



Annual Sustainability Report

FISCAL YEAR 2024

Scoular's Core Values

CORE VALUES INFORM THE QUALITIES WE EMBODY WHEN WORKING TOWARD OUR VISION AND MISSION.



INTEGRITY

Our word is our bond. We do what is right, not just what is easy or allowable. We are candid in our relationships.



CURIOSITY

It is the root of our creativity, innovation and flexibility. We seek deep understanding of markets and customers' unique needs. Coupled with knowledge, curiosity leads to creative, unique solutions for mutual benefit.



PERSEVERANCE

We commit to shared goals, knowing there are many paths to reach them. Success means that we deliver results in the right way.



INCLUSION

We win when we bring a diverse set of ideas and people together to collaborate for company success.



COMPASSION

Our employees are people first. We show compassion when adversity affects any of us. Each of us is stronger because of our compassion.



STEWARDSHIP

We deploy the assets of the company to win, while being disciplined to safeguard them for the next generation.

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To Our Employees & Shareholders

For over 130 years, Scoular has taken deep pride in operating with integrity and creating value through responsible and innovative supply chain solutions. We remain committed to improving the world and enriching the lives of our employees by building upon our history and continuing to deliver creative solutions globally.



DRISCOL FARMS
ABERDEEN, IDAHO

Adapting to Change

A LETTER FROM OUR CEO, PAUL MAASS

Scoular's fiscal year 2024 sustainability report reflects our continued commitment to driving our five sustainability pillars, established in 2020. As the marketplace continues to evolve at a rapid pace, we are well positioned to invest in ways to support our producers, customers and other industry partners to meet their goals and create value.

I am proud to say that we have made strong progress toward our commitments, thanks to the hard work and dedication of our teams across the company, and trusted industry partnerships. As you will see, our efforts launched this fiscal year have delivered meaningful outcomes, including reducing reliance on electricity from the grid at our Adrian, Missouri facility and achieving a 32% increase in safety engagement year over year.

This work is grounded in our company-wide strategic objectives, enabling us to allocate resources and support decisions made along the way. This tie to overall company strategy is critical to ensure that we are well-positioned to stay agile and proactively address the growing and changing needs of our employees, communities, producers, customers, third-party partners and planet.

As we look ahead, we embrace a continual theme of change. The world is changing rapidly, and so are the expectations and needs of others. The regulatory landscape continues to evolve and become more complex, bringing new challenges and opportunities. We are driven by our belief that the evolving marketplace provides an opportunity for us to explore new and innovative ways to create value and solve problems throughout our supply chain.

In FY25, our team will be conducting an updated materiality assessment. We are refreshing our pillar commitments to ensure our strategy continues to build on our achievements and learnings and drive opportunities to positively shape our industry and the future.

I am excited about the evolution and innovation in our industry and believe with change and challenges come innovation and opportunities to create a more sustainable future for ourselves and generations to come.



Paul Maass
Chief Executive Officer

About this Report


This report highlights progress and data from Scoular's fiscal year FY24 (June 1, 2023-May 31, 2024). The report covers Scoular's global operations, including its indirect wholly-owned subsidiary Petsource. Excluded from this report are acquisitions made in FY24, including facilities in Trousdale, Cullison, and Greensburg, KS. As we continue to refine our data collection processes and calculation methodology, figures may be occasionally updated.


About Scoular

Scoular by the numbers (FY24)

 **1400+**
Employees

 **80+ Countries**
Shipping goods locally and internationally

 **100+ Facilities**
(Offices, Storage, Handling, Processing) in North America and Asia

 **1.3 Billion**
Bushels Traded

 **\$8 Billion**
Annual Revenue

 **\$1.6 Billion**
Sales of Feed Ingredients & Proteins

What we do

We facilitate solutions for our customers at every step in the agricultural supply chain.

- Animal Feed Ingredients
- Food Ingredients
- Grains
- International Trade
- Pet Food Ingredients
- Transportation

Who we serve

We deliver innovative supply chain solutions in food and feed that help meet industry goals.

- Animal Feed Manufacturers
- Aquafeed Manufacturers
- Distilleries
- Farmers
- Food, Beverage and Supplement Manufacturers
- Grain Processors
- Petfood Manufacturers
- Renewable Energy Producers

FREMONT, NEBRASKA

Scoular Governance

As a leader in the industry, we recognize that robust corporate governance is the foundation upon which our company builds its commitments to sustainability and ethical practices. Our governance framework ensures accountability, fairness, and transparency in our operations, guiding us toward our sustainability goals.

Our Board of Directors oversees the company's sustainability program, and specifically designates committee responsibilities as follows:

The **Compensation Committee**, of the Scoular Board of Directors, oversees compensation framework, philosophy, governance and guidelines.

The **Audit Committee**, of the Scoular Board of Directors, oversees the company's compliance and ethics program, enterprise risk management program, and the company's financial and accounting controls and compliance practice.

Scoular's Senior Leadership Team members are actively involved in the development of our sustainability strategy and work to ensure that our approach is integrated into our business model and aligned with our corporate strategy.

Our compliance and ethics program, led by the Chief Legal Officer, is designed to uphold the highest standards of integrity and conduct. Core to this program are:

- Scoular's Code of Conduct and Supplier Code of Conduct which are foundational sources of our expectations for employees and certain third parties.
- Comprehensive company-wide policies that govern our decision making and ethics, including, but not limited to: Anti-Bribery and Anti-Corruption, Anti-Trust and Fair Competition, Conflicts of Interest, Travel and Expense, and Acceptable Use.
- A complaint hotline, managed by an outside third-party, which provides employees and other third parties with a confidential way to share concerns or raise questions about potential unlawful and/or unethical behavior. This hotline is available 24/7 and in multiple languages and concerns can be shared via phone or online.
- A policy that encourages reporting of any unethical and/or unlawful behavior without fear of retaliation.

Our governance practices are not just about compliance; they are about creating value and trust. We understand that success and reputation are earned through our interactions with our employees, customers, suppliers, business partners, competitors, and other third parties. To meet our sustainability goals, and support those of our customers and producers, we apply the same expectation of creating value and trust.



OMAHA, NEBRASKA

Some of the highlights from FY24 include:

Filing Our First Annual Report: In compliance with the *Fighting Against Forced Labour and Child Labour in Supply Chains Act*, we filed our inaugural annual report, which reported on steps taken to promote responsible and ethical practices to eradicate forced and child labor in our supply chain. This milestone reflects our unwavering commitment to ethical practices and transparency.

Launching an Updated Supplier Diligence Pilot Program: Understanding the critical role our suppliers play in our sustainability journey, we launched an updated supplier diligence pilot program. This initiative strengthens our supplier engagement, ensuring that our high standards for environmental stewardship, social responsibility, and governance are upheld. We plan to continue to develop this program and launch more widely across the company, based on risk factors and customer demand.

Inaugural Compliance & Ethics Month Program: In FY24, we launched our annual Compliance and Ethics Month, designed to further empower our employees with the knowledge and tools necessary to uphold our ethical standards. Throughout the month, we provided employee trainings on the importance of speaking up and raising concerns, without fear of retaliation, offered

training on other critical topics, and deployed a compliance and ethics pulse survey which will inform our strategy.

Deploying an Online Platform for Third-Party Due Diligence: In our quest to enhance transparency and accountability, we selected and launched a third-party risk management platform designed to support a more robust due diligence program to identify and mitigate risks related to anti-bribery, corruption, sanctions, and other critical supply chain risks. This platform enables automated workflows and serves as a central hub for evaluating and managing risks associated with our third-party partners.

For the second consecutive year, Scoular was named a 2024 U.S. Best Managed Company, through a program sponsored by Deloitte and The Wall Street Journal. Receiving this award for the second year in a row is a testament to the team's commitment to hard work and service of our customers.

Sustainability Strategy & Structure

In FY24, Scoular continued to make strides in our sustainability efforts, building upon the foundation laid in previous years. Our five sustainability pillars remain interconnected, with commitments that ensure we are on a path to success in creating shared value in the supply chain while reducing our impact on the earth, nurturing the communities we live in, and empowering the people we employ. As a global player in the agribusiness industry, we know that our impact matters, and we remain dedicated to making a positive difference where it is most material to our businesses. Our sustainability team, pillar teams and engaged employees company-wide continue to work together to craft tailored sustainability solutions across our supply chain, contributing

significantly to global environmental, social, and governance improvement. In this report, you will see the progress we have made in FY24, as well as our ongoing efforts to drive impact and implement sustainability actions. At Scoular, we recognize the value of this work for both our business and our supply chain partners, and we remain committed to our long-term sustainability strategy.

Looking forward, we will be conducting a full strategy refresh in FY25 to reflect the evolving priorities in this space. As a part of this refresh, we expect to roll out new supply chain due diligence work in response to increasing customer and regulatory demands.



Kari O'Neill Potts
Chief Legal & Corporate Secretary



Jennifer Deitloff
VP, Senior Associate General Counsel & Chief Diversity Officer



Beth Stebbins
Director of Sustainability



Alex Lang
Sustainability Analyst



Isaac Sunderland
Sustainability Specialist

	OUR COMMITMENTS	STATUS	UNITED NATIONS SDG MAPPING*
CARBON PILLAR	ABSOLUTE CO2e — Reduce absolute greenhouse gas emissions	●	12 RESPONSIBLE CONSUMPTION AND PRODUCTION, 13 CLIMATE ACTION
	CO2e INTENSITY — Reduce greenhouse gas emissions intensity	●	12 RESPONSIBLE CONSUMPTION AND PRODUCTION, 13 CLIMATE ACTION
	VALUE CHAIN CO2e — Reduce value chain carbon footprint	●	12 RESPONSIBLE CONSUMPTION AND PRODUCTION, 13 CLIMATE ACTION
	RENEWABLES — Increase renewable energy consumed	●	7 AFFORDABLE AND CLEAN ENERGY
	WATER — Implement pilot program focused on reducing freshwater consumption	●	6 CLEAN WATER AND SANITATION
SOURCING PILLAR	PRODUCT SOURCED — Increase total volume of marine products sourced from sustainable processors or aquaculture sources	●	14 LIFE BELOW WATER
	PRODUCT SOLD — Increase percentage of sales for responsibly sourced and certified marine products	●	14 LIFE BELOW WATER
	PRODUCER PROGRAMS — Develop producer programs that are carbon focused for climate smart agriculture	●	15 LIFE ON LAND
	PARTNERS — Establish strategic relationships with marine sustainability NGOs and support additional NGO-led impact programs	●	14 LIFE BELOW WATER, 15 LIFE ON LAND, 17 PARTNERSHIPS FOR THE GOALS
	TRANSPARENCY — Implement method for transparency on pillar progress	●	10 REDUCED INEQUALITIES
DEI PILLAR	RECRUITING — Develop recruitment pipeline and retention program aligned with our pillar strategy	●	10 REDUCED INEQUALITIES
	GENDER PARITY — Reach milestone goals for gender parity	●	5 GENDER EQUALITY
	EXECUTIVE COACHING — Create annual executive leadership coaching program with affiliated KPIs	●	10 REDUCED INEQUALITIES
	ANNUAL PAY REVIEW — Implement a system for and completion of annual pay parity reviews	●	5 GENDER EQUALITY, 10 REDUCED INEQUALITIES
SAFETY PILLAR	DART — Reduce our percentage of Days Away Restricted or Transferred (DART) injuries	●	8 DECENT WORK AND ECONOMIC GROWTH
	SAFETY ENGAGEMENT — Increase our safety engagement at the below manager level	●	8 DECENT WORK AND ECONOMIC GROWTH
	KPIs — Reach milestone improvements on key performance indicators, established by a company cross-functional committee	●	8 DECENT WORK AND ECONOMIC GROWTH
COMMUNITY PILLAR	GIVING % — Invest 2% of annual profits (before taxes) in high-impact community investment areas, with focus on rural communities and cultivating soil health	●	1 NO POVERTY, 2 ZERO HUNGER, 3 GOOD HEALTH AND WELL-BEING, 4 QUALITY EDUCATION, 8 DECENT WORK AND ECONOMIC GROWTH, 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE, 11 SUSTAINABLE CITIES AND COMMUNITIES
	VOLUNTEER HOURS — Complete a milestone number of annual company volunteer hours	●	1 NO POVERTY, 2 ZERO HUNGER, 3 GOOD HEALTH AND WELL-BEING, 4 QUALITY EDUCATION, 8 DECENT WORK AND ECONOMIC GROWTH, 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE, 11 SUSTAINABLE CITIES AND COMMUNITIES
	PARTNERSHIPS — Develop strategic partnerships with local organizations, customers, and third parties	●	17 PARTNERSHIPS FOR THE GOALS

OUR COMMITMENT STATUS




- Not Started
- Behind on Commitment Progress
- On track

Upholding Workplace Health & Safety

A Culture Where Everyone 'Owns' Safety



Our Commitments

COMMITMENT DETAIL	FY24 HIGHLIGHTS
 <p>DART Reduce our percentage of Days Away Restricted or Transferred (DART) injuries</p>	DART saw a slight increase year over year due to new operations
 <p>SAFETY ENGAGEMENT Increase our safety engagement at the below manager level</p>	32% increase in safety engagement including observations and hazards reported year over year
 <p>KPIs Reach milestone improvements on key performance indicators, established by a company cross-functional committee</p>	All KPI Targets for activities to drive positive safety results were met; TRC dropped but DART saw a slight increase.

Justin Reed knows it's essential for employees at his facility in Andres, Illinois, to not only recognize hazards, but also to create solutions.

One employee's remedy designated a breakroom exit away from where a forklift operates. Reed said when a crew member develops a solution like that, co-workers are more likely to have buy-in.

"It's all about creating a culture where safety is owned by everyone. Every team member must feel like they have a real stake in keeping the workplace safe."

Justin Reed
Regional Manager



We continued to bolster our company-wide safety program and implemented a range of strategies in FY24, including enhanced training; more comprehensive environment, health and safety audits; and an emphasis on behavioral-based strategies.

In addition, a proactive hazard identification process – an approach our Andres facility has embraced – contributed to a 20 percent reduction in our company-wide OSHA recordable injury rate from FY23 to FY24.

Tom Culross, Scoular's Director of Environment, Health and Safety, says the Andres facility is an example of the safety culture Scoular strives to instill across the company.

"It is crucial that there is involvement and ownership at every level. We ask employees to help toward our goal of continuous improvement by following safety training and providing feedback and suggestions for improving safety at our workplace. Safety is a commitment we make to every employee every day."

Tom Culross
Director of Environment, Health and Safety



Along with an emphasis on empowering employees, Andres has built an effective safety culture in other ways by:

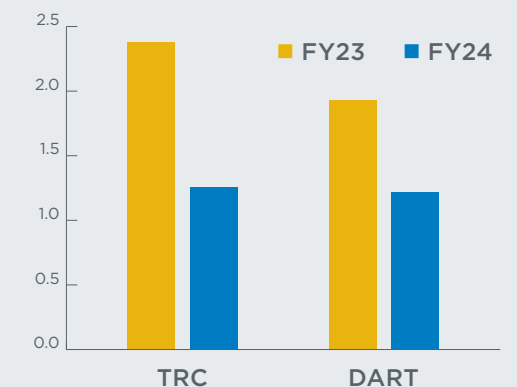
- Pairing veteran employees with new team members so they learn safety by example.
- Communicating safety procedures using real-world examples, such as the importance of seatbelts for forklift drivers.
- Providing employees with real-time, one-on-one feedback from supervisors during safety observations.
- Holding pre-shift and monthly safety meetings.
- Making sure employees have a strong voice on the facility's safety committee.
- Adjusting safety protocols as needed based on observations.

Hancock, Iowa



In FY24 we continued to enhance our proactive approach to safety and increase accountability by expanding behavioral-based strategies. These strategies contributed to a steady decline in injury rates and improved key performance indicators. In addition, our Safety Management System (Intalex), rolled out in 2021, continued to encourage proactive reporting and allowed us to quickly identify and implement improvements.

Scoular has committed to identifying hazards and performing workplace observations, resulting in declining Total Recordable Cases (TRC) and Days Away or Restricted (DART) rates.





Featured Highlights

Celebrating five years OSHA recordable incident-free in Andres, Illinois.



Jerome, Idaho



Cheyenne County, Kansas



Empalme, Mexico

Behavior-based strategies included:

Hazard identification process

All employees can input hazards into our Safety Management System, which triggers a discussion with their manager on a solution. A timeline is then tracked with sign-off required by the manager to confirm a solution was implemented.

Observation strategy

This requires manager and peer-to-peer observations, engaging leadership to frontline employees, in monitoring and coaching for safe performance.

Auditing

Our EHS team audited all Scoular facilities over six months. Audits include a review of safety programs, floor conditions, and employee interviews.

Training & Awareness:

- **Health and Safety Training:** We engage with all employees on a regular basis to provide training on a variety of health and safety issues such as bin entry, lockout/tagout and safe rail operations. We also train employees on their right to refuse any work they consider dangerous or hazardous.
- **Grain Safety Week:** We ran a safety campaign during the Stand Up for Grain Safety Week where we provided 30 minutes of training each morning. All facilities participated with 20 locations achieving 100% attendance for all five sessions.
- **CEO Visits:** CEO Paul Maass visited facilities across our network to recognize them for receiving the CEO Safety Award and thank crews for their commitment to safety.

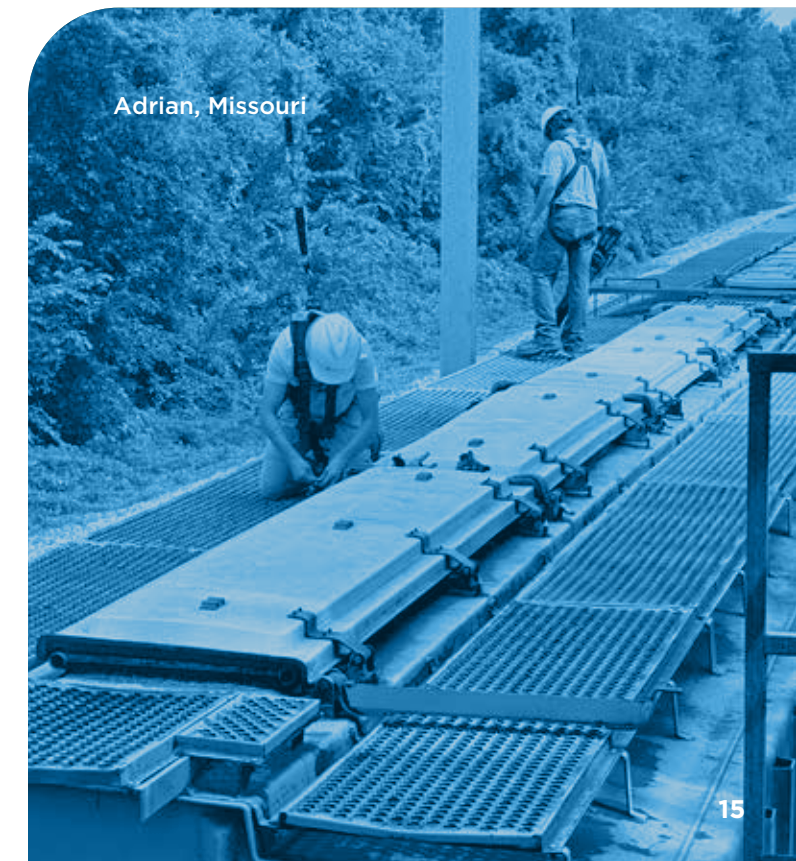
Enhanced training visibility

Using new capabilities in our database to track training and operations data, our IT partners developed reports for managers with employee- and facility-level data. In the past, managers had received mostly high-level metrics. The new system shows data by course or employee to help ensure all employees receive the training required to perform their job safely.

Leadership Spotlight

Tom Culross joined Scoular in January 2024 as our new Enterprise Director of Environment, Health and Safety. Tom brings 30 years of senior leadership experience in EHS to his role at Scoular. He leads our EHS efforts across our more than 100 offices and facilities and believes EHS is a true team effort.

“With the commitment and involvement of everyone,” he says, “we can achieve a safe and healthy work environment.”








Adrian, Missouri

Reducing Our Carbon Footprint

What Gets Measured Gets Managed

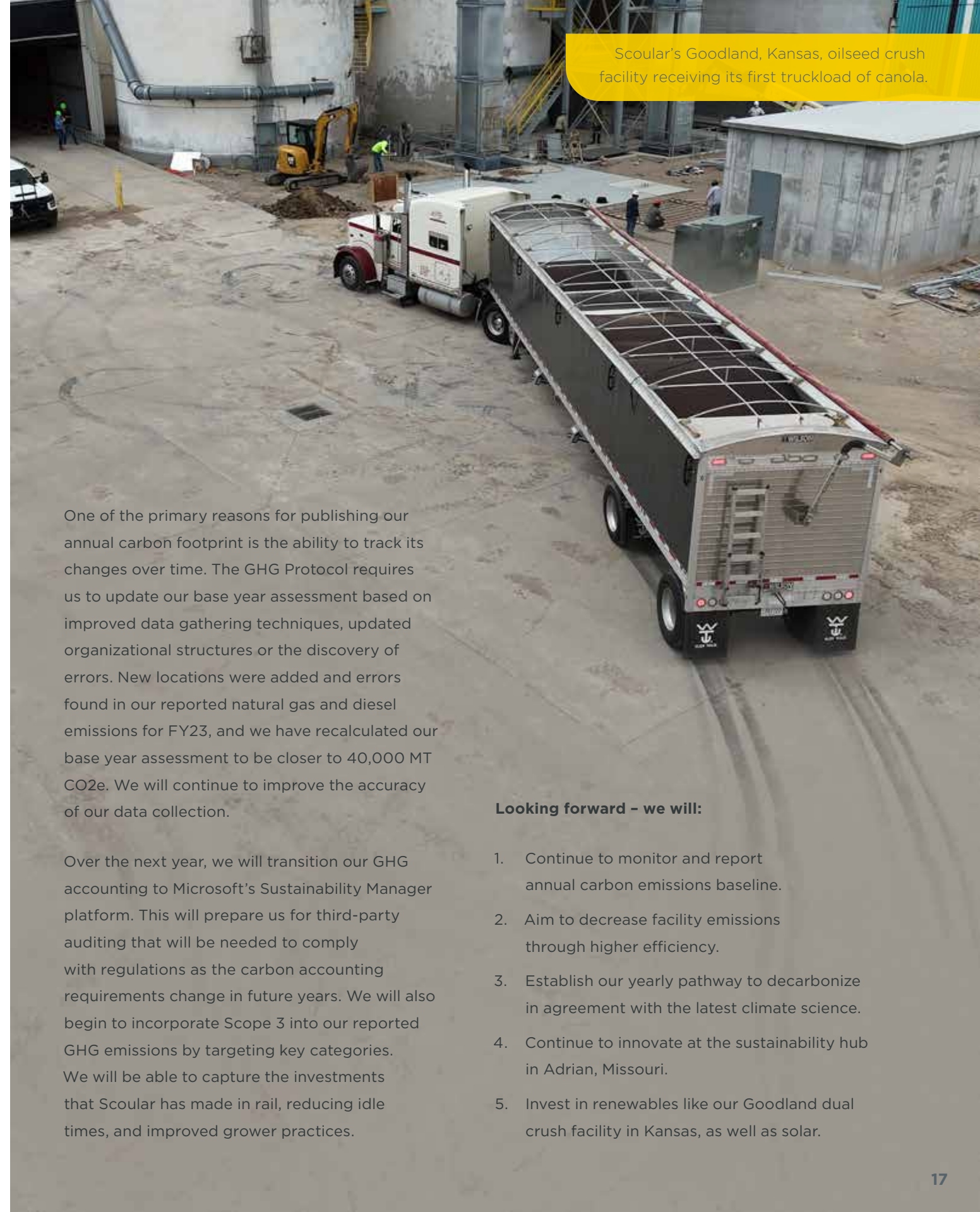


Our Commitments

COMMITMENT DETAIL	FY24 HIGHLIGHTS
 <p>ABSOLUTE CO2e Reduce absolute greenhouse gas emissions</p>	Absolute emissions are expected to increase slightly year over year due to growth in business. However, we are working on rolling out emissions savings technologies trialed in our sustainability hub.
 <p>CO2e INTENSITY Reduce greenhouse gas emissions intensity</p>	No longer reporting — due to the nature of our business emissions intensity based only on scope 1 & 2 emissions is highly variable
 <p>VALUE CHAIN CO2e Reduce value chain carbon footprint</p>	Implemented regenerative pilot to reduce value chain carbon footprint
 <p>RENEWABLES Increase renewable energy consumed</p>	Completed first solar installation; evaluating proposals for future installations
 <p>WATER Implement pilot program focused on reducing freshwater consumption</p>	Began evaluating proposals for water health tie-in to producer programs

As part of our sustainability strategy, we measure and disclose our GHG emissions in accordance with the Greenhouse Gas Protocol, the most widely used international standard for GHG accounting. We report on our Scope 1 and Scope 2 emissions, which cover our direct emissions from fuel combustion, and our indirect emissions from purchased electricity.

We have completed our Scope 1 & 2 greenhouse gas emissions assessment based on our operation control of over 100 global sites. We expanded on the data collection practices established with our FY23 base year assessment to improve traceability of our data. These improvements will allow us to quickly see the emission reductions before we start.



One of the primary reasons for publishing our annual carbon footprint is the ability to track its changes over time. The GHG Protocol requires us to update our base year assessment based on improved data gathering techniques, updated organizational structures or the discovery of errors. New locations were added and errors found in our reported natural gas and diesel emissions for FY23, and we have recalculated our base year assessment to be closer to 40,000 MT CO2e. We will continue to improve the accuracy of our data collection.

Over the next year, we will transition our GHG accounting to Microsoft's Sustainability Manager platform. This will prepare us for third-party auditing that will be needed to comply with regulations as the carbon accounting requirements change in future years. We will also begin to incorporate Scope 3 into our reported GHG emissions by targeting key categories. We will be able to capture the investments that Scoular has made in rail, reducing idle times, and improved grower practices.

Looking forward - we will:

1. Continue to monitor and report annual carbon emissions baseline.
2. Aim to decrease facility emissions through higher efficiency.
3. Establish our yearly pathway to decarbonize in agreement with the latest climate science.
4. Continue to innovate at the sustainability hub in Adrian, Missouri.
5. Invest in renewables like our Goodland dual crush facility in Kansas, as well as solar.



Trialing tech at our sustainability showcase ‘hub’

When grain trucks rolled into our Adrian, Missouri, facility in summer 2024, they were greeted by Scoular’s first solar array. The 270 solar panels represent Scoular’s curiosity on how we can use new technology to reduce our elevators’ greenhouse gas footprints.

We’ve designated Adrian as Scoular’s “sustainability showcase hub” to experiment with our five sustainability pillars. Our vision is to develop an innovative facility and education center to advance the understanding and implementation of sustainability practices for Scoular, our customers and our community.

One of Scoular’s most promising carbon reduction strategies is significantly reducing

grid-reliance in Adrian by implementing both a 100 kW solar array and variable frequency drive (VFD) motors. We are excited to expand this technology to other locations.

Adrian is in western Missouri, about 50 miles south of Kansas City. Unlike many grain elevators whose construction dates to 100 years ago, the facility was commissioned in 2013, allowing for easier implementation of new technology. Adrian handles corn, soybeans, and wheat, which are used in animal feed and flour mills and for export.

Our first sustainability hub initiative was the installation of VFD motors on the fans that keep grain stored in bunkers conditioned.

How the VFD motors work:

- Bunker fans typically accounted for about 78% of the facility’s total electricity consumption.
- The fans typically ran 24/7 at one speed and were not able to adjust to changing environmental conditions.
- The new VFD motors modulate their speed based on the outdoor wind speed, making sure the system does not use unnecessary energy.
- The motors resulted in a 53% decrease in electricity usage by the bunkers in year one, with an anticipated reduction of 84% once the system is refined.

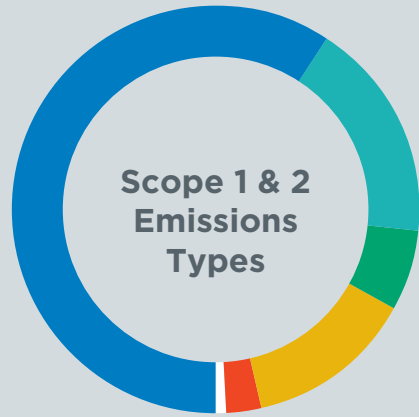
The other major emissions reduction initiative completed in FY24 was our first solar array installation. The 270 solar panels went live in April 2024. They are expected to produce 221,598 kWh of electricity annually.

Between the VFD and solar installations, Adrian’s total energy draw from the grid is expected to decrease significantly. Full data on energy savings will be available for reporting once the upgrades have been in place for a full year. Trialing these technologies allows Scoular to cascade ideas and solutions to its other facilities to expand the impact company wide, while continually adjusting as the marketplace and consumer trends change, said Kale Holst, the Adrian manager who led the array and fan controller installation.

“Stewardship is a core value at Scoular. We must be nimble and ready to adapt so that we can continue to serve our customers and communities in the best way possible, today and in the future.”

Kale Holst
Asset Trade Unit Manager





- Electricity 59.4%
- Natural Gas 17.3%
- Propane 6.5%
- Diesel Fuel 13.3%
- Jet Fuel 2.9%
- Unleaded Fuel 0.6%

FY24 GHG emission data:
 Scope 1: 16,235 MT CO₂e
 Scope 2: 23,753 MT CO₂e
 Total FY24 carbon footprint:
 39,988 MT CO₂e

Featured Highlights

Learning Carbon 101

Employees across the company learned about carbon footprint concepts through our carbon 101 training. Such training emphasizes that sustainability is part of everyone's job across the organization and empowers our employees to communicate to our customers about sustainability initiatives.

Diverting Landfills at Omaha HQ ▶

New waste bins at our Omaha headquarters allow employees to divert more waste from landfills. These bins have separate compartments for compost, energybag, recycling, and landfill. Communication about this program has empowered employees to think critically about alternative streams for their waste both at work and at home.

Inventorying Greenhouse Gas Emissions

We performed an initial inventory of our Scope 3 greenhouse gas emissions in FY24. In FY25, we are building up internal capacity to report on scope 3 emissions and are implementing greenhouse gas accounting software to more accurately calculate and report emissions.

New bins at Omaha headquarters divert waste from landfill








Scoular hosting a canola field tour for producers in Kansas

Promoting Diversity & Inclusion

Creating a great place to work for all employees

Our Commitments

COMMITMENT DETAIL	FY24 HIGHLIGHTS
 <p>TRANSPARENCY Implement method for transparency on pillar progress</p>	Launched quarterly sustainability newsletters highlighting pillar initiatives
 <p>RECRUITING Develop recruitment pipeline and retention program aligned with our pillar strategy</p>	Partnered with talent acquisition to expand candidate pool and monitor KPIs
 <p>GENDER PARITY Reach milestone goals for gender parity</p>	Increased representation at the director level and above year over year, continuing a four-year trend.
 <p>EXECUTIVE COACHING Create annual executive leadership coaching program with affiliated KPIs</p>	Included values-based leadership content in new and existing leadership programs
 <p>ANNUAL PAY REVIEW Implement a system for and completion of annual pay parity reviews</p>	Development underway, to be completed in FY'25.

COOLIDGE, KANSAS

At Scoular, we know that diversity of thought is critical to our current and future success. Our employees across the globe come from various backgrounds and hold a spectrum of beliefs, and we recognize that these differences can be a source of strength and drive innovation. Our overarching goal is to ensure Scoular is a great place to work for all employees.

Our company values define how we work, shape our future, and evolve our culture. We focus our efforts on aligning behaviors with our company values - values that transcend individual belief systems. These values serve as a common ground, guiding us in how we interact with each other, make decisions and conduct our business. By committing to ensuring common values drive our behavior, we endeavor to create a workplace where everyone can thrive, and where respect, understanding, and empathy bridge the gaps between different viewpoints.

Featured Highlights

Values in Action

We launched this program to reinforce alignment of our actions, behaviors, and decisions with our core values. As part of this program, a group of cross-functional employees identified desired behaviors/actions aligned with each of our company values: integrity, curiosity, perseverance, inclusion, compassion and stewardship. This initiative is designed to ensure that our leaders understand our core values and demonstrate them in their daily actions and decision-making processes. We conducted workshops, developed resources, and established a recognition system to celebrate those who exemplify these values in their roles.



Black History Month
Minneapolis, MN



Women in Agribusiness Summit Nashville, TN



Hispanic Heritage Month
Omaha, NE



Heartland Pride
Omaha, NE

Human Library

We partnered with The Human Library Organization, an international not-for-profit learning platform headquartered in Denmark, to pilot an innovative program where people serve as “books,” sharing their personal stories with “readers.” This program connected people across the world with Scoular employees to ask questions, build empathy and strengthen leadership skills. We launched our own program, in partnership with Scoular employee resource groups, modeled after the Human Library that provides a great opportunity to lean into our Scoular values and learn more about co-workers and their experiences with a Scoular ERG.

Employee Advocate Program

We launched the third cohort of the Scoular D&I Advocate Program. The advocates in this cohort were selected from among curious and engaged employees, interested in discussing topics critical to building and fostering an inclusive workplace at Scoular.

We look forward to building on this momentum and setting new benchmarks for what it means to be an inclusive place to work for all employees.



Hispanic Heritage Month Coolidge, KS



Celebrating Lunar New Year
Singapore

“By demonstrating that our workplace values diverse voices and celebrates individual experiences, it inspires others, builds bridges between cultures, and creates a more inclusive and empathetic work environment. Sharing our personal stories is a powerful tool for connecting people from diverse backgrounds and enhancing workplace unity.”

Giselle Estevez
Systems Engineer



Spotlight on Employee Resource Groups

At Scoular, we believe that our Employee Resource Groups (ERGs) create valuable opportunities for employees to engage and learn. ERGs bring employees together and promote innovation, creativity, and problem solving, which drives efficiency across the organization. By supporting our ERGs we are investing in our people, which in turn strengthens our business and desire for growth.



- Launched Scoular's Perennial Symposium for Women in Agribusiness, allowing more than 250 attendees to virtually participate in a free leadership and career development conference. Women heard from speakers about taking risks, honing their superpowers, breaking bad habits, and developing their personal brand. SWIC followed up with quarterly 90-minute seminars.
- Coordinated a company-wide month of service in honor of Women's History Month in March. Employees donated more than 300 hours to food banks, schools and other nonprofits.



- Celebrated National Hispanic Heritage month with fun and engaging activities across the company, including the launch of "Celebration Spotlights." Employees and SEPOC members shared personal stories of their Hispanic and Latino heritage, focusing on family traditions and cultural celebrations.
- Marked Asian American and Pacific Islander Month with educational activities and virtual yoga sessions.



- Established SELO Leadership Council, including employees from main offices, multiple facilities, and smaller offices across the U.S. as well as every business division and corporate function.
- Held a kickoff meeting with 300+ attendees who learned how to be a practical, dependable and valuable leader.
- Launched Get Growing Forums, monthly Ted-Talk style learning opportunities highlighting ways employees can use technology and tools to improve how they work - such as use of data, AI, Copilot, etc.
- Developed a SELO Mentorship Program for emerging leaders with the Senior Leadership Team and Officers.



- Celebrated Pride Month across the company with sponsorships, office lunches, trivia, and donations to relevant nonprofits.
- Built community at Scoular through the launch of SPAN AV Club. The AV Club is a place where SPAN members discuss a piece of media, whether short video, podcast, etc. This club provides members with an opportunity to discuss the content, learn from each other and provide a sense of community for its members.



Engaging in Our Communities

Challenging employees to lend a hand



Our Commitments

COMMITMENT DETAIL	FY24 HIGHLIGHTS
 <p>GIVING % Invest 2% of annual profits (before taxes) in high-impact community investment areas, with focus on rural communities and cultivating soil health</p>	217 grants made to 180 organizations
 <p>VOLUNTEER HOURS Complete a milestone number of annual company volunteer hours</p>	1739 hours of volunteer time tracked on Helper Helper
 <p>PARTNERSHIPS Develop strategic partnerships with local organizations, customers, and third parties</p>	Continued partnership with the United Way; launch of community impact grants program

At Scouler, employees are driving community engagement to new levels.

In FY24 we launched the Community Impact Grant program, which targets small to mid-sized non-profit organizations that dream big and act boldly. Employees companywide nominated U.S.-based non-profits to receive a grant, and three were selected:


Phillips Fundamental Learning Center,
 of Wichita, Kansas
 \$25,000


Access Period of Nebraska
 \$10,000


Bourbon Women Foundation
 \$15,000



Bourbon Women was among the first recipients of Scouler's new Community Impact Grants. The group provides education, programming and mentorship for women in the distilling industry.

Alicia Burton, Scouler's distilling market development specialist, is an active member of Bourbon Women Foundation. She nominated the group for the new Scouler grant. The foundation is a non-profit that supports the development of women nationally in the beverage alcohol industry.

Burton has been mentored through Bourbon Women on topics such as brand building and networking. Now she mentors others.

"The Community Impact Grant from the Scouler Foundation will enable Bourbon Women to launch new scholarships. It's truly inspiring to see Scouler investing in efforts that empower women and foster diversity, and I'm deeply grateful to be part of a company that drives such positive change."

Alicia Burton
Market Development Specialist





▲ Human Resources integrated service into their annual meeting, volunteering for the Mobile Diaper Wrap Program, bundling thousands of diapers for agency distribution to low-income families.

Featured Highlights

Along with the Community Impact Grant program, Scoular employees expanded their community engagement, through both their time and treasure and inside and outside of the workplace, in many ways:

Growing Giving to United Way



We extended our annual United Way fundraising campaign from Omaha to our Overland Park, Kansas, and Minneapolis offices and to our Salina/Solomon Valley facility group in Kansas. The Scoular Foundation matched employee contributions. To encourage pledges, we held a chili cook-off, cornhole tournaments, hot wing challenge and raffle. More than 90 new employees pledged in 2024.



Senior Leadership Team
Omaha, Nebraska

▲ Blending Service into Our Workday

Employees multiplied their impact by incorporating service into team meetings, employee resource group gatherings and networking events. The Senior Leadership Team, for example, packed more than 8,200 diapers for the Nebraska Diaper Bank. After a day-long team meeting, Scoular's marketing and communications team cooked a pasta dinner for families staying at a Ronald McDonald House. Service is so ingrained in our culture that even our newest employees are introduced to the power of volunteerism. During orientation, summer interns assembled snack packs of squeezable fruit, crackers and cookies for youth in need.



▲ Building Homes and Hope

Scoular was among six agricultural company partners that built a Habitat for Humanity home in Omaha through volunteerism and corporate financial support. A family of four originally from Myanmar moved into the five-bedroom house. Scoular IT Manager Apollo Gichema, who volunteers for Habitat on weekends, helped to build the house and attended the dedication ceremony. "I saw how impactful and emotional it was for the new owners. It wasn't just drywall and dust anymore. Now it's a stable foundation for families to thrive," he said.

Staying True to Our Ag Roots

By supporting local initiatives, ag education, and unique programming in rural areas, we can preserve our rich agricultural heritage and, more importantly, invest in the heart of the communities where our employees live and work.

- Fostering the next generation of agriculture leaders is essential. The Scoular Foundation sponsored more than \$20,000 in youth programs, ag education and exhibits.

- ◀ The Scoular Foundation donated \$21,000 for a new track in Lincoln, Kansas, and \$10,000 to build a new playground in South Haven, Kansas, to help create active communities.
- Scoular's Rural Engagement Committee launched a new charter to increase employee volunteerism and invest in community challenges that address multiple sustainability pillars. As a result, Scoular employees collected supplies for a back-to-school drive, gathered food donations to fill local pantries and filled snack packs for kids who may otherwise go hungry.
- Scoular facilities in Oakley, Monument, and Winona, Kansas, partnered with a local nonprofit, Helping Hands of Oakley, to donate \$13,000 to purchase school supplies including crayons, markers, tissues and backpacks.
- Along with community donations and fundraisers, the Scoular Foundation provided funding to build the Western Sky Community Care Center, the only non-profit nursing home in Grant, Nebraska.

Goodland, Kansas Food Drive





Helping at the Holidays

The Scoular Foundation provided \$125,000 in food bank grants across its communities during the holiday season. Employees at our offices and facilities also supported those in need by volunteering their time. The team at our Wellington, Kansas, facility partnered with the United Way of the Plains to assemble Christmas bags for local children, and our women’s employee resource group organized a drive to support Operation Christmas Child at Samaritan’s Purse. Omaha employees donated 94 boxes to the project, and the Scoular Foundation paid for the shipping to transfer the boxes around the world.

◀ Lifting Up Refugee Women

Scoular employees hosted a workshop with Refugee Women Rising, an Omaha non-profit. Employees helped refugee women to draft resumes and update their LinkedIn profiles. The Scoular Foundation funded Chromebooks for the 10 women who attended the event, who also received professional headshots.



Supporting a Safe Workplace ▲

In line with providing a safe working environment for producers and employees, the Scoular Foundation donated funds for entrapment rescue equipment in Bozeman, Montana, and Cullison, Kansas. Suffocation from engulfment is leading cause of death in grain accidents.



The Scoular Foundation




- Funded:** By a portion of Scoular’s profits
- Supports:** Projects in the communities where Scoular employees live and work
- Focuses:** On rural communities and basic human needs

- FY25 Highlights:**
 - The foundation made 217 grants to 180 organizations
 - 1,739 total hours volunteered by employees, as tracked by Helper Helper

Responsible Product Sourcing

Working together to promote soil health

Our Commitments

COMMITMENT DETAIL	FY24 HIGHLIGHTS
 PRODUCT SOURCED Increase total volume of marine products sourced from sustainable processors or aquaculture sources	70% of fish meal and oil products were sustainably sourced
 PRODUCER PROGRAMS Develop producer programs that are carbon focused for climate smart agriculture	Launched farmer-focused regenerative agriculture sourcing pilot in partnership with two customers
 PARTNERS Establish strategic relationships with marine sustainability NGOs and support additional NGO led impact programs	Continued strategic partnerships with MarinTrust & Marine Stewardship Council

Consumers are asking more and more questions about the environmental impact of the food they eat. What is the carbon footprint of this loaf of bread? How much water was needed to make this tortilla?

But food companies can't always provide the answers. The supply chain, from farm to fork, consists of multiple steps. Providing information, or improving ingredient sourcing, requires collaboration among growers, aggregators, processors, and consumer-packaged goods companies.

In conjunction with two of our flour milling customers, Miller Milling and Grupo Trimex, Scoular launched its regenerative agriculture pilot program in FY24 to reduce the greenhouse gas emissions of our sourced ingredients. Regenerative agriculture is a system of practices that can increase the amount of carbon sequestered by soil, which results in both healthier soil and reduced greenhouse gas emissions. The program's goal is to promote regenerative ag practices among our growers and to increase supply chain transparency for our ingredients.

We launched the program at our facilities in Adrian, Missouri, Coolidge, Kansas, and Fremont, Nebraska. Enrolled growers register new or existing practices from an approved list. They can mold the program to fit their operation needs, rather than risk making program decisions that don't make sense for their business.

Each practice has a corresponding payment based on its emissions reduction potential. Growers log this information and other farm management data into our new Regrow platform so emissions factors can be calculated, and benefits of regenerative practices quantified.

Scoular has received positive feedback on the program's producer-centric focus.

"I appreciated the flexibility of the pilot. The program allows me to sign up acres and practices that align with the goals of my operation and provides additional value to farmers."

Kyle Campbell,
*Pilot participant,
 Missouri corn, wheat,
 & soybean farmer*



Expected outcomes include improved soil health, water quality, and economic benefits for growers, while Scoular and our end-use customers get the benefit of reduced greenhouse gas emissions in the supply chain.

Final tabulations from the program will not be available until FY25, but we expect to track practices on 15,000 acres.

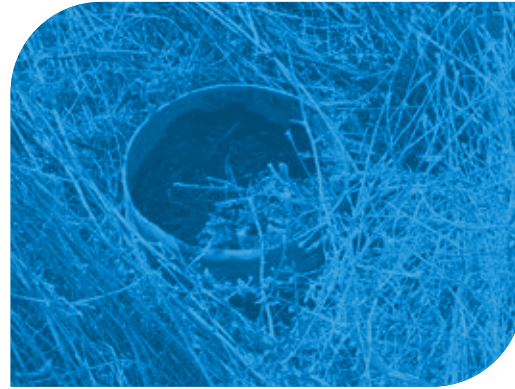
What is regenerative agriculture?

A system of practices that can increase the amount of carbon sequestered by soil, which results in both healthier soil and reduced greenhouse gas emissions.

6 Core Principles of REGENERATIVE AGRICULTURE



Featured Highlights



◀ Digging into Soil Health

In conjunction with the regenerative agriculture pilot, Scoular and Miller Milling co-hosted a regenerative field day in March 2024 in Tribune, Kansas. Twenty-one producers from across western Kansas learned about soil health practices from Understanding Ag, an agricultural education group that helps growers implement regenerative agriculture practices. The group also visited a field to see the difference regenerative practices can make on soil health. They observed differences in soil color, texture, temperature and even smell. This event followed a similar education session in August 2023 with more than 40 producers at our inaugural “More than Dirt” conference, held in Adrian, Missouri. Highlights included a rainfall simulator showing how water infiltrates better into no-till and cover crop systems, a presentation on cover crop incentives, and producer panel discussing how regenerative practices are used on the farm.

▲ Bringing the Supply Chain Together at FARM

Scoular gathered 12 advisors from our Farmer Advisory Roundtable Member (FARM) group for a biannual meeting at our Omaha office. Highlights from the event included a keynote about artificial intelligence in farming and panels on canola production and sustainability. The sustainability panel brought together our growers with representatives from two end-use customers, Brown-Forman and Miller Milling, to discuss how projects can best serve both growers and achieve customers’ goals. Producer voices in developing sustainability initiatives ensure that programs are feasible and beneficial for them.



Joining Field to Market

In summer 2023, Scoular joined Field to Market, the alliance for sustainable agriculture. Field to Market brings together actors from across the supply chain, from farmers to food brands, to collaborate on how to feed a growing population in a sustainable manner.



At Scoular, we pride ourselves on building partnerships across supply chains. This especially evident in our sourcing pillar, where we work from farm to fork to source quality ingredients with reduced environmental impacts.



Encompass program aims to source seafood sustainably

Marine update

Over the past year, 70% of products from our marine team were responsibly sourced. While this represents a year-over-year decrease, it is crucial to understand the broader industry context to grasp the decline's underlying reasons.

The International Fishmeal and Fish Oil Organization (IFFO), the industry's leading trade organization, reported a significant reduction in cumulative fishmeal production of 23% from 2022 to 2023. This decline was primarily driven by fishing activities severely impacted by the El Niño, which is a climate pattern pushed by above-average ocean temperatures.

Focusing on Mexico, where we have a substantial presence (assets, office, and supply agreements) and source a significant portion of our responsibly sourced products, 2023 total production decreased around 30%. These reductions were largely attributable to El Niño and changes in fish migration patterns.

These industry-wide challenges have directly influenced the availability of responsibly sourced products. The harsh climatic conditions and shifts in fish populations have made it increasingly difficult to maintain previous levels of sustainable sourcing. Consequently, our ability to procure responsibly sourced products has pulled back, reflecting the overall trends observed across the global industry.



Scoular's Food Innovation team tours Ishaan facility in Ahmedabad, India

Featured Supplier: Ishaan

The Food Innovation team at Scoular prides itself on finding forward-thinking suppliers across the globe to provide customers with ingredient solutions. One example is Ishaan, a supplier of plant proteins like rice, pea, mung bean, fava bean, and lentil out of India. Ishaan supports its farmer suppliers by providing a direct market for these crops, resulting in greater farmer income than the traditional practice of selling through intermediaries. Ishaan also is building out a circular economy by using its enzyme and protein byproducts to create bio-fertilizer products for its growers. This practice not only creates a valuable product out of a waste stream, but also improves on-farm sustainability by decreasing the need for synthetic fertilizers.





To learn more about Scoular's
commitment to sustainability,
email sustainability@scoular.com

ON THE COVER:
PREMIUM GRAIN, INC.
KIOWA, KANSAS