



Nourish: Intention & Impact

**Ardent Mills' Fiscal Year 2025
Environmental, Social and
Governance Report**





“Our past successes have laid a strong foundation, and we are poised to explore new opportunities that will drive sustainable growth and lasting impact as we continue to move food forward.”

Sheryl Wallace
Ardent Mills CEO

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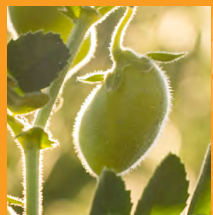
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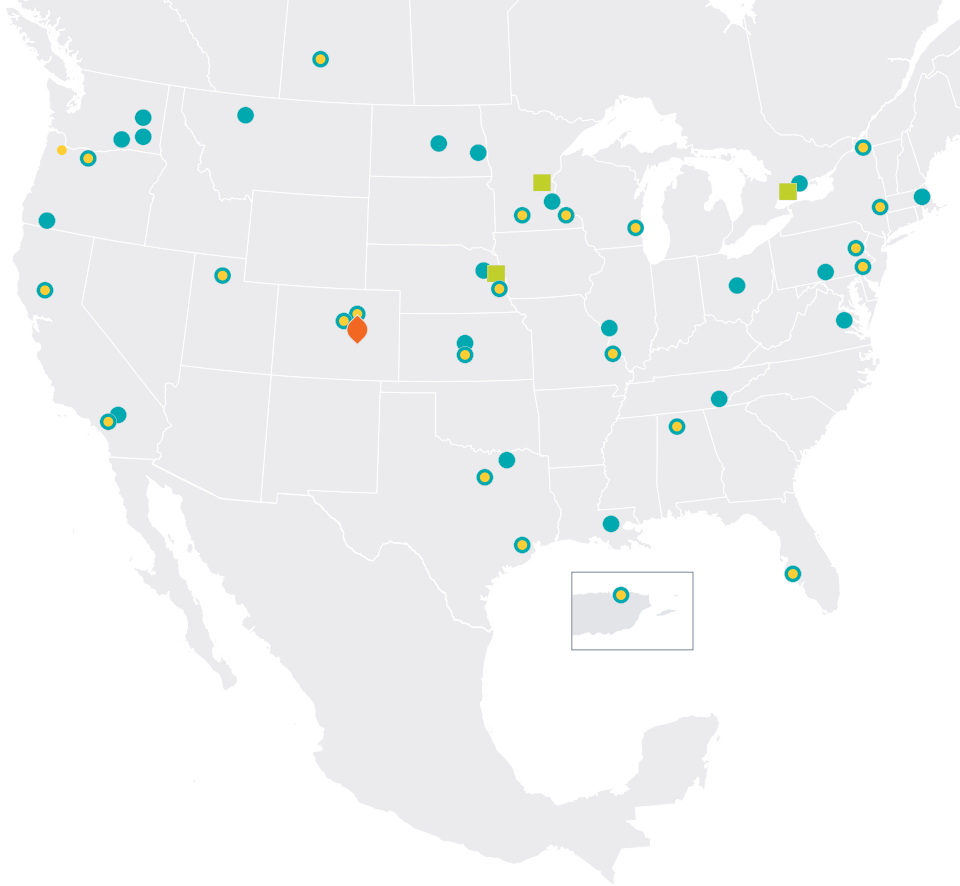
About this report

This report provides information about Ardent Mills' environmental, social and governance (ESG) activities and performance during fiscal year 2025 (FY25) (June 1, 2025 through May 31, 2025). The content in this report covers our focus areas and includes data from the facilities we operate, as well as select information on our supply chain. Read more about our ESG initiatives [here](#).



Ardent Mills is transforming how the world is nourished.

As the premier flour-milling and functional ingredient partner, we help our customers and communities thrive. We have cultivated a portfolio of traditional and emerging ingredients that power the creation of the foods found on every table. Committed to innovation that improves the quality of life and our planet, our teams create new processes and products that embrace health and wellness, as well as consumer and nutrition trends. **We are headquartered in Denver, Colorado and operate more than 40 locations across the US, Canada and Puerto Rico.**



-  Headquarters
-  Community Facilities
-  Office Locations
-  Pack Centers

How we do business

Driven by a deep commitment to our mission – to enhance the quality of life and standard of health in the communities where we live and work – our teams at Ardent Mills approach every aspect of our business with purpose. Guided by our core values of **Trust, Serving, Simplicity** and **Safety**, we strive to cultivate strong relationships

and deliver solutions that nourish people and the planet. These values shape every decision we make, fueling a culture of care, curiosity and continuous improvement. As we partner with customers to bring innovative, nutritious, grain-based solutions to life, we're shaping a future where better food means a better world.

Our Mission

Enhancing the quality of life and standard of health.

Our Vision

Ardent Mills is the trusted partner in nurturing our customers, consumers and communities through innovative and nutritious grain-based solutions.

Our Promise

Working at Ardent Mills means making a commitment to yourself and to the other members of our team. We call this Our Promise. All of us share responsibility for the success of Ardent Mills. We work closely together in teams and across functions. Nobody is left isolated or unsupported. Everyone matters. Everyone has a voice.
Together, we make Ardent Mills.

Our Values

Trust

Working to earn **TRUST** every day, always operating with reliability and integrity.

Serving

SERVING others with understanding, respect and care.

Simplicity

Operating with **SIMPLICITY**, clarity and transparency; removing barriers and letting people do what they do best.

Safety

Ensuring the **SAFETY** of our products and people; doing what's best to create the safest environment now and for the future.



A message from our CEO

As I reflect on my first year as CEO of Ardent Mills, I'm filled with gratitude for our purpose-driven work, our people and the experiences that have defined this journey. Traveling across North America to visit our facilities, I had the honor of connecting with team members and witnessing firsthand the extraordinary effort happening in our business. In every location, I saw our vision and values lived out. Whether it was a miller troubleshooting a complex operational issue with ingenuity, a team member enabling farmers or ingredient customers to be successful, or collaboration that reimagined the future of food, our mission to nourish what's next came to life in inspiring and tangible ways.

This past year brought no shortage of uncertainty and complexity. We navigated a landscape shaped by economic volatility, supply chain pressures, policy and regulatory shifts and fast-evolving consumer conversations around ultra-processed foods and the influence of GLP-1 medications on eating habits. These forces are reshaping our industry, and they challenge us to think differently, move boldly and lead with clarity.

I'm immensely proud of all our team members who responded to these challenges not by retreating, but by leaning in. With resilience and imagination, our teams across Ardent Mills came together to transform these headwinds into opportunities. We introduced solutions like Cocoa Replace and expanded Egg Replace into Canada, both designed to support supply assurance and cost-effectiveness while helping our customers respond to volatile market conditions. We reaffirmed



our commitment to our Promise and expanded employee resource groups to further foster inclusion, a sense of belonging, and our business priorities. We also implemented waste reduction initiatives like our shrink wrap reduction program—small changes that drive meaningful environmental progress.

That spirit—of ownership, of care, of forward-thinking—is core to the vision-led, values-based, and people-first culture we've built at Ardent Mills. It's deeply rooted in our shared belief that we're not just milling flour or producing grain-based ingredients. We're nourishing what's next. That means investing in the long-term health of our communities, our ecosystems and the food system itself. This ESG report reflects the strength of that culture and the meaningful ways we're making a difference. It tells the story of how we show up for our people, customers, communities and the planet. It's a story still unfolding, but with each chapter, we grow closer to the food system we believe is possible: one that is transparent, sustainable, and nourishing in every sense of the word.

I am energized by where we've been—and even more inspired by where we're going. Thank you for being on this journey with us.

Sheryl Wallace,
Chief Executive Officer
Ardent Mills

Nourish: Intention & Impact

Nourish: Intention & Impact is our approach to managing our ESG impacts and achieving our goals. It is organized under four pillars: Communities, People, Planet and Ingredients.



Communities focuses on reducing food insecurity, improving nutrition access and community engagement and volunteerism.



People strives to cultivate a workplace in which all people thrive through our inclusion efforts, team member wellbeing and safety and team member development.



Planet centers on the responsible management of natural resources encompassing climate change, water stewardship, waste reduction and operational efficiencies.



Ingredients seeks to source ingredients responsibly by working with our suppliers through tactics like establishing a code of conduct under which our vendors are to operate.

Our ESG highlights

PEOPLE

Over 20,000 team member conversations for program

Safety Cultivating Ownership Respect

27 facilities without a recordable incident



COMMUNITIES

Engaged
1,032,667 students in
agriculture education

Donated
3,444,802 million meals

Volunteered
12,655 hours
in our communities



INGREDIENTS

Conducted
1 million food safety tests

Engaged team members in
3-5 food safety meetings
per month

Enrolled more than
516,000 acres
in our
regenerative agriculture
program

259,276 following
no-till practice
and more than
516,263
implementing 4R nutrient
stewardship practices

Avoided 533 MT co2e
in carbon reduction programs in
KS, MN, MT, ND, SD

PLANET

Utilized
42.9% renewable energy
across our network

Achieved
63%
of facilities
diverting
organic waste

Over
240,000
pallets with no
stretch wrap sent to
customers





ESG governance

ESG at Ardent Mills is managed at multiple levels that help ensure alignment in our strategic vision across the business. We have four main levels of oversight and alignment on our strategy:









- **Board of directors**
- The **CEO** owns the ESG strategy while the **chief growth officer** and **VP of ESG and grower relations** have direct oversight of the ESG strategy and share responsibility for communicating progress, goals, metrics and investments to our board of directors and across the business.
- The VP of ESG and grower relations role was created in FY25 to oversee environmental sustainability, social responsibility and overall ESG governance within the organization.
- **Internal steering committee** is made up of the general counsel, corporate secretary and chief compliance officer; chief people officer; VP of ESG and grower relations; senior manager of ESG; VP of supply chain; and director of diversity & inclusion (D&I). This group meets monthly to ensure program goal achievement and provide support to drive progress throughout the organization.
- The **ESG working group** is made up of nine representatives from ESG-aligned functions (functions whose metrics are critical to platform success). In addition, the senior manager of ESG and the senior sponsor, the VP of ESG and grower relations and VP of supply chain meet regularly to ensure tactical execution of initiatives prioritized by the steering committee.



Our commitment to the United Nations Sustainable Development Goals

The United Nations Sustainable Development Goals (SDGs) is a voluntary framework with 17 global goals designed to accelerate advancement toward a more sustainable world by 2030. Ardent Mills' business practices are aligned with four specific goals where

we believe we can make the greatest impact: **zero hunger (goal 2)**, **decent work and economic growth (goal 8)**, **responsible consumption and production (goal 12)** and **climate action (goal 13)**.

PILLAR	GOAL BY 2030	FY25 PROGRESS	PROGRESS TOWARDS GOAL	SDG <small>(Sustainable Development Goals)</small>
COMMUNITIES	<p>20 million meals donated*</p> <p>75,000 volunteer hours cumulatively by 2030*</p> <p>1 million students engaged in agriculture education yearly</p> <p>\$60 million in economic development benefits created*</p>	<p>3,44,802 meals</p> <p>12,655 hours volunteered</p> <p>1,032,667 students engaged</p> <p>\$6.1 million in economic development benefits created</p>	<p>12,503,686 meals donated our mill locations</p> <p>30,679 hours volunteered</p> <p>1,032,667 students engaged in agriculture education in FY25</p> <p>\$39.9 million to 12 African countries, boosting economic development through partnership with Partners in Food Solutions</p>	  
PEOPLE	<p>Aspirational goal of all Ardent Mills locations with no recordable injuries</p> <p>Maintain and/or increase Employee Engagement Survey Enterprise Score year over year (inclusiveness)</p>	<p>27 office and facility locations without a recordable incident</p> <p>Inclusiveness Score (At Ardent Mills, people of all backgrounds are accepted for who they are.)</p> <p>Fall FY25 eNPS 51; Spring eNPS 54. This was highest score since asked question – middle range manufacturing Benchmark</p>	<p>4th consecutive year that over 15% of locations have been recordable injury free</p>	
PLANET	<p>Increase total metric tons (MT) of organic waste being diverted from landfill</p> <p>Enroll 100% of facilities in composting and recycling diversion programs*</p> <p><small>*where services are available</small></p> <p>Divert 80% of waste from landfills across our network – note biannual calcs</p> <p>Greenhouse gas emissions management – set Scope 1 & 2 emission reduction goals</p>	<p>Over 1,650 MT (3,637,627 lbs) sent to compost or animal feed outlets instead of landfill</p> <p>79% of sites recycling and 63% of sites composting or sending to organic recycling outlets</p> <p>This metric is updated every two years</p> <p>Set Scope 1 and 2 Emission Reduction Goals</p>	<p>Over 6,190 MT diverted from landfill</p>	 
INGREDIENTS	<p>Work across the value chain to enroll and scale acres with on farm regenerative practices</p> <p>100% RSPO palm oil</p>	<p>516,234 acres enrolled</p> <p>100% RSPO palm oil</p>	<p>Total of 1,826,881 unique acres enrolled since FY22</p> <p>3rd year 100% RSPO palm oil</p>	 

*Denotes a cumulative goal

Communities



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Better Future



Communities

Deepening impact through partnership and purpose

Our commitment to serving continues to shape how we show up for our communities. In FY25, we brought our core pillars—Access to Nutrition and Growing a Better Future—to life in meaningful, measurable ways. Through long-standing relationships and new initiatives, we strengthened our dedication to the communities where we live and work by partnering with organizations that share our vision of nourishing what's next.

We built on national, global and local partnerships—expanding outreach, launching new collaborations and embedding purpose into everyday moments. Team members wove volunteerism into team meetings, employee resource group (ERG) activities and networking events, finding creative ways to support causes that matter.

This strategy connects us with partners across every level:

Access to Nutrition

National/Global Partners

- Feeding America
- No Kid Hungry
- Meals on Wheels America
- Breakfast Club of Canada
- Partners In Food Solutions
- Food Fortification Initiative

Local Partners

- Food Bank of the Rockies
- Boys and Girls Clubs of Metro Denver
- CSU Spur
- Ms. Betty's Harvest Madsgiving

Growing A Better Future

National/Global Partners

- National FFA Organization
- Agriculture Future of America (AFA)
- Minorities in Agriculture, Natural Resources, & Related Sciences (MANRRS)
- AgScape

Local Partners

- Kansas State University
- CSU Spur

FY25 community impact snapshot:

- Nearly \$2.1 million USD corporate and facility donations
- 12,655 hours volunteered
- 300,315 pounds of Ardent Mills product donated
- 5,460 pounds of food, clothing and other essential goods donated
- 3,444,802 million meals donated (from monetary and Ardent Mills product/food donations)
- 1,032,667 students engaged in agriculture education
- \$6.1 million in economic development in Africa

Access to Nutrition: Food security and nutritional availability

We believe everyone deserves reliable access to the nutritious food they need to thrive. We remain committed to addressing food insecurity and nourishing the communities where we live and work. Through partnerships with national and local organizations, we support food banks and pantries, deliver meals to senior citizens and help ensure children have the fuel they need to succeed in and out of the classroom.

Our efforts focus on both immediate hunger relief and advancing long-term solutions. United in our commitment to nourish what's next, we are proud to work alongside our Access to Nutrition partner organizations to create healthier, more food-secure communities.

Feeding America

Feeding America is a network of food banks, food pantries and meal programs across the country that focuses on getting nutritious food to communities. Their goal is to help people get the food and resources they need to thrive. In FY25, Ardent Mills supported 36 Feeding America partner food banks across the U.S. and Puerto Rico — providing 1.5 million meals through our corporate level donation to nourish neighbors in need. In addition, 10 facilities went above and beyond volunteering, hosting food drives and collectively donating the equivalent of 27,000 meals.



Access to Nutrition – meals donated (from monetary donations only):

Feeding America:
1.5 million meals

**Breakfast Club of
Canada: 11,325 breakfasts**
(average value based on
supported programs)

No Kid Hungry:
750,000 meals

**Food Bank of the
Rockies: 861,000 meals**

Meals on Wheels America:
10,000 meals

**Food banks/pantries
across the continent: 312,477**
(average based on \$1 is equivalent to three
meals and 1.2 pounds is equivalent to 1 meal)

Honoring local impact: Saginaw, Texas team

Community Link Food Bank honored Ardent Mills' Saginaw teammates with their 2024 Community Partner of the Year award, recognizing over a decade of partnership. In FY25, the Saginaw facility donated 4,500 meals, 50 team members volunteered more than 140 hours and 20 team members packed emergency food bags.

Meals on Wheels America

Meals on Wheels is a network of more than 5,000 community-based providers who deliver moments of connection and nutritious meals to seniors in need across the country. In FY25, Ardent Mills continued its partnership with Meals on Wheels America, helping deliver 10,000 meals to seniors in 35 cities across the United States. We also supported their Messages of Love campaign, with team members crafting nearly 250 handwritten cards to accompany meals, bringing encouragement and human connection to senior citizens. The Messages of Love initiative campaign is now embedded into Ardent Mills' onboarding program, helping new team members immediately connect with our value of serving.



Spotlight: Delivering care in Kenosha, Wisconsin

Our Kenosha team exemplifies sustained commitment to Meals on Wheels by delivering an average of 125 meals weekly—more than 6,500 meals annually—to local seniors through Kenosha Area Family and Aging Services, Inc. (KAFASI). Beyond meal delivery, their visits provide vital companionship and wellness checks, earning praise from KAFASI's leadership for their impactful service.

"The Kenosha team absolutely ROCKS! We truly could not do what we do without your support. Your involvement with the Meals on Wheels program is vital, and we are grateful for the time, energy, and compassion you bring to our cause," Ronald Tatum, executive director at KAFASI.

No Kid Hungry

We're proud to support No Kid Hungry, a national organization working to end childhood hunger by connecting kids to effective nutrition programs in spaces where they live, learn and play. In FY25, our contributions helped provide more than 750,000 meals to children and families facing food insecurity across the U.S. This support directly impacted school meal programs, summer meals and emergency food resources—ensuring more kids have access to the nutrition they need to grow, thrive and succeed.



Breakfast Club of Canada

Breakfast Club of Canada is an organization helping children across Canada access nutritious breakfast in a safe environment. In our first year partnering with Breakfast Club of Canada, Ardent Mills supported efforts to ensure students begin their day nourished and ready to learn. Our Canadian facilities contributed the equivalent of 11,325 breakfasts and assembled 300 breakfast bags, each including a healthy meal and a handwritten note of encouragement, for students at Brandon Gate Public School near Mississauga, Ontario. This new partnership strengthens our commitment to improving nutrition and supporting educational outcomes across North America.

Partners in Food Solutions (PFS)

Our continued partnership with PFS has helped us expand our commitment to nourishing what's next, globally, over the last eight years. PFS works to strengthen food security, increase economic development and improve nutrition by linking corporate volunteers with food entrepreneurs in 12 African countries. Through this partnership, we support sustainable, local food systems in Africa by volunteering our time and sharing our deep industry expertise. Together, we're helping to empower food entrepreneurs, improve nutrition and build resilient supply chains in some of the world's most vulnerable regions.

“Serving others is at the heart of who we are as an organization – this shows up in many ways, including empowering our team members, supporting our customers and enriching communities,” said Sheryl Wallace, CEO of Ardent Mills. ***“Partners in Food Solutions is a powerful way for our team to extend that spirit of service, collaborating to reduce food insecurity and create meaningful impact across the global food industry. It’s an incredible opportunity to share our expertise, learn from others and help build a more sustainable and equitable future for food production worldwide.”***

From food safety and milling to packaging and marketing, Ardent Mills team members lend their professional expertise year-round to support food businesses across the African continent. This work directly helps entrepreneurs grow their businesses, create jobs and expand access to affordable, nutritious foods.

Fast Facts: Ardent Mills + PFS

- Years in partnership: 8
- Volunteers engaged: 147 team members
- Volunteer hours: 9,155
- Client organizations supported: 149
- Projects completed: 234
- Countries served: 12
- Ardent Mills' VP & Supply Chain Lead serves on PFS board of directors



A powerful example: Ardent Mills hosted AgriAccess Ltd., a Ghanaian sorghum processor, at our Harvey, North Dakota, mill to help the company apply advanced techniques to expand food production and support over 5,000 smallholder farmers. These types of connections underscore how knowledge-sharing can spark innovation and strengthen food systems across continents.

“Our partnership with Ardent Mills brings our clients expertise that they would not have access to anywhere else. It gives them the opportunity to leapfrog ahead by solving problems that our partner companies may have tackled decades ago so that they can accelerate their businesses and the locally produced food that is so critical to sustainable food security in Africa. We’re incredibly grateful to everyone at Ardent Mills for investing in the promise of food processing in Africa,” said PFS CEO Mandla Nkomo.

Food Fortification Initiative

Ardent Mills supports the Food Fortification Initiative (FFI)—the only global organization solely focused on fortifying industrially milled wheat flour, maize flour and rice with essential vitamins and minerals.

The Ardent Mills Chattanooga plant welcomed representatives from FFI, the Azerbaijan government, UNICEF's Azerbaijan country office and an Azerbaijani wheat flour miller in February 2025 for an in-depth look at flour fortification in action. With technical support from FFI and UNICEF, the Azerbaijan government is developing a national wheat flour fortification program to prevent vitamin and mineral deficiencies and their consequences, including neural tube birth defects and anemia. The Chattanooga team played a vital role in advancing that work by sharing industry expertise and best practices to incorporate these essential vitamins and minerals.

Jamila Ahmadova and Gunel Bayramova, representatives of the Azerbaijan Food Safety Agency, commented, ***“The visit to Ardent Mills in Chattanooga was very insightful. What stood out was their use of advanced technology, particularly in premix integration and dosing methods, which ensure high-quality, consistent fortification. We plan to apply these best practices to improve the consistency and sustainability of our fortification efforts in Azerbaijan.”***

Ardent Mills' VP and supply chain lead and VP of operations, serve on FFI's Executive Management Team.



Colorado-based collaboration

In Colorado, Ardent Mills is proud to support a powerful network of nonprofit partners—Food Bank of the Rockies (FBR), Boys & Girls Clubs of Metro Denver and Colorado State University (CSU) Spur—that are working together to expand access to nutrition and agriculture education. These organizations intersect in meaningful ways to meet community needs, especially for youth and families.

FBR provides daily evening meals for members of Boys & Girls Clubs of Metro Denver and prepares lunches for youth participating in summer camps at CSU Spur. Meanwhile, CSU Spur supports Boys & Girls Clubs by hosting engaging field trips throughout the year to the Ardent Mills Teaching and Culinary Center and houses Colorado FFA State Officers. This collaboration exemplifies how shared purpose and aligned efforts can create a stronger, more resilient food and education ecosystem.



Food Bank of the Rockies

FBR serves as the largest hunger-relief organization in the Rocky Mountain region, distributing enough food to provide more than 185,000 meals each day. As a central distribution hub, they support over 800 Hunger Relief Partners across Colorado and Wyoming with food, essential items and logistical resources. In addition to partner support, they operate direct service programs such as Mobile Pantries, Food for Kids initiatives and home-delivered groceries for older adults.



FBR honored Ardent Mills with their **2025 Corporate Group of the Year award**, recognizing over a decade of partnership and shared commitment to addressing food insecurity. Since 2014, Ardent Mills has contributed more than \$2 million, equating to over 7.6 million meals to FBR.

In calendar year 2024 alone

- More than 100 team members volunteered over 700 hours across 10 FBR events, including warehouse support, food packing and donation drives.
- We held our 10th annual Supplier Golf Tournament benefitting FBR and raised nearly \$300,000 – equivalent to 891,000 meals.
- Ardent Mills facilities donated more than 9,400 pounds of flour and food products.
- Ardent Mills' corporate controller continued to serve on FBR's board of directors.
- Ardent Mills' vice president and supply chain lead continued to contribute to the FBR operations committee.



Boys & Girls Clubs of Metro Denver

Boys & Girls Clubs of Metro Denver is one of Colorado's largest and most impactful youth development organizations, serving more than 40,000 children and teens across 27 club locations. The clubs provide holistic before-school, after-school and summer programming, offering a safe and enriching environment for families throughout the Denver metro area.

In FY25, Ardent Mills expanded our partnership with Boys and Girls Clubs of Metro Denver through volunteer engagement and support of their Healthy Lifestyles programming. A few highlights:

- Contributed to 297,000 meals and snacks served by Boys and Girls Club to members and their families.
- Helped Boys and Girls Clubs engage more than 2,600 youth in cooking classes, nutrition education and nutrition related field trips.
- Volunteered over 200 hours, supporting nutrition education and hands-on cooking experiences.
- Donated 12 MacBooks to support digital learning.
- Donated 40 holiday gifts through the Together for Colorado Toy Drive.
- Assembled more than 600 snack bags, each with handwritten letters of encouragement.
- Our Sr. director of procurement, served on the Boys & Girls Clubs of Metro Denver Associate Board.
- Gold Sponsor of the annual gala.



CSU Spur

Located in the heart of Denver, CSU Spur offers immersive, real-world learning that connects students and families to food, agriculture and health. Ardent Mills is proud to support CSU Spur's mission and deliver impact through grantmaking, product donations and volunteer engagement.



- In FY25, our support enabled a wide range of impactful initiatives:
- Supported by a group of ten Ardent Mills volunteers, CSU Spur provided two interactive nutrition education sessions to Boys & Girls Clubs of Metro Denver members, guiding them through fun, hands-on experiences like making their own pizzas and ice cream.
- Donated more than 50 pounds of flour and grains to Salud Con-Ciencia cooking workshops promoting healthier cooking in underserved communities.
- Supported Cam's Ag Academy with our monetary donations, expanding agricultural literacy and career pathways from preschool to high school.
- Sponsored graduate research and workforce development through the In-Riches Fellowship, that focused on regenerative agriculture, irrigation, seed conditioning and food safety.
- Contributed monetary donations to the Made in Colorado exhibit, celebrating local food systems and innovation.
- Funded the FFA State Officer Scholarship, contributing to living expenses for Colorado's future agricultural leaders.
- Hosted more than 15,000 students in customized, experiential field trips focused on nutrition, agriculture and food science.

Spotlight: Ms. Betty's Harvest Madsgiving – nourishing Denver families

Ms. Betty's Harvest Madsgiving is a heartfelt effort to bring warmth and nourishment to families facing food insecurity over the Thanksgiving holiday. Ardent Mills played a key role in supporting this meaningful event. From the eve of Thanksgiving through the holiday itself, volunteers came together to cook, pack and distribute meals across Denver. At the Ardent Mills Teaching and Culinary Center alone, more than 2,600 meals were prepared, contributing to a total of nearly 13,000 meals served to families in need. This effort reflects the strength of community partnerships and the power of food to connect, comfort and uplift.

Growing a Better Future

Growing a Better Future student engagement:

- **FFA:** 1,027,273 (grades 5-12 and college)
- **AFA:** 844 (105 colleges and universities across 47 states)
- **MANRRS:** 3,050 (75 collegiate chapters across 39 states)
- **AgScape:** 1,500 educational experiences

We're cultivating the future of agriculture by investing in the next generation of diverse leaders. Through partnerships with AgScape, AFA, CSU Spur, Kansas State University Foundation, MANRRS and National FFA Organization we support students from elementary school through college. Together, we're expanding access to agricultural education, creating hands-on learning opportunities and building an inclusive talent pipeline to shape a more resilient and innovative food system.

National FFA Organization

Ardent Mills is proud to support the National FFA Organization, a youth leadership organization that promotes agricultural education and develops the potential of students for premier leadership, personal growth and career success. Through our continued contributions to key programs such as the Ag Explorer Program and the Agribusiness Systems Pathway, we help provide students with opportunities to develop leadership skills, explore ag-related careers and gain real-world experience. FY25 highlights included:



- We launched the Ardent Mills Alumni & Supporters Chapter, which engages team members across 10 company locations. This initiative aims to deepen relationships with state and local FFA chapters, offering mentorship, career guidance and hands-on experiences to students exploring agricultural career paths.
- Ardent Mills' first participation in National FFA Week, a week-long celebration focused on highlighting the positive impact of the FFA organization on youth and the agricultural industry.
- We participated in FFA Gives Day, a day during National FFA Week dedicated to raising funds for National FFA Organization. Ardent Mills team members contributed more than \$2,600, helping to provide official FFA jackets, support agriculture educators and offset travel costs for student members.
- Ardent Mills facilities in Harvey, ND; Martins Creek, PA; Ogden, UT; and Decatur, AL provided support through local chapter donations and engagement.
- Our Hastings, MN plant hosted 115 FFA students and advisors for the FFA Next Gen Food Products and Processing Systems Conference. Students participated in interactive learning stations and facility tours, providing meaningful insights into career opportunities in food production.
- We hosted immersive mill tours for Colorado FFA state officers in Denver and Newton High School FFA freshmen in Newton, KS, where students explored local milling history and operations.
- Our chief financial officer received the Rookie of the Year award from the National FFA Sponsors' Board for his impactful contributions during his first year of service on the FFA Board.

Agriculture Future of America (AFA)

Since 2014, Ardent Mills has partnered with AFA to help equip college students with the skills, experiences and connections needed to thrive in the food and agriculture industries. At the AFA Leaders Conference in 2024, team members participated in roundtables, networking socials and hosted a partner social and opportunity fair booth. We also welcomed 37 food science students from 29 universities to our Kenosha, WI facility during AFA Food Institute for an inside look at the milling process and careers in food systems.



MANRRS

As part of our commitment to growing a more inclusive and diverse future in agriculture, Ardent Mills continued to collaborate with MANRRS to engage with students from historically Black colleges and universities (HBCUs), Hispanic Serving Institutions (HSIs), and other Minority Serving Institutions to support leadership development, career exploration and community impact.



Our team supported judging competitions, mock interviews and participated in panel and roundtable discussions at the MANRRS Region VI Cluster and National Convention. Team members from our ERGs built meaningful connections by sharing personal career journeys and offering guidance to future leaders.

We also hosted plant tours and career-focused sessions with local chapters, including students from Prairie View A&M University at our Galena Park, Texas facility and Kansas State University at our Denver mill – providing firsthand exposure to opportunities in the food and agriculture industry.

AgScape

As part of our commitment to advancing agricultural education in Canada, Ardent Mills is proud to support AgScape and their Career Exploration Student Events program. AgScape's vision is to bring agriculture and food education into all Ontario classrooms. In Streetsville, Ontario, team members led sifting demonstrations for 680 middle school and high school students at two thinkAG Career competitions and welcomed students into the plant for a firsthand look at flour production and quality control. Additionally, the team supported AgScape's virtual field trips, helping students across the region explore the grain-based foods industry and its career opportunities – reaching 63 classrooms and 820 students.





Kansas State University Foundation

At Ardent Mills, we are committed to investing in the future of agriculture and food innovation. As part of this commitment, we are proud to support Kansas State University's Global Center for Grain and Food Innovation. In FY25 our partnership also included a variety of initiatives aimed at supporting students and enriching educational experiences:

- Sponsored three students to attend the Feeding Your Future Camp, introducing high school students to careers in grain science.
- Contributed monetary donations to Celebrate Ag Weekend, which unites farmers, students, alumni and industry leaders to celebrate innovation and education in agriculture.
- Engaged directly with students through guest lectures and on-campus programming.
- Sponsored the Grain and Food Science Friends and Alumni Golf Tournament to support departmental initiatives.
- Provided leadership through vice president of operations at Ardent Mills, who serves as chair of the Grain Science and Industry External Advisory Board.
- Donated 120,000 pounds of hard red winter wheat and 500 pounds of chickpeas to the Hal Ross Flour Mill, offering students valuable, hands-on milling and packaging experience. Products produced from these mill runs support the Milling Science Club, helping fund student participation at industry events like the International Association of Millers (IAOM) Conference.

Month of Service

Ardent Mills believes in showing up for the communities where our team members live and work. Each April, our companywide Month of Service activates that belief, empowering team members to engage meaningfully through volunteerism, product donations and financial support.

In April's Month of Service, 70% of our locations participated and team members dedicated over 4,800 volunteer hours to 130 nonprofit organizations across North America. From assembling food and hygiene kits, donating blood and cleaning up local parks, to mentoring students and leading food drives, our teams rose to meet the needs of their communities. Thanks to the commitment and compassion of our team members, Month of Service continues to be a powerful expression of our serving value, amplifying our year-round impact and helping nourish what's next in the places we call home.



Ardent Mills Named a 2025 Honoree of The Civic 50 by Points of Light

We're proud to share that Ardent Mills has been named one of the 2025 honorees of The Civic 50, recognizing the 50 most community-minded companies in the United States. An initiative of Points of Light, The Civic 50 honors companies with annual U.S. revenues of at least \$1 billion for their commitment to using time, talent, and resources to drive social impact.

Companies are evaluated across four dimensions: investment of resources, integration across business functions, institutionalization through policies and systems, and impact measurement. Ardent Mills stood out particularly for our performance in the Integration category—demonstrating how community engagement and social impact are embedded across our business. From supply chain and sourcing, to talent development and strategic planning, we strive to align our purpose of nourishing what's next with real, measurable contributions in the communities where we live and work.

Being recognized among The Civic 50 reflects our ongoing dedication to serving others with understanding, respect, and care—and our belief that doing good is essential to doing well.

People

- 
- 
- 
- 27** Living our safety value
 - 30** Employee engagement & development
 - 35** Building an inclusive culture

People

Ardent Mills is dedicated to fostering a workplace where every individual can thrive both personally and professionally.

Our goal: Each team member's individual and collective impact further drives our vision of being the trusted partner in nurturing our customers, consumers and communities through innovative and nutritious grain-based solutions.



Living our safety value

Safety extends beyond injury prevention—it involves protecting the welfare of our team members and products, nurturing a workplace that is emotionally and psychologically secure.

Our team members participate in monthly training that encompasses safety, food safety and quality. These offerings provide self-paced online modules with traditional classroom instruction and practical field exercises, ensuring thorough skill enhancement and strict adherence to high standards.



24 facilities were recognized with the American Bakers Association's (ABA) 2024 Safety Award. The ABA's safety recognition program recognizes individual member company sites that "increase workplace safety and awareness and emphasize the importance of employee safety in the baking industry."

18 Ardent Mills facilities were recognized with the IAOM 2024 Safety Award. The IAOM safety recognition program recognizes individual member company sites that were recordable incident free during 2024 and have active participation in IAOM.



In our 2024 Engagement Survey, Ardent Mills scored an eNPS score of 52 on the question "does your day to day experience of working here feel aligned with the value of safety." 65% of our team members scored this question with a 10 or 9, showing the positive sentiment toward our focus on safety. Questions related to our values, and specifically asking about Safety, are unique measures to Ardent Mills.

This year, we had 27 office and facility locations without a recordable incident. Of these 27 locations:

Six office and/or facility locations have achieved **8+ years** without a recordable incident

One office and/or facility location has achieved **5+ years** without a recordable incident

Four office and/or facility locations have achieved **3+ years** without a recordable incident

Five office and/or facility locations have achieved **2+ years** without a recordable incident

Eleven office and/or facility locations have achieved **one year** without a recordable incident



Serious Injury & Fatality Prevention

Ardent Mills believes that every person should go home exactly as they came in. To help ensure this, we've identified six key life-saving focus areas that outline the highest exposure to team members and contractors. From there, we created life-saving rules that further identify key risks and establish standards for team members to complete work activities safely. Our life saving rules included updating our confined space and rail life safety programs to enhance the safety of our team members. Through eliminating risk associated with these activities, we also reduce our serious injury or fatality potential across our facilities.

“Nothing we do at Ardent Mills, no product we produce, or task we perform is worth jeopardizing an individual's ability to go home safely to their loved ones, or adversely impact one's ability to enjoy and experience life” - Matt Sisbach, Sr, EHS Manager

Safety Cultivating Ownership Respect and Empowerment (SCORE)

SCORE is our conversation-based safety program that underscores the importance of team members being attentive to safety at all times — including when we have limited or no-risk to high-risk situations. It's also about recognizing others and acknowledging their positive safe behaviors and potential at-risk exposures. This program enables and empowers all team members to have a voice on safety excellence.

SCORE Program Goal:

To cultivate a sustainable safety culture of integrity, ownership and empowerment through respectful interactions and inspiring team members to achieve excellence while safely supporting customer expectations, quality and production.

Over 20,000 SCORE conversations conducted



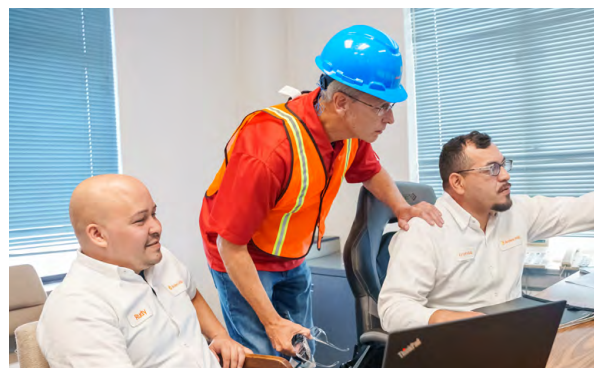
Safety governance

- Monthly reporting to the **board of directors**
- The environmental, health and safety (**EHS**) **director** and **vice president of operations** have direct oversight of our people safety strategy and communicating progress, goals, metrics and investments to leadership monthly.
- People safety metrics are included in monthly AOP Scorecard.
- Safety is ingrained into every decision made – from the recruiting/hiring process, daily meetings, monthly KPIs, plant scorecard metrics, routine safety training, daily task risk discussions and is a primary focus in our plant essential conversation performance management process.
- Plant teams utilize a stop work authorization process referred to as Safety Towers Over Production (STOP) where all team members can enact a STOP moment when they face unknown exposures, which may cause injury or property damage.



Employee engagement & development

At Ardent Mills, our people are at the heart of everything we do. We're committed to fostering a workplace where team members feel valued, heard and empowered to grow. Through intentional engagement and development opportunities, we're building a culture rooted in collaboration, inclusion and continuous learning—so our people can thrive today and in the future.



FY25 highlights

Listening and acting on employee feedback

- Voice of the Employee: 1,000+ responses and 21 focus groups shaped our People strategy.
- Engagement surveys:
 - Two all-employee surveys yielded a 4% increase in participation, surpassing the benchmark rate of 80%.
 - Sustained an eNPS of 32 for the third consecutive survey, well above the manufacturing industry benchmark of 24.

Building a future-ready workforce

We are improving both the candidate and team member experience through:

- Recruitment process enhancements: implemented a standardized interview panel, introduced mandatory training for interviewers, developed an interview guide and enhanced candidate communication throughout the recruiting process.
- Expanded outreach to diverse institutions including HBCUs and universities with large Asian and Latinx student populations.

Investing in development at every level

- **Aspire:** Aspire is a year-long leadership program that takes an individual's understanding of leadership and pushes them to look up and inspire those around them. In FY25, we advanced leadership for mid-to-senior leaders, now with a dedicated senior leader cohort.
- **Leading with impact:** An eight-week long, virtual leadership program that gives participants a kick-start to understanding what it means to be a leader. In FY25, we had nine cohorts completed.
- **Open enrollment programs:**
Introduced two open-enrollment programs in FY25:
 - *Influence:* The program builds soft skills for driving change.
 - *Cultivate:* A 15-month immersive development for operations leaders that drives day-to-day operations training through vigorous e-learning, hands-on tasks and discussions with organizational leaders.

Recognizing and celebrating our people

- **RAVE program:** 96% of managers give recognition—exceeding best practice benchmarks. In FY25 Ardent Mills team members gave over 35,000 RAVEs acknowledging hard work and positivity internally across the company.
- **Peer-to-peer recognition:** Engagement climbed 2% year-over-year through our Others Focused Appreciation Challenge.

Enabling career growth

Clear career paths, internal mobility and pay transparency help our team members build lasting careers at Ardent Mills. In FY25:

- 25% of roles were filled internally (up 4% from FY24).
- 45% of professional roles were filled internally (up 9%)



Building an inclusive culture

We are committed to providing an environment of mutual respect and an inclusive culture where each person is comfortable being themselves and is valued. We believe that diverse backgrounds and experiences lead to diverse viewpoints which makes our business stronger and allows us to better serve one another, our customers and our communities. This belief is the foundation for our Ardent Coming Together (ACT) platform.



Our ACT Mission

Our ACT mission is to lead our industry toward a more inclusive environment in which all belong and contribute. We want every Ardent Mills team member to feel like they belong and that they have a seat at the table.

Our Promise

All of us share responsibility for the success of Ardent Mills. We work closely together in teams and across functions. Nobody is left isolated or unsupported. Everyone matters. Everyone has a voice. This gives each of us the opportunity to create something special every day. When we come together, that's when truly amazing things happen.

Our Goal

Attract and retain a diverse, qualified workforce, positively impact our communities, explore business growth opportunities and strengthen local economies through diverse, qualified sourcing.

Our ACT framework

Our ACT platform is built on the Our Promise philosophy, which allows our team members to bring inclusion to the forefront of their work experience. This is accomplished through the lens of people, customers, community and suppliers.

- **People:** Our culture is shaped in the ways Ardent Mills team members interact with each other and with our customers. We want our team members to feel comfortable being themselves and to be heard and valued for being uniquely them.
- **Customer:** We are committed to meeting the unique needs of all our customers and ultimately, their consumers.
- **Community:** Deeply rooted in local communities in which we live and work, we leverage the strength of our business to support what matters most – people.
- **Supplier:** Engaging an inclusive, qualified and broad supplier base provides a more complete perspective of communities where we do business, while strengthening our presence within those communities.

FY25 Progress

People

- **Learning & development:** In FY25, we launched virtual Ardent Mills Experience sessions with the theme “The Value of Trust: Inclusion and Belonging.” These sessions explored the importance of trust in fostering psychological safety and authenticity. The breakout discussions on inclusion and belonging deepened participants’ understanding and emphasized the power of trust in creating thriving environments.
- **Inclusive workforce:** We increased gender diversity in our Flourish Intern program to 50%, up from 40% in FY24 and racial/ethnic diversity rose to 44%, compared to 37% in FY24. This growth reflects our ongoing commitment to widening our recruiting network to find the most qualified person for open roles and fostering a more inclusive workforce.

Community

- **Student engagement:** Ardent Mills attended MANRRS National Conference 2025, a conference aiming to advance diversity in agriculture. As a Gold Sponsor of the conference, we connected with students at our career fair booth and through remarks at the general session breakfast.
- **Inclusive hiring education:** Colorado Inclusive Economy (CIE) is a statewide movement of design, intent and action led by CEOs and leaders across the state. Through our collaboration, we shared inclusive hiring practices with CIE leadership and engaged in peer learning with inclusive leaders reinforcing the link between inclusive leadership and sustainable organizational success.
- **Mentorship:** Our partnership with University of Colorado: Denver Business School’s First Generation and Multicultural Students provided students with mentorship opportunities, deepening their understanding of the food/agriculture industry and strengthening career pathways.
- **Industry:** Ardent Mills has been a member of Seramount for 2 years.

Supplier

- **Supplier inclusion:** We are continually striving to engage an inclusive, qualified supplier base. In FY25, we accomplished the following:
 - Expanded our supplier pool, with 5% of our partners being new to Ardent Mills
 - Added 32 new prospective diverse qualified suppliers to our vendor network
 - Deepened presence in Mountain Plains Supplier Development Council by participating in business development and matchmaking events to raise awareness of Ardent Mills’ inclusion commitment with local prospective customers and suppliers

ERG Collective: Collaborate, Adapt, Grow

We believe ERGs are vital to fostering a culture of inclusion and empowering our team members to share and exchange ideas. Our ERG vision is to create a work environment where everyone feels a sense of belonging and is supported by an informed network. Through ERGs, we expand opportunities for team members to engage, collaborate and develop innovative approaches to business challenges.

In FY25, Ardent Mills' ERG Collective embraced the theme of **Collaborate, Adapt, Grow** to drive meaningful engagement, resilience and expansion. ERGs worked intentionally to strengthen partnerships, navigate challenges and extend their influence—leading to tangible improvements in both membership and organizational impact.

Ardent Mills currently supports eight ERGs: Asian Pacific Americans at Ardent Mills (APAAM), Black Excellence at Ardent Mills (B.E.A.M.), Inter-Faith at Ardent Mills (I-FAM), Latines in Milling and Agriculture at Ardent Mills (LiMA), Military Veterans at Ardent Mills (MVAM), Spectrum, Women in Tech (WIT) and Women of Wheat (WOW). These ERGs provide spaces for connection, development and advocacy, helping to foster an inclusive culture. Each group is aligned with our ACT framework and contributes to community-building, team member engagement and business innovation across the organization.



The ERG Collective demonstrated significant growth in both membership and engagement:

- Increased membership from **717 members in FY24** to **876 members in FY25**, marking an increase of **22.2%**.
- Engagement within ERGs also improved, with 474 members actively participating in at least one ERG in FY25 compared to 395 in FY24, growing from **14.9% to 18.2%**.

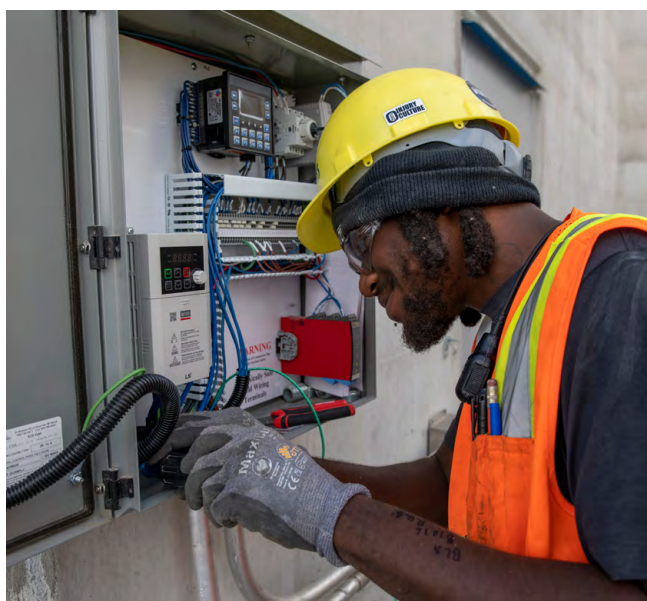
APAAM

- Fostered cultural awareness and engagement through various educational activities such as Cultural Bingo, Taste of Heritage and celebrating Lunar New Year.
- Volunteered at local Asian American, Native Hawaiian, and Pacific Islander (AANHPI) community center helping with activities ranging from packing up community donation items to organizing the community space.
- Hosted an allyship-focused meeting which equipped members with actionable inclusion strategies.



B.E.A.M.

- Hosted MANRRS' students at multiple facilities to build awareness of milling operations, provide firsthand exposure to the milling environment and educate students about careers in the milling industry.
- Supported the MANRRS National Conference by participating at the career expo booth and sharing perspectives and professional journeys with students.
- Co-hosted virtual webinar with BrightMa Farms CEO, Harold Singletary, to highlight innovation and sustainability of black owned agriculture business.



I-FAM

- Hosted awareness and educational sessions on several religious holidays to build empathy and understanding.
- Collaborated with AAPAM for Diwali event, strengthening cross group engagement with many team members, sharing stories, photos and family holiday recipes.





LiMA

- Actively fostered leadership and empowerment by financially supporting local Latino/a youth leadership programs like Chicano Latino Youth Leadership Project.
- Hosted a panel featuring Latino/a leaders within Ardent Mills, including plant managers and our COO, emphasizing storytelling, inclusion and pride in the community.

MVAM

- Celebrated and spotlighted our veteran team members through our intranet, amplifying their service stories.
- Strengthened our commitment to recruiting veterans by designing a targeted recruiting flyer and sharing it with military units in key regions as well as attending a virtual career fair.



Spectrum

- Sponsored the Denver Pride 5K, demonstrating visible allyship and reinforcing our commitment to LGBTQ+ inclusion.
- Collaborated with Scoular's LGBTQ+ ERG, fostering industry collaboration and shared learning on best practices for workplace inclusion.
- Attended the Cultivating Change Summit to learn more about creating inclusive and safe spaces for all. This experience empowered ERG leaders with insights and strategies to further enhance workplace belonging and representation.
- Wrote letters of encouragement and support at a Point of Pride month of service activity to help bring visibility and light to those most vulnerable.
- Co-hosted guest speaker, Allison Cloo, at ERG event on the safety aspects of inclusive language.



WIT

- Hosted a year long series for its members that focused on growth through individual development plans, mentorship and advocacy, and other leadership journeys.
- Facilitated meetings that explored topics such as empowerment, community building, mentorship and identifying imposter syndrome. By addressing these topics WIT is creating a culture where diverse voices in technology are heard and celebrated.

WOW

- Empowered women through Lean In Circles, supporting over 70 participants. This year, operations-focused and director+ level circles were introduced to meet broad team member needs.
- Held inclusive events during Women's History Month such as: panels with our female executives, trivia and International Women's Day celebrations, fostering engagement and community.
- Shared inspiring journeys of women leaders called, **Women of Wheat ERG Spotlight Series**, showcasing their dedication to uplifting others while forging paths for future generations. By sharing their experiences, the initiative encourages and empowers aspiring female agricultural leaders to believe in their potential and achieve their dreams.





Project Elle: Facility inclusivity infrastructure improvements

Project Elle provides improvements to our locker rooms, breakrooms and restrooms using 5S/Pristine principles and ensuring an inclusive space for all.

Our goal: To have our operating facilities and office locations hold up the “Elle Standard” and ensure all team members feel safe and valued.

Since the origination of Project Elle, we’ve supported inclusive spaces for all Ardent Mills team members by investing \$13 million into our mills. In FY25, Project Elle supported 24 facilities at a cost of over \$5 million USD across our network. We aim to complete all upgrades in FY26, and we look forward to bringing the impact of Project Elle to every location across our expansive network to ensure all team members have a safe place.

Lake City is proud to have 20% female employment across their entire plant, with at least one female team member in every department. They most recently had a female team member join their maintenance team, but they didn’t have the appropriate break room and restroom spaces. Through the Project Elle initiative, Lake City added a women’s restroom in their maintenance department while also completing other necessary updates to improve conditions for every team member who works at the facility.

Planet



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- 42** Waste reduction
- 43** Operational efficiencies



Planet

Ardent Mills is committed to being a responsible steward of the environment to protect the long-term viability of our food systems and our shared planet. As a leading ingredient supplier, our business — and the customers and communities we serve through it — is reliant on the health of our planet.

We are committed to addressing the impact of our operations on the planet and we aim to do this by implementing programs and partnerships designed to responsibly manage our natural resources, reduce greenhouse gas emissions and waste going to landfill, and create operational efficiencies.



Setting climate goals



Climate change remains a pervasive global concern, affecting communities everywhere. As it jeopardizes our food system and the intricate supply chains upholding it, climate change is one of the most important challenges for businesses across all sectors.

In FY25, Ardent Mills continued to work through our Scope 1 and Scope 2 emission reduction goals. Although they will not be formally submitted to Science Based Targets Initiative (SBTi), these goals will be aligned with SBTi standards for corporate climate action. We plan to reach our goals through several avenues including operational efficiencies and using power sourced from renewable energies.

3rd party greenhouse gas (GHG) assurance

Ardent Mills achieved a milestone in our sustainability journey by obtaining third-party assurance of our GHG emissions inventory. This independent verification confirms that our emissions data is accurate, complete and aligned with leading industry standards and best practices, such as the Greenhouse Gas Protocol and ISO 14064-3.

By securing third-party assurance, we are demonstrating our commitment to transparency, accountability and continuous improvement in environmental stewardship. This added layer of credibility strengthens the trust our customers, partners and regulatory bodies place in our reporting, and supports our long-term sustainability goals, including emissions reductions across our operations.

Responsible procurement program kick off:

To deepen our understanding of sustainability successes and opportunities within our supply chain, Ardent Mills launched its responsible procurement program in FY25. The program focuses on collaborating with suppliers to help reduce the overall environmental impact and greenhouse gas emissions of flour production. As a first step, we distributed a baseline survey to assess sustainability practices and emissions reporting capabilities across our supply chain network. Based on the responses, we identified and prioritized follow-ups with suppliers who have reporting capabilities and sustainability stories. Suppliers that are able to report on emissions associated with our supply chain allow us to refine our emissions with more specific emission factors. Looking ahead to FY26, we plan to build on this foundation and continue identifying opportunities to drive positive environmental impact throughout the flour supply chain.

Waste reduction

Update on waste diversion at sites

Waste diversion is one of several sustainability initiatives our flour facilities participate in. The goal of this program is to keep as much organic production waste as possible out of landfills by redirecting it to alternative uses such as animal feed or composting. Given our broad operational footprint, our facilities take varied approaches—from coordinating pickups with local farmers, to working with neighboring businesses for composting, to working with dedicated animal feed customers. This year, we expanded our efforts, with 63% of our sites now diverting organic material. Notably, many of the remaining sites have no formal diversion program because they already efficiently repurpose material by blending it back into existing processes like animal feed, resulting in highly efficient, low-waste operations.

Site Highlight: Driving Sustainability Through Waste Reduction at Saskatoon



At our Saskatoon facility, we implemented a strategic waste reduction initiative aligned with our commitment to environmental sustainability and continuous operational improvement. Leveraging insights from a detailed analysis of on-site waste, we traced materials back to their sources and deployed a combination of innovative solutions and proven industry best practices to minimize waste generation and upcycle recoverable materials. As a result, we achieved a 20% reduction in solid waste sent to landfill in FY2025 compared to FY2024, equivalent to approximately 150 metric tons. This initiative not only enhances cost efficiency across our operations but also advances our decarbonization efforts and long-term sustainability goals.

Stretch Wrap Reduction Project

Ardent Mills was recognized by the American Baking Association as a recipient of their 2025 Champions for a Better Tomorrow Award in the Planet category for our Stretch Wrap Reduction Project. This program aims to reduce stretch wrap use in our packaging processes by replacing the stretch wrap that contains 50lb flour bags with a water-based adhesive as an alternative containment method. We are currently using the adhesive at seven sites and will expand this program to 10 more sites next year. This adhesive is applied between rows of bags, providing secure shipping and outperforming traditional stretch wrap in terms of bag containment. By moving away from LDPE and HDPE plastic film, we significantly reduce plastic waste in both our facilities and those of our customers, while also lowering the greenhouse gas emissions associated with stretch wrap. This transition allows Ardent Mills to cut carbon emissions and waste, while also supporting our customers' sustainability goals. Images below show some pallets wrapped with stretch wrap vs all pallets contained using water-based adhesive. Throughout this FY we shipped over 240,000 pallets without stretch wrap which resulted in an estimated 92,300 lbs of plastic saved resulting in an estimated 68 MTco2e avoided!



Operational efficiencies

Sustainability wins in transportation space

Ardent Mills utilizes intermodal transportation for a small, but growing, number of our flour shipments, combining multiple modes of transport—most commonly truck and rail. For long-distance moves, intermodal transport reduces fuel consumption and greenhouse gas emissions compared to truck-only shipping. By shifting a portion of the transportation to rail, we reduce our environmental footprint, while also optimizing our supply chain. Rail transport emits fewer greenhouse gases per ton-mile than trucking, making it a more sustainable option for long-haul freight.

Renewable Energy

In last year's report, we reported that 39.07% of our North American facilities now use renewable energy — marking significant progress toward our goal of using 50% renewable energy usage across our operations by calendar year 2025. In FY25, we are proud to report that 42.9% of our North American facilities now use renewable energy.

We continue to drive towards this goal through a mix of project types including:

- Directly sourcing renewable energy and retaining project-specific renewable energy credits (RECs) from solar and wind sources
- Engaging in community solar projects
- Purchasing replacement RECs to support our operations

PROJECT TYPE	LOCATION	ANNUAL/TOTAL USAGE	SPECIFICS
Directly sourced renewable energy	Colorado Minnesota California Canada	Accounts for 10.32% of total usage	<p>5.60% of total usage in applicable community mills in the U.S. is covered by nonvoluntary certified renewable programs (CRPs) or by voluntary RECs.</p> <p>Colorado: 44.2% renewable energy through CRPs</p> <p>Minnesota: 41.9% renewable energy through CRPs</p> <p>Yuba City, California: RECs purchased through existing power provider, equating to 100% of mill's energy usage</p> <p>4.7% of total usage from Canadian footprint.</p> <p>Canada: powered by 63.3% renewable energy</p>
Project-specific RECs	Kansas Texas	RECs account for 9.37% of total usage	<p>Our projects in Kansas and Texas are utility-scale wind and solar farms that produce renewable electricity.</p> <p>Both projects are online and producing RECs that are being retired on our behalf.</p>
Community solar	Minnesota New York Massachusetts Oregon Illinois	RECs account for 22.96% of annual usage	<p>Procured 138,900 RECs in FY25.</p> <p>While we procured more RECs than the anticipated volume for community solar programs, as these projects come online, we will continue exploring opportunities, enroll in additional solar gardens and focus on energy efficiency to reduce our reliance on RECs over time.</p>

Ingredients

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Ingredients

Our commitment to nourishing the future begins with trust and accountability. We've built a reliable network of supplier partnerships to ensure our ingredients are safe, high-quality and are responsibly sourced. These relationships are essential to delivering ingredients that meet the highest standards—supporting both the well-being of our customers and the efficiency of our supply chain.



Our commitment to supplier inclusion

At Ardent Mills, we believe building an inclusive supplier network is a strategic advantage. A competitive and diverse supplier base helps us drive innovation, strengthen resilience and reflect the communities we serve. It also enables us to support small and emerging businesses, opening the door to new ideas and long-term partnerships grounded in merit and shared value.

Supplier inclusion at Ardent Mills focuses on engaging businesses that are small, historically underrepresented or newer to the supply chain ecosystem. We're broadening access and removing barriers so that qualified suppliers of all sizes and backgrounds can compete based on merit. We know that expanding our supplier base to include a wider range of capabilities and perspectives results in:

- A more dynamic and resilient supply chain
- Competitive offerings and cost efficiencies
- Greater innovation and improved service
- Stronger community and economic impact

How we do it

Our supplier inclusion program is integrated across our sourcing process and supported by a growing set of tools and resources. Key components include:

- **Supplier engagement events:** Matchmaking sessions that connect prospective vendors directly with Ardent Mills decision-makers
- **Category champions:** Functional leaders who advocate for inclusive sourcing within their teams
- **Supplier development support:** Hands-on guidance and collaboration — including with customers — to help new partners grow and succeed
- **Education & awareness:** Internal training and tools to build understanding of the business case for inclusion
- **Data & tracking:** Transparent reporting and metrics within the sourcing process to monitor progress and ensure accountability



Making progress, creating impact

In FY25, we made measurable strides in supplier inclusion across key supply chain categories—including Transportation, Operations and Co-manufacturing. We expanded our supplier pool, with 5% of our partners being new to Ardent Mills. Many of these additions represent small businesses or first-time participants in our sourcing process. This growth underscores our belief that inclusion and performance go hand in hand—and that strong partnerships often emerge when we widen the lens on where and how we source.

As we continue to build a more inclusive supply chain, we remain committed to cultivating strong relationships with suppliers who align with our values, challenge us to think differently and help nourish what's next.

Ardent Mills believes supplier inclusion and responsible sourcing is essential to driving growth, innovation and a values-based culture — not just within the company but within our supply chain. We abide by the federal definition of a disadvantaged business enterprise : A for profit small business (1) that is at least 51 percent owned by one or more individuals who are both socially and economically disadvantaged; and (2) whose management and daily business operations are controlled by one or more of the socially and economically disadvantaged individuals who own it.

GOAL

Achieve 5% of our spending with diverse suppliers by end of FY28.

We're proud to announce that in FY25 we surpassed our \$100M goal

Growth and impact

In FY25, we advanced toward our aspirational spend goal through targeted initiatives that reinforced supplier inclusion across our business. These included:

- Functional group champion meetings
- Increased engagement with small businesses which by introducing supplier matchmaking events enabled prospective suppliers to connect directly with Ardent Mills decision-makers. These events resulted in cost-saving partnerships and expanded our pool of qualified diverse suppliers.
- Supplier participation tracking in the RF(x) process.



It starts with food safety

Our commitment to a strong food safety culture is driven by our desire to deliver safe, nutritious and affordable food and ingredients to customers and consumers.



- **Sourcing:** We believe food safety should be ingrained across the entire supply chain, starting with raw materials. We follow comprehensive procurement and auditing processes to ensure we receive safe, high quality, raw materials that comply with regulations and reach industry best practices.
- **Processing and preparation:** All our facilities are designed to prepare our products to the highest quality and safety standards. From carefully managing the flow of ingredients and cleaning and sanitation practices, to rigorous training programs for our team members, safety is paramount throughout our operations.
- **Testing:** We conduct regular testing for food safety and consistent performance of our products and to verify product compliance with internal and external standards.
- **Packaging and transportation:** Packaging plays a large role in ensuring our products reach customers safely and in optimal condition. It also carries clear information, where applicable, about how to prepare, store and use the product, with information on ingredients as well as any risks.
- **Research and innovation:** Food safety is dynamic. Expectations shift, regulations change, and our scientific knowledge evolves. Ardent Mills continuously improves our procedures and is dedicated to reducing risk wherever possible.



Food safety team breakdown

The **food safety** and **quality continuous improvement teams** focus on quality, food safety, vessels, food safety culture and claims. These teams work to continually improve the food safety and quality of all products produced and shipped by Ardent Mills.

- Both the **quality and food safety team** work to update policies and procedures to stay current with Global Food Safety Initiative standards and regulatory requirements.
- The **vessel committee** works with subject matter experts to ensure that vessels are properly

inspected, maintained and cleaned so that product is shipped in food-safe vessels.

- The **food safety culture team** continuously evaluates our food safety culture by conducting surveys, sharing monthly food safety topics and develops food safety culture plans to continue to elevate food safety culture within Ardent Mills.
- The **claims committee** addresses all claims related to quality and food safety. The team addresses issues and shares findings with the business to help prevent repeat occurrences and reduce product claims.

Fostering the future

Regenerative agriculture

Ardent Mills works with farmers every day, giving us a unique perspective on how agriculture plays a vital role in feeding future generations. Our regenerative agriculture program is dedicated to continually exploring farming practices that promote responsible production through innovative ideas and continual support for their implementation. We aim to work with farmers to adopt regenerative methods that ensure the long-term health of our agricultural systems.

VISION

Create a more sustainable future for crop production by ensuring highly productive and profitable farmland, improving soil health and conserving water.



GOAL

In FY25, we restructured our regenerative agriculture program to better meet the evolving needs of our customers and align with updated regulatory requirements. As a result, our new program goals are to:

- Work across the value chain to scale third party certified on farm regenerative practices
- Provide continuous improvement solutions to our farm partners
- Help our customers meet their emissions reduction goals

To accomplish our new program goals, we hosted five grower meetings across Idaho and Pennsylvania to encourage participation in these target geographies. Additionally, we showcased our regenerative agriculture efforts at regional farm shows and the Commodity Classic in Denver to further raise awareness. As a result, we welcomed **40 new growers** into the program—most of whom joined our soft red winter wheat initiative, contributing to a **15% year-over-year increase in that segment**.

This year, our Scope 3 nitrogen management program remained steady with approximately 100,000 acres enrolled. Grower engagement continues to drive efforts to reduce nitrogen application by 5%, supporting the generation of Scope 3 supply chain carbon insets. Through precision agronomic guidance and the use of nitrogen inhibitors, farmers are equipped to apply nitrogen more efficiently-ultimately reducing overall usage. This program will generate carbon insets that can be certified and used by both Ardent Mills and downstream partners.

Our carbon programs saved CO2e emissions equivalent to 124 gasoline powered passenger vehicles driven for one year!

3,237

acres with cover crops

516,263

acres implementing 4R
Nitrogen Stewardship practices

259,276

following no till practices



Purpose-Powered Innovation™

We continue to expand our product portfolio with ingredient solutions that meet the needs of our customers, consumers and the communities we serve.

In FY25 we focused on the following innovations to expand our portfolio of cost-effective, label-friendly ingredient solutions:

- **Cocoa Replace:** This wheat-based, clean-label alternative to cocoa powder was developed in response to customer needs for ingredient flexibility, cost control and supply assurance. Designed for use in baked goods such as cakes, muffins, brownies and cookies, Cocoa Replace is uniquely crafted to bring forward the rich, indulgent flavor tones of chocolate, offering a seamless substitute of up to 25% for traditional cocoa powder. With cocoa prices rising nearly 400% over the past decade, this

solution helps brands maintain product flavor and performance while navigating broader pressures—from supply disruption to evolving consumer demand for clean-label ingredients and sustainably sourced products.

Egg Replace: In FY25, we also extended Egg Replace to the Canadian market. Ardent Mills Egg Replace reduces reliance on dried and liquid whole eggs and can provide long-term cost efficiency and supply stability. This innovative solution is composed of just four ingredients, including chickpea, and is designed for optimal taste, function and ease of use in bakery applications. Additionally, it is gluten-free and contains no major food allergen or soy ingredients. Lastly, it is vegan^[1], making it a plant-based alternative to an animal product.

¹ <https://www.ardentmills.com/media/tuohpb54/ardent-mills-vegetarian-statement-2023.pdf>

Principles

- 
- 55** Ethical culture
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Principles

We continually refine the way we manage ESG and recognize the importance of embedding sustainability and social impact into our business. Consistent with our values and our culture, our

governance structure is intended to help drive long-term stewardship and promote strong, balanced and sustainable performance.



Ethical culture

Ardent Mills believes that doing the right thing is the cornerstone of a long-term, meaningful and sustainable business. Our values outline the principles and expectations for each of us. These values serve as the guiding principles for our code of conduct and form the foundation for the ethics and behaviors described in our code of conduct. Ardent Mills team members are required to review the [Code of Conduct](#) once a year, and it is integrated into onboarding. Additionally, all suppliers must agree and adhere to the code of conduct.

Information security governance principles

We take information security seriously because we know how important it is to our team members, customers and business partners. We are committed to maintaining our information security management program to align with industry-standard frameworks. Information security is integral to our information systems across the entire lifecycle. Ardent Mills' governance, risk and compliance program (GRC) works to provide direction, assess, monitor, maintain and manage Ardent Mills' information security risks to preserve the confidentiality, integrity and availability of our customers' and business partners' information.



Meet our leaders

Senior leadership team



Sheryl Wallace
Chief Executive Officer



Angie Goldberg
Chief Growth Officer



John Barton
Chief Financial Officer



Heather Dumas
Chief People Officer



Chris Meyerpeter
Chief Information Officer



Mike Miller
Vice President, Risk



Jeff Zyskowski
Vice President, Supply Chain



Troy Anderson
Vice President, Operations



Kent Juliot
**Vice President,
Research, Quality & Technical
Services**



Angie Miller
Vice President, Sales



Kate Kimball
**General Counsel,
Corporate Secretary and
Chief Compliance Officer**



Tiago Darocha
Chief Operations Officer



Jonathan Aplin
**Vice President of
Marketing**



TJ Tuetken
**Environmental, Health
and Safety Director**



Board of directors*

- Alexandre “Ale” Eboli, **EVP, Chief Supply Chain Officer, Conagra Brands**
- Olivia Nelligan, **EVP, Global CFO, Chief Strategy Officer, CHS, Inc.**
- Dave Marberger, **EVP, CFO, Conagra Brands**
- Gonzalo Petschen, **President & Group Leader, Cargill**
- Thomas McGough, **Co-Chief Operating Officer, Conagra Brands**
- Rose Barron, **SVP Finance, VP of Finance, Cargill**
- Daryn Kracht, **Risk Manager and Sourcing Leader for Animal Health & Nutrition Enterprise, Cargill**

ESG steering committee

- Heather Dumas, **Chief People Officer**
- Jeff Zyskowski, **Vice President, Supply Chain**
- Shrene White, **VP of ESG and grower relations**
- Phoenix Dugger, **Senior Manager, ESG**
- Kate Kimball, **General Counsel, Corporate Secretary and Chief Compliance Officer**
- Greg Garrett, **Director, DEI**

[Read more on ESG governance here](#)

* As of August 31, 2025

