

Conserving resources.

Improving life.

 **THAT'S THE VALUE WE ADD.**

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A young child with blonde hair, wearing a white t-shirt, is smiling and holding a large bunch of fresh vegetables. The vegetables include several green onions with long green stalks, leafy greens like chard, several large potatoes with dark skin, and two bright orange carrots. The background is a soft-focus green field, suggesting a farm or garden setting.

SUSTAINABILITY

That's the value we add.

Valmont has been doing more with less for over 75 years — long before sustainability became a priority. Today, we make a positive impact on all sorts of industries and in all sorts of ways by focusing on Environmental, Social and Governance (ESG) principles. Not only that, but we take the promise of the latest technology and find ways to make it beneficial in the real world, all for the purpose of conserving resources and improving life.

SUSTAINABILITY HIGHLIGHTS

OPERATING SUSTAINABLY



5,900 MT+

The amount of carbon emissions we reduced since 2018

22.1 MT CO₂/\$M

The amount of carbon emissions reduced through climate initiatives in 2021

24%

Since 2018, we beat our annual carbon emission target by 24%



19.5K kWh/\$M

The amount we reduced electricity consumption

\$2M+

The amount we saved by reducing electricity consumption since 2018

SUPPORTING GLOBAL SUSTAINABILITY

\$145B

Impacts from climate-related events in 2021 alone totaled \$145 billion. To combat this, 92% of Valmont utility structures are used to harden the grid.

4T gal

Our 228,000+ center pivots used globally save 4 trillion gallons of water annually.

2M

Our solar solutions generate 2.7 GW of energy – enough to power more than 2 million homes a day.

4.9B+

As a market leader in telecom, we've helped grow global internet use from 4.1 billion in 2019 to more than 4.9 billion in 2021, connecting more people – even in remote and challenging environments.

25%

Our smart infrastructure solutions helped reduce global transportation emissions by 25%.

A MESSAGE FROM OUR CEO

“In the past year, we’ve made remarkable strides to minimize our environmental impact, while also creating increasingly efficient and sustainable solutions.”



At Valmont, our enduring commitment to creating vital infrastructure and advancing agricultural productivity uniquely positions our company to meet the increasing demands of an ever-changing world. It has always been in our DNA to do what’s right by preserving natural resources and creating a better world for all. And just like in the past, we remain focused on *Conserving Resources. Improving Life.*®

In the past year, we’ve made remarkable strides to minimize our environmental impact, while also creating increasingly efficient and sustainable solutions for our customers. It’s worth noting that these achievements were accomplished during another year of COVID-19-related disruptions. The health and safety of employees are among our highest priorities, and I’m proud to say our teams successfully navigated another year of the pandemic with our core values guiding the way.

Over the last year, we continued to assess the environmental footprint of our manufacturing facilities, developed additional programs and goals to address opportunities, supported a culture that embraces inclusion and diversity, and invested in sustainable solutions and technology that will positively impact the future of our stakeholders. Collectively, I believe these actions reinforce our place as a leading provider for sustainable infrastructure and agriculture solutions.

Looking ahead, my personal focus is inviting others to join our journey, and I’m excited to see how our next 75 years will contribute to a more sustainable world.

A handwritten signature in black ink that reads "Stephen G. Kaniewski". The signature is fluid and cursive.

Stephen G. Kaniewski
President and Chief Executive Officer

PURPOSE

Conserving Resources. Improving Life.®

Pure water. Clean air. Abundant food. These are necessities for human survival. Still, “basic” doesn’t mean “easy” in a world where growing populations constantly increase the need to ramp up conservation efforts, climate action, and the critical transition to environmental and social stewardship.

In alignment with the United Nations Sustainable Development Goals (SDGs), we tackle these challenges every day to impact the world in positive ways, making life better. For details, see page 9.

THE VALUES WE LIVE:



Passion



Integrity



Continuous Improvement



Deliver Results

Sustainability Management Strategy

MANAGING SUSTAINABILITY EVERY DAY



1

BOARD ESG COMMITTEE

Responsible for providing oversight of environmental, health, safety and social risks, as well as reporting back to officers and other groups.

2

TASK FORCE

Led by our CEO, senior corporate leaders and pertinent stakeholders meet to discuss ESG strategy cross-functionally and how to apply it throughout the company.

3

KEY STAKEHOLDERS

Key ESG stakeholders have been identified within each business unit to serve as the representative for their segment.

4

DAY-TO-DAY MANAGEMENT

Ongoing management, sustainability reporting and disclosure rest with the senior vice president, investor relations and treasurer, supported by a full-time ESG manager and analyst. We have formed an ESG Committee at the board level, which will have oversight for ESG matters. All other committees (e.g., HR, Governance and Nominating, and Audit) will report ESG matters into this committee.

Sustainable Development Goals

MEETING THE WORLD'S SUSTAINABILITY GOALS

SUSTAINABLE DEVELOPMENT GOALS



The United Nations established 17 Sustainable Development Goals (SDGs) to provide a framework to create a more environmentally friendly and inclusive world by 2030. These goals provide an opportunity for us to bolster collaboration with a cross-section of industries, communities, governments and the social sector.

Furthermore, we are uniquely poised to help achieve these goals through the responsible and mindful management of our internal operations, supply chain, social responsibility programs, and diversity and inclusion practices — not to mention our products, solutions and services.

In this light, we're focused on four key areas to positively impact the world:



We're committed — and have been since our founding — to working toward zero percent world hunger.



We continue to make clean energy more efficient and affordable.



We're developing reliable and sustainable infrastructure to support economic development and human well-being.



And finally, we're reducing the environmental impact of cities themselves by making them safer, more accessible and more resilient against climate disaster.

un.org/sustainabledevelopment

Materiality Summary

ESG MATERIALITY

We continually monitor ESG issues that may have an impact on the company. The results are shared through our material issues disclosure on pages 11 and 12.

This exercise was designed to help identify and understand specific ESG and sustainability issues. In identifying these areas, we applied the sustainability management criteria from the Resource Transformation: Industrial Machinery & Goods specified by the Sustainability Accounting Standards Board (SASB) Materiality Map.*



Frameworks

Valmont has aligned with the following sustainability frameworks and has publicly disclosed reports representing our 2021 business activities.

- Global Reporting Initiative (GRI) Sustainability Reporting Standards
- Sustainability Accounting Standards Board (SASB) — Resource Transformation: Industrial Machinery & Goods
- United Nations Sustainable Development Goals (SDGs)



Rating Firms

Valmont recognizes the importance of third-party assessments and evaluations of our sustainability practices, while also acknowledging the field of sustainability and ESG ratings are an evolving environment. We regularly evaluate our goals and initiatives against these frameworks.

- **CDP** — The CDP helps us measure, manage, disclose and ultimately reduce our greenhouse gas emissions. Water usage categories require attention to reach higher scoring levels. This enables us to track our progress toward environmental stewardship through benchmarking and comparison with peers in order to continuously improve our climate change and water governance.
- **Institutional Shareholder Services (ISS)** — ISS provides diversified data to investors that together form a more inclusive and comprehensive story of Valmont governance, environmental and social risk, and performance.

*Valmont does not sit squarely within SASB's industry code, so additional inputs were considered.

Materiality Summary


ESG TOPICS

MATERIALITY TOPIC	DESCRIPTION	EXAMPLE
ENVIRONMENTAL		
Climate Change Solutions	Valmont products and solutions that support resiliency to climate change and responsible use of resources	Convert Solar Tracking has a 19.8% performance increase compared to a 1 MW project using fixed-in-place solar racks. After two months, all carbon emissions involved in the life cycle of the solar racks alone will be offset.
Energy Management	Reducing energy use and fossil fuels across operations	Valmont is committed to illuminating at least 90% of our manufacturing facilities with 90% LEDs by the end of 2023.
Waste Management	Reducing waste while advancing the responsible use of materials	In 2020, 85 Valmont Green Teams collectively avoided sending 10,873 tons of waste to landfills.
Water Stewardship	Responsible use of water with stewardship advocacy and thought leadership	We've adopted a 100% requirement for low-flow water fixtures in all non-production areas by the end of 2025.
Supply Chain	Reduction of emissions, waste and resources by increasing sustainable sourcing	A new Supplier Relationship Management (SRM) system was deployed to drive responsible management top to bottom.
Production Circularity	Sustainability through the full cycle of production, from sourcing to recycling	Initiation of pole refurbishment services that allows the reuse of existing poles.
Physical Impacts	Declining water supplies, reduced agricultural yields and increased wildfires due to climate change	Valmont completed a comprehensive risk assessment across our global manufacturing footprint, focused on physical impacts of climate change.

Materiality Summary

ESG TOPICS (CONT.)

MATERIALITY TOPIC	DESCRIPTION	EXAMPLE
SOCIAL		
Diversity, Equity and Inclusion	Development of a diverse employee base, culture of inclusion and equitable access to opportunity	We successfully rolled out employee resource groups devoted to fostering unique points of view across the company.
Employee Health and Safety	Robust health and safety practices, risk assessment, training and accountability of leadership	The Valmont Safety Index proactively measures leading safety indicators balanced against real-time results.
Employee Experience and Success	Developing a workforce that nurtures a sense of belonging and the tools required for success	Valmont is committed to implementing an all-employee engagement survey every 18-24 months.
Community Impact	Management of the relationship between Valmont and the communities in which we operate	In 2021, our team donated more than 21,500 hours of time to 360+ organizations.
Product Quality and Safety	Production and management of products and services that are resilient, reliable and beneficial	Valmont has internal policies on product quality and safety that are communicated to customers prior to purchase.
Supply Chain	Promotion of human and labor rights, as well as fair wages, through a diverse supplier base	The new SRM system requires companies to acknowledge their human rights and labor policies.
GOVERNANCE		
Business Ethics	Operating our business in a responsible and ethical manner that aligns with our values	Valmont requires employees to annually complete training and familiarize themselves with our Code of Business Conduct.
Board Structure/Oversight	Provides oversight of strategy, operations, employee experience and success, and company culture	Our Board of Directors established the Audit, Human Resources, Governance and Nominating, and ESG committees.
Data Privacy and Security	Valmont connected products and services are designed with cybersecurity and data privacy in mind	Our Governance Risk Compliance (GRC) group conducts external assessments and sets benchmarks for our privacy framework.



Sustainability Business Strategy

AT VALMONT, SUSTAINABILITY IS SERIOUS BUSINESS

Even though we have focused on sustainability in one way or another since our very beginning, our current business strategy fully embraces ESG values.

We elevated our organizational excellence initiative in 2021 to drive a range of positive changes, from automating manufacturing procedures to standardizing processes.

In short, we're working smarter and conserving more. For example:

- We're reducing inefficiencies in time and materials across the board.
- We're bringing robotics into manufacturing to improve safety, increase quality, speed output and be even more efficient.
- We're incorporating artificial intelligence (AI) to help eliminate waste in our coating processes.
- We're skill training employees using virtual reality (VR) to increase efficiency and reduce costs.



SUSTAINABLE AGRICULTURE

Growing more.

Feeding more.

Using less.



Sustainable Agriculture

CAPTURING DATA TO INCREASE PRODUCTIVITY AND CONSERVE RESOURCES

Valmont has been helping producers grow more with less since 1954, when we introduced the world's first center pivot. Today our Valley® center pivots are on more farms around the world than any other irrigation company. (And they're all made with completely recyclable, galvanized steel.)

As the only equipment in the field every day, all day, often for decades at a time, our pivots are uniquely positioned to be data hubs. So in 2021, with the acquisition of Prospera Technologies, we created the largest global, vertically integrated artificial intelligence (AI) company in agriculture. This acquisition furthers our work to feed an expanding global population using machine learning. These technologies allow growers to make more informed, efficient and scientific decisions resulting in higher yields, while using less land, water, chemicals, fertilizers, fuel and time.

But that's only the start. Over the next few pages, you'll see how the same data capture, management and analysis can increase efficiency and sustainability through the entire growing cycle.

**228,000+**

Valley center
pivots globally

30M

acres irrigated
by Valley pivots

40%

water savings with Valley pivots
vs. traditional irrigation methods

4T gal

gallons of water saved
annually* with Valley pivots

61M lbs

amount of CO₂e reduced annually by
remote-connected irrigation devices

*Compared to flood or traditional irrigation methods.

Sustainable Agriculture: Agricultural Ecosystem

HOW BETTER DATA DRIVES BETTER SUSTAINABILITY

Valmont offers solutions at every stage of the agricultural production process. We compile agronomic, environmental and equipment data into Valley 365®, a seamless, cloud-based crop management platform that creates efficiencies with equipment, while allowing growers to make smarter decisions to save water, energy and time.

AGRICULTURAL ECOSYSTEM



EQUIPMENT DATA



ENVIRONMENTAL DATA



AGRONOMIC DATA



DATA COLLECTION



FORECASTING & PLANNING



PREDICTIVE SCHEDULING



THE GROWING SEASON



THE HARVEST SEASON



MARKET DELIVERY



Sustainable Agriculture: Agricultural Ecosystem

FORECASTING & PLANNING



Before a single seed is planted, growers plot out the entire season. For example, a large poultry processing plant in North Carolina irrigates grass crops with wastewater through 24 of our center pivots. North Carolina heavily regulates wastewater irrigation, so Valley 365® provides accurate water and energy data documentation to stay in compliance. It also provides year-over-year water usage, weather data and more — all of which help with planning and conservation efforts by informing adjustments for wet, cool weather, even within specific areas of the field.



Wastewater Irrigation

- Reduces freshwater demand
- Reduces energy for treatment
- Conserves nutrients for crops
- Increases carbon sequestration

PREDICTIVE SCHEDULING



Fresh water is the world's most coveted natural resource. So predictive scheduling of water usage is vital. For example, in the high desert of Northeastern Oregon, one farmer uses Valley Scheduling™ to decide where and when water is most needed for his sensitive, high-value potatoes and onions. Valley Scheduling is an advanced management tool that provides data about soil moisture, crop type, stage of development and weather conditions. It analyzes the data and delivers precise yet easy-to-understand recommendations.



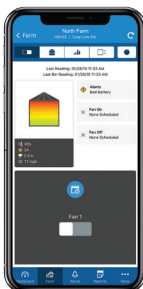
280 B gal

estimated amount of water saved by Valley Scheduling in 2021

Sustainable Agriculture: Agricultural Ecosystem

GROWING
SEASON

Watering time during the growing season is the most critical period. The ground can dry out quickly and falling just a few days behind can make a big difference at harvest. Even small issues such as a partially plugged sprinkler can become large, yield-affecting problems. Valley Insights® uses satellite imagery and pivot-mounted sensors to detect everything from crop health to irrigation malfunctions. The imagery is fed into algorithms with AI technology to identify problems, and then growers are notified so they can act quickly and remotely, saving gas, CO₂e emissions and trips to the field.

HARVEST
SEASON

Once harvested, growers understandably hate to lose their gains. So monitoring spoilage in storage is important. For example, soybeans with a 15% moisture content (13% being ideal) would have 60¢ deducted per bushel. Applying that same 60¢ deduction per bushel to 4.4 billion bushels — the USDA estimate for the total 2021 U.S. soybean yield — the potential loss is a staggering \$2.7 billion.*

Enter Grain Trac, a remote monitoring solution from Valmont that provides real-time and historical grain temperature information, then alerts growers when hot spots begin, helping them to avoid costly damage.

**+75 bu/A**

Three inches of water
at the right time can add
75 bushels/acre.

MARKET
DELIVERY

One often-overlooked aspect of sustainability in the agricultural ecosystem is the value of galvanizing — both to growers and the planet. Hot-dip galvanizing protects steel from corrosion, resulting in an extremely abrasion-resistant coating that can last for decades. For example, galvanizing allows for enclosed conveyors, which are cleaner, safer, quieter and more energy efficient. And even after a long, durable life, galvanized Valley® pivots remain 100% recyclable.

*Based on 2021 yield averages and commodity prices.



Sustainable Agriculture: Global Impact

AGRICULTURAL TECHNOLOGY THAT HELPS THE WORLD

Valmont technology is tackling some of the world's greatest challenges on the path to sustainability: rapid population growth, increased water demand, food productivity, renewable energy and more.

As mentioned on the previous pages, our complete suite of precision ag technology solutions allows growers to monitor and more efficiently use resources through the trusted systems in their field as data hubs.

We also support the rise in renewable energy, particularly in solar, including microgrid solutions, as well as off-grid solar products, that bring clean energy to developing communities that traditional power generation has yet to reach.

A great example of this can be seen on a 12,500-hectare (30,900-acre) farm in Mato Grosso, Brazil. Under the leadership of the ag solar team at Valley®, the farm went off the grid, relying on a new system that includes both a photovoltaic plant and center pivots. The plant will produce 1,897 MWh/year, reducing the farm's yearly energy cost by 52.3%, as well as supply power to Valley center pivots to irrigate the soy, corn and beans cultivated on the farm.

Elevating Developing Countries

As part of our commitment to ESG values, we are helping countries around the world achieve economic equity, food security and opportunities for growth. For more, see the next page.





Sustainable Agriculture: Global Impact

TRANSFORMING SUDAN

The primary agricultural challenge in Sudan is not resources, but rather the lack of equipment and the specific knowledge to use it effectively. To address both issues, we established a partnership with a Sudanese Government-Owned Entity (GOE) in charge of developing agricultural lands.

First, we sponsored a unique educational program, training farmers in modern agricultural and technological principles. The government entity selected an initial group to meet the University of Nebraska's College of Technical Agriculture requirements. Once qualified, the students were enrolled to earn their master's degrees in agricultural sciences with an emphasis in pivot technology. These students will then take their knowledge back to Sudan to help others.

Beyond that, this entity needed a partner for huge irrigation projects with difficult demands — projects that require financing, installation, center pivots, electricity, training, ongoing service and access to spare parts.

The effect has been nothing short of transformational, increasing food security, empowering growers, employing more locals — especially women — and producing greater yields with less water and energy.

**1400**

center pivots supported
and installed

600

Sudanese technical staff
trained for ongoing service

2x

amount pivot irrigation
increases yield

97%

efficiency of pivot irrigation
over flood irrigation

5-6

number of people employed
with each 125-acre (50-ha) pivot



SUSTAINABLE INFRASTRUCTURE

Infrastructure that connects
and conserves

A person wearing a white protective suit, a green face shield, and blue gloves is holding a tablet. The tablet displays a photo of a family: a man, a woman, and a young girl. The person's hand is visible in the foreground, reaching towards the tablet. The background is a plain, light-colored wall.

Sustainable Infrastructure

CONNECTING PEOPLE, PLACES AND THINGS FOR SUSTAINABILITY

To most people, infrastructure is virtually invisible — even though they rely on it every day. At Valmont, we think of vital infrastructure as a way to connect people to the things that matter most to them, like families, jobs and even freedom.

For example, better maintained and lit roadways and public spaces allow people to gather safely. Stronger, more reliable electrical grid transmission keeps the lights on and the conversation going. And of course, we help connect people virtually with our telecom and smart city solutions, not only in urban areas but in remote, rural locations, too.

But if connectivity is our “why,” sustainability is our “how.” Everything we do is made to last and do more with less — like galvanized poles that will stand for 100 years, bridges that can be installed in a day and tracker arms that make renewable solar energy even more efficient.

The truth is, dependable roads, bridges and other structures are essential for economic health and community well-being. And that’s why we take sustainable infrastructure so seriously.

The U.S. loses \$120 billion annually because of traffic congestion.* And transportation emissions are a large contributor to greenhouse gases. Valmont is working to reduce these numbers by helping traffic run more smoothly through better monitoring and management of infrastructure and faster repair and replacement techniques, as well as installing the structures needed to support EV charging and mass transit.



*Source: Council on Foreign Relations www.cfr.org.

Sustainable Infrastructure: Lighting and Transportation

LIGHTING AND TRANSPORTATION THAT SAVE RESOURCES — AND LIVES



Urban safety and mobility have been an issue before there were even cars and light poles. As city populations grow, getting from point A to point B safely is more important than ever. As a provider of vital infrastructure in the lighting and transportation sectors, we help keep public spaces safe and inviting, while minimizing accidents and traffic jams. We also do our part to stem global climate change by designing and engineering charging stations for battery-operated mass transit buses.



CASE STUDY

FASTER, LESS EXPENSIVE BRIDGE REPLACEMENT

By some estimates there are 45,000 bridges that need to be replaced in the U.S. alone. And aging infrastructure is costly in terms of time, money and materials. So the Michigan Department of Transportation (MDOT) had a dilemma after recently identifying 19 bridges in need of full removal and replacement. They decided to bundle all the bridges into one project. We worked with several of the contractors bidding the job to offer optimal performance, efficient construction and competitive pricing. The winning contractor chose Valmont press-brake tub girders, which offer a 100-year service life. These tub girders have been helping states, municipalities and the Federal Highway Administration save resources for years and will continue to help Michigan do so for years to come.

AASHTO Innovation Initiative

The American Association of State Highway and Transportation Officials has recognized the Valmont press-brake tub girder as a 2021 Focus Technology: a technology that is likely to yield significant economic or qualitative benefits to users.



CASE STUDY

ENVIRONMENTALLY FRIENDLY STREETCARS

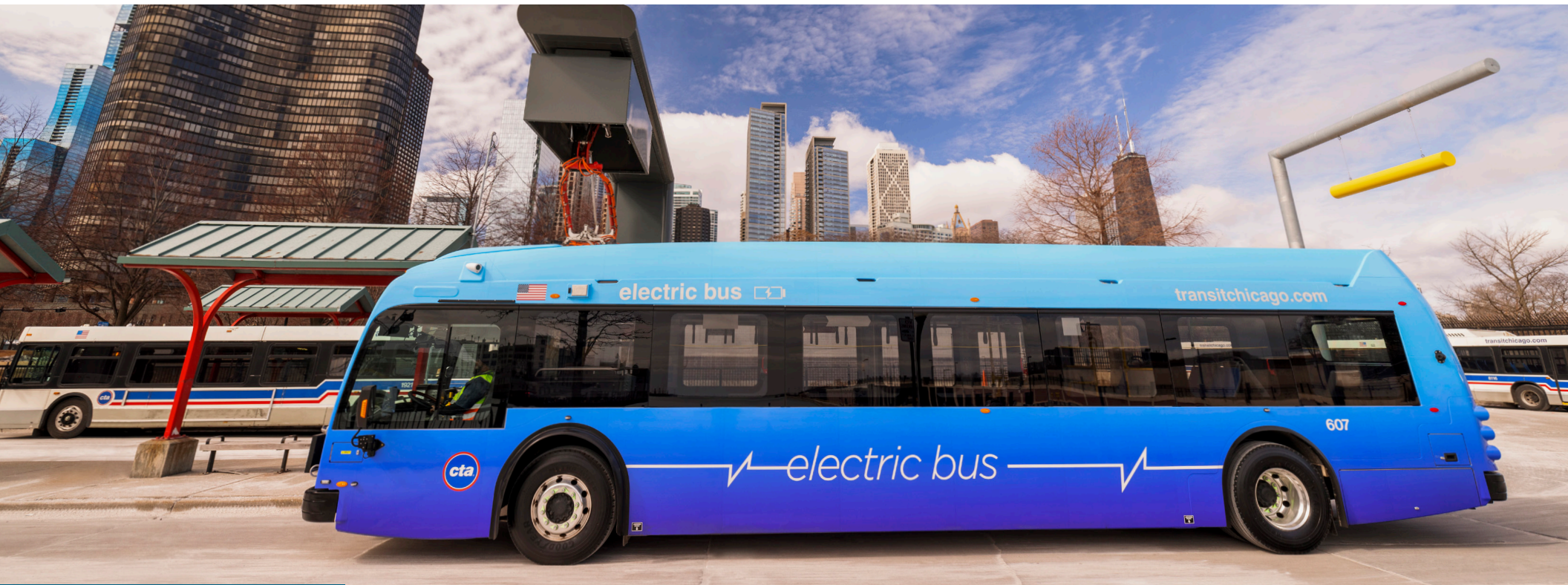
Traffic in large cities gets more congested, polluted and unsafe every day, increasing the need for modern, updated infrastructure. That's where we come in. We create customized sign and light signal structures, traffic poles and mass transit infrastructure to increase safety, reduce CO₂e emissions and redefine modern transit. We also serve as a leading partner in electric-powered light rail projects, completing and continuing ongoing projects in metropolitan areas across the U.S., from Washington D.C. to Phoenix. In Kansas City, for example, we provided more than 330 overhead contact system poles, 32 traffic signal poles and several custom street lighting poles for the 2.2-mile Kansas City streetcar route along Main Street. Each pole lining the fixed-rail, electric-powered transit system is made of galvanized steel for long-lasting durability.



55.9K gal
498 MT

number of gallons of gas and
metric tons of CO₂e saved*

*Timeframe based on RideKC Streetcar stated
2021 ridership.



CASE STUDY

ZERO-EMISSION BUSES

The call to drastically reduce emissions has resulted in an accelerated embrace of alternative, carbon-neutral options, such as electric vehicles, including electric buses. Electric buses emit zero greenhouse gases, improving overall air quality. They are also much quieter than their diesel-burning predecessors. There are two main types of charging structures Valmont creates and customizes: one allows for on-route charging and the other for stationary charging in depots. Both can charge buses in mere minutes and both charging structures are galvanized for long-lasting protection. Working with partner organizations in the U.S. and Europe, we create state-of-the-art solutions to support zero emissions and help accelerate the world's transition to sustainable energy.



Transportation comprises a quarter of the greenhouse gas emissions worldwide and 29% of emissions in the U.S. To make matters worse, the World Economic Forum estimates e-commerce will increase the number of delivery vehicles in the world's 100 largest cities 36% by 2030.

Sustainable Infrastructure: Connectivity

SMART CITIES. SMART INFRASTRUCTURE. SMART SUSTAINABILITY.



Connectivity promises all sorts of sustainable advantages. With the rollout of 5G, the potential is staggering. Yet as our dependence on connectivity deepens, the importance of reliable service only increases.

Just ask our partners. With our experience providing vital infrastructure for the lighting, transportation and telecom industries, it's natural that we've become a go-to partner for smart city build-outs and the extension of connectivity to remote, rural areas. Not only do our strong, long-lasting towers and components align with the needs of smart city infrastructure, but these communities of the future share our commitment to conservation and sustainability.



CASE STUDY

PROVING CONNECTIVITY WORKS FOR ALL

Last year, we reported on a project driven by Nokia in Espoo, Finland. The project, called LuxTurrim5G, was spearheaded by more than two dozen industry leaders, including Valmont. The objective was to build out smart city technology in Espoo to enhance sustainability and reduce carbon emissions.

Since it went online, the ecosystem partners have worked intensively together to build out key capabilities — such as data privacy, design guidelines, understanding of complex business landscapes and operational models — to be replicated in other cities.

The success of the project has provided many of the partners with tangible proofs of concept and solidified a relationship as a consortium to collaborate on future project development.

Traficom 5G Innovation Competition

In 2020, the LuxTurrim project earned an award for heightening the visibility of 5G internationally and the demonstration of considerable creativity in 5G development.



CASE STUDY

SAVING LIVES AND TIME

The events of 9/11 revealed flaws in our country's communication system. To prevent these issues from ever happening again, Congress established the First Responder Network Authority, or FirstNet. The idea was to give lifesaving, 21st century communication tools to the public safety sector. AT&T was awarded a 25-year contract to provide a nationwide network for law enforcement, fire and emergency medical personnel communications in time of disasters or large-scale emergencies. AT&T then turned to Valmont.

The plan required adding heavy-duty, purpose-built antenna frames and reinforcements to accommodate greater loading and unique positioning on AT&T's telecommunication structures.

Today, public safety agencies and first responders get more information faster, helping them make quicker and better decisions in times of emergency.



CASE STUDY

CLOSING THE DIGITAL DIVIDE

There's a significant gap between urban and rural connectivity. Globally, 40% of rural homes don't have access to the internet. This digital divide is often referred to as the Last Mile because current infrastructure stops just short of many remote homes, farms and businesses. Valmont is working to bring fast, reliable service to these remote, underserved areas.

Working with partners like the Wireless Internet Service Providers Association (WISPA), American Connection Broadband Project Coalition, and countless players in industries such as radio, utilities, data carriers and construction, we are helping to close that gap.

For example, General Communications Inc. partnered with Valmont to reach isolated communities in the Alaska backcountry. We floated or air-lifted communication towers to isolated locations, including 23 situated on mountaintops that were delivered by a fleet of heavy-lift helicopters. The towers have an expected lifespan of 50-60 years to keep maintenance, replacement costs and environmental impacts to a minimum.

When the Last Mile is finally bridged, those in remote areas will finally enjoy the competitive and sustainable advantages of their city-dwelling neighbors.

Sustainable Infrastructure: Energy

HARDENING THE GRID. SOFTENING CLIMATE IMPACT.

In 2021, 20 natural disasters in the U.S. amounted to \$20 billion in recovery efforts. The cost and frequency of disasters have skyrocketed in recent decades, resulting in a critical need for stronger, more sustainable utility poles and structures that can withstand high winds, drastic temperature swings, fires and flooding.

At Valmont, we improve life for people by helping enable the delivery of reliable power to the world. Our variety of products and services, engineering and technology, and custom solutions harden the grid against age and environmental impacts, while making renewable energy sources possible. From manufacturing the tallest transmission monopoles in North America to exploring ways to reduce CO₂e emissions, our ideas and innovations promote ESG principles.





CASE STUDY

SAVING THE RIVER BY GOING OVER IT

Baltimore Gas and Electric (BGE) has been serving 1.2 million customers through under-river cables since the '70s. As part of the Key Crossing Reliability Initiative, BGE decided to replace the outdated cables to improve overall system reliability. But the environmental impacts in doing so were daunting. Instead, the utility turned to us to engineer, fabricate and galvanize above-ground towers for a more sustainable solution.

To start, a temporary bubble curtain was installed to protect fish from noise and vibration due to pile driving. The bubble curtain is just one example of the environmental mitigation techniques used.

Similarly, the placement and height of each tower were carefully calculated to maximize safety and environmental preservation. Overall, eight towers were installed, two of which are 380 feet high, to accommodate ships passing underneath and allow for potential future expansions. Valmont galvanized the structures and pre-assembled them to ensure installation success on site.

Not only was constructing overhead transmission lines half the cost of underground lines, but they limited impact on the Port of Baltimore operations and saved the environment from disruptions generated from jet-plowing the river bottom.

When these transmission lines go online in 2022, the underground lines will be safely decommissioned.



CASE STUDY

REPLACING WOOD POLES WITH MORE RENEWABLE OPTIONS

According to the American Iron and Steel Institute, an estimated 2.5 million wood poles are replaced annually. That represents a huge opportunity to replace them with stronger, more sustainable options.

Valmont steel poles are made with recycled material in a process that lowers CO₂e emissions. And our spun concrete poles are less affected by — and have less impact on — water, salt, coastal air, fog, mist, erosion, high winds and swampy environments. The result? Both harden the grid against extreme weather and reduce the number of people affected by disasters.

Take the American Electric Power-Ohio (AEP-Ohio) Friendship-Portsmouth Transmission Line, for example. We partnered with them to provide just under 100 spun concrete poles for two portions of their project along flood plains.



CASE STUDY

STANDING UP TO A HURRICANE

Hurricane Laura resulted in 81 deaths, more than 600,000 people without power and more than \$19 billion (USD) in damage. However, where Entergy, an integrated energy company, and Valmont had collaborated on hardening the power grid, there was little to no damage. PyraMAX® towers were the hero of the day.

PyraMAX structures are designed to withstand very high winds. They achieve strong resistance through a combination of structural integrity and scalable loads, while also offering substantial savings. We can even lessen material costs through environmentally friendly, smaller-scale foundations using less concrete, smaller equipment and shallower depths.



CASE STUDY

MAKING SOLAR ENERGY MORE POWERFUL

Chile is one of South America's clean energy leaders. So it's no surprise that Enel Green Power is creating one of the largest solar plants in the country. Nor is it a surprise they asked us for help to overcome the challenges posed by this high, remote desert that strains solar equipment. The project will include nearly 35,000 of our Convert-1P solar trackers, generating 382 MWp.

These tailor-made, single-axis trackers make energy capture more efficient, conserve resources and are easy to manage. Valmont solar trackers increase efficiency by following the sun as it moves across the sky. They also optimize tracking angles to enable flexible planning, and our new tracking software makes the entire process simple. Once operational, the facility will generate enough energy per year to power 225,000 homes during peak times.



Sustainable Infrastructure: Coatings

PROTECTING THE INFRASTRUCTURE THAT PROTECTS PEOPLE AND THE ENVIRONMENT

Longer-lasting infrastructure saves time, money and natural resources. Our years of experience, leading technology and patented processes are unique to the industry and deliver the resiliency needed to protect vital infrastructure around the world for decades to come.

Extending the life of vital infrastructure is a priority for us. It not only reduces carbon emissions, but it ensures the public's safety and security. With nearly 9% of global direct carbon emissions coming from steel manufacturing, it's our goal to reduce this number by providing solutions that extend the life of steel products while minimizing negative impact on the environment. Re-galvanizing is one such effort. Re-galvanizing increases the life of older steel products, resulting in a 70% reduction in CO₂ emissions versus full replacement with an equivalent steel product. Providing robust and resilient vital infrastructure is more important than ever in an age of climate change marked by intensified storms and floods.

We continually work to improve our processes, even if that means stepping away from long-term industry standards. In fact, we take a proactive approach to enhancements and will often make changes ahead of regulatory requirements. It's the least we can do, considering our horizon is 100 years out or more.

Sustainable Infrastructure: Coatings

MAKING COATINGS MORE SUSTAINABLE

Protective coating is a chemical process, but that doesn't mean those chemicals can't be managed in a sustainable way. For example, GalvTrac® provides synchronized communication between workers on the floor, as well as refining customer recipes, assuring the right amount of coating is applied every time. VALPASS™ is a new passivation treatment that's an environmentally friendly conversion coating to protect galvanized products from oxidation. And VALPREP™ is designed to replace hydrochloric and sulfuric acids to remove iron oxides in hot-dip galvanizing. The active pickling component can be converted back to its original form through regeneration, providing even greater sustainability. Plus, the reagent can be recycled, leaving only a metal sulfate outflow, which can then be resold and reused.



3.7 M lbs
zinc saved

GalvTrac is a sustainable galvanizing process to help operators of hot-dip kettles track timing, recipes and exceptions on a cloud-based system. Through AI integration, GalvTrac provides recipe countdown and instructions for skimmers at the kettle, increasing accuracy, saving time and minimizing zinc usage. The results? 99% accuracy, 20% faster and millions of pounds of zinc saved.



10,000 MT
recycled

In line with our commitment to sustainability and ESG, we reduce the emissions and wastes that our coatings operations generate. Last year we recycled more than 10,000 metric tons of production-related zinc-iron from in-house coatings processes.

PROBLEM: STEEL CORROSION RISKS LIVES AND WEAKENS INFRASTRUCTURE	SOLUTION: VALMONT COATINGS EXTEND THE LIFE OF STEEL
40% of annual global demand for steel is used to replace failed products.	Valmont Coatings has one of the world's largest network of coatings facilities and operates the largest galvanizing kettle (by volume) in the world.
The cost of steel corrosion in the U.S. alone is \$660 billion.	Our hot-dip galvanizing process doubles the life of steel.
7.5% of U.S. bridges are structurally deficient and corrosion is the primary cause of deterioration in steel infrastructure.	Hot-dip galvanizing emits virtually zero volatile organic compounds and the coated steel is 100% recyclable.



ESG

Reducing risk.

Increasing returns.

With a brighter future for all.

ENVIRONMENTAL, SOCIAL, GOVERNANCE: THREE STEPS TOWARD A BETTER WORLD

Stakeholders are increasingly looking at ESG factors to evaluate companies. As the impacts of climate change become more frequent and severe, these metrics will only get more important. At Valmont, we've been mindful of ESG long before it was a term. For more than 75 years, we've been helping growers do more with less. That experience and mindset has now extended to vital infrastructure, reliable power and connectivity, because we have always viewed our work through its positive impact on people everywhere.



In accordance with our new revolving credit facility agreement, beginning in 2023 there will be adjustments to our borrowing rates based on achievement of two environmental goals; reductions in carbon intensity and electricity usage.

ENVIRONMENTAL: THE JOURNEY CONTINUES

At Valmont, we base our sustainability initiative on the UN Global Compact LEAD Sustainability Stages Model. This enables us to sharpen our focus on managing risks and improving efficiency.

1. COMPLIANCE	2. RESOURCE OPTIMIZATION	3. MARKET DIFFERENTIATION	4. PURPOSE DRIVEN
	GROWTH		
	PRODUCTIVITY		
RISK MANAGEMENT			
2022	2023	2024	2025
Publish climate risk and opportunity assessment	Launch global waste goal	External audit of 2023 Scope 1, 2 and 3 data	Phase out of all company owned gasoline powered vehicles and equipment
Report water inventory results	Gather Scope 3 data for selected suppliers	Set revised 2030 carbon intensity goals	Establish global facility assessment schedule
ESG Committee established by Valmont Board of Directors	Implement alternative fuel/energy program for production and fleet vehicles	Implement selected facility energy efficiency upgrades	Report selected Scope 3 emissions data
Develop selected fact sheets based on life cycle assessments	Review potential commitments to global climate initiatives	Expand upstream Scope 3 data reporting to include employee commute and business travel	Publish 2030 sustainability goals
Refinement of SRM ESG questionnaire to include conflict minerals, social and climate screens	Perform selected North American Ops facility infrastructure assessments	Set global renewable energy standard	
Perform global combustion fuel feasibility study	Complete Project 90/90	Conduct double materiality feasibility assessment	



Environmental: Climate Strategy

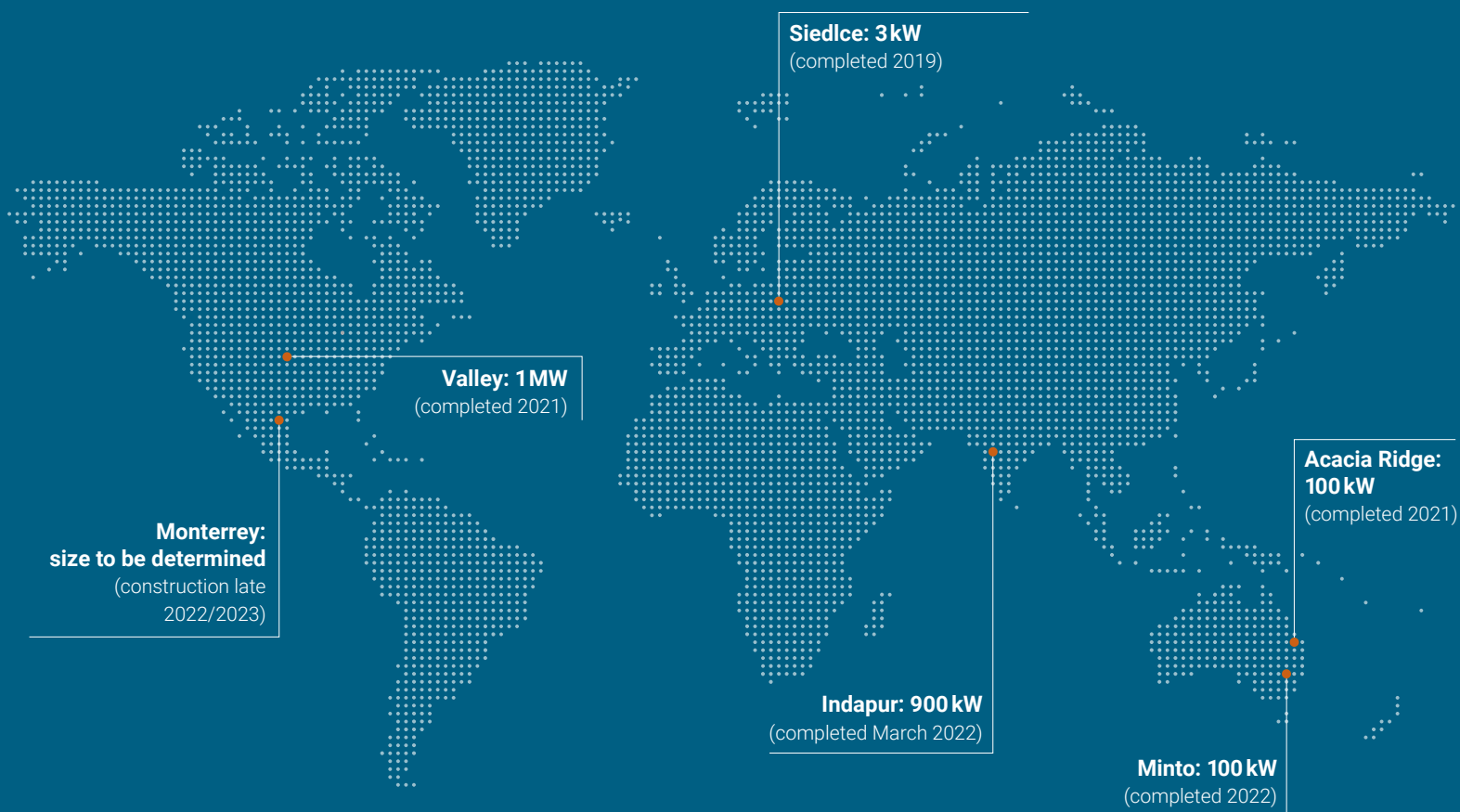
CLIMATE/CARBON STRATEGY

Our approach to [climate change](#) is reflected in these five guiding principles:

- 1** We believe that robust economic growth and prosperity, particularly in the developing world, is essential to mitigating, and adapting to, the effects of climate change.
- 2** We believe that climate proofing through the development of better and more resilient infrastructure should be the cornerstone of our climate adaptation strategy.
- 3** We believe that technical innovation is critical to transitioning the world to lower carbon emitting sources of energy and ensuring that it is affordable, reliable and increasingly available across the globe.
- 4** We believe that the efficient use of large-scale mechanized irrigation is essential to feeding a growing global population and is a critical tool for farmers to adapt to changing weather and growing seasons, and to protect sensitive aquifers through greater water efficiency.
- 5** Addressing climate change is a strategic priority across our business. This not only correlates to the elevation of our ESG commitments but also it's the right thing to do.

Environmental: Clean Energy

EXPANDING SOLAR GLOBALLY



As part of our ongoing carbon mitigation strategy, Valmont is expanding our global solar footprint:

- 1.3% of renewable electricity usage enterprise-wide
- 2.2 million tons of CO₂ avoided annually
- \$105,502 USD saved in 2021 electricity spend



Environmental: Clean Energy

CONSERVATION: PUTTING BACK MORE THAN WE TAKE

Valmont operates with conservation in mind, including reuse and recycling practices to reduce material waste and energy consumption.


A prime example of how we minimize impact on the environment is our Tehomet wooden pole production facility in Finland. This is a carbon-neutral factory where we use sustainably sourced wood certified by the Programme for the Endorsement of Forest Certification (PEFC). As part of the PEFC Certification, we plant approximately three trees for every one tree harvested. Additionally, these poles are designed with a minimal number of metallic components, resulting in lower CO₂ emissions.

A CIRCULARITY STORY

Circularity refers to a product that's designed with the end of its useful life in mind. Like all things, metal light poles have a lifespan. When that time comes, melting costs more energy than reusing.

Our Netherlands facility carried out a pilot to collect, clean and measure poles, then use them again with a new powder coating for a new life. As a result, they are now working on a similar pilot with several municipalities.

In the meantime, we're creating a pool of reusable poles and managing them in a climate-friendly way.



Environmental: Product Sustainability

PRODUCT INNOVATION AND SUSTAINABILITY

Valmont conducts Life Cycle Sustainability Assessments on our center pivots and solar tracking arms. These assessments examine the environmental process from raw product to end of life.

SOIL MANAGEMENT AND CARBON SEQUESTRATION

Soil moisture can impact near-surface soil temperatures, which can have an effect on the amount of carbon sequestered. Research shows that sprinkler irrigation can increase the sequestration of carbon in arid and semi-arid regions when compared to non-irrigated or flood irrigated land. One study found an increase in soil organic carbon (SOC) of 14.8%.

RECYCLABILITY OF CENTER PIVOTS

Our center pivots consist of 80% steel by weight. Steel is a highly recyclable material and can maintain its inherent properties through the recycling process. The recycling rate for steel machinery is approximately 90%. Therefore, about 72% of our products can be recycled.

Environmental: Green Teams

GREEN TEAMS GOING FOR THE GOLD

Our Green Teams continue to be a point of pride and highlight not only our site-wide innovation globally, but also our employee engagement and drive for measurable results. Eighty-five cross-functional teams monitor energy and resource use at their individual locations to improve conservation performance. The corporate sustainability team reviews and shares the best ideas across Valmont to recognize achievement and fuel competition. This grassroots approach to sustainability reflects our commitment to employee engagement and results.

REWARDING SUCCESS

The Valmont Sustainable Business Award is an annual award recognizing sites that have made significant improvements in the efficient use of water and energy, as well as the reduction of waste associated with the manufacture of products or provision of services. The annual champion team is selected, and sites are rewarded for making measurable and impactful improvements to their efficiency while also demonstrating excellent compliance and business performance.



Resources Saved

Since 2017, our four champion Green Teams have made outstanding contributions.

3.4 M kWh
electricity saved

27,594 gal
fuel saved

117,346 lbs
waste avoided from landfill

22,000+ hrs
in community service

1.7 M gal
water saved

2,424.3 MT
CO₂ saved



Environmental: Green Teams

THE CHAMPION GREEN TEAM

The Maarheeze, Netherlands, site was selected as the winner of the 2021 Valmont Sustainability Award. Maarheeze's Green Team implemented a number of sustainability improvements that saved money and contributed to a cleaner environment in the last fiscal year.

A few of the impressive projects include:

- Saved 6,900 gallons of diesel by switching leased vehicles from diesel to electric and replacing two diesel forklifts with electric alternatives.
- Site purchased 100% green electricity (wind).
- Eliminated 13 metric tons sent to landfill.
- Initiated a pole refurbishment service allowing customers to reuse existing poles.
- Reduced carbon footprint by 2,380 metric tons.



Project 90/90

We committed to illuminating at least 90% of our manufacturing facilities with 90% LEDs by the end of 2023. This initiative will reduce costs and carbon emissions, while providing a safer working environment for our employees. At the end of 2021, 50% of our sites are at the 90% installation mark, for a total of nearly 14,000 LED fixtures. This has almost doubled since last year, and we are on track for 75% of our sites to reach the 90% mark by the end of 2022.



Electric Vehicle Project

In 2021, Valmont successfully completed the process of replacing 100 fossil fuel-powered vehicles with electric equivalents at our Valley campus. We estimate these vehicles reduce the site's CO₂ emissions by 131 metric tons each year.



Environmental: Environmental Goals

SELECTED STRATEGIC INITIATIVES FOR 2022

REPORTING

To promote responsible consumption and production, we expanded our reporting efforts to include carbon, recycling, renewable energy and water.

RESOURCE EFFICIENCY

We began working toward more affordable and clean energy in production.

RESOURCE OPTIMIZATION

Continue project 90/90 LED lighting, (previous page) and continue to move forward with the Valley Campus Electric Vehicle Program using the Valley campus 1 megawatt solar field to drive more energy efficient, clean production. Continue to work with sites on global water standards to conserve water and ensure best water and sanitation practices.

MARKET DIFFERENTIATION

Use the results of life cycle assessments on selected products to push toward more climate-positive solutions across the business.

ADVOCACY

Continue to communicate our goals and lead by example with our approach to climate change.

REDUCING SCOPE 3 EMISSIONS

We are also assessing and creating procedures for addressing our global Scope 3 emissions.



Environmental: Environmental Goals

ENVIRONMENTAL GOALS FOR 2025

Valmont is committed to conserving resources and continuously improving environmental performance. To meet this challenge, we use natural resources, including raw materials, energy and water, as efficiently as possible with an eye toward continuous improvement. We're working to fully quantify and reduce the emissions, discharges and wastes our operations generate, and we comply with all applicable environmental laws and regulations. Our goals for 2025:

CARBON INTENSITY

10% reduction in carbon emissions per million in revenue guided by a scientifically based carbon goal benchmark. Reduction from 78.1 CO₂e MT/\$M revenue to 70.6. GHG emissions are reported to the CDP.

ENERGY REDUCTION

12% additional reduction in normalized electricity usage. Overall reduction from 67.8 MWh/\$M revenue to 56.9.

COMBUSTION FUEL REDUCTION

19% reduction in global combustion of fuel. Reduction in Scope 1 mobile source emissions from 7.8 CO₂ MT/\$M revenue to 6.3.

WATER STANDARD

100% of Valmont global manufacturing facilities to adopt low-flow water fixtures for nonproduction areas.

SOCIAL: SAVING THE PLANET FOR THE PEOPLE ON IT

We see our purpose in human terms, supporting growth and elevating economies, feeding people, supporting our communities, and caring for one another. As a business, our values are clear. Across our global culture, we support the health, safety and well-being of our people, as well as valuing diversity, equity and inclusion.

Our solutions meet human needs by supporting connection and growth through increasingly smarter infrastructure and precision agriculture. The ways we improve life around the world are evidenced in endeavors as diverse as education, strategic partnerships and zero hunger.

11,000+
employees globally

100+
countries serving
customers



Time and Talent Donations

In 2021, our team gave back to more than 360 organizations and industry associations, donating more than 21,500 hours of their time to make an impact outside of their everyday jobs.

Valmont Foundation

The Valmont Foundation supported more than 125 organizations last year alone. Over the last decade the foundation's work has impacted millions of lives. We choose to support initiatives that improve quality of life in the communities where Valmont employees live and work. Our annual goal is to invest 1% of operating income in communities where we live and work. We encourage our people to devote time, talent and financial resources to organizations and causes near and dear to their hearts.

Social: Health and Safety

PROTECTING OUR PEOPLE'S HEALTH AND SAFETY

We make the health and safety of our people a priority every day. This includes not just our employees, but also our business partners, our customers, members of the public and everywhere we make an impact across the globe.

SAFETY IN PLAIN SIGHT

We maintain a global Environmental, Health and Safety (EHS) management system to provide complete visibility of safety related actions and incident management for 100% of our global footprint, with support in more than five languages. Our Global Safety Advisory Council is responsible for providing direction to the overall EHS strategy as it relates to internal policies and procedures.

MINIMIZING RISK

Valmont works to document, assess, control, and validate high-risk activities. This proactive approach to risk management has increased leadership visibility to systemic dangers, while improving site engagement and lowering overall employee vulnerability to injuries.

VALMONT SAFETY INDEX

The Valmont Safety Index (VSI) has been successfully rolled out to each business segment including 106* locations globally. These leading indicators provide focus on activities that drive involvement, minimize risk within our operations and increase the safety knowledge, skills and abilities of our global workforce.

PREDICTIVE ANALYTICS

We are partnering with internal and external data scientists to shape our robust historical EHS data into a predictive model. Leveraging cutting-edge technology, such as machine learning and artificial intelligence, we are seeking ways to identify the precursors of a safety incident and provide timely actions to our sites to prevent accidents.

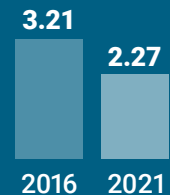
RISK IDENTIFICATION UPDATE

We plan to capitalize on the traction from 2021's global risk management efforts by rolling out an entirely new process that drives a deeper risk identification process at the site level. Through a regional workshop rollout, we plan to ensure that every site around the world has the skill set to recognize, evaluate and control risk — down to the individual job step level.

*This number includes some warehousing, distribution facilities and field work teams.



Total Recordable Incident Rate (TRIR)*



30% Reduction Since 2016

Lost Time Incident Rate (LTIR)*



10% Reduction Since 2016

* Subject to change.

Social: Diversity, Equity and Inclusion

ALL ARE WELCOME HERE

At Valmont, we celebrate diversity with a spirit of inclusion and support. We value differing perspectives and see diversity, equity and inclusion (DEI) as necessary components of the innovation that makes the world — and our business — move forward.

COMMITTING TO DIVERSE TALENTS

Creating a more diverse workplace requires both strategy and action. In 2021, we accelerated our journey toward an internal ecosystem with increasingly diverse thought, with the goal of becoming a preferred destination for world-class talent across all demographics.

50%↑ POC

We've committed to increase the number of people of color (POC) within our organization by 50% by 2025 and doubling it by 2030. We already utilize the balanced slate method and look for multiple candidates, but there's more work to do here.

ERGs

Valmont established seven Employee Resource Groups over the past two years. Across the board, employees of particular identifications are encouraged to get together and recommend improvements. ERGs not only strengthen our culture and give people support, they also foster diverse and unique points of view to help the company and serve as a key component of our talent acquisition strategy.



Increasing Diversity, One Person at a Time

62% of women in the top talent group had a stretch assignment or were promoted in 2020-2021. An additional factor driving Valmont leadership development globally is increased facilitator diversity. There are 38 internal, certified facilitators. Of these, 21% are bilingual/multilingual, and 26% are from outside the U.S.

Current ERGs

Women's Leadership Council

Hispanic Organization for Leadership and Advancement (HOLA)

INDUS (Bridging employees in India and the U.S.)

Young Professionals

PRIDE

African-American Network Team (AANT)

Salute Veterans Group

Social: Benefits and Fair Pay

KEEPING BENEFITS ON TRACK AND PAYING FAIRLY

Nothing is more important to us than the well-being of our people and their families. That's why Valmont provides the best care options to help them protect their physical, emotional and financial health.

One important part of our care and support for employees is our ongoing equal pay initiative. We examine pay equity across our business and take action. Along with gender, we weigh skill level and years of experience, while increasing organizational transparency.

EMPLOYEE ENGAGEMENT:

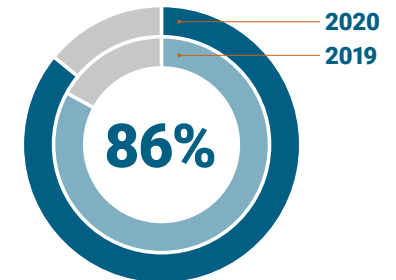
ESG evaluates how we treat people, both inside and outside the company. One of the key metrics toward measuring this is our employee engagement survey.

Our leadership has committed to implementing an all-employee engagement survey every 18-24 months, with pulse surveys in between. It measures engagement, confidence in management, inclusion, safety and performance.

One of the most exciting aspects of the survey this year — aside from the high response rate — was the diversity of the respondents. The survey went out in 24 languages across our global footprint. And perhaps most encouraging was that the company culture was consistently listed as one of the best things about working for Valmont.

YEAR-OVER-YEAR IMPROVEMENT:

The 86% response rate globally for the most recent employee engagement survey was a notable improvement over the last survey's already high response. Especially compared to manufacturing benchmarks, this indicates that our employees are engaged and are confident that their feedback will be heard.



86% of employees responded to the survey, up 3% from 2019

PERFORMANCE ENABLEMENT:

Employees are largely satisfied with the training they receive and with their career prospects at Valmont, ranking well above the manufacturing benchmark in both areas.

ALIGNMENT:

As in the previous survey, employees possess an understanding of Valmont values and their departmental or site goals. They communicate that they see how their personal work contributes to achieving those goals. Valmont ranks more than 5% higher than the manufacturing benchmark in this measurement.*

* Benchmark established based on more than 3.75 million responses from other survey clients.



Unionization

We compensate employees competitively relative to the industry and local labor markets, as well as in accordance with the terms of applicable collective bargaining agreements. We require full compliance with applicable wage, work hours, overtime and benefit laws. Approximately 10-20% of all our workforce is unionized. We respect the rights of all workers to form and join trade unions or labor associations of their own choosing, bargain collectively and engage in peaceful assembly, as well as respect the right of workers to refrain from such activities.



Social: Quality and Customer Satisfaction

QUALITY MANAGEMENT FOR HAPPIER CUSTOMERS

As an AISC-certified fabricator, Valmont has established a robust Quality Management System (QMS) to help us design, fabricate and deliver high-quality structures to our customers. The system touches all aspects of our business, channeling the voice of the customer into everything we do. The QMS provides a foundation of excellence for all Valmont team members and ensures that we work together and continually improve. If you'd like to learn more about our commitment to quality and customer satisfaction, please visit valmont.com/qualitymanual.

GOVERNANCE: MANAGING FOR TODAY AND TOMORROW, HONORABLY

Integrity is one of our four core values, and we take it very seriously, with engaged oversight from our board and leadership to ensure we act responsibly and hold ourselves to the highest standards.

BOARD OVERVIEW

Valmont is governed by a board of directors. The board's leadership structure consists of a chairman and a lead director. All directors are independent, other than the current chief executive officer.

Our Board Of Directors

Mogens C. Bay, Chairman

Catherine J. Paglia, Lead Director

K.R. Den Daas

Ritu Favre

Dr. Theodor W. Freye

Stephen G. Kaniewski

Richard Lanoha

James B. Milliken

Daniel P. Neary

Clark T. Randt Jr.

Joan Robinson-Berry

LEADERSHIP COMMITTEES

The following committees are established at the board level.

- Audit Committee
- Human Resources Committee
- Governance and Nominating Committee
- ESG Committee

THE FOLLOWING PRINCIPLES HELP TO GUIDE US:

[Governance Principles](#) ▶


[Corporate Social Responsibility](#) ▶

[Code of Ethics for Senior Officers](#) ▶

[Code of Business Conduct](#) ▶

[Conflict Minerals Policy Statement](#) ▶

[Human Rights Policy](#) ▶

A man in a dark sweater and trousers stands in a server room aisle, holding a laptop. The room is filled with rows of server racks, and the floor is a light-colored metal grating. The lighting is dim, with some green indicator lights visible on the server racks.

Governance: Cybersecurity

CYBERSECURITY AND DATA PRIVACY IN AN INCREASINGLY DIGITAL WORLD

Modern global businesses — especially in the age of a pandemic — require thorough, current strategies to protect their systems and data. Valmont is dedicated to using the most up-to-date technologies and processes to assure security.

Our primary strategic action for 2022 is to establish an IT Compliance Center of Excellence (CCoE) using the National Institute of Standards and Technology Framework (NIST), focusing on expertise and support related to compliance with laws and regulations for IT privacy and security.

Valmont completed the NIST survey and identified these top four areas of focus:

1. IT Security Risk Management
2. Cybersecurity Investment
3. Data Governance
4. Critical Risk Mitigation

Governance: Cybersecurity

SECURITY MATURITY, NOW AND TOMORROW

CURRENT STATUS



LOG COLLECTION

Security Information & Event Management (SIEM)



END POINT PROTECTION

Gen Anti-Virus, End Point Detection & Response



MANAGED SECURITY SERVICES

Provide 24/7 Security Operations Center and Alerting for Events from Logs



EMAIL PROTECTION

Targeted Attack Protection, Threat Response, Internal Mail Defense, External Email Protection



DNS FILTERING/MONITORING

Expand External Security Provider Services



NEXT GENERATION FIREWALLS

URL Filtering, Anti-Virus, Reputational Services

NEXT STEPS

- ▶ **1 • IDENTITY ACCESS** — Multi-factor access, data classification, cloud security, risk profiling, privileged access management, centralized access administration
- ▶ **2 • REMOTE ACCESS** — Next-gen remote access, including encryption of all network traffic and automated software updates
- ▶ **3 • VULNERABILITY MANAGEMENT** — Centralized patch management, standardized software builds, threat intelligence and countermeasures, expanded vulnerability scanning, security training and security standards for mobile devices
- ▶ **4 • INCIDENT RESPONSE** — Implementation of a cyber-response plan, addressing the seven steps identified in the NIST framework
- ▶ **5 • ZERO TRUST** — Network segmentation, role-based access and adoption of a Zero Trust VPN framework

Governance: Supply Chain

MANAGING THE SUPPLY CHAIN RESPONSIBLY



Our supply chain reaches around the world. Consequently, we're developing a global guide that establishes a code of conduct outlining expectations for suppliers regarding integrity, ESG requirements and more.

To establish collaboration, best practices and efficiencies that are adaptable across regions and product lines, Valmont, in partnership with a third-party vendor, is implementing a single supplier collaboration platform. This will support supplier-related ESG requirements across business segments and systems, screening suppliers for environmental performance, labor practices and human rights.

The SRM system requires selected suppliers to adhere to the same workforce policy standards as Valmont. Regarding human rights, the SRM system evaluates selected suppliers' performance in the areas of human rights, inclusive of human trafficking and slavery.

Other key areas of focus include further process consolidations, increasing speed and collaboration, and laying the groundwork for future landscape expansions under one ecosystem — all while reducing the number of platforms and simultaneously expanding scope and augmenting governance.

MATERIALS SOURCING

At Valmont, we manufacture equipment, structures and support products that are integrated with technology, allowing our customers to better conserve resources and improve lives. Please see the [Valmont Conflict Minerals Policy Statement](#) for additional background on how we manage our supply chain and critical materials.



MAKING A POSITIVE GLOBAL IMPACT

That's the value we add.

At Valmont, we firmly believe the world can be a better place. So we're working on it every day — through products, services and other solutions that improve life for everyone and conserve resources for the future.

ABOUT THIS REPORT



This report provides data and highlights covering the 2021 Valmont fiscal year, which runs from December 27, 2020, to December 25, 2021, and is supported by the data disclosures in our 2021 GRI Standard report and our 2021 SASB report, which are separate documents. When we refer to 2021 in the text, we're referencing our fiscal year. Statistics in the Environmental section of this report include both normalized and non-normalized carbon emissions electricity usage; also featuring non-normalized water withdrawal, fuel usage and both hazardous and non-hazardous waste generation.

Valmont has secured third-party assurance on selected portions of 2018 baseline data and has conducted an internal audit of its selected 2021 data disclosure included in this report. We will continue to expand and refine our data collection, and will work to align with additional leading ratings and rankings to further bolster the scope of our approach and performance.

CONTACT

For more information or to provide feedback, please contact Renee L. Campbell, Senior Vice President, Investor Relations & Treasurer at renee.campbell@valmont.com.

CONSERVING RESOURCES. IMPROVING LIFE.®

