



Nourish: Intention & Impact

**Ardent Mills' Fiscal Year 2026
Environmental, Social and
Governance Report**





“As we look ahead, I believe our greatest opportunities are still in front of us. The future of food will continue to evolve, and the pace of change will not slow. But if this year reaffirmed anything, it is that our people are ready for what comes next.”

Sheryl Wallace
Ardent Mills CEO

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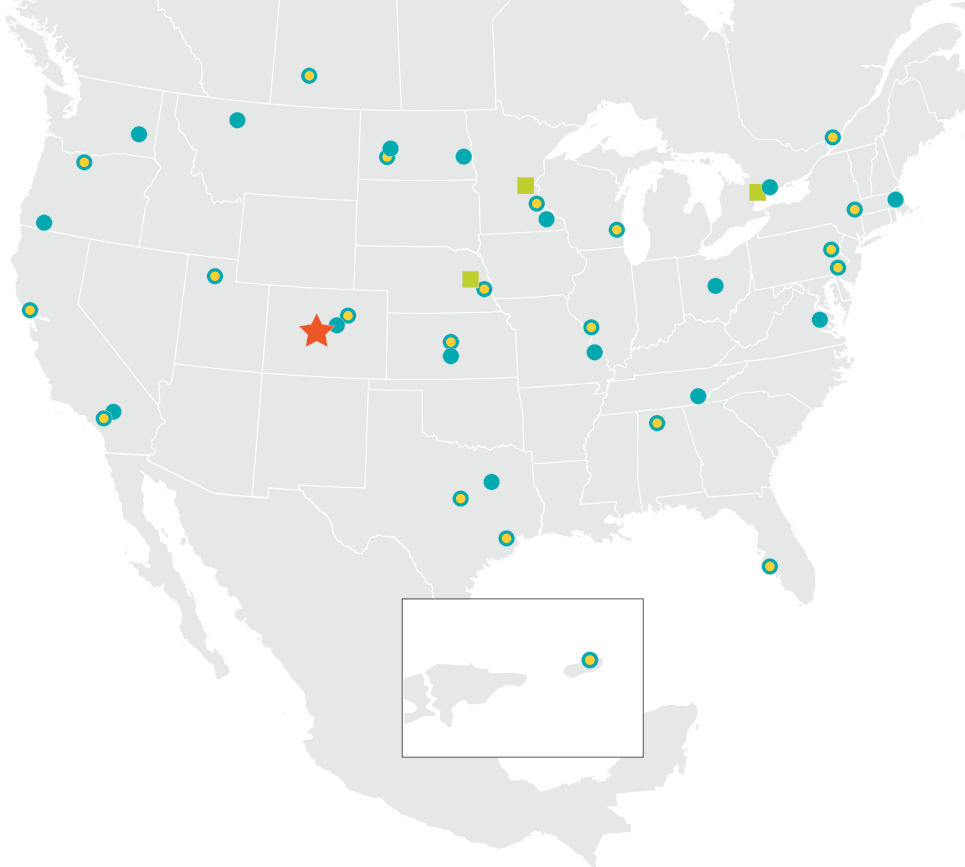
This report provides information about Ardent Mills' environmental, social and governance (ESG) activities and performance during fiscal year 2026 (FY26) (June 1, 2025 through May 31, 2026). The content of this report covers our focus areas and includes data from the facilities we operate, as well as select information on our supply chain. Read more about our ESG initiatives [here](#).



Ardent Mills is transforming how the world is nourished.

As a premier flour-milling and functional ingredient partner, we help our customers and communities thrive. We have cultivated a diverse portfolio of traditional and specialty ingredients that power the creation of the foods found on every table. With a commitment to innovation that helps improve 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 in nearly 40 locations across the United States, Canada and Puerto Rico.



★ Headquarters

● Community Facilities

■ Office Locations

● Pack Centers

How we do business

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 Purpose

Ardent Mills is the trusted partner, nourishing the world through innovative ingredient solutions.

Our Promise

As Team Members we Promise to: Work together.
Give everyone a voice. Recognize everyone matters.

When we come together and live by our values, it fosters connectivity. We work as a team to celebrate and support what each of us brings to Ardent Mills.

Together, we deliver on our purpose.
Together, we create a positive and inclusive culture.
Together, we make Ardent Mills.

Our Values

Trust

We build **TRUST** by leading with integrity and consistency, focusing on individual and collective accountability.

Safety

We ensure the **SAFETY** of our people, products and locations by doing what is best to create the safest environment now and for the future.

Serving

We empower better outcomes by **SERVING** others with curiosity, respect, inclusion and empathy.

Simplicity

We operate with **SIMPLICITY** by providing clarity and continuous improvement.



A message from our CEO

As Ardent Mills continues to evolve, we took a strategic pause to reflect on our 12-year journey and what we believe it will take to be successful in the future. That reflection culminated in a brand modernization that shifted us from being a mission- and vision-driven organization to one anchored by a clear purpose, while reaffirming our commitment to being a people-first, values-based organization.

Our purpose is simple and powerful: to be the trusted partner, nourishing the world through innovative ingredient solutions. It inspires how we create value for our customers, partners and communities, and challenges us to anticipate what's next in a rapidly changing food landscape.

Equally important are the values that define who we are and how we work together to deliver on Our Purpose. Our Values did not change; however, we reframed their definitions to promote greater clarity for today's operating environment. This is deeply symbolic of Ardent Mills' journey. Our approach was to respect our legacy and what's served us well while recognizing the business imperative to evolve our culture and ways of working to ensure lasting relevance, impact and inspiration. During our brand modernization work, we also saw an opportunity to articulate what Our Purpose and Our Values mean in relation to our people. The result was elevating and simplifying Our Promise: to work together, give everyone a voice and recognize everyone matters. More than a statement, Our Promise reflects the behaviors and commitments that foster an environment where our people can be successful to deliver on Our Purpose.



At Ardent Mills, we see this evolution not simply as a moment of change or just words on a page, but as a deeper call to innovate and strengthen partnerships so that we can continue to meaningfully nourish communities around the world.

This past year, our teams embraced that call with creativity, determination and an unwavering focus on serving others. Together, Our Purpose, Our Values and Our Promise formed the foundation of everything we accomplished this year – and they remain our North Star for what lies ahead.

The foundation we laid proved especially important as the pace of change across the food system continued to accelerate. Demand for ingredient innovation grew as customers sought new ways to meet changing consumer needs, including products that address nutrition and wellness, support GLP-1 eating preferences, and deliver multiple benefits at once. At the same time, weather-related impacts on crops, biofuel policy changes, geopolitical uncertainty and inflationary and affordability pressures have served as important reminders of just how connected our food and agriculture system has become.

In this environment, Our Purpose continued to serve as a compass, guiding where we invested, where we innovated and how we helped shape the future of food throughout fiscal year 2026.

Notably, we strengthened our business through the acquisition of a Richardton, North Dakota facility, expanding our capabilities and expertise in chickpea, flaxseed and gluten-free ingredients. This investment

represents more than added capacity. It reflects our commitment to helping customers unlock the potential of alternative grains and pulses and our confidence in the growing role they play in our food system.

Additionally, we launched Dark Cocoa Replace, the next evolution of our alternative cocoa portfolio. What began as a bold idea following a conversation on a trade show floor has continued to grow into an innovative platform that helps customers navigate market volatility while delivering the taste and quality experience consumers expect. It reflects how we work with customers: by listening closely to their challenges and seeing opportunity where others see constraints, we deliver some of our most impactful innovation.

Yet when I reflect on the year, the accomplishments I am most proud of are not defined by products or production. They are defined by people.

While Our Purpose guides what we do, Our Promise shapes how we do it. Throughout the year, we saw it come to life across our organization through investments in our people, our workplaces and our communities.

One success that stands out is the launch of THRIVE, our ninth employee resource group. Created to support mental health and employees who identify as neurodivergent, as well as to support family members, caregivers and allies, THRIVE represents the kind of culture we strive to uphold at Ardent Mills, one where people feel valued, connected and empowered to succeed. When we create an inclusive space for people to contribute their unique strengths and experiences, we strengthen not only our teams, but our entire organization.

We also celebrated the completion of Project Elle, an important milestone in creating workplaces that better support all employees. Through a \$15 million investment back into our facilities, we improved locker rooms, breakrooms and restrooms across our network. Project Elle reflects years of intentional effort to ensure our workplaces are welcoming, functional and inclusive for everyone. The impact of this work extends well beyond the spaces themselves. When employees feel seen, respected and supported in

their everyday environment, they bring their best self to work and that strengthens our teams and our culture as a whole.

That same intentionality was evident throughout the year and especially during our annual Month of Service. Across our network, employees dedicated their time and talents to causes that matter in their local communities. Whether packing meals, supporting schools, serving nonprofits or lending a helping hand wherever it was needed, our teams gave more than 13,000 selfless volunteers hours, marking a record year and demonstrating that impact is often created through simple acts of service carried out consistently and with heart.

What makes Ardent Mills special has never been just what we produce. It is what we make possible.

We help our customers bring ideas to market. We help communities grow stronger. We help create connections between farmers, food producers and consumers. And we do it through the passion, expertise and care of our people.

As we look ahead, I believe our greatest opportunities are still in front of us. The future of food will continue to evolve, and the pace of change will not slow. But if this year reaffirmed anything, it is that our people are ready for what comes next.

This report highlights the many ways in which we upheld the true spirit of Ardent Mills while also modernizing it for the future. It represents the progress we made together and the opportunities in front of us to keep innovating. To keep challenging assumptions. To keep building a more resilient, nutritious and sustainable food system.

Thank you for being part of that journey. Together, we are not simply responding to the operating environment or evolving food landscape. We are helping shape the future.

Sheryl Wallace
Chief Executive Officer



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 16,000 team member conversations for behavior-based safety

Safety Cultivating Ownership Respect and Empowerment

24 facilities without a recordable incident

91% of managers give recognition through our RAVE program exceeding best practice benchmarks

22.6% team member participation in ERGs



COMMUNITIES

Engaged **1,047,291** students in agriculture education

Donated **3,578,849** million meals

Volunteered **13,314** 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 **423,000** acres in our **regenerative agriculture** program

249,000 following **no-till practice** and **1447** acres implementing cover cropping

Enrolled 249 new growers in regenerative agriculture program this year



PLANET

5 million lbs diverted from landfill to compost or animal feed

Utilized **51.62%** renewable energy across our network¹

Achieved **63%** of facilities diverting organic waste and **80%** of sites recycling

Over **300,000** pallets with no stretch wrap sent to customers



¹ Renewable energy use includes directly sourced renewable energy, community solar participation, and renewable energy credits (RECs).



ESG governance

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

- [Board of directors](#)
- The **CEO** owns the ESG strategy, directly supported by the **COO**, while the **VP of Supply Chain** has 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.
- Internal steering committee is made up of the chief compliance officer, chief growth officer, chief operating officer, VP of supply chain and senior manager of ESG. This group meets monthly to ensure program goal achievement and provide support to drive progress throughout the organization.



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	FY26 PROGRESS	PROGRESS TOWARDS GOAL	SDG (Sustainable Development Goals)
COMMUNITIES	20 million meals donated* 75,000 volunteer hours cumulatively by 2030* 1 million students engaged in agriculture education yearly \$60 million in economic development benefits created*	3,578,849 meals² 13,314 hours 1,047,291 students engaged² \$21.3 million in economic development benefits created^{2,3}	16,082,535 meals 43,993 hours \$69.3 million in 13 countries across the African continent working to strengthen food security, improve nutrition and increase economic development through our Partners in Food Solutions partnership	  
PEOPLE	Aspirational goal of all Ardent Mills locations with no recordable injuries Maintain and/or increase Employee Engagement Survey Enterprise Score year over year (inclusiveness)	24 office and facility locations without a recordable incident Inclusiveness Score 51 (At Ardent Mills, people of all backgrounds are accepted for who they are) – middle range of manufacturing benchmark	Maintained inclusiveness score of 51	
PLANET	Increase total metric tons (MT) of organic waste being diverted from landfill Enroll 100% of facilities in composting and recycling diversion programs** **where services are available	Over 2,310 MT (5 million lbs) sent to compost or animal feed outlets instead of landfill 80% of sites recycling and 63% of sites composting or sending to organic recycling outlets	Over 7,840 MT diverted from landfill	 
INGREDIENTS	Work across the value chain to enroll and scale acres with on-farm regenerative practices	423,000 acres enrolled	1,739,020 total unique acres enrolled since beginning of program	 

² All progress calculations are provided by our community partners and reflect their reported impact measurements

³ Economic development is defined as the total capital invested in or received by PFS clients supported by Ardent Mills volunteers during the reporting year. This includes internal investments, such as reinvested profits, and external investments, such as loans, equity financing, and grants from financial institutions, NGOs, and other organizations. PFS clients also report the source and intended use of these investments, providing insight into how their food business finances growth and expansion.

*Denotes a cumulative goal

Communities



15 Access to Nutrition

21 Growing a
Better Future



Communities

Strengthening impact through partnership and purpose

Our commitment to serving continues to guide how we engage with our communities. In FY26, we advanced our core pillars—Access to Nutrition and Growing a Better Future—in ways that were both meaningful and measurable. Through a combination of long-standing relationships and new initiatives, we deepened our support for the communities where we live and work, partnering with organizations that share our purpose of nourishing the world.

We continued to build across national, global and local partnerships—broadening our reach, forming new collaborations and integrating purpose into everyday experiences

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
- Colorado State University Spur

Growing A Better Future

National/Global Partners

- National FFA Organization
- Agriculture Future of America (AFA)
- MANRRS
- AgScape

Local Partners

- Kansas State University
- CSU Spur

FY26 community impact snapshot:

- More than \$1.9 million USD corporate and facility donations
- 13,314 hours volunteered
- 265,200 pounds of Ardent Mills product donated
- 3,578,849 meals donated (from monetary and Ardent Mills product/food donations)
- 1,047,291 students engaged in agriculture education
- \$21.3 million in economic development in Africa⁴

We donated more than 265,000 pounds of product to 25 organizations supporting food security, disaster relief, food education, culinary workforce development and underserved youth.

4 Economic development is defined as the total capital invested in or received by PFS clients supported by Ardent Mills volunteers during the reporting year. This includes internal investments, such as reinvested profits, and external investments, such as loans, equity financing, and grants from financial institutions, NGOs, and other organizations. PFS clients also report the source and intended use of these investments, providing insight into how their food business finances growth and expansion.

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



For four years, Ardent Mills has partnered with Feeding America®, which focuses on getting nutritious food into communities. In FY26, we supported 16 Feeding America network food banks across the U.S. and Puerto Rico, helping provide more than 1.5 million meals* through corporate giving focused on nourishing neighbors experiencing food insecurity.

Fourteen facility teams across the organization further amplified this impact by volunteering, hosting food drives and donating more than 105,000 pounds of flour, equivalent to nearly 88,000 meals.

FY26 also marked Ardent Mills' second — and most impactful — year participating in Feeding America's Hunger Action Month campaign. Our B.E.A.M. employee resource group hosted a fireside chat with Feeding America to raise awareness of food insecurity in Black communities, while teams across North America volunteered at food banks and raised funds to support families in bringing meals home. Together, team member donations and a corporate match generated the equivalent of 85,000 additional meals.

As part of these efforts, the Omaha team was recognized by Food Bank for the Heartland for its continued volunteerism and generosity, including donating 38,500 pounds of flour throughout the year and nearly 150 pounds of nonperishable food during the holiday season.

Collectively, these efforts made FY26 Ardent Mills' most impactful year yet with Feeding America, helping provide nearly 1.7 million meals across North America and Puerto Rico.

*\$1 helps provide at least 10 meals secured by Feeding America® on behalf of local partner food banks.

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

**Feeding America:
1,585,000 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: 933,090 meals**

**Meals on Wheels America:
10,000 meals**

**Food banks/pantries across
the continent: 68,434 meals**
(average based on \$1 is equivalent to three
meals and 1.2 pounds is equivalent to 1 meal)

Meals on Wheels America

For the past four years, Ardent Mills has partnered with Meals on Wheels America to help address senior hunger and isolation in communities where we operate. In FY26, we contributed \$100,000 to support seniors across 15 communities, helping provide 10,000 meals to homebound seniors. Beyond nutrition, each delivery also offers meaningful human connection and wellness checks for vulnerable community members.

Through its network of more than 5,000 local providers, Meals on Wheels America serves 2.6 million seniors annually, delivering more than 244 million meals and critical support services each year.

We were also recognized for participating in Meals on Wheels America's Messages of Love campaign. Together, our team members and participating organizations created more than 50,000 heartfelt cards delivered alongside nutritious meals, providing encouragement and connection to seniors experiencing isolation. The initiative is now embedded into Ardent Mills' onboarding program, helping new team members immediately connect with our value of serving.



No Kid Hungry

We're proud to support No Kid Hungry, a national organization dedicated to ending childhood hunger by connecting children to nutritious meals where they live, learn and play.

In FY26, we contributed \$75,000 to help provide 750,000 meals to children and families facing food insecurity across the U.S. Our donation went to strengthening school meal programs, summer meal access, and emergency food resources, helping to ensure more children have the nutrition they need to learn, grow and thrive.

During the back-to-school season, we also partnered with Nature's Bakery and No Kid Hungry to help students start the school year nourished and prepared for success. Together, the partnership produced 100,000 snack bars made with flour donated by Ardent Mills and provided 2,500 back-to-school kits and handwritten notes of encouragement to students and families in high-need communities where Ardent Mills and Nature's Bakery operate.

Breakfast Club of Canada

In our second year partnering with Breakfast Club of Canada, we continued supporting efforts to help children across Canada start their day nourished and ready to learn in a safe, supportive environment.

Ardent Mills' Canadian facilities contributed the equivalent of 11,325 breakfasts and assembled more than 350 breakfast bags for students at Corliss Public School in Mississauga, Ontario. Each bag included a healthy meal and a handwritten message, delivering nourishment along with a reminder that students are supported by their community.



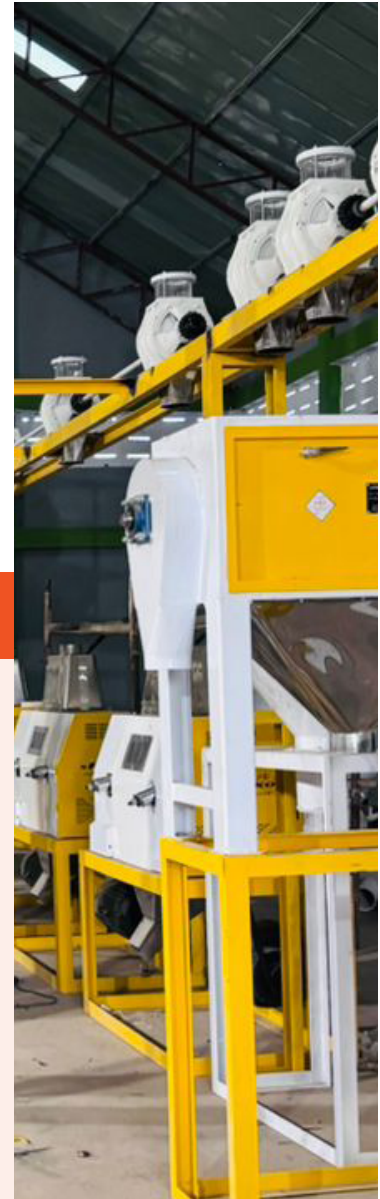
Partners in Food Solutions (PFS)

For the past nine years, Ardent Mills has partnered with Partners in Food Solutions (PFS) to expand our commitment to nourishing what's next on a global scale. Through this partnership, Ardent Mills team members share their technical expertise and help strengthen food security, improve nutrition and support sustainable food systems in Africa.

PFS connects corporate volunteers with food entrepreneurs in 13 African countries, helping businesses improve operations, expand production and increase access to affordable, nutritious foods. From food safety and milling to packaging and marketing, Ardent Mills team members provide year-round support that helps entrepreneurs grow their businesses, create jobs and build more resilient local supply chains.

Fast Facts: Ardent Mills + PFS

- Years in partnership: 9
- Volunteers engaged: 173 team members
- Volunteer hours: 11,162
- Client organizations supported: 176
- Projects completed: 303
- Countries served: 13
- People directly employed by clients: 18,760
- Smallholder farmers supported: 795,065
- % of client organizations owned/managed by women: 37%
- Ardent Mills' VP & Supply Chain Lead serves on PFS board of directors



In FY26, Ardent Mills continued supporting AgriAccess Ltd., a Ghanaian sorghum processor working with more than 5,000 smallholder farmers. Following last year's learning visit to our Harvey, North Dakota mill, AgriAccess made significant upgrades to its processing facility in Northern Ghana, including installation of key processing equipment ahead of full operations planned for July 2026. The facility is expected to improve local value addition, reduce post-harvest losses and create employment opportunities for women and youth in the region.

Reflecting on the partnership, Prosper Achulo, Managing Director of AgriAccess Ltd., shared that the visit to Ardent Mills' Harvey facility was "one of the most impactful learning experiences in our journey," helping the company strengthen its processing strategy, avoid costly mistakes and continue pursuing long-term growth and operational excellence.

Colorado-based collaboration

In Colorado, Ardent Mills proudly supports a connected network of nonprofit partners — Food Bank of the Rockies, Boys & Girls Clubs of Metro Denver and Colorado State University Spur — that are collectively expanding access to nutrition, education and agricultural experiences for youth and families.

Together, these organizations work collaboratively to strengthen the community and expand access to nutrition and educational opportunities. Food Bank of the Rockies provides evening meals for Boys & Girls Clubs of Metro Denver members and their families, as well as lunches for youth attending summer camps at CSU Spur. CSU Spur further supports Boys & Girls Clubs through interactive field trips to the Ardent Mills Teaching and Culinary Center and by serving as the home of the Colorado FFA State Officers.

This collaboration reflects the power of aligned partnerships and shared purpose, creating meaningful connections between food access, education and future opportunities for the next generation.

Food Bank of the Rockies

FY26 marked Ardent Mills' 11th year partnering with Food Bank of the Rockies (FBR) to help expand food access across Colorado and surrounding communities. Throughout the year, Ardent Mills team members volunteered across warehouse support, food packing, produce bag production, mobile food pantry distributions and kitchen support initiatives — demonstrating a continued commitment to serving neighbors experiencing food insecurity.



In FY26 alone

- More than 70 team members volunteered over 280 hours across 15 Food Bank of the Rockies events.
- We celebrated the 11th annual Supplier Golf Tournament benefiting Food Bank of the Rockies, which became the most successful tournament to date, raising \$311,030 — equivalent to 933,090 meals for individuals and families in need.
- Ardent Mills contributed \$10,000 to Food Bank of the Rockies' capital campaign, further supporting the organization's long-term efforts to increase capacity and impact.
- Ardent Mills leaders continued to support Food Bank of the Rockies through board and committee service. Ardent Mills' general counsel, corporate secretary and chief compliance Officer served on the FBR Board of Directors, while the company's vice president, supply chain contributed to the organization's Operations Committee.



Boys & Girls Clubs of Metro Denver

For 11 years, Ardent Mills has partnered with Boys & Girls Clubs of Metro Denver to support safe, enriching before-school, after-school and summer programming for youth across the Denver metro area.

In FY26, we continued to grow this partnership through volunteer engagement and support of Healthy Lifestyles programming, helping to provide nearly 350,000 meals and snacks to Club members and their families. We also supported more than 2,300 youth through cooking classes, nutrition education and nutrition-focused field trips that promoted healthy habits and hands-on learning.

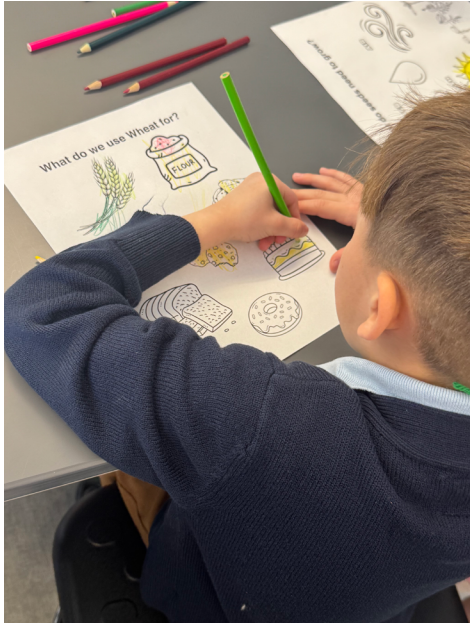
Throughout the year, our team members contributed more than 200 volunteer hours supporting nutrition education initiatives and interactive cooking experiences. Team members also participated in the Together for Colorado Toy Drive, donating holiday gifts and helping distribute them during the U-Prep Boys & Girls Club holiday celebration.

In addition to volunteerism and community support, Ardent Mills continued providing leadership through service on the Boys & Girls Clubs of Metro Denver Associate Board by the senior director, procurement and served as a Gold Sponsor of the organization's annual gala.



CSU Spur

In the fourth year of our partnership with CSU Spur, Ardent Mills continued to support immersive, hands-on learning experiences that strengthen agricultural literacy, career exploration and leadership development for the next generation of agriculture and food industry professionals.



FY26 support included:

- The Ardent Mills Teaching and Culinary Center served as a hub for community learning, workforce development and food business innovation. The center provided job training, food preparation experience and product development support for emerging local food businesses.
- Ardent Mills volunteers led quarterly nutrition education sessions for Boys & Girls Clubs of Metro Denver members. Sessions featured hands-on culinary experiences, including pizza making, culinary challenges and garden focaccia workshops.
- Ardent Mills supported Cam's Ag Academy, which delivered four problem-based learning curricula to K-12 students, teachers and industry partners.
- Ardent Mills supported the Sowing Stewardship program, which welcomed more than 300 fourth grade students to the CoBank Center for Agricultural Education. The program focused on agriculture, food systems and stewardship, with support from 70 Colorado FFA student leaders.
- Ardent Mills sponsored the In-Riches Fellowship program, funding graduate research and workforce development in regenerative agriculture, irrigation, seed conditioning and food safety.
- Ardent Mills supported the CSU Spur Scholarship Program, helping reduce barriers to higher education for students from Denver's 80216 zip code who attend CSU System schools. Since 2021, the program has supported 20 students and awarded more than \$67,000 in scholarships.
- Ardent Mills contributed to the Made in Colorado exhibit, which highlights local food systems and innovation.
- Ardent Mills supported the Colorado FFA State Officer Development Program housed at CSU Spur.

Growing a Better Future

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.

Growing a Better Future student engagement:

- **FFA:** 1,042,245 (grades 5-12 and college)
- **AFA:** 1,114 (121 colleges and universities across 49 states)
- **MANRRS:** 2,620 (US, Ghana, Puerto Rico and Northern Mariana Islands)
- **AgScape:** 1,312 students



National FFA Organization

Ardent Mills invests \$100,000 annually in partnership with the National FFA Organization to help develop the next generation of agriculture leaders. Our support advances key programs including the Agribusiness Systems Pathway, Living to Serve, and FFA Chapter Grants—equipping students with leadership skills, real-world experience and exposure to careers across the agriculture and food value chain.

FY26 highlights include:

- In the second year of our Ardent Mills Alumni & Supporters Chapter, we strengthened local impact by awarding grants to eight FFA chapters across six communities where we operate.
 - This funding supported a range of community-driven needs, including travel assistance for students attending state and national conventions, hands-on agricultural and food production projects, student leadership development and workforce readiness opportunities.
 - Team member engagement continued to grow—we hosted 23 New York State officers at our Albany, NY mill, welcomed two national officers and 10 Colorado State officers to our Ardent Mills Innovation Center in Denver, CO, and supported students nationwide by judging competitions and providing mentorship.
- Ardent Mills team members contributed nearly \$1,900 to support the National FFA Organization on FFA Gives Day.
- At the National FFA Convention, we partnered with Domino's to donate flour for pizza sampling at the Expo, offering students a hands-on experience that connected wheat production to finished food products and highlighted the broader agricultural value chain.
- We continued to demonstrate industry leadership through active engagement at the national level, including our chief financial officer's second year serving on the National FFA Corporate Sponsors Board.

Agriculture Future of America (AFA)

Since 2014, Ardent Mills has partnered with AFA to help prepare the next generation of leaders in food and agriculture through meaningful learning, networking and career development opportunities.

At the 2025 AFA Leaders Conference, Ardent Mills team members participated in roundtable discussions, networking events and hosted a partner social and opportunity fair booth, which gave students an interactive look at how Ardent Mills ingredients are used in everyday products. Through these engagements, team members shared real-world industry insights and operational experiences, helping students better understand career pathways across the agriculture and food industries.



MANRRS

As part of Ardent Mills' commitment to building a more inclusive future in agriculture, we continued our partnership with MANRRS, engaging students from historically Black colleges and universities (HBCUs), Hispanic Serving Institutions (HSIs), and other minority serving institutions through leadership development, mentorship and career exploration opportunities.

As a Gold Sponsor of the 40th National MANRRS Conference, Ardent Mills hosted a student workshop with BrightMa Farms focused on sustainability, inclusive supply chains and purpose-driven careers in agriculture.

Additionally, Ardent Mills team members participated in MANRRS' L.E.A.D. (Leadership, Education, and Development) Mentoring Program, providing one-on-one mentorship to undergraduate and graduate students focused on career readiness, leadership development and opportunities within agribusiness and STEM fields.



AgScape

We renewed our support of AgScape's thinkAG Career Competitions with a \$5,000 contribution, helping expand access to agricultural education for students across Ontario, Canada.

During the 2025/2026 school year, AgScape delivered 27 competition sessions, engaging approximately 3,678 students. Based on program delivery costs, Ardent Mills' contribution supported participation for an estimated 312 students. In addition, funding helped provide essential event materials—averaging \$5 per student—enhancing the learning experience for approximately 1,000 students involved in thinkAG programming.



Kansas State University Foundation

At Ardent Mills, we are committed to investing in the future of agriculture and food innovation. We are proud to support Kansas State University's Western Star Global Center for Grain and Food Innovation through a \$3.5 million donation. The state-of-the-art facility is scheduled to be complete in the fall of 2026. The center will serve as a hub for collaborative research, innovation and industry partnership, supporting efforts to enhance food security and advance the future of grain and food systems worldwide.

In FY26, Ardent Mills supported a variety of initiatives designed to enrich student learning, expand industry exposure and strengthen the future talent pipeline in agriculture and food science. This included sponsoring students to attend the Feeding Your Future Camp, introducing high school students to careers in grain science, and supporting Celebrate Ag Weekend, which brings together farmers, students, alumni and industry leaders to celebrate innovation and education in agriculture.

Ardent Mills continued providing industry guidance and leadership through service on university advisory boards, including the Vice President of Operations serving as Chair of the Grain Science and Industry External Advisory Board and the Senior Director, PMO serving on the College of Agriculture Dean's Advisory Board.

To support hands-on learning opportunities, Ardent Mills donated 5,000 pounds of rye and 500 pounds of chickpeas to the Hal Ross Flour Mill, providing students with practical milling and packaging experience. Products produced from these mill runs helped support the Milling Science Club and student participation in industry events such as the International Association of Operative Millers (IAOM) Conference.

Month of Service

Ardent Mills is committed to supporting the communities where our team members live and work. Each April, our company-wide Month of Service brings this commitment to life, empowering team members to engage in meaningful ways through volunteerism, product donations and financial contributions.

During April's Month of Service, 81% of Ardent Mills locations participated, with more than 560 team members contributing over 4,400 volunteer hours to support 130 nonprofit organizations across North America. From assembling food and hygiene kits, donating blood and cleaning local parks to mentoring students and leading food drives, teams across the company came together to meet the unique needs of their communities.

Driven by the compassion and commitment of our team members, Month of Service continues to be a meaningful reflection of Ardent Mills' serving value — amplifying our year-round community impact and helping nourish what's next in the places we call home.

Spotlight: Company-Wide Blood Drive

Ardent Mills' B.E.A.M. and LiMA ERGs helped launch the company-wide blood drive through an educational session with the American Red Cross, raising awareness during a critical time of blood shortages. Their leadership inspired team members across the organization to take action in support of patients facing surgeries, treatments and medical emergencies.

Over the three-month campaign, 75 team members donated blood — many more than once — resulting in 105 units donated, enough to help save up to 315 lives.



People

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- 27** Living our safety value
 - 30** Employee engagement & development
 - 32** Building a culture of belonging

People

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

Our goal: We strive to cultivate a workplace in which all people thrive through our inclusion efforts, team member wellbeing and safety and team member development.



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) 2025 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."

21 Ardent Mills facilities were recognized with the IAOM 2025 Safety Award. The IAOM safety recognition program recognizes individual member company sites that were recordable incident free during 2025 and have active participation in IAOM.



In our 2025 Engagement Survey, Ardent Mills scored an eNPS score of 49 on the question "does your day-to-day experience of working here feel aligned with the value of safety." 63% 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 24 office and facility locations without a recordable incident. Of these 24 locations:

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

Two office and/or facility locations have achieved **5+ years** without a recordable incident

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

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

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



Serious Injury & Fatality Prevention

Ardent Mills is committed to ensuring every individual leaves work in the same condition they arrived. To support this, we have identified six critical life-saving focus areas that represent the highest risks to our team members and contractors. We then established life-saving rules that clearly define these risks and set expectations for completing work safely. As part of this effort, we updated our mobile equipment program to enhance the safety of our team members. By addressing and reducing risk associated with these activities, we also lower the potential for serious injuries or fatalities across our facilities.

“Safety belongs to all of us. Every team member has the responsibility and authority to identify hazards, address risks, and speak up when something isn’t right. By looking out for one another and acting on concerns, we bring our safety value to life every day.” – TJ Tuetken, Sr EHS Director

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 in limited or no-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.

In FY26, Ardent Mills team members completed 16,997 SCORE conversations and eliminated 583 barriers across our facilities



Safety governance

- Monthly reporting to the **board of directors**
- The **Environmental, Health and Safety (EHS) Director** and **Chief Operating Officer** have direct oversight of our people safety strategy and communicate progress, goals, metrics and investments to leadership monthly.
- People safety metrics are included in our monthly annual operating plan Scorecard.
- Safety is ingrained into every decision made – from the recruiting/hiring process, daily meetings, monthly KPIs, plant scorecard metrics, routine safety trainings, 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.



FY26 highlights

Listening and acting on employee feedback

- Annual Employee Engagement survey:
 - All-employee survey yielded 82% participation, surpassing the benchmark rate of 50.7%
 - Our overall engagement score was eNPS of 26 and average of 7.8 which falls in the mid range for manufacturing benchmark
 - New team members in first 0-3 months yielded impressive 78 eNPS, a 14-point increase from the previous survey
 - Ardent Mills exceeds manufacturing benchmarks across the majority of measured dimensions
 - 9 of 11 engagement drivers
 - 4 of 5 Diversity & Inclusion drivers
 - All health and wellbeing drivers

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 FY26, 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 FY26, we completed two cohorts of this program.
- **Cultivate:** A 15-month immersive development program for operations leaders that drives day-to-day operations training through vigorous e-learning, hands-on tasks and discussions with organizational leaders.
- **Maintenance Upskilling Program:** Increase maintenance skills in our hourly team members to prepare them for maintenance roles in Ardent Mills through training, networking, professional accreditation, and coaching. 19 people promoted due to investment in maintenance training.
 - PRIME Program: Created a program to support those leading Maintenance at a plant to ensure they know how to lead preventative maintenance programs.

Recognizing and celebrating our people

- **RAVE program:** 91% of managers give recognition exceeding best practice benchmarks. 83% of our team members received a RAVE. In FY26 Ardent Mills team members gave over 32,000 RAVEs acknowledging hard work and positivity internally across the company.
- **Peer-to-peer recognition:** Engagement climbed 5% 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 FY26:

- 27% of roles were filled internally (up 2% from FY25)
- 46% of professional roles were filled internally (up 1% from FY25)



Building a culture of belonging

Our Commitment

At Ardent Mills, we are committed to providing an environment of mutual respect and an inclusive culture where each person is comfortable being themselves and feels valued. We believe that diverse backgrounds and experiences lead to broader perspectives, stronger collaboration, and better outcomes for our people, customers and communities.

This belief is the foundation of Ardent Coming Together (ACT) our enterprise platform that integrates inclusion and belonging into how we work, lead and grow together.

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.

ACT Governance

ACT operates within Ardent Mills' broader ESG governance structure and is supported by ESG sponsors, Human Resource leadership, and the ACT Office consisting of the Director of Inclusion & Belonging, the ACT Action Team, ERG Sponsors, and ERG Co-Leads, which provides strategic governance, resources, and support for inclusion and belonging initiatives. Governance emphasizes alignment, transparency and responsible oversight of inclusion and belonging efforts.

BELONG

Culture & Connection

Cultural fluency, safe dialogue, faith inclusion, Pride visibility, women's networks, neurodiversity and mental health belonging.

9

ERGs

557

EOY Members
in at least one ERG

LEAD

Development & Visibility

Mentoring circles, HBCU/student pipelines, sponsor advocacy, ERG leader growth, external conferences, storytelling.

1,104

EOY Total ERG
memberships

22.6%

EOY Participation
in at least one ERG

THRIVE

Growth & Opportunity

Wellbeing, food security, community giving, stronger operating models, frontline/plant reach, customer-adjacent learning.

49

Events

2,045

Total Attendance

ESG Snapshot: 1,104 total memberships (May 30, 2026) | 22.6% unique workforce participation, exceeding the 20% target.

APAAM

155 members | 50%+ growth | 300 lbs. food | 50 volunteer hours

B.E.A.M.

158 members | HBCU recruiting | 105 blood units/315 lives | \$4,127 = 41,270 meals

I-FAM

170 members | 6 events | Winter Holidays + Easter learning

LiMA

72 members | 250 attendance | +18 growth | \$2K donations

MVAM

44 members | resource-based FY26 model | veteran recognition

Spectrum

128 members | 546 attendance | 10 events | +9.6% participation

THRIVE

New ERG | 87 members | 7 events | 384 attendance

WIT

52 members | 2 external events | SIM Women + CTA access

WOW+

260 members | 6 events | 350 attendance | Rise Circles + \$1K donation

ACT YOY Progress Snapshot: 2023 to 2026

PROGRESS AREA	FY24 STARTING POINT	FY25	FY26	IMPACT
ERG Collective	5 ERGs 14.9% ERG participation ⁵	8 ERGs 18.2% ERG participation	9 ERGs 22.6% ERG participation	Expanded representation, connection and allyship across more dimensions of identity and experience.
Seramount Talent & Inclusion Index	41%	48%	58%	External indicator that ACT is making measurable progress against our inclusion and belonging strategy.

Employee Resource Groups (ERGs)

ERGs are a cornerstone of ACT, fostering belonging, leadership development and connection across the organization.

ERG Vision

To create a work environment where everyone feels a sense of belonging and is supported by an informed, engaged network.

Current ERGs:



⁵ ERG participation percentage reflects unique workforce participation showing TMs in at least one ERG

ERGs — FY26 Highlights & Impact

Belong. Lead. Thrive.

In FY26, Ardent Mills supported nine active ERGs, representing a broad range of identities, experiences and communities across the enterprise.

Ardent Mills expanded its focus on inclusion and belonging in FY26 with the launch of THRIVE, a new Employee Resource Group dedicated to neurodiversity and mental health. Launched in November 2025, THRIVE quickly brought together more than 75 members to build connection, raise awareness and support team members across the organization. Formed in response to employee feedback, THRIVE fosters education, open dialogue and practical strategies that help create a more inclusive workplace where all employees feel supported and empowered.

“THRIVE demonstrates what is possible when we listen to our employees and intentionally create spaces where people feel understood, supported, and connected. By elevating conversations around neurodiversity and mental health, THRIVE is helping strengthen a culture where every team member can belong, lead, and thrive.” – Kate Kimball, General Counsel, Corporate Secretary and Chief Compliance Officer & THRIVE ERG Sponsor



THRIVE (New ERG focused on Neurodiversity & Mental Wellbeing)

Key FY26 Outcomes

- Surpassed its first year membership goal of 50, reaching more than 75 members
- Focused on mental health awareness, resilience and neurodivergence inclusion
- Created safe spaces for dialogue that normalize conversations around mental health



Black Excellence at Ardent Mills (B.E.A.M.)

Key FY26 Outcomes

- Strengthened early career and student pipelines through engagement with MANRRS and HBCU institutions
- Connected with students from Southern University and Florida A&M University, supporting awareness of careers in milling and agriculture
- Hosted a learning session with 41 participants focused on food insecurity and community impact in underserved communities
- Elevated cross-industry dialogue highlighting innovation and sustainability in Black owned agricultural businesses



Asian Pacific Americans at Ardent Mills (APAAM)

Key FY26 Outcomes

- Advanced cultural awareness through educational programming and events like the Chinese Lunar New Year and Dragon Dance exhibition held at Headquarters, designed to build understanding and connection across teams
- Supported community service focused on Asian American, Native Hawaiian and Pacific Islander (AANHPI) organizations
- Delivered measurable community impact through 300 pounds of food collected for local AANHPI nonprofit partners
- Facilitated allyship focused conversations, equipping participants with practical inclusion strategies





Inter-Faith at Ardent Mills (I-FAM)

Key FY26 Outcomes

- Increased understanding of diverse faith traditions through education tied to religious observances
- Delivered a Winter Holiday learning event engaging 49 participants with strong qualitative feedback
- Strengthened cross-ERG collaboration through shared celebrations and storytelling

Latines in Milling and Agriculture at Ardent Mills (LiMA)

Key FY26 Outcomes

- Demonstrated strong digital reach with 52% member engagement, reaching 95% of members and 612 non members
- Achieved +18 members growth over six months
- Hosted cross ERG and customer adjacent learning events:
 - “United for Dignity (Immigration Rights)” with 169 participants
 - “LiMA Conversation with Grupo Bimbo” with 117 participants
- Delivered \$2,000 in community donations supporting immigrant advocacy and food access organizations



Military Veterans at Ardent Mills (MVAM)

Key FY26 Outcomes

- Amplified recognition of veteran team members through internal storytelling and awareness
- Supported veteran recruiting through targeted outreach and career focused engagement
- Responded to engagement barriers by pivoting to a resource-based model, emphasizing access to benefits, recognition, and privacy conscious communication



Spectrum (LGBTQ+ Resource Group)

Key FY26 Outcomes

- Improved engagement efficiency by increasing average participation per event.
- Advanced visible allyship through Pride related initiatives and community engagement
- Elevated advocacy by engaging executive sponsors on benefits experience impacts affecting the LGBTQ+ community
- Supported wellbeing and belonging through inclusive language education and service initiatives



Women in Technology (WIT)

Key FY26 Outcomes

- Delivered year long development programming centered on growth, mentorship and advocacy
- Facilitated conversations on empowerment, mentorship, community building and imposter syndrome in business settings



Women of Wheat+ (WOW+)

Key FY26 Outcomes

- Empowered women across career stages through “Rise Circles”, which are small groups that support development and peer connection
- Engaged 380+ participants in Breast Cancer Awareness initiatives
- Delivered \$1,000 in cancer research donations through collective participation
- Increased visibility of women leaders through storytelling, Women’s History Month engagement and spotlight features

In FY26, the company successfully met and exceeded its ERG objectives, operating nine groups with 22.6% unique workforce participation above the target of 20% participation.

As of April 2026, there were 1,115 total ERG memberships, reflecting strong and sustained employee engagement in inclusion-focused communities across the organization.⁶

Participation spans a wide range of departments, such as Quality (45 members), Supply Chain (36), Human Resources, Information Technology and Office Administration (31 each), highlighting that ERGs are effectively engaging employees across core operational and corporate functions.

6 Total ERG memberships count all ERGs; TMs in multiple ERGs count each membership



Project Elle: Facility inclusivity infrastructure improvements

Project Elle improves 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 \$15 million into our mills. In FY26, Project Elle supported ongoing work at 14 facilities at a cost of over \$3 million USD across our network. The completion of FY26 officially brings an end to our Project Elle journey, though the standards upheld through this work will continue to live on through our culture. All facilities, including plants and office buildings, were confirmed at the “Elle Standard” over the life of this project.

Hastings is one of our most complex plants with an expansive workforce. Lacking a proper changing space, our female team members previously shared a small bathroom that doubled as the locker room. Through the Project Elle initiative, Hastings added a women’s locker room while also completing other necessary updates to improve conditions for every team member who works at the facility.

Planet



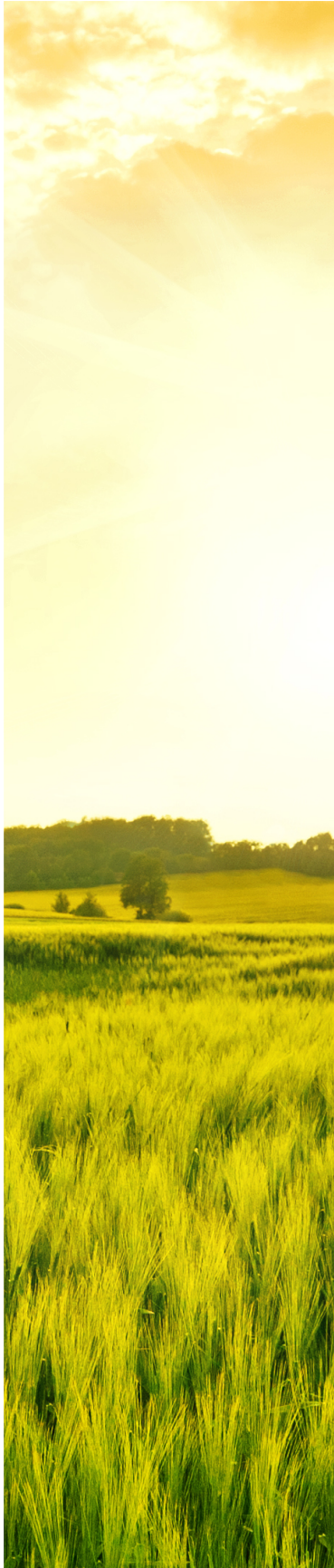
43 Operational efficiencies



Planet

Ardent Mills is committed to environmental stewardship that supports resilient food systems and the long term health of our planet. As a leading supplier of food ingredients, our success - and that of the customers and communities we serve - depends on a thriving natural environment. We recognize our responsibility to manage the environmental impacts of our operations and actively work to do so through targeted programs and partnerships. These efforts focus on responsible resource use, reducing greenhouse gas emissions and landfill waste and improving operational efficiency across our business.





Third-party Assurance of Greenhouse Gas (GHG) Emissions

Ardent Mills obtained third-party assurance of the greenhouse gas emissions inventory again this year, reaffirming the importance of accurate, consistent and transparent emissions reporting. Independent verification provides confidence that our data is complete and aligned with recognized frameworks and best practices, including the Greenhouse Gas Protocol and ISO 14064-3. Third-party assurance strengthens the integrity of our disclosures, supports informed decision making and reinforces accountability as we work to reduce environmental impacts across our operations. In addition, we completed a Task Force on Climate-related Financial Disclosures (TCFD) report which assesses climate-related risks and opportunities across our business. This analysis enhances our understanding of the potential financial impacts of climate risk and supports long term resilience and strategic planning.

Responsible Procurement Program

Ardent Mills continues to strengthen our responsible procurement approach by deepening engagement with suppliers across our value chain. Building on the program introduced in FY25, we remain focused on collaborating with suppliers to better understand sustainability practices and reduce the environmental impacts and greenhouse gas emissions associated with flour production. Insights gained from our initial supplier survey enabled us to prioritize engagement with suppliers that have emissions reporting capabilities, improving the quality and specificity of our data and allowing us to further refine emissions associated with the goods and services we purchase. Through broader supplier engagement, we are advancing transparency, improving emissions data quality and identifying opportunities to drive environmental improvements across our supply chain.

Waste Diversion and Reduction

Reducing waste across our flour operations is a key component of Ardent Mills' sustainability strategy. Through our organic waste diversion efforts, we work to limit the amount of products and byproducts that go to landfill by redirecting material to beneficial alternatives such as animal feed or composting. Because our operations span a large geographic footprint, sites implement solutions that reflect local opportunities ranging from partnerships with nearby farmers and composting organizations to relationships with animal feed customers. This year, we continued these efforts, with nearly two thirds of our facilities diverting organic material from landfill. Several sites eliminate the need for formal organic waste diversion programs by operating highly efficient, low-waste systems that upcycle material directly into existing processes like millfeed production.

Waste Reduction and Donation

Ardent Mills advances food waste reduction efforts by redirecting surplus bagged product from warehouse operations to local food banks instead of landfill disposal. In partnership with one of our warehouses, we worked with the Central Pennsylvania Food Bank, a Feeding America partner foodbank, to redirect products that remained fit for human consumption but were no longer needed by customers. This initiative helps reduce food waste and landfill disposal while providing nutritious food to individuals and families in our communities. By diverting usable products from waste streams and supporting hunger relief organizations, we advance our commitments to protecting the planet and strengthening the communities where we operate.

Update on Stretch Wrap Reduction initiative

Ardent Mills continues to advance our Stretch Wrap Reduction initiative as part of our commitment to reducing plastic waste and greenhouse gas emissions across our operations. The initiative minimizes stretch wrap used in packaging by replacing traditional plastic film wrapped around pallets to contain flour bags with a water-based adhesive that serves as an alternative pallet containment method. This adhesive is applied between layers of bags to ensure load stability during shipping and has proven effective in securing pallets without the need for low-density polyethylene (LDPE) or high-density polyethylene (HDPE) stretch wrap. The solution is currently in use at many facilities, and we expanded the program to additional sites this year, further scaling its impact. By reducing reliance on plastic wrap, we lower material waste within our facilities and at customer locations while also decreasing emissions associated with stretch wrap production and disposal, supporting both our sustainability goals and those of our customers. Throughout this fiscal year, we shipped over 300,000 pallets without stretch wrap, resulting in an estimated 128,000 lbs of plastic saved equaling, or 92 MT CO₂ equivalent avoided emissions.⁷

The success of this initiative has generated interest from organizations exploring similar approaches within their own operations. This increasing engagement highlights broader momentum for packaging innovations that reduce plastic waste and greenhouse gas emissions across the value chain.



⁷ MT CO₂e Avoided calculated by using g of stretch wrap avoided multiplied by the EPA emission factor for LLDPE

Operational efficiencies

Ardent Mills continues to move a small, but increasing, number of flour shipments through intermodal transportation, leveraging primarily a combination of truck and rail. Using multiple transportation modes lowers fuel use and greenhouse gas emissions compared to truck-only delivery. Incorporating rail into longer distance transportation helps lessen our overall environmental impact while improving supply chain efficiency, because rail freight generates fewer emissions per ton-mile than trucking.

Air Leaks Program

Ardent Mills implements an Air Leaks program across our operations to identify and address compressed air leaks within our facilities. Our sites regularly perform maintenance to detect and repair leaks in compressed air systems, helping to minimize wasted energy and reduce unnecessary electricity consumption within our processes. By improving compressed air efficiency, we reduce energy demand and greenhouse gas emissions associated with onsite production. Proactively managing air leaks is an important part of our broader efforts to enhance operational efficiency and support emissions reduction across our facilities.

Renewable Energy

In FY25, we reported 39.07% renewable energy utilization across our network marking significant progress toward our goal of 50% renewable energy usage across our operations by calendar year 2025. In FY26, we are proud to report that Ardent Mills utilized 52.18% renewable energy across our network.

Having achieved this goal we are now in the process of setting a new ambition. We will aim to reduce our reliance on REC purchases and will update on our new goal in our 2027 update.

We met 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	Accounts for 2.88% of total usage	5.60% of total usage in applicable community mills in the U.S. is covered by involuntary certified renewable programs (CRPs) or by voluntary RECs. Colorado: 51.8% renewable energy through CRPs.
Directly sourced renewable energy	Minnesota	Accounts for 2.88% of total usage	Minnesota: 51.8% renewable energy through CRPs.
Directly sourced renewable energy	Canada	Accounts for 5.9% of total usage	Canada: powered by 64% renewable energy.
Project-specific RECs	Kansas	RECs account for 6.17% of total usage	Utility-scale wind and solar farms that produce renewable electricity. Projects are online and producing RECs that are being retired on our behalf.
Project-specific RECs	Texas	RECs account for 7.67% of total usage	Utility-scale wind and solar farms that produce renewable electricity. Projects are online and producing RECs that are being retired on our behalf.
Open Market REC Purchases	Multiple Geographies	RECs account for 26.57% of annual usage	Procured 155,000 RECs total in FY 2026. These are partially to cover enrolled usage in community solar programs and in part national RECs purchased to meet our 50% renewable energy sourced goal.



Ingredients

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 - 49 Fostering the future

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.



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 across North America.



- **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 meet or exceed industry best practices.
- **Processing and preparation:** Our facilities and management practices are designed to deliver high-quality, safe ingredients. Our plant personnel and corporate support functions ensure the correct flow of ingredients, cleaning and sanitation practices and rigorous training programs for our team members.
- **Testing:** We conduct regular testing for food safety, consistent performance of our products and 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 as appropriate for customer applications.



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 continuously improve the food safety and quality of all products produced and shipped by Arden Mills.

- Both the **quality and food safety teams** work to update policies and procedures to stay current with Global Food Safety Initiative standards and regulatory requirements.

100% of our facilities received an AA rating in FY26

- 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 developing food safety culture plans to elevate food safety culture within Arden Mills.
- The **claims committee** addresses all claims related to quality and food safety. The committee 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 exploring farming practices that promote responsible production through innovative ideas and support for their implementation. We work with farmers to adopt regenerative practices that help ensure the long-term health of our agricultural systems. As part of this process, we also bring together partners across the supply chain, to engage with farmers, and establish a consistent feedback loop to support ongoing program improvements and ensures growers remain actively involved in its evolution.

VISION

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



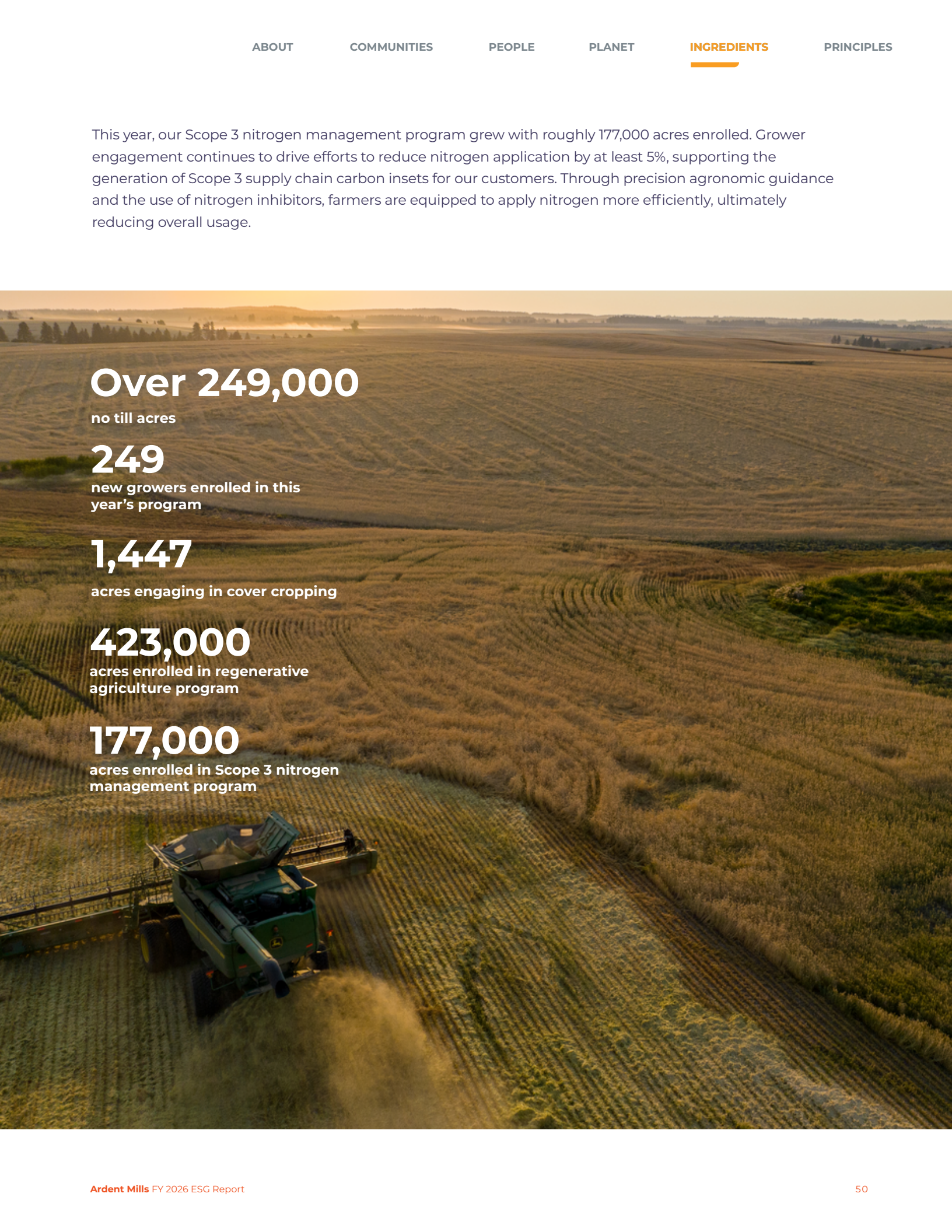
GOAL

In FY26, we continued to leverage our regenerative agriculture program to better meet the evolving needs of our customers and align with updated regulatory requirements. Goals for our regenerative agriculture program continue to be:

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

In FY26, we enrolled over 423,000 acres in our regenerative agriculture program. We continued to strengthen engagement with strategic supply chain partners by aligning our regenerative agriculture to theirs. To achieve this, we expanded grower outreach and identified additional implementation partners prioritizing areas with strong potential for impact.

This year, our Scope 3 nitrogen management program grew with roughly 177,000 acres enrolled. Grower engagement continues to drive efforts to reduce nitrogen application by at least 5%, supporting the generation of Scope 3 supply chain carbon insets for our customers. Through precision agronomic guidance and the use of nitrogen inhibitors, farmers are equipped to apply nitrogen more efficiently, ultimately reducing overall usage.



Over 249,000

no till acres

249

new growers enrolled in this
year's program

1,447

acres engaging in cover cropping

423,000

acres enrolled in regenerative
agriculture program

177,000

acres enrolled in Scope 3 nitrogen
management program

Ingredient Innovation

At Ardent Mills, ingredient innovation is driven by close collaboration with our customers and partners and a longstanding commitment to unlocking the full potential of grain. We work alongside customers to adapt and expand existing products for new applications and recipes, helping them meet evolving formulation, performance, regulations and consumer needs. We also innovate across our co-product streams, partnering with external organizations to develop new, higher-value uses that extend beyond traditional applications. We further support this innovation through strategic investments and acquisitions that expand our capabilities and accelerate growth in emerging nutrition. Together, these efforts highlight how collaboration and innovation help us move grain ingredients forward by expanding the value, functionality and impact of our ingredients.

Strategic Investments in Ingredients

In FY26, Ardent Mills acquired the assets of Stone Mill, a specialty grain cleaning facility in Richardton, North Dakota, as part of its strategy to expand capabilities in emerging nutrition and specialty ingredients. This acquisition enhances the company's ability to process gluten-free and identity-preserved grains, pulses, and seeds, supporting growing demand for alternative, better-for-you ingredient solutions. By strengthening supply chain capabilities and improving speed to market, the addition of Stone Mill positions Ardent Mills to deliver more innovative, high-quality products while advancing long-term growth and portfolio diversification.



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 FY26, we advanced this commitment through targeted innovations that strengthen our portfolio of cost effective, supply-resilient and label-friendly ingredient solutions.



Cocoa Replace: Ardent Mills continues to invest in ingredient innovation that improves supply resilience and formulation flexibility while meeting consumer expectations for quality and clean-label products.

Cocoa Replace, a wheat-based alternative developed with customers, was launched in FY25 and can replace up to 25% of cocoa powder in baked goods while maintaining flavor and performance.

This year, Ardent Mills expanded its portfolio with Dark Cocoa Replace, which supports formulations requiring the deep color and flavor profile of highly alkalized dark cocoa powders and can replace up to 90% of highly alkalized cocoa in select applications. Both solutions were validated through comprehensive sensory testing with trained panels and consumers, demonstrating close alignment with traditional cocoa powders in taste and acceptability. Together, these innovations enable customers to maintain product integrity while advancing ingredient transparency, supply stability and long-term business resilience.

GLP-1 friendly[®]: As interest in GLP-1 friendly eating patterns continues to grow, we are actively evaluating our portfolio with a focus on solutions that help customers deliver balanced nutrition without compromising taste or performance. We work with customers to explore new ways to use our existing ingredients, such as Ultragrain[®] wheat and chickpeas, to tailor formulations that align with changing dietary behaviors, enabling them to innovate with confidence and meet consumer needs as this space continues to evolve.

The Ardent Mills portfolio of nutrient dense whole grains and pulses is well positioned to support the development of foods aligned with the evolving dietary needs and eating habits of today's consumers. Our strongest performing solutions in this area continue to be higher-fiber ingredients within our portfolio, reflecting customer demand for functional nutrition that supports emerging eating patterns. Those products include:

- Whole Chickpeas and Chickpea Flour
- Lentils
- Whole Wheat (including Ultragrain[®] 100% whole wheat flour)
- Sustagrain[®] high-fiber barley
- Sorghum
- Millet
- Teff
- Amaranth



[®] Ardent Mills does not endorse, recommend, or support the use of any ingredient or product to diagnose, treat, cure, or prevent any disease or to affect the safety, efficacy, performance, or outcomes of any GLP 1 medication or related therapies. Customers are solely responsible for ensuring that any product labeling, marketing, advertising, or claims comply with all applicable federal, state, and local laws and regulations.

Co-Product Innovation

Ardent Mills has innovated across the company's co-product streams to maximize value and minimize waste for many years. By leveraging the versatility of agricultural coproducts and by-products, we have supported a wide range of applications - from specialized food and ingredient solutions to emerging industrial uses. This long standing approach reflects our commitment to circular innovation, responsible resource use, and unlocking new opportunities for our co-products through collaboration, research and continuous improvement.

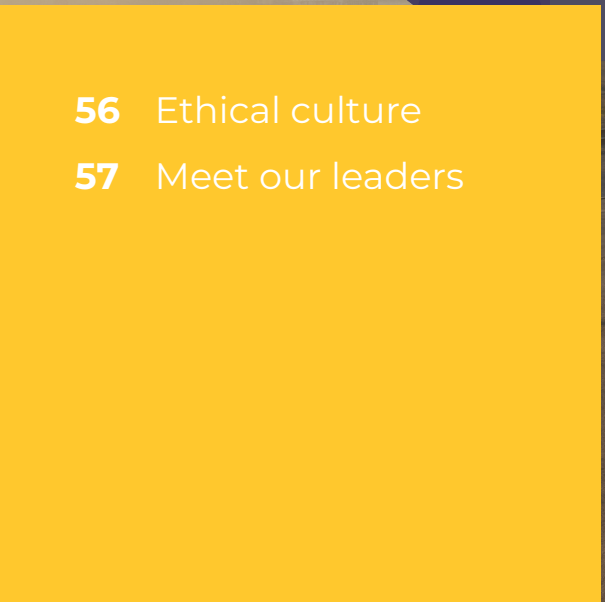
Beyond Feed: Advancing Circular Innovation

Through our Beyond Feed initiative, Ardent Mills is partnering with BrightMa Farms, a minority owned business, to explore higher value uses for wheat milling coproducts. This collaboration focuses on transforming millfeed and other co-products into renewable, plant-based materials for applications such as biofiber pallets, bioplastics and alternative paper products.

By combining Ardent Mills' milling and ingredient expertise with BrightMa's biomaterials innovation, we are helping to advance research into circular solutions that can reduce lifecycle greenhouse gas (or GHG) emissions and decrease reliance on virgin wood and petroleum-based inputs. While still in pilot stages, this work demonstrates how strategic partnerships and innovation can unlock new value from agricultural by-products and support a more circular, resilient supply chain.



Principles

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- 56** 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. To strengthen information security governance, Ardent Mills established a Chief Information Security Officer (CISO) role to oversee cybersecurity strategy, risk management and data protection across the organization.



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



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



Tiago Darocha
Chief Operations 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



Jonathan Aplin
Vice President, Marketing



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



Ryan Kelly
Chief Information Officer



Board of directors*

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

ESG steering committee

- Tiago Darocha, **Chief Operations Officer**
- Angie Goldberg, **Chief Growth Officer**
- Kate Kimball, **Chief Compliance Officer**
- Jeff Zyskowski, **Vice President, Supply Chain**
- Phoenix Dugger, **Senior Manager, ESG**

[Read more on ESG governance here](#)

