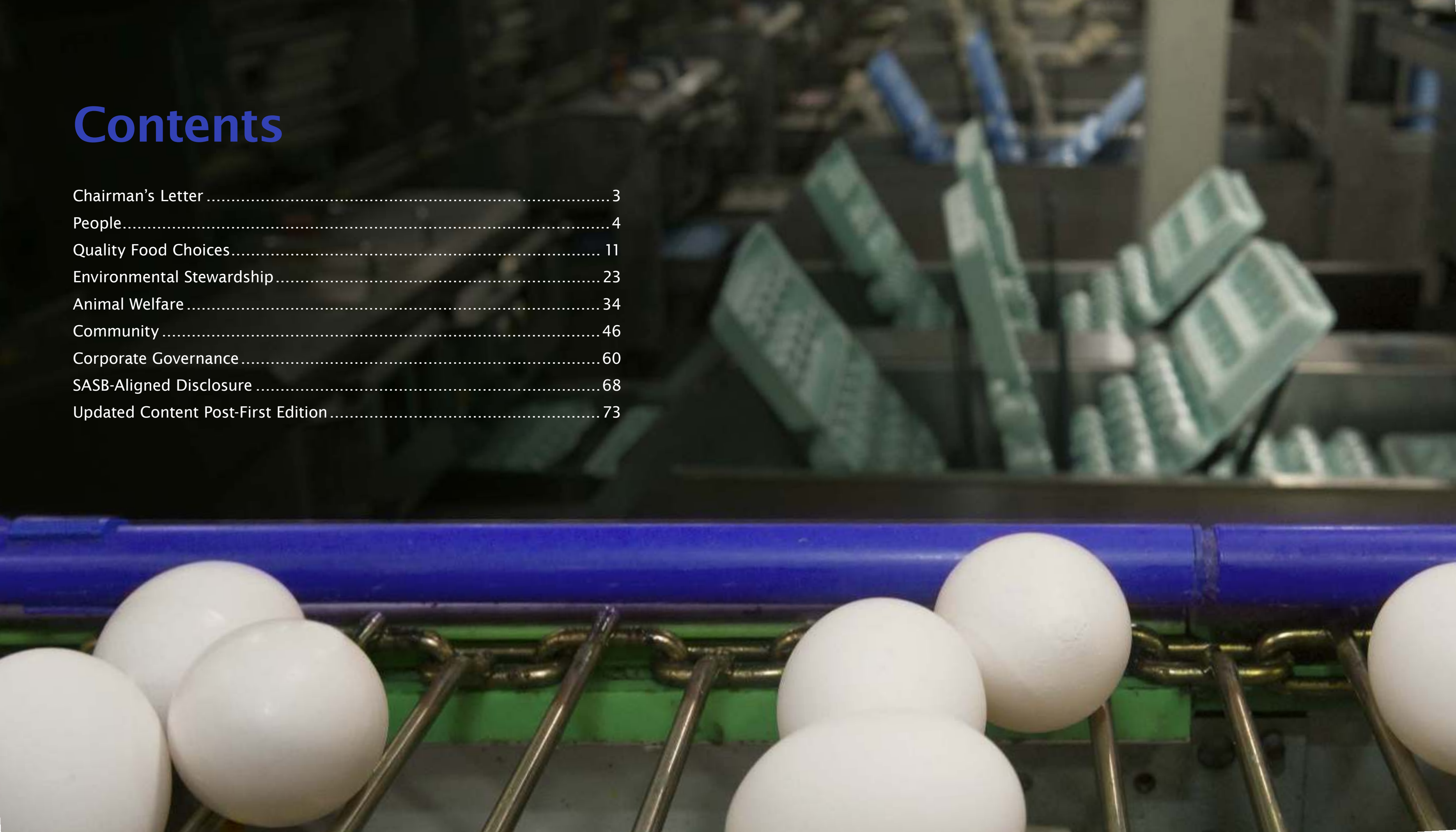




Our Sustainable Cornerstone

Sustainability In FY2021





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Chairman's Letter



In 2021, Cal-Maine Foods reached a milestone with the twenty-fifth anniversary of our initial public offering. We are proud of a quarter century of public growth and service that is built on our cornerstone: a longstanding mission to serve as the most sustainable producer and reliable supplier of high-quality, fresh eggs and egg products in the United States.

We entered fiscal year 2021 in a challenging phase of the global COVID-19 pandemic. Along with other essential U.S. businesses, we dedicated ourselves to produce and distribute eggs and egg products to meet our customers' needs. Throughout the pandemic, our people's safety has continued to be our top priority. We have committed to providing our colleagues the resources and support they needed to produce high-quality, nutritious protein that helps feed people.

In our previous sustainability report, we grounded our organization's efforts in the United Nations Sustainable Development Goals (SDGs) and outlined our intention to conduct our company's first materiality assessment. In this year's report, we highlight sustainability matters that we believe are impactful for internal and external stakeholders. We align our materiality assessment results with the SDGs and will evaluate our future sustainability efforts with reliance on this framework. We also provide updates about our improving worker safety outcomes, our strong food safety results and the focus our enterprise maintains on environmental stewardship, animal welfare and community impacts. We also augmented our corporate governance disclosures to help our stakeholders understand how our Board of Directors' skills align with our enterprise needs.

I offer my gratitude to our colleagues for their contributions to our sustainability mission and look forward to delivering for them, our customers, shareholders and communities in the future.

Dolph Baker

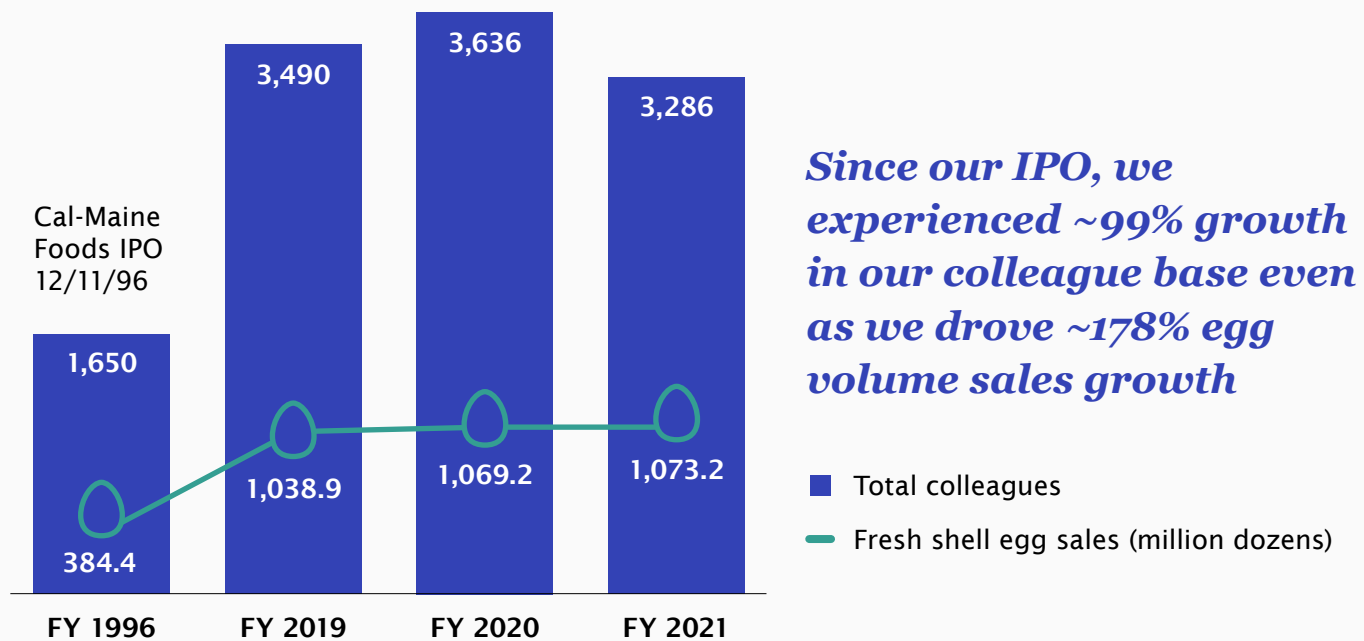
Chairman of the Board and Chief Executive Officer

Adolphus B. "Dolph" Baker began his career with Cal-Maine Foods, Inc. in 1986 in management training. In 1987 Baker served as Assistant to the President. In 1988 Baker was promoted to Vice President and Director of Marketing. He was promoted to President and Chief Operating Officer in 1997 and served in that capacity until 2010 when he assumed the role of President and Chief Executive Officer. In 2012 he was elected Chairman of the Board of Directors and currently serves as Chairman and Chief Executive Officer.

Baker is currently the Chairman of the Board of United States Egg Marketers, member of the Board of Directors of EggLand's Best, LLC and EggLand's Best, Inc. and member of the Board of Directors of Trustmark Corporation and Trustmark National Bank of Jackson, MS. He previously served as Chairman of the Board of United Egg Producers, American Egg Board, Egg Clearing House and Mississippi Poultry Association.

People

CAL-MAINE FOODS' COLLEAGUES HELP DRIVE ROBUST EGG SALES' GROWTH*



* Select totals may not foot to our reported numbers due to rounding. Excludes independent contractors.

Cal-Maine Foods has produced fresh shell eggs and egg products that have helped feed people for more than 60 years. We have grown into the U.S.'s largest provider of fresh shells eggs largely because our people have continued to offer their time and talents. We are proud to employ individuals dedicated to egg production, processing, marketing, feed mill operations and administration across 16 states.

Since our initial public offering (IPO) in 1996, we have seen strong company growth. We have grown our colleague base to 3,286 colleagues at fiscal year-end 2021, while increasing our fresh shell eggs sales by approximately 178%. We are proud of our ability to continue to offer high-quality employment opportunities that help us feed a growing global population.

Our colleagues perform a variety of functions essential to the success of our business. They hatch chicks, rear pullets and care for breeder birds and layer hens. Our colleagues process, grade and package our fresh shell eggs and egg products. They maintain our animal housing systems, care for the land we steward, transport and deliver our eggs and egg products and support the maintenance of our fleet. Our colleagues additionally maintain our safety protocols, our food safety program, market and sell our eggs and egg products, and manage our supply chain.

As of May 29, 2021, we had 3,286 employees, of whom 2,642 worked in egg production, processing, and marketing, 188 worked in feed mill operations and 456, including our executive officers, were administrative employees. Approximately 4.1% of our personnel are part-time, and we utilize temporary employment agencies and independent contractors to augment our staffing needs when necessary.



OUR CORNERSTONE: COMMITMENT TO WORKPLACE SAFETY AND HEALTH

Cal-Maine Foods has long believed that the safety and well-being of our people is our top priority. We believe that our workers should enjoy secure, clean and healthy workplaces. Our emphasis on training at onboarding and throughout our colleagues' tenures, in addition to our risk management practices, helps promote the highest workplace standards that drive safe behaviors and conditions. Our senior management team governs our workplace safety and health-tied preventative controls, incident reporting and remediation plans. This team also maintains our active progressive enterprise safety plan, which promotes safety and health awareness, sets expectations for our colleagues' adherence and oversees our safety and health audits and reporting. We believe our senior leaders' ongoing vigilance drives our strong and improving safety and health outcomes.

The Cal-Maine Foods' Safety and Health Program begins with communication. At onboarding and during their tenures, we provide our colleagues with our Safety and Health Statement to help them understand

and implement protocols with the assistance of the ongoing training we provide. Our Safety and Health Program is designed to promote best practices that help prevent and minimize workplace accidents and illnesses. The scope of our Safety and Health Program applies to all enterprise colleagues. Additionally, to help protect the health and well-being of our colleagues and people in our value chain, we require that any contractors or vendors acknowledge and agree to comply with the guidelines governed by our Safety and Health Program. A contractor or vendor seeking to do business with Cal-Maine Foods must produce documentation of Occupational Safety and Health Administration (OSHA) aligned programs tied to hazard communication, housekeeping, hazard and machine guarding, and safety inspection, among others.

Our enterprise safety committee — which comprises corporate safety managers, area compliance managers, local site compliance managers, feed mill managers, and general managers — oversees health and safety of our employees. The committee regularly reviews our written policies and changes

to OSHA-regulation standards, and shares information as it relates to outcomes from incidents to help improve future performance. The committee's goals include working to ensure that our engagements with our consumers, customers and regulators evidence our strong commitment to our workers' health and safety.

We encourage our colleagues to engage in dialogues with managers to bring forward ideas that help them do their jobs safely and adhere to on-site, standardized best practices. Each location maintains an on-site safety committee that meets at least monthly and comprises managers and individual contributors. Our safety committees play a critical role to help drive our enterprise safety outcomes, with goals to provide rotating, inclusive representation. Our safety committees review and process suggestions, perform incident reviews and investigations, drive innovation and identify site-specific action items related to safety and health.

Each location also maintains a standard operating procedure (SOP) manual that contains our accident and illness reporting

and site-specific emergency response and notification plan. Each notification plan includes detailed communication controls and is intended to help ensure that appropriate issues are timely escalated to senior management to promote swift responses. At each of our locations, our general managers (GMs) uphold and implement our Employee Safety and Health Program in alignment with OSHA requirements. We believe that this program, which is reviewed annually by our senior management team, contributes to strong safety outcomes. In each of fiscal years 2019, 2020 and 2021, we provided 100% of applicable colleagues on-site workplace training to help them perform their jobs safely.

We continue to invest in technology and equipment to promote our colleagues' health and well-being. For example, we have invested in biodefense systems in our processing facilities to help combat food-borne viruses in support of our food safety protocols. These systems also help protect our colleagues from other viruses, including potential respiratory health hazards such as those posed by the global COVID-19 pandemic.

Colleague safety and health training

Cal-Maine Foods upholds safety and health standards across our operating footprint, which we believe begins with colleague training. Our management teams develop and oversee a training program tailored for each location and the nature of the work being performed. We require that new and existing colleagues be trained for the duties that they are asked to perform and require that the training provide instruction on how to perform duties correctly. Colleague training includes on-site operations, awareness-raising and emergency response procedures and promotes safety outcomes that enhance our enterprise operational resilience.

STATEMENT ON TRAINING AT ONBOARDING AND DURING CONTINUING EMPLOYMENT

Cal-Maine Foods is committed to providing the entirety of its applicable colleague base with relevant training at onboarding. We provide multi-lingual orientation training for recently onboarded colleagues under supervision. Our training protocols emphasize the importance of helping ensure each colleague understands any relevant safety process or procedure and that training continues until each colleague

has demonstrated competence in the role. A supervisor reviews relevant safety orientation topics with a recently onboarded colleague after 30 days and asks that the employee sign and acknowledge that applicable safety procedures have been reviewed. We make this acknowledgment available in the preferred language of the colleague.

Our colleagues need our support to promote their safety and well-being during their tenures. As such, our protocols require that colleagues who may be given new job responsibilities receive the appropriate training.

To drive high-quality safety outcomes, we regularly test our equipment, including egg grading, packing and processing machines, among others, and provide scheduled rest breaks for our colleagues. We also maintain a personal protective equipment (PPE) program, which provides colleagues with the necessary PPE and related training. Our fleet maintenance crew regularly engages in evaluation, inspection and maintenance of our over-the-road vehicles and other equipment, our mobile agricultural equipment and the mobile equipment we use in our processing and packaging facilities, among others.



“My role is to help future agricultural industry leaders achieve their full potential at Cal-Maine Foods.”

Brian Ballard Corporate Recruiter

Brian Ballard serves as Corporate Recruiter for Cal-Maine Foods and is responsible for finding early-career talent at undergraduate institutions. He leads our enterprise effort to enhance candidate pool diversity and attract top-performing individuals to our management training program.

A native of Cleveland, Mississippi, Brian graduated from Mississippi Delta Community College with an Associate of Applied Science degree. He furthered his education with a bachelor’s degree from Mississippi State University, where he majored in Agricultural Engineering Technology and Business.

After graduation, Brian began full-time employment with Cal-Maine Foods as a processing plant supervisor at the flagship farm in Edwards, Mississippi. Brian transferred to the Chase, Kansas, farm in 2003 and earned a series of promotions prior to attaining the general manager position in 2008.

As general manager, Brian was responsible for the entirety of operations including production, processing, human capital, and customer order management. In 2022, Brian was promoted to the role of Corporate Recruiter where he helps to cultivate the next generation of human capital. Brian also serves on the People Pillar of the Sustainability Stewardship Council, where he supports efforts to communicate our enterprise human rights commitments to customers, suppliers and other key stakeholders.

Brian is widely recognized in academia as a poultry-industry leader. In addition to his widespread secondary education recruiting efforts, he has served as a board member to the Rice County, Kansas, e-commerce economic development board and as a founding member and Vice President of the Lyons, Kansas, Future Farmers of America Alumni and Supports. Brian and his wife, Sara, currently reside in Mississippi with their two sons.

STATEMENT ON SAFETY CERTIFICATION

Cal-Maine Foods is committed to help ensure that our safety and health protocols are aligned with relevant industry standards and regulatory requirements. We embed enterprise OSHA-certified corporate health and safety managers who train our colleagues against OSHA Code of Federal Regulation 1910 Standards for General Industry practices.¹ We believe adherence to this standard represents the correct alignment of our Safety and Health Program given the industry in which we operate and the scope of our operations.

At fiscal year-end 2021, Cal-Maine Foods had 53 embedded, OSHA 30-hour certified local compliance managers. Each is responsible for overseeing and implementing safety training, engaging in accident and illness recordkeeping and participating in the monthly Safety and Health Committee inspection process. In each of fiscal years 2019, 2020 and 2021, 100% of our applicable locations, including farms, processing facilities and feed mills, had on-site Safety and Health Committees comprising managers and individual contributors.

Our corporate health and safety managers conduct on-site training as needed for supervisors and our management team to meet OSHA 30-hour and 10-hour certification requirements. The OSHA 30-hour safety course provides a greater variety of safety subjects and in-depth, industry-specific training, which is intended for supervisors and workers with safety and health responsibility, while OSHA’s 10-hour safety course covers general safety and health hazards for entry-level workers.

We believe that these certifications are appropriate given our commercial egg production focus.

FOCUS ON SAFETY IN OUR FEED MILLS

Cal-Maine Foods strives to adhere to the highest standards of grain-handling safety that help protect the well-being of our colleagues who work in our feed mills. We have adopted and maintain strict protocols, which include ongoing training, checklists and documentation tied to colleagues who enter into and work in these facilities.

PROTOCOLS FOR COLLEAGUES WHO ENTER OR WORK NEAR A GRAIN BIN

We maintain strict health and safety protocols to protect colleagues who may need to enter a grain bin or silo. Each of our feed mill locations has a safety designee responsible for coordinating related safety activities tied to our feed mill operations and reviewing, analyzing and providing feedback on any reported incidents.

Our feed mill safety protocols begin with training that covers proper grain bin or silo entries for applicable colleagues. Our location managers help provide oversight for these instances and implement our protocols prior to and during bin or silo entry. We additionally have comprehensive housekeeping practices that help prevent dust accumulations on ledges, floors, equipment and other exposed services to help prevent dust-related hazards. We also monitor and assess the efficacy of our housekeeping functions.



For more information about how we protect our colleagues’ respiratory health, please see our [“Special statement on respiratory health”](#) in the SASB supplement.

STATEMENT ON ACCIDENT REVIEW

Cal-Maine Foods values transparency in reporting our accident and illness incidents. As part of our enterprise commitment, we require that each location’s general manager compile and maintain a written accident investigation procedure and reporting form. We ask our colleagues to report any accident or illness immediately and document the details of any event with our approved reporting forms and OSHA logs, which includes the requirements and guidelines tied to instances of immediate reporting.

We report our Safety and Health Program efficacy on OSHA Form 300, among others. We require each location’s general manager to maintain a current OSHA log in support of Form 300 that is updated not less than seven calendar days after a manager receives notice of any suspected case. Our location managers maintain our completed OSHA logs and make them available at each location for a minimum of five trailing calendar years. In each year between the months of February and April, location managers post summaries of injuries and illnesses recorded in the previous calendar year on OSHA Form 300-A. Our reporting managers also upload applicable reports to the OSHA electronic database in the prescribed timeframe.

Our cornerstone: commitment to transparent reporting

We engage in health and safety reporting in alignment with OSHA requirements. Each of our locations maintains OSHA injury log data to calculate our reportable injury rate, days away from work cases, days away from work and job transfer or restricted work cases, among other reporting items. We believe our locations have continued to demonstrate strong compliance with OSHA-tied data collection requirements and that the reduction in our total recordable incident rate (TRIR) between fiscal years 2019 and 2021 evidences our enterprise commitment to protect the health and well-being of our people.

We report our workplace incidents in each of two North American Industry Classification System (NAICS) categories. We report our incident rates against NAICS category 112310, which comprises businesses primarily engaged in raising chickens for the production of eggs that may be used as table eggs or hatching eggs. We additionally report our workplace incident rates for our feed mill operations, or NAICS category 311119, which comprises establishments primarily engaged in manufacturing animal food, except for domestic cats and dogs, from ingredients such as grains, oilseed mill products and meat products. We also calculate our incident rate at the enterprise level.

OSHA's Form 300 helps employers record all reportable injuries and illnesses that occur in the workplace, where and when they occur, the nature of the case, the name and job title of the employee injured or made sick, and the number of days away from work or on restricted or light duty, if any. We require

that our location supervisors be trained to conduct accident investigations and are trained in reporting.

STATEMENT ON INCIDENT AND ILLNESS REPORTING AND FATALITIES

In the unfortunate event that we must report a worker fatality, we do so within eight hours of the incident. In the event a worker experiences an amputation, eye loss or hospitalization tied to workplace conditions, we report the event within 24 hours.

STATEMENT ON ANTIMICROBIAL RESISTANCE

We recognize that many consider the risk of antimicrobial resistance to be a public health issue. We believe our commitment to on-label use and administration of antibiotics under the supervision of veterinarians with whom we have established client-patient relationships helps us drive our antimicrobial stewardship obligations.

 [For more information about our commitment to judicious therapeutic antibiotic use, please see the discussion in our Animal Welfare Position Statement](#)

STATEMENT ON INTERNAL AUDIT

Cal-Maine Foods compliance managers conduct monthly and unannounced audits of our facilities, including layer complexes, processing facilities and feed mills, among others. Our internal auditors serve as an important line of defense.

INCIDENT RATE FREQUENCY

	FY19	FY20	FY21
Cal-Maine Foods total recordable per 200,000 working hours*			
Enterprise	4.5%	3.5%	2.9%

Cal-Maine Foods poultry-raising operations (NAICS 112310)

Total recordable	4.5%	3.5%	2.9%
Days away / restricted or transferred (DART)	3.0%	2.2%	1.8%
Lost workday case	1.5%	1.2%	0.9%

Cal-Maine Foods feed mill operations (NAICS 311119)

Total recordable	4.8%	2.1%	3.0%
DART	2.6%	2.1%	2.6%
Lost workday case	0.4%	1.3%	2.2%

Industry poultry-raising operations (NAICS 112310)

Total recordable	4.9%
DART	2.5%
Lost workday case	3.6%

Industry feed mill operations (NAICS 311119)

Total recordable	3.2%
DART	1.2%
Lost workday case	3.6%

* Most recent Bureau of Labor Statistics data as of calendar year 2020.

OUR COMMITMENT TO HUMAN RIGHTS

Cal-Maine Foods has long been committed to uphold the highest principles of human rights in our operations, our value chain and those communities in which we have influence. We understand that people are our greatest assets. We appreciate their contributions, welcome their feedback and are committed to help ensure that our internal controls help us prevent and remediate violations.

 For more information about our commitment to human rights, please see our [“Human Rights Statement”](#)

Statement on fair wages and benefits

Cal-Maine Foods remains committed to offer our colleagues fair and competitive wages that are commensurate with their contributions. We compare our colleagues’ wages against the prevailing wages of the poultry-raising business in the U.S.² In fiscal year 2021, our colleagues’ average weekly wages surpassed poultry and egg production industry average wages by approximately 2.0%.³

Our full-time eligible colleagues may elect our health-related benefits we provide to eligible colleagues, including a voluntary, self-funded health plan, dental plan and company-sponsored insurance offerings. We believe that our health plan offerings compare favorably with our industry peers in agriculture and food manufacturing. We additionally provide eligible colleagues who may be in need with financial assistance from our employee assistance program, which our senior leaders oversee.

HOW WE HELP COLLEAGUES PLAN FOR THEIR FUTURES

Cal-Maine Foods remains committed to helping our colleagues plan for their futures. After completing one year of service, eligible colleagues may participate in our company-sponsored retirement plan, which is a qualified KSOP. We contribute shares of our stock or cash equivalent of 3% of pre-tax earnings regardless of colleague participation.

Statement on notable human rights controversies

Cal-Maine Foods remains committed to promote the highest standards of observance of basic human rights in our owned and contract-farm operations. In each of fiscal years 2019, 2020 and 2021, we experienced no notable controversies tied to our human rights practices.

Statement on employment security

Cal-Maine Foods is committed to retaining and promoting the development of our colleagues’ careers and investing in the sustainability of our operations. In each of fiscal years 2019, 2020 and 2021, we did not engage in enterprise workforce restructuring with the goal of eliminating large-scale redundancies or imposing significant job cuts. In each of fiscal years 2019, 2020 and 2021, we were not required to provide written notice pursuant to the Worker Adjustment and Retraining Notification (WARN) Act in any of the states in which we employed colleagues.

Statement on short-service, seasonal and migrant colleagues

Cal-Maine Foods is committed to upholding the highest standards of lawful employment practices in our owned operations and value chain. In each of fiscal years 2019, 2020 and 2021, Cal-Maine Foods did not rely on short-service, seasonal or migrant colleagues as governed by DOL’s National Farmworker Jobs Program (NFJP) in our owned farming operations. We expect our contract farmers to comply with the NFJP as may be applicable to their farming operations. We utilize temporary employment agencies and independent contractors to augment our staffing needs when necessary.

OUR COMMITMENT TO DIVERSITY, EQUITY AND INCLUSION

Cal-Maine Foods’ people comprise our greatest assets. We continue to enhance our commitment to evolve our culture of diversity and inclusion and to comply with applicable federal, state and local laws tied to workplace discrimination. We believe in the value of investing in our colleagues to help them succeed as individuals, while contributing to the short- and long-term goals of our organization.

STATEMENT ON WORKFORCE CHARACTERISTICS

Cal-Maine Foods remains committed to attract, retain and develop individuals who are dedicated to help us continue to feed people. Our workforce demographic characteristics reflect our ability to attract colleagues in the communities in which we operate.

CAL-MAINE FOODS DIVERSITY AND REPRESENTATION

	2019	2020	2021
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Cal-Maine Foods racial diversity as of FYE

White	47.7%	46.8%	47.6%
Black	11.1%	9.8%	8.8%
Hispanic	39.8%	42.2%	42.4%
Other	1.4%	1.2%	1.2%

BLS comp* of racial diversity for CY

White	93.9%	92.9%	93.8%
Black	1.6%	3.3%	2.6%
Hispanic	19.3%	17.9%	17.2%
Other	1.0%	0.4%	0.6%

Cal-Maine Foods gender diversity as of FYE

Male	69.7%	69.7%	70.5%
Female	30.3%	30.3%	29.5%

BLS comp* of gender diversity for CY

Male	72.5%	71.9%	70.3%
Female	27.5%	28.1%	29.7%

* Bureau of Labor Statistics (BLS) data includes individuals who identify jointly and separately with racial groups.

Statement on applicable regulatory authorities

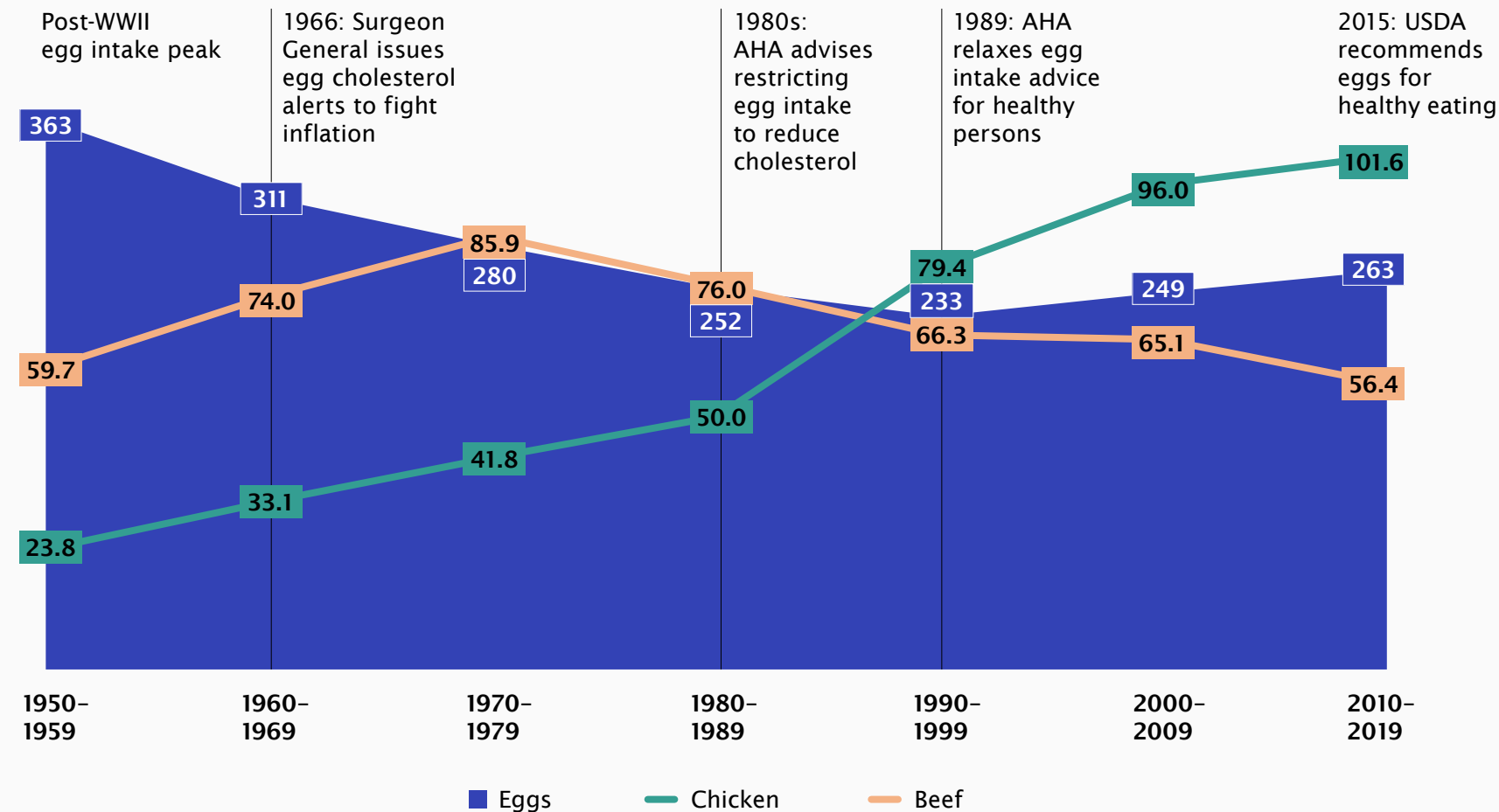
All of our operations and employees are located in the U.S., a jurisdiction with many safety and employment protections. We are subject to numerous U.S. federal and state laws and regulations governing our employment practices and employee health and safety. One of our primary federal regulators is the U.S. Department of Labor (DOL), which has a mission to foster and promote the welfare of persons seeking employment, employees and retirees in the U.S. For example, we are subject to the Fair Labor Standards Act (FLSA), which prescribes standards for wages and overtime pay and regulates the conditions of hiring and employment of younger workers in agricultural operations. We are also required to comply with the Occupational Safety and Health Act, which OSHA administers. OSHA oversees our colleagues’ workplace safety and health conditions, with special safety and health standards applicable to agricultural operations. We align our corporate safety program and our Hazard Communication Program, among others, to OSHA requirements. We are subject to the Family and Medical Leave Act (FMLA), which entitles eligible employees of covered employers to take unpaid, job-protected leave for specified family and medical reasons with continuation of group health insurance coverage under the same terms and conditions as if the employee had not taken leave. A number of U.S. federal and state laws also prohibit discrimination on the basis of numerous factors, including race, gender, age and disability, among others, and our policies are consistent with these laws in all jurisdictions where we operate.

In addition, we are subject to regulation pursuant to the Department of Transportation’s Federal Motor Carrier Safety Administration (FMCSA), which oversees the Motor Carrier Safety Improvement Act of 1999 and governs our compliance with commercial motor vehicle equipment and operating standards, including safety awareness. The FMSCA additionally develops standards to test and license commercial motor vehicle drivers.

Quality Food Choices

BY THE NUMBERS: SOLID U.S. EGG CONSUMPTION GROWTH

Select average annual per capita protein availability (eggs and pounds)



Eggs and egg products in the U.S. have enjoyed a continued domestic tailwind since the 1990s and have increased to an average 283 per capita egg disappearance in 2020–2021.⁶

Cal-Maine Foods continues to be committed to produce high-quality egg choices that help feed people. Promoting the quality and safety of our shell eggs and egg products is of utmost importance to our enterprise, given the responsibility we have to our stakeholders, including our major retail partners, who offer eggs that meet their own customers’ choice preferences. We are proud to provide diverse food offerings and believe our strong quality and safety track record help us continue to serve as the trusted and reliable egg producer of choice.

In the U.S., eggs have continued to experience a demand tailwind. This demand trend follows the approximately 12.7% increase in fresh shell, or table egg, production in the U.S. between 2015 and 2021.⁴ Fresh eggs represent an attractive source of high-quality protein that helps nourish families. The American Heart Association describes eggs as an efficient, rich source of protein and vitamins and suggests that eggs may promote a healthy diet.

We believe consumers recognize the value of fresh shell eggs, given their versatility and relative health benefits, and that eggs and egg products have a role to play in helping feed a growing global population. The World Resources Institute estimates that our planet will need to feed 10 billion people by 2050 and find a way to do so without increasing our “emissions, fueling deforestation or exacerbating poverty.”⁵ Cal-Maine Foods is committed to producing shell eggs ever more sustainably to help meet the world’s growing foodbasket needs.





Our colleagues' efforts help us continue to deliver safe, high-quality products to our customers.

STATEMENT ON THE NUTRITIONAL VALUE OF FRESH SHELL EGGS

We are proud to offer numerous fresh shell egg choices. Eggs have long been valued as a complete protein source that offers nine essential amino acids the human body needs in adequate proportion.⁷ Eggs are recognized to be rich in choline, biotin and Vitamin A, which support health.⁸ Research indicates that eggs “remain a good product of high nutritional quality for adults, including elderly people and children.”⁹ The United States Department of Agriculture (USDA) Agricultural Marketing Service (AMS) oversees the research and promotion program that operates as the American Egg Board (AEB), which is dedicated to advancing public awareness of the value and versatile uses of fresh shell eggs. The AEB describes the egg as “one of nature’s most perfect foods” and additionally notes that eggs represent attractive, whole food choices versus egg substitutes, which may require the addition of “emulsifiers, oils, gums, polysaccharides, acids, enzymes, colorants or flavoring agents.”¹⁰

The 2020–2025 *USDA Dietary Guidelines for Americans* (DGA) recognizes the value of egg consumption as part of a healthy diet at each stage of life, including infancy. The updated guidelines note that eggs “offer important sources of iron, zinc, protein, choline and long-chain polyunsaturated fatty acid.” DGA also classifies an egg as a nutrient-rich food that provides “vitamins, minerals and other health-promoting components” and has “no or little added sugars, saturated fat and sodium.”¹¹

STATEMENT ON COMPOSITION OF OUR FRESH SHELL EGGS

A fresh shell egg is considered to be a complete protein which, when prepared with no or little added sugars, saturated fat and sodium, comprises a nutrient-dense food. DGA describes eggs as providing “vitamins, minerals, and other health-promoting components” that we believe comprise healthy food choice offerings. In each of fiscal years 2019, 2020 and 2021 we were not aware of any controversies tied to our descriptions of the nutritional value of our fresh shell eggs.

Building block: socially beneficial food choices

Our core operations comprise the production, grading, packaging, marketing and distribution of shell eggs. In each of fiscal years 2019, 2020 and 2021, we produced conventional and specialty eggs to help meet the diverse needs of our stakeholders, including our retail partners. Specialty eggs encompass a range of food products. We classify nutritionally enhanced, cage-free, free-range, pasture-raised, organic and brown eggs as specialty products and all other shell eggs as conventional products. We believe that our primary product portfolio, comprising fresh shell and egg products, offers social benefits tied to dietary health and nutrition for people in each stage of life and helps fulfill our commitment to help ensure that people have access to healthy and affordable food choices. We additionally believe in the greater social benefits of our value chain, including our ability to offer employment opportunities for our colleagues and donate fresh eggs to help feed people, among other benefits.



STATEMENT ON OUR FINISHED EGGS' LABELING

We operate in an industry subject to regulatory oversight of how fresh shell eggs may be labeled when intended for sale to retail consumers and otherwise. We are required to comply with applicable regulatory labeling requirements, including U.S. Food and Drug Administration (FDA), USDA and state requirements, among others, and incorporate label guidance from the AEB. The FDA is primarily responsible for finished egg label contents, while the USDA Food Safety and Inspection Service (FSIS) approves the design and application of finished egg labels, which include mandatory labeling features and from which deviation to “accommodate marketing or other communication objectives” may risk our FSIS compliance.¹² Additionally, our finished egg products that carry a USDA grade shield are labeled in compliance with USDA AMS requirements.

We believe that we engage in responsible marketing of our finished eggs and are not aware of any notable controversies in each of fiscal years 2019, 2020 and 2021 tied to how Cal-Maine Foods marketed its finished eggs.

Our product labeling practices evidence a strong commitment to plain, transparent language that helps consumers store, handle and consume our shell eggs safely. For example, our cartons of finished eggs carry a safe handling statement in conformance with FDA guidelines.

Our finished shell egg carton labels contain the product name, our manufacturer name, our official identification, a USDA approval number, an ingredients statement, a net weight statement and nutrition information, among other information. In addition, our finished egg cartons sold to our retail customers display egg product gradings as governed by the AMS.¹³

STATEMENT ON OUR SPECIALTY EGG LABELING

We strive to provide our consumers with transparently labeled finished egg cartons and comply with applicable regulatory requirements. The AMS sets carton label certification requirements for finished eggs intended for retail purchase that seek to carry grademarks and make enhanced animal husbandry claims, which in our case primarily applies to our specialty fresh shell eggs.

CAGE-FREE: The AMS requires that eggs packed in USDA-grademarked consumer packages labeled as cage-free are “laid by hens that are able to roam vertically and horizontally in indoor houses and have access to fresh food and water. Cage-free systems must allow hens to exhibit natural behaviors and include enrichments such as scratch areas, perches and nests. Hens must have access to litter, protection from predators and be able to move in a barn in a manner that promotes bird welfare.”¹⁴ We label our cage-free finished eggs in conformity with these and other applicable regulatory requirements. We additionally require that any finished eggs labeled as cage-free we purchase from suppliers conform to the husbandry requirements as prescribed by AMS guidance.

FREE-RANGE: The AMS requires that eggs packed in USDA grademarked consumer packages labeled as free range must be “produced by hens that are able to roam vertically and horizontally in indoor houses, and have access to fresh food and water, and continuous access to outdoors during their laying cycle. The outdoor area may be fenced and/or covered with netting-like material. Housing systems vary from farm-to-farm and can include multi-tier aviaries. They must allow hens to exhibit natural behaviors and include enrichments such as scratch areas, perches and nests. Hens must have access to litter, protection from predators and be able to move in the barn in a manner that promotes bird welfare.”¹⁵ We label our free-range finished eggs in conformity with these and other applicable regulatory requirements. We additionally require that any finished eggs labeled as free-range we purchase from suppliers conform to the husbandry requirements as prescribed by AMS guidance.

ORGANICS: The AMS largely requires that fresh shell egg producers who seek to sell, label or represent products as organic meet the requirements of the USDA National Organic Program (NOP). We label organic shell finished eggs in conformity with these and other applicable regulatory requirements. We additionally require that any finished eggs labeled as organic we purchase from suppliers conform to NOP requirements as prescribed by AMS guidance.¹⁶

What Egg Sizes Mean

Size refers to the minimum required net weight per dozen eggs. Some eggs in a carton may look slightly larger or smaller than others, but the total weight of a dozen eggs determines the size classification.

EGG SIZE AND WEIGHT PER DOZEN¹⁷



Making the Grade

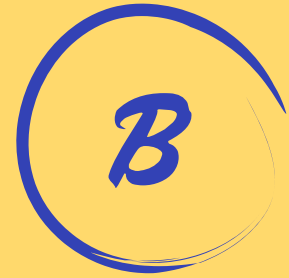
We grade and label our shell egg cartons based on USDA requirements that include but are not limited to the following characteristics:



- ✓ Egg white is thick and firm
- ✓ Yolks are high, round and practically free from defects
- ✓ Clean, unbroken shells



- ✓ Whites are reasonably firm
- ✓ Yolks are high, round and practically free from defects
- ✓ Clean, unbroken shells



- ✓ Whites may be thinner
- ✓ Yolks may be wider and flatter
- ✓ Shells unbroken, but may show slight stains
- ✓ Usually used in liquid, frozen & dried products

STATEMENT ON LABELING EGGS AND EGG PRODUCTS

According to FSIS, eggs are defined as the “shell egg” of the domesticated chicken, turkey, duck, goose or guinea. All of the eggs we sell are from domesticated chickens. While the large majority of our revenues are tied to the sale of finished eggs, we also sell egg products, which represented 3.0%, 2.3% and 2.7% of revenue in each of fiscal years 2019, 2020 and 2021, respectively.¹⁸ The FSIS classifies egg products as “any dried, frozen, or liquid eggs, with or without added ingredients.”¹⁹ We are required to comply with FSIS requirements tied to how we label and market egg products.

STATEMENT ON ALTERNATIVES TO EGG PROTEIN IN OUR PORTFOLIO

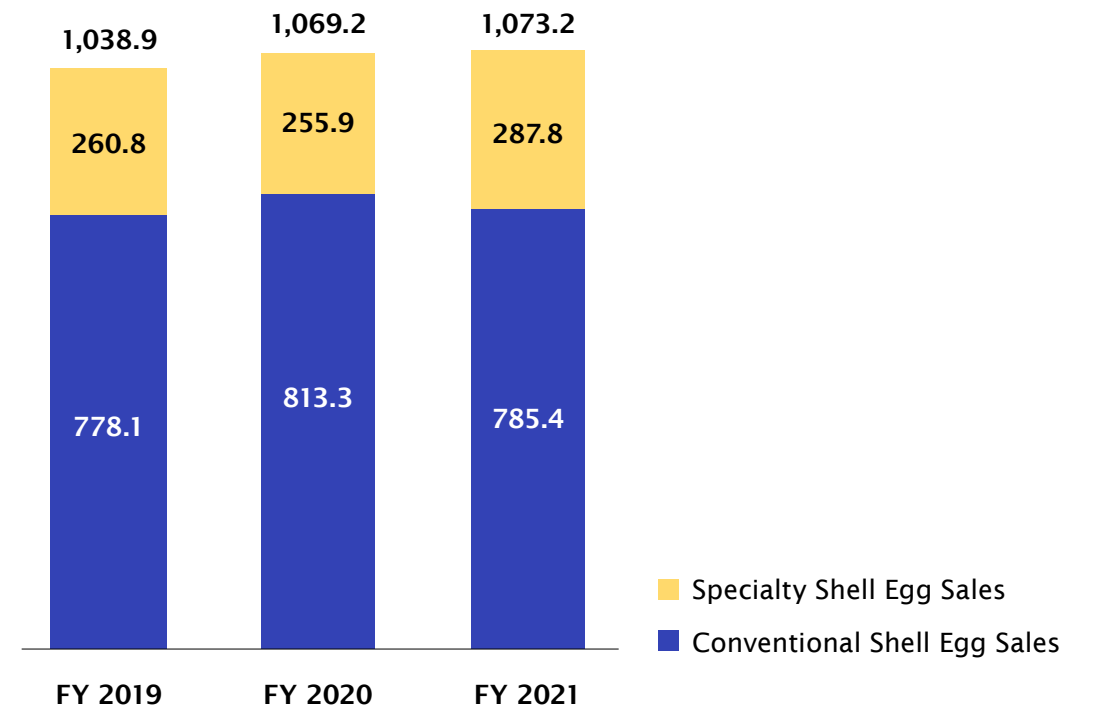
While we produce eggs and egg products that we believe help meet our customers’ current and future needs, we also evaluate other opportunities that may help us augment our abilities to provide protein choices, drive stakeholder value and enhance the social and nutritional benefits of our product portfolio.

STATEMENT ON OUR COMMITMENT TO GROW OUR SPECIALTY EGG BUSINESS

We are focused on growing our specialty shell egg business, which includes our nutritionally enhanced, cage-free, brown, organic, pasture-raised and free-range eggs that we market and sell as specialty products.²⁰ Our drive to enhance commitments

to specialty egg production includes a cumulative, approximate allocation of \$480.0 million between 2008 and year-end 2021 to facilities, equipment and related operations to expand our cage-free production.²¹

BY THE NUMBERS: CAL-MAINE FOODS’ FRESH SHELL EGG SALES Dozen millions sold in each fiscal year



Cal-Maine Foods is proud to provide high-quality fresh shell eggs that feed American families and continue our commitment to delivering solid sales growth.

Consistently producing more than 1 billion dozen eggs since fiscal year 2014

Food safety is foundational to our mission

Cal-Maine Foods believes that our people comprise the first line of defense to uphold and augment our quality food safety practices. Given our more than 60-year history as a leading fresh shell egg provider, we have developed and maintain what we believe is a best-in-class Safe Quality Food Management Policy (Quality Food Policy), which is supervised by our Food Safety Department and regularly reviewed and approved by our senior management team at least annually. Our Food Safety Department helps ensure that, at onboarding and during applicable colleagues' tenures, we provide training that helps colleagues become practitioners of safe quality food production and finishing best practices.

We believe our Quality Food Policy helps drive our good manufacturing practices (GMP) to minimize food-related health risks and promote our retail partners' and consumers' confidence in our food products. Our Quality Food Policy's scope covers our fresh shell eggs and egg products and related processes, including colleague training tied to food safety, quality, food defense and our Safe Quality Food™ (SQF) certification requirements. Given Cal-Maine Foods' position as a large-scale producer of fresh shell eggs, we operate different facilities subject to SQF scope, including in-line processing, off-line processing and distribution centers. We customize our Quality Food Policy for each location with review and approval by our Food Safety Department and in conformance with SQF certification standards. To evidence commitment to adherence, we require that each location post its policy prominently, make it available in languages in which our staff is fluent and communicate the policy's standards to applicable colleagues during onboarding and ongoing trainings.



“We expect to earn our customers’ business each day by providing them with the highest quality eggs and egg products, in addition to excellent service.”

Scott Hull Vice President, Sales

Scott Hull serves as Vice President, Sales, at Cal-Maine Foods. He began his career with the company as a management trainee in the Tampa and St. Petersburg, Florida, areas after earning his Bachelor of Business Administration in Marketing from Georgia College and State University in 2009. In 2010, he earned a promotion to retail sales representative and in 2011, he was promoted to General Manager of the Louisburg, North Carolina, operation, a position he held until 2014. Subsequently, he served in roles of progressive responsibility on the corporate sales team until his promotion to a senior sales role in 2014. In this role, he managed select Cal-Maine Foods' national accounts in

addition to supporting the enterprise investment in Southwest Specialty Eggs. In 2022, Scott was promoted to Vice President, Sales, and is responsible for management of national and regional sales efforts in addition to helping ensure our customers receive excellent service and execution across the enterprise.

Scott is instrumental in the Company's initiative to drive high food safety and quality outcomes and serves as a Quality Food Choices pillar lead on the Cal-Maine Foods Sustainability Stewardship Council. He currently resides in Athens, Georgia, with his wife and two sons.

INTERNAL QUALITY FOOD AND SAFETY PROGRAM

Cal-Maine Foods' food safety compliance team supervises and designs our food quality and safety program. Our Director of Food Safety and Animal Welfare, Dr. Ryn Laster, leads our compliance team alongside our Corporate Food Safety Manager, Sarah Wallace. Their leadership drives our effort to train our colleagues at onboarding and during their continuing tenures on best-in-class quality food and safety practices. To help facilitate training for colleagues engaged in egg processing, we rely on our team of local compliance manager professionals to supervise training processes.

As part of their duties, local compliance managers complete food safety training that is certified to our SQF standards before assuming more responsibility tied to food quality and safety in our processing facilities. Dr. Laster reviews our food safety training programs annually to help ensure that we have evaluated our auditors' feedback and implemented feedback as may be applicable for our protocols. Our annual review analysis also helps us identify any potential gaps in our Quality Food Policy and related practices and consider updates. We believe our compliance team has the ability to act nimbly, meaning that we quickly address a food safety concern that we have identified either as part of our internal or external audit practices. Our compliance leaders continue to maintain strong lines of communication with our management team to help ensure they are apprised of food safety best practices, audit-tied change requests and regulatory guidance updates.

Our Food Safety team comprised 124 individuals in fiscal year 2021.



Director of Food Safety
Manages food safety regulatory and customer relations; approves and communicates food safety policy and protocol changes to the enterprise



Corporate Food Safety Manager
Corporate liaison who helps deliver against food safety best practices at our farms



Area Compliance Manager
Supervises a geography of locations to design solutions and improvements



Local Compliance Manager
Onsite SQF practitioner responsible for food safety and quality training



Processing Manager
Supervises processing personnel and helps ensure food safety compliance



General Manager
Responsible for farm management and that farm's food safety and quality controls

FOOD DEFENSE PROGRAM

Our Food Defense Program (FDP) is a critical protocol that aids in the protection of our products. To support our FDP, we require regular risk assessments of functional facilities' areas, including our perimeter, our processing plant entrances, entrances for incoming supplier products, finished product storage and transport and our water supply and utilities, among others. We perform this risk assessment to better understand how we may continue to implement and augment operational controls that help minimize food safety-related risk. Our functional area risk assessment helps us control and limit access to our facilities to approved resources known to our management team, protect the integrity of inputs in our value chain, maintain our storage and transport area security and protect our water supply. Our compliance managers routinely evaluate each facility for conformity with our risk assessment standards to help ensure our commitment to continuous improvement.

OUR GOOD MANUFACTURING PRACTICES

Cal-Maine Foods remains committed to Good Manufacturing Practices (GMPs) that help our organization manage and mitigate risk tied to our egg production and processing. The FDA maintains jurisdiction for the production and processing of shell eggs in accordance with good manufacturing practices, and FDA representatives routinely visit shell egg plants to observe our facilities and practices. In addition, we comply with USDA guidelines tied to sanitation and good manufacturing practices, which is evidenced by the application of a USDA grademark on our finished egg cartons.

QUALITY FOOD AND SAFETY RESPONSIBILITIES

Our Food Safety team leaders establish and maintain our Quality Food Policy. Our leaders are responsible to create, help implement and monitor compliance with the policy across applicable facilities in our operations.

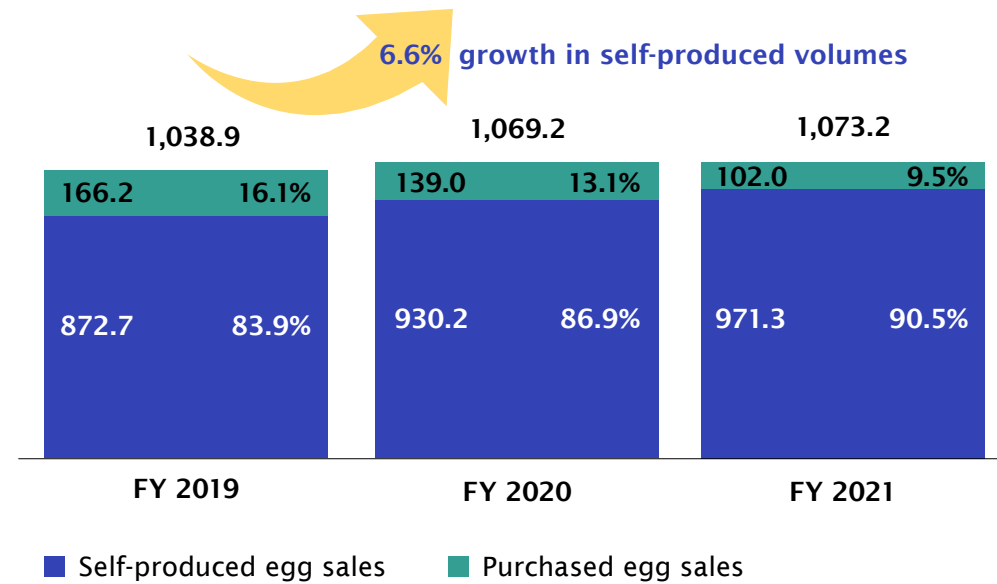


Building block: quality food certification and audit

Cal-Maine Foods believes our commitment to food safety is of utmost importance. We formalized our company's dedication to quality food choices in 2009 with adoption of SQF certification, the scope of which covers the entirety of our applicable owned operations and self-produced finished product volumes.²² The Global Food Safety Initiative™ (GFSI) recognized the SQF program in 2004 as GFSI-compliant. Our stakeholders have broadly recognized the value of GFSI recognition of our SQF program, and we continue to strive to deliver strong compliance against our program goals.²³

We are proud to have demonstrated our ability to meet or exceed SQF standards. In each of fiscal years 2019, 2020 and 2021, 100% of our processing facilities, or the entirety of facilities in scope, attained SQF certification. Additionally, substantially all of the finished eggs we purchased, which comprise eggs that have been processed from outside suppliers, carried SQF certification in each of fiscal years 2019, 2020 and 2021. We require our suppliers to provide evidence of certification with presentation of an SQF Certificate of Conformance prior to purchase and delivery of outside suppliers' fresh shell eggs.

OUR CORNERSTONE: PRODUCING AND SOURCING HIGH-QUALITY EGGS* Millions of dozens sold in each fiscal year



* Select totals may not foot to our reported numbers due to rounding. Self-produced totals include the impact of inventory.

STATEMENT ON OUR COMMITMENT TO EXTERNAL AUDIT

We are proud of our strong track record of food safety and quality compliance. Each of our processing facilities is audited to SQF certification standards, which is recognized by the GFSI.²⁴

In fiscal year 2021, Cal-Maine Foods' SQF audit major non-conformance rate was 0.00 and our minor non-conformance rate was 0.07, which is calculated from three total minor non-conformances divided by 41 audited processing facilities. The company's minor non-conformance corrective action rate was 100 percent for 2021, given that

we implemented timely corrective action plans, which our SQF auditors subsequently accepted.

In fiscal year 2020, Cal-Maine Foods' SQF audit major non-conformance rate was 0.04, which was corrected in accordance with our SQF certification program under audit, and our minor non-conformance rate was 0.72, which is calculated from 18 total minor non-conformances divided by 25 audited processing facilities. In fiscal year 2020, our auditors' procedures were impacted by the worldwide COVID-19 pandemic, which impacted our facilities' auditing frequency. The company's minor non-conformance corrective action rate was 100 percent for 2020, given that we implemented timely corrective action plans, which our SQF auditors subsequently accepted.

Cal-Maine Foods' SQF audit major non-conformance rate for fiscal year 2019 was zero, and our minor non-conformance rate was 2.04, which is calculated from 84 total minor non-conformances divided by 41 audited processing facilities. The company's minor non-conformance corrective action rate was 100 percent for 2019, given that we implemented timely corrective action plans, which our SQF auditors subsequently accepted.

As part of our commitment to external audit, we participate in numerous customer-conducted audits, which we believe helps augment our customers' confidence in our processes and products tied to our food safety commitments. We additionally welcome our customers to visit our egg processing facilities in conformance with our biosecurity protocols and under the supervision of trained personnel.

Product traceability and marketability

Cal-Maine Foods has a robust product identification system to help ensure that inputs for our finished eggs are clearly identified at each stage, including receipt, production, processing, packaging, shipping and transportation. We review the effectiveness of our finished product trace systems at least semi-annually with our mock recall protocols, which are part of our standard product recall and withdrawal rehearsal and review. Our product recall protocols additionally allow us to identify, segregate and dispose of the potentially affected eggs and engage in stock reconciliation practices. We maintain robust documentation tied to the entirety of our finished eggs, which helps us segregate and identify products with a high degree of accuracy, speed and efficacy.

Cal-Maine Foods’ finished eggs have not been subject to voluntary or involuntary recalls in fiscal years 2019, 2020 and 2021.

STATEMENT ON FRESH SHELL EGG PRODUCT BANS

The USDA AMS monitors and reports on political jurisdictions that may impose fresh shell egg export restrictions on U.S.-produced products tied to avian influenza and Virulent Newcastle disease concerns, among others. We market our finished eggs and egg products in the U.S. We are not aware of any jurisdictions outside the U.S. in which we sought to market any notable amounts of finished shell eggs in each of fiscal years 2019, 2020 and 2021 that imposed restrictions on our products.

Commitment to quality food choices, technology and innovation

Cal-Maine Foods continuously pursues opportunities to invest in resources, processes and technology that drive food safety and quality outcomes. As part of our investment in technology to drive innovation, 100% of our flocks are certified to the National Poultry Improvement Plan (NPIP), which comprises “a cooperative industry, state, and federal program through which new diagnostic technology can be effectively applied to the improvements of poultry and poultry products throughout the country.”²⁵ The USDA Animal and Plant Health Inspection Service (APHIS) governs and administers the poultry improvement plan, which includes a commitment to test and monitor for disease as part of normal operating processes. We additionally commit resources toward sustaining the AEB, which oversees an AMS-administered research and promotion program tied to fresh shell egg production. We believe that our participation in these programs, including regular membership

contributions with representation on the Board of Directors of AEB, helps advance our commitment to continuous improvement.

TECHNOLOGY INVESTMENT IN OUR FOOD PRODUCTION AND PROCESSING OPERATIONS

We have continued to invest in our operations. We have installed dry hydrogen technology devices at Cal-Maine Foods’ processing facilities that help promote best sanitation practices, enhance air quality and reduce microbial loads on processing plant surfaces that are in contact with air. We have augmented our commitment to biosecurity tied to transportation in select locations to minimize vehicle traffic and travel times. In addition, we have selectively invested to replace plastic in our processing facilities with stainless steel, which we believe enhances our ability to maintain the highest levels of cleanliness with a focus on prevention of bacterial growth. These efforts, in addition to our ongoing commitments to food safety, help us continue to maintain the highest food safety standards and augment our position as a trusted provider of quality egg choices.

Cal-Maine Foods’ farming location leaders also promote a mindset of continuous improvement tied to innovation in our food quality and safety practices. Our farms’ general managers help monitor possible improvements for each processing location, which could include enhanced safeguards to protect the well-being of our colleagues, novel training and practices, facilities enhancements and equipment upgrades.

Responsible use of chemicals

In select cases, we apply and use chemical agents in our agricultural production practices, which are required to be in compliance with applicable regulatory guidelines. We recognize potential challenges tied to the application and use of chemicals, including pesticides, herbicides, cleaning agents and maintenance supplies, among other items. To help minimize risks associated with chemicals tied to our food production, processing and finishing, we maintain a robust, OSHA-aligned Hazard Communication Program (HCP), a written protocol that governs how we label containers of hazardous chemicals, maintain safety data sheets tied to our inventory and hazardous chemicals and train our colleagues on use, among other items. In addition, our Hazard Communication Program is aligned to the United Nations (UN) Globally Harmonized System (GHS) of Classification and Labeling of Chemicals, which includes visual and textual criteria for the classification of health, physical and environmental hazards, as well as specifying what information should be included on labels of hazardous chemicals and safety data sheets. We believe that GHS alignment helps

protect our colleagues and food safety goals with its language-agnostic, globally recognized pictogram labeling system. To help drive our HCP, we maintain site-specific training documentation that tracks colleagues who have been given instruction on chemical application and use tied to special circumstances.

To help minimize risks tied to potential chemical contamination of our food products, we additionally rely on current Good Manufacturing Practices and protocols tied to our Animal Food Safety Plan (AFSP). We design our AFSP in alignment with FDA regulatory guidance and customize the plan to meet the needs of each facility involved in production of animal feed. Our AFSP includes hazard analysis, preventative controls, recall protocols, provisions for monitoring the performance of effective controls, corrective action protocols and verification procedures, among other features. We believe our strong adherence to these practices helps us continue to provide food to our animals that supports the production of eggs and egg products that are safe and healthy for human consumption.

Commitment to antibiotic stewardship

We recognize that the potential for antimicrobial resistance is a public and animal health issue. We continue to be committed to act as a judicious steward of antimicrobials and believe our commitment to on-label use and administration of antibiotics under the supervision of veterinarians with whom we have established client-patient relationships helps us fulfill our stewardship obligations.

 [For more information about our commitment to judicious therapeutic antibiotic use, please read our “Commitment to medical treatment”](#)

Statement on applicable regulatory authorities

Our enterprise food production operations are domiciled solely in the U.S. Our primary regulators tied to our food production and processing operations include the USDA, which has responsibility to oversee and regulate the quality of fresh shell eggs and egg products, whether dried, liquid or frozen, and egg processing plants, such as those that break and pasteurize eggs. The AMS is responsible for the Shell Egg Surveillance Program, a voluntary, fee-for-service program that provides highly trained, impartial USDA graders in our processing facilities to monitor egg quality standards and inspect our eggs. We are committed to continued participation in and financial support of this voluntary grading program given reputation benefits for our products and assurance benefits for our customers. The USDA Animal and Plant Health Inspection Program (APHIS) conducts activities to reduce the risk of disease in flocks of laying hens and administers the National Poultry Improvement Plan (NPIP), which certifies that poultry breeding stock and hatchers are free from select diseases. Participation in the NPIP is necessary for producers, such as Cal-Maine Foods, that ship interstate or internationally. FSIS verifies that shell eggs packaging for consumers is labeled properly and provides oversight of transportation and storage conditions of finished eggs intended for consumers.

We are also regulated by the FDA, which is responsible for overseeing the production of fresh shell eggs, including those of chickens, and egg processing plants that wash, sort and pack eggs. The FDA oversees the Egg Safety Rule, which governs large egg producers such as Cal-Maine Foods, and is primarily intended to direct those egg producers to implement safety standards

to control risks associated with pests, rodents and other hazards; to purchase chicks and hens from suppliers who control for Salmonella in their flocks; and to satisfy testing, cleaning and refrigeration provisions to prevent Salmonella enterica in addition to registering their facilities with the FDA and maintaining written safety practice plans. The FDA regulates the administration of medication to livestock, including poultry, and establishes and monitors standards for feed that we provide our animals. The FDA additionally regulates the temperatures appropriate for storage and transport of our products.

The U.S. Environmental Protection Agency (EPA) regulates operations with guidelines tied to animal agriculture.

The U.S. Occupational Safety and Health Administration (OSHA) regulates the conditions in which our colleagues work. We align our Hazard Communication Program to OSHA guidance regarding the proper on-label use of any chemicals or other regulated substances in our agricultural operations.

Cal-Maine Foods is required to comply with applicable state and local regulatory bodies where we operate and sell our eggs and egg products. We strive for robust adherence to all rules, regulations and standards established by our food production regulators and are proud of our strong record of compliance, which helps us deliver high-quality food products ever more sustainably.

Environmental Stewardship

Our commitment to minimize greenhouse gas emissions

As the largest producer and distributor of fresh shell eggs in the U.S., Cal-Maine Foods primarily operates in an industry devoted to poultry and egg production.²⁶ We hatch chicks, rear pullets and care for layer and breeder hens to produce fresh shell eggs and egg products that we market to retailers and other partners. The United Nations International Standard Industrial Classification of All Economic Activities (ISIC) classifies our business as the Raising of Poultry, which includes, “Raising and breeding of poultry: fowls of the species *Gallus domesticus* (chickens...), production of eggs and operation of poultry hatcheries.”²⁷ We believe this sector is an appropriate category against which to measure the sustainability of our operations.

Our stakeholders, including our colleagues, customers, investors and those in the communities in which we have influence, have expressed interest in a better understanding of the risks tied to climate change impacts on our operations and value chain. The EPA notes that greenhouse gas (GHG) emissions are “the most significant drivers of climate change since the mid-20th century.”²⁸ Potential climate change impacts could pose risks for our operations, including those resulting from extreme weather, natural disasters and other events, which could negatively impact our business.²⁹

We anticipate using future sustainability updates to report our progress.

STATEMENT ON GHG EMISSIONS

We primarily operate in the poultry sector of the agricultural industry. Poultry-raising operations for egg production create GHG emissions tied to mechanical and non-mechanical production sources. Our mechanical arise from energy combustion, machinery, stationary machinery such as feed mills, and refrigeration and air conditioning, among others. Our non-mechanical emissions arise from manure management and application, land use and composting, among others. We believe there is opportunity for the agricultural industry, including shell egg operations, to enhance understanding around GHG emissions tied to food production.

We continue our work to inventory and eventually report our GHG emissions. We believe in the value of reporting our emissions as CO₂ equivalents (CO₂e), which is a standard metric for comparing emissions of different GHGs, as guided by the Intergovernmental Panel on Climate Change (IPCC).

We are engaged to establish baselines and gross and density-based GHG targets. We may also consider adopting Science-Based Targets (SBTs). We will look to the Science Based Targets initiative (SBTi) Forest, Land and Agriculture project (FLAG) for guidance that will address gaps that will help inform our future climate-transition reporting strategy.

*Matt Whiteman,
General Manager
of our farming
operations in
Waelder, Texas*



*Matt Whiteman
serves as an
Environmental
Stewardship pillar
lead on our
Sustainability
Stewardship Council*

2 ZERO HUNGER



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



3 GOOD HEALTH AND WELL-BEING



15 LIFE ON LAND



6 CLEAN WATER AND SANITATION



STATEMENT ON OUR RELATIVE GHG IMPACTS

We consider our climate impacts in relation to our responsibility to feed people. We intend to ground our enterprise GHG reduction goal-setting in context with the high-quality protein servings we provide. We also balance potential impacts of GHG generation in the context of preserving water quality, biodiversity and the welfare of animals entrusted to our care, among other considerations. We continue to prioritize the health and safety of our colleagues in any enterprise undertaking, including our GHG-tied efforts.

We believe that poultry raising for the purpose of commercial egg production comprises a relatively low source of global protein-related GHG emissions. The Food and Agricultural Organization (FAO) of the United Nations estimates that chicken supply chains worldwide are responsible for approximate emissions of “...0.6 gigatonnes CO₂e, representing 8 percent of the livestock sector’s emissions.”³⁰ While we believe our operations contribute a small amount of global agricultural GHG emissions, we believe we have opportunities to better understand and lessen our GHG emissions’ impact.

STATEMENT ON OUR OPERATIONS’ GHG EMISSIONS INTENSITY

In addition to relatively lower global GHG emissions, fresh shell egg production is also associated with a relatively lower emissions intensity. While a combination of factors influence emissions intensity, we believe that our relatively favorable feed conversion ratio is a benefit.

The FAO estimates that fresh shell egg production in the U.S. creates about 0.47 kilograms of CO₂e per kilogram of product given shell eggs’ emissions intensity.³¹

STATEMENT ON OUR FEED EFFICIENCY

The FAO estimates that, globally, feed production for egg laying hens contributes about “69 percent of emissions” tied to fresh shell egg production.³² While we recognize that the lifecycle of feed is important for agricultural carbon accounting, we believe that poultry-raising for the purpose of shell egg production is relatively feed efficient. We remain committed to better understanding the impact of feed production and other factors on our finished eggs and egg products’ emissions intensities.



STATEMENT ON SPECIALTY EGG PRODUCTION’S GHG IMPACTS

In light of growing customer demand for cage-free eggs, we plan to continue to evaluate closely the continued need to expand and convert our own facilities to increase production of cage-free eggs to meet the anticipated needs of our customers.³³

We believe that expanded specialty production may increase our enterprise GHG impacts. Research indicates that cage-free housing systems require more heat during colder days and have lower feed efficiencies, among other impacts.

Our commitment to responsible power consumption

Cal-Maine Foods is seeking ways to inventory and manage our power consumption. Our primary power source comprises purchased energy from interconnected networks dedicated to electricity delivery (the grid). We additionally purchase diesel, gasoline and propane fuels that we combust in our operations.

We utilize our grid-sourced electric power to support a range of operations across our enterprise. We use electrical power to maintain ambient temperatures and provide water and feed to support the welfare of the chickens entrusted to our care. We consume power in our facilities to capture, wash and process, grade and package our eggs and to maintain our eggs and finished eggs at the ambient temperatures required to store and transport food safely. We rely primarily on electrical power to maintain and upgrade our facilities to help promote our workers' health and safety and to enhance efficiency at our farms and at our administrative, distribution and other facilities. We also rely on electric power to help manage manure removal, support the maintenance of our fleet and drive operational resilience.

We combust gasoline and diesel to deliver fresh shell eggs and egg products to customers, collect eggs from contract farmers and deliver feed to our facilities, among other operations. We use gasoline and diesel in our administrative, sales and marketing operations and our farms use gasoline and diesel to operate rolling stock. We consume fuel in the normal course of facility maintenance and in the refurbishment and replacement of our animal housing facilities, processing plants and other facilities, among other uses. We rely on diesel and propane to operate secondary power sources, or generators, in the rare instances in which our primary power source, which is electricity, may become unavailable. We are evaluating the methods to report our power consumption and anticipate reporting our progress in future sustainability updates.



STATEMENT ON OUR GHG MINIMIZATION EFFORTS

Cal-Maine Foods remains committed to minimizing our GHG footprint. As opportunities have allowed, we have converted our lighting from incandescent and fluorescent to LED. We have converted some of our open-flame boilers to tankless heating systems and have upgraded our processing equipment to be more efficient. We have additionally invested in our fleet management program to help streamline our routes, employ lighter-weight and more fuel-efficient vehicles and engage with our drivers to reduce idling, or down time, during their hours of operation. We will continue to look for opportunities to enhance enterprise GHG efficiencies.

Land use stewardship

We recognize that our operations have diverse ecological impacts. As of each of fiscal year-ends 2019, 2020 and 2021, we managed approximately 27.5, 28.4 and 28.0 thousand acres of land, respectively. We have continued to grow our operations, largely driven by acquisitions of other companies that primarily operate in the poultry-raising sector. Since 1989, we have completed 23 acquisitions ranging in size from 160 thousand layers to 7.5 million layers.³⁴

While we have primarily grown by acquisition of existing operations, we have also grown through greenfield opportunities as well as conversion opportunities that may help us enhance our ability to meet our customers’ needs for high-quality egg choices. We remain committed to responsible land use stewardship that aligns to our growth profile and helps meet the needs of our customers.

STATEMENT ON LAND USE IMPACTS

We remain committed to deepening our understanding of our land use impacts, including the effects of animal litter and manure we generate in the course of producing eggs and egg products from facilities that implement nutrient management plans. We also expect that our contract growers will continue to comply with their nutrient management plans and permitting provisions, as may be applicable.

We are currently examining the best methods to evaluate, measure and potentially report on the amount of animal litter and manure generated.

STATEMENT ON CONCENTRATED ANIMAL FEEDING OPERATIONS (CAFOs)

Our owned egg production operations are permitted CAFOs. Animal feeding operations that meet the regulatory definition of a CAFO may be regulated in accordance with the EPA’s NPDES permitting requirements. A key element of NPDES permitting is a compliant nutrient management plan (NMP). According to the EPA, “...an NMP is predicated on the use of manure as a source of nutrients for a crop.”³⁵ The EPA also notes that, “Manure contains many useful, recyclable components, including nutrients, organic matter, solids, energy, and fiber.... manure can be used more efficiently and in more ways than ever, which should mitigate many of the environmental impacts that result when manure is treated as a waste.”³⁶

Our operations generate wet, dry and slurry manure, which we either land apply as a nutrient-rich fertilizer or transfer to third parties for land application for beneficial reuse. In cases in which we land apply our manure, we do so in strict compliance with our NPDES permitting and at the agronomical rates appropriate for each location.

In cases where our manure, litter or process wastewater is sold or otherwise transferred, we follow robust protocols and best management practices pursuant to binding agreements and permitting requirements. We expect that parties who receive our manure will utilize recognized best management practices, including application at agronomic rates, monitoring setbacks and maintenance of properly calibrated equipment, among others, and comply with all applicable laws and regulations tied to their land applications of our manure products as fertilizer.

We believe that our responsible oversight and deployment of NMPs on our farms help us minimize the land use and ecological impacts.

i For more information about our NMPs, please see our Fiscal Year 2020 report [“Scaling our Sustainability.”](#)

Our commitment to minimize deforestation and preserve biodiversity

We understand the growing global concern around deforestation and biodiversity impacts tied to agriculture. Our goal is to continue to provide sustainable protein choices that help feed a growing global population even as we seek to minimize deforestation and preserve biodiversity.

STATEMENT ON ANIMAL FEED SOURCING

We operate in an industry in which finished feed comprises a substantial input necessary to produce high-quality fresh shell eggs and egg products and support the sustainability of our Animal Welfare Program. Feed is a primary expense component in the production of shell eggs and egg products and represented about 58% of our farm production costs per dozen in fiscal 2021. We manufacture substantially all of our feed and in fiscal year 2021, required 1.8 million tons of finished feed to support the health and quality of our flock.³⁷

We purchase most of our primary feed ingredients, mainly corn and soybean meal, from others. We recognize that, globally, the clearcutting of forests to provide animal feed presents a risk of deforestation and biodiversity loss. Given our feed-sourcing practices, we believe that the vast majority of our feed point of origin is the U.S., a jurisdiction with strong regulatory oversight over potential deforestation risks.

While we believe our exposure to non-domestically sourced soybean is small, we recognize the potential risks associated with soy sourcing that may contribute to deforestation and biodiversity impacts around the world and continue to consider how to optimize our procurement practices. We anticipate reporting about our soy engagement, monitoring and tracing efforts in future sustainability updates.



STATEMENT ON BIOENGINEERED ORGANISMS AND BIODIVERSITY

The World Health Organization (WHO) defines genetically modified organisms (GMOs) as those plants, animals or microorganisms in which the genetic material (DNA) has been altered in a way that does not occur naturally by mating and/or natural recombination.”³⁸ We recognize the concerns around the rise in utilization of GMOs as potential risks as outlined by the WHO, including the risks to global biodiversity. Cal-Maine Foods does not produce or sell genetically modified, or bioengineered, eggs or egg products as defined by the WHO and as identified by the USDA in the U.S.

The USDA Food Disclosure Standard defines bioengineered foods as “those that contain detectable genetic material that has been modified through certain lab techniques and cannot be created through conventional breeding or found in nature.”³⁹ The USDA AMS maintains the List of Bioengineered Foods (BE Foods) to “identify the crops or foods that are available in a bioengineered form throughout the world and for which regulated

entities must maintain records.”⁴⁰ Fresh shell eggs and egg products are not defined as BE Foods by the USDA and we are not a regulated entity under the scope of the Food Disclosure Standard.

The FDA notes that, “More than 95% of animals used for meat and dairy in the U.S. eat GMO crops. Independent studies show that there is no difference in how GMO and non-GMO foods affect the health and safety of animals.... Similarly, the DNA from GMO animal food does not make it into the meat, eggs, or milk from the animal. Research shows that foods like eggs, dairy products, and meat that come from animals that eat GMO food are equal in nutritional value, safety, and quality to foods made from animals that eat only non-GMO food.”⁴¹

We believe that our finished feed products help our layer hens produce safe, high-quality, affordable and nutritious eggs. Given our commitment to provide protein choices, we balance our feed procurement practices against our mission to support the variety of consumer preferences for select specialty shell eggs.

Where our consumers prefer eggs that are produced without GMO feed, we strive to meet their needs. For example, our Egg-Land’s Best® and Farmhouse Eggs® organic brands are certified by USDA-accredited certifying agents. To meet USDA organic regulations, “farmers and processors must show they aren’t using GMOs and that they are protecting their products from contact with prohibited substances, such as GMOs, from farm to table.”⁴² We remain committed to complying with our certifying bodies’ standards as it applies to the exclusion of GMO inputs from products marketed as organic.



To meet USDA organic regulations, the feed we provide our hens that produce certified organic finished eggs must be GMO-free. We market our organic products under the Egg-Land’s Best®, Farmhouse® and other brands.

STATEMENT ON PALM OIL SOURCING

We have no known exposure to palm oil in our value chain and have no palm-oil associated deforestation and biodiversity risks. We continue to remain vigilant against any risks tied to palm oil that may enter our value chain as it may relate to our finished feed.



STATEMENT ON WATER MANAGEMENT



For our water management position statement, please see our Fiscal Year 2020 report “[Scaling our Sustainability.](#)”



DRIVING PROGRESS AGAINST WATER REPORTING

We drove water withdrawal reporting progress in fiscal year 2021. We began a water withdrawal risk assessment that we expect to continue into fiscal 2023. It is our intention to report against our findings in the future.



“We will continue to succeed as a company if we maintain our unrelenting focus on prudent stewardship of our natural capital resources.”

Josh Moore *Vice President, Operations*

Josh Moore currently serves as Vice President, Operations, at Cal-Maine Foods. He is responsible for farms and facilities in Ohio and Kentucky and works to help ensure that the enterprise continues to provide nutritious and high-quality shell eggs with unparalleled focus on customer service.

A native of Laurel, Mississippi, Josh began his career at Cal-Maine Foods at the Edwards, Mississippi, farm with a college summer internship. After earning his Bachelor of Science in Poultry Science at Mississippi State University in 2000, Josh joined the enterprise. At the flagship Edwards location, Josh served in various management roles supervising processing and production. In 2006 Moore earned a promotion to serve as the Lake City, Florida, General Manager role and subsequently, the General Manager role of Rossburg, Ohio, operations. In 2018, Cal-Maine Foods promoted Josh to serve as

Vice President, Operations, where he became responsible for all aspects of the geography’s operations.

Josh’s deep industry experience helps inform his contributions to the enterprise Sustainability Stewardship Council as an Environmental Stewardship Pillar lead. He has helped drive the ongoing water risk assessment efforts in addition to identifying opportunities to enhance our waste management initiatives. Josh has also spearheaded water reporting integration for our farms, feed mills and administrative locations and provides oversight of technology initiatives that streamline enterprise environmental reporting.

As a corporate ambassador, Josh contributes to the evolution of industry best practices with current service on the Board of Directors of the Ohio Poultry Association and prior service as its President.

Josh resides with his wife, Mary Lee, and two children, in Greenville, Ohio.

Our commitment to minimize waste

Cal-Maine Foods is committed to improve management of waste in our value chain. We believe we have opportunities to continue to reduce waste tied to how we package and transport our products, source the upstream inputs required to preserve the safety and quality of our food and provide administrative, marketing and sales support for farming operations. We are engaged to inventory our waste to help drive efficiencies and augment our sustainability efforts. The scope of our waste management focus extends across our enterprise.

We continue to make progress against our waste tracking and management goals. For example, we track hatchery waste at each of our two hatchery locations. We have reduced the amount of shrink wrap we use to prepare our eggs for transportation in recent fiscal years and continue to deploy reusable baskets, racks and containers to pack, ship and display individual cartons of eggs, which helps displace non-reusable solutions such as cardboard. We continue to enhance our commitment to use sustainably produced cardboard packaging



The Sustainable Forestry Initiative is an “independent, nonprofit organization that collaborates on solutions for local and global sustainability challenges.”⁴⁴

certified by the Sustainable Forestry Initiative, where possible. We additionally divert material from landfills by repurposing breaker eggshells from select facilities into our nutrient management plans for future beneficial land application.

STATEMENT ON FINISHED EGG CARTONS

Cal-Maine Foods has been engaged to reduce waste tied to how we finish and transport our products. Our finished eggs are those that are packed and transported to our customers in cartons and other forms of protection. We partner with our retail customers to satisfy

their carton preferences for the varieties of eggs we offer, including quantity choices, in ways that uphold our food safety protocols and help ensure that consumers enjoy safe and high-quality products. We carton our eggs with an eye toward food quality and safety, the mode of egg transport, the distance the eggs need to travel, climate conditions and expense, among other factors.

Cartons purchased by retail customers may hold six, 12, 18, 30, two dozen or five dozen eggs, among other quantities. Cartons are also sized to accommodate the grade of the egg.

i [For more information about egg weight and sizing, please see our infographic “What Egg Sizes Mean.”](#)

Egg cartons are typically manufactured from pulp, polystyrene (foam) or extruded polyethylene terephthalate (PET), which is commonly called plastic. We do not believe that we use cartons that contain substances of concern that would migrate and impact the health and well-being of those who consume our finished eggs.⁴³

We work with our retail customers to carton the varieties of eggs we offer, including quantity choices, in ways that uphold our food safety protocols and help ensure that consumers enjoy safe and high-quality products.

- We provide Farmhouse Eggs® cage-free brown egg choices in pulp cartons, among other offerings.
- We provide Sunups® conventional white eggs in foam cartons, among other offerings.
- We provide Egg-Land’s Best® cage-free, nutritionally enhanced brown eggs in plastic cartons, among other offerings.

Pulp egg cartons are typically manufactured from a mix of paper, some of which may be reclaimed and biodegradable fiber, cardboard and other materials. Pulp cartons may also be recycled into other materials. Many of our customers select pulp egg cartons based on price and the ease with which pulp cartons may be recycled by consumers. In each of fiscal years 2019, 2020 and 2021, we produced conventional and specialty eggs that we finished and marketed in pulp cartons.

Foam cartons are typically manufactured from polystyrene. In some cases, our retail customers prefer foam cartons to help preserve a cold chain from the time the eggs are packed to the point of consumption and to help provide additional product protection. We recognize the challenges that consumers may encounter when they attempt to recycle foam cartons. However, we continue to see broader availability of recycling options for polystyrene in communities and continue to work to better manage this type of carton waste in our value chain. In each of fiscal years 2019, 2020 and 2021, we produced conventional and specialty eggs that we finished and marketed in polystyrene cartons.

Plastic cartons are typically manufactured from PET, which is designed to be lightweight for transport and offer superior egg protection. We market Egg-Land's Best®, among other egg offerings, in plastic cartons, which we believe are commonly accepted in municipal waste recycling programs as #1 plastic. In each of

fiscal years 2019, 2020 and 2021, we produced conventional, nutritionally enhanced brown, cage-free brown and free-range brown eggs that we finished and marketed in plastic cartons.

STATEMENT ON REUSABLE PACKAGING SOLUTIONS

We uphold the highest standards of food safety and quality in our packaging program. We strive to finish, store and transport our products with solutions that protect our shell eggs and egg products, minimize food waste and help us optimize packaging materials. We have continued to drive adoption of packaging solutions that help us minimize waste. Reusable packaging plays a large role in meeting our waste objectives. We continue to increase our use of reusable packaging, including baskets, racks and containers in our egg sales, which helps us reduce the amount of paper, cardboard and fiber in our value chain.

Reusable packaging also helps reduce food waste due to its ability to add a layer of more rigid protection and to help maintain appropriate ambient temperatures.

STATEMENT ON MINIMIZING FEED WASTE

We have continued to work to reduce our feed spoilage and waste, which includes a focus on more efficient grain transportation and delivery, handling, processing and provision of finished feed to animals in our care. We perform routine inspections of feeding equipment and continually consider ways in which to calibrate our feeding systems to reduce our feed waste, which helps drive expense efficiencies and helps us produce eggs more sustainably. We also expect our contract growers to be responsible stewards of the finished feed that we supply to support their operations.



Egg cartons that are labeled as #1 PETE are among the most commonly recycled plastics while egg filler flats are typically made from reclaimed fibers and are recyclable and compostable.

STATEMENT ON MINIMIZING EGG WASTE

As farmers, we understand the importance of minimizing shell egg waste given our mission to help feed people sustainably. We believe our flocks’ nutrition programs and our egg processing protocols help drive higher shell egg quality even as we minimize loss and waste in processing and finishing. Our nutrition programs, which include optimized calcium rations for each stage of life, help our layer hens produce strong eggshell structures that help us avoid loss. We additionally focus on optimizing our breeder hens’ diets to drive higher chick livability ratios and minimize unhatched waste.

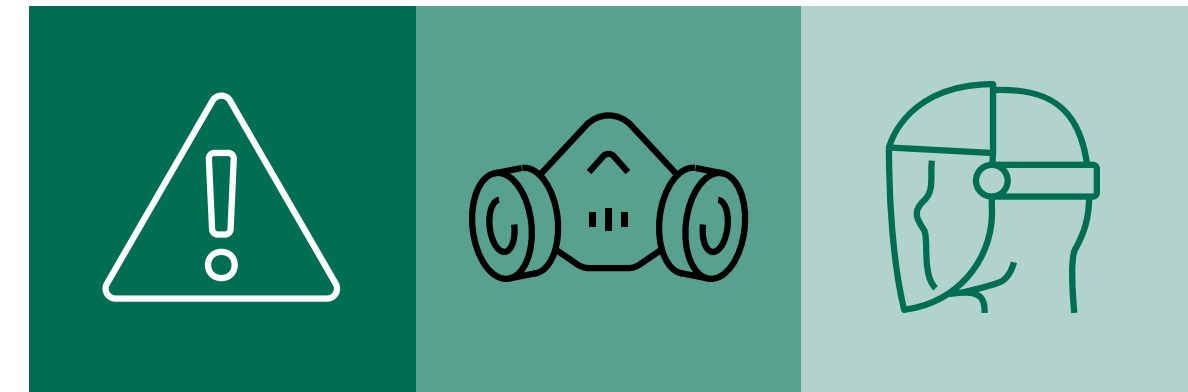
Driving egg-related waste out of our processing operations is also important for our profitability. At each of our locations that produce or process eggs, our management teams develop efficiency goals against which to score egg waste performance with incentives that align to expected outcomes. In cases in which our processing protocols exclude shell eggs from finishing based on size, shell quality or other indicators, we are largely able to reserve those eggs for breaking as future egg products. While we primarily intend to produce eggs that are finished and graded, our ability to repurpose otherwise excluded shell eggs drives down our waste and powers our sustainability goals.

STATEMENT ON MANAGING MORTALITIES, CHEMICALS AND HAZARDOUS WASTE

Cal-Maine Foods is committed to the safe transport, handling, storage and disposal or treatment of waste and byproducts in our value chain. Our CAFO permitting requires us to demonstrate our contingency plans for emergency situations. Our mortalities are handled in such a way as to prevent the discharge of pollutants to surface water and in accordance with applicable regulations. We align with our regulatory requirements regarding processes to identify chemicals used on site and drive compliant disposal methods.

Our operations use and store materials defined as Tier II hazardous waste by the EPA, which includes fuel and other substances. We are required to comply with all applicable laws and regulations tied to potential spills of hazardous waste, toxins or other pollutants.

Our handling procedures and storage for these materials are outlined in each of our applicable facilities’ NMPs and include procedures for spill remediation, including clean-up and documentation of actions taken. Our Spill Prevention and Control (SPCC) plans govern our compliance efforts tied to secondary containment, proper operation requirements, emergency contacts, recordkeeping, and emergency response training. We additionally are required to comply with emergency notification protocols and maintain documentation that would support any instance in which we need to engage with regulatory and other authorities in the course of Tier II reporting.



Our cornerstone: commitment to enterprise environmental management

We are committed to a culture of continuous improvement in support of our mission to serve as the most reliable and sustainable provider of fresh shell eggs in the U.S. To help drive our environmental management goals, we monitor operational performance and colleague training and customer product requirements. We also maintain SOPs across the enterprise and host third-party audits and inspections of our land application areas, our RCSs and storage locations, and our processing facilities and feed mills, among others. We develop and continue to refine our environmental protocols with the guidance and supervision of industry-leading agricultural engineers. We continually evaluate our protocols to help drive our business operations and meet or exceed our regulators' expectations.

We rely on the data that we collect and maintain to help us deploy operations' environmental planning and practices. In support of our data-driven business planning, our senior management team engages and

reviews our enterprise environmental data frequently. Cal-Maine Foods centralized our enterprise environmental data in a dashboard-style platform beginning in 2014 and we continue to enhance the scope of our data management.

STATEMENT ON AIR QUALITY

Our operations are domiciled solely in the U.S., a jurisdiction with strong regulatory oversight of air quality, which is overseen at the federal level by the EPA and by individual state environmental regulatory bodies in addition to applicable local governing authorities. We are required to comply with applicable federal, state and local air-quality emissions guidelines. Select feed mill operations, among others, are subject to state oversight of air-quality emissions. Our fleet operations are also subject to air-quality emissions oversight.

We maintain protocols to address any instances of odor complaints that may arise. In each of fiscal years 2019, 2020 and 2021, we experienced no notable controversies tied to air-quality emissions' compliance or odor complaints.

STATEMENT ON NOTABLE ENVIRONMENTAL CONTROVERSIES

In each of fiscal years 2019, 2020 and 2021, we experienced no material environmental controversies tied to our enterprise operations. We report any material controversies, including fines or penalties assessed, in our Forms 10-K.⁴⁵

STATEMENT ON OUR ENTERPRISE FLEET OPERATIONS

Cal-Maine Foods' commitment to improve our enterprise fleet fuel economy helps us serve our customers better and achieve expense efficiencies. Our top priority is the health and safety of our colleagues and those with whom we share the roadways. Our fleet professionals are engaged to deliver against this priority.

Our colleagues transport grain to our owned and contract farmers' operations to feed the animals in our care. Our drivers transport our animals, when necessary, in time-efficient and climate-appropriate conditions to support our animal welfare protocols. Our colleagues operate vehicles to collect, transport and deliver our eggs and egg products, including finished eggs destined for our customers and those

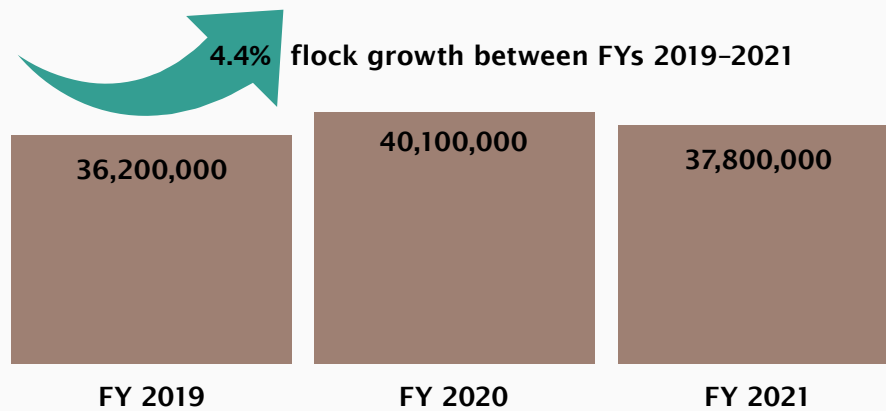
quantities we donate to help alleviate hunger in the communities in which we operate. On the farms, our colleagues use rolling stock to maintain and manage our properties, housing systems and processing plants. Our colleagues use our vehicles to support our marketing, sales and administrative efforts, which includes engagements with our retail customers to help them provide their own customers with high-quality, affordable egg products. These are the primary, but not exhaustive, uses of rolling stock.

Our fleet maintenance professionals help ensure that our vehicles are maintained and operated safely to protect our colleagues and those with whom we share the roadways. Where possible, we strive to maintain hub operations close to the markets we serve, which helps us provide egg choices that meet our customers' needs, enhance our expense and operational efficiencies and augment our sustainability journey.

Since 2015, our enterprise has increased its focus on tracking fleet operations, including those tied to our vehicle maintenance and upgrade programs, use of lighter and more fuel-efficient vehicles, enhanced cargo-density efficiency and vehicle idle-time reduction.

Animal Welfare

BY THE NUMBERS: NURTURING OUR FLOCKS Cal-Maine Foods' layer hens (heads at each FY end)

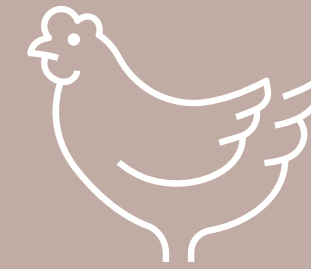


Cal-Maine Foods continues to be committed to the highest welfare standards that promote the well-being of animals in our care. As an integrated producer of fresh shell eggs, we understand our duty to protect the health and well-being of our domesticated chickens at each life stage, including newly hatched and older chicks, pullets, breeder and layer hens. The sustainability of our flocks is of utmost importance given our mission to provide high-quality egg choices that feed people. We believe our commitment to care for our animals also advances our ability to deliver value for stakeholders.

Cal-Maine Foods is proud to have created and upheld what we believe is a leading poultry Animal Welfare Program (AWP). We have aligned our AWP with regulatory, veterinary and our certifying bodies' guidance to govern welfare of animals in our direct care, our contract farmers' care and our farmer-suppliers' care. We continually review our program to monitor and evolve standards that guide how we hatch chicks, rear pullets and nurture breeder and layer hens. At each stage of our animals' lives, we are dedicated to providing welfare conditions aligned to our commitment to the principles of the Five Freedoms of Animal Welfare (the Five Freedoms). Our standards apply to our enterprise and are tailored for our owned and contract grower operations with oversights and approvals from senior members of our compliance team.

We believe robust animal welfare standards help augment sustainable agricultural practices required to feed a growing global population. We generally support the UN Sustainable Development Goals as they align with our Sustainability Pillars.

The chicken is one of the most common domesticated animals and has provided people with shell egg protein for more than 4,000+ years.



The UN reports there are “clear links between human health and animal well-being.”⁴⁶ Cal-Maine Foods believes our record of strong animal welfare compliance supports human health, enhances fresh shell egg hen-laying productivity, minimizes food waste in our value chain and helps drive the SDG of Zero Hunger. We also believe our commitment to sustainable production helps us advance the SDG of responsible consumption and production.

Our Animal Welfare Program

Cal-Maine Foods cares for our animals in alignment with industry-recognized welfare programs and certifications, including United Egg Producers (UEP), the American Humane Association and Humane Farm Animal Care, recognized as Humane Certified,[™] among others. We primarily rely on UEP’s Animal Husbandry Commitments to certify animal welfare practices tied to our conventional egg-producing operations and to certify select practices tied to our specialty egg-producing practices.⁴⁷

We believe that UEP certification is important for our farming operations given its broad recognition and adoption by fresh shell egg producers and major food retailers represented by the Food Marketing Institute (FMI), which require UEP certification requirements for eggs sold in their stores. In addition, the UEP’s independent Scientific Advisory Committee is a recognized leader that advises on well-being during laying hens’ lifecycles.⁴⁸ UEP certification encompasses broadly recognized and adopted animal welfare standards against which we report select sustainability-driven initiatives. Our welfare program aligns with UEP standards that address nutrition, housing, treatment and handling, transportation, end-of-life care and other key indicators of how we care for our animals.

Our AWP practices meet or exceed the standards set by UEP and our other certifying bodies. Our senior leadership team, which includes our chief operations officer, vice presidents and Compliance oversight team, monitors and maintains our AWP, reviews our practices and identifies opportunities to enhance our commitments.⁴⁹

Commitment to colleague training

Cal-Maine Foods’ robust colleague animal welfare education and training program drives our efforts to help ensure our flocks mature through their lifecycles, thrive and produce high-quality eggs. Our colleagues complete in-person, video and hands-on training to help implement and safeguard our AWP, which begins with oversight and education during the onboarding process and continues during the colleagues’ tenures. The entirety of applicable operations is governed by our SOPs, which are in line with our enterprise welfare program. We engage in continuous trainings across our enterprise, which include multilingual engagements on subject matter including but not limited to:

- The Responsibility to Report, a multilingual training module provided to colleagues responsible for care that outlines the obligation and protocol to escalate any suspected violation of our welfare standards.
- Adherence to the UEP Code of Conduct for Poultry Caretakers. UEP provides the Code of Conduct for its members, which includes standards of care for each growth stage of the bird.
- Water and nutrition, including a comprehensive review of watering and food systems.
- Proper layer hen placement, including a focus to help ensure our housing conditions are optimized when we introduce layer hens to a farm.
- Handling and transportation, including best-practice education. We conduct handling training in advance each time we place and transport our animals.
- Documentation instruction, which includes records maintenance that helps us maintain our certifications and track welfare outcomes.
- As-needed trainings that help augment our colleagues’ abilities to adhere to our AWP as supervised and approved by our compliance managers.

STATEMENT ON THE RESPONSIBILITY TO REPORT

Our colleague training programs help us protect and care for our animals. We have long recognized the importance of having protocols to facilitate reporting and escalation of any suspected violation of our welfare program. During training, we require colleagues who handle animals to acknowledge their responsibilities as outlined by our Code of Conduct. Additionally, our training materials, which include a multilingual module dedicated to animal welfare reporting, outline escalation protocols to notify managers of a suspected violation and includes a plan for our highest level of supervisory review, which include members of our senior management team.

In the rare event that a colleague may not choose to escalate reporting through the supervisory chain of review, our training protocols instruct colleagues to use the Animal Welfare Hotline in service of their Responsibility to Report. The hotline number is displayed prominently with signage in each location that houses animals and is additionally included in our onboarding and other training materials. Our senior leadership team is notified in any instance of hotline reporting. Our protocol is to investigate and resolve swiftly any allegation of violation of our animal welfare policy. We believe that these protocols continue to promote a very strong record of colleague compliance with our welfare program.

Our commitment to the early health of our future-laying hens

Cal-Maine Foods is committed to best practices that promote the early health and well-being of our future breeder birds and layer hens. We believe this commitment drives our future laying hens' abilities to thrive at our owned and contract growers' farms. Our chick management program includes customized nutrition and access to fresh water, calibrated lighting and other early life care we design for this growth stage. We judge the success of our hatching efforts and AWP by key indicators that include overall bird health and chick livability.

Our best-in-class hatching operations are foundational to the future health and productivity of our egg-laying flock. In fiscal year 2021, two Cal-Maine Foods' hatcheries were dedicated to providing chicks to place at our farms. Since 2017, these hatcheries have complied with UEP guidelines for animal welfare to support our chicks' growth.

Our preparation to introduce chicks to our flock starts well before the hatch. We begin our chick-rearing program with careful breed selection to help ensure we will be well-positioned to grow animals destined to become strong pullets which, in turn, become healthy layer hens that are well-suited to thrive. We additionally engage in extensive planning prior to placing chicks in our facilities. Our preparation for their arrivals includes feed waiting on paper and accessible water lines that serve their growth-stage needs. We calibrate our thermal environments and lighting systems in conformance with our AWP and industry best practices.

We believe that our hatchery operations embody a commitment to best-in-class facilities in the U.S. We support our colleagues who dedicate themselves to monitor and enhance our chicks' welfare and provide continual training on best practices that drive compliance with our welfare goals.



We monitor feed consumption of the average chick that we hatch during the first 16 and 18 weeks of life for brown and white birds, respectively. We track this consumption as a key indicator of the future ability of our chicks to thrive. We also monitor our hatched chicks' feed conversion, which our senior management team reviews, to help us better understand how we may continue to promote the growth of our birds and minimize waste in our value chain.

Our commitment to greater animal well-being

Cal-Maine Foods believes it is essential that our Animal Welfare Policy encompass more than the humane treatment of animals to meet basic hygiene and disease management standards. We support the principles of the Five Freedoms, as maintained by the Farm Animal Welfare Committee and recognized by UEP.⁵⁰ We evidence our commitment to the principles of the Five Freedoms with a focus on protocols, training, documentation and a robust Responsibility to Report standard for alleged animal welfare violations. Our compliance managers additionally monitor execution against our welfare program and participate in periodic reviews to help augment our protocols.

FREEDOM FROM HUNGER OR THIRST

Cal-Maine Foods upholds the principle that animals in our care should be free from hunger or thirst throughout their lifecycles. Our welfare program requires that our owned and contract farms provide appropriate nutrition and fresh water that meets or exceeds our certifying bodies' standards. We continue to look for ways to enhance our suppliers' compliance with our own and our certifying organizations' animal welfare standards. We evidence commitment to fresh water and nutrition compliance with extensive monitoring and performance testing, among other items.

Freedom from hunger: access to nutritious food

With more than 60 years' experience as a fresh shell egg producer, Cal-Maine Foods continues to value the importance of high-quality, nutritious feed that enhances animal welfare. We primarily feed our birds corn and soybean meal-based diets fortified with customized vitamins and trace mineral blends. We additionally provide supplemental calcium and phosphorous to support eggshell formation as well as skeletal health and integrity.

We feed our birds in accordance with nutrition standards we have developed under the supervision and direction of our Director of Nutrition, Bob Loar II, Ph.D. We refine our nutrition program based on industry best practice, regulatory and third-party

guidance and our track record of experience. We formulate feed customized for the growth profile of our birds, climate, geographic location and our animals' stages of life. To help promote our birds' health and welfare, we rely, in part, on the protocols of our Finished Feed Monitoring Program (FFMP), which includes a commitment to testing. Our testing program helps us determine the efficacy and nutrient composition of finished feed and the overall efficiency of our feed milling process, which helps us drive greater animal welfare outcomes.

Cal-Maine Foods engages in extensive planning to nurture our animals during their lifecycles. From the day of hatch until the birds are ready to begin laying eggs, we plan our animals' diets to support their growth and maturation, which includes a focus on promoting strong skeletal systems that help drive welfare outcomes. We closely monitor feed intake and weight gain as the birds mature to help ensure their optimal growth and development. As our birds approach the egg-laying phase, we transition their diets to help support egg laying, while still providing nutrients needed to promote growth and maturation. All the while, we carefully monitor the amount of feed our animals consume. As part of our sustainability commitment, we continue to seek ways to improve our feed conversion rates, which helps promote welfare outcomes and minimize waste in our value chain.

WHAT'S ON THE *Menu*

Our high-quality, nutritious feed helps us promote our animals' health and egg-laying productivity. We customize our feed mixes to support our animals' life stages.

Chick: ~0–4 weeks

- We help train our chicks to find their water and feed sources.
- We adjust lighting and temperature to mimic nature's environment.

Pullet: ~5–18 weeks

- We focus on nutrition and lighting to help them grow and develop strong skeletal structures.

Laying hen: ~19–108 weeks

- We focus on feed, water, lighting, ventilation and continuous monitoring as the core drivers of our laying hens' health.

Pullets in our care

Our pullets are immature layer hens. We value the importance of growing pullets to the optimal body weight and composition, which strengthens their ability to produce eggs at the onset of laying.

Our nutrition program helps ensure that pullets have access to appropriate feed and rearing conditions until they mature into laying hens at about 16 to 19 weeks of age.

Breeder birds in our care

Breeder birds are mature male and female chickens. Breeders produce fertile eggs that we hatch as chicks intended to support our future production flocks. We do not rely on breeder bird eggs as a source of fresh shell eggs for human consumption. We provide our breeder birds with custom diets to support reproductive performance, fertility, egg quality and overall health in an effort to manage our future flocks more sustainably. We fortify our breeders' diets with vitamin and trace mineral blends we have developed in line with peer-reviewed guidance and after consultation with poultry feed management experts.

Layer hens in our care

Layer hens provide us the fresh shell eggs that we process, package and deliver to our customers. Cal-Maine Foods is strongly committed to the health and well-being of layer hens in our care given our focus on fresh shell egg production. When we place a layer hen into our flocks, we offer her a nutrient-dense diet to support her continued maturation and egg production. As a laying hen reaches her mature body weight, her growth slows, and she enters her laying peak. We support this lifecycle stage with nutrients such as vitamins and amino acids in carefully calibrated adjustments in her feed to help support her continued health and production even as we minimize nutrient waste. We supply minerals in her feed that are essential to support her skeletal health and her eggs' shell quality. We supply Vitamin D and trace minerals to support her production as she matures.

We additionally support hens producing specialty eggs with customized feed. For example, select hens in our nutrition program receive a tailored diet to support health and productivity and enhance the profile of our fresh shell eggs marketed under the Egg-Land's Best® brand. We provide layer hens dedicated to organic production a diet comprising organically grown and certified grains. Our nutrition professionals review and monitor these layer hens' diets to help ensure our animals' nutrition is optimized and that we continue to produce eggs that meet our customers' choice preferences.



To help provide constant fresh-water access, we design our drinking systems to suit the size and age of the birds. We continually look for ways to innovate and improve the efficiency of these drinking systems.

STATEMENT ON FREEDOM FROM THIRST: ACCESS TO FRESH WATER

Cal-Maine Foods is committed to provide our animals clean and accessible fresh drinking water to support their freedom from thirst. To promote fresh-water accessibility, we require daily water pressure checks at applicable husbandry locations, including those of our contract growers, to monitor water infrastructure performance. If a colleague or monitoring sensor detects a fresh-water supply risk, our protocols help ensure that our site management teams receive timely alerts to facilitate prompt remediation. We conduct daily performance checks of watering systems to help ensure that functionality and accessibility meet our welfare requirements. Our conformance standards include minimum capacity requirements for water delivery across our locations aligned to certification standards for the type of production. Additionally, we require that our housing systems be configured to deflect contaminants from fresh water through filtration and that watering systems are visually monitored for water pressure and recorded daily. We believe our fresh-water delivery protocols, among others, help drive our strong animal welfare outcomes.

FREEDOM FROM DISCOMFORT

Cal-Maine Foods is dedicated to providing appropriate shelter and resting spaces for our animals that support their freedom from discomfort. Our environmental protections include suitable air quality, including ventilation customized to the type of shell egg production, lighting and proper thermal environments. Our housing shelter systems in our owned farms and across our contract-farmer network meet or exceed standards of our primary certification body, UEP, and other certification frameworks with which our animal welfare production practices align. We continually evaluate opportunities to innovate our housing environments, which include production-appropriate shelter and resting space. Each of our locations requires a checklist of welfare-related key items, which our compliance managers regularly review and approve. These checklist items include but are not limited to recording water pressure, feed, ventilation and light intensity. In the event of an emergency, personnel are trained to report animal welfare issues to a manager or supervisor onsite.

Commitment to house our animals safely

Cal-Maine Foods is committed to provide animals in our care with housing that offers shelter from weather changes, primarily precipitation, and refuge from predation, among other safeguards. We additionally require that our contract growers' operations conform to high housing welfare standards.

We design our owned farming operations' housing to provide shelter in times of temperature fluctuation, which includes our commitment to a dual power source in the event that weather-related or other factors interrupt the provision of the primary source of power for any housing system. Our contract growers must demonstrate equivalent capabilities at applicable locations.

To help ensure that our housing environments do not experience a loss of power that would impede our ability to maintain appropriate air quality and temperature, we require that, among other safeguards, houses with automatic feeding and ventilation systems maintain functional standby generators and alarm systems. We monitor our generators and alarm systems weekly and monthly. We additionally exercise our generators on a weekly basis to help ensure we experience no lapse in our power supply.

STATEMENT ON SUITABLE AIR QUALITY

The USDA Poultry Industry Manual instructs that “poultry houses should be designed to provide a continuous flow of fresh air for every bird.”⁵¹ Our commitment to fresh air includes daily checks of our ventilation systems by qualified and trained personnel. We have additionally invested in computer monitoring technology at select locations, which helps improve our teams' operational risk and resilience profile planning and response times for any required remediation.

STATEMENT ON LIGHTING AND PROPER THERMAL ENVIRONMENTS

Our AWP governs the lighting and proper thermal environments suited to the animals' life stages. We have developed our lighting program, which includes a program to install LED lighting in select locations and thermal conditions, to help ensure our animals are in comfortable and suitable surroundings.

We believe in the value of providing optimal lighting conditions for the animals in our care. To support high-quality lighting that promotes natural egg-laying behaviors tied to sunlight, we have engaged in lighting systems upgrades.

STATEMENT ON RESTING SPACES

For our specialty birds engaged in cage-free production, we believe in the value of resting spaces, and we provide access to perches, nest pads and a scratch area. For all other birds in our layer flocks, we comply with UEP space requirements for resting.

STATEMENT ON HUMANE PRACTICES DURING MOLT

Chickens, along with wild fowl, shed their feathers in a natural process, or molt, and renew their plumage, usually in preparation for colder temperatures and the migratory season. In commercial egg-laying operations, seasonal factors that would typically induce molt in wild fowl are not present. The American Veterinary Medical Association states, “Induced molting extends the productive life of commercial chicken flocks and results in substantial reduction in the number of chickens needed to produce the nation’s egg supply. Induced molting also has a positive impact on the environment through reduction of waste and natural resources needed for growing more birds for egg production.”⁵²

We believe that managed molts are an important part of producing high-quality, fresh shell egg protein in a sustainable manner. We align our molting practices to UEP guidelines, which prohibit the practice of feed withdrawal to induce molt in commercial egg-laying hens. UEP certification guidelines

describe molting as a “normal process of chickens and other feathered species”⁵³ and further outline acceptable molting practices.

We believe that our molting practices promote sustainability in our value chain and help meet our customers’ needs. For example, select major retailers, including some of our largest customers, are committed to offering eggs in their value chains produced with non-feed-withdrawal practices. We are proud to supply our customers with eggs that meet or exceed their enterprise welfare requirements and value our partnerships as we continue to work to feed people ever more sustainably.

FREEDOM FROM PAIN, INJURY OR DISEASE

Cal-Maine Foods is committed to help our animals enjoy freedom from pain, injury or disease, consistent with highest industry standards. We continue to invest in biosecurity measures, medical treatment protocols and our feed management program that help our animals thrive.

Commitment to biosecurity

Cal-Maine Foods has long recognized the critical role that biosecurity plays as a primary driver of our animals’ health. The USDA describes biosecurity as “everything that’s done to keep diseases and the pathogens that carry them – viruses,

bacteria, fungi, parasites and other microorganisms – away from birds, property and people.”⁵⁴ The USDA additionally advises that biosecurity plans should include structural and operational components.

Structural components include measures in the physical construction and maintenance of “coops, pens, poultry houses, family farms, commercial farms, and other facilities.” Operational components include “practices, procedures” and “policies that are consistently followed.”⁵⁵ We believe our structural and operational biosecurity measures are best-in-class in the fresh shell egg industry. Our commitment to structural security includes ensuring that our biosecure properties display robust signage indicating status and have installed check-in stations at applicable locations. We additionally employ lines of separation systems that work to eliminate the introduction of off-premises soil and biomatter into applicable facilities. Our farms include changing quarters for footwear and biosecure suits to help minimize the risk that biomatter is introduced to our biosecure locations.

Our operational biosecurity includes restricting access to our poultry buildings to necessary guests to minimize pathogen-introduction risk. We maintain disinfection stations for vehicles entering the property and require visitors who enter biosecure areas to be accompanied by trained supervisors. We additionally seek to minimize pathogen-introduction risk by working to prevent wild birds, rodents and other animals from being near to or entering our poultry houses.

Commitment to medical treatment

Cal-Maine Foods operates solely in the U.S., a jurisdiction with strong scrutiny over antimicrobials, primarily overseen by the FDA. We recognize the important work the WHO has done to advance science regarding the potential risk of antimicrobial resistance and take our obligation of antibiotic stewardship seriously. We also understand the importance of our duty to help protect our animals’ health and well-being. As such, we track instances of antimicrobial administration, including usage and withdrawal.

We have eliminated the majority of medically approved antibiotics for preventative use in our animals. In an instance in which we administer antimicrobials indicated for human and veterinary use that the WHO designates as “Critically Important,” “Highly Important” or “Important,” we do so in compliance with FDA’s antimicrobial stewardship guidance. FDA-issued Guidance for Industry 209 limits the use of medically important antimicrobial drugs to “Uses in food-producing animals that are considered necessary for ensuring animal health,” and limits the administration to “uses in food-producing animals that include veterinary oversight or consultation.”⁵⁶

We manage our vaccination program to help minimize our administration of antimicrobials. This program is incorporated into each applicable location’s SOPs, which we develop and deploy across the enterprise. When applicable, we administer vaccines under the supervision and direction of licensed veterinarians with whom we have established client-patient relationships.

Cal-Maine Foods does not use artificial hormones in the production of its eggs. Hormone use in poultry and egg production has effectively been banned in the U.S. since the 1950s.

STATEMENT ON OUR JUDICIOUS THERAPEUTIC USE OF MEDICALLY IMPORTANT ANTIBIOTICS

Our commitment to the early health of our birds includes our use of antibiotics pursuant to our Veterinary Feed Directive (VFD). Cal-Maine Foods conforms its use of medically important antibiotics in our animal feed to FDA’s Guidance for Industry 152 when prescribed for treatment by a licensed veterinarian, consistent with the Guidelines for Judicious Therapeutic Use of Antimicrobials in Poultry authored and maintained by the American Association of Avian Pathologists. We administer a single medically important antibiotic in less than one percent of the feed we provide to our animals with supervision from licensed veterinarians with whom we have established client-patient relationships.

STATEMENT ON OUR VETERINARY FEED DIRECTIVE

The use of antibiotics in animal feed is approved by the FDA, which is the primary applicable regulating authority for U.S. fresh shell egg producers. Cal-Maine Foods administers medically important antibiotics as outlined by our VFD, which is maintained in conformance with FDA Guidance for Industry 209 and 213 in addition to Code of Federal Regulations 558. Cal-Maine Foods does not use antibiotics for growth promotion or performance enhancement. Our director of nutrition supervises our VFD, which is applicable in scope to the entirety of our owned and contract-grower operations.

STATEMENT ON ANTIBIOTIC THERAPEUTIC ALTERNATIVES

We believe the fresh shell egg sector may continue to explore innovation tied to biosecurity measures, housing and production systems that will help reduce or remove the need for the administration of antimicrobials. While we continue to consider opportunities for therapeutic alternatives, we also seek to ensure that our administration of antimicrobials is in line with regulatory guidance and always performed under the supervision of licensed veterinarians with whom we have established client-patient relationships.

Our commitment to freedom from pain and injury

Our colleagues' commitment to our animals is critical to help support their welfare. We train our poultry caretakers to handle birds in ways that minimize potential for injury and promote freedom from discomfort. Our scope of focus includes colleagues who handle chicks, pullets, breeders and layers. We believe our training helps poultry caretaker colleagues become knowledgeable and skillful in handling animals across their lifecycles. We are additionally committed to animal housing and conditions designed to avoid and minimize pain and injury. In our industry, the primary sources of potential future injury include limb and pecking injuries, which we strive to minimize.

STATEMENT ON MINIMIZING BONE INJURY

We believe that minimizing limb injuries in layer hens begins with nutrition. Cal-Maine Foods is committed to provide sufficient access to calcium and phosphorus in our customized feed mix that help support skeletal health. In addition, our training program teaches our colleagues to use best poultry handling practices to minimize pain or discomfort from limb injuries. We require that pullets and hens be caught in a manner that avoids bird crowding and that noise and disturbances, including bright lights, be minimized. Colleagues involved with placement and catching of birds are provided special training in advance of each handling and transportation event and supervised by qualified and experienced personnel in

conformance with our welfare program and UEP requirements.⁵⁷ Additionally, we support our colleagues' handling education as our compliance managers regularly review handling events.

To help drive best husbandry practices in our value chain, we require a UEP Certificate of Conformance for the service of Handling and/or Transportation from our pullet suppliers. We continue to help ensure that the animals we purchase experience husbandry that aligns to UEP standards.

STATEMENT ON MINIMIZING PECKING INJURY

The fresh shell egg industry in the U.S. selectively practices beak management, including beak treatments and trimming that meet or exceed UEP, American Humane and Humane Farm Animal Care standards. We believe these management practices substantially reduce injury rates, including those tied to pecking, in flocks. The USDA notes that trimming is a "routine husbandry procedure" that promotes, among other benefits, reduction in feather pecking-related injuries.⁵⁸ Pecking injuries are common in chicks, pullets and breeder and layer hens, and we believe that beak management in the early stage of a bird's life reduces the risk of future injuries and enhances an animal's quality of life. In addition, we continue to pursue opportunities to invest in technology, including infrared-based tools in our hatcheries, that help us enhance operational efficiencies and reduce animal discomfort.

We are committed to minimize discomfort our animals may experience tied to treatment and trimming. Our colleagues are regularly trained to perform beak management procedures. Additionally, any outside contractors are trained to our standards. To support and nurture our chicks, we provide Vitamin C or Vitamin K in chick feed before and after procedures in line with our welfare program and UEP certification standards. We additionally seek to enhance the well-being of chicks with adjusted water and feed levels that our colleagues monitor daily. We maintain high sanitation standards for any beak-management procedures, with documentation that healing has occurred.

We continue to consider welfare innovations, including those tied to breed genetics, that would help us minimize pecking injuries in our flocks in the future. We consider those innovations in the context of our obligation to support our animals' freedom from pain or injury throughout their lifecycles.

STATEMENT ON END-OF-LIFE CARE

Cal-Maine Foods believes our training prepares colleagues to perform end-of-life care with compassion and competence. We are committed to humane euthanasia of our birds if the need to cull arises and at end of life. Our euthanasia methods are approved by the American Veterinary Association, the American Association of Avian Pathologists and the USDA. We provide on-farm, end-of-life care in alignment with UEP standards at end-of-life events in accordance with our AWP.

FREEDOM TO EXPRESS BEHAVIORS

Cal-Maine Foods believes that animals in our care thrive when they have access to environments that allow them to express their instinctive behaviors. We have dedicated substantial resources to help ensure that our housing facilities and those of our contract growers provide our animals sufficient space, proper facilities and socialization opportunities in accordance with the standards appropriate for the type of production.

Commitment to freedom of movement

We are committed to the freedom of movement for animals in our care. Our animal husbandry conventional egg production program requires that our pullet and layer hens must be able to stand upright and be unimpeded when doing so. We additionally design and install housing solutions, including fittings and openings, among other items, to help prevent injury and help us protect animals from pathogens, manure-borne disease, predation and other welfare risks.

We design our housing systems to be compliant with our certifying bodies. Our conventional eggs are produced in alignment with UEP standards. We produce our organic eggs in alignment with American Humane or Humane Farm Animal Care space standards. For select production practices, we comply with American Humane space requirements tied to single and multi-tiered housing systems.

STATEMENT ON PROPER FACILITIES

We design our facilities to support a desired type of egg production and to meet or exceed our certification standards. As is applicable for each type of production, our facilities include readily available fresh-water systems customized for the size and growth of the bird and certification-compliant housing environments to promote wing spacing.

STATEMENT ON FREEDOM OF COMPANY OF OWN KIND

Cal-Maine Foods promotes the freedom our animals have to associate with their own kind across their lifecycles. Healthy birds are never kept in isolation and have access to company of their own kind at all times.

FREEDOM FROM FEAR AND DISTRESS

Commitment to breed selection

We continually evaluate our welfare program and follow best practices in support of our breed selection. Our welfare program begins with focus on selection of higher-welfare breeds for placement as future laying hens. We believe that higher-welfare breeds comprise building blocks for conditions that help promote animal health and well-being.

The white Leghorn produces the majority of our conventional and specialty eggs. Based on our data and industry research, we believe this bird thrives in its respective conventional and specialty egg-production housing environments. We believe our focus on higher-welfare breeds promotes animal welfare and reduces waste in our value chain tied to enhanced productivity and reduced injury and mortality, which drives our sustainability goals. Our certification standards additionally emphasize the value of reduced injury and mortality rates.

Commitment to humane treatment during transport

We are committed to the humane treatment of animals before, during and after transportation events. We believe our strong focus on proper handling, water and nutrition provision, thermal conditions and dual-driver staffing helps us minimize transit-tied disruption and relocation time. Our transportation standards apply at each stage of a bird's lifecycle and across the entirety of our owned and contract-grower operations.

Preparation for transportation begins with housing design. For our conventional production operations, we design housing which, whenever possible, enables transport vehicles or containers to be proximate to the location where the birds will be caught or released. This design feature allows us to handle birds more efficiently with less stress on the animal and enhances our ability to expedite relocation. For our specialty egg production, we require that birds should be caught and handled in line with our welfare program and that transport containers allow each bird to rest comfortably. Our policy is never to transport visibly unfit animals. We provide our pullets, breeders and layer hens food and water until immediately prior to transport.

When our birds need to travel relatively longer distances, we typically employ two personnel to reduce the need for extended stops or rest periods. We require our drivers to be vigilant

about climate conditions and adjust equipment as may be necessary to maintain our animals' health and comfort.

Commitment to sustainable third-party certification

Cal-Maine Foods believes in transparency regarding our third-party certification standards. Our third-party certifications include UEP, which certifies our operations tied to birds engaged in conventional egg production. American Humane certifies our specialty cage-free white and brown egg production practices. Humane Farm Animal Care certifies select organic and white and brown cage-free production practices.



In each of fiscal years 2019, 2020 and 2021, all of our owned- and contract-farms' products were certified to third-party standards.

We are proud of our record of strong conformance, which we believe demonstrates our commitment to animal welfare standards and ways to provide ever more sustainable fresh shell eggs that feed people.



Our commitment to audit transparency

Cal-Maine Foods drives compliance with our AWP given the dedication and care of our valued colleagues, particularly the poultry caretakers who are responsible for the day-to-day health and well-being of our animals. Our team members inspect our company farms each day of the year to help ensure standards' adherence.

Our external auditors are important stakeholders who help promote our animals' welfare. We are primarily audited by UEP Certified™, USDA Agricultural Marketing Service and Validus Services™, which conducts UEP's audits. We have demonstrated strong external audit compliance, which we believe evidences our commitment to promote animal welfare and provide high-quality food choices for families. In each of fiscal years 2019, 2020 and 2021, 100% of our applicable facilities subject to external audit tied to animal welfare received certification.

Kevin Lastowski

Vice President, Operations



“People make all the difference. My goal is to help equip colleagues with the tools that they need to develop into our future leaders.”

Kevin Lastowski serves as Vice President, Operations, for select southeastern locations in Florida and Georgia. The locations that he oversees employ about 450 people and produce conventional and specialty eggs, including cage-free white eggs. Kevin’s role is to help ensure the continuous production and distribution of our finished products to customers. He also oversees all other operations aspects for the geography, including human capital, environmental and community relations management, among others.

Kevin began his career at Cal-Maine Foods in 2001 shortly after graduating from North Carolina State University with a Bachelor of Science in Poultry Science and Associates degree in Agribusiness and Agriculture Pest Control. Kevin joined the company’s Guthrie, Kentucky, location as a management trainee and rotated through the farm in various roles. In November 2002, Kevin earned a promotion to serve as Production Manager at the Bethune, South Carolina, farm and served there until 2005 when he was promoted to General Manager at the Bushnell, Florida, location. Kevin has deep

integration experience and at Bushnell, led the successful onboarding of the company’s Hillandale Companies acquisition beginning in 2005. Kevin also oversaw the company’s integration of the Zephyr Egg Company and Tampa Farm acquisitions, which began in 2008. In 2012, Kevin earned a promotion to Vice President, based primarily in Dade City, Florida. Kevin continually works to inspire his people to achieve leadership positions and works to help ensure that they have the resources they need to help them reach their potential. Kevin also serves on the Cal-Maine Foods Sustainability Stewardship Council as an Animal Welfare pillar lead, where is he responsible for helping define the governance and scope of disclosure for our leading welfare program.

Originally from Sanford, North Carolina, Kevin grew up around agriculture and his background inspired him to pursue a career in the field. Kevin’s contributions to the industry include his leadership roles as President of the Florida Poultry Federation and Treasurer of the Pasco County, Florida, Farm Bureau. Kevin lives with his wife, Emily, outside of Tampa, Florida, and their son and daughter.

Commitment to animal welfare in our value chain

Cal-Maine Foods’ commitment to the highest standards for animal welfare extends to our suppliers of animals and fresh egg products and to customers. We look forward to opportunities to engage further with key stakeholders to identify opportunities to promote our shared values as we produce sustainable food that feeds people.

STATEMENT ON OUR SUPPLIER PARTNERSHIPS

We rely on our standards and those set by our primary certifying body, UEP, to confirm our suppliers’ animal welfare compliance. In each of fiscal years 2019, 2020 and 2021, substantially all of our purchased eggs from outside suppliers met or exceeded the standards of UEP product certification.⁵⁹ We require documentation of UEP certification and supplier attestation before we accept outside fresh shell eggs. Though a small part of our total fresh table eggs sold are from outside sources, we are committed to drive animal welfare compliance through our value chain.

STATEMENT ON OUR CUSTOMER PARTNERSHIPS

Many of our valued customers continue to emphasize their commitments to sustainably produced protein. As part of these commitments, select major retailers, including our top customers, require that our finished eggs, which are processed and packaged shell eggs, carry UEP certification. We believe these retailers’ requirements demonstrate broad stakeholder adoption of our operations’ primary UEP certification standards.

Commitment to animal welfare innovation

The Cal-Maine Foods family understands its obligation to help feed a growing global population and advance responsible production and consumption practices. To do so, we must provide for the health and well-being of animals in our care.

Cal-Maine Foods is proud to have a seat on the Board of Directors of the International Poultry Welfare Alliance, the U.S. Roundtable for Sustainable Poultry & Eggs (US-RSPE) and other leading industry boards. We believe that our engagement helps enhance the poultry industry’s animal welfare best practices, among other important contributions.

Community



Our Pittsburg, Texas, farm General Manager and Compliance Manager, Benji and Deborah, respectively, lead the farm's local community outreach efforts.



Our Waelder, Texas, farm provides high-quality employment opportunities that support the economic health and development of the community

Cal-Maine Foods has been supporting the communities in which we live, work and have influence for more than 60 years. Our mission to be the most sustainable and reliable supplier of fresh shell eggs in the U.S. depends on having healthy people and communities where we seek to do business. Our credo, “Do the right thing and then some,” inspires our strong culture of corporate commitment to hunger relief, investment, educational support and volunteerism, among other initiatives, focused on building thriving local communities.

Our colleagues are essential to the support of our ongoing community engagement initiatives and we rely on their collective personal and professional experience to help guide our philanthropic efforts. We believe that corporations, including our enterprise, have responsibilities to help their employees support communities with their time, talents and other investments.

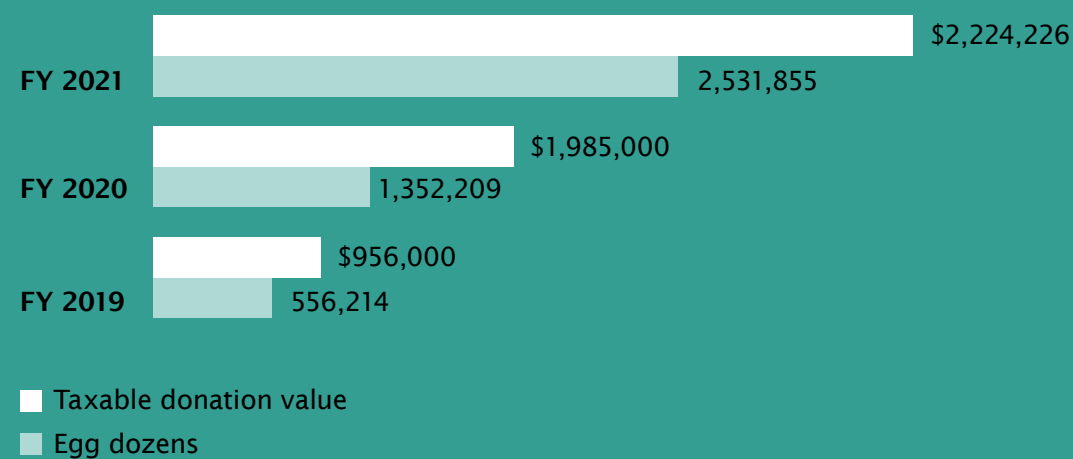




A large fresh egg provides one serving: six grams of protein and 70 calories.⁶⁰

Fresh shell eggs sold in the U.S. continue to remain a nutritious and affordable source of protein and have contributed to purchasing power leverage that benefits American households. We believe our sustainable production of eggs aligns with the “Zero Hunger” SDG.

CAL-MAINE FOODS’ EGG DONATIONS & VALUE



Building block: hunger relief

Cal-Maine Foods maintains our longstanding commitment to fighting hunger and food insecurity, which we believe is a chronic problem in select portions of the U.S. Estimates indicate that approximately 13 percent of American households live in low-income areas with low access areas to food. We believe that lack of access to affordable, quality food choices contributes to the persistent problem of food insecurity in the U.S.

The Food and Agriculture Organization (FAO) describes the conditions under which a person may be considered food insecure, which includes a lack of enough safe and nutritious food for normal growth and development and an active and healthy life. The USDA tracks what are commonly known as food deserts, where underserved rural and urban household members reside that are far from a large grocery store. We believe that most of our key retail partners play a role in serving those who are hungry, food insecure and who live in food-challenged areas. We also believe our continued partnership with these retailers is essential to help promote access to nutrition for all families.

We believe that our strategy to continue to provide affordable and nutritious conventionally produced eggs plays a key role in combating hunger.



Egg donations that fight hunger and food insecurity

We increased our donation of fresh shell eggs each year between fiscal years 2019 and 2021. In fiscal 2021, we donated approximately 2.5 million dozen fresh shell eggs, or more than 30 million servings of protein, to local communities in which we operate, and beyond.⁶¹

We believe our finished eggs, which are nutrient dense, are important to help people meet their nutritional needs. With each egg we donate, we deliver 70 calories and one serving, or six grams of protein, which comprises about 10 percent of the protein required to support a 2,000-calorie daily nutrition need.⁶²

Social impacts of our product portfolio

Our core product portfolio comprises fresh shell eggs and egg products. We believe the core of our product portfolio, which is the source of most of our revenues, consists of socially beneficial products, namely, eggs — an important source of low-cost protein, vitamins and minerals. In each of fiscal years 2019, 2020 and 2021, our finished egg revenues comprised 97%, 98% and 97% of our net revenues, respectively. The USDA describes shell eggs as nutrient-dense foods that, when prepared with little or no added sugars or fats, promote health and well-being at each stage of life.

i For more information about the nutritional quality of our finished eggs, please see [“Statement on composition of our fresh shell eggs”](#)

We remain committed to the highest principles of identifiability when we market our fresh shell eggs and egg products. For example, our marketing communications are clearly distinguishable from editorial engagements, including thought leadership commentary,

from designated representatives of Cal-Maine Foods. We do not engage in undisclosed editorial product placement and do not employ marketing styled as market research. Neither do we primarily rely on crowd-sourced or user-generated content to market our products. We operate solely in the U.S., a jurisdiction with strong regulatory oversight over the production, processing and labeling of finished eggs and egg products.

When we label our products for market, we do so in alignment with the USDA AMS requirements, as applicable, for finished eggs that bear a grademark. We continue to uphold the highest standards of transparency for nutrition, animal husbandry and environmental claims tied to our finished eggs and egg products. We strive to exclude any unsubstantiated claims from our sales and marketing practices. In fiscal years 2019, 2020 and 2021, we experienced no notable controversies tied to product claims for finished eggs and egg products.

While we primarily market our finished eggs to adult retail consumers with our paid, earned and owned media, we believe our finished egg

carton labeling and marketing is prudential and appropriate as it may relate to children.

We are not aware of any communication, including marketing communications, which could be judged as offensive or inappropriate based on currently prevailing standards of decency.

Building block: our philanthropic partnerships

We remain committed to partnering with select nonprofit organizations for multi-year engagements given our belief that longer-term commitments help us optimize our impacts. We have supported Step Up for Students since fiscal year 2020 and remain committed to providing financial contributions to The Palmer Home for Children and Canopy Children’s Solutions, among other beneficiaries. We believe that our corporate gifts can be even more impactful when we engage with nonprofit organizations to understand their objectives. Our colleagues regularly engage in dialogues with key stakeholders from nonprofits we support to understand their goals and how we may advance our partnerships.

FINANCIAL GIVING PARTNERS



Canopy Children’s Solutions’ mission is to help children thrive and families overcome extraordinary challenges by providing a continuum of behavioral health, educational, and social service solutions.



Step Up for Students empowers parents to pursue and engage in the most appropriate learning options for their children

with an emphasis on families who lack the information and financial resources to access these options. By pursuing this mission, Step Up for Students helps public education fulfill the promise of equal opportunity.



The Palmer Home for Children provides superior care to children through four specialized services:

campus care, foster care, family care and transitional care. By meeting each child at each stage of life, The Palmer Home provides healing and support, allowing children to grow and thrive.

Commitment to financial giving

We believe that financial giving is an important component of corporate philanthropy. In each of fiscal years 2019, 2020 and 2021, we supported multiple causes with financial gifts, including local Chambers of Commerce, 4-H clubs, local libraries, fire departments, little league baseball teams, crisis centers for people in distress, high schools, homes for children and educational scholarships, among others. Between fiscal years 2019 and 2021, we gave approximately \$1.4 million to support deserving nonprofits that we believe can make demonstrable impacts and contribute to building ever more sustainable communities.

CAL-MAINE FOODS REMAINS COMMITTED TO FINANCIAL GIVING

FY 2019 **\$550,600**

FY 2020 **\$531,100**

FY 2021 **\$305,990**

STATEMENT ON OUR COMMITMENT TO FUND EDUCATION AND ENRICHMENT

We believe that access to education and focused enrichment is essential to promoting the health and well-being of our youth. In each of fiscal years 2019, 2020 and 2021 we engaged in recurring financial giving that supported education and enrichment efforts for children and adolescents.

Our financial giving also includes educational scholarships to support the future farmers of our country. We have recently awarded scholarships to the Future Farmers of America (FFA), 4-H, and other livestock-related organizations. We believe our commitment to agricultural education helps young people who are interested in farming careers reach their potentials.

Commitment to volunteerism

Cal-Maine Foods empowers our colleagues to give back to our communities with investments of their talents and time. Our community engagement efforts range from volunteer activities such as coaching little league baseball teams to organizing fundraising events to help people in the community with special needs to serving as leaders in local civic organizations and statewide industry associations.

We are committed to our long-term partnerships and give our time, financial support and talents to support these efforts. For example, we have continued to partner with the Mississippi Food Network, which operates in a relatively underserved state, to supply egg donations and company-supported volunteer time to distribute foods and goods through its 430 members agencies.

Commitment to investment

Cal-Maine Foods believes that investment in our people, our capabilities and the communities in which we seek to do business is essential to support our operational



Bureau of Economic Analysis (BEA) estimates indicate that agriculture, including the raising of poultry for commercial egg operations, generates the highest economic impact per each dollar invested in all 50 states as compared to all other industries⁶⁴

resilience. We believe that our primary business, the commercial egg business, creates substantial economic multiplier effects when we invest in our local communities, including direct impacts on local earnings and economic value added.⁶³ As we continue to deploy our capital to build capabilities that support our customers' food choice preferences, we consider many factors, including the economic and other job-creation impacts we may generate. We are proud that agricultural industry investment continues to generate strong relative multiplier effects.

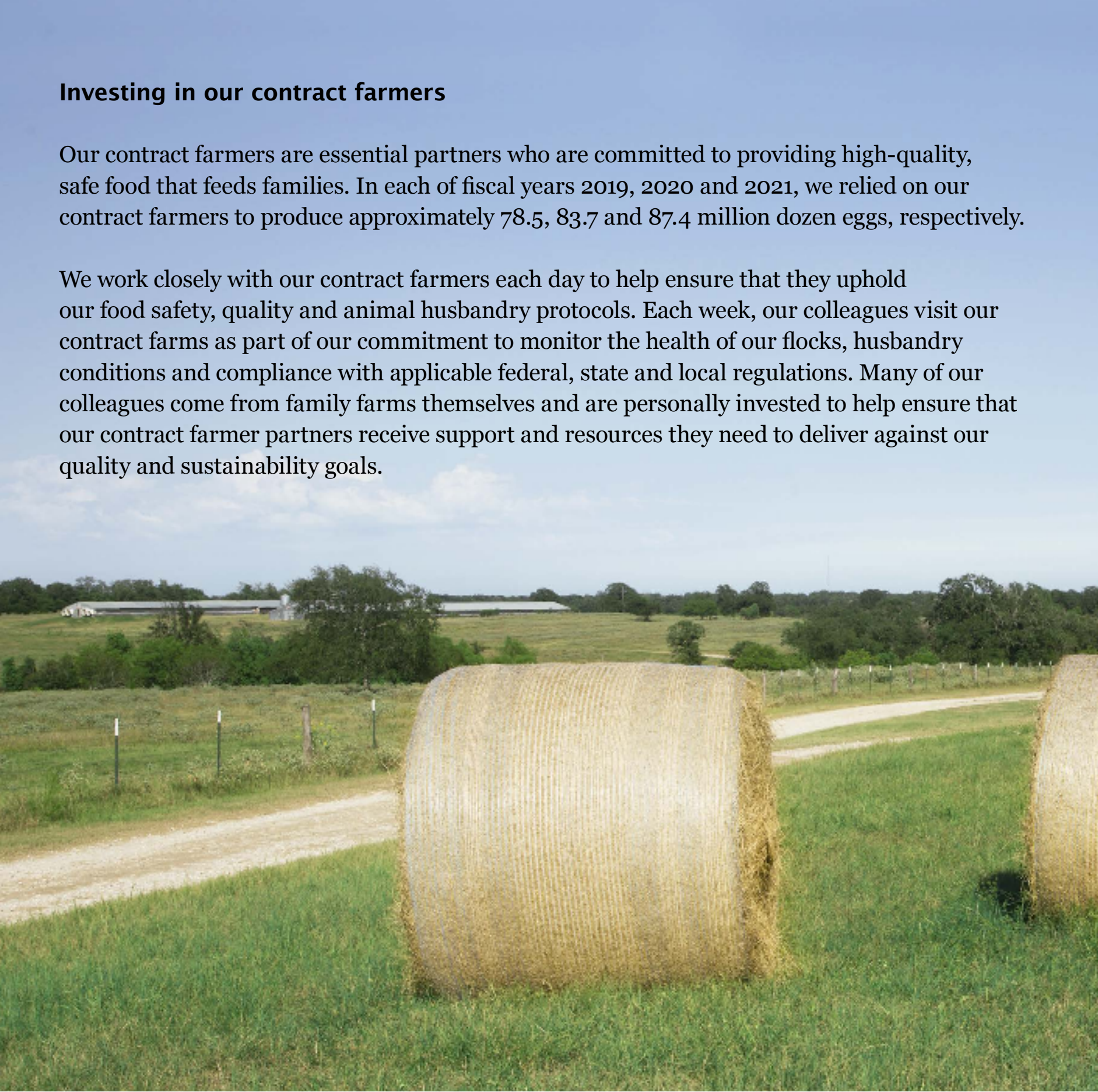
AGRICULTURAL INVESTMENT GENERATES RELATIVELY
 ATTRACTIVE ECONOMIC MULTIPLIERS IN ALL 50 U.S. STATES⁶⁵

Industry	Median U.S. state final demand output multiplier (2019)	Rank
Agriculture, forestry, fishing and hunting	1.1372	1
Nondurable goods manufacturing	0.3785	2
Wholesale trade	0.2576	3
Transportation and warehousing	0.0698	4
Real estate and rental and leasing	0.0313	5
Professional, scientific, and technical services	0.0307	6
Finance and insurance	0.0222	7
Administrative and support and waste management and remediation services	0.0154	8
Utilities	0.0133	9
Management of companies and enterprises	0.0124	10
Durable goods manufacturing	0.0108	11
Information	0.0107	12
Other services	0.0071	13
Retail trade	0.0063	14
Construction	0.0053	15
Mining, quarrying, and oil and gas extraction	0.0033	16
Food services and drinking places	0.0031	17
Arts, entertainment, and recreation	0.0008	18
Accommodation	0.0007	19
Educational services	0.0005	20

Investing in our contract farmers

Our contract farmers are essential partners who are committed to providing high-quality, safe food that feeds families. In each of fiscal years 2019, 2020 and 2021, we relied on our contract farmers to produce approximately 78.5, 83.7 and 87.4 million dozen eggs, respectively.

We work closely with our contract farmers each day to help ensure that they uphold our food safety, quality and animal husbandry protocols. Each week, our colleagues visit our contract farms as part of our commitment to monitor the health of our flocks, husbandry conditions and compliance with applicable federal, state and local regulations. Many of our colleagues come from family farms themselves and are personally invested to help ensure that our contract farmer partners receive support and resources they need to deliver against our quality and sustainability goals.



Benjamin Campbell *General Manager of our Pittsburg, Texas, farm*



“I have deliberately asked for more opportunity in a variety of roles at Cal-Maine Foods to gain a holistic operating experience. The enterprise has supported me each time and I want to extend similar opportunities to the next generation of farmers.”

Benjamin Campbell, “Benji,” serves as General Manager of Cal-Maine Foods’ Pittsburg, Texas, farm. He is responsible for all aspects of the operation including human capital management, pullet and layer hen welfare, biosecurity, egg production, processing, and finished egg distribution to our retail customers. Benji oversees approximately 1,200 acres and has been primarily responsible for the ongoing tree planting initiative that supports local wildlife and biodiversity.

Benji first worked at Cal-Maine Foods as an undergraduate intern at our flagship Edwards, Mississippi, location. He earned a Bachelor of Business Management from Delta State University in 2009, where he excelled as a receiver on the football team. Upon graduation, he immediately commenced

full-time employment at Edwards as a production supervisor. He was promoted to a variety of roles and in August 2011, he relocated to the Pine Grove, Louisiana farm as the production manager. He served at Pine Grove until 2018 when he earned a promotion to General Manager of the Pittsburg, Texas farm.

Benji is dedicated to supporting Pittsburg’s local community. He directs the farm’s dedicated spend to the local feed, hardware, and automobile repair stores in addition to supporting local tractor and farm equipment businesses. Benji’s wife, Deborah Campbell, serves as the Compliance Manager and helps the farm attract and retain community members as colleagues. Benji and Deborah have put down roots and are raising their two children in the Pittsburg community.





Flavio C. *Egg Processing & Packaging*

Flavio directly serves in the processing and packaging of eggs. He joined Cal-Maine Foods in 2012. He began with Cal-Maine Foods in 2012 after the company acquired the location he had worked at since 1984. Though Flavio is very experienced, he enjoys learning more about the industry everyday alongside his colleagues. As a long-time member of the community, Flavio cherishes local business and culture, and he attends Santa Cruz Catholic Church in Pittsburg.



Denise F. *Accounting Manager*

As Accounting Manager, Denise is responsible for the supervision of all aspects of the accounting cycle. Additionally, she helps the company with software implementation and upgrades. Denise joined Cal-Maine Foods in 2012 as part of the location's acquisition and has enjoyed the people around her as well as the significant role she plays in supporting the company's infrastructure. Denise grew up in Mesquite, a suburb of Dallas, and attended Texas A&M-Commerce, receiving her BBA degree with a major in Accounting. She lives in nearby Como, Texas with her two children.



Stephanie M. *Office Manager*

Stephanie serves as Office Manager and handles all matters regarding trucking, human resources, payroll and order fulfillment. Stephanie joined Cal-Maine Foods in 2012 when the company acquired the location where she had served since 2003. Stephanie's work evolved into a managerial role, and she plans to finish her career at the company as she prizes the relationships she has with coworkers. She resides near the farm and can see the facilities when the leaves fall in the winter. Stephanie attends Crossroads Baptist Church in Pittsburg, Texas, and is a loyal member of the local community.



Jeff W. *Plant Supervisor*

Jeff serves as a Plant Supervisor. Jeff is responsible for the comprehensive management of daily egg processing orders helps his direct reports fulfill customer needs. Jeff began his tenure in early 2021, after seeing the attractive opportunity to advance and evolve his career that Cal-Maine Foods offers. Jeff enjoys the opportunity to directly supply customers with high-quality protein. Jeff was born and raised in Pittsburg, Texas, where his family still resides. Jeff's favorite local restaurant is Papa Nachos, a Tex-Mex eatery right on Highway 271.



Carlos O. *Maintenance Supervisor*

In his role at Cal-Maine Foods, Carlos is responsible for managing maintenance, machinery, and processing equipment. He began his career with the company in 2012, when the company acquired the farm where he had served since 1990. Carlos possesses a deep knowledge of all aspects of operations in Pittsburg, and he values the ability to continually feed people and support the local community. Carlos is undoubtedly committed to his role at Cal-Maine Foods and has a substantial impact on fulfilling customer needs.





Saturnino C. ***Shipping Coordinator***

Saturnino aids in shipping and transportation logistics to help ensure all customers receive high-quality eggs in a timely manner. He began working at the farm in 1982 and transitioned to Cal-Maine Foods when the company acquired the location in 2012. Saturnino has extensive experience in the poultry industry. He augmented his company experience with a stint at the company's Searcy, Arkansas, farm before returning to Pittsburg, Texas. Saturnino enjoys his work at Cal-Maine Foods and appreciates the fast-paced, active nature of the role.



Simon O. ***Production Team***

Simon joined Cal-Maine Foods in 2012 when the company acquired the location he had been serving since 1984. As a member of the production team, he is primarily devoted to fixing and maintaining mechanical in-line equipment vital to the facility's operations. He has been in this role for 37 years, and he enjoys everything about the job. Simon lives in Pittsburg, Texas and supports St. Agnes Catholic Church.



Lisa F. ***Area Compliance Manager***

Lisa began her career with Cal-Maine Foods in 2012 when the company acquired the location she had served at since 2006. Lisa began as a Processing Supervisor before earning a promotion to Local Manager and subsequently, Area Compliance Manager in 2017. The company supported her continued career development and she continues to value those she works with as well as the opportunity to support customers with high-quality food. Lisa was born in Dallas and currently lives in Pittsburg, where she is proud to support First Baptist Church, Peonies Day Spa and Daisy's, a local restaurant.



William M. ***Complex Manager***

William serves as Complex Manager, supervising transportation and trucking logistics and helping to ensure that our animal welfare protocols are observed. William has served at the location since 1984 and transitioned to Cal-Maine Foods in 2012. He began working for Lone Star Steel as a millwright out of high school and subsequently earned his Associates Degree in Engineering from Northeast Texas Community College. William loves his job at the farm in Pittsburg, Texas and especially enjoys the relationships he has built with coworkers.



Crystal B. ***Compliance Manager***

As Compliance Manager, Crystal is primarily responsible to help ensure food safety and quality throughout the processing and packaging processes. She also helps manage the facility's relationship with the USDA on-site inspector. Crystal came from a retail background, and she began at Cal-Maine Foods in 2013 as a packer responsible for quality assurance. In 2016, she advanced to serve as Location Compliance Manager. She values the focus Cal-Maine Foods maintains on customer needs. Crystal has lived in Pittsburg, Texas, since 1988 where she raised her two children.





Enrique P.
Processing Mechanic

Enrique joined Cal-Maine Foods in 2012 when the company acquired the location he had served at since about 2001. He works in unison with the processing team to ensure all aspects of egg production run smoothly and efficiently. Enrique is self-taught and truly enjoys the work he does daily and the relationships he has built with his coworkers.



Fernando P.
Production Supervisor

Fernando manages all facets of production in Pittsburg. On a day-to-day basis, he is working to ensure that all belts are running and all birds are supplied with water and feed. Overall, Fernando is responsible for all aspects of animal welfare at the complex. He has been with Cal-Maine Foods since the acquisition, and he has always desired to pursue a career in agriculture. He especially appreciates the opportunity he has for career mobility within the company. Living in Pittsburg with his son and two daughters, Fernando loves supporting the community and enjoys eating at local Papa Nachos.



Zac S.
Production Manager

As Production Manager, Zac helps ensure that our animal welfare protocols are implemented for all the birds under his care. Zac has a degree in Agriculture from Northeast Texas Community College and a Bachelor's of Animal Science from Stephen F. Austin State University. Zac is from Pittsburg and began working for Cal-Maine Foods in Florida in 2010. Soon after, he ended up back in his hometown. Zac's role has greatly evolved to include technological implementation in a newer, safer and more efficient style of production with more than 40 employees under his supervision. Additionally, Zac opened iSOM Scrubs, a local small business, to provide scrubs to workers in various industries. Zac has recently transferred to our Happy Hen location in Texas, where he continues to succeed in his role.



Cesar O.
Pullet Farm Manager

As Pullet Farm Manager, Cesar is responsible for best practices that support our young birds' early nutrition and development. Cesar has a deep understanding of pullet production and placement and has been an invaluable asset for Cal-Maine Foods and managing the team dedicated to pullet rearing. Cesar thoroughly enjoys working at the Pittsburg, Texas farm and cites the great people and opportunities to advance his career as some of his favorite features of the job. Cesar grew up in Pittsburg and supports Pittsburg Catholic Church among many other local small businesses.



Carolina O.
Lead Housekeeper

Carolina works as Lead Housekeeper to promote our young birds' health and safety. Carolina served at Cal-Maine Foods' Texas Egg Products facility for 13 years before transferring to the Pittsburg farm. Carolina she is praised for her commitment to animal welfare in her work. She enjoys working for Cal-Maine Foods because the company prioritizes high-quality food choices that help feed people healthy eggs across the country. Carolina lives close to the farm with her family and enjoys shopping locally.





Salomon B. *Maintenance Supervisor*

Salomon serves as Maintenance Supervisor and manages the houses, fans, collectors, belts and manure at the plant. Every day, Salomon ensures that all houses are in good condition and makes any necessary repairs to promote safety and security for all birds. His career began in poultry and agriculture, and he has been with Cal-Maine Foods since 2016. Salomon began on the maintenance team and was able to evolve to a supervisory role as he took on more responsibilities. He lives around 30 minutes from the complex with his wife and two sons.



Johnny S. *Pullet Supervisor*

Recently retired from Cal-Maine Foods, Johnny served most recently as a Pullet Supervisor, working closely with Cesar Ornelas. During his long career, Johnny inspected the pullet houses to help ensure they were optimized to support our animals' health and development. Johnny served at the Pittsburg farm for 17 years and helped provide a smooth transition when Cal-Maine Foods acquired the location in 2012. Johnny was born and raised in Mount Pleasant, Texas and grew up on a small cattle farm, which piqued his interest in agriculture early in his life. Johnny was a wonderful colleague to have at the Pittsburg farm, and the company wishes him the best for his well-deserved retirement.



Deborah C. *Compliance Manager*

Deborah is responsible for compliance and biosecurity at the farm. She also supports colleague hiring and training processes to help ensure that all colleagues are onboarded in accordance with corporate health and safety protocols. Deborah graduated from Delta State University after studying graphic design and business and subsequently worked in compliance in healthcare and construction. She loves working for Cal-Maine Foods and views her coworkers as family. She is happy to contribute to all aspects of OSHA and environmental reporting and is instrumental to deliver against the company's standards for colleague safety and biosecurity. Deborah is married to General Manager Benji Campbell. They reside near the Pittsburg farm with their two children.



Matt Whiteman

General Manager of our Waelder, Texas, farm



“Our colleagues comprise our most important asset. We support them as we continue to pursue continuous operating improvements.”

Matt Whiteman serves as General Manager of our Waelder I & II complexes in Waelder, Texas. A native of New York state, Matt completed two internships at Cal-Maine Foods’ flagship, Edwards, Mississippi, farm before earning a Bachelor of Science in Poultry Science from Mississippi State University in 2011. After graduation, Matt began his career with the company, first serving in the Edwards, Mississippi, location in multiple roles. In 2013, Matt worked as the Production Manager at the Bremen and Guthrie, Kentucky, locations. In 2014, Matt earned a promotion to Operations Manager at the Wharton County, Texas, farm where he served until 2015.

In 2015, Matt was promoted to General Manager of the Waelder, Texas, operations where he is responsible for oversight of about

140 colleagues and supervises all aspects of egg production and customer service fulfillment and delivery in addition to managing our animal welfare programs. Matt also serves as a very active member of the Cal-Maine Foods’ Sustainability Stewardship Council as an Environmental Stewardship pillar lead.

Matt’s leverages his practical experience and deep operating knowledge to further agricultural industry best practices. He currently serves as President of the Texas Egg Council in addition to his 2022 appointment as a board member of the Texas Poultry Federation. Matt is married to Rhonda, who serves as Vice President, Accounting Operations at Cal-Maine Foods. Matt and Rhonda are the proud parents of one son, Reed.





Hailey B. *Compliance Manager*

Hailey serves as Location Compliance Manager. She supports company performance of on-site audits and helps ensure that the farm exceeds expectations for biosecurity and safety. Hailey accepted a summer internship with Cal-Maine Foods in 2017 and stayed with the company after finishing. She graduated from Tarleton State in December of 2017 after studying Agricultural Business and Economics and began her career with the company just weeks later. She loves the environment at the farm and feels as if as everyone treats her as extended family. Hailey lives in nearby Shiner, Texas, and loves everything about the state.



Max J. *Processing Supervisor*

Max serves as Processing Supervisor. After graduating from Sam Houston State University with a major in Agricultural Business and minor in Finance, Max joined Cal-Maine Foods in January 2021. He learned about the company at a career fair and was drawn to the potential for a unique career in which he could balance desk work and hands-on experience. Max supervises our colleagues to help ensure customer satisfaction throughout the order fulfillment process. Max notes that there is never a boring day on the job and the distinctive nature of his work keeps his job interesting. Being from Conroe, Texas with family still there, Max loves the state and is pleased to begin his career there. Max recently relocated from Waelder, Texas to Happy Hen Farm.



David M. *Production Manager*

David serves as Production Manager at Complex 1 in our Waelder, Texas location. He began his career at Cal-Maine Foods in 1989 in LaGrange, Texas, as a crew chief mainly responsible for bird handling. In 1997, he began working at the Waelder complex and served as Pullet Manager before earning subsequent promotions to his current role. David is responsible for the welfare of the flock at the farm and works to ensure their health and welfare needs are met, daily. David loves his location in Texas and enjoys his career as he had grown up around agriculture. In his free time, he enjoys spending time with his son and daughter and watching them play sports.



Serafin G. *Processing Supervisor*

Serafin serves as Processing Supervisor where he manages employees and oversees the fulfillment of orders. He began working with Cal-Maine Foods in 2016 as a packer and was quickly promoted after management noticed his ambition, ability to work quickly and potential to fill a supervisory role. Serafin has always been quick to volunteer to do any type of work the company needed, and he enjoys the opportunity to grow his career exponentially. He lives in Gonzales, Texas, with his family and loves to play soccer in his free time.



Justin K. *Production Supervisor*

Serving as Production Supervisor, Justin manages and directs employees to provide feed and water for our layer hens, supervise their welfare and gather and transport eggs. Justin graduated from Texas State University in 2011 with a degree in General Agriculture and a Teacher's Certification. He intended to become a high school teacher, but he interviewed with Cal-Maine Foods and later accepted the offer. He is originally from Thorndale, Texas, and currently lives on the farm. In their free time, he and his wife enjoy being outdoors with their two daughters.





Fred W. ***Pullet Manager***

As Pullet Manager, Fred supervises the flock service crew, cares for the birds, directs chick placement and oversees transportation of pullets and layer hens. Fred attended California Polytechnic State University in San Luis Obispo and received a Bachelor's degree in Poultry Science in 1980. He landed a job in Utah and subsequently New Mexico when the plant was acquired by Cal-Maine Foods. In 1992, he arrived at Waelder complex and has been focused on pullet management. Though he is 64, Fred continues to work hard daily and wants to continue doing so for the foreseeable future.



Amanda C. ***Pullet Supervisor***

Amanda manages all facets of pullet welfare from the day the farms receives the chicks until the pullets leave the house at about 18 weeks of age. Amanda helps ensure that the farm's pullets are raised with feed and housing conditions that support their health and future laying abilities. Amanda earned her Bachelor's degree from Texas A&M in 2001 and began her career at Cal-Maine Foods at the processing plant in LaGrange, Texas. She lives in LaGrange with her husband, two sons, two dogs and two cats on the land that her family has passed down for more than 100 years. She enjoys the nearby community and attends church locally with her family.



Statement on applicable regulatory authorities

All of our operations are located in the U.S. FSIS serves as one of our primary regulators, overseeing how we label, market and sell our products. USDA AMS is responsible for the Shell Egg Surveillance Program, a voluntary, fee-for-service program that provides highly trained, impartial USDA graders in our processing facilities to monitor egg-quality standards and inspect our eggs. We are committed to continued participation and financial support of this voluntary grading program, which enhances our product reputation and provides assurance benefits for our customers. The USDA, FDA and the Federal Trade Commission (FTC) share jurisdiction over claims made about food products. The FDA assumes primary responsibility for regulating food labeling, and the FTC assumes primary responsibility for regulating food advertising. The FTC is charged to protect consumers and competition by preventing anticompetitive, deceptive, and unfair business practices through law enforcement, advocacy, and education without unduly burdening legitimate business activity.

We are also subject to our federal, state and local taxing authorities’ oversight of the tax treatment of our cash and saleable product donations, among other items.

Cal-Maine Foods’ policies require adherence to all rules and regulations, and we seek to meet and even exceed our regulators’ expectations.

Corporate Governance

Cal-Maine Foods' Sustainability Pillars



People

Our people and their well-being are our greatest responsibility.



Animal Welfare

The wellness of our animals is of utmost importance as we provide high-quality egg choices that feed people.



Environmental Stewardship

We strive for robust natural resource management to help meet future food needs.



Quality Food Choices

Providing high-quality, sustainable food choices is at the heart of all we do.



Community

We understand and support our local communities with focus on education, hunger relief and financial investment.



Corporate Governance

Our commitment to corporate stewardship helps us continue to provide healthy, affordable food to America's families.

Max Bowman

Vice President and Chief Financial Officer



"Cal-Maine Foods is committed to strong corporate governance that helps advance the company's strategy and mitigate potential risks."

Mr. Bowman has served as Company Vice President and Chief Financial Officer since October 5, 2018, when he was elected to the Board. Mr. Bowman also serves as treasurer and secretary. He joined the Company in June 2018 as vice president, finance. Mr. Bowman is a Certified Public Accountant who has extensive experience leading corporate finance and accounting, financial reporting, risk management and merger and acquisition efforts. Mr. Bowman is responsible for the Company's business line finance group, accounting and financial reporting, corporate development, financial planning and analysis, human capital, information technology, investor relations, risk management and sustainability functions.

Prior to joining the Company, Mr. Bowman served as Chief Financial Officer of Southern States Utility Trailer Sales and H&P Leasing from 2014 to 2018. In 2003, Mr. Bowman co-founded Tenax, LLC, a holding company for Tenax Aerospace, a special-mission aircraft-leasing company. At Tenax, Mr. Bowman served as chief executive officer, chief financial

officer and president. From 1985 to 2002, Mr. Bowman served in progressive roles of responsibility at ChemFirst, Inc., (NYSE: CEM), a diversified global agricultural, intermediate and fine chemical manufacturer and provider of electronic materials and chemicals to the semiconductor industry that was previously listed on the New York Stock Exchange. Mr. Bowman was appointed as Chief Financial Officer of ChemFirst in 1997 and served in this role until ChemFirst was sold to DuPont Co in December 2002. Previously, Mr. Bowman began working at Arthur Andersen & Company in 1982 and served as a Senior Auditor when he left the firm in 1985.

Mr. Bowman's earlier board service includes Tenax and WGS Systems. He earned a Bachelor of Accountancy Degree from Mississippi State University. The Board believes that Mr. Bowman's extensive experience in managing the finance divisions of public and private companies and successful dealmaking track record qualify him to serve on the Board.

Our materiality assessment

In fiscal 2022, Cal-Maine Foods completed our first materiality assessment, which spanned two years of work and reflects the key areas that we believe influence stakeholders’ decisions about how to engage with our company. In the assessment, we considered multiple sustainability frameworks, our senior leadership team’s enterprise vision and customers’ ranked preferences for their suppliers’ commitments and evidenced sustainability progress. We also considered other key stakeholders’ needs including, colleagues, investors, regulators, and the members of communities we serve, and the important role Cal-Maine Foods has to help ensure that access to nutritious and affordable protein is available in the U.S.

Our internal and external stakeholder responses identified 19 impact categories that are material to how we conduct our business. We aligned these impact categories to our sustainability pillar reporting structure and the UN SDGs.

Pillar	Impact categories	
People	– Workplace health and safety – Human rights working conditions – Diversity, equity and inclusion – Human rights supply chain	8 DECENT WORK AND ECONOMIC GROWTH 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 10 REDUCED INEQUALITIES 11 SUSTAINABLE CITIES AND COMMUNITIES 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
Quality Food Choices	– Food safety systems – Product recalls and bans – Antibiotic use – Customer satisfaction and retention – Regulatory marketing and compliance	2 ZERO HUNGER 12 RESPONSIBLE CONSUMPTION AND PRODUCTION 15 LIFE ON LAND
Environment	– GHG emissions – Deforestation and biodiversity – Waste and toxicity – Water use and scarcity	2 ZERO HUNGER 3 GOOD HEALTH AND WELL-BEING 6 CLEAN WATER AND SANITATION 12 RESPONSIBLE CONSUMPTION AND PRODUCTION 13 CLIMATE ACTION 15 LIFE ON LAND
Animal Welfare	– Animal care policy – Animal care assurance and certification	2 ZERO HUNGER 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
Community	– Community hunger relief	2 ZERO HUNGER
Corporate Governance	– Ethics and code of conduct – Board of Directors oversight – Sustainability governance and reporting	12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Our cornerstone: our Board of Directors’ oversight and strategy

We recognize the important contributions our Board of Directors makes to our enterprise initiatives, including our sustainability journey. Our board oversees our company and management and provides direction for our sustainability efforts, including topics such as diversity, equity and inclusion and efforts to address climate change, among other environmental, social and governance topics. The members of our board were elected to their roles given their business experiences, qualifications, attributes and skills related to their relevant expertise and proven operating talents.

Our Board of Directors’ composition aligns with our enterprise strategies and helps us position for future enterprise needs. The Nominating Committee considers the skills, attributes and diversity of background and experience when evaluating potential director nominees for board refreshment. We believe that our directors have suitable and diverse skill sets that align with our industry and business strategy. This matrix features the professional skills our Board of Directors brings to our enterprise, among others. Our Nominating Committee will review these skill areas periodically to help ensure they represent our company’s current and anticipated future needs.

CAL-MAINE FOODS BOARD OF DIRECTORS — SKILLS MATRIX

	Audit & risk management	Financial reporting	Governance & ethics oversight	Human capital management	Industry experience	Information & cyber security	Legal compliance & regulatory relations	Mergers & acquisitions	Product quality & innovation	Strategy & planning	Supply chain & procurement	Sustainability governance
Adolphus Baker				✓	✓		✓	✓		✓	✓	
Max Bowman	✓	✓	✓	✓	✓	✓		✓		✓	✓	✓
Letitia C. Hughes	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Sherman Miller	✓			✓	✓		✓	✓	✓	✓	✓	✓
James E. Poole	✓	✓	✓	✓	✓			✓		✓		
Steve W. Sanders	✓	✓	✓	✓	✓		✓	✓	✓	✓		
Camille S. Young	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓

Our enterprise is committed to a diversity of representation; our strategy and vision benefit from the representation and leadership provided by our majority independent Board of Directors. Our board comprises 29% of members who self-identify as female and 14% of members who self-identify as a member of an ethnic minority group.

BOARD DIVERSITY MATRIX AS OF JULY 27, 2022

Total Number of Directors	7			
	Female	Male	Non-Binary	Did Not Disclose Gender
Part I: Gender Identity				
Directors	2	5	—	—
Part II: Demographic Background				
African American or Black	1	—	—	—
Alaskan Native or Native American	—	—	—	—
Asian	—	—	—	—
Hispanic or Latinx	—	—	—	—
Native Hawaiian or Pacific Islander	—	—	—	—
White	1	5	—	—
Two or More Races or Ethnicities	—	—	—	—
LGBTQ+	—	—	—	—
Did Not Disclose Demographic Background	—	—	—	—



STATEMENT ON PEER BENCHMARKING

With input from our management team and our Sustainability Stewardship Council, we continually review our sustainability performance versus our industry peers. We also consider our performance as reported by the Coller FAIRR Protein Producer Index, and we consider the Sustainability Accounting Standards Board (SASB) framework for the meat, poultry and dairy industries, among others. We look forward to enhancing our commitment to peer benchmarking and analysis and reporting our findings.

STATEMENT ON KEY PERSON RISK AND SUCCESSION PLANNING

Our colleagues are our most sustainable resources, and we believe that robust corporate governance includes prudential management of key person risk and succession planning. Our senior management team comprises individuals who have dedicated themselves to becoming skilled in their professions. We believe that our key person

risk is minimal given the broad bench of in-house talent that collectively drives our organization’s performance and resilience. We do not rely in undue measure on the skill of any single individual to help develop our enterprise strategy and operationalize our goals. We believe that we have sufficient internal and external human capital resources to support our continuity initiatives.

STATEMENT ON TAX-BASE EROSION AND TRANSFER PRICING

Cal-Maine Foods’ operations are domiciled solely in the U.S. and as such do not engage in transfer pricing outside the U.S. and do not do business in taxing jurisdictions that enable tax-base erosion and profit shifting.

STATEMENT ON PUBLIC POLICY ENGAGEMENT

Cal-Maine Foods believes in the value of our participation in sustainability dialogues in the U.S. and international communities. We remain committed to engaging with trade groups and public policymakers, among others, to advance these dialogues.

Cal-Maine Foods’ colleagues represent our company with trade group participation and engagement on common industry issues, including protecting human health and well-being in the workplace, sustainable food safety and quality initiatives, understanding climate change risks, water footprint management, waste and toxicity management, land use impacts, antimicrobial stewardship and animal welfare matters, among other matters. For example, we have long provided representatives to the US-RSPE, which in April 2021 announced its intention to launch a “multi-stakeholder sustainability reporting framework for the full U.S. supply chains for chicken, turkey and eggs from producer to final customer.”⁶⁶

We send representatives to the International Welfare Poultry Alliance, which has a mission statement to “support sustainable poultry production that is ethically, socially, scientifically and economically responsible.” Cal-Maine Foods colleagues also represent our company with the United Egg Producers, a collaboration of U.S. farmers committed to “advance responsible egg production,

assure proper hen care, produce safe eggs and preserve the environment for future generations.”⁶⁷ Our colleagues also represent our interests with select other trade groups that focus on key sustainability issues.

We additionally engage to help shape and promote public policy tied to sustainability in select situations. For example, Cal-Maine Foods has provided representation to the Environmental Protection Agency (EPA) Animal Agriculture Discussion Group. The EPA is committed to “a strong partnership with the agricultural community to assist in fulfilling our mission of protecting human health and the environment.”⁶⁸

We remain committed to participating in and contributing to the public dialogue surrounding environmental, social and governance issues for our industry. We look to these dialogues as a way to contribute to and benefit from ideas tied to sustainability operationalization and reporting.

Christopher Myers Vice President, Operations



“I want to help ensure that anyone involved in decision-making has the opportunity to contribute.”

Christopher Myers has served as Vice President, Operations of Cal-Maine Foods since 2012. Chris is responsible for the enterprise’s Southeastern operations, including owned and contract egg production and processing facilities in Florida, Georgia, North Carolina and South Carolina. Chris’ organization comprises more than 600 colleagues. He is additionally responsible for maintaining relationships with contract growers dedicated to organic, nutritionally enhanced and cage-free production.

Chris has attained his leadership role in the U.S. poultry industry with his proven track record and holistic operating background. After earning his Applied Science and General Agriculture and Economics degree from North Carolina State University in 2002, Chris joined the Cal-Maine Foods’ team in Bethune, South Carolina. He earned promotions in a variety of roles in the enterprise before being named General Manager of the Mascotte, Florida, farm in 2005. Subsequently, Chris managed the successful integration of four acquisitions that helped drive Cal-Maine Foods’ expansion. He also helps supervise the enterprise breeder and hatchery

program that is essential to hatching a future, healthy flock.

In 2012, Chris earned his promotion to Vice President, Operations, where he has continued to drive excellent outcomes for colleagues and customers. In addition to his operations role, Chris serves on the Cal-Maine Foods Sustainability Stewardship Council as a Corporate Governance lead where he contributes to alignment of our corporate strategy with best-in-class principles of public company sustainability disclosure. Chris also serves the agricultural industry with his contributions to the Animal Industry Technical Council and the Feed, Seed and Fertilizer Council for the state of Florida. His role is to serve and advise the state on matters relevant to animal agriculture, food production and natural resource stewardship. He also serves the North Carolina Egg Association.

Chris has been married fourteen years. He and his wife are raising their twin boys and a girl outside of Tampa, Florida. He and his wife originally from North Carolina were raised within agricultural families and hope their children will experience the same dedication and passion for farming.

Our commitment to ethics and compliance

Cal-Maine Foods is proud of our strong track record of prudential governance and corporate controls that seek to inculcate the highest principles of ethics into our culture. To support this culture, we maintain a robust *Code of Ethics for Directors, Officers and Employees* (Code of Ethics) that is overseen by our Board of Directors. Our Code of Ethics is publicly available, and we expect and require our colleagues, including our directors and officers, to adhere to it.⁶⁹ The Audit Committee of our Board of Directors oversees compliance with ethical standards adopted by Cal-Maine Foods.

We remain committed to transparency with regard to our ability to drive ethical business operations. In any instance in which we are subject to material legal or regulatory fines or settlements tied to violations of bribery, corruption, or anti-competitive standards, we disclose the details of such in our Annual Reports on Form 10-K filed with the Securities and Exchange Commission (SEC) and in other periodic reports.⁷⁰

STATEMENT ON ETHICAL BUSINESS DEALINGS

Cal-Maine Foods strives to compete and to succeed through superior performance and products and without the use of unethical

or illegal practices. We do not tolerate corrupt practices in our operations or knowingly tolerate corrupt practices within our greater value chain. In any location in which we conduct or seek to conduct business, we expect that our colleagues’ conduct will exemplify our company’s commitment to the highest standards of ethical business dealings. We prohibit bribery or any inappropriate or prohibited behavior tied to our interactions with elected officials and others who may influence our ability to conduct our business. In each of fiscal years 2019, 2020 and 2021, we were not subject to any notable controversies tied to bribery or corrupt practices in our operations.

We do not tolerate self-dealing in our operations. We expect and require that colleagues will act in the best interest of our enterprise in all matters and disclose any potential conflicts of interest in alignment with the requirements of our Code of Ethics. The Code requires that Cal-Maine Foods does business with any company on an arms-lengths basis and extends to our supplier interactions. We continue to seek to deal fairly with our suppliers and do not pass on undue costs to our suppliers for, among other matters, marketing purposes, and remain committed to satisfy our accounts payable obligations in accordance with the terms of payment.

STATEMENT ON ANTITRUST AND ANTI-COMPETITIVE PRACTICES

We operate in a highly regulated industry subject to federal antitrust and anti-competitive practices oversight from the FTC and U.S. Department of Justice (DOJ), among other federal and state regulatory bodies. As we engage in industry activities with our peers, we remain vigilant to help ensure adequate safeguards are in place. For example, we maintain strong controls over information tied to our future plans and take steps, including engaging in various forms of training, to help ensure that our colleagues do not share inappropriate information with competitors, industry or financial analysts or suppliers. We protect information tied to our supply chain practices, in particular our pricing information, among others in accordance with applicable law.

In an instance in which we may be asked to provide data for an industry or governmental study or initiative, we carefully consider the type and age of the data requested and the

specific identifiability of our organization as a reporting entity.

We take steps to help ensure that we do not share any inappropriate data or material, non-public information. If we share information with a trade group or governmental entity, we take steps when appropriate to help ensure that the data is appropriately anonymized and that confidentiality is maintained. We expect that in the course of any trade group engagement, our colleagues will adhere to our enterprise commitment to exclude anti-competitive conversations, data-sharing and practices.

We believe that in the U.S., where our operations are domiciled, the fresh shell egg production industry remains highly fragmented. We are aware of no reasonable concerns that a cartel or that an operator with dominant power exercises outsized influence in our market.



Rhonda Whiteman *Vice President, Accounting Operations*

Rhonda Whiteman serves as Vice President, Accounting Operations and holds a Bachelor of Business Administration from Mississippi State University, where she graduated *summa cum laude* in 2012.

She joined Cal-Maine Foods immediately upon graduation from Mississippi State, where she began as a temporary colleague in the Accounts Payable department. She was subsequently responsible for multiple roles within the Finance organization prior to her promotion to Vice President and Director of Operations Accounting.

Whiteman has served at Cal-Maine Foods' operations in Jackson, Mississippi; Guthrie, Kentucky; Boling, Texas; and Flatonia, Texas.

Whiteman has a strong knowledge of company accounting procedures and field operations, which she uses to help further reporting abilities and enhance enterprise-wide procedures while providing support to our management and investor reporting functions. Rhonda is married to Matthew Whiteman, General Manager at Cal-Maine Foods' operation in Waelder, Texas, and is the proud mother of a son, Reed.

STATEMENT ON FINANCIAL REPORTING

Cal-Maine Foods remains committed to making full, fair, accurate, timely and understandable disclosure in compliance with all applicable laws, rules and regulations in all reports and documents we file with, or submit to, the SEC and in all other public communications made by or on behalf of the Company as outlined in our Code of Ethics.⁷¹

Each senior officer of Cal-Maine Foods seeks to ensure that financial statements and other disclosures comply with all applicable laws, rules and regulations. The Audit Committee of our Board of Directors is responsible for overseeing the “integrity of the company’s quarterly and annual financial statements and the company’s accounting and financial reporting processes and financial statement audits.”⁷² In each of fiscal years 2019, 2020 and 2021, we experienced no notable controversies tied to our financial reporting.

STATEMENT ON REMUNERATION ALIGNMENT

Cal-Maine Foods remains committed to helping ensure that our directors, officers and other colleagues’ incentives are aligned with our enterprise best interests. It is our intent to compensate our employees at a level that will appropriately reward them for their performance, minimize the number of employees leaving our employment because of inadequate compensation and enable us to attract sufficient talent as our business expands.⁷³ We continue to monitor our compensation arrangements, including our incentive plans, to drive the continued sustainability of our ability to provide high-quality food choices that feed people.

STATEMENT ON APPLICABLE REGULATORY AUTHORITIES

Our food production operations are domiciled solely in the U.S. The regulators that oversee our corporate governance include the SEC, which oversees the Securities Exchange Act of 1934 that governs securities traded on the secondary market after issuance. The SEC oversees the Sarbanes-Oxley Act of 2002, which is meant to protect investors in public securities from corporate fraudulent accounting activities. The SEC also exercises oversight of the rules and regulations tied to our reporting compliance, including our annual report and proxy statement.

As a listed company on the NASDAQ exchange, we are required to comply with NASDAQ’s corporate governance rules. Both the SEC and NASDAQ require us to provide extensive disclosures regarding our corporate governance in our periodic reports and proxy statements filed with the SEC or posted on our website.

We are subject to federal antitrust laws that require regulatory approval of acquisitions that exceed select threshold levels of significance. Federal antitrust laws are enforced by the DOJ Antitrust Division and the FTC.

Our corporate tax program is subject to federal, state and local taxing authorities’ jurisdictions.

We are subject to a variety of U.S. federal and state laws governing animal welfare requirements, including minimum space requirements and, in some cases, cage-free requirements for the hens in our commercial egg operations.

We believe we are well-positioned to meet or exceed our regulators’ expectations and drive continued robust corporate governance.

SASB-Aligned Disclosure: Meat, Poultry and Dairy

Cal-Maine Foods'

Sustainability Pillar

SASB Category

Accounting Metric

Category

Unit of Measure

Code

Response

Environmental Stewardship	Greenhouse Gas Emissions	Gross Global Scope 1 Emissions	Quantitative	Metric tons (t) CO ₂ -e	FB-MP-110a.1	We are reconsidering how we measure and report our Gross Global Scope 1 Emissions. We anticipate reporting our progress in future sustainability updates.
		Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions-reductions targets and an analysis of performance against those targets	Discussion and analysis	N/A	FB-MP-110a.2	To read our discussion, please see “Our commitment to minimize greenhouse gas emissions.”
	Energy Management	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	Quantitative	Gigajoules (GJ), Percentage (%)	FB-MP-130a.1	In each of fiscal years 2019, 2020 and 2021, substantially all of our owned of our owned operations' electricity needs were provided from the grid. We are considering how to measure our total energy consumption, including our utilization of grid electricity and renewables. We anticipate reporting our progress in future sustainability updates.
	Water Management	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress		Thousand cubic meters (m3), Percentage (%)	FB-MP-140a.1	We are considering how to measure our total water withdrawn, our total water consumed and the percentage of each activity in regions of High or Extremely High Baseline Water Stress. We anticipate reporting our progress in future sustainability updates.
		Description of water management risks and discussion of strategies and practices to mitigate those risks	Discussion and analysis	N/A	FB-MP-140a.2	To read our discussion, please review our “Statement on water management” position statement.
		Number of incidents of non-compliance with water quality permits, standards, and regulations	Quantitative	Number	FB-MP-140a.3	We report in alignment with the disclosure requirements pursuant to Regulation S-K Item 103 as adopted by the SEC, which is a modification of this metric. In each of fiscal years 2019, 2020 and 2021, Cal-Maine Foods had no material instances of wastewater discharges that would require disclosure pursuant to Regulation S-K Item 103. To read our discussion, please see “Scaling our commitment to gray water management” in our fiscal year 2020 sustainability report.

Cal-Maine Foods' Sustainability Pillar

SASB Category	Accounting Metric	Category	Unit of Measure	Code	Response
Environmental Stewardship	Land Use and Ecological Impacts	Quantitative	Metric tons (t)	FB-MP-160a.1	We do not report the amount of animal litter and manure generated in our operations. We are considering the best reporting method and anticipate reporting our progress in future sustainability updates.
	Percentage of pasture and grazing land managed to Natural Resources Conservation Service (NRCS) conservation plan criteria		Percentage (%) by hectares	FB-MP-160a.2	We do not report the percentage of pasture and grazing land managed to NRCS conservation plan criteria. In each of fiscal years 2019, 2020 and 2021, as an immaterial and non-core part of our business, we leased land to third parties for agricultural production, including grain operations, cattle grazing and haying operations.
	Animal protein production from concentrated animal feeding operations (CAFOs)		Metric tons (t)	FB-MP-160a.3	We report the amount of animal protein production from our owned CAFO operations in egg dozens, which is a modification of this metric. In each of fiscal years 2019, 2020 and 2021, our owned CAFO operations produced approximately 794.1, 846.5 and 883.5 million dozen eggs, respectively. This production does not include eggs produced by our contract growers, eggs purchased from outside suppliers or eggs sold as breaking products and byproducts. To read our discussion, please see our "Statement on CAFOs."
Quality Food Choices	Food Safety	Quantitative	Rate	FB-MP-250a.1	In each of fiscal years 2019, 2020 and 2021, our processing facilities were audited to SQF certification standards, which is recognized by the Global Food Safety Initiative. In fiscal year 2019, our major non-conformance rate was zero. Our minor non-conformance rate was 2.04, which is calculated from 84 total minor non-conformances divided by 41 audited processing facilities. The company's minor non-conformance corrective action rate was 100 percent. In fiscal year 2020, our major non-conformance rate was 0.04, which was corrected in accordance with our SQF certification program under audit. Our minor non-conformance rate was 0.72, which is calculated from 18 total minor non-conformances divided by 25 audited processing facilities. The company's minor non-conformance corrective action rate was 100 percent. In fiscal year 2021, our major non-conformance rate was zero. Our minor non-conformance rate was 0.07, which is calculated from three total minor non-conformances divided by 41 audited processing facilities. The company's minor non-conformance corrective action rate was 100 percent.
	Percentage of supplier facilities certified to a Global Food Safety Initiative (GFSI) food safety certification program		Percentage (%)	FB-MP-250a.2	We report our supplier facilities' GFSI certification as a percentage of our fresh shell egg purchases, which is a modification of this metric. In each of fiscal years 2019, 2020 and 2021, less than one percent of our finished egg sales were provided to customers that did not require certification. To read our discussion, please see "Commitment to sustainable third-party certification."

**Cal-Maine Foods’
Sustainability Pillar**
SASB Category
Accounting Metric
Category
Unit of Measure
Code
Response

Quality Food Choices	Food Safety	(1) Number of recalls and (2) total weight of products recalled	Quantitative	Number, metric tons (t)	FB-MP-250a.3	We report our product recall information in finished egg dozens and if applicable, in pounds of egg products, which is a modification of this metric. In each of fiscal years 2019, 2020 and 2021, none of our finished eggs or egg products were subject to voluntary or involuntary recall.
		Discussion of markets that ban imports of the entity’s product	Discussion and analysis	N/A	FB-MP-250a.4	To read our discussion, please see “Statement on fresh shell egg product bans.”
	Antibiotic Use in Animal Production	Percentage of animal production that received (1) medically important antibiotics and (2) not medically important antibiotics by animal type	Quantitative	Percentage (%) by weight	FB-MP-260a.1	We report the percentage of animal production that received medically important antibiotics and not medically important antibiotics by animal type as a percentage of the feed we provide, which is a modification of this metric. In each of fiscal years 2019, 2020 and 2021, we administered a single medically important antibiotic in less than one percent of the feed we provided to our animals under supervision from licensed veterinarians with whom we had established client-patient relationships. To read our discussion, please see “Statement on our judicious therapeutic use of medically important antibiotics.”
People	Workforce Health & Safety	(1) Total recordable incident rate (TRIR) and (2) fatality rate	Quantitative	Rate	FB-MP-320a.1	In each of fiscal years 2019, 2020 and 2021, our enterprise TRIR was 4.5%, 3.5%, 2.9%, respectively. In each of fiscal years 2019, 2020 and 2021, our fatality rate was 0.025%, 0.0% and 0.0%, respectively. To read our discussion, please see “Our cornerstone: commitment to transparent reporting.”
		Description of efforts to assess, monitor, and mitigate acute and chronic respiratory health conditions	Discussion and analysis	N/A	FB-MP-320a.2	To read our discussion, please see “Special statement on respiratory health.”
Animal Welfare	Animal Care & Welfare	Percentage of pork produced without the use of gestation crates	Quantitative	Percentage (%) by weight	FB-MP-410a.1	This metric is not applicable to Cal-Maine Foods’ operations.
		Percentage of cage-free shell egg sales		Percentage (%)	FB-MP-410a.2	We report our cage-free shell egg revenue, which is a modification of this metric. In fiscal year 2021, 23% of our net shell egg sales was derived from cage-free eggs.
		Percentage of production certified to a third-party animal welfare standard		Percentage (%) by weight	FB-MP-410a.3	We report our percentage of production of animal protein produced by our owned operations and our contract farmers that is certified to third-party standards as a percentage of egg dozens sold, which is a modification of this metric. In each of fiscal years 2019, 2020 and 2021, 100%, or all, of the fresh shell eggs produced by our owned and our contract farmers was certified to third party-animal welfare standards, which represented 84%, 84% and 87%, respectively, of finished eggs we brought to market. To read our discussion, please see “Commitment to sustainable third-party certification.” In each of fiscal years 2019, 2020 and 2021, 100%, or all, of the fresh shell eggs produced by our owned and our contract farmers for egg-breaking operations was certified to third-party animal welfare standards.

Cal-Maine Foods'
Sustainability Pillar

Sustainability Pillar	SASB Category	Accounting Metric	Category	Unit of Measure	Code	Response
Environmental Stewardship	Environmental and Social Impacts of Animal Supply Chain	Percentage of livestock from suppliers implementing the Natural Resources Conservation Service (NRCS) conservation plan welfare standards	Quantitative	Percentage (%) by weight	FB-MP-430a.1	This metric is largely not applicable to our operations as our outside purchases of livestock are minimal. We engage in selective purchases of breeding stock and other birds as is standard for our industry.
Animal Welfare	Environmental and Social Impacts of Animal Supply Chain	Percentage of supplier and contract production facilities verified to meet animal welfare standards	Quantitative	Percentage (%)	FB-MP-410a.2	We report our percentage of supplier production of animal protein certified to third-party standards as a percentage of egg dozens sold, which is a modification of this metric. In each of fiscal years 2019, 2020 and 2021, we purchased approximately 16%, 13% and 10%, respectively, of finished eggs we brought to market from outside suppliers. In each of these fiscal years, 100%, or all, of those eggs was certified to third-party animal welfare standards. For more information, please read “Statement on our supplier partnerships.”
Environmental Stewardship	Animal and Feed Sourcing	Percentage of animal feed sourced from regions with High or Extremely High Baseline Water Stress	Quantitative	Percentage (%) by contract value	FB-MP-440a.1	We do not report the percentage of animal feed sourced from regions with High or Extremely High Baseline Water Stress. We anticipate reporting our animal feed sourcing practices in future sustainability updates.
		FB-MP-440a.2			We do not report the percentage of contracts with producers located in regions with High or Extremely High Baseline Water Stress.	
		Discussion of strategy to manage opportunities and risks to feed sourcing and livestock supply presented by climate change	Discussion and analysis	N/A	FB-MP-440a.3	We are considering the opportunities and risks to feed sourcing and livestock supply presented by climate change. We anticipate reporting our progress in future sustainability updates.
Activity Metric	Activity Metric	Number of processing and manufacturing facilities	Quantitative	Number	FB-MP-000.A	As of fiscal year-end 2021, Cal-Maine Foods operated three breeding facilities, 25 feed mills, two hatcheries, 44 processing and packaging facilities, 24 pullet facilities, 41 shell egg production facilities and three egg products processing facilities. We additionally operated three distribution centers and five offices that provided administrative and other general support to our enterprise.
		Animal protein production, by category; percentage outsourced		Various, Percentage (%)	FB-MP-000.B	In each of fiscal years 2019, 2020 and 2021, 100%, or all, of our animal protein production and animal protein we brought to market comprised shell eggs and egg products. In each of fiscal years 2019, 2020 and 2021, we purchased approximately 16%, 16% and 13%, respectively, of finished eggs we brought to market from outside suppliers.

Special statement on respiratory health [SASB Reference FB-MP-320a.2]

Our commitment to our colleagues' well-being includes helping minimize exposure to respiratory hazards that could precipitate acute or chronic respiratory conditions. Cal-Maine Foods does not believe that these conditions comprise a substantial risk for our colleagues. We maintain a Respiratory Protection Program (RPP) to support compliance with the OSHA Respiratory Protection Standard. Our RPP applies to company employees who work in areas that require the use of respirators. The RPP is reviewed annually by senior management and updated accordingly.

We believe that our measures to protect our colleagues' respiratory health meet or exceed current regulatory and industry standards and we continually seek ways to drive operational compliance with our RPP to minimize egg production-related respiratory risks.

PRIMARY RISKS AND MITIGATION EFFORTS

The primary respiratory hazards in Cal-Maine Foods' operations are poultry dust, dander, grain, feed dust and pesticide fumes and mists. Poultry dust and dander is particulate matter consisting primarily of manure, feed, feathers, dander, litter and other materials, and is present in our layer houses. Ammonia generation occurs in poultry

houses from the breakdown of nitrogen-containing compounds in poultry litter. In addition, feed dust is a byproduct of the feed manufacturing process.

To help minimize our colleagues' exposures, we employ ventilation systems and equipment and monitor threshold levels. We utilize dust-collection systems to remove dust and we maintain our OSHA-aligned housekeeping program to reduce dust accumulations on exposed surfaces. We routinely engage industry consultants to review the adequacy of our monitoring procedures and equipment.

In the event that poultry dust or dander, ammonia or feed mill dust in the work environment exceeds acceptable thresholds, respiratory equipment is available to protect our employees.

Other potential respiratory hazards are tied to our use of pesticides, disinfectants and litter amendments, among other substances. We use pesticides, disinfectants and other chemicals in our housing systems to control pests and disinfect equipment. Our policies limit the use of pesticides and chemicals to on-label use in conformity with applicable regulatory guidance. We additionally require training for colleagues who may handle or apply pesticides and chemicals and require that they adhere to all personal protective equipment requirements for application and use. We additionally require and maintain documentation that governs and tracks pesticide and chemical application and use.

Special statement on SARS-COVID-19 respiratory health

We entered the first quarter of fiscal year 2021 amidst the SARS-CoV-2 (COVID 19) global pandemic. In response, Cal-Maine Foods developed and deployed an enterprise COVID-19 Assessment and Control Plan to help reduce the risk of exposure to communicable diseases such as COVID-19. As part of this program, we engaged with our general managers, among other senior leaders, to deploy protocols to communicate Centers for Disease Control (CDC) guidance tied to COVID-19 to our colleagues.

In fiscal year 2021, we continued to provide face masks to colleagues and physical workstation dividers for those instances in which our colleagues could not maintain physical distancing. Across the enterprise, we installed additional handwashing and sanitation stations and temperature-monitoring stations. We invested in personal protective gear, including dust masks, gloves and safety glasses as tailored for each colleague's line of work. As the global pandemic progressed, our senior management team continued to communicate CDC guidance updates to our colleagues.

As we enter fiscal 2023, we will continue to provide the highest-quality information and support to our colleagues as the international community continues to seek to overcome pandemic-related challenges.

Updates post-first-production

On August 18, 2022, we refreshed our Board of Directors Skills Matrix to align with our most current proxy filing.

This space is reserved for any needed future updates of our fiscal year 2021 sustainability report.

Corporate Information

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Form 10-K

The Form 10-K, including the financial statements and schedules thereto, for the year ended May 30, 2021, as well as other information about Cal-Maine Foods, Inc. may be obtained without charge by writing to Ms. Lisa Russell, Investor Relations, at the Company’s corporate offices.

About Cal-Maine Foods, Inc.

Cal-Maine Foods, Inc. is primarily engaged in the production, grading, packing, marketing and distribution of fresh shell eggs, including conventional, brown, cage-free, organic, free-range, pasture-raised and nutritionally enhanced eggs. The Company, which is headquartered in Ridgeland, Mississippi, is the largest producer and distributor of fresh shell eggs in the United States and sells the majority of its shell eggs in states across the southwestern, southeastern, mid-western and mid-Atlantic regions of the United States.

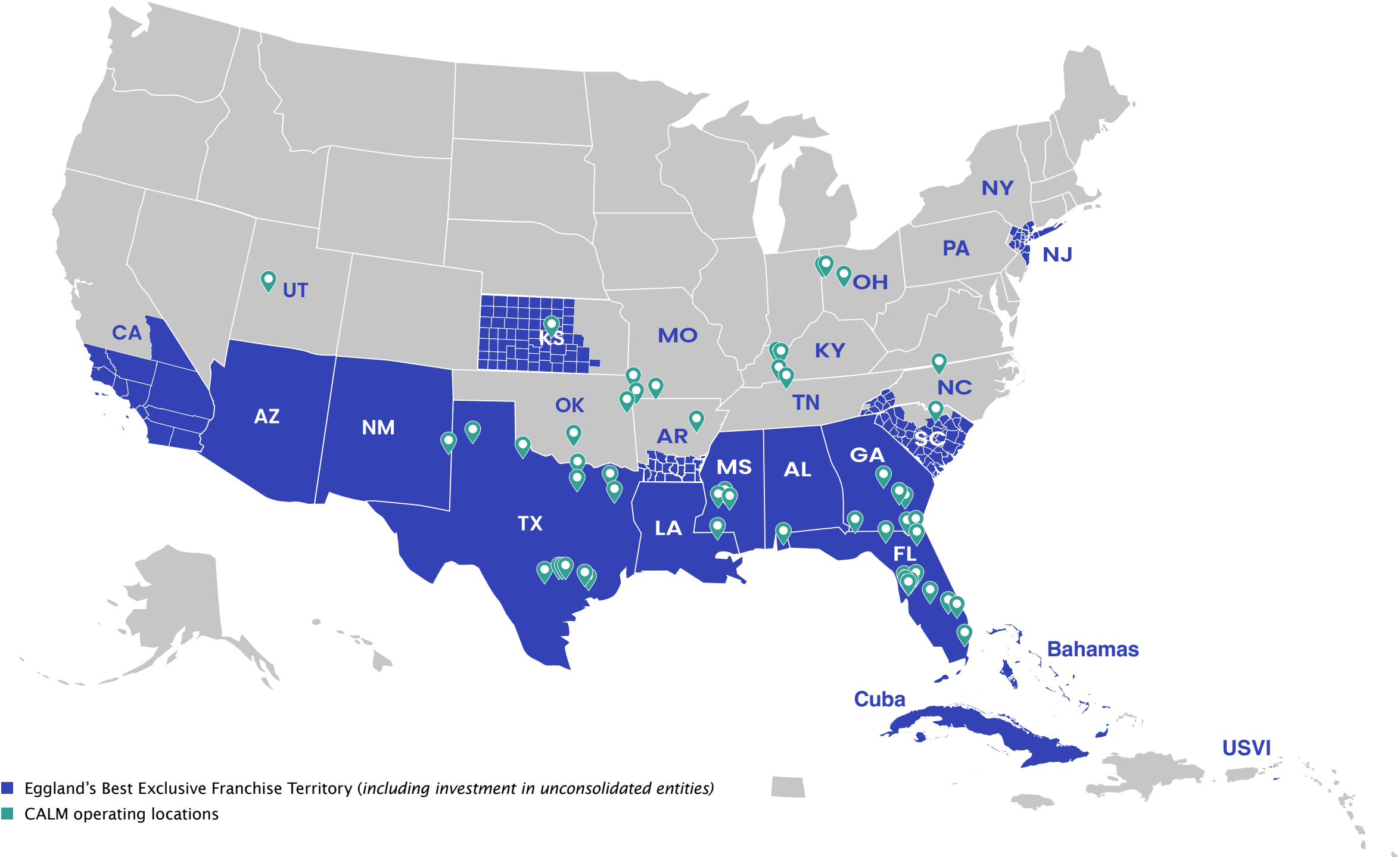
Common Shares

The common shares of Cal-Maine Foods, Inc. are traded on the Nasdaq Global Select Market under the symbol CALM.

Cal-Maine Foods’ Locations

ALABAMA Robertsdale	GEORGIA Blackshear Hoboken	MISSOURI Neosho	TEXAS Bogata Boling Chillicothe Farwell Flatonia Harwood Klesel Marion Pittsburg Sandy Fork Waelder Wharton
ARKANSAS Green Forest Searcy Siloam Springs	KANSAS Chase	NORTH CAROLINA Louisburg	UTAH Delta
FLORIDA Bushnell Callahan Dade City Indiantown Kathleen Lacoochee Lake City Lake Wales Mascotte Miami Okeechobee Trilby Wellborn Zephyrhills	KENTUCKY Bremen Guthrie	OHIO Rossburg Union City	
	LOUISIANA Hammond Pine Grove	OKLAHOMA Nebo Watts	
	MISSISSIPPI Edwards Ridgeland* Mendenhall	SOUTH CAROLINA Bethune	
		TENNESSEE Clarksville	

* Corporate offices



Endnotes

- 1 For more information about our OSHA General Industry Standards, visit <https://www.osha.gov/laws-regs/regulations/industry>
- 2 The NAICS category 112310 comprises concerns primarily engaged in raising chickens for the production of eggs that may be used for table eggs or hatching eggs. Bureau of Labor Statistics NAICS data as of calendar year 2019.
- 3 CALM average weekly data for fiscal year 2021. BLS data for NAICS 1123 from 3Q 2020 to 2Q 2021, the most comparable data for CALM's fiscal year.
- 4 USDA Quickstats. EGGS, TABLE - PRODUCTION, MEASURED IN EGGS, 2015-2021. <https://quickstats.nass.usda.gov/results/04D8D651-7BBF-3CA5-996B-40BBCEE9AADC>. Retrieved on June 20, 2022.
- 5 The World Resources Institute. Creating a Sustainable Food Future. July 2019. Retrieved on April 28, 2021. https://research.wri.org/sites/default/files/2019-07/WRR_Food_Full_Report_0.pdf
- 6 World Agricultural Supply and Demand Estimates (WASDE). June 10, 2022. <https://www.usda.gov/oce/commodity/wasde/wasde0622.xls>. Retrieved on June 20, 2022.
- 7 "The Top Four Protein Sources May Surprise You." The Cleveland Clinic. Retrieved on May 4, 2021. <https://health.clevelandclinic.org/these-top-4-protein-sources-may-surprise-you/#:~:text=Eggs%20are%20a%20low%2Dcarb,of%20key%20vitamins%20and%20minerals>.
- 8 Eggs. Harvard T.H. Chan School of Public Health. Retrieved on May 4, 2021. <https://www.hsph.harvard.edu/nutritionsource/food-features/eggs/>
- 9 Nutrition. "The Golden Egg. Nutritional Value, Bioactivities, and Emerging Benefits for Human Health." March 2, 2019. Retrieved on May 4, 2021.
- 10 The AEB. Retrieved on May 4, 2021. <https://www.incredibleegg.org/professionals/manufacturers/product-development/market-trends/white-papers/real-eggs-make-a-real-difference>
- 11 USDA. Dietary Guidelines for Americans, 2020 – 2025. https://www.dietaryguidelines.gov/sites/default/files/2020-12/Dietary_Guidelines_for_Americans_2020-2025.pdf
- 12 USDA FSIS. A Guide to Federal Good Labeling Requirements for Meat, Poultry, and Egg Products. Retrieved on May 5, 2021. https://www.fsis.usda.gov/sites/default/files/import/Labeling_Requirements_Guide.pdf
- 13 United States Standards, Grades, and Weight Classes for Shell Eggs AMS 56. Retrieved on May 5, 2021. <https://www.ams.usda.gov/sites/default/files/media/ShellEggStandard%5B1%5D.pdf>
- 14 USDA AMS. "Shell Egg Labeling guidelines for product bearing the USDA Grademark." Retrieved on May 6, 2021. <https://www.ams.usda.gov/sites/default/files/media/ShellEggLabelingUSDAGrademarkedProduct.pdf>
- 15 USDA AMS. "Shell Egg Labeling guidelines for product bearing the USDA Grademark." Retrieved on June 20, 2022. <https://www.ams.usda.gov/sites/default/files/media/ShellEggLabelingUSDAGrademarkedProduct.pdf>
- 16 Select NOP-certification exceptions apply for smaller producers of eggs that carry organic claims, most of which are tied to sales volumes. USDA AMS. "Shell Egg Labeling guidelines for product bearing the USDA Grademark." Retrieved on May 6, 2021. <https://www.ams.usda.gov/sites/default/files/media/ShellEggLabelingUSDAGrademarkedProduct.pdf>
- 17 USDA FSIS. Egg Size and Weight per Dozen. Retrieved on May 12, 2021. <https://www.fsis.usda.gov/food-safety/safe-food-handling-and-preparation/eggs/shell-eggs-farm-table#10>
- 18 For more information tied to our revenues, please reference our most recent Form 10-K.
- 19 USDA FSIS. A Guide to Federal Good Labeling Requirements for Meat, Poultry, and Egg Products. Retrieved on May 5, 2021. https://www.fsis.usda.gov/sites/default/files/import/Labeling_Requirements_Guide.pdf
- 20 For more information about our specialty shell eggs, please reference our most recent Form 10-K.
- 21 For more information about our cage-free production investments, please reference our most recent Form 10-K.
- 22 The SQF program has been owned and managed by the FMI since 2003 and was first recognized in 2004 by the GFSI as a standard that meets its benchmark requirements. SQF Code, Edition 8.1.
- 23 As of June 1, 2021, our enterprise transitioned to certify against SQF Edition 9 standards. We believe that SQF certification is appropriate for our operations, given its focus on processing, packaging and distribution of our egg products.
- 24 SQF Code, Edition 8.1, defines a major non-conformity as "an omission or deficiency in the SQF System producing unsatisfactory conditions that carry a food safety risk" and "is likely to result in a system element or good practices element breakdown." A minor non-conformity is an omission or deficiency in the SQF System that produces unsatisfactory conditions that if not addressed may lead to a risk to food safety but not likely to cause a system element breakdown.
- 25 National Poultry Improvement Plan. Retrieved on May 3, 2021. <http://www.poultryimprovement.org/default.cfm>
- 26 Cal-Maine Foods leases land to third parties for select agricultural production, including grain operations, cattle grazing and haying, which is an immaterial and non-core business.
- 27 United Nations. International Standard Industrial Classification of All Economic Activities (ISIC). Rev. 4. New York. 2008. Retrieved on May 27, 2021.

- 28 EPA.gov. Climate Change Indicators: Greenhouse Gases. Retrieved on May 27, 2021. <https://www.epa.gov/climate-indicators/greenhouse-gases>
- 29 For more information about risk factors for our business, please reference our most recent Form 10-K.
- 30 *Greenhouse gas emissions from pig and chicken supply chains. A global lifecycle assessment.* Food and Agriculture Organization of the United Nations Animal Production and Health Division. 2013. p. xviii. Retrieved on June 1, 2021. <http://www.fao.org/3/i3460e/i3460e.pdf>
- 31 FAO.org. Emissions intensities. <http://www.fao.org/faostat/en/#data/El>
- 32 *Greenhouse gas emissions from pig and chicken supply chains. A global lifecycle assessment.* Food and Agriculture Organization of the United Nations Animal Production and Health Division. 2013. p. xviii. Retrieved on June 1, 2021. <http://www.fao.org/3/i3460e/i3460e.pdf>
- 33 For more information about our increases in cage-free egg production, please review our most recent Form 10-K.
- 34 For more information about our acquisition history, please review our most recent Form 10-K.
- 35 NPDES Permit Writers' Manual for CAFOs. Chapter Six. Retrieved on June 9, 2021. https://www3.epa.gov/npdes/pubs/cafo_permitmanual_chapter6.pdf
- 36 EPA.gov. National Pollutant Discharge Elimination System (NPDES). Retrieved on June 10, 2021. <https://www.epa.gov/npdes/animal-feeding-operations-uses-manure>
- 37 For more information about our feed and expense risk factors, please reference our most recent form 10-K.
- 38 WHO.org. Retrieved on June 14, 2021. <https://www.who.int/news-room/q-a-detail/food-genetically-modified>
- 39 USDA. BE Disclosure. Retrieved on June 14, 2021. <https://www.ams.usda.gov/rules-regulations/be>
- 40 USDA. List of Bioengineered Foods. <https://www.ams.usda.gov/rules-regulations/be/bioengineered-foods-list>
- 41 FDA. GMO Crops, Animal Food, and Beyond. Retrieved on June 14, 2021. <https://www.fda.gov/food/agricultural-biotechnology/gmo-crops-animal-food-and-beyond>
- 42 USDA. Organic 101: Can GMOs be Used in Organic Products? June 14, 2021. <https://www.usda.gov/media/blog/2013/05/17/organic-101-can-gmos-be-used-organic-products>
- 43 We believe the risks of migration of substances of concern from egg cartons to our shell eggs is de minimis assuming that the products are stored and handled in accordance with our labeling instructions. For more information about our products labeling, please review our Statement on our specialty egg labeling.
- 44 Sustainable Forestry Initiative. <https://www.forests.org/>
- 45 For more information about risk factors and material disclosures tied to our business, please reference our most recent Form 10-K.
- 46 The Future Is Now: Science for Achieving Sustainable Development. Global Sustainable Development Report 2019. United Nations. https://sustainabledevelopment.un.org/content/documents/24797GSDR_report_2019.pdf
- 47 Animal Husbandry Guidelines for U.S. Egg-Laying Flocks. United Egg Producers 2017.
- 48 As of April 14, 2021. United Egg Producers certification for conventional and cage-free eggs available at uepcertified.com
- 49 Our Compliance team comprises our director of food safety, area and local compliance managers and general and production managers.
- 50 The UEP Certified Program addresses the Five Freedoms of Animal Welfare, which seeks to help drive excellent care and quality of life for animals engaged in fresh shell egg production. <https://uepcertified.com/>
- 51 https://www.aphis.usda.gov/animal_health/emergency_management/downloads/documents_manuals/poultry_ind_manual.pdf
- 52 American Veterinary Medical Association. Welfare Implications of Induced Molting of Layer Chickens. <https://www.avma.org/resources-tools/literature-reviews/welfare-implications-induced-molting-layer-chickens>
- 53 UEP Animal Husbandry Guidelines for U.S. Laying Egg-Laying Flocks. 2017 Edition.
- 54 USDA. Animal and Plant Health Inspection Service. U.S. Department of Agriculture. Biosecurity. <https://www.aphis.usda.gov/aphis/ourfocus/animalhealth/animal-disease-information/avian/defend-the-flock-program/dfa-biosecurity>
- 55 USDA. Animal and Plant Health Inspection Service. U.S. Department of Agriculture. Biosecurity. <https://www.aphis.usda.gov/aphis/ourfocus/animalhealth/animal-disease-information/avian/defend-the-flock-program/dfa-biosecurity>
- 56 FDA. Guidance for Industry #209. April 13, 2012. Retrieved on May 12, 2021. <https://www.fda.gov/media/79140/download>
- 57 United Egg Producers. Animal Husbandry Guidelines for U.S. Egg-Laying Flocks. 2017 Edition. https://uepcertified.com/wp-content/uploads/2020/02/Caged-UEP-Guidelines_17.pdf
- 58 USDA ARS. Laying Hen Welfare Fact Sheet. Fall 2010. <https://www.ars.usda.gov/ARSUserFiles/50201500/beak%20trimming%20fact%20sheet.pdf>
- 59 In each of fiscal year 2019, 2020 and 2021, our outside purchases not certified to UEP standards comprised less than one percent. Of those outside purchases of fresh shell eggs, our customers accepted UEP or greater requirements.

60 We rely on our finished egg product labeling to calculate serving information. A Large, or 50 gram, shell egg comprises one serving of six grams of protein.

61 Our finished egg that carry a USDA grade shield are labeled in compliance with USDA AMS requirements. For more information please review our “Statement on our finished egg labeling.

62 For more information about the nutrients provided in fresh shell eggs, visit the USDA Agricultural Research Service FoodData Central. Egg, whole, raw, fresh. Retrieved on June 24, 2021. <https://fdc.nal.usda.gov/fdc-app.html#/food-details/171287/nutrients>

63 United States Bureau of Economic Analysis. BEA.gov. RIMS II. An essential tool for regional developers and planners. Retrieved on June 25, 2021. https://www.bea.gov/sites/default/files/methodologies/RIMSII_User_Guide.pdf

64 United States Bureau of Economic Analysis. 2012 U.S. Benchmark I-O data and 2019 Regional Data. NAICS Code 1123000. Poultry and egg production multipliers by state.

65 Median results of each U.S. state and the District of Columbia. United States Bureau of Economic Analysis. United States Bureau of Economic Analysis. 2012 U.S. Benchmark I-O data and 2019 Regional Data. NAICS Code 1123000. Poultry and egg production multipliers by state. Produced-to-sold egg dozens ratio includes the impacts of inventory.

66 US-RSPE.org. Retrieved on July 2, 2021. <https://www.us-rspe.org/documents/US-RSPE-Framework-for-the-Future.pdf>

67 United Egg Producers. Retrieved on July 2, 2021. <https://unitedegg.com/>

68 EPA.gov. Retrieved on July 2, 2021. <https://www.epa.gov/agriculture>

69 Cal-Maine Foods’ Code of Ethics for Directors, Officers and Employees. https://www.calmainefoods.com/media/1006/code_of_ethics.pdf

70 For more information about our disclosures, please reference our most recent Form 10-K.

71 Cal-Maine Foods’ Code of Ethics for Directors, Officers and Employees. https://www.calmainefoods.com/media/1006/code_of_ethics.pdf

72 Charter of the Audit Committee of the Board of Directors of Cal-Maine Foods, Inc. <https://www.calmainefoods.com/media/1005/charter-audit-12272013.pdf>

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