



LINK
SNACKS®



**CORPORATE RESPONSIBILITY
& SUSTAINABILITY REPORT**

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WELCOME

Welcome, and thank you for your interest in Link Snacks.

More than 40 years in, I think often about where we started and what still drives us. We built this company from a small-town idea into a global business by staying grounded in a few simple beliefs: take pride in the product, take care of people, show up for our communities, and respect the natural world that makes it all possible. Those aren't slogans, they're how we operate, every day, everywhere.

We started with a passion for making great meat snacks. That passion still fuels us today, powered by thousands of talented Team Members across the globe. Our growth is built on their drive and dedication, and we're committed to giving back through meaningful careers, opportunities to grow, and a culture where safety comes first.

Our goal is simple: deliver safe, delicious, nutrient-dense protein snacks people can trust. Delivering on that promise takes real resources and real discipline. We're working every day to use those resources responsibly, reduce our footprint, tackle sustainability challenges, and protect the environments we depend on. That's continuous improvement plain and simple.

This report reflects who we are today: the #1 protein snack brand in the world and a global leader in the industry. What you'll find here isn't theory or aspiration, it's action and progress.

You'll also learn more about the Link Conservation Program, invest in our people, reduce energy use, cut waste, drive safety, and deliver premium protein snacks at scale. You'll also see the launch of the Link Conservation Program, our commitment to making conservation part of our legacy.

I'm incredibly proud of our Team Members around the world who make this work real. This report and the results in it, belong to them. We're not finished.

We never will be. Thanks for being part of the journey.

Troy Link
CEO, Link Snacks, Inc.

Note: This Global Sustainability Report was developed by a cross-functional team. Regional addenda may be provided where applicable.



OUR HISTORY

This story starts in the north woods of Wisconsin in the 1880s. When Chris Link came over from Germany, he didn't bring much but he brought something that mattered: family sausage recipes. Those recipes caught on fast. In a small town, word travels, and before long, so did his reputation.

The next generation kept raising the bar. Chris's son, Earl Link, opened a butcher shop and built a name for quality you could trust. Earl's son, Wolf, took it to the land as a cattleman, living the work, not just talking about it.

And then came Jack Link.

Jack grew up in the meat business. It was part of who he was. One day, out hunting with his sons, he had a simple idea: take those old-world recipes and turn them into jerky. He made his first batches by hand: Jack Link's Original Kippered Beef Steak, and it didn't take long for word to spread. Friends turned into customers. Customers turned into demand. And when Jack invested in a packaging machine, that small idea became something much bigger.

What started as a family tradition became a business, one that helped power jobs and growth across small-town Wisconsin. Today, Jack's son Troy Link is the CEO of Link Snacks. Troy also grew up in the business, channeling his dad's lessons of grit and determination to propel the company to become category leader in protein snacking.

Today, Link Snacks produces more than 800 million packages of meat snacks annually to consumers worldwide. It operates more than 15 facilities across more than 10 countries, delivering uncompromising quality at massive scale.

Five generations in the legacy of Link Snacks is intact and powered by thousands of global Team Members committed to doing things the right way. They still abide by the same standards on which the company was founded.

Because this was never just about making snacks. It's about building something that lasts.

A man wearing a cowboy hat and a plaid shirt stands in a field with several cows. The scene is set during sunset, with the sun low on the horizon, creating a warm, golden glow. The man is looking towards the cows. The background shows rolling hills and some trees.

PRODUCT & SUPPLY CHAIN

LEAN NUTRITION

Real, high-quality protein isn't always easy to find in a format that's both convenient and craveable. That's where we come in.

Our meat snacks are built on lean protein and designed to meet people wherever they are: at home, at work, or on the move, with a wide range of flavors to match.

But not all protein is created equal. Lean meat protein, like what we use, delivers the kind of quality our consumers can rely on.

Our snacks show up for consumers, fueling busy days, supporting active lifestyles, or simply delivering great taste, they are built on three non-negotiables: lean protein, great flavor, and consistent quality. Every time.

For younger consumers, that standard matters even more. That's why our Smart Snack lineup is specifically crafted to meet USDA Smart Snacks in Schools requirements, delivering nutrition without compromising taste.





PRODUCT QUALITY & SAFETY

Quality doesn't happen by accident. It's built. Ingredient by ingredient, process by process, package by package.

From the start, we've been uncompromising about what goes into our products. We use 100% beef, turkey, chicken, pork, and other premium ingredients, building from time-tested family recipes. Every product is seasoned with carefully selected ingredients to deliver the flavor people expect from us.

Whether it's jerky, sticks, air dried beef, or other formats around the world, quality is protected every step of the way through safe handling, precise processing, and disciplined execution.

Our flagship product under the Jack Link's brand, Jack Link's Beef Jerky, is a perfect example. From day one, we've used round steak, one of the leanest cuts available, to ensure consistent texture and quality. Precision slicing, uniform thickness, and controlled cooking aren't small details, they're what ensure every piece delivers the right bite, the right flavor, and the shelf stability consumers count on.

We measure success the same way our consumers do: consistent, high-quality products they can trust. That's why we're proud to be part of the Global Food Safety Initiative (GFSI), a global benchmark for food safety excellence across manufacturing, packaging, storage, and distribution.

Every one of our production facilities is SQF or BRC certified, globally recognized standards that go beyond regulatory requirements. These certifications aren't just credentials. They're proof of the discipline, accountability, and systems we've built to protect our products and our consumers.

Because at the end of the day, nothing matters more than trust.

SUPPLIER CODE OF CONDUCT

How we operate doesn't stop at our doors. It extends across our entire supply chain.

Our suppliers, direct, indirect, and every partner in between, play a critical role in delivering our products. That's why we hold them to clear expectations through our Supplier Code of Conduct.

We expect responsible sourcing, ethical practices, and accountability at every level. It's how we ensure that the standards we set for ourselves are reflected in everything that goes into our products.

ANIMAL WELFARE

Respect for animals is foundational to who we are.

We do not tolerate animal abuse. Period. We align our practices with the globally recognized Five Freedoms of animal welfare and work closely with our supply chain partners to ensure those standards are upheld from farm to facility.

We verify that commitment through regular spot inspections and take action immediately if expectations aren't met.

THE FIVE FREEDOMS

- Freedom from hunger or thirst
- Freedom from discomfort
- Freedom from pain, injury, or disease
- Freedom to express normal behavior
- Freedom from fear and distress

This is about doing things the right way. No shortcuts.



An aerial photograph of a large industrial facility, likely a Link Snacks plant, taken at dusk. The facility features several large buildings with flat roofs, some with visible HVAC units and exhaust stacks. A parking lot filled with cars is visible in the foreground. In the background, there is a wooded area and a small pond. A large, semi-transparent dark blue triangle is overlaid on the left side of the image, containing the text "PEOPLE, SAFETY & COMMUNITY" in white, bold, sans-serif capital letters.

PEOPLE, SAFETY & COMMUNITY



At Link Snacks, our Values aren't words on a wall, they're how we show up, make decisions, and hold each other accountable every day.

BE REAL

I am humble and authentic and I contribute to a fun work environment.

SPEED MATTERS

I drive results and innovation, creativity and a clear sense of urgency.

STEWARDSHIP

I act like an owner to build, improve and protect the quality of the brand and its people.

RELATIONSHIP DRIVEN

I foster collaboration with internal and external partners and respect diversity, because people matter.

SELF DISCIPLINE

I am accountable for my responsibilities and driven to exceed short- and long-term expectations.

SHOW AWESOME CHARACTER

I am optimistic and enthusiastic while acting with honesty and integrity.

SAFETY

Our business runs on the strength thousands of Team Members around the world. Keeping them safe isn't a priority, it's a responsibility.

Our goal is clear: zero incidents. No compromises.

Safety isn't owned by one team, it belongs to everyone. We provide the training, tools, and environment our people need to do their jobs the right way, every time.

Our focus:

- Safe, well-maintained facilities
- Reinforcing safe behaviors—every shift, every site

We measure what matters. Incident rate. DART rate. Real indicators of whether we're delivering on our promise.

DART: Days Away, Restricted, or Transferred, is one of the clearest signals of workplace safety. Lower numbers mean safer environments. That's the standard we hold ourselves to.

Our results continue to outperform industry benchmarks and we're not slowing down.





We've grown around the world, but we've never left our roots.

"Despite the huge growth of Link Snacks in the past several years, we've remained a small-town family business, and our goal is to be low-key and gracious, no matter where we go." – Jack Link

That mindset still defines us. Showing up, lending a hand, and doing right by the communities that support us, it's part of our DNA.

We invest in people, support education, and help build stronger, more resilient communities where we live and work.

JACK LINK'S AQUATIC & ACTIVITY CENTER (JLAAC) IN MINONG, WISCONSIN

More than just another fitness center, JLAAC came into being because our founder observed that some of our Team Members and their families didn't know how to swim. As an avid outdoorsman who loves to play in and on the water, Jack Link believes teaching kids to swim is a critical priority so everyone can SAFELY enjoy the beautiful natural resources in Northwest Wisconsin. So, Jack did something about it!

Fast forward to 2026, JLAAC has been serving families, seniors and Team Members well beyond the Minong community for eight years! And, of course, teaching kids and adults to swim. JLAAC is the only state of the art fitness center in the Northwest.

Wisconsin area families come from well beyond the Minong city limits to enjoy a community swimming pool, a gym with a track, a beautiful outdoor playground, meeting spaces and banquet rooms, a tech space, and a teen lounge. Truly, a multigenerational center for families to grow and thrive.

A considerable investment in Minong and NW Wisconsin community, JLAAC is also an outstanding example that Team Member safety is Jack Link's #1 priority!



LINK SNACKS LAUNCHES ENERGY-POSITIVE WASTEWATER SYSTEM

Link Snacks has upgraded its wastewater treatment system, investing about \$15,000,000 at its Alpena facility. The investment helped turn a growing production challenge into a sustainability success.

As production increased, the plant's previous system struggled with rising BOD levels, putting strain on the local municipal treatment plant. To address this, Jack Link's partnered with Veolia Water Technologies to install an advanced treatment solution.

The system uses an anaerobic membrane bioreactor to clean wastewater while producing biogas, which is then purified and used to generate electricity onsite.

Results have exceeded expectations, with over 98% BOD removal and significantly improved effluent quality. The project has also reduced the burden on the city's treatment system.

Notably, the facility now produces more energy than it consumes, making it energy positive and capable of sending excess power back to the grid.

The project highlights how industrial wastewater systems can deliver both environmental and economic benefits.

FIGHTING HUNGER

When people need help, protein matters.

Our products provide real nutrition in moments that matter most, whether someone is facing food insecurity or recovering from a natural disaster. That's why we partner with organizations like Feeding America to get product where it's needed.

We're proud to support hunger relief through both financial contributions and product donations, helping deliver millions of servings of protein to those who need it most.

	2023	2024	2025
Dollars	\$661,015	\$428,717	\$817,266
Lbs	47,292	30,703	73,319



ECONOMIC IMPACT

This company was built in a small town and we haven't forgotten it.

Today, with operations across the globe, we help power local economies by creating jobs and investing in communities, especially in rural areas. From Wisconsin to New Zealand to Brazil and beyond, our footprint drives opportunity and growth.

DISASTER RELIEF

When disaster strikes, we act.

“Many of our Team Members have experienced firsthand the devastation of a natural disaster and how it affects their families, their neighbors and their community.” – Troy Link

Many of our Team Members have lived through these moments. We know what it means for families and communities. That’s why we step in, quickly, with product support for both those impacted and the first responders showing up to help.

It’s about doing what needs to be done, when it matters most.



SAFE WORKPLACES & HUMAN RIGHTS

Doing business the right way isn’t optional.

We’re committed to safe, diverse, and respectful workplaces everywhere we operate. That means clear standards, strong policies, and zero tolerance for harassment, discrimination, or unsafe conditions.

That commitment extends beyond our walls. Through our Supplier Code of Conduct, we hold our partners to the same expectations, no forced labor, no child labor, no exploitation. Period.

We back that up with oversight, spot checks, and clear reporting channels for concerns.

As we look ahead, we’re continuing to strengthen training, increase awareness, and expand our global efforts to ensure human rights are protected at every step of our supply chain.



ENVIRONMENTAL SUSTAINABILITY

At Link Snacks, sustainability isn't a side effort, it's part of our passion.

We're constantly working to reduce energy use, conserve water, and minimize waste across our operations and supply chain. That takes discipline, innovation, and a willingness to keep improving. As renewable energy becomes more accessible, we're committed to reducing our reliance on non-renewable sources and moving the business forward in the right direction.

One of our aspirations is simple in concept, tough in execution: zero waste to landfill. For us, that means sending less than 10% of our total operational waste to landfills.

We're getting there by focusing on two things: recycling more and rethinking waste altogether.

At many of our facilities, waste is no longer the end of the line, it's a resource. We separate recyclable and reusable materials first. What's left, the non-recyclable biomass, is redirected to waste-to-energy facilities, where it's converted into electricity that powers homes and businesses in surrounding communities.

Today, more than half of our global production facilities are already sending waste to energy, with more coming online. In Mankato, Minnesota, for example, waste from multiple facilities is converted into enough energy to power up to 20,000 homes. That's real impact.

We're also building our own solutions. In Alpena, South Dakota, one of our more remote locations, we developed a wastewater treatment and biogas facility designed to fit the environment around it. That system captures methane from production waste and converts it into usable energy, reducing both emissions and waste while keeping the surrounding area intact.

This is how we approach sustainability: practical, scalable, and built to last.

By managing resources smarter and rethinking how we operate, we've been able to grow production while reducing our environmental impact. That's the standard, more output, less impact and we're not backing off it.

We're making progress. And we're just getting started.





LINK CONSERVATION PROGRAM

The Link family has always had a deep respect for the wilderness. And today, it's part of who we are and how we operate at Link Snacks.

In our 40th year, we made that commitment official with the Link Conservation Program (LCP), a hands-on approach to protecting natural resources, strengthening ecosystems, and reducing our environmental impact in a real, measurable way.

This isn't about theoretical impact. It's about owning our impact here on land we know, manage, and care about. Real forests. Real stewardship. Real carbon sequestration.

The LCP is built on nearly 17,400 acres of wild forestland. Through active forest management and reforestation, these lands pull carbon directly from the atmosphere and store it naturally, while also protecting clean water, improving wildlife habitats, and preserving access for future generations.

Working with independent partners, including Village Carbon and BCarbon, we’ve built a program grounded in science, transparency, and accountability. Based on current projections, the LCP is expected to sequester approximately 48,000 metric tons of CO₂ annually, all while maintaining or improving the health of these ecosystems.

This is another example of what our value “Be Real” looks like in action: no shortcuts, no abstractions, just measurable progress tied to the land itself.

Beyond carbon, the impact is broader. Healthier forests. Stronger biodiversity. Local economic support through responsible land management and sustainable timber practices. Long-term value for the communities connected to these lands.

We’re in this for the long haul. The program is designed for continuous measurement, verification, and improvement—ensuring the impact holds up over time and grows with us.

At the end of the day, this is simple:

**Take care of the land.
Do the work the right way.
Leave it better than we found it.**

That’s the legacy we’re building.

Summary of LCP Lands and Emissions Reductions

PROPERTY	PHASE	AREA <i>Acres</i>	ANNUAL CARBON <i>(tCO2e)</i>	10-YEAR CARBON <i>(tCO2e)</i>
Florida	1	3,662	12,920	129,203
Florida	1	2,255	17,578	175,781
Wisconsin	1	5,348	10,026	100,256
South Dakota	2	4,535	2,718	27,185
Florida	2	1,672	4,820	48,199
PROPERTY	1 & 2	17,472	48,062	480,624



THANK YOU

Thank you for getting acquainted with all assets of the LINK SNACKS brand. If you have any questions please reach out.

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