



ENHANCING SUSTAINABILITY

BTSC BOARD OF DIRECTORS

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Enhancing Sustainability

In response to recent inquiries from investors and customers regarding BTSC's sustainability, we recommend a three-pronged approach to prioritize the Environmental, Social, and Governance ("ESG") issues that can help create long-term sustainable company value:

1. **Integrate ESG into overall strategy.** By considering ESG as part of BTSC's overall set of business opportunities and risks, the most important ESG issues can become apparent.
2. **Determine appropriate ESG governance.** Good governance is essential to allow shareholder and stakeholder participation in identifying BTSC's most important ESG issues.
3. **Enhance ESG compliance.** ESG efforts are only as good as the culture and processes BTSC adopts to secure compliance. Measures to enhance these programs should be considered in prioritizing BTSC's ESG efforts.



1. Integrate ESG Into Overall Strategy

Create Opportunities



Create products and services that assist our industrial farming customers with mitigation solutions (e.g., carbon sequestration, sustainable water, use of electric power or renewable natural gas) that further our mutual ESG goals



Create products and services that assist our factory customers in addressing environmental and other sustainability concerns (e.g., sustainable water solutions, efficient energy consumption and product use)



Make our own business operations more sustainable (e.g., using sustainable data servers, increasing use of renewable energy, innovative human capital management, excellence in DEI) and utilize ESG-aligned financing where appropriate



Promote our brand through industry-specific innovation in ESG (e.g., farmer and community equity programs, financing assistance for customers seeking to become more sustainable)

Mitigate Risks



Seek out and listen to what our customers need (e.g., assurance about our supply chain, environmental leadership, a culture of compliance)



Create robust systems for listening to our shareholders and other stakeholders – for instance, through regular shareholder engagement, employee surveys, and focus groups



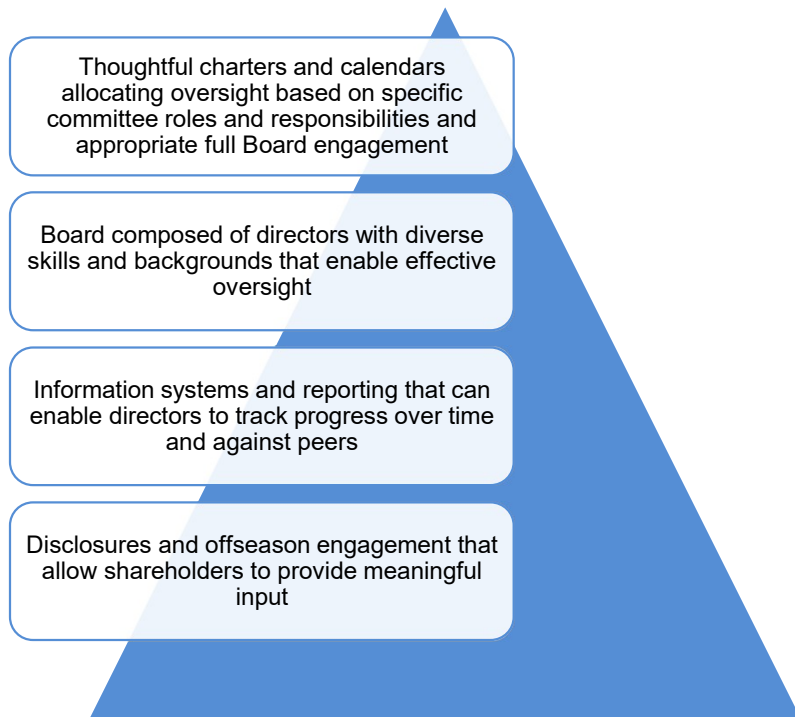
Consider the potential impact of ESG risks on our business broadly (e.g., supply chain disruption, change in demand due to environmental concerns, workplace safety, employee recruitment/retention)



Perform a materiality assessment to know which issues are most important to our business and assess our management of such issues

2. Determine Appropriate ESG Governance

Board and Committees



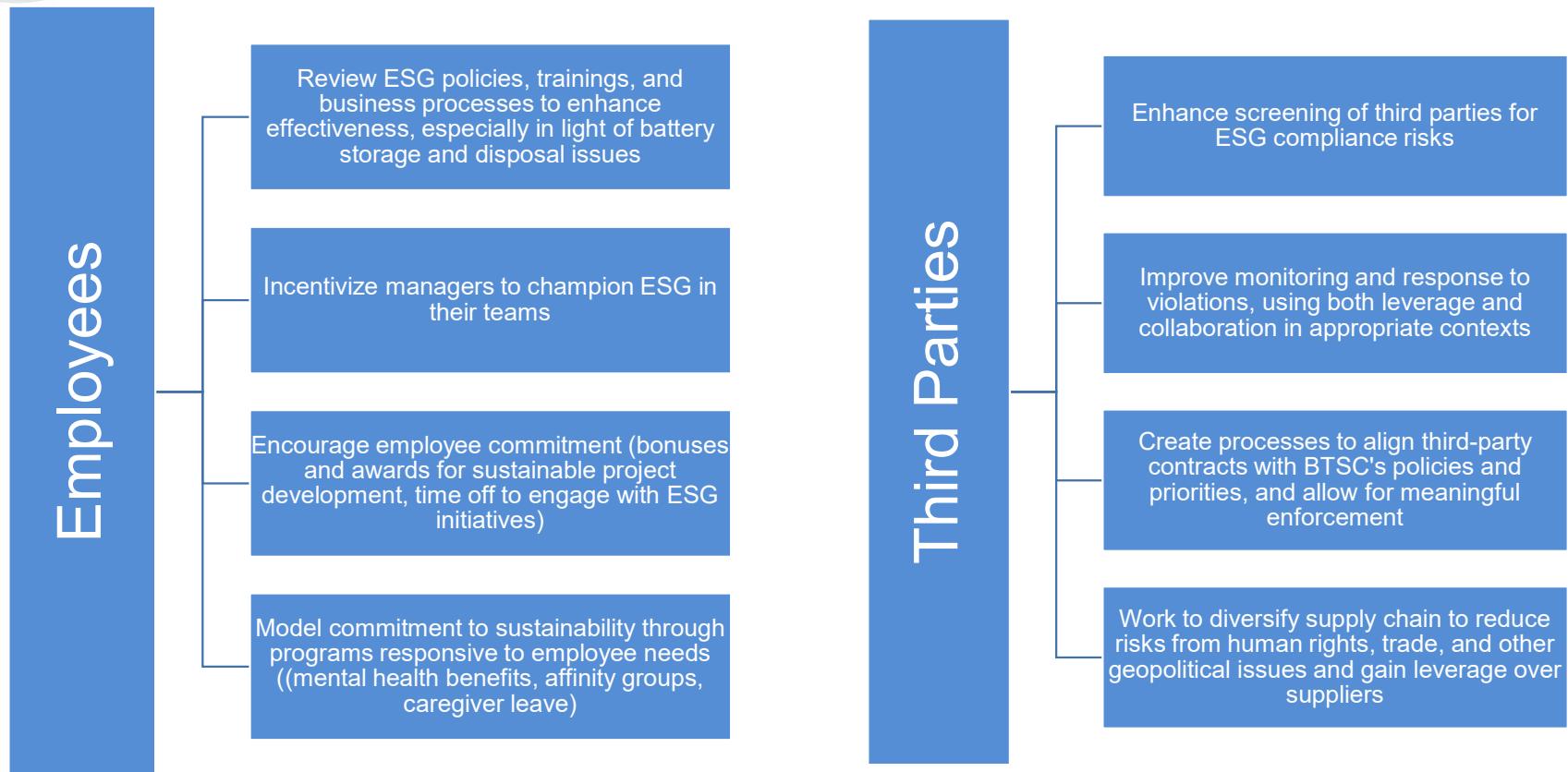
Management



Appointing a qualified, dedicated, and experienced Chief Sustainability Officer, along with an appropriate reporting structure, would put BTSC in a leading position on ESG management. Only 14% of the S&P 500 have appointed an ESG executive, and less than 1% of companies in the S&P 500 have a C-Suite level ESG executive in place.

The recent SEC Risk Alert for ESG Investing makes clear, however, the importance of ensuring that ESG leaders have the qualifications, capacity, and mandate to effectively fulfill their roles.

3. Enhance ESG Compliance



Discussion Questions

- Are we thinking about our sustainability risks and opportunities in an integrated way, as part of our overall business strategy?
- Have we selected the right member of management to lead our sustainability efforts, and set her up for success?
- How can we best position BTSC to live up to our sustainability commitments?