



2024 RESPONSIBLE DAIRY REPORT



OUR PURPOSE GUIDES US

We Bring Dairy to Life! It's who we are as an organization and why we exist. It's how we contribute to the world – creating value for our dairy farm families, feeding people with wholesome, nutritious, sustainable dairy products, bringing our values to our communities and earning a livelihood we can be proud of.

To continue bringing dairy to life for many generations to come, we recognize the responsibility we have for the well-being of people, the regeneration of the planet and the delivery of wholesome food. We believe the actions we take today will set ourselves on the path for a world where dairy is a solution for good. One of those actions is sharing our story about how our environmental, social and governance activities are driving progress from farm to fork.



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ABOUT THIS REPORT

The 2024 Foremost Farms Responsible Dairy Report tells the story of our sustainability strategy, commitments, goals, programs and progress throughout the fiscal year, from January 1 to December 31, 2024.

This is Foremost Farms' second sustainability report produced with reference to the Global Reporting Initiative (GRI) standards and serves as a natural extension of Foremost Farms' 2022 Sustainability Report and 2023 Sustainability Progress Update. Where applicable, the report also highlights alignment with the United Nations Sustainable Development Goals (SDGs).

Questions or comments may be directed to: sustainability@foremostfarms.com

The cooperative's Sustainability Department is responsible for developing the report with the ultimate accountability residing with the Sustainability Council and Committee. It has been reviewed and approved for publication by Foremost Farms' Executive Leadership Team. Unless otherwise stated, data in this report is not externally verified and may occasionally be restated due to improvements in data collection methodologies and aggregation standards.



FOREMOST FARMS AT A GLANCE

Why We Exist

Our Purpose

We Bring Dairy to Life

Our Mission

We create value for our dairy farm families by partnering with our customers to deliver high quality, safe, nutritious and sustainable milk products to the marketplace.

Our Values

- One Team
- Work with Integrity
- Force for Good
- Take Care of Our World



Who We Are

Headquartered in Middleton, WI, Foremost Farms is proud to be one of the largest dairy cooperatives in the United States and a major dairy processing business.



719

MEMBERS

Across seven Midwestern states



8

DAIRY PROCESSING PLANTS

Across WI and MI



875

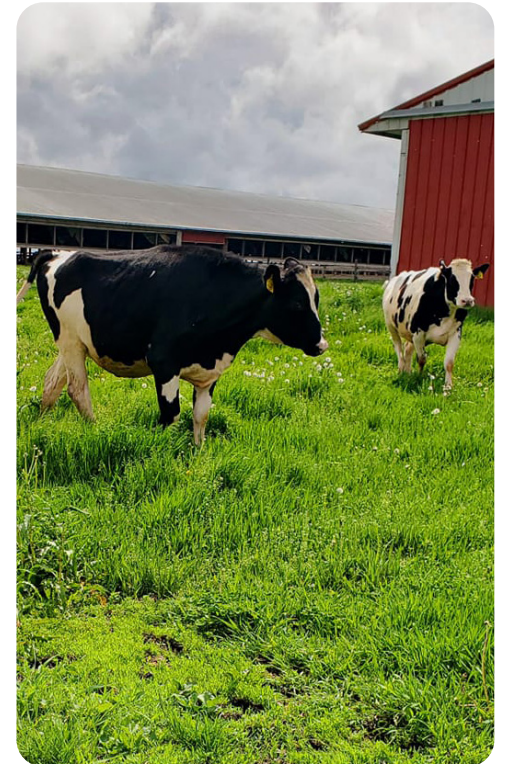
EMPLOYEES



Where We Focus

We partner with our customers to deliver cheese, butter and whey products to the marketplace focusing on product:

- Safety
- Quality
- Nutrition
- Sustainability



A young child with brown hair, wearing a pink headband and a blue long-sleeved shirt with the 'Foremost Farms USA' logo, is holding a small bundle of hay. The child is standing in front of a black and white cow in a barn setting. The background is slightly blurred, showing other cows and barn structures.

RESPONSIBLE DAIRY FOR THE FUTURE

In This Section

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A MESSAGE TO OUR STAKEHOLDERS

For almost thirty years, Foremost Farms has proudly produced wholesome dairy products rooted in the strength of our cooperative and the dedication of our farm families. This legacy of quality and care is inseparable from a deep respect for the land, animals, people and communities that sustain us. Our success is not only measured by the products we deliver, but by the way we position ourselves for the future. That's why sustainability is not just a strategy, but a shared commitment to our farm families, our employees, our customers and our planet.

In 2024, we advanced our Responsible Dairy Strategy. This strategy is designed to build lasting resiliency and create meaningful value across the cooperative by supporting members on their unique sustainability journeys, empowering employees through safety and growth, safeguarding the environment and delivering trusted dairy products to families worldwide.

To bring this vision to life, we focused on four key areas in 2024:

- **Forging new partnerships** to tackle complex challenges together
- **Measuring and managing** our impacts with greater transparency
- **Embedding a culture** of profit, people and planet into decision making
- **Elevating member voices** to share progress and inspire action

Our strength lies in governance. In 2024, we recalibrated our sustainability oversight to ensure fearless execution of our strategy. Through our Board's Sustainability Committee and cross-functional Sustainability Council, we continued to work to align our business strategy with our environmental and social commitments. This structure enabled strategic decision-making and continuous improvement.

Sustainability is not a destination but a shared journey and we are grateful to the dairy farm families and employees who make this progress possible. Looking ahead, we are committed to being the cooperative of choice for dairy farmers, employees and customers by continually advancing our practices to create lasting value for people and the planet.

We invite you to join us in this commitment by learning more about our initiatives, our progress and our vision for the future of dairy, a future that nourishes a growing world, regenerates the planet and sustains vibrant communities for generations to come.



JOEL EIGENBROOD

Chairman - Foremost Farms Board of Directors



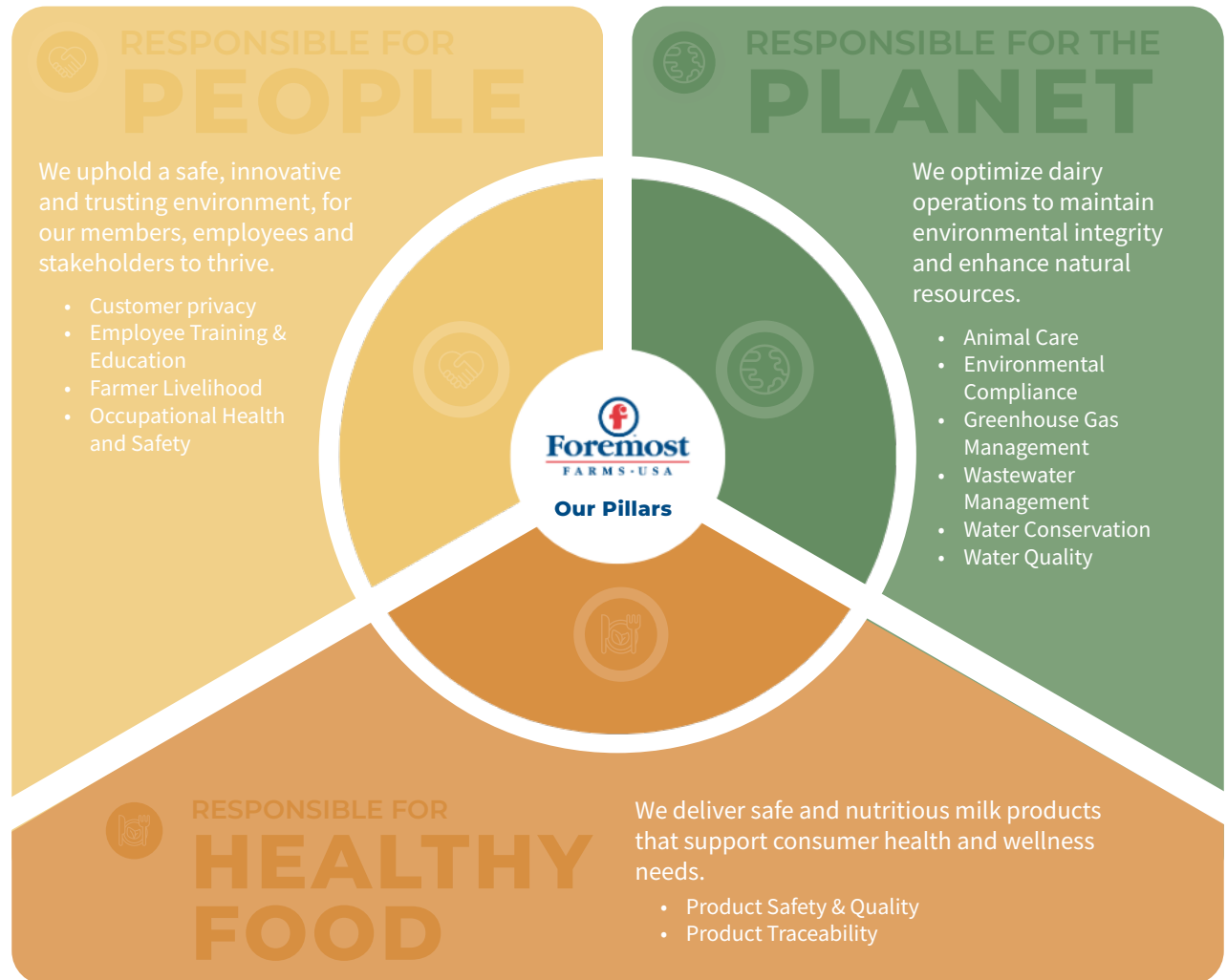
RACHEL TURGASEN

Vice President of Member & Corporate
Relations and Sustainability

OUR APPROACH TO SUSTAINABILITY

To continue bringing dairy to life for generations to come, Foremost Farms is guided by our cooperative legacy built on the dedication of dairy farm families, the passion of our people and the strength of the natural resources we all depend on. We believe the future of our cooperative lies in sustaining what matters most: empowering those who make it possible, restoring the land that supports us and providing families everywhere with safe, wholesome dairy products.

Foremost Farms' sustainability strategy is shaped by our 2022 materiality assessment, conducted using the Global Reporting Initiative's (GRI) guidelines. We engaged stakeholders to evaluate the importance and business impact of key Environmental, Social and Governance (ESG) issues. This process identified our strategic priorities and guides our actions moving forward. For full details, see our [2022 Sustainability Report](#).



U.S. DAIRY STEWARDSHIP COMMITMENT

In 2018, the [Innovation Center for U.S. Dairy](#) developed the [U.S. Dairy Stewardship Commitment](#) to support dairy farmers, cooperatives and processors in advancing sustainability leadership and transparency. The Stewardship Commitment is a voluntary initiative that aligns and quantifies industry action on areas like environmental responsibility and animal care to affirm and illustrate the dairy industry's longstanding values of responsible dairy production.

Foremost Farms proudly adopted the U.S. Dairy Stewardship Commitment in 2018. Adherence to the Stewardship Commitment's terms of adoptions, along with our active participation in the [Dairy Sustainability Alliance](#), has played a pivotal role in integrating sustainable development principles into our cooperative's strategic decision-making. Through our continued dedication to the Stewardship Commitment, Foremost Farms supports a unified, industry-wide approach to social responsibility and environmental stewardship, amplifying a collaborative and consistent voice that benefits the entire dairy supply chain, from farm to fork.

Terms of Adoption



Commitment Goals



PROGRESS AGAINST OUR GOALS

Achieved

On track

No change from 2023

Needs attention



Sustainability Commitment	Goal	Measurement (KPI)	2022	2023	2024	Target Year
Responsible for People						
Customer Privacy	100% of employees enrolled in cyber security training with active information security accounts completing training	% Of employees enrolled, with active information security accounts completing training	92%	98%	94%	2025
	0 complaints from customers related to data privacy	# Of customer complaints related to data security	0 complaints	0 complaints	0 complaints	Annual
Employee Training and Education	Achieve high reaction rates associated with training and development programs	% Of individuals that felt training met their development needs	No data available	85%	85%	2025
Farmer Livelihood	Member participation in every 2 year co-hort of NMPF's National Young Cooperators Program	# Of members participating in NMPF's National Young Cooperators Program	3	3	3	2025
Occupational Health & Safety	<2.10 safety incident rate	Safety Incident Rate	2.01	2.76	1.8	Annual
	<1.0 lost time incident rate	Lost Time Incident Rate	0.64	0.46	0.67	Annual
	98% completion of all Safety Management Plan items at all Foremost Farms Plants	% Completion of all tasks included in the Safety Management Plan	93.70%	95.50%	93.68%	2025
Responsible for the Planet						
Animal Care	100% Member participation in FARM program	% Member participation in FARM program	100%	100%	100%	Annual
	<200,000 average somatic cell count/ ml of milk	Average somatic cell count	172,000	167,000	170,000	Annual
Environmental Compliance	98% completion of all Environmental Management tasks at all Foremost Farms plants	% Completion of all tasks included in the Environmental Management Plan	95.40%	94.70%	98.20%	2025
Greenhouse Gas Management	Achieve Greenhouse Gas Neutrality	% Reduction in scope 1, 2, & 3 greenhouse gas emissions compared to 2018 baseline	-4.34% <i>*Number updated from 2022 report to reflect change in calculation methodology</i>	-5.89%	-10%	2050

PROGRESS AGAINST OUR GOALS

Achieved

On track

No change from 2023

Needs attention



Sustainability Commitment	Goal	Measurement (KPI)	2022	2023	2024	Target Year
Wastewater Management	100% of treated process wastewater and non-contact cooling water discharged to surface waters of the state in compliance with issued permits	% Of treated process wastewater and non-contact cooling water in compliance with issued permits	No data available	99.92%	99.89%	2025
	100% of high strength wastewater land application in compliance with issued permits	% Of high strength wastewater in compliance with land application limits	No data available	100%	100%	2025
Water Conservation	Implement water recycling practices at each Foremost Farms plant	% Of Foremost Farms plants with a water recycling practice in place	No data available	100%	100%	2025
	Survey members to understand the % of farms with a water stewardship practice in place	% Of farms surveyed using the conservation practice questionnaire	No data available	9.40%	30%	2025
Water Quality	Survey members to understand the % of farms with a land conservation and/or irrigation practice in place	% Of farms surveyed using the conservation practice questionnaire	No data available	9.40%	30%	2025
Responsible for Healthy Food						
Product Traceability	Adherence to the Food and Drug Administration's FSMA Final Rule on Requirements for Additional Traceability Records for Certain Foods	Yes or No	Yes	Yes	Yes	Annual
Product Safety and Quality	No Recalls	# Of recalls	No recalls	No recalls	No recalls	Annual
	GFSI-benchmarked Safe Quality Food Program	GFSI-benchmarked Safe Quality Food Program	100%	100%	100%	Annual

PARTNERING WITH PURPOSE

General Memberships

The sustainability challenges facing the world today are far too complex for any single company, industry or nation to address alone. To effectively tackle these issues, Foremost Farms actively pursues strategic partnerships that enable us to drive meaningful environmental and social impact at the speed and scale necessary. The organizations highlighted here showcase some of the key partnerships we've built, from board memberships and collaborative projects to speaking engagements and educational initiatives. Through these efforts, we stay at the forefront of emerging risks and opportunities, continually advancing our cooperative and the broader industry.

SDG Contributions



Trade Associations



AMERICAN
Dairy Products
INSTITUTE®

DMi DAIRY MANAGEMENT INC.™



NCFC
National Council of
Farmer Cooperatives



WISCONSIN
CHEESE MAKERS
ASSOCIATION
EST. 1891

WDPA
WISCONSIN DAIRY PRODUCTS ASSOCIATION

Collaborative Organization



**INNOVATION
CENTER FOR U.S. DAIRY.**
HEALTHY PEOPLE • HEALTHY PRODUCTS • HEALTHY PLANET



NEWTRIENT

Wisconsin
Sustainable Business Council Member



Marketing Organization



DAIRY FARMERS
OF WISCONSIN

ISDA
IOWA STATE DAIRY ASSOCIATION

MIDWEST **Dairy**

MILK
MEANS MORE
United Dairy Industry of Michigan

STAKEHOLDER ENGAGEMENT

Whether it be the members we serve, employees we support, customers we supply, communities we contribute to or industry peers we collaborate with, Foremost Farms has a responsibility to understand the priorities, values and expectations of all stakeholders we engage with, ensuring they are fueled by similar intentions and purpose.

Key Stakeholders	Why We Engage	How We Engage
Customers	Understanding customers needs and expectations	<ul style="list-style-type: none"> • Ongoing engagement through Commercial Department • Customer business reviews • Industry conferences and events • Materiality assessment
Suppliers	Establishing and maintaining supplier partnerships	<ul style="list-style-type: none"> • Supplier relationship management • Supplier business reviews • Supplier Code of Conduct • Materiality assessment
Industry and Trade Associations	Maintaining industry alignment	<ul style="list-style-type: none"> • Industry boards • Industry conferences • Industry workshops • Materiality assessment
Non-Governmental Organizations (NGO)	Learning from technical experts	<ul style="list-style-type: none"> • Farm conservation projects • Education and training • Committee representations • Industry conferences and events • Memberships
Government Organizations	Informing government organizations of policy and regulations impacting the U.S. dairy industry	<ul style="list-style-type: none"> • Engagement with government departments and state agencies • Advocacy through trade associations • Industry association involvement and events
Members	Ensuring cooperative decisions reflect collective interests of members	<ul style="list-style-type: none"> • Annual district meetings • Annual report • Quarterly + One Board Meeting • Member Intranet • Member newsletter • Materiality assessment
Employees	Driving alignment and collaboration across the business	<ul style="list-style-type: none"> • One-to-one engagement with people leaders • Employee engagement survey • Business updates • Ongoing performance review process • Company intranet • Training and development opportunities • Proactive onboarding and offboarding • Materiality assessment • AskHR inquiry portal • Volunteering and philanthropic activities
Insurers	Measuring sustainability financial risk	<ul style="list-style-type: none"> • Annual climate risk and climate change impact report reviews • Plant audits
Academia	Accessing people talent, innovative research and specialized expertise	<ul style="list-style-type: none"> • Candidate engagement • Dairy product research • Education and training
Community	Fostering trust within the communities we operate	<ul style="list-style-type: none"> • Local chamber of Commerce • Employee volunteering programs • In-kind production donations

SUPPORTING OUR COMMUNITIES

Foremost Farms is deeply committed to supporting the communities where we live and operate. Our initiatives aim to strengthen hometown communities, regenerate ecosystems and alleviate hunger.

Philanthropic Focus Areas

COW-lege Scholarship

Each spring, Foremost Farms proudly awards scholarships to children of seven Foremost Farms employees and seven member farmers based on academic success and community involvement. This scholarship program stands as a testament to Foremost Farms' dedication to nurturing educational excellence, upholding the pledge to serve as a Force for Good in the communities we serve.

Paul's Pantry Food Donations

Foremost Farms is dedicated to feeding hungry people through a dedicated partnership to donate wholesome dairy products to Paul's Pantry, based in Green Bay, Wisconsin. We selected Paul's Pantry due to the high volume of people it serves and the relationships with other food banks.

Adopt-A-Wildlife

In 2023, Foremost Farms launched a 3-year partnership with the [Wisconsin Department of Natural Resources \(WDNR\)](#) Division of Fisheries Management and Wildlife Management to participate in the Adopt-A-Wildlife program in a fishery area near Richland Center, WI. Through this partnership, Foremost Farms has committed to contribute 100 person-hours of restoration work annually following the DNR's three-year restoration plan to repair the area's ecosystem.



Impact

COW-lege Scholarship

\$42,000

Disbursed annually

Since the program's inception in 2002 Foremost has supported 211 students contributing over **\$450,000**



Adopt-A-Wildlife

200

Volunteer hours since 2023 have been dedicated to habitat restoration, including the removal of invasive species and the planting of 102 native tree saplings

Paul's Pantry Food Donations

6,086

Pounds of food donated in 2024

50+

Events supported through donations and volunteers



OUR COOPERATIVE

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OUR PRODUCT PORTFOLIO


6B

 Pounds of milk
received from members

Milk

The member-owners of Foremost Farms focus on animal care and nutrition so they can produce and supply their cooperative with high-quality milk that has superior butterfat and protein content. They are also becoming increasingly engaged in sustainable farming practices to make a difference today and to ensure a better environment for future generations.


478M

Pounds of cheese

Cheese

For nearly 30 years, we have produced our premium Wisconsin cheeses using the highest quality Grade A and rBST-free milk from the member-owners' dairy farms. Cheese varieties we produce include Cheddar, Monterey Jack, Brick, Mozzarella, Muenster, Provolone and Asadero.


50M

Pounds of butter

Butter

Foremost Farms makes our award-winning butter with 100% real cream and all-natural ingredients, which results in impeccable flavor and texture. All our butter meets USDA Grade AA specifications, including our Kosher- and Halal-certified butter.


229M

 Pounds of dairy
ingredients

Dairy Ingredients

Foremost Farms' dairy ingredients business provides fluid and powdered products that deliver exceptional nutrition, quality and superior functionality in the food, beverage, infant nutrition and animal feed markets. Our ingredients are by-products of our Italian and American cheese manufacturing operations, including whey, lactose and whey protein concentrates.

PRODUCT AWARDS

World/International

World Dairy Expo

First Place

- Mozzarella, LMPS - *Appleton*
- Provolone, Smoked - *Clayton*
- Cheddar, 30 -179 days - *Marshfield*
- Whey Protein Concentrate, 34% - *Sparta*

Second Place

- Cheddar, Aged 2+ years - *Marshfield*
- Mozzarella, LMWM - *Richland Center*

Third Place

- Mozzarella, LMPS - *Appleton*
- Provolone, Non-Smoked - *Clayton*
- Asadero - *Richland Center*
- Whey Protein Concentrate, 34% - *Sparta*
- Nonfat Dried Milk - *Sparta*
- Butter, Salted - *Reedsburg*

World Cheese Championship

Best of Class

- Medium Cheddar - *Marshfield*

Los Angeles International Dairy Competition

Best of Class, Gold

- Provolone - *Appleton*
- Queso Asadero - *Richland Center*

Gold Medals

- Cheddar, Medium - *Marshfield*
- Cheddar, Sharp - *Marshfield*

Silver Medals

- Mozzarella, Whole Milk - *Richland Center*
- Mozzarella, Part Skim - *Richland Center*
- Mozzarella, LMPS - *Richland Center*
- Mozzarella, LMWM - *Richland Center*

National

NMPF

Best Italian

- Provolone, Non-Smoked - *Clayton*

First Place

- Mozzarella, LMPS - *Richland Center*
- Provolone, Smoked, Reduced Fat - *Clayton*
- Provolone, Non-Smoked - *Richland Center*

Second Place

- Mozzarella, LMPS - *Richland Center*
- Provolone, Smoked - *Clayton*
- Mozzarella, Reduced Fat - *Richland Center*
- Butter, Salted - *Reedsburg*
- Butter, Unsalted - *Reedsburg*

Third Place

- Mozzarella, LMPS - *Appleton*
- Mozzarella, LMPS - *Richland Center*
- Provolone, Non-Smoked - *Clayton*

State

Wisconsin State Fair

First Place

- Cheddar, Aged - *Marshfield*

Second Place

- Provolone - *Clayton*

Third Place

- Butter, Salted - *Reedsburg*



2024 NMPF Cheese Contest

OUR OPERATING REGIONS

MINNESOTA

 Membership Area

1 Clayton, WI

The Clayton plant, our northernmost location, was built in the 1930s and has earned numerous cheese awards over the years.

2 Marshfield, WI

The Marshfield plant produces premium award-winning cheeses for food service and cut-and-wrap customers.

3 Sparta, WI

The Sparta plant condenses milk for our cheese operations or dries ingredients from whey, depending on customer demand.

4 Appleton, WI

The Appleton plant makes cheeses and dairy ingredients for some of the world's most recognized brands in both retail and food service channels.

5 Reedsburg, WI

The Reedsburg butter plant was constructed in 1914. Today's modern plant produces high-quality butter in retail and bulk packing options.

6 Richland Center, WI

The Richland Center plant was built in the 1940s and makes cheeses and value-added whey products for some of the world's most recognized brands.

7 Lancaster, WI

The Lancaster plant produces award-winning 640-pound blocks of cheddar, destined for customers who cut the blocks into consumer sized portions and dry dairy ingredients.

8 Middleton, WI

The Middleton headquarters in the Wisconsin Trade Center includes a culinary innovation space for customers and an open office layout that fosters collaboration.

9 Greenville, MI

The Greenville Dairy Campus was built on 96 acres in 2018. The facility supplies cream, RO skim milk and custom blends for processing.

IOWA

WISCONSIN

MICHIGAN

ILLINOIS

INDIANA

OHIO

FOREMOST FARMS' BUSINESS SYSTEM

Our Members

Offering a reliable milk market for Foremost Farms' dairy farm families

Marketing 719 members' milk through creation of value-added dairy products

Ensuring superior milk quality and safety, animal wellbeing, environmental stewardship and biosecurity through a dedicated on-farm field services team

Supporting Member access to programs and funding opportunities to scale farm management that supports sustainable agriculture and boosts dairy farm operations

Our Suppliers

Acquiring the necessary goods, materials and services required to transform raw milk into finished dairy products

Partnering with suppliers following the principles outlined in Foremost Farms' Supplier Code of Conduct, ensuring all business interactions align with our mission, values and purpose

Our Customers

Delivering high quality, nutritious, safe and sustainable milk products to the marketplace

Network of consumer-packaged goods (CPG) and food service customers regionally, nationally and internationally

Our Operations

Transforming raw milk into cheese, butter and dairy ingredients through the power of 875 employees

8 Processing Plants

Facilities that transform raw materials into valuable finished milk products following food safety, product quality, human health and safety and environmental requirements

1 Distribution Center

Central hub for receiving, storing and distributing finished products to customers, optimizing the supply chain for speed and efficiency

Our Communities

Fostering local job creation and economic stability and supporting local initiatives

Local business operations supporting Midwest dairy farmers and providing employment opportunities for surrounding residents

Volunteering in our communities to support access to higher education, regeneration of ecosystems and alleviation of hunger



FOREMOST FARMS' GOVERNANCE SYSTEM

What is a Cooperative?

Foremost Farms is a producer cooperative, meaning it is owned by the dairy farm families who supply the milk essential to fulfilling our purpose: **"We Bring Dairy to Life."**

One of the ways in which Foremost Farms differs from other business structures is our adherence to the **Seven Cooperative Principles**, putting the needs of our members first.



Grass Ridge Farm, Pittsville, WI

1

Voluntary and Open Membership

Foremost Farms' membership is open to any dairy farmers willing to accept the responsibilities of our membership without gender, social, racial, political or religious discrimination

2

Democratic Member Control

Foremost Farms' is controlled by our members who actively participate in setting policies and making decisions. Each member has one vote, ensuring equality in decision-making, regardless of their level of investment in the cooperative or milk production volume

3

Members' Economic Participation

Foremost Farms' members contribute financially to the cooperative and control how its funds are used

4

Autonomy and Independence

Foremost Farms is self-governed and committed to maintaining its independence, even in partnerships with others. This core principle ensures that Foremost Farms stays true to its mission and remains under the control of its members

5

Education, Training and Information

Foremost Farms offers education and training to its members, employees and the community, promoting a deep understanding of cooperative operations while fostering active member participation to drive the cooperative's growth and success

6

Cooperation Among Cooperatives

To effectively serve our members, Foremost Farms strengthens the cooperative movement by actively collaborating with other cooperatives across local, regional and national networks

7

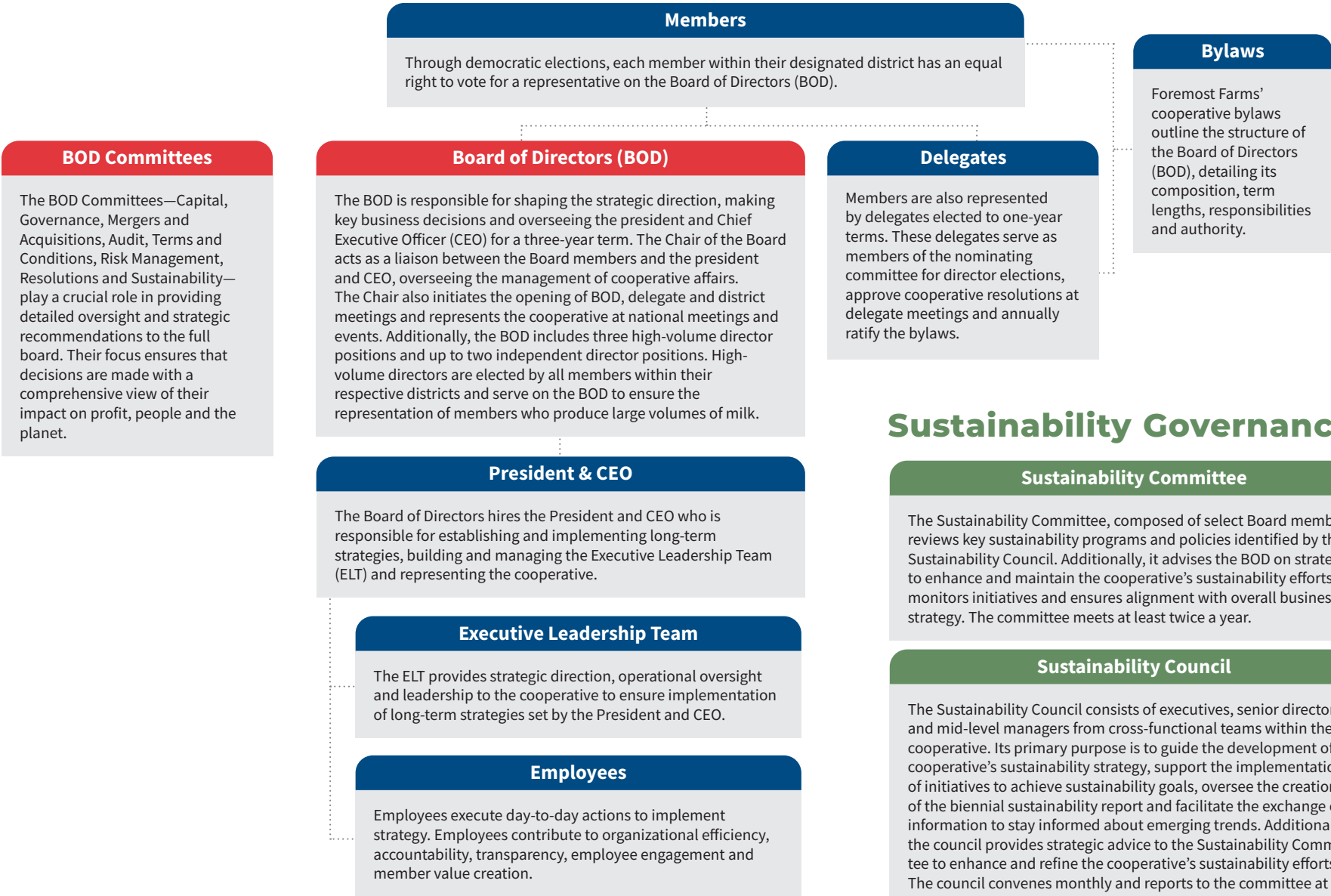
Concern For Community

While focusing on member needs, Foremost Farms works for the sustainable development of communities through policies and programs accepted by the members

FOREMOST FARMS’ GOVERNANCE SYSTEM

Cooperative Governance

Foremost Farms is a cooperative owned and led by dairy farm families. Our governance structure is essential for ensuring every member of the cooperative has a voice in determining the direction of the company.



FOREMOST FARMS' POLICY COMMITMENTS

Policy Commitments

Foremost Farms upholds comprehensive policies governing business conduct, human rights and environmental impact, applicable to internal employees, members and supplier partners. These policy commitments receive approval from the President and CEO prior to being implemented.



United Pride Dairy, Phillips, WI

Stakeholder Group	Applicable To	Key Policy Requirements	Enforced By	Mode of Communication
Employees	All employees of Foremost Farms with additional responsibilities identified for Senior Leaders	<ul style="list-style-type: none"> • Anti-Harassment and Non-Discrimination • Child Labor • Code of Business Conduct and Ethics • Equal Employment Opportunity/Affirmative Action • Health and Safety Policy • Information Security • Sustainability 	Human Resources Division	These policies are found in Foremost Farms' employee handbook and are signed upon an employee's first day at the cooperative
Members	All members of Foremost Farms cooperative	<ul style="list-style-type: none"> • Member Minimum Standard: <ul style="list-style-type: none"> • Animal Care • Environmental Stewardship • Legal Compliance • Milk Quality and Safety 	Member Relations Division	Member Minimum Standards are located for reference on Foremost Farms' member website
Suppliers	All suppliers engaged with business with Foremost Farms	<ul style="list-style-type: none"> • Supplier Code of Conduct: <ul style="list-style-type: none"> • Business Ethics • Environmental Responsibility • Health and Safety • Human Rights 	Supply Chain Division	The code is linked to all purchase orders received by suppliers and is publicly available online

Mechanism for seeking advice and raising concerns: Foremost Farms employs the [ReportIt](#) system, an independent third-party anonymous hotline, to enable employees to report ethical violations confidentially. Additionally, employees are encouraged to report violations to local human resources management or the Merger and Acquisitions, Audit Committee.

Collective Bargaining agreements: At Foremost Farms, 57% of employees are covered by collective bargaining agreements (CBAs), which define grievance procedures for union-elected employees. These procedures, established within the CBA, require the union and Foremost Farms to approve and finalize a resolution before it is accepted and officially filed by the union organization.

RESPONSIBLE FOR PEOPLE

We uphold a safe, innovative and trusting environment, for our members, employees and stakeholders to thrive.

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8 SOCIAL WORK AND ECONOMIC GROWTH



11 SUSTAINABLE CITIES AND COMMUNITIES



Customer Privacy

Foremost Farms is committed to protecting customer privacy as a foundation of trust, integrity and ethical responsibility. We prioritize cybersecurity to safeguard sensitive data and prevent disruptions that could compromise customer confidence or our ability to deliver products. Customer privacy is central to our cybersecurity strategy, and we are committed to maintaining zero data privacy complaints. Recognizing that strong cybersecurity starts with informed employees, we equip our staff with the necessary training and skillset to maintain good cybersecurity practices, ensuring both preparedness against future threats and improvement in our ability to recognize them.

Our Approach

Information Security Policies

Foremost Farms has implemented robust policies to protect cooperative information, emphasizing each employee's role in upholding security standards.

The Information Technology Policy outlines data handling, biometric use and generative AI practices. The Active Directory Password Policy ensures strong password protocols, and the Business Code of Conduct and Ethics Policy sets expectations for safeguarding sensitive information related to the cooperative, customers and suppliers.

Employee Training and Awareness

Foremost Farms offers continuous cybersecurity micro-trainings on topics like phishing, ransomware, social media safety and document disposal to equip employees with best practices.

Vulnerability Management

Foremost Farms' IT department conducts regular cybersecurity audits and penetration tests to identify system vulnerabilities. Phishing simulations are also used to assess employee awareness; those who fail are flagged as high-risk and receive additional training to improve their response to future threats.

Network Security

To strengthen security, Foremost Farms partners with a third-party firm to monitor threats, scan the dark web for compromised credentials and provide expert tools to protect our digital assets.



Goal

100% of employees enrolled in cyber security training with active information security accounts completing at least one training

94%

Of employees with active enterprise employee accounts completing at least one cybersecurity training

KPI: % of employees enrolled, with active information security accounts completing at least one training

Goal

0 complaints from customers related to data privacy

0

Complaints from customers related to customer data

KPI: # of customer complaints related to data security

Key Highlights from 2024

Cybersecurity Awareness Month led by the IT Department

- Offered employees opportunities to participate in:
 - Cybersecurity quiz
 - In-depth learning series
 - Cybersecurity coaching program

Employee Training & Education

Foremost Farms is committed to empowering employees through ongoing training and education that fosters a safer, more productive and fulfilling workplace. By continually investing in workforce development, we help employees stay adaptable, instill member confidence in our expertise and ensure high-quality service for our customers. Our goal is to build training programs that leave employees feeling supported and prepared, with progress evaluated through post-training feedback and an annual engagement survey.

Our Approach

Training Programs

Training at Foremost Farms focuses on two areas: compliance and professional development.

Compliance training covers mandatory topics like safety, environmental standards and food regulations to ensure regulatory compliance.

Professional development builds skills for career growth, with leadership training for managers and supervisors in areas like communication, change management and emotional intelligence, using tools such as [DiSC](#) and 360-degree feedback.

Compliance training is tracked in our Learning Management System (LMS), while professional development is monitored through request forms and instructor-led training (ILT) logs.

E-Learning Resources

All salaried Foremost Farms employees have free access to [LinkedIn Learning](#), offering 200,000+ on-demand courses to support personal and professional growth. Engagement data also helps us refine internal development programs to better meet evolving employee needs.

Career Progression and Mentorship Support

Foremost Farms provides a Development Catalog to support employees in creating Individual Development Plans (IDPs) alongside their performance goals. IDPs help employees pursue career growth through a collaborative plan with their manager. Additional guidance is available from HR Business Partners and the Learning and Development department.

Goal

Achieve high reaction (i.e., satisfaction) rates associated with internal training and development programs

85%

Of salaried employees consistently reported being extremely satisfied with the internal training they received in 2024

KPI: % of individuals who felt training met their development needs

Average hours of training per employee

Location Based:	Corporate: 11.04 hours	Field: 9.93 hours
Pay Type:	Salaried:14.40 hours	Hourly: 7.83 hours
Job Level:	Director: 37.55 hours	Manager: 17.79 hours
	Supervisor: 20.02 hours	Individual Contributor: 7.68 hours

Salaried employees complete annual performance reviews to evaluate performance, receive feedback and set goals. Paired with the IDP, these reviews align development and growth to meet current expectations and prepare for future roles. Hourly employees receive performance reviews at 30 and 60 days to assess their progress, with additional reviews conducted as needed thereafter.

In 2024, 96.69% of salaried employees received a formal performance review

Employee Training & Education

Investing in Continuing Education

Investing in external professional development supports both employee growth and the organization's future. In addition to tuition reimbursement, Foremost Farms covers costs for technical training, certifications, exams, membership dues and materials. Employees have used this program to become licensed cheese graders and makers and earn role-specific certifications.

\$50,000 invested in tuition assistance and professional development for employees in 2024

Employee Engagement for Continuous Improvement

All internal training at Foremost Farms is developed with subject matter experts and key stakeholders. Their input has strengthened leadership readiness and improved engagement through interactive, job-specific learning that supports real-world skill application.

Key Highlights from 2024

In 2024, Foremost Farms was awarded a [Dairy Processor Grant](#) from [Department of Agriculture, Trade and Consumer Protection \(DATCP\)](#) to enhance on-the-job training for dairy processing employees through:

- Updating training facilitation technology for our LMS
- Standardizing LMS governance
- Establishing a team of LMS experts at each plant
- Updating training for Occupational Health & Safety, Food Safety & Quality Assurance and Environmental Compliance programming

“With this grant, we’ve rebuilt our LMS to better support hourly employees, upgraded plant training technology and standardized essential content for consistency. We’ll continue using these funds to deliver engaging, safety-focused training that aligns with our mission and benefits our members.”

-Learning and Development Department



Farmer Livelihood

Foremost Farms is dedicated to ensuring the long-term success of our dairy farm families by creating value for members and safeguarding their livelihoods. This means supporting diverse farming practices, promoting market stability, investing in future dairy leaders and honoring the critical role farmers play in animal care, environmental stewardship and food security. Dairy is a vital economic driver in the Midwest, especially in Wisconsin, where dairy production and processing [contribute 6.5% of the state's industrial revenue](#). The industry also bolsters rural economies and supports job creation: [every farm job generates an additional 1.87 jobs, and each processing job supports 1.64 more across related sectors](#).

We work to ensure fair milk compensation, equip farms to preserve family legacies and prepare the next generation through active participation in programs like National Milk Producers Federation's (NMPF) Young Cooperators (YC). Supporting farmer livelihoods isn't just our mission; it's the foundation of everything we do.

Our Approach

Federal Milk Marketing Order

In 2024, the [United States Department of Agriculture \(USDA\)](#) began reforming the [Federal Milk Marketing Orders \(FMMO\)](#) to modernize milk pricing and ensure fair treatment for farmers.

Foremost Farms' Senior VP of Milk and Risk Management testified in support of updating the commodity price series to better return product value to milk pricing. Through this advocacy, Foremost Farms ensured its members' voices were represented in creating a more equitable, transparent pricing system.

NMPF's YC Program

To build future cooperative leadership, Foremost Farms sponsors members under 40 to join [NMPF's YC Program](#), which develops leadership skills, deepens industry knowledge and fosters connections among young dairy producers.

As part of the YC Program, Foremost Farms sponsors participants to attend key industry events, including:

- [NMPF's YC Leadership and Development Program](#)
- [NMPF's Annual Meeting](#)
- [YC Dairy Policy and Legislative Forum in Washington, D.C.](#)
- Additional regional and industry events

Goal

Member participation in every 2-cohort of NMPF's Young Cooperators Program

NMPF's YC Program began a new co-hort in 2024 which will continue until 2026. **Foremost Farms has 3 member farms participating in this co-hort.**

KPI: # of members participating in NMPF's Young Cooperators Program

Key Highlights from 2024

Launched our first member webinar series featuring dairy and academic experts on improving farm operational efficiency!

- Guest features included:
 - Innovation Center for U.S. Dairy
 - [American Farmland Trust](#)
 - [University of Wisconsin \(UW\) Extension](#)
 - [NMPF](#)

Learn more about the unique and special stories of the dairy farm families of Foremost Farms cooperative on our website: foremostfarms.com/members

Through these experiences, participants gain industry updates, leadership and farm management training, advocacy skills and network with peers from U.S. dairy co-ops. The two-year YC Program is supported by a Foremost Farms coordinator who recruits members across the cooperative.

Occupational Health & Safety

Foremost Farms is committed to ensuring the safety and well-being of every employee, prioritizing that all team members return home in the same physical and mental condition as when they arrived. Our goal is to prevent workplace injuries, illnesses and fatalities by fostering a safe, healthy environment. A strong safety culture supports employee well-being, enhances productivity and ensures we continue to deliver high-quality dairy products. We measure progress through key safety metrics, including recordable and lost time incident rates, to drive accountability and continuous improvement.

Our Approach

Health and Safety Policy

Foremost Farms' Health and Safety Policy outlines each employee's role in maintaining a safe, injury-free workplace. It defines expectations for the Environmental, Health and Safety (EHS) department, managers and staff to support strong safety practices and comply with the Safety Management Plan (SMP).

Safety Management Plan

Foremost Farms' Safety Management Plan (SMP) is the cooperative's health and safety system, outlining how to identify, assess and control workplace hazards. It covers compliance and best practices, led by plant Safety Coordinators with guidance from EHS. The SMP applies to employees, contractors and suppliers. Progress is reviewed monthly by EHS, with updates shared biannually with the Sustainability Council and annually with the Sustainability Committee.

Safety Training

Employee participation in safety begins on their first day at the cooperative with new-hire orientation, which covers Foremost Farms' safety practices and [Occupational Safety and Health Administration \(OSHA\)](#) regulatory requirements. To maintain competency in hazard identification and mitigation, employees receive ongoing annual safety training.

Goal

<2.10 safety recordable incident rate

1.8

2024 Safety recordable incident rate
The top two types of work-related injuries: lacerations and strains

KPI: Safety incident rate

Goal

<1.0 lost time incident rate

0.67

2024 Lost time incident rate

KPI: Lost time incident rate

Goal

98% completion of Safety Management Plan at Foremost Farms' plants

94%

% Completion of SMP in 2024
(averages of all SMP results for each plant)

KPI: % completion of Safety Management Plan

Hours worked by plant employees: 1,776,758



Occupational Health & Safety

Incident Management Process

Foremost Farms identifies health and safety risks through SMP audits, third-party inspections, job hazard analyses, safety tours and employee reports. Incidents are managed through a structured process of reporting, investigation, root cause analysis and corrective action.

Employees receive hazard recognition training, conduct inspections and report concerns to Safety Coordinators, Plant Managers or via [ReportIt](#). Corrective actions target system failures and behaviors, with findings shared in management-led town halls to prevent recurrence.

In 2024, we emphasized injury and near-miss reporting to strengthen investigations and improve prevention.

SEDEX Members Ethical Trade Audits (SMETA)

Foremost completes [SMETA audits](#) to assess labor standards, health and safety, environmental performance and business ethics at our plants. Independent inspectors review safety, hygiene and emergency procedures. Post-audit reports identify risks and improvement opportunities, supporting ongoing progress.

Health and Wellness Programs

Foremost Farms conducts audiometric testing and air quality monitoring to ensure effective hearing protection and prevent workplace-related health issues. We also support employee well-being through [LifeMatters'](#) Employee Assistance Program and wellness challenges via [IncentFit](#).

Key Highlights from 2024

Foremost Farms' Richland Center processing plant achieved 1,000,000 hours of work without a lost time incident

Foremost Farms' Greenville processing plant reached 2 years without a recordable incident



Foremost Farms hosted the Wisconsin Cheese Makers Association (WCMA) and OSHA in October 2024 as they launched a new alliance to support employee health and safety in dairy processing

RESPONSIBLE FOR THE PLANET

We optimize dairy operations to maintain environmental integrity and enhance natural resources.

In This Section

- 30 Animal Care
- 31 Environmental Compliance
- 32 Greenhouse Gas Management
- 34 Wastewater Management
- 35 Water Conservation
- 37 Water Quality



Animal Care

Foremost Farms' members prioritize the ethical treatment of dairy cows, recognizing that proper animal care is essential to herd health, high-quality milk and long-term farm success. Responsible cow care builds consumer trust and reinforces the safety and integrity of our dairy products. Foremost Farms ensures 100% member participation in the [National Dairy Farmers Assuring Responsible Management \(FARM\) Animal Care](#) program and monitors herd health through somatic cell counts, supporting early detection and continuous improvement. The foundation of wholesome milk begins with the care of the dairy cow, the most essential component of Foremost Farms' dairy processing.

Our Approach

The National Dairy FARM Animal Care Program

The National Dairy FARM Animal Care Program, managed by NMPF, is mandatory for all Foremost Farms members per our Member Minimum Standards. Certified evaluators conduct on-farm assessments every three years to ensure compliance, reviewing records, veterinary documentation and animal conditions.

FARM guidelines, updated every three years by the [FARM Animal Care Task Force](#) and NMPF's Animal Health and Well-being Committee, set science-based standards for animal care. If a farm falls short, Foremost Farms issues a corrective plan with a set timeline. Field representatives monitor progress to ensure full compliance, with noncompliance risking membership termination.

Somatic Cell Count

Somatic cell count (SCC) is a key indicator

of cow health and mastitis. In addition to meeting the [Pasteurized Milk Ordinance \(PMO\)](#) and state regulations, SCC compliance is part of Foremost Farms' membership standards. Farms are regularly tested and high SCC levels can result in penalties or membership termination. To address issues, members work with veterinarians, equipment experts and Foremost Farms' field representatives to diagnose, treat and monitor mastitis.

Antibiotic Use

When antibiotics are needed, farmers work with veterinarians to ensure proper treatment. Every milk truck is tested for antibiotics per PMO standards; any positive result leads to rejection and disposal, with the farm retested until cleared. Antibiotic-tainted milk is never sold and is strictly regulated by the [Food and Drug Administration \(FDA\)](#). To support responsible use, the [FARM Antibiotic Stewardship program](#) offers education and resources to promote judicious, science-based practices.

Goal

100% Member participation in the National Dairy FARM Animal Care Program

100%

Participation in the National Dairy FARM Animal Care Program

KPI: % participation

Goal

<200,000 average somatic cell count/ml of milk

170,000

Average somatic cell count

KPI: Average somatic cell count/ml of milk

Key Highlights from 2024

Launch of [FARM Animal Care Version 5 standards](#) – demonstrating dairy farmers' commitment to providing excellent animal care following the latest research and best management practices.



Environmental Compliance

Foremost Farms is committed to environmental compliance across our processing operations, ensuring we bring dairy to life without compromising the health of the environment or surrounding communities. Our processing plants rely on natural resources and generate byproducts that, if unmanaged, could impact air, water, land and public health. To mitigate these risks, we adhere to strict environmental regulations and implement our Environmental Management Plan (EMP) to systematically manage incident prevention and reduce our environmental footprint.

Our Approach

Environmental Management Plan (EMP)

Foremost Farms' EMP is led by the EHS department and executed by Environmental Coordinators at each plant in partnership with Plant Managers. Monthly, plant committees work with EHS to address gaps, review incidents and drive improvements. Environmental Coordinators also meet monthly to share best practices and assess EMP effectiveness. Progress is reviewed monthly, with updates provided biannually to the Sustainability Council and annually to the Sustainability Committee.

Environmental Scorecard

Foremost Farms tracks environmental key performance indicators (KPIs): energy, water, waste and wastewater, to measure performance and drive improvement. These are displayed in real time for Operations. Starting in 2025, formal monthly reviews will enhance oversight and action.

SEDEX Members Ethical Trade Audits (SMETA)

Foremost Farms undergoes [SMETA](#) audits to assess ethical and sustainable practices, including labor, safety, environment and business ethics. Independent inspectors review environmental compliance, and post-audit reports identify risks and improvement opportunities to support ongoing progress.

Goal

98% completion of all elements outlined in Foremost Farms' EMP across all processing plants

98%

Completion of all EMP across all processing plants in 2024

KPI: % completion of EMP

Key Highlights from 2024

78% of plant employees completed “Environmental Awareness” training to further understand and mitigate workplace impacts on the environment



Foremost Farms Appleton, WI Cheese Plant

Greenhouse Gas Management

Through our adoption of the [U.S. Dairy Stewardship Commitment](#), Foremost Farms has pledged to achieve greenhouse gas (GHG) neutrality across our entire value chain by 2050, acknowledging both our role in contributing to emissions and our exposure to the impacts of climate change. As a dairy cooperative, we depend on stable weather for farming and face operational risks from climate impacts. We continue to deepen our understanding of our emissions sources and implement mitigation and adaptation strategies to ensure long-term cooperative resiliency.

Our Approach

Understanding our Greenhouse Gas (GHG) Footprint

GHG Inventory

Foremost Farms maintains a comprehensive greenhouse gas (GHG) footprint to identify high-emission activities and track progress toward our goal of achieving GHG neutrality by 2050. Our calculations follow the 100-year global warming potential method recommended in the [Intergovernmental Panel on Climate Change’s \(IPCC\) 5th Assessment Report](#), quantifying the impact of carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O) and hydrofluorocarbons (HFCs). We define our emissions inventory boundary based on operational control, ensuring we account for 100% of emissions that Foremost Farms directly controls or influences. Following the principles of the [Greenhouse Gas Protocol](#), we calculate and monitor all relevant Scope 1, 2 and 3 emission categories to measure progress against our 2018 baseline. To ensure accountability, our GHG inventory is reviewed at least twice annually by the Sustainability Council.

The National Dairy FARM Environmental Stewardship (FARM-ES)

Foremost Farms uses the [FARM-ES](#) model to measure on-farm GHG emissions. In 2024, we adopted a stratified random sampling method for accurate, representative data. Certified evaluators work with members to assess impact, highlight environmental contributions and identify emission reduction opportunities.

Goal

Achieve greenhouse gas neutrality across our value chain by 2050

-10%

Since our 2018 baseline we have realized a 10% absolute reduction across scope 1, 2, 3

KPI: % reduction in scope 1, 2, 3 greenhouse gas emissions compared to 2018 baseline



Foremost Farms’ GHG Footprint Million Mt CO2e					
	2018 baseline*	2022 results	2023 results	2024 results	2024% change vs. baseline
Total Scope 1, 2, 3	4.24	4.10	4.05	3.81	-10%
Scope 1 & 2 (location-based)	0.19	0.16	0.13	0.13	-36%
Scope 3	4.05	3.94	3.92	3.68	-9%

Metric Tons CO2e/1,000 Pounds of Raw Milk Received					
	2018 baseline*	2022 results	2023 results	2024 results	2024% change vs. baseline
Total Scope 1, 2, 3	0.586	0.575	0.593	0.584	-0.3%
Scope 1 & 2 (location-based)	0.027	0.023	0.019	0.019	-28.5%
Scope 3	0.559	0.552	0.574	0.564	+1.0%

Greenhouse Gas Management

Understanding our Climate Related Risk

Foremost Farms partners with [FM](#) insurance to assess climate risks to plant infrastructure. Current risk exposure is 65% from flooding and 35% from structural collapse due to weather. Future risks include more extreme precipitation and heat. We've implemented FM's recommendations, including roof assessments, structural reviews and emergency plans. In 2025, Foremost Farms' Climate Working Group will expand risk evaluation across the value chain and develop a resilience plan.

Partnerships and Collaborations

[Innovation Center for U.S. Dairy Processor Working Group \(PWG\) – GHG Management](#)

Foremost Farms employees serve on the Innovation Center for U.S. Dairy PWG's GHG Management Team, collaborating with industry peers to develop actionable strategies for reducing emissions in dairy processing.

[Dairy Feed in Focus \(FiF\)](#)

Since 2022, Foremost Farms has participated in the Dairy FiF program, which helps member farms improve feed efficiency, reduce emissions and protect soil and water. Participants receive tailored technical support to implement best practices.

[Focus on Energy \(FOE\)](#)

Foremost Farms partners with Wisconsin Focus on Energy (FOE) to advance plant efficiency. An Energy Advisor supports audits, energy planning and implementing efficiency technologies.

[Newtrient](#)

As a founding member of Newtrient, Foremost Farms helps connect member farms with experts and support to adopt climate-smart, emissions-reducing practices and technologies.

[EPA SmartWay](#)

Foremost Farms participates in the EPA SmartWay program to improve freight efficiency and track logistics emissions. Over 70% of our carrier network is SmartWay certified.

[Supplier Leadership on Climate Transition \(SLoCT\)](#)

From 2021 to 2024, Foremost Farms' Sustainability Team joined Guidehouse's SLoCT program, receiving training in GHG accounting, target setting, reduction strategies and disclosure requirements.

Key Highlights from 2024

In 2024, Foremost Farms completed our 3-year participation in the Dairy FiF program. **Foremost Farms' members participating in the program achieved an impact of:**

- **2,312 tons CO2e removed**, equivalent to removing 489 cars from the road for an entire year

In 2024, through partnering with Wisconsin FOE, **Foremost Farms' processing plants saved 421,000 kWh and 27,000 Therms of energy**. This energy saving is equivalent to powering 64 homes for one year!



Wastewater Management

Foremost Farms is committed to responsible wastewater management to safeguard public health and protect the natural environment in the communities we serve. We direct wastewater to municipal treatment plants, state waters and agricultural land for land application, ensuring all discharges are managed in strict compliance with state permits.

Our Approach

Licensed Wastewater Treatment Operators

Foremost Farms' Wastewater Treatment Supervisors are certified by the [WDNR](#) and [Michigan Department of Environment, Great Lakes and Energy \(EGLE\)](#), ensuring they have the expertise to manage treatment processes while protecting public health and the environment.

Pollution Discharge Elimination System

Permits

Foremost Farms' Wisconsin and Michigan plants operate under WDNR and EGLE discharge permits, which set requirements for monitoring, reporting and compliance to protect water quality. Land-applied wastewater and dairy by-products follow WDNR-approved plans, with active land management plans in place to ensure full regulatory compliance.

Testing and monitoring

Foremost Farms tests effluent per permit requirements, with certified operators conducting sampling and third-party labs

verifying results. If levels near or exceed limits, operators adjust system conditions to maintain compliance.

Pollution Prevention Plans

Foremost Farms holds WDNR stormwater permits and maintains Stormwater Pollution Prevention Plans (SWPPP) and Spill Prevention, Control and Countermeasure (SPCC) plans, which include routine inspections and annual training for plant management to ensure compliance and protect the environment.

Partnerships

Foremost Farms partners with the Wisconsin Rural Water Association ([WRWA](#)) to provide Wastewater Treatment Operators with the training and expertise needed for compliant, effective operations.



Goal

100% of treated process wastewater and non-contact cooling water discharged to surface waters of the state in compliance with issued permits

99.89%

Of treated process wastewater and non-contact cooling water discharged to surface waters of the state, maintained compliance with issued permits

KPI: % of treated process wastewater and non-contact cooling water discharged to surface waters of the state in compliance with issued permits

Goal

100% of high strength wastewater land application in compliance with issued permits

100%

Of high strength wastewater land applied maintained compliance with issued permits

KPI: % of high strength wastewater land application in compliance with issued permits

Total gallons of Wastewater discharged: 1,509,326,894

Wastewater Effluent Discharged by Discharge Location

Surface Water	Agricultural Land	Domestic WWTP
751,209,210	40,932,000	717,185,684

Key Highlights from 2024

Biosolids are nutrient-rich byproducts of wastewater treatment that can improve soil health and replace synthetic fertilizers when properly applied. In 2024, **Foremost Farms responsibly applied biosolids on over 2,800 acres of Wisconsin farmland.**

Water Conservation

Through adoption of the Stewardship Commitment, Foremost Farms is committed to optimizing water use and maximizing recycling across member dairy farms and processing plants, recognizing water's essential role in cow health, farm operations, sanitation and dairy production. [Thanks to ongoing innovation, producing one gallon of milk in 2017 required 30% less water than in 2007.](#) To further advance on-farm efficiency, Foremost Farms began by assessing current water recycling practices and building on the progress dairy farmers have already made. At the processing level, we set and achieved a goal for 100% of our plants to implement at least one water recycling practice. A reliable water supply remains fundamental to our ability to consistently deliver safe, high-quality dairy products to the marketplace.

Our Approach on Our Farms

[FARM-ES Conservation Practices Questionnaire](#)

As part of our water optimization efforts, Foremost Farms first assessed current recycling practices. In 2024, we launched the FARM-ES CPQ, led by the Member Relations department, to gather insights on conservation efforts. Response rates are actively tracked, with progress shared biannually with the Sustainability Council and annually with the Sustainability Committee.

Progress On Our Farms

Goal

Survey members to understand the % of farms with a water stewardship practice in place

75%

Of respondents have a water recycling practice in place representing 30% of our membership surveyed using the CPQ

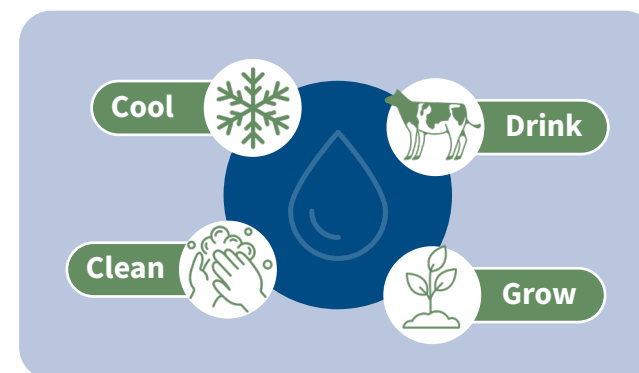
KPI: % of farms surveyed using the FARM-ES Conservation Practices Questionnaire (CPQ)

Key Highlights from 2024

Producing one gallon of milk in 2017 used 30% less water than in 2007

The average dairy farmer captures and reuses each gallon of water on their farm up to four times

Members identified recycling water for the following uses:



Water Conservation

Our Approach in Our Plants

Understanding our Water Related Risk

Foremost Farms’ plants in Wisconsin and Michigan were assessed for water risk using the [World Resource Institute’s \(WRI\) Water Risk Atlas](#) and [Eco Lab’s Smart Water Navigator](#). As of 2024, risk is low to medium, but projections show medium to high risk by 2030 due to increasing competition and shifting water patterns. This underscores the need for a proactive water management strategy.

Understanding our Water Footprint

Foremost Farms uses city and well water for processing and tracks usage by plant and per pound of product. Monthly data is monitored and visualized for real-time oversight. Progress is reviewed biannually by the Sustainability Council and annually by the Sustainability Committee.

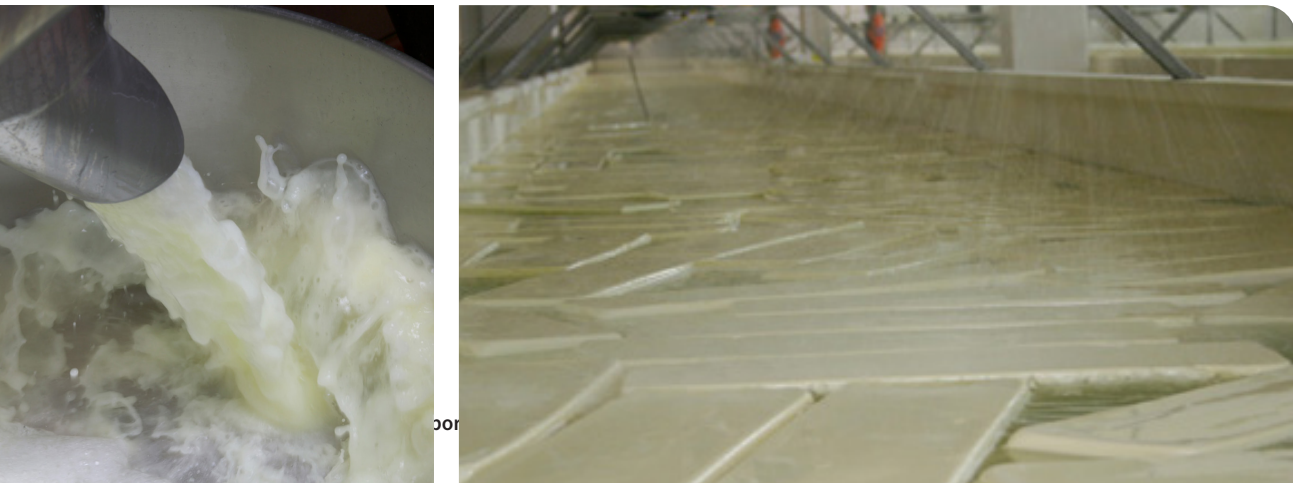
Partnerships and Collaborations

Innovation Center for U.S. Dairy PWG - Water Team

Foremost Farms participates in the U.S. Dairy PWG’s water team, which meets quarterly to advance water reuse, recycling and reclamation in dairy processing.

Supplier Partnerships

Foremost Farms holds monthly meetings with chemical suppliers and internal departments to review projects that optimize water and chemical use while maintaining food safety and quality.



Progress in Our Plants

Goal

Implement water recycling practices at 100% of processing plants

100%

Of processing plants have an active water recycling and reclamation practice in place

KPI: % of processing plants with a water recycling practice in use

Key Highlights from 2024

In late 2023, our Marshfield, WI plant implemented a water polisher to reclaim **200,000 gallons of water daily for reuse elsewhere**. In 2024, this resulted in over **73 million gallons of water captured** and reused – the equivalent of filling 110 Olympic-sized swimming pools.

Groundwater vs. City Water Consumed



Total Gallons of Water Consumed



Gallons of Water Used / Pounds of Milk Received

2022	2023	2024
0.165	0.149	0.150

internal and external raw milk received and swapped

Water Quality

Through adoption of the Stewardship Commitment, Foremost Farms members are committed to improving water quality by optimizing manure and nutrient use, recognizing that clean, safe water is essential for cow health, milk production and public health. Maintaining water quality begins with healthy soil and strategic nutrient application. To focus efforts where they can have the greatest impact, we use the CPQ and FARM-ES evaluations to assess member implementation of nutrient management plans, conservation practices or efficient irrigation.

Our Approach

CPQ and FARM-ES

Before setting water quality goals, Foremost Farms focused on understanding current member practices. In 2024, we launched a survey using FARM-ES and the CPQ and offered voluntary evaluations to gather insights on land and nutrient management. Led by the Member Relations department, participation is tracked and encouraged, with progress shared biannually with the Sustainability Council and annually with the Sustainability Committee.

Dairy Feed in Focus (FiF) Program

Since 2022, Foremost Farms has participated in the FiF program to help members improve feed efficiency, reduce emissions and protect soil and water. Members adopted practices like cover cropping, no-till farming, nutrient planning, prescribed grazing and vegetation buffers with personalized technical support.

Goal

Survey member farms to understand the % of farms with a nutrient management plan, land conservation and/or efficient irrigation practices in place

100%

Of respondents have an active land conservation practice in place representing 30% of our membership surveyed using the CPQ

95%

Of milk supply have an active nutrient management plan in place representing 41% of our milk supply surveyed using FARM-ES V2

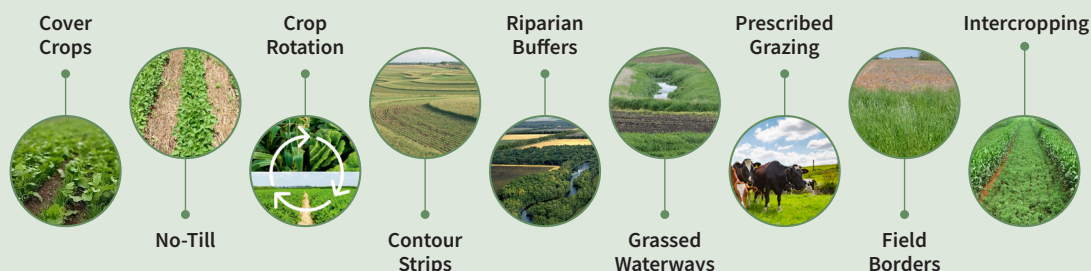
KPI: % of farms surveyed using the CPQ or FARM-ES

Key Highlights from 2024

Foremost Farms had 13 member farms participating in the Dairy FiF program generating a positive impact to water quality through:

- **5,450 acres of new practice implementation including:**
 - 2,050 acres of improved nutrient stewardship
 - 1,622 acres of cover crops planted
 - 1,496 acres implementing reduced/no till practices

Members identified having the following land conservation practices in place:



RESPONSIBLE FOR

HEALTHY FOOD

We deliver safe and nutritious milk products that support consumer health and wellness needs.

In This Section

- 39 Product Safety and Quality
- 40 Product Traceability



Product Safety and Quality

Foremost Farms is committed to delivering safe, high-quality milk products by prioritizing safety and integrity at every stage, from farm to processing plant. Recognizing dairy's vital role in nutrition and well-being, we follow the [Safe Quality Food \(SQF\)](#) program to uphold strict food safety and quality standards across the supply chain. By monitoring performance and tracking recalls, we ensure product excellence, protect public health and maintain the trust that preserves our cooperative's legacy.

Our Approach

Safe Quality Food (SQF) Certification

Foremost Farms' plants hold [Global Food Safety Initiative \(GFSI\)](#)-benchmarked Safe Quality Food (SQF) certifications for Food Safety and Quality, with annual audits to ensure compliance. Our suppliers also use GFSI-recognized programs, including SQF, the [British Retail Consortium Global Standard \(BRCGS\)](#) and [Food Safety System Certification \(FSSC\) 22000](#).

Food Safety Management System

Foremost Farms' Food Safety Management System includes Food Safety, Quality and Food Defense Plans, built on the FDA's [Hazard Analysis Critical Control Point \(HACCP\)](#) framework. Each plant maintains a tailored plan with hazard analysis and preventive controls. Our Food Defense Program follows FDA guidance to prevent intentional contamination through vulnerability assessments and mitigation strategies. The system is reviewed annually and led by the Food Safety, Regulatory and Quality department with shared responsibility across all employees.

Food Safety Training

Food safety training is crucial to ensure quality professionals can prevent foodborne illness and maintain compliance. At Foremost Farms, 100% of quality professionals have completed at least one food safety training course, with ongoing opportunities for continuous training regularly provided.

Corrections and Corrective Action (CCA) Program

Foremost Farms' Corrections and Corrective Action (CCA) Program addresses non-conformances through root cause analysis, immediate fixes and preventive action plans. Actions are tracked in real time and integrated into operations via the Management of Change (MOC) process to drive continuous improvement and cross-functional collaboration.

Goal

100% of plants certified to a GFSI benchmarked SQF Program

100%

Of Foremost Farms' processing plants are certified to a GFSI benchmarked SQF Program

KPI: % of plants certified to a GFSI benchmarked SQF Program

Goal

No product recalls

0

Foremost Farms is proud to maintain no regulatory recalls in our products over the last five years

KPI: # of recalls

Milk Quality and Safety

High-quality dairy starts with high-quality milk. Foremost Farms enforces strict milk safety and quality standards, required for cooperative membership. Third-party labs regularly test milk for components, bacteria and somatic cell counts. If standards aren't met, field representatives help farms identify and resolve issues.

Top-performing members are recognized annually with milk quality awards based on somatic cell counts, bacterial levels and antibiotic-free compliance.

Every milk truck is tested for antibiotics before processing; any positive load is rejected and disposed of per FDA regulations. Additional safety measures include strict cleaning and sealing of milk tankers. Persistent violations may lead to refused pickups and potential membership termination.

Key Highlights from 2024

In 2024 Foremost Farms hosted a Dairy Plant Food Safety Workshop in partnership with the Innovation Center for U.S. Dairy and the [Center for Dairy Research](#).

Product Traceability

Foremost Farms is committed to ensuring ingredient traceability in our dairy products to uphold food safety, quality, consumer trust and regulatory compliance. Our robust systems track products through every stage of production, enabling swift responses to safety or quality issues and reinforcing transparency. As part of the U.S. Dairy Stewardship Commitment, we follow the U.S. Dairy Traceability Guidelines and comply with the FDA's Food Safety Modernization Act (FSMA) Final Rule on Requirements for Additional Traceability Records for Certain Foods, strengthening our long-standing commitment to traceability and protecting the integrity of the dairy supply chain.

Our Approach

Traceability Process

To meet [U.S. Dairy Traceability Guidelines](#) and FSMA requirements, Foremost Farms maintains detailed traceability policies from farm to fork. All ingredients, packaging and products are tracked to their source using electronic systems that record key data elements (KDEs) and critical tracking events (CTEs). Lot control enables accurate forward and backward traceability, allowing rapid response to any issue.

Mock Recalls

Foremost Farms conducts mock recalls to strengthen response readiness, with each plant performing at least three annually. The corporate Special Situation Team also runs periodic company-wide drills. If a recall fails, corrective actions are taken and retested to ensure improvement.

Supplier Food Safety Certifications

As part of Foremost Farms' supplier approval process, all packaging and ingredient suppliers, excluding raw milk, must complete a GFSI audit to verify traceability and ensure products meet our safety and quality standards.

Goal

Adherence to the [FDA's FSMA Final Rule on Requirements for Additional Traceability Records for Certain Foods](#)

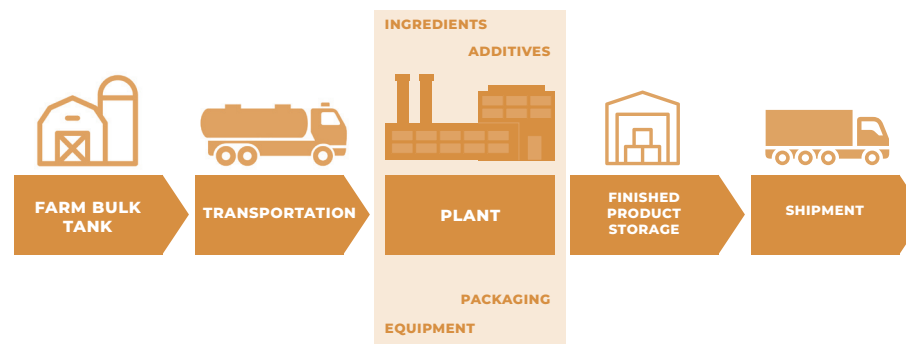
Foremost Farms is proud to be compliant with the FDA's FSMA Final Rule on Requirements for Additional Traceability Records for Certain Foods

KPI: Yes or No

Key Highlights from 2024

More than 80% of the U.S. milk supply, including Foremost Farms, is covered by voluntary dairy traceability guidelines through adoption of the U.S. Dairy Stewardship Commitment.

Traceability Policies Apply to Actions Across the Supply Chain



GLOBAL REPORTING INITIATIVE (GRI) INDEX

Statement of Use:

Foremost Farms USA has reported the information cited in this GRI content index for the period January 1, 2024-December 31, 2024, with reference to the GRI Standards.

GRI 1 Used:

GRI 1: Foundation 2021

Applicable GRI Topic and Sector Standards

- GRI 2: General Disclosures 2021
GRI 3: Material Topics 2021
GRI 201: Economic Performance 2016
GRI 303: Water and Effluents 2018
GRI 305: Emissions 2016
GRI 403: Occupational Health and Safety 2018
- GRI 404: Training and Education 2016
GRI 410: Security Practices 2016
GRI 416: Customer Health and Safety 2016
GRI 418: Customer Privacy 2016
GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022

GRI Standard	Disclosure	Location	GRI Sector Standard Ref. NO.
GRI 2: General Disclosures 2021	Disclosure 2-1	Pg. 5, 17	
	Disclosure 2-2	Pg. 4	
	Disclosure 2-3	Pg. 4	
	Disclosure 2-5	Pg. 4	
	Disclosure 2-6	Pg. 5, 18	
	Disclosure 2-9	Pg. 20	
	Disclosure 2-12	Pg. 20	
	Disclosure 2-13	Pg. 20	
	Disclosure 2-14	Pg. 20	
	Disclosure 2-17	Pg. 20	
	Disclosure 2-23	Pg. 21	
	Disclosure 2-24	Pg. 21	
	Disclosure 2-28	Pg. 12	
	Disclosure 2-29	Pg. 13	

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GRI Standard	Disclosure	Location	GRI Sector Standard Ref. NO.
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Pg. 8	
	3-2 List of material topics	Pg. 8	
	3-3 Management of material topics	Pg. 23-40	
GRI 303: Water and Effluents 2018	Disclosure 303-1	Pg. 34, 36	GRI 13.7
	Disclosure 303-2		
	Disclosure 303-3		
	Disclosure 303-4		
	Disclosure 303-5		
GRI 305: Emissions 2016	Disclosure 305-1	Pg. 32	GRI 13.1
	Disclosure 305-2		
	Disclosure 305-3		
	Disclosure 305-4		
	Disclosure 305-5		
	Disclosure 305-6		
	Disclosure 305-7		
GRI 403: Occupational Health and Safety 2018	Disclosure 403-1	Pg. 27, 28	GRI 13.19
	Disclosure 403-2		
	Disclosure 403-3		
	Disclosure 403-4		
	Disclosure 403-5		
	Disclosure 403-6		

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GRI Standard	Disclosure	Location	GRI Sector Standard Ref. NO.
GRI 403:Occupational Health and Safety 2018	Disclosure 403-7	Pg. 27, 28	GRI 13.19
	Disclosure 403-8		
	Disclosure 403-9		
	Disclosure 403-10		
GRI 404: Training and Education 2016	Disclosure 404-1	Pg. 24, 25	
	Disclosure 404-2		
	Disclosure 404-3		
GRI 410: Security Practices 2016	Disclosure 410-1	Pg. 23	
GRI 416: Customer Health and Safety 2016	Disclosure 416-1	Pg. 39	GRI 13.10
	Disclosure 416-2		
GRI 418: Customer Privacy 2016	Disclosure 418-1	Pg. 23	
GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022	Disclosure 13.23.1	Pg. 40	
	Disclosure 13.23.2		
	Disclosure 13.23.3		
	Disclosure 13.23.4		

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APPENDIX

Sustainability Commitment	Goal	Measurement (KPI)	How was the data for the KPI collected?	How was this KPI reported?
Responsible for People				
Customer Privacy	100% of employees enrolled in cyber security training with active information security accounts completing training	% Of employees enrolled, with active information security accounts completing at least one training	Employees are required to participate and complete Security Awareness Training. Completion of assigned trainings is tracked and reported in the Collected through the training platform.	Employee participation in security awareness training extends to employees classified as office or desk workers. This number is reported as the % of office or desk workers that are required to participate in security awareness training that complete at least one security training assigned throughout the fiscal year. The % is calculated by the number of office or desk workers completing a security awareness training divided by the total number of office or desk workers assigned a security awareness training.
	0 complaints from customers related to data privacy	# Of customer complaints related to data security	Customer complaints are logged into Foremost Farms' Customer Complaint System (SalesForce) by a customer service liaison. Complaints are inventoried by reasoning and associated descriptions. Any complaints associated with data security concerns would be captured through SalesForce by a Foremost Farms' customer service representative.	Reported as the total number of complaints received by customers relative to a data security concern.
Employee Training and Education	Achieve high reaction rates associated with training and development programs	% Of individuals that felt training met their development needs	Surveys are sent to participants of training and development programs using Microsoft Forms. Data collected through the Forms are kept in live Excel spreadsheets on the L&D Teams channel.	Reported as the % of individuals that completed training and development and felt the training met their development needs. The % is calculated by the total number of participants who responded with a 4 (Agree) or 5 (Strongly Agree) to the question "This training met my learning needs" divided by the total number of participants who attended the training.
Farmer Livelihood	Member participation in every 2 year co-hort of NMPF's National Young Cooperators Program	# Of members participating in NMPF's National Young Cooperators Program	Participation in NMPF's Young Cooperators Program is tracked by Foremost Farms' YC Coordinator in an Excel spreadsheet.	Reported as the number of individuals associated with Foremost Farms' membership that are actively enrolled and participating in the Young Cooperators Program during a specific co-hort.
Occupational Health and Safety	<2.10 safety incident rate	Safety Incident Rate	In instances when an employee incident takes place the EHS Department is made aware and the incident is inventoried in an Excel workbook stored in the EHS' Departments SharePoint site.	Reported as the number of recordable injuries per 100 full-time employees over a one-year period. The Safety Incident Rate is calculated as the # of recordable incidents multiplied by 200,000 and divided by total employee hours worked. The 200,000 represents the hours worked by 100 employees working 40 hours a week for 50 weeks a year.
	<1.0 lost time incident rate	Lost Time Incident Rate		Reported as the number of work related injuries that result in employees taking time off from work. The Lost Time Incident Rate is calculated as the # of lost time incidents multiplied by 200,000 and divided by total employee hours worked. The 200,000 represents the hours worked by 100 employees working 40 hours a week for 50 weeks a year.

APPENDIX

Sustainability Commitment	Goal	Measurement (KPI)	How was the data for the KPI collected?	How was this KPI reported?
Occupational Health and Safety	98% completion of all Safety Management Plan items at all Foremost Plants	% Completion of all tasks included in the Safety Management Plan	Collected through use of and documentation in Foremost Farms' Safety Management Plans. Documentation is completed by the facilities Safety Coordinator and reviewed by the centralized Environmental, Health and Safety team.	Each compliance activity and additional task is assigned a point value. Point values are accrued as action items are completed throughout the year. Each plant is assigned an annual % completion score using the processing facilities total points earned divided by total points available. The % completion reported is calculated using the average of all processing facilities' annual SMP scores at the end of the fiscal year.
Responsible for the Planet				
Animal Care	100% Member participation in FARM program	% Member participation in FARM program	Participation in FARM Animal Care Programming is collected through National Milk Producers Federations' Farmers Assuring Responsible Management online database by a certified FARM Animal Care evaluator	Reported as % of individual farms associated with Foremost Farms USA that participate and are in good standing with FARM Animal Care as displayed in the FARM database. The % is calculated using total number of member farms participating and in good standing with FARM Animal Care divided by the total number of members in the cooperative at a point in time.
	<200,000 average somatic cell count/ml of milk	Average somatic cell count	Milk samples are collected on-farm during raw milk pickup. Test samples are sent to 3rd party laboratories who identify the somatic cell count of a specific milk sample and enter that information into Foremost Farms' Laboratory Information System.	Reported as the average somatic cell count across all member milk samples. The annual average somatic cell count is calculated using the monthly averages from all member milk samples over the 12-month fiscal year
Environmental Compliance	98% completion of all Environmental Management tasks at all Foremost Farms Plants	% Completion of all tasks included in the Environmental Management Plan	Collected through use of and documentation in Foremost Farms' Environmental Management Plans. Documentation is completed by the facilities Environmental Coordinator and reviewed by the centralized Environmental, Health and Safety team.	Each compliance activity and additional task is assigned a point value. Point values are accrued as action items are completed throughout the year. Each plant is assigned an annual % completion score using the processing facilities total points earned divided by total points available. The % completion reported is calculated using the average of all processing facilities' annual EMP scores at the end of the fiscal year.
Greenhouse Gas Management	Achieve Greenhouse Gas Neutrality	% Reduction in scope 1, 2, & 3 greenhouse gas emissions compared to 2018 baseline	This information is collected from Foremost Farms' greenhouse gas inventory which is calculated in Excel spreadsheets and stored in the Sustainability Team's SharePoint drive.	Reported as the % absolute reduction of scope 1, 2, 3 greenhouse gas emissions comparative to Foremost Farms' baseline emissions footprint. The % is calculated using the total scope 1, 2, 3 mt CO2e in the most recent fiscal year subtracting the total scope 1, 2, 3 mt CO2e in the 2018 greenhouse gas inventory and dividing by total mt CO2e in the 2018 greenhouse gas inventory (new CO2e - 2018 baseline)/2018 baseline

APPENDIX

Sustainability Commitment	Goal	Measurement (KPI)	How was the data for the KPI collected?	How was this KPI reported?
Responsible for the Planet				
Wastewater Management	100% of treated process wastewater and non-contact cooling water discharged to surface waters of the state in compliance with issued permits	% Of treated process wastewater and non-contact cooling water in compliance with issued permits	Foremost Farms is required to complete and submit wastewater sampling for effluent discharged to surface waters of the state. The sample test results are provided back to Foremost Farms to identify if discharge volumes were within the regulated permit levels. The results of these tests are tracked by the EHS Department in a central Excel workbook to compare test results with government issued permits.	Reported as the % of process wastewater and non-contact cooling water that is discharged into surface waters of the state within a given fiscal year that was in compliance with government issued permits. The % is calculated using the number of wastewater tests that passed permit compliance divided by the total wastewater tests completed.
	100% of high strength wastewater land application in compliance with issued permits	% Of high strength wastewater in compliance with land application limits	Collected through landspreading reports provided to Foremost Farms by our 3rd party waste handling service. Information is transposed into a central Excel document stored in the Sustainability Department's SharePoint.	Reported as the % of wastewater gallons applied to agricultural land that are in compliance with issued government permits. The % is calculated using the total gallons of wastewater that was land applied that was in compliance with permits divided by the total gallons of wastewater land applied.
Water Conservation	Implement a water recycling practices at each Foremost Farms plants	% Of Foremost Farms plants with a water recycling practice in place	Inventoried and documented by the Sustainability Team in an Excel workbook housed within the Sustainability Team's SharePoint drive.	The Sustainability Team inventories the processing facilities to understand what resource saving processes are in place or pose opportunity. This number reflects the % of processing facilities that have an active water recycling practice in place. A water recycling practice could be inclusive of reclaiming condensate of whey, non contact cooling water, polished water, or reverse osmosis and ultra filtration water for reuse in processing. The % is calculated by taking the number of processing facilities with a water recycling practice in place divided the total number of processing facilities in Foremost Farms' network at the end of the fiscal year.
	Survey Members to understand the % of farms with a water stewardship practice in place	% Of farms surveyed using the conservation practice questionnaire	Collected through use of the Conservation Practices Questionnaire supplemental to FARM Environmental Stewardship and stored in Salesforce.	Reported as the % of individual farms in Foremost Farms' membership that have participated in the Conservation Practices Questionnaire. The % is calculated by using the number of members that participated in the CPQ divided by total number of members in the cooperative at the end of the fiscal year.
Water Quality	Survey Members to understand the % of farms with a land conservation and/or irrigation practice in place	% Of farms surveyed using the conservation practice questionnaire	Collected through use of the Conservation Practices Questionnaire supplemental to FARM Environmental Stewardship and stored in Salesforce.	Reported as the % of individual farms in Foremost Farms' membership that have participated in the Conservation Practices Questionnaire. The % is calculated by using the number of members that participated in the CPQ divided by total number of members in the cooperative at the end of the fiscal year.

APPENDIX

Sustainability Commitment	Goal	Measurement (KPI)	How was the data for the KPI collected?	How was this KPI reported?
Responsible for Healthy Food				
Product Traceability	Adherence to the Food and Drug Administration's FSMA Final Rule on Requirements for Additional Traceability Records for Certain Foods	Yes or No	Traceability records is a manual evaluation of the rule, to confirm our current documentation and practices comply with rule requirements.	Reported as a Yes or No, based on absolute compliance to the FSMA Final Rule on Requirements for Additional Traceability Records.
Product Safety and Quality	No Recalls	# Of recalls	Recalls are reported publicly and accessible at: https://www.fda.gov/safety/recalls-market-withdrawals-safety-alerts .	Reported as the total number of food safety recalls year to date that have been reported to the Food and Drug Administration.
	100% of Foremost Farms plants certified to a GFSI-benchmarked Safe Quality Food Program	% Of Foremost Farms plants certified to GFSI-benchmarked Safe Quality Food Program	SQF audits are conducted by the NSF certification organization to confirm conformance with a Global Food Safety Initiative benchmarked Safe Quality Food Program. SQF compliance is assessed following each location's audit report.	Reported as % of Foremost Farms locations who have successfully passed the annual re-certification audit. The % is calculated by using the total facilities that have completed the annual re-certification divided by the total facilities in Foremost Farms' processing network.



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