehouse projects that are currently under construction.

Physical & Operational Design

Over the last 10 years, our cross-functional teams of scientists, engineers and technologists have come up with novel solutions to large-scale problems, increasing efficiency and broadening the capabilities in our cold chain. In 2022, we applied for our 50th patent. Broadly speaking, our innovations fall into four categories: (1) our physical facility designs, (2) methods and mechanisms for operating facilities,

(3) refrigeration and thermodynamic designs to keep our facilities cold, and (4) cold-rated instrumentation.

The patent portfolio, among other objectives, enables less energy consumption by our facilities, facilitates energy consumption at specific times to increase

renewable energy adoption, decreases food waste via increased frozen quality and promotes more efficient packing of transportation assets to reduce the energy needed to transport food.





Our Culture of Continuous Improvement

Our cultural focus on innovation further encourages Lineage team members around the globe to deliver value for our customers and the business by solving problems and continuously improving how we operate in ways big and small.

One way this comes to life is through the lens of Lean. At Lineage, we define Lean as Respect + Continuous Improvement.

We strive to deploy Lean principles and practices in nearly all areas of the company. Our corporate support functions create and update strategic plans

at least annually to prioritize and focus on areas of continuous improvement. Within our warehousing operations, we have a team of Continuous Improvement Managers, each dedicated to a facility or set of facilities and focused on continuous improvement and the elimination of waste at their particular site or sites.

Accordingly, we use Lean principles and a seven-step methodology to apply a standard approach to problem solving across the company. This gives our global team a common language and process with which to communicate about challenges, identify

their root causes, and leverage team member knowledge to design and implement solutions. Our common approach further facilitates learning across the company via the sharing of lessons learned and best practices.



Our Approach to Sustainability

Lineage has long focused on building value through efficiency, innovation, minimizing harmful impacts, and doing good for the communities in which we live and work. In many ways, those ideas are baked into who we have always strived to be—a problem solver for our customers and the world.

In 2022, we set out to formalize our approach to managing our Environmental, Social and Governance (ESG) initiatives. As part of this effort, we conducted a formal ESG materiality assessment to identify the ESG topics that are viewed as important to our continued business success by our internal and external stakeholders.

We are using the assessment results to structure an integrated, company-wide strategy that will allow us to build on Lineage's strong organizational foundations in the coming months and years. As an output of this process, we are creating and distributing our inaugural sustainability report.



ESG Assessment

Our ESG materiality* assessment began with taking inventory of relevant topics across several sources, including ESG standards and frameworks, ESG rating and ranking organizations, and industry practices. This aggregated list included dozens of topics potentially relevant to Lineage. Following analysis of inputs from a range of internal and external stakeholders, including Lineage management and executive leadership, investors, customers and business partners, we narrowed our scope to the thirteen ESG topics” most prioritized by our stakeholders.

This initial ESG assessment is the foundation from which we will continue to build our sustainability strategy. It will also guide our reporting going forward, as it provides a framework for understanding what is most important to Lineage’s business and stakeholders.



* The use of materiality in this context should not be understood to imply financial materiality under U.S. federal securities laws and regulations. See page 52 for further information on how we define ESG materiality solely for the purposes of this report.

Report Highlights

Throughout this report we invite you to learn more about who we are and how Lineage seeks to move the needle as an organization. Here are a few highlights you will not want to miss:



Targeting Net Zero by 2040

Lineage signed The Climate Pledge—committing to achieve net-zero carbon emissions by 2040 and rallying our team as we seek to develop and deploy new technologies to help transition toward a net-zero carbon future.



Leadership in On-Site Solar Energy

Lineage had approximately 108 MW of solar generating capacity on-site at our U.S. facilities as of Q4 2022. According to the 2022 Solar Means Business Report put out by the Solar Energy Industry Association, we are the fifth largest corporate user of installed, on-site solar capacity.



Innovation to Solve Problems

In 2022, Lineage applied for our 50th patent, reflecting the work we are doing to reimagine how we design, build and operate a suite of truly innovative temperature-controlled solutions.



Creating an Awesome & Inclusive Workplace

Lineage is proud of the diversity of our team, and we are focused on creating an inclusive workplace where every team member can thrive. In 2022, we launched five new Employee Resource Groups (ERGs) to join our existing and inaugural ERG, Women in Lineage (WIL), which was founded in 2019. Furthermore, each ERG has its own continuous improvement roadmap, strategic goals and a dedicated executive sponsor to provide added support and visibility for the group's priorities and initiatives.



Resilient Operations—Colton, Calif.

Lineage's Colton facility is our first facility to produce 100% of its own energy consumption on-site on a net basis via linear generators and solar power.



Developing Future Cold Chain Leaders

Lineage's values serve as the bedrock of our team—underlying who we are and how we show up in the world every day. Our values have also driven us to invest in a robust team member-focused approach to developing top talent.



Reducing Waste through Food Optimization

Worldwide, about 930 million tons of food are thrown away each year. At Lineage, we strive to maximize the safety of the products entrusted to us between farm and fork and minimize the amount of food wasted in our supply chain.



Showing Up for Our Team Members

The newly launched Lineage Hardship Fund assists individuals challenged by severe and unexpected hardships—ranging from illness and injury, loss of housing, bereavement, relocation due to domestic violence, to the crisis in Ukraine—through direct microgrants from the Lineage Foundation for Good. In 2022, the Hardship Fund provided over \$622,000 to help 152 Lineage team members and their families get back on their feet.



Built for
Environmental
Sustainability

Built for Environmental Sustainability

As a key player in the global food supply chain, Lineage understands our responsibility to our shared environment. You'll find team members at every level of the Lineage organization working to make the cold chain more sustainable.

At the leadership level, we champion policies and procedures to get the most out of every electron of energy we purchase. We are investing in renewables and transitioning to more climate-friendly refrigerants and even looking to upcycle food waste in linear generators that accommodate biofuel.





At the grassroots level, our team members live out a culture of sustainability where challenging conventional wisdom is encouraged, and where our team members strive to never settle for how things have always been done. Our facility maintenance teams, for example, conduct routine energy performance consultations as they look to correct even small inefficiencies in their operations.



The Climate Pledge

Lineage is moving intentionally to minimize the carbon emissions associated with our daily operations in accordance with The Climate Pledge. The Climate Pledge, co-founded by Amazon and Global Optimism, encourages corporate climate action and calls on signatories to reach net-zero carbon emissions by 2040. Our work has begun, but additional innovation, creativity and investment will be needed to achieve this bold commitment and drive this meaningful change for the good of future generations.

To work toward realizing this, we have taken measures to begin to plan to reduce carbon emissions across the Lineage portfolio. These measures include:

-  Utilizing additional renewable and low-emission technologies to meet our electricity needs and to generate more of our own electricity on-site
-  Focusing on energy efficiency across our operations—leveraging data science and digitization to identify opportunities
-  Leveraging data science to increase operating efficiencies
-  Expanding our internal capabilities to monitor and reduce Scope 3 emissions—an area in which we know there is additional work ahead of us

Signing on to reduce our carbon emissions to achieve net zero is part of Lineage's overall

efforts to reinvent our relationship with energy as a company. We are exploring more sustainable solutions and reducing our operations' reliance on grid-based electricity.

Our goal is to build facilities that are self-sustaining through efficient energy management and the increased use of renewable, on-site generated electricity and renewable fuel sources in our operations.

Our Data Science team plays a key role in these efforts by creating data tracking and reporting tools that increase visibility and raise new questions about potential efficiencies and patterns in our energy use. Our increased awareness of how and where power

is used at Lineage is helping us pinpoint areas for improvement and collaborate on creative solutions.









Greenhouse Gas Emissions

Reinventing our relationship with energy and reimagining the journey of food require a careful accounting of our greenhouse gas emissions. Lineage's investments in renewable and low-carbon technologies, processes and alternative energy sources have already begun to drive down our greenhouse gas (GHG) emissions output.

Energy Consumed

-  Total energy consumed by portfolio with data coverage, percentage grid electricity and percentage renewable by property subsector

GHG Emissions

-  Gross global Scope 1 emissions
-  Gross global Scope 1 emissions from refrigerants
-  Scope 2 GHG emissions

	Same Store ¹	Same Store	Total Enterprise
Energy Consumption (kWh)	2021	2022	2022
Total Electric Consumption – Market Based	854,496,926	841,617,481	1,887,173,526
Natural Gas Used for Heating	33,926,356	38,281,797	72,081,718
Renewable Energy Consumed	31,235,986	40,478,650	47,731,978
Total Energy Consumption	919,659,268	920,377,928	2,006,987,221

Greenhouse Gas Emissions (MT CO₂e)^{2,3}

Mobile Transport – Diesel	91,927	90,999	112,247
Fugitive Refrigerant Emissions	58,662	58,662	107,854
Natural Gas	6,142	6,931	13,050
All Other	4,867	4,059	7,209
Total Scope 1 Emissions	161,599	160,651	240,360

Market Based Scope 2 Emissions	308,342	305,354	735,097
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¹Same store defined as facilities that we have owned and operated for two of more years, and are not undergoing major renovation or construction.

²Scope 1: Emission sources included in the calculation were on-site fuel combustion, mobile fuel combustion and refrigerants. CO₂, CH₄, N₂O and HFCs were included in the calculation. Emission factors were sourced from US EPA and IPCC Good Practice Guidance and Uncertainty Management in National Greenhouse Gas Inventories. Scope 2: Emission sources included purchased electricity and renewable energy, and emissions were calculated using both location-based and market-based approaches. Emissions factors were sourced from IEA, US EPA eGRID, AIB European Residual Mixes and Green-e Residual Mix.

³GHG emissions were calculated following the GHG Protocol with a base year of 2021. Our inventory follows the operational control approach and includes Scope 1 emissions (direct) and Scope 2 emissions (indirect). These calculations have not been verified or assured by a third party.

Renewable & Alternative Energy

Solar

According to the Solar Energy Industries Association, Lineage is the fifth largest corporate user of installed, on-site solar capacity—with 108 MW of solar-generating capacity in the U.S. alone as of Q4 2022. Having installed 87.2 MW of solar panels at our facilities since 2020, we have completed more on-site solar installations than any other company on the Solar Energy Industries Association list during the same time period. We have also approved additional future investments in solar and look forward to further expanding our access to renewable solar energy.

Solar energy resources help power Lineage facilities in eight different countries, and expanding access to solar power resources throughout the network is a key element of our efforts to reach our goal of net-zero emissions by 2040. Its ability to provide power for large facilities and to handle substantial electric loads pair well with our business infrastructure and energy needs. At some of our sites, solar panels are capable of producing two to three times the entire building's electricity load at peak afternoon power production times.



Growing Our Global Solar Footprint

We are pursuing an ambitious solar footprint across many of our locations in Europe and the Asia-Pacific region. In 2022, our European solar footprint* increased by approximately 129% year-over-year (an increase from 15.7 MW to 35.9 MW). Areas of particular note include the UK, where we have installed solar power at nearly every location, and the Netherlands, where our Cool Port I facility in the Port of Rotterdam is a regional leader, with over 11,000 rooftop solar panels or 4.9 MW of solar-generating capacity.

In the Asia-Pacific region, we have robust solar arrays in place at facilities in Vietnam and Sri Lanka. We plan to install solar panels at additional locations in Asia-Pacific in 2023 and are reviewing potential solar installations at multiple locations throughout the region.

*Installed and in-development

Linear Generators

Linear generators are on-site generators that we integrate with other power-generating assets, such as solar panels, to create our own microgrids. We are implementing and exploring future transitions away from diesel generators in favor of linear generators. They produce power via a low-temperature reaction below the levels at which nitrogen oxide (NO_x) emissions are formed, which means they generally burn fuel at a slower rate than similar generators that use diesel fuel. We are in the process of determining which generator-compatible fuels work best at our facilities, including by piloting use of biofuels drawn from food waste through anaerobic digestion.

As we participate in the world's transition to renewable energy sources, linear generators are helping us pilot low-emissions energy options in our operations and prevent power outages as we work to mitigate the effects of weather events and grid volatility.

Currently, Lineage has one active linear generator installed at our Colton, Calif, warehouse, and several additional generators are under construction. We continue to invest in obtaining and installing linear generators at our facilities.



More Climate-Friendly Refrigerants

Refrigeration systems are a critical piece of Lineage's infrastructure. Fundamentally, these systems keep our buildings cold. Circulating inside of the refrigeration system are refrigerants that absorb the heat from the food products and building and eject that heat to the atmosphere.

At present, approximately 90% of our existing facilities use an ammonia-based refrigerant with a global warming potential (GWP) of 0. While the other approximately 10% uses what are known as F-gases—a common refrigerant class with high GWP—we are actively pursuing alternatives, including ammonia as well as CO₂, which has a GWP of 1.

As we develop a changeover strategy, we are considering which alternative chemicals are optimal to fit our infrastructure and how we can best dispose of used freon after it is removed from our systems. We have established a project team to identify the scope of work, timeline and resources required if we were to convert all remaining facilities to a refrigerant with lower GWP.

Biodigesters: A Final Link in the Food Supply Chain

When food is no longer consumable by humans or animals it can be reused in compost or biofuels. As we seek to reduce energy-related GHG emissions and increase site resiliency, we are piloting a new biodigester technology that enables us to process food waste into usable fuel at our sites. While the goal is to eliminate food waste whenever possible, this process creates a virtuous cycle that upcycles food waste into energy while simultaneously reducing emissions that would otherwise be created by such waste through conventional disposal processes.

At our pilot biodigester location in Oxnard, Calif, food waste is gathered from nearby food banks and Lineage facilities and, instead of being taken to a landfill, is added to containerized biodigester units we have on location.

As the food added to these units decomposes, it produces gas that is processed into a biodiesel we can blend with natural gas. Our goal is to scale production of this biofuel as an energy source for our on-site linear generators.

Other Energy Efficiency Initiatives

At Lineage, we believe the small energy efficiencies we adopt every day, at every level of the organization, are just as important to achieving carbon neutrality by 2040 as the big, headline-catching projects.

Efficient energy consumption has far-reaching benefits, and our continued exploration of opportunities to reduce consumption has the potential to deliver significant value both to us as an organization and to the communities in which we operate. Our day-to-day pursuit of energy efficiency takes many forms, and our site crews are encouraged to improve efficiency.

Many of our facilities are equipped with assessment tools and systems that monitor for potential waste and notify our teams about problem areas in a timely manner. And because our refrigeration systems function by removing heat rather than adding cold air, meticulous attention to something as simple as promptly closing a loading dock door goes a long way toward reducing the entrance of heat loads to our warehouses and optimizing our use of power.



Flywheeling

We know refrigeration systems tend to compose a large portion of our emissions, and we work to continuously update and optimize our refrigeration systems to be as effective as possible. One way we have done this is by deploying “flywheeling” in certain warehouse facilities, an innovative process relying on advanced mathematical methods—from machine learning to predict the properties of the grid and the warehouse, to artificial intelligence that makes scheduling decisions based on those predictions. Lineage first predicts when electricity demand will be highest and then cools the warehouse to a lower-than-normal temperature in advance, avoiding peak energy charges and alleviating the demand load on the electrical grid. Flywheeling lets us take advantage of low-cost renewable sources during peak production and allows us to reduce our impact on the grid during peak demand.

Digitization

Digitizing our refrigeration network has helped us reduce the total amount of energy we use for refrigeration. To do this, we harnessed the capabilities of a longtime partner’s real-time industrial intelligence platform. This new system can process millions of data points per day to help our site crews visualize our power use as they work to optimize facility management and processes.

Our energy team also plays a key role in allowing us to track and manage energy use at Lineage. The team actively tracks electricity markets globally and physically manages our electric load at facilities to monetize spikes in energy markets. These efforts are integrated with many of our alternative energy generation projects.

Energy Waste Walks

Our team members engage in “Waste Walks,” in which they examine the entire cold storage facility to look for possible causes of energy waste. They check the seals on our doors, inspect for frost on evaporators, look for opportunities to optimize refrigeration systems through temperature modulation, see whether condensers are working properly, and check whether all the lights in a facility have been updated to more energy-efficient LED lighting.

Blast Freezing

Blast freezing, or the rapid phase change from fresh to frozen, is essential in meeting USDA protein related regulatory requirements while also enhancing and preserving food safety and quality. To decrease energy use and increase throughput associated with our blast freezing and static storage methods, our Data Science team conducted research into the ideal time-to-freeze for optimized energy use and actual freezing time. In our Portsmouth, Va, facility, our new blast freezing method reduced the average blast time from 72 to 24 hours.



Food Optimization

Because we take our role in helping to feed the world so seriously, we bring the spirit of innovation to food safety and incorporate cutting-edge food safety technology and best practices into the way we store, move and service food. These practices keep food safe and help prevent food waste by potentially extending shelf lives and better protecting food from external damage or defect. As such, our commitment to food safety has dual benefits: We want to increase the safety of the products entrusted to us between farm and fork, and to reduce the amount of food wasted in our supply chain.

This focus led us to create our Food Optimization team. Originally and foundationally focused on protecting the safety of our customers' food products, their purpose has since expanded to promote food safety and quality within and beyond Lineage.

The Food Optimization team supports the Operations team by providing cold chain oversight, on-site pallet and workflow prioritization, risk mitigation, and regulatory compliance guidance. Additionally, their holistic approach to managing and improving perishable food storage includes data collection and analysis aimed at improving visibility around product shelf lives.





Upcycling Food Waste

A key component to Lineage's purpose is the elimination of waste—whether that be in our operations, our processes, or in the food with which we are entrusted. Accordingly, we are acutely focused on food waste management.

Food waste that goes to landfills and food-related inefficiencies, such as extended storage, create a large quantity of unnecessary emissions. Our goal to reduce food waste by extending food lifecycles, improving delivery, donating unused food and repurposing inedible food into fuel contributes to our efforts to reduce Lineage's overall greenhouse gas footprint and achieve The Climate Pledge.

Lineage can help maximize how long food remains fit for human consumption through processes and

technology like optimized blast freezing times and up-to-date refrigeration systems. Food that is still fit for human consumption but not for sale—such as foods disqualified from retail distribution by damaged packaging or an “ugly” appearance—can often be repurposed through charity donations or, at later points in its lifecycle, in pet and animal feed, compost, or biofuel generators. In partnership with our customers, we continue to explore new methods and technologies for proactively identifying, repurposing and redistributing our customers' unused food to reduce food waste and help feed the world.

The Lineage Foundation for Good, a 501(c)3 charity organization we formalized in late 2021, is an essential part of our strategy to help eliminate food waste and alleviate food insecurity and is

our primary avenue for distributing unused food to local food banks. The foundation has helped us reduce barriers to our charitable efforts by creating new policies and avenues for giving. Read more about the Lineage Foundation for Good in the “Good for People” section of this report.

Preventing Food Waste

According to Feeding America, approximately 59.5 million tons of food is wasted annually in the United States, an amount equal to about 40% of the U.S. food supply. Worldwide, the United Nations Environment Programme estimates that about 930 million tons of food—or 50-60% of global food production—is thrown away each year, and as it decomposes it produces about 10% of the world's climate-warming gas emissions.

As a global leader in food storage and transportation, Lineage has the potential to make a significant global impact on food waste prevention. We are working to optimize food storage, minimize food loss and repurpose food away from landfills into secondary human food channels (donations), animal feed, compost (fertilizer) and upcycled markets for energy development (biodigesters).



Resilient Facilities

Climate resiliency is a critical focus as we further strategize Lineage's sustainable future. Accordingly, we are committed to increasing the site resiliency of all of our locations, which involves working to equip our physical facilities to be better prepared to maintain operations in the event of climate-related severe weather events or power outages.

Given our role in our customers' supply chains, we must focus on maintaining access to transportation routes, sustainable power supplies and dependable physical facilities as we strive to provide our customers with reliable, effective services. A resilient site also promotes safety at Lineage by protecting our team members and assets against the effects of severe weather.

Every Lineage facility is required to have or develop an emergency response plan, and building one is

a key action item when integrating newly acquired facilities into the network. Once established, the plans are routinely reviewed and updated, and emergency response drills are conducted. These plans cover matters including but not limited to ammonia release, fire, hurricane, and loss of power or water.

We also keep climate resiliency in mind whenever we update or conduct maintenance on preexisting sites and when we acquire and build new facilities. At present, many of our climate-resiliency initiatives are focused on building sustainable on-site power sources. We are working to reduce our dependence on grid power by stacking our energy production assets—such as solar panels and linear generators—into on-site microgrids and blending the power generated by these microgrids with traditional power sources.

Acquiring and Building Resilient Facilities

Site resiliency is a key consideration when we evaluate potential facility acquisitions. Before we invest in a new site, we assess multiple geographic risk factors, such as whether a proposed facility is in a flood zone and whether it has access to a sustainable water source.

For greenfield sites, resiliency is a priority, and we keep it in mind from blueprint creation to construction. New sites are often designed in accordance with some of the latest standards for energy efficiency and are equipped with certain features designed to withstand extreme weather, such as roofs built to resist damage from hail and wind.



Colton, Calif.: An energy self-sustaining site

We have piloted energy production via linear generators and solar panels at one of our Colton facilities. At present, this facility is producing 100% of its own energy on a net basis on-site. It is likely the first food storage facility in the world to integrate two linear generators into its power supply, as well as integrate use of energy generated by both linear generators and solar panels.

Sustainable Transportation

Fleet Transformation

The International Energy Agency estimates that medium- and heavy-duty truck transport comprised 23%, or about 1.8 billion tons, of CO₂ emissions across the total global transportation sector in 2021. During 2022, transportation contributed 47% of our total Scope 1 and Scope 2 emissions as a company. Because transportation is such a significant contributor to emissions—both at Lineage and around the world—we believe our efforts in this area will have an important impact on reducing the emissions of our global operations.

We are actively seeking to transform our fleet, exploring options for vehicle electrification and ways to make more efficient use of the fuel resources currently at our disposal. Using tools from our Data Science team, we are also uncovering opportunities for increased fleet efficiencies and focusing our efforts on areas with optimal potential for emissions reductions. For example, we have partnered with a third party to integrate a program that tracks the efficiency of our drivers' routes with astonishing specificity—down to the most fuel-efficient freeway lanes they can use.

Yard Goats

Lineage has begun the transition toward using more zero-emission vehicles, including our zero-emission yard goats, to facilitate the unloading process at certain of our warehouse lots. In the traditional sense, yard goats are vehicles used to move food transportation trailers from trucks to our warehouse loading docks. Because they require diesel fuel, yard goats have historically been significant contributors to our total carbon emissions.

As of 2022, we have transitioned to electric, zero-emission yard goats at 12 facilities: 10 across Southern California, one in Olathe, Kan., and one in Richland, Wash. This transition to electric yard goats, combined with our work to make our unloading schedules more efficient, is contributing to an overall reduction in emissions generated during loading and unloading in our warehouse operations.



Tracking Departures and Arrivals to Decrease Diesel Use

Transportation logistics change often. Because of this, truck routes and arrival times are prone to vary. When arrival times unexpectedly conflict, diesel fuel can be wasted as trucks wait for each other to finish unloading. Thus, we are working to decrease diesel use both en route to destinations and after trucks arrive at our facilities.

To reduce the amount of fuel that is consumed during this transition, we have partnered with a

third-party resource to create an appointment tracking system that helps determine which loads are arriving early, late, or not at all, and to adjust and prioritize in real time loads that have already arrived.

Rail

We are also optimizing on-site and off-site transportation options to facilitate expansion of rail-based transportation with our customers. Rail is one of the more climate-friendly transportation options at our disposal. According to the Association of American Railroads, if 25% of U.S. truck traffic

transitions to traveling 750 miles by rail, there is potential for GHG emissions to fall annually by approximately 13.1 million tons of CO₂ equivalent.

Due to rail's potential for curbing GHG emissions, we are currently expanding our rail fleet and encouraging our customers to consider rail transportation. Over the past two years, we have invested over \$100 million in our fleet of refrigerated railcars (purchased as part of our acquisition of Cryo-Trans in 2020).





Built for Our
People and
Communities

Built for Our People and Communities

Every day, our team members make a tangible impact on how we feed the world. We firmly believe working at Lineage is more than a job—it is an opportunity to make a mark on how food safely reaches dinner tables around the world. For this reason, we have worked to build an organization that is focused on caring for and nurturing the growth of our team members. We believe we have thoughtful and innovative recruiting methods, competitive benefits programs, a safe and inclusive workplace, as well as effective, accessible training and development opportunities.

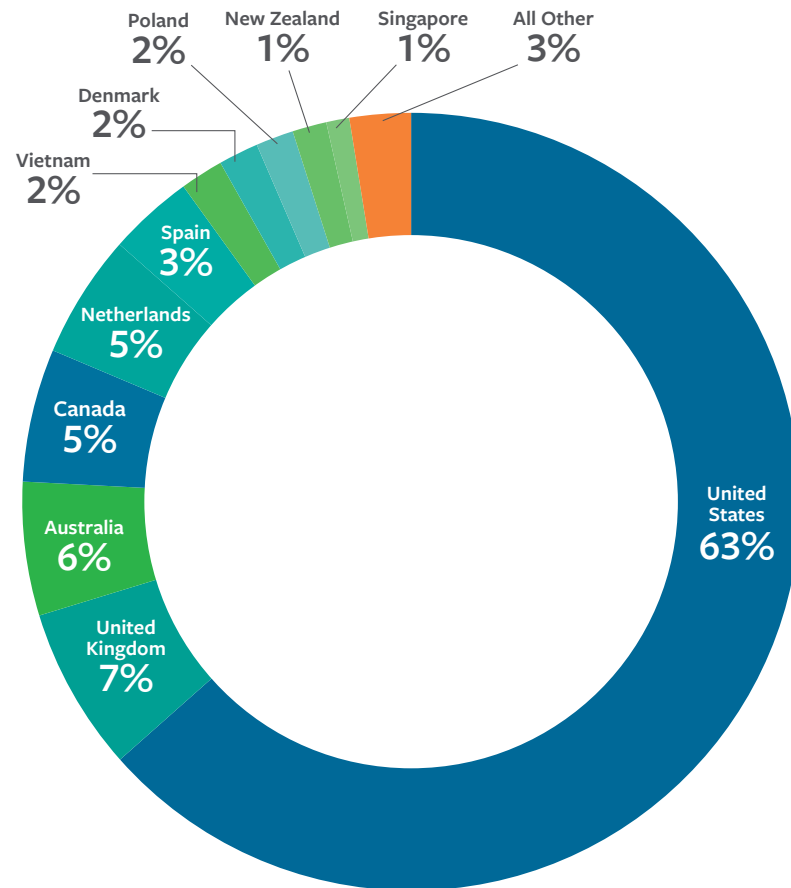
We also believe that how we show up for each other and our communities is as important as how we show up for our customers. At Lineage we look to our core values of safe, trust, respect, bold, innovation and servant leadership to guide our policies, decisions and behaviors whether we're inside a warehouse or out in the world.





Our Global Workforce

Lineage is powered by an incredible team of more than 25,000 individuals from around the world. See the chart below to better understand the makeup of our global team.



A Team Driven by Values

Lineage's six core values serve as the bedrock of our company's culture—underlying who we are and how we show up in the world every day. These core values are intended to keep us grounded in what matters and push us to challenge ourselves and each other to go further and do better.

Lineage's Six Core Values



Safe: Lineage's priority is that every team member returns home from work safely every day.



Trust: We believe that each of our team members plays a key role in our success, and we expect and seek to foster a fear-free work environment for all team members.



Respect: Our shared interests are prioritized over any individual or team, and we strive to act and treat each other with humility.



Innovation: Challenges are welcome here: We are eager to engage them, and we seek to solve them with boundless creativity as we seek to fulfill the evolving needs of our customers.



Bold: At Lineage, we challenge norms, take informed risks and make tough decisions as we embrace change and the challenges that come with it.



Servant Leadership: We strive to create a positive work environment where leaders and team members alike focus on meeting the needs of the people and organizations they support.

Values Cards

Values cards are a simple recognition program at Lineage that provides on-the-spot recognition to members of our team who exemplify one or more of the company's core values. Leaders and team members alike are empowered to give out handwritten or digital values cards to colleagues they see bringing our values to life in their day-to-day actions.



Lineage's Safety Culture

Safety is a priority at Lineage and is a non-negotiable responsibility for our team. Accordingly, we have embedded safety into our everyday work culture and decision-making processes.

We seek to foster an environment in which every team member, at every level, understands the importance of safety, takes personal responsibility for it, and has opportunities to offer recommendations for improvement or elevate concerns.

We also encourage safety at the beginning of our meeting agendas in the form of a discussion around what we call our Safety Principles, which demonstrates of the safety-oriented culture we seek to foster across our global facilities and prompts team members with a focused opportunity to share recent reflections on safety-related experiences. In addition, we publish a monthly Safety and Compliance Bulletin that is distributed to our global network, discussed during weekly operations stand-up meetings across shifts and reinforced via digital signage in our breakrooms.



Our Safety Principles

At Lineage, we prioritize our four Safety Principles. These principles are routinely shared with our teams around the world at the start of meetings, presentations, shift startups and training courses.

1. Safety Is Everyone's Responsibility:

Protecting our work family is our priority.

2. Safety Is a Conversation:

Sharing information about past incidents and near misses is important to continuously improve.

3. Safety Is Intervention:

Correcting unsafe behavior is important to protecting everyone's safety.

4. Safety Is Sustainment:

Sustaining our safety culture requires consistent execution from all team members.

TIR Data

Our Total Incident Rate (TIR) is one of the key measurements we use to measure the success of our safety initiatives. It measures the number of safety recordable incidents per 200,000 hours worked. Over the past six years, we have lowered our TIR by approximately a third.









We achieved a North American TIR of 4.7 and a company-wide TIR of 4.1 in 2022—which places our global TIR 23% below the industry average of 5.3 as reported by the U.S. Bureau of Labor Statistics (2021).

Our constant focus on driving down our TIR reflects Lineage's steadfast focus on the safety of our team and our culture of continuous improvement. Major progress doesn't happen overnight—rather, it happens through sustained, long-term effort, and the Lineage team is proud of our progress and performance in this important safety metric.

Benefits at Lineage

We provide our team members with compensation and benefits packages designed to help them thrive. At Lineage, we continually strive to not just keep pace with but stay ahead of the market.

Our 2022 benefits package for eligible full-time U.S. team members and their dependents included the following:

-  Each year, team members can roll over their unused accrued vacation and sick pay hours up to a cap of 320 vacation hours and 560 sick hours.
-  Telemedicine via remote Teladoc® care services for non-emergencies
-  Our vacation sell-back benefit further allows eligible team members to cash out up to 80 unused, accrued vacation hours per year, no questions asked.
-  Insurance coverage for life, medical, dental, vision, disability, accident, critical illness, hospital indemnity, identity protection and legal services
-  Access to cost estimator tool and healthcare flexible spending account options (includes dependent care) to help reduce costs
-  401(k) plans with company match
-  The Lineage Employee Assistance Program (LEAP) provides confidential assessments, screenings and referrals on a range of topics (such as legal questions, family conflicts, psychological care and addiction) at no cost to team members
-  Lineage also has a robust retail discount program for team members—providing discounts on a variety of consumer products and activities



Team Member Engagement

To understand how we can better serve our team and create an awesome place to work, Lineage has a long history of conducting organization-wide team member engagement surveys.

In 2022, we worked with a new, independent third-party provider to survey the levels of engagement across our workforce. To avoid comparing apples to oranges across survey methodologies, we are treating our 2022 score as the new Lineage baseline to track team member feedback and Lineage’s engagement scores year-over-year.

The key takeaways from Lineage’s 2022 survey were: (1) to consistently recognize and appreciate

our team members, and (2) to offer exposure to career development opportunities. In response, an early outcome of the survey has been a renewed focus on leadership training, which we have expanded, endeavoring to include globally standardized development opportunities.

We believe maintaining and continuously improving engagement is key to Lineage’s long-term success—part and parcel to that success is sharing the results of the survey as a measure of accountability to the organization. We push our leaders to create robust engagement plans around the results and share them broadly with their teams through means such as our “You said, We Did” boards.

You Said, We Did

One way our leaders share the results of our engagement survey with team members is via “You Said, We Did” boards posted in our facilities. These boards provide straightforward, accessible summaries of how we acted on the feedback provided by team members to improve our operations and enrich our team members’ experiences.

“You Said, We Did” boards help hold leaders accountable for acting on the feedback they receive and use visual management strategies to drive increased team member engagement.



Celebrating Wins & Recognizing Our Team

X-Factor Awards

While the foundation of our robust recognition program is our Values Cards (see page 31), the next level is our X-Factor Awards program, which celebrates and honors team members who go the extra mile to live our values and drive results for our team and our customers. Every team member is eligible: Anyone in the company can nominate any of their colleagues for an X-Factor Award. Between the program's launch in 2020 and the end of 2022, 1,453 Lineage team members have earned X-Factor Awards for their extraordinary contributions.

X-Factor Award nominees are reviewed on a monthly or quarterly basis by functional and regional leaders, and award winners are announced via a number of methods, including email, digital signs and local celebrations. Winners are awarded a Lineage X-Factor Award jackets to wear proudly and become eligible for our Annual X-Factor and CEO Awards.

Annual Awards

Lineage also has a range of annual awards for facilities, teams and individuals that have made outstanding contributions to the company's success. Annual awards are typically announced in the beginning of the year. They include the following:

Outstanding Safety Performance: This award is given to Lineage teams that lived our number-one value of Safe in a notable way. These teams had among the best safety metrics within the network and were guided by leaders who drive a culture of excellence in safety.

Safe Driving Awards: This award recognizes individual driver team members who have long records of driving without preventable accidents.

Breakthrough Performance: This award is given to facilities that exceeded expectations, experienced a huge turnaround from the prior year, and/or delivered an outstanding financial performance in the face of a strong headwind.

Outstanding Project Team Performance: This award recognizes teams that completed projects that were instrumental in strengthening Lineage's cultural foundation or enabling significant progress in our operations.

Commitment to Customer: This award recognizes teams and individuals who went above and beyond for their customers and achieved exemplary levels of customer satisfaction.

Best New Business: This award is given to an impactful piece of business that created new opportunities to grow our relationship with a key customer.

Annual X-Factor: This award is given to a select group of our quarterly X-Factor winners whose contributions stood out for driving key results for our team and our customers.

CEO Awards

The CEO Award recognizes the best of the best from among Lineage's Annual X-Factor winners. This elite group of individuals are hand-selected by Lineage's President & CEO and awarded a cash prize in recognition of their outstanding contributions to Lineage.

2022 AWARDS

674 TOTAL X-FACTOR WINNERS

65 ANNUAL X-FACTOR WINNERS

13 CEO AWARD WINNERS



Developing Our Team

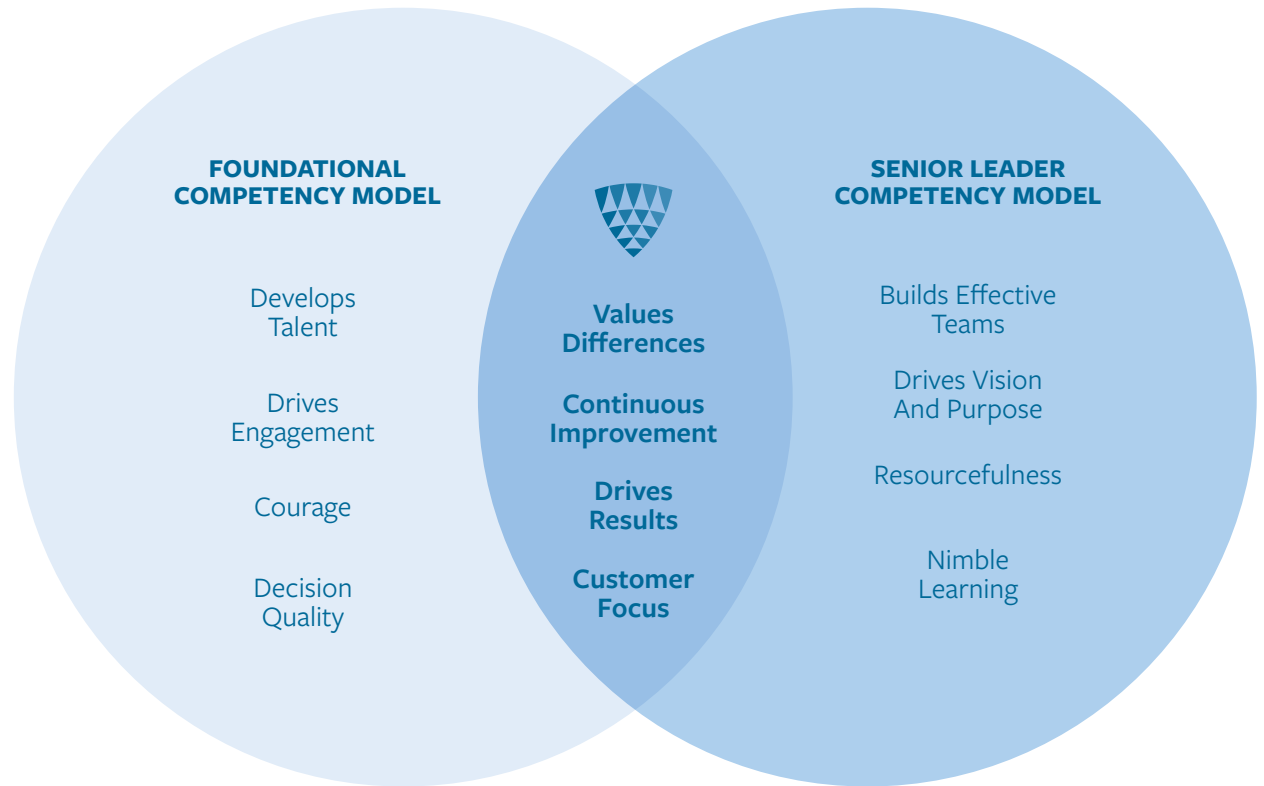
Our focus on our six core values drives how we train team members, because we believe it's not just what you do, it's how you do it. That is why we hold everyone—from our frontline team members to our most senior executives—to high standards defined by a common set of competencies we believe are essential for success, as well as a series of internally designed training programs.*

Leadership Competencies

Our standard leadership competencies are central to how we assess team member development at different levels of leadership. They are clustered into what we term “foundational” competencies that apply to anyone in a leadership position at Lineage and “senior-level” competencies that are more advanced leadership priorities for those in positions of greater leadership responsibility.

Although there are differences between the foundational and senior-level models, there is a significant area of overlap that reflects our broad priorities for all leaders to value differences, continuously improve, drive results and stay focused on the customer.

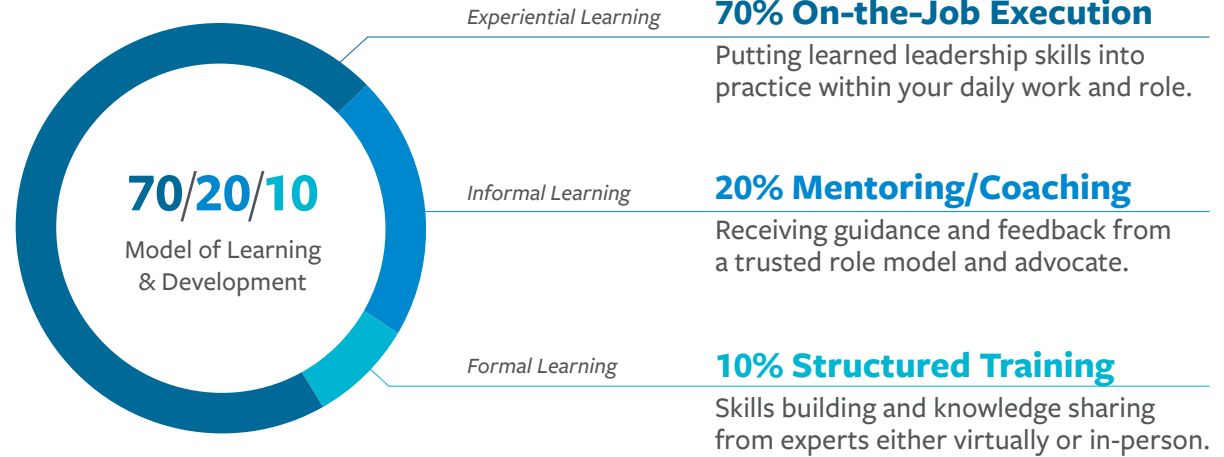
*Korn Ferry Leadership Architect™ Global Competency Framework



The 70/20/10 Model¹

Going a step further, we strive to identify and facilitate development opportunities for our team members, using the research-backed 70/20/10 model, which puts forth the premise that most adults learn more from experience than from cognitive training. This model assumes that 70% of adult learning occurs in direct experience, 20% is gained from interactions with other people (such as bosses and mentors), and 10% happens in formal training. Thus, our development programs lean heavily on experiential learning and interpersonal interactions both during the training itself and afterward in day-to-day work.

This development approach is also supported by leadership, who are encouraged to include questions like “What is the next best assignment for this person?” and “What are their competency gaps?” and “What experiences can we give them to address those gaps?” in discussions about team member development. Individual Development Plans (or IDPs) are often created and maintained by the team member in concert with their leader as a method of guiding development efforts and conversations on an ongoing basis.



Leading in the Lineage Way

Our core leadership training program is called “Leading in the Lineage Way,” which provides leaders with an in-depth orientation to Lineage’s culture and core values. It includes five modules: “Living Our Values,” “Leadership Competencies,” “Leadership Styles,” “Everyday Feedback” and “Change Management.”

In addition to providing training in the core competencies² expected of leaders at Lineage, Leading in the Lineage Way is designed to facilitate reflection. We ask leaders to complete a self-assessment to discern their levels of skill in our core competencies. They are invited to consider how they lead, how they are living out Lineage’s values and whether those values are being properly incorporated in their leadership styles.

Leadership Journeys

We have also conceptualized and started to implement an additional leadership development program that includes three distinct, three-year learning tracks we call our “Leadership Journeys.” Each Leadership Journey is tailored to one of our three levels of leadership: frontline, midlevel and senior. The training materials in each journey consist of in-person training modules and follow-up micro lessons designed to be globally applicable and to facilitate growth in the specific competencies required of leaders at each level.

We launched the Leadership Journeys program in Europe and North America in 2022 and have laid the groundwork for a 2023 rollout in Asia-Pacific. Completion of Leading in the Lineage Way is a prerequisite for participation in the Leadership Journey program.

¹McCall, Lombardo, Eichinger and the Centre for Creative Leadership
²Korn Ferry Leadership Architect™ Global Competency Framework



Lineage Management Program

For over five years running, we have been proud to offer the Lineage Management Program (LMP). This rotational program is a 20-week career accelerator designed for high-potential team members and recent college graduates. It provides a fast track to professional development through warehouse and functional rotations, leadership training, and networking opportunities. The LMP also offers direct exposure to executive and corporate functional leaders, many of whom meet with the LMP group as guest speakers.

The goals of this early career development program are to diversify and strengthen our Warehouse Supervisor talent pool, enhance pipelines for other leadership roles, and ultimately improve our business performance with promising thinking from tomorrow's future leaders.

In just five years, we have seen impressive success stories spring from this program, with multiple program participants remaining at Lineage and advancing to key roles, like Operations Manager, General Manager and Sales Manager.



LMP TESTIMONIALS

Brandon Richardson

*General Manager
MP Class of 2021, Cohort 4*

Brandon started his career with Lineage as a Shipping and Receiving Operator in our Woodbridge, N.J., warehouse and was quickly recognized as a high-potential team member. After a few months, he became a Warehouse Lead, and a year later entered the LMP program as an internal candidate.

After completing the LMP, he spent a short time as a Warehouse Supervisor before he was offered an opportunity as a Special Operations Supervisor. In this role, he traveled to multiple Lineage locations to support warehouse software conversions and other operations needs. A year later, Brandon interviewed for and was offered an opportunity as the General Manager of our College Park, Ga., facility.

“The Lineage Management Program is something that I hold near and dear to my heart. It’s an awesome opportunity to become a well-rounded leader in an amazing company. It’s done worlds for me, building my confidence, giving me exposure and the ability to cross-train. LMP opens up this whole new world for you, and connects you with a group of peers that you’ll have for a lifetime.”

Brandon Richardson



LMP TESTIMONIALS

Cody Rew

*Associate Project Manager
LMP Class of 2018, Cohort 1*

After he completed his degree at Southern Illinois University, Cody Rew was hired as one of our first LMP candidates. Upon completing the program he was placed as a Warehouse Supervisor at a large Lineage facility in Illinois.

One year later, Cody interviewed for a role and was offered an opportunity as a Corporate Logistics Specialist at our headquarters in Novi, Mich. He was promoted to Senior Specialist just 18 months later, and after another year was promoted again to his current role as an Associate Project Manager.

“My experience as an LMP trainee provided the opportunity to take what I had learned in the classroom and jump right in to begin gaining real-world experience. The program is an excellent starting point for anyone looking to build a career in the global supply chain.”

Cody Rew

Creating an Awesome & Inclusive Workplace Culture

Lineage built its success by bringing together companies and individuals with different histories and different ways of doing things to create a dynamic “One Lineage” culture. Accordingly, Lineage is proud of the diversity of our team, and we are focused on creating an inclusive workplace where team members can thrive via our Diversity, Equity & Inclusion (DEI) strategy.

We believe that our organization is made stronger by the diverse backgrounds, perspectives and experiences of our global team. Thus, investing in diverse talent, engaging in recruiting efforts that leverage our Employee Resource Groups (ERGs) and elevating the leadership capabilities of our high-potential diverse talent continue to be focal points of our DEI strategy.

DEI Council

In 2022, Lineage formed a DEI Council to provide accountability for tracking progress on our DEI strategy, help remove roadblocks that might otherwise inhibit the successful execution of that strategy, and give strategic guidance for ongoing and future initiatives. Led by Lineage’s President & CEO and comprised of 13 leaders who represent Lineage around the globe, the DEI Council represents the culmination of training and leadership efforts that began at the end of 2020 and have been sustained through the present.

OUR FOUR DEI PILLARS

Our strategy is founded on our Four DEI Pillars, which are strategically owned by leaders at Lineage.



Representative Workforce

Strive for all levels of the organization to reflect the diversity of the available workforce and regions in which we live and operate.



Awesome and Inclusive Workplace Culture

Build a culture in which all team members can be their authentic selves and have a sense of belonging.



Engagement With Local Communities

Empower team members to “do some good together” in the communities in which we live and work.



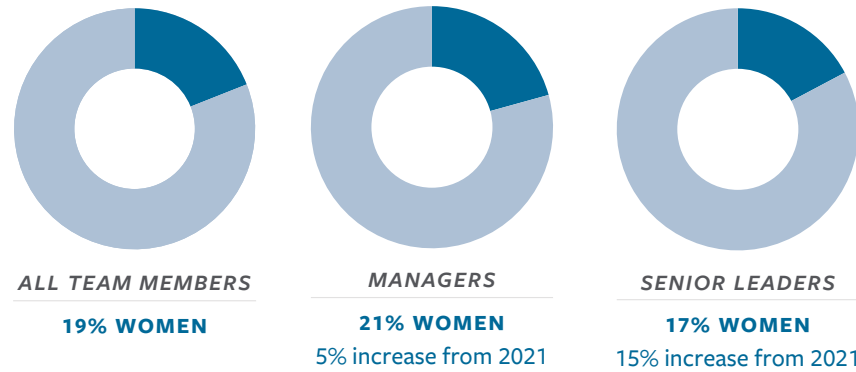
Visible Commitment to DEI

Build a reputation as a DEI leader by increasing awareness of our commitments and initiatives.

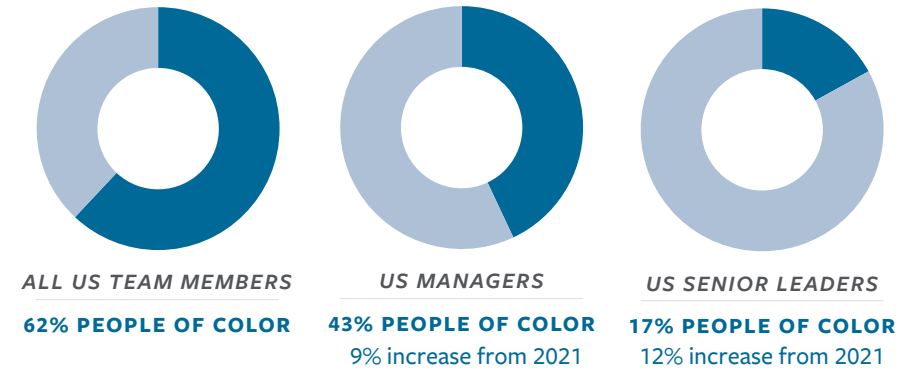
Inclusion & Diversity Progress

2022 saw further diversification of our leadership teams, with the addition of an outstanding female leader to the Executive Leadership Team (ELT) and two highly experienced female directors to our Board. We saw positive growth in our overall leadership diversity in 2022.

Global Team by Gender (Self-Identified)



U.S. Team by Ethnicity (Self-Identified)



People of color defined as a team member who identifies as Black/African American, Hispanic/Latinx, Asian, American Indian or Alaska Native, Native Hawaiian/Pacific Islander or Multiracial.
 Senior leaders are defined as team members at the Director or Vice President level or above.
 Diversity data reflects self-reporting of team members that have been integrated into Lineage's core HRIS system.



Employee Resource Groups

At Lineage, Employee Resource Groups (ERGs) are intended to bring together team members with shared experiences and backgrounds (or an interest in learning more about the same) to build connections, create community and share insights with the larger Lineage team.

In 2022, we launched five new ERGs to join our existing and inaugural ERG, Women in Lineage (WIL), which was founded in 2019. We also started the year off with the launch of our first-ever online ERG platform that enables ERGs to build, connect, organize and communicate with their membership. Today Lineage's six ERGs provide team members with opportunities to share resources, engage in community and volunteering opportunities, gain exposure to leadership development programs, grow in awareness of one another's experiences, and support each other in their roles at Lineage.

Furthermore, each ERG has its own continuous improvement roadmap, strategic goals, and a dedicated executive sponsor from our leadership team to provide added support and visibility for the group's priorities and initiatives. Each group is open to any Lineage team member to join as a leader, member or ally.



Our Six Employee Resource Groups

COPA | Creating Opportunities and Providing Advocacy (Latinx)

COPA aims to ensure that members are aware of all the possibilities available to them at Lineage, and to empower them to advocate for themselves.

LAUNCH | Early Career Professionals

LAUNCH aims to support early career professionals as they navigate Lineage, and emphasizes community, development and advocacy.

LEAD | Leadership and Education for African Ancestry Development

LEAD aims to elevate knowledge, capabilities and visibility for "ready now" leaders of African Ancestry to help them advance to higher levels of organizational leadership.

PRIDE+ | LGBTQ+ Community

Pride+ aims to foster an environment of safety, equality and inclusivity while celebrating the LGBTQ+ community at Lineage through education, advocacy and community outreach.

LIN-VETS | Military Veteran Community

LIN-VETS aims to leverage their members' military experience to serve and support military veterans, their families and the broader veteran community at Lineage.

WIL | Women in Lineage

WIL aims to recruit, inspire, develop and empower all women at Lineage.

The Inaugural WIL Leadership Summit

The inaugural leadership and empowerment summit for WIL took place in October 2022 at our Novi corporate office. The theme was Recruit, Inspire, Develop, Empower—or “Let’s R.I.D.E.!”

The three-day summit featured a kickoff hosted by our President & CEO, Greg Lehmkuhl, and several speaking events that featured keynotes from our Executive Leadership team, including a fireside chat with our new ELT member, Natalie Matsler, Chief Legal Officer.

Leadership Summit Participant Testimonials:

“I learned to show my team that we all have a story, and it’s important to be conscious of that. If you can see it, you can be it. Have a vision. Be courageous.”

“Lineage is committed to DEI, it’s not just a poster in the hallway. This was an awesome opportunity to network with women, and a few men, from different teams across the U.S. and globe.”



Recruiting Candidates With Diverse Life Experiences

As a company, we are not just looking for talent within the cold chain. Rather, our goal is to attract the best and brightest from across various industries into our business. Particularly among our professional and corporate roles, we believe our biggest barrier is often awareness of who we are and what we do.

As we look to increase organizational diversity at all levels, we believe recruiting outside the cold chain and even logistics more broadly will play a crucial role. Across the organization, strategic partnerships have played an important role in helping us diversify our workforce and extend opportunities to as many qualified people as possible.

Lineage’s strategic recruiting partnerships include:

Veterans Hiring Program

Our veteran recruiting strategy relies on identified veteran advocates who are team members at Lineage. These individuals are either still involved in the military or are themselves veterans. They act as brand ambassadors in our recruiting and are uniquely positioned to provide potential veteran hires with firsthand accounts of how their own military backgrounds have influenced their work at Lineage.

Refugee Hiring Partnerships

Through Tent, a partnership of more than 300 major companies committed to integrating refugees, we maintain contact with a national network of refugee organizations. These organizations connect us with individuals who are interested in career opportunities at Lineage.

Unhoused Hiring Partnerships

Goodwill Workforce Connection Centers facilitates outreach to and connects us with potential team members who are unhoused.

Second Chance Partnerships

We collaborate with a network of second chance partnerships to recruit and hire formerly incarcerated individuals. By hiring these individuals, we help them build career experience and expand their professional opportunities.

Giving Back to Our Communities

Every single day, our team members around the world work hard to help the food in our care make it safely from farm to fork for millions of families around the globe. It's little wonder then that giving back is a big part of who we are as a One Lineage team.

In reflection of that, Lineage has a long track record of philanthropy within the communities in which we operate. From team members contributing directly to local charities, to volunteering in food banks near our facilities, we know that our team can have a tremendous impact when we show up as One Lineage around the world and in our communities.

Share a Meal Global Campaign

In early 2020, in response to the COVID-19 pandemic, Lineage launched Share a Meal, a global campaign to provide **100 million meals to people in need**.* The campaign took a multifaceted, innovative approach to raising awareness and funds that involved donations of time, expertise and services to Feeding America and the Global Foodbanking Network.

To kick off the campaign, we donated \$1 million to the Feeding America® COVID-19 Response Fund (Feeding America® is the largest domestic hunger-relief organization in the United States). We also matched up to \$500,000 worth of contributions for a fundraiser run by Stephen and Ayesha Curry's

Eat. Learn. Play. Foundation, in which all funds were directed to Feeding America®.

To drive attention to how the issue of hunger in our communities had been exacerbated by the pandemic, we partnered with athletes, sports teams, influencers and industry partners to benefit 23 area food banks in three countries. Our team also facilitated the donation of over 1 million pounds of customer product during the campaign. In total, Lineage's Share a Meal Campaign raised over 115 million meals for our charity partners.

Due to Lineage's support provided through Share a Meal and other initiatives, Lineage was named a Visionary Partner of Feeding America® and a Fast Company 2021 World Changing Ideas Awards finalist in the Pandemic Response category.

Share a Meal helped galvanize the formation of the Lineage Foundation for Good. It helped to realize our focus on community service and how it can make a difference on a global scale and brought our purpose to help feed the world to life in new ways for our team members and partners.

*Number of meals donated is calculated according to Feeding America's best practices and equivalencies. \$1.00 in unrestricted gifts is equivalent to 10 meals donated, and 1.2 pounds of donated food equals one meal. Learn more at <https://www.feedingamerica.org/ways-to-give/faq/about-our-claims>.



The Lineage Foundation for Good

In late 2021, after several years of planning, we officially launched the Lineage Foundation for Good. The foundation is a 501(c)3 public charity organization with the mission to reduce food waste and fight food insecurity by developing a dynamic, real-time, global link between those who commercially produce our food and the individuals, families and communities who need it most.

In its first year as a public charity, the Lineage Foundation for Good issued almost \$3 million in grants to our charitable partners globally—

including building capacity at food banks and food rescue organizations, supplying refrigerated trucks for food bank partners, and supporting workforce development programs. It also raised close to \$2 million in cash in support of our international philanthropic initiatives.

In 2022, through the foundation, our team members donated over 5,000 hours of volunteer time to local charitable initiatives, and we were able to facilitate the donation of over 2.7 million pounds of product from our customers.

We are working to amplify the efforts of the foundation through local sites via a program that engaged about 60 cross-functional team members as volunteer liaisons for the foundation in their regions. These individuals, or “Champions for Good,” help make decisions about where to award our grant dollars, organize volunteer activities for their region and engage with local communities.

Hardship Relief Program

The Lineage Foundation for Good’s status as a public charity enables us to more freely help team members who are experiencing severe, unexpected financial hardship. In 2022, we issued over \$622,000 in microgrants to team members in need.

Microgrants went to 152 Lineage team members and assisted individuals challenged by severe and unexpected hardships ranging from illness and injury, loss of housing, bereavement, relocation due to domestic violence, the crisis in Ukraine, and unexpected challenges related to rising inflation.



Ukraine Response

Although Lineage does not have operations in either Ukraine or Russia, the impacts of this conflict have affected our team in Europe and around the world. Unequivocally, Lineage is proud to stand with the people of Ukraine.

Lineage team members of Ukrainian descent have gone on leave from our facilities in Poland and elsewhere to return to Ukraine to defend their homes, communities and families. Further, team members in Poland and across Europe have also met the moment to support the millions of refugees seeking shelter among Ukraine's neighboring countries.

Thanks to the commitment to match all donations from our team members, customers and vendors made by the Lineage Foundation for Good in partnership with Adam Forste and Evelyne Aikman—we were able to direct over \$234,000 in donations to support nonprofit efforts to feed, shelter and care for Ukrainians displaced by the conflict. We were proud to support Polish Humanitarian Action and the Global Foodbanking Network with these donations.

We have also been proud to **recognize the Servant Leadership demonstrated by many of our team members and sites around the network** that have started food, medical and hygiene supply drives of their own to help those affected by the crisis. A true testament to the values of this team.

How Lineage has supported our team members and the Ukrainian people:

-  Team members with family in Ukraine were eligible for EUR 2,500 from the Lineage Foundation for Good to cover potential **relocation costs** to Poland or elsewhere.
-  Team members in Poland who are **hosting refugees** from Ukraine are eligible for EUR 250 in monthly support from the Lineage Foundation for Good over a period of 6 months.
-  Team members in Poland who would like to **volunteer** in support of Ukrainian refugees are able to take up to 3 days off, fully paid by Lineage.
-  Lineage is also continuing to **pay the salaries of team members of Ukrainian descent who have returned to Ukraine** to defend their country—helping to support their families who have remained in Poland.



Lineage was proud to help support two New Zealand-based team members, Dmitry and Tanya Brudnytskyy, relocate their family out of harm's way in Ukraine via the Lineage Hardship Relief Fund.



Servant Leader for Good

The foundation launched the Servant Leader for Good program in 2022. In this quarterly award program, team members can nominate their colleagues who have gone the extra mile through extraordinary acts of community service. We distribute quarterly awards of \$1,000 each for winners to donate to a charity of their choice. In addition, we select a Servant Leader for Good of the Year and award them \$5,000 to donate to a charity of their choice.



Joanna Sokółowska

2022 Servant Leader for Good of the Year

In March of 2022, Joanna was a new team member and immediately stepped up and made extraordinary efforts to implement our organization's response to the Ukrainian Humanitarian Crisis. Joanna acted as a main point of contact in Poland, coordinating

conversations with the Polish Humanitarian Action nonprofit agency. She not only coordinated calls but went to the organization in person to help us confirm their ability to partner with us and deploy aid. Joanna was committed and persistent in finding solutions to help team members and families. She boldly offered to accompany any supplies collected as a part of a larger convoy offering tangible supplies and material support to border-crossing hub spots, if needed. In the evening after work, Joanna and her husband also made sandwiches and collected material goods to help with the immediate evacuation. Her passion and care for those in need is the type of leader we are proud of at Lineage. She represented true servant leadership in a moment of crisis and is a prime example for Lineage's teamwork culture to do the right thing. Joanna's service was above and beyond her normal duties and required personal time outside of normal working hours. She was essential to our support to the Ukrainian Humanitarian Crisis.



Built With
Ethics & Integrity

Built With Ethics and Integrity

Lineage's purpose is to transform the food supply chain to eliminate waste and help feed the world. In practice, this means living our values, honoring our purpose and demonstrating integrity in our business. In recent years this also means building structures to support our Board of Directors and our Executive Leadership Team.

Our Lineage Values

At Lineage, our shared values drive what we do—from the warehouse floor to the boardroom. We believe they are at the core of our global team and enable us to work together across different experiences, cultures and worldviews in pursuit of our purpose—to transform the food supply chain

to eliminate waste and help feed the world. See page 31 for more information on our values. We aim to live by our values through the decisions we make as individuals and as a business. Harnessing our values in these ways keeps us grounded in our foundational ideals and helps us continue to honor them as the organization changes and evolves.

Code of Conduct: Succeeding with Integrity

Our Code of Conduct, *Succeeding with Integrity*, outlines our focus on ethics and integrity and provides guidance on how to comply with Lineage policies and related laws and regulations. Team members typically review and acknowledge the Code of Conduct during onboarding and on a regular basis in the course of their employment, a practice that supports them as they are encouraged

to carry out our values and meet our expectations for ethical and compliant behavior.

The Code provides a centralized reference point for all our team members (including managers and executive leaders), as well as our board of directors, consultants, contractors, and temporary employees. It covers several key principles of ethical conduct, including anti-corruption and anti-bribery. If our team members have any concerns regarding a potential violation of our Code of Conduct or other Lineage policies, we provide multiple methods, including anonymous methods where permitted by applicable law, for raising their concerns.

Reporting Concerns or Violations

Our team members have access to multiple resources for communicating concerns about a potential violation of our Code of Conduct or other policies, including management, Human Resources, the Corporate Compliance Ethics Office and our ethics hotline. Our ethics hotline is administered by a third party and facilitates reporting via phone, web, email, fax and physical mail and, where permitted by local law, offers an option to make an anonymous report.



Board of Directors

Lineage's Board of Directors provides oversight and guidance to Lineage's most important activities and matters, including the direction and performance of our strategy. We believe our Directors offer diversity of thought and a range of experiences and expertise that contribute to the ongoing evolution of the company.

As we pursue our purpose and live our values, we remain focused on maintaining robust governance practices and taking measures to continually enhance our approach to governance. Notably, to date, we have undertaken a Board independence analysis and have started to create focused Board committees, including an Audit Committee.



Executive Leadership Team

We believe our Executive Leadership Team (ELT) brings together some of the most respected, forward-thinking individuals in the cold chain and beyond. Their expertise spans multiple industries, including logistics, automotive, retail, finance and technology, and their guidance helps us meet the current and future needs of our customers in an ever-evolving economic climate. Together, the ELT supports a culture that is progressive, authentic and fun while living our values and honoring our purpose every day.

In 2022, our ELT continued to execute on our ambitions to be one of the most accelerant and innovative companies in the world. Lineage's thoughtful approach to growth and international expansion was illustrated through several strategic acquisitions that enhance our global network, and the ELT continued to successfully manage the pace of change. In addition, the ELT remains focused on technology, innovation and human capital investments that support the creation of new solutions that build capacity for customers, particularly during a time of significant disruption in global supply chains.



Corporate Compliance and Ethics

As part of our efforts to centralize our Global Corporate Compliance & Ethics program, we hired our first VP of Global Corporate Compliance & Ethics in 2022 and have recently established a Compliance and Ethics Oversight Committee, which includes our Chief Financial Officer, Chief Human Resources Officer, Chief Legal Officer, VP of Internal Audit, Chief Operating Officer, Chief Information Officer and a rotating Regional Operations President. This Committee assists the Board as it oversees the company's compliance with applicable legal requirements and sound ethical standards. It also provides feedback and support to the VP of Global Corporate Compliance and Ethics to help our compliance and ethics program operate effectively and foster an ethical culture throughout Lineage.

Our online-based compliance training program focuses on building awareness of our Code of Conduct, and anti-bribery and anti-harassment best practices. For many years, we have maintained an independent ethics hotline our team members can use to raise questions and report concerns about business conduct. Where allowed by law, team members may choose to make a report anonymously.

Data Security and Cybersecurity

Effective data security and cybersecurity measures are important to protecting our sensitive information and the information we have been entrusted with by our stakeholders. Our data and cybersecurity teams are dedicated to making Lineage a highly cyber-resilient business and strengthening our ability to securely serve our customers.


In 2022, we hired our first VP of Technology Risk and Cybersecurity and centralized our cybersecurity program. Our data and cybersecurity teams began this transition by evaluating the company's most significant technology and cyber risks. They used their findings to design a centrally accessible security program optimized for protecting Lineage against its most significant risks, bolstering our ability to continue operations and restore resources with minimal disruption in the event of a cyber incident.

Our cybersecurity team includes numerous dedicated resources, whose areas of expertise are categorized by three functional areas:

Cyber Governance

-  Policies and standards
-  Security awareness and training
-  Compliance and audit support
-  Vendor risk management
-  Cyber risk management

Cyber Fusion

-  Email security
-  Endpoint security
-  Security monitoring
-  Incident response
-  Vulnerability management

Cyber Engineering and Architecture

-  Cloud security
-  Network security
-  Application security
-  Operational technology security



Identifying and Managing Cyber Risk

Our Cyber Governance team identifies and measures cyber risks and partners with various stakeholders to implement IT risk mitigation strategies. In addition, our Cyber Fusion team administers cybersecurity tools that help teams identify and mitigate potential digital risks. This team helps different parts of the organization implement cybersecurity tools, monitor and detect threats, and respond to cyber incidents the tools may detect. As part of our efforts to identify and address cyber risks early, our cybersecurity team helps teams identify any functional or technical security requirements that are associated with their work as they engage IT projects. Our Cybersecurity Architecture and Engineering team helps build intrinsic security measures into new technology projects from their earliest phases.

Cybersecurity Training

We require knowledge-based users at Lineage (i.e., users with regular access to our technology systems) to complete an annual security awareness training. We also conduct monthly phishing awareness campaigns, for which we track click report rates to measure and document our team members' basic cybersecurity knowledge.



About This Report

This report presents an overview of our management approach and performance across our priority ESG topics. We leveraged the results of our ESG materiality assessment as well as leading standards and frameworks, such as the Global Reporting Initiative (GRI) Standards, the Sustainability Accounting Standards Board (SASB) Standard, and Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standard to inform the content of this report.

This report covers our global operations as Lineage LLC, from January 1, 2022, to December 31, 2022, unless otherwise indicated.

A Note On Materiality

Within the context of this report, the term “materiality” has been used to assess and understand the impact of certain topics for Lineage with consideration to a broad set of stakeholders, including customers, employees, suppliers and communities, as well as investors.

Report Disclaimer

The statements, estimates, projections, guidance, or outlook contained in this report include “forward-looking” statements. The words “may,” “might,” “will,” “could,” “would,” “should,” “expect,” “plan,” “anticipate,” “intend,” “seek,” “believe,” “hope,” “want,” “strive,” “aim,” “goal,” “target,” “estimate,” “potential,” “continue,” “possible,” and similar words are intended to identify forward-looking statements. These statements may contain information about financial prospects, economic conditions and trends, and involve risks and uncertainties. These statements are based on our current expectations, beliefs and assumptions, and are not guarantees of future performance. Forward-looking statements are inherently subject to uncertainties, risks, changes in circumstances, trends and factors that are difficult to predict, many of which are outside of our control. Our actual future results, including the achievement of our targets, goals, or commitments, could differ materially from our projected results as the result of changes in circumstances, assumptions not being realized, or other risks, uncertainties, and factors.

Further, historical, current, and forward-looking ESG-related statements may be based on standards for measuring progress that are still developing, internal controls and processes that continue to evolve, and assumptions that are subject to change in the future. The information and opinions contained in this report are provided as of the date of the report and are subject to change without notice. Lineage does not undertake to update or revise any such statements.

“Material” in this context does not represent significant financial impact nor does it correspond with materiality under U.S. federal securities laws and regulations, but rather refers to ESG issues that may be significant to our stakeholders.




A Note On GHG Inventory Methodology

GHG emissions were calculated following the GHG Protocol with a base year of 2021. Our inventory follows the operational control approach and includes Scope 1 emissions (direct) and Scope 2 emissions (indirect). These calculations have not been verified or assured by a third party.

Scope 1: Emission sources included in the calculation were on-site fuel combustion, mobile fuel combustion and refrigerants. CO₂, CH₄, N₂O and HFCs were included in the calculation. Emission factors were sourced from U.S. EPA and IPCC Good Practice Guidance and Uncertainty Management in National Greenhouse Gas Inventories.

Scope 2: Emission sources included purchased electricity and renewable energy, and emissions were calculated using both location-based and market-based approaches. Emissions factors were sourced from IEA, U.S. EPA eGRID, AIB European Residual Mixes and Green-e Residual Mix.

The 100-year Global Warming Potential (GWP) rates were sourced from the IPCC’s 5th Assessment Report. Where underlying primary data was not available, estimation techniques were applied. For example, there were instances where:

-  Fuel cost data was used to estimate fuel consumption for electricity generation;
-  Fuel economy data was used to estimate mobile fuel consumption; and
-  Historical data was leveraged to estimate diesel and natural gas consumption.