

# Nourishing what's next

Fiscal 2022 Corporate Social  
Responsibility Report



*Nourishing what's next.*



“Despite another year of challenges for our industry, we remained resolute in our commitment to our team members, customers, suppliers, consumers, communities, and the planet.”



Dan Dye, Ardent Mills CEO





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## About this report

This report provides information about Ardent Mills' corporate social responsibility activities and performance during fiscal year 2022 (June 1, 2021 through May 31, 2022). The content in this report covers our focus areas and includes data from the facilities we own (or lease) and operate.

Read more about our corporate social responsibility initiatives at

 [ardentmills.com/about/corporate-social-responsibility](https://ardentmills.com/about/corporate-social-responsibility)



# Ardent Mills is committed to transforming how the world is nourished



**As the premier flour-milling and ingredient company, we cultivate the future of plant-based solutions to help our customers and communities thrive.**

We operate in more than 45 locations that specialize in flour, quinoa, pulses, and organic and gluten-free products that drive emerging nutrition and innovation across plant-based ingredients. Our holistic portfolio empowers us to meet the complex needs of customers today while focusing on the growing demands of tomorrow's consumers.

Deeply rooted in communities throughout North America, we operate in Canada, the U.S. and Puerto Rico with company headquarters in Denver, Colorado. **We employ more than 100 certified millers and support thousands of local jobs that contribute billions of dollars to local economies** — helping our people, our customers, and families everywhere flourish.

## **Investing in the future**

Ardent Mills continues to invest in the exciting potential of alternative grains. In FY22, we welcomed Hinrich's Trading Company and Firebird Artisan Mills to the Ardent Mills family. Hinrich's Trading Company focuses on excellence in chickpea sourcing, cleaning and packaging, and Firebird Artisan Mills provides dedicated certified gluten-free milling capabilities. We also celebrated the grand opening of our Port Redwing facility in Gibsonton, Florida. The mill strengthens Ardent Mills' supply chain agility, increases efficiency and product consistency, and expands our ability to meet customer needs. The mill will also execute a five-year, paperless, zero-waste and energy efficient production plan.











Seen our launch video?  
Watch the Port Redwing  
sizzle reel now!







## A message from our CEO

Ardent Mills is dedicated to nourishing what's next in food for communities across North America. Despite another year of challenges for our industry – continued effects of COVID-19, labor shortages, supply chain issues and more – we remained resolute in our commitment to our team members, customers, suppliers, consumers, communities and the planet.

The Ardent Mills values — **trust, serving, simplicity and safety** — continue to be at the core of everything we do. As we reflect on our corporate social responsibility (CSR) initiatives in FY22, I continue to be amazed by our people as they relentlessly step up in times of uncertainty to serve our customers and communities.

I am particularly proud of the tremendous growth we've achieved in our regenerative agriculture program. In FY22, Ardent Mills enrolled more than 250,000 acres across nine geographies while also engaging in a number of pilot programs to trial different regenerative agriculture solutions.

Our efforts in employee experience saw positive growth across many categories despite the challenges of FY22. And this year, we created the People Plant Promise initiative, which focuses on creating and enhancing the work experience for our front-line team members across our facilities.

**In this report, we are pleased to share our progress and demonstrate how we are helping to create a better world.** At Ardent Mills, responsibility to our customers, employees and communities is ingrained in everything we do as we seek to nourish what's next.

A handwritten signature in black ink, appearing to read "Dan Dye".

Dan Dye, **Ardent Mills CEO**



# Our year in progress towards 2025 goals

## REGENERATIVE AGRICULTURE



**250,913 acres**

enrolled in our regenerative agriculture program



## RENEWABLE ENERGY

**NEARLY 1/3 of our power**

is generated from renewable sources\*

\*Percentage calculation reflects directly sourcing of renewable energy and retaining related renewable energy credits (RECs), participation in community solar projects and purchase of replacement RECs.

## ACCESS TO NUTRITION

**Raised \$225,000**  
from corporate fundraiser for

**FOOD  BANK**  
OF THE ROCKIES™

An additional \$93,000  
donated from Ardent  
Mills network facilities



Donated over 171,000 lbs

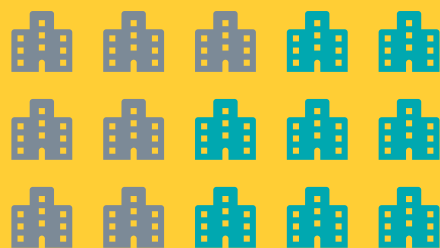
**in products**



## ORGANIC MATERIAL WASTE DIVERSION

Eight additional  
locations for a total of

**15 enrolled facilities**





WASH CYCLE MAXIMIZATION 

**Saved  
4.8 million  
gallons**

of water annually since 2019



OUTBOUND LOADS  

Safely maximize outbound truck fills to legal capacity; increase loads and minimize total trips. Achieved

 **99.91%**  
load maximization.



RESPONSIBLE SOURCING  



Fourth consecutive year of supply chain audit certification on mass balance use of responsibly sourced palm oil (RSPO)



**Sourced 100%  
SFI-certified  
packaging**  
for all of North America

 Maintained our fourth year of membership to the Roundtable on Sustainable Palm Oil (RSPO)

**Sourced 99.9% of palm  
oil products responsibly**

# Our commitment to the United Nations Sustainable Development Goals




**The United Nations Sustainable Development Goals (SDGs)** is a voluntary framework with 17 global goals designed to accelerate advancement toward a more sustainable world. In 2019, Ardent Mills aligned our practices with these goals and identified three specific goals where we believe we can make the greatest impact. These include:

- ♦ **Zero hunger**
- ♦ **Responsible consumption and production**
- ♦ **Climate action**

To achieve these goals, our corporate social responsibility work is centered on three pillars: Sustainability, People and Nutrition. **Sustainability** focuses on being a responsible steward of the environment, **People** serves to provide tools and resources to people and communities to help lead our industry into the future, and **Nutrition** seeks to improve access to nutritious ingredient solutions locally, nationally and globally.





FOCUS AREA	GOAL BY 2025*	FY22 PROGRESS
<p><b>Regenerative agriculture</b></p> <p>Reinforce sustainable practices with farmers to protect land for future generations.</p>	<p>✓ <b>Enroll 750,000 acres</b></p>	<ul style="list-style-type: none"> <li>• <b>250,913 acres enrolled</b></li> </ul>
<p><b>Access to nutrition</b></p> <p>Make nutritious products available to those in need; combat food insecurity.</p>	<p>✓ <b>Donate \$300,000 annually to food banks</b></p> <p>✓ <b>Donate 100,000 pounds of food per year</b></p> <p>✓ <b>Product includes bagged flour, loaves of bread, etc.</b></p>	<ul style="list-style-type: none"> <li>• <b>\$93,000 donated from facilities</b></li> <li>• <b>\$225,000 raised from corporate fundraiser</b></li> <li>• <b>171,000 pounds of product donated</b></li> </ul>
<p><b>Organic material waste diversion</b></p> <p>Eliminate and divert waste resulting from food production going into landfills.</p>	<p>✓ <b>All 45 facilities participating</b></p>	<ul style="list-style-type: none"> <li>• <b>15 enrolled</b></li> </ul>
<p><b>Responsible sourcing</b></p> <p>Procure responsibly sourced palm products through credible global standards; source packaging made from Sustainable Forestry Initiative (SFI) certified paper.</p> <div data-bbox="219 1186 451 1276">  <p>9-2470-18-100-00</p> </div>	<p>✓ <b>100%</b></p>	<ul style="list-style-type: none"> <li>• <b>99.9%</b></li> </ul>
<p><b>Renewable energy procurement</b></p> <p>Invest in multiple renewable energy sources, including unbundled and bundled RECs to power our network.</p>	<p>✓ <b>50%</b></p>	<ul style="list-style-type: none"> <li>• <b>30.19%</b></li> </ul>
<p><b>Maximizing loads on outbound trucks</b></p> <p>Safely maximize fills to legal capacity; increase loads and minimize total trips.</p>	<p>✓ <b>100% load maximization</b></p>	<ul style="list-style-type: none"> <li>• <b>99.91%</b></li> </ul>
<p><b>Wash cycle maximization</b></p> <p>Work to extend period between trailer washes without compromising food safety.</p>	<p>✓ <b>Max amount safely</b></p>	<ul style="list-style-type: none"> <li>• <b>Started at 14 days between washes in 2019. Extended to 28-day wash cycles. Saved 4.8 million gallons of water annually.</b></li> </ul>

\*Unless otherwise noted

# Protecting the planet for future generations



Climate change is one of the most important issues facing communities around the world. It poses a serious threat to the long-term viability of our food system and the supply chains that support it.

As a leading ingredient supplier, we cultivate partnerships with farmers, suppliers and customers to demonstrate our commitment to ensuring a more sustainable planet for future generations.

## Regenerative agriculture

In partnership with Nutrien Ag Solutions, Ardent Mills' regenerative agriculture program is designed to strengthen the soil ecosystem and help producers improve their farms' productivity and profitability.

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

### Program details

This year, our program experienced tremendous growth. **We met our acre goal set for FY22 and enrolled 250,913 acres across nine geographies, including 27,442 in Canada and 223,471 acres in the U.S.**

Within those acres, we also engaged three additional pilot programs to trial different solutions, improve environmental metrics tracking and increase return on investment for farmers in the program. We saw great success with farmers in each program who on average were able to reduce inputs, improve their greenhouse gas per bushel of production ratio, and increase the profitability of the acres they enrolled in the solutions project.

Through continued membership in Field to Market: The Alliance for Sustainable Agriculture, Ardent Mills has eight active U.S. projects enrolled within Field to Market's Continuous Improvement Accelerator. 2021 data includes 78 participating growers across 220,983 acres in 12 states. These projects allow us to track progress against sustainability metrics that have helped contribute to our measured accomplishments.

## PERFORMANCE INDICATORS & ACCOMPLISHMENTS



### Soil health



**145,129** no-till acres

Minimize soil disturbance for growers that implemented no-till acres



**40** fields

Number of fields with cover crops documented



**8.4M** lbs CO<sub>2</sub>e

Difference in GHG Emissions relative to the regional benchmarks by growers participating in the project geographies<sup>1</sup>



**660,000** tons

of erosion less relative to the regional benchmarks by growers participating in the program

### Nutrient & farm resiliency



**256** fields

Enhance efficiency fertilizers adopted by growers in the program. This category includes slow release, stabilizers and inhibitors to reduce GHG emissions.



**209** fields

Biological products utilized by growers in the program to reduce rates of synthetic fertilizers



**971,512** bushels

Farm resiliency shows growers in the program yielded overall better than the regional benchmark in 2021<sup>1</sup>

Content presented courtesy of Nutrien Ag Solutions

\*Note: 3 geographies highlighted significant drought & losses were accounted for in this estimate.

<sup>1</sup>Regional USDA 5-year benchmarks.

Success doesn't stop at the farm gate — we work to engage the entire supply chain to extend the benefits of regenerative agriculture. This year, we also partnered with our customers to help them advance their own responsible sourcing goals. In FY22, we partnered with four customers on 167,803 acres to advance regenerative agriculture and support family farmers.

**See some of this recent success with the Key Performance Indicators (KPI) graphic above.**

#### A look at what's next

**As we look to next year:** we're excited to expand on our original goal, and enroll an additional 80,000 acres, for a program total of 330,000 acres of spring and winter wheat, into our program by the end of May 2023.

We also plan to expand our solutions work to more geographies, grow acreage in existing geographies, and partner with customers on creating carbon reduction credits from our program on 48,000 acres. Our future





## Reducing food waste in our operations

In 2019, a group of Ardent Mills interns set out to identify ways of reducing food waste in our operations. One key opportunity that emerged was the standardization of customer sampling sizes across facilities. Since then, we have worked to implement a new process throughout our facilities, using standardized bags and sampling processes, and conducting employee education. In its first year, the program demonstrated strong results, with an average reduction of 158 pounds of product being sent in for testing each month, a decrease in the volume of flour going to compost and an increase in product going to our customers.

program will also focus on rate reduction, the introduction of cover crops, and expand acreage to commodities other than wheat, such as chickpea, with the support of our Emerging Nutrition center of expertise.

## Renewable energy

**Our goal: 50% renewable energy usage in our operations by 2025.**

Sourcing renewable energy is a key component of our sustainability strategy. In fiscal 2022, we sourced 30.19% of our energy from renewable sources. Below is an overview of our portfolio and how we've achieved this:

### Project-specific RECs

Our projects in Kansas and Texas represent important components of our portfolio. Both projects are online and producing Renewable Energy Certificates (RECs) that are being retired on our behalf. In a full year of operation, these projects make up 14.32% of our total usage.

## Community solar

We have multiple ongoing community solar projects in Minnesota, New York and Massachusetts supporting our Hastings, Mankato, Albany and Ayer facilities. This year, we added two more partnerships for our facilities in Oregon and Alton, Illinois. All our gardens are at various phases of development with some in the first and second years of production, and others yet to be complete.



Ardent Mills procures RECs to help meet our goals and support solar claims. In fiscal 2022, we procured 43,200 RECs, the anticipated volume of our contracted projects once they are all online, to further grow our use of renewable energy. This represents 7.03% of our annual usage.

### Remaining usage

The remaining 8.84% of our renewable energy usage comes from proactively choosing Certified Renewable energy through our existing utilities or the existing use of renewable energy in the power grid in certain geographies where we operate.



**Introducing our new energy team** 

In FY22, Ardent Mills formed a company wide energy team dedicated to building energy education and efficiency projects. The team includes representatives from each of our 45 facilities, with the goal of reducing overall energy usage and cost reductions. This year, the team focused on establishing standard reporting, making data easily sharable, educating leaders on energy bills, usages, etc., and identifying ways to save energy such as changes in our process, power factor correction and LED light installations.



# Creating a place at the table for everyone



**We are committed to providing an environment of mutual respect and equity, where each person is comfortable being themselves and is valued for being unique.**

## **Diversity, equity and inclusion (DEI)**

We ardently believe that diverse backgrounds, experiences and viewpoints lead to new ways of thinking and innovating. We want every team member to be their authentic selves and to have every possible opportunity to succeed.

**Our mission: Lead our industry toward a more inclusive, diverse and equitable environment in which all belong and contribute.**

### **Building space for open conversation**

We want every Ardent Mills team member to feel like they belong, and that they have a seat at the table. This year, our program focused on creating space to have an open and honest dialogue. Highlights include:

#### **Unconscious Bias pilot program**

In October 2021, Ardent Mills launched an Unconscious Bias pilot program. In its first year, the program hosted 50 cross-functional participants and logged 1,150 learning hours. In FY23, the team is working on refining the next version of the program to be integrated across DEI efforts and opening the program to all employees who wish to participate.

## **Learning and development for DEI Council members**

To have a successful DEI program, companies need to engage leaders and employees at all levels. Leaders need to be equipped to implement comprehensive learning and development plans, advance DEI through recruiting and hiring, understand and deliver on customer diversity requirements, and more. To do so, Ardent Mills invested in equipping the DEI Council to be the most effective, highly engaged leaders they can be. This year, we focused on better understanding privilege and how to create safe space for others.

## **Participation in Colorado Inclusive Economy (CIE)**

CIE is a network of organizations working toward a more equitable economy in Colorado. This year, our leaders became involved in the CIE Cohort which allows Ardent Mills to contribute to a more equitable Colorado and learn best practices in DEI based on other companies' real-life strategies and examples.

## **Black Excellence at Ardent Mills (BEAM)**



### Employee resource groups (ERGs)

Ardent Mills ERGs were established to foster a culture of inclusion and create a work environment where employees feel comfortable and empowered to share and exchange ideas. ERGs not only offer support, networking, and community-building, they also expand the possibilities for our employees to engage and collaborate on creative approaches to business opportunities. Our ERGs are inclusive and open for all employees to join, inspired by the belief that everyone belongs, and everyone deserves a seat at the table.



BEAM is an employee resource group that fosters a safe and productive work environment that proactively celebrates Ardent Mills' Black community.

**Mission:** Work to improve the community within the Ardent Mills family by recruiting diverse employees, providing support and resources to ensure their retention and professional growth, which in turn helps create an environment that embraces and celebrates the culture of our Black team members. We aim to educate, inspire, and invigorate Ardent Mills and its African American, African Ancestry, Black and culturally identifying employees.

**Vision:** Help foster an organization whose vision and values reflect championing diverse life experiences and perspectives and will push innovation and company cohesiveness within Ardent Mills to unprecedented heights.



#### FY22 highlights:

- Donated to Second Chance Center, a Colorado-based organization dedicated to helping formerly incarcerated individuals transition back into the community.
- Supported Rose Andom Center, a place for domestic violence victims to find the safety, support, and services needed to rebuild their lives and heal their families.
- Hosted a meeting on Pan Africanism and Reparations for the Black Community.



### SPECTRUM

SPECTRUM is Ardent Mills' LGBTQ+ employee resource group dedicated to creating a safe, inclusive space. SPECTRUM represents transgender, queer, intersex, asexual, lesbian, gay, bisexual, questioning and straight identities, as well as every race, gender, gender identity, sexual orientation, religion, age and ability.

**Mission:** Aligned to our promise, the mission of SPECTRUM is to cultivate a community of welcoming to all, one that is equal, inclusive and diverse for all team members to feel safe, heard and embraced.

**Vision:** Build a community (break bread, build trust) to serve and educate our team members and their families, as well as externally to our communities and our industry to embrace the LGBTQ+ community.

#### FY22 highlights:

- Celebrated first birthday, after being founded in March 2021.



- Expanded to 100+ members.
- Celebrated Pride month with Lunch N' Learns and hosted the first annual Pride Panel.
- Learned about Queer History through Black History Month and Women's History Month Icons.
- Donated to nonprofits in support of LGBTQ+ issues, including Cultivating Change and ACLU.
- Established a Lean-In Circle to build connections and network across the company.

**Women of Wheat (WOW)**

WOW's FY22 goals were about growth, education and personal development.

**Mission:** WOW fosters an equitable and inclusive environment through education, networking, and career development that supports the growth and success of women across Ardent Mills.

**Vision:** WOW believes passionately in energizing and enabling women's leadership growth.

**FY22 highlights:**

- Expanded WOW outreach to be more impactful to team members across the organization including Lean-In Circles for women across Ardent Mills.
- Engaged allies in events and discussions to help educate and empower them to drive improvement in women's careers, recruitment and retention, including a discussion on microaggressions.
- Hosted events to engage members in meaningful discussions, reflection, support and learning. Sample FY22 topics included mentorship, becoming the CEO of your career and women in operations.







## Women in Tech (WIT)

WIT passionately believes that diversity breeds innovation — that’s why we provide a community to empower women within the technology industry.

**Mission:** WIT supports women at every stage of their career through connection, inspiration, sharing experiences and development opportunities. We aim to help women in technology positions reach their goals and their measure of personal and professional success. We provide the opportunity to learn and grow from peers in an inclusive environment where women in technology can collaborate.

## FY22 highlights:

- ♦ WIT hosted events for women and their allies including topics around salary negotiation, working from home effectively and work-life balance.
- ♦ Hosted an event with local Denver-area high school girls interested in STEM careers.

## Military Veterans at Ardent Mills (MVAM)

MVAM enables a connected lifestyle by committing to integrate the experiences, values, and knowledge of Ardent Mills’ military veterans into the workplace, thereby bolstering diversity and inclusion.

**Mission:** To create a strong workforce through collaboration, internal and external networks of personal and professional development, attracting a diverse workforce and creating mentorship opportunities that strategically align with Ardent Mills’ core values. Military veterans and those actively serving in the Guard and Reserve have a unique set of skills that we seek to promote within the company.

**Goal:** To integrate the effective leadership skills, education and resources of our military veterans with Ardent Mills employees.



### Employee experience

Our long-standing values of trust, serving, simplicity and safety serve as our north star as we aspire to create a workplace that is safe, collaborative, inclusive, compassionate, and where our team members can thrive personally and professionally.

**“Ardent Mills is a people-first company. We aim to provide a healthy, safe and inclusive environment for all our team members. We are committed to strengthening our values through continuous improvement and innovation and strive to be an industry leader in employee experience.”**  
— Heather Dumas, Chief People Officer





## Employee engagement

Engagement is what happens when team members are mentally and emotionally connected to the work they do, who they work with and the organization at large. This leads to extraordinary effort and positive financial results. As a people first company, Ardent Mills is committed to maintaining an open dialogue with our employees to support them professionally and personally.

We use surveys as one way to measure engagement levels and gather valuable feedback. Based on team member inputs, managers implement action plans to enhance the Ardent Mills experience. In September 2021 and March 2022, we surveyed employees on key topics including happiness, respectful treatment, willingness to recommend Ardent Mills as an employer, authenticity, winning the right way, work life balance and future careers at Ardent Mills. Despite the challenges of FY22, the results showed positive change throughout our organization.

We will continue to look to find ways to hear the voice of our team members and live out Our Promise. And, we are actively looking to continue to meet and exceed industry benchmarks.

## Ardent Mills employee feedback

**Employee happiness (😊):**  
Overall score (“how happy are you working at Ardent Mills?”) went up one point since August 2021 to 76.

Industry benchmark is 78.

### Win the right way:

Overall score (“I feel free to challenge the way things are done here”), went up two points since August 2021 to 68

Industry benchmark is 71.

### Authenticity:

Overall score (“I feel comfortable being myself at work”) went up one point since August 2021 at 80 which reached the industry benchmark.

### Balance:

Overall score (“I am able to successfully balance my work and personal life”) went up one point since August 2021 to 69.

Industry benchmark is 77.

### Recommend:

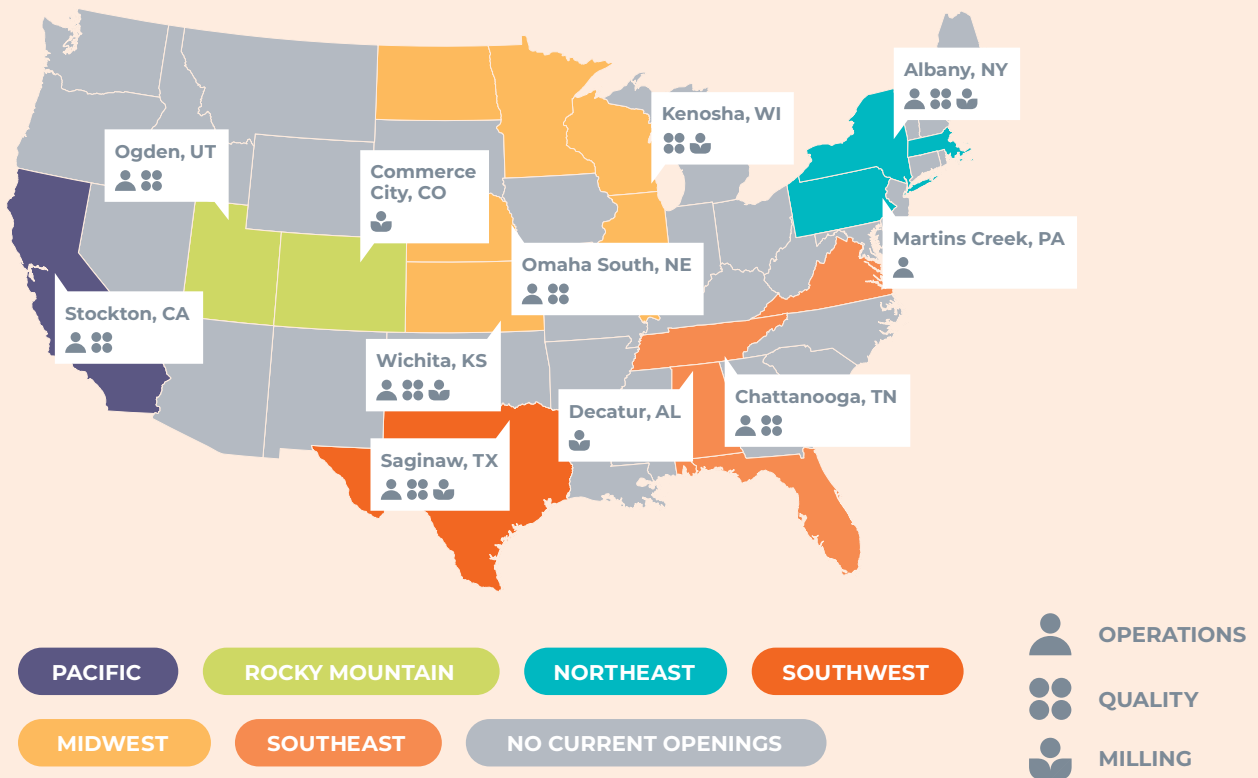
Overall score (“I would recommend Ardent Mills as a great place to work”), went up one point since August 2021 to 75.

Industry benchmark is 80.



**Growing future leaders** 

We strive to recruit employees of diverse talent, thought, degree and education-type, and create university partnerships along the way. Relunched in 2021, Cultivate is Ardent Mills rotational campus program that invests in future leaders by equipping them with knowledge, technical skills, and leadership tools through hands on experience at Ardent Mills. Through this effort, Ardent Mills recruits from 20 schools with the intention of hiring interns or direct hires into the program. We offer more than 40 internships a year in our plants and bring in around 40 Cultivate leaders annually. We also offer a variety of development opportunities for our current team members, including a suite of leadership programs, professional development courses, and technical training through partnerships with International Association of Operative Millers (IAOM) and our own internal Maintenance Skills Track.









## Community highlights

### Living our values: Colton team month of service

The Colton, CA, Mill had a busy month of service — volunteering more than 150 hours to local organizations and donating more than 320,000 pounds of products to local food banks in April. Service projects included packing critical hygiene packs for San Bernardino County that were available to anyone in the community, cleaning up roadside litter through the Adopt a Highway program, and donating time performing music for the Holocaust Remembrance Benefit Concert.

### Marshall fire relief

This past year, Colorado experienced the most destructive wildfire in its history. The fire burned more than 6,000 acres, causing hundreds of homes to be destroyed, and more than 75,000 people to be evacuated. Many Ardent Mills teammates and families of teammates were impacted by this disaster. As soon as the news broke, we reached out to the Salvation Army to support their ongoing fire relief. Our donation of \$20,000 supported needed rations for volunteers and evacuees alike. **Our donation equated to 11,599 drinks, 6,315 meals and nearly 12,000 snacks to keep community members nourished during a difficult time.**



### Rally for Ukraine

Team members across North America rallied to support all those affected by the ongoing war in Ukraine. Our Canadian team members raised \$10,000 CAD to support the Canadian Food Grains Bank efforts to feed refugees of the Ukrainian conflict in neighboring countries, and our U.S. team members raised \$15,000 USD to support the American Red Cross' efforts in the conflict areas.

### Serving our communities: Saskatoon

The Saskatoon team had an outstanding year of service and positively impacted their community by:

- Donating six totes of school supplies to St. Michael Community School, an underserved school in Saskatoon.
- Donating food and pet food supplies to the Food Bank in Saskatoon and the Society for Prevention of Cruelty to Animals in Saskatoon.
- Raising \$1,362 CAD for the Heart & Stroke Foundation of Canada, an organization leading the fight against heart disease, stroke and related conditions.
- Donating \$1,500 CAD to CHEP Saskatoon, an organization dedicated to promoting and providing healthy food options to Saskatoon residents.
- Partnering with Nestor's Bakery to raise money to support Ukrainian relief efforts. The team also donated 1200 cwts of product to Nestor's for this effort.

# We are the trusted partner in nurturing our customers, consumers and communities



**Ardent Mills is committed to improving access to nutrition solutions for communities locally, nationally and globally. We are here as a trustworthy leader and resource.**

## Food safety. It's ingrained in us.

The quality and safety of our products is ingrained in everything we do. In fact, safety is a core value that Ardent Mills was founded on. Here are some of the steps we take to help ensure Ardent Mills products are safe:

- ◆ **Sourcing:** Our approach to food safety covers the entire supply chain, starting with raw materials. We follow comprehensive procurement and auditing processes to ensure we receive safe, high quality raw materials that comply with regulations.
- ◆ **Processing and preparation:** All our facilities are designed to ensure we prepare our products to the highest quality and safety standards. From carefully managing the flow of ingredients and certified cleaning and sanitation practices, to rigorous training programs for our team members, safety is paramount throughout our operations.
- ◆ **Testing:** At Ardent Mills, many tests are performed to ensure the safety and consistent performance of our products and to verify product compliance with strict internal and external standards.

- ◆ **Packaging and transportation:**

Packaging plays a large role in ensuring our products reach customers safely and in optimal condition. It also carries clear information about how to prepare, store and use the product, with information on ingredients as well as any risks.

- ◆ **Research and innovation:** Food safety is never static. Expectations shift, regulations change and our scientific knowledge evolves. That is why we proactively work to improve our procedures and are dedicated to reducing risk wherever possible.

## Product innovation

Ardent Mills is passionate about the future of food and providing grain-based solutions that address the needs of tomorrow with ingredients grown today. Fulfilling our commitment to Nourishing What's Next, our family of ingredient specialists, technical experts, bakers and chefs work together to develop innovative solutions for our customers, and ultimately consumers.



### Keto-friendly

Interest in the keto-friendly lifestyle diet continues to grow as consumers seek solutions that match their personal health values and preferences. Building on the momentum of our U.S. launch of Keto Certified Net Carb Flour Blend, in 2022 Ardent Mills launched a Keto-Friendly Flour Blend and Keto-Friendly Pizza Flour for the Canadian market. Ardent Mills' keto-friendly products are all formulated to provide consumers options that help them achieve their dietary goals without sacrificing taste.

### Gluten-free

Gluten-free foods have also surged in popularity as many consumers try to reduce the amount of gluten in their diets or seek out new food options without compromising on great flavor. To help

meet this increasing demand, Ardent Mills launched a Gluten-free 1-to-1 All Purpose Flour and Gluten-free Pizza flour for both the foodservice and Canadian markets. In addition, we acquired the business assets of Firebird Artisan Mills, a leading gluten-free, specialty grain and pulse milling company, enabling us to provide field to formula gluten-free solutions for our customers.

### Chickpea snacking and baking innovation

The plant-based food and beverage market shows no sign of slowing down as consumers look to foods that align with their individual values — both personal and planetary. Ardent Mills has made proactive investments to meet this demand. In June 2021, Ardent Mills closed on its acquisition of Hinrichs Trading Company's (HTC) business assets. HTC is the North American leader in chickpea sourcing, cleaning and packaging.



## Chickpea. An agricultural wonder.

**Did you know: chickpeas are a nitrogen-fixing crop that can play a key role in regenerative agriculture.<sup>1</sup>**

<sup>1</sup> The Global Pulse Confederation







### Ardent Mills Emerging Nutrition

Launched in fiscal 2022, our Emerging Nutrition center of expertise takes a holistic approach to innovation. This cross-functional team of experts works with customers who want to innovate with or integrate alternative grains into their portfolios. By providing insights, expertise and support, we work with customers to help them meet their goals with confidence and ease.

Ardent Mills is also working with many customers to incorporate more chickpeas, which are rich in nutrients such as fiber and protein, into more food options across North America — from snacks to center of the plate.

#### Organic Ultragrain®

We continue to expand our organic offerings and recently made available a Certified Organic version of our Ultragrain® flour. Ultragrain® flours are 100 percent whole wheat flours that use proprietary technology to offer whole grain nutrition with the taste, texture and appearance of white flour.

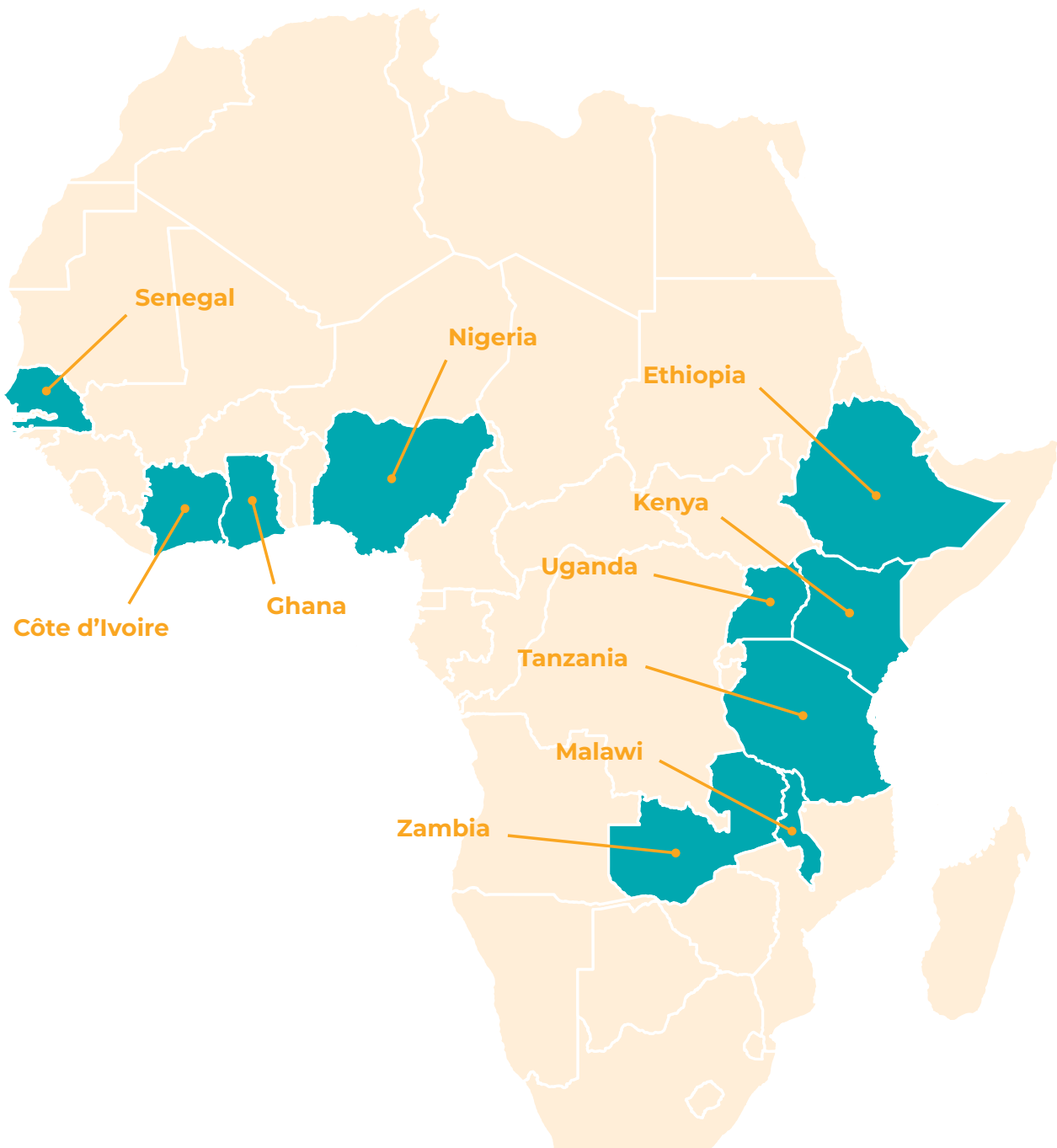


### Partners in Food Solutions (PFS)

Ardent Mills is an active member of PFS, a nonprofit organization that is working to improve food security, nutrition and economic development in Africa by sharing the expertise of leading food companies worldwide with emerging food businesses in Africa.

Through our partnership, Ardent Mills team members remotely share their skills and expertise with these entrepreneurial companies in the countries of Senegal,

Côte d'Ivoire, Ghana, Nigeria, Ethiopia, Kenya, Uganda, Rwanda, Tanzania, Malawi and Zambia to help address food insecurity by strengthening the food value chain. Since the start of our partnership, 100 Ardent Mills team members have contributed more than 5,200 hours to over 100 different food businesses. They have helped produce millions of safer, more nutritious and affordable servings of food.





“From day one, Ardent Mills has been an incredible partner and champion for improving food security in Africa. With some of the top milling experts in the world, Ardent Mills is an amazing resource for our many milling clients across the continent. Ardent Mills employees, from all areas of the business, go above and beyond to share their skills and knowledge with those in one of the best positions to address food security in Africa — local food companies.”

— Jeff Dykstra, CEO and Co-Founder of PFS



“For us and our food technologists, our favorite part of working with Ardent Mills volunteers is the knowledge transfer and simplicity in communication. At first, we were unsure if we would understand the volunteers because of their high level of expertise, but we ended the project with so much new knowledge.”



After the gluten-free bread and biscuits formulation project that volunteers helped us with, we learned about the right methods for mixing ingredients, innovations and alterations we can make in existing methods, and how to develop the right formulations for products.”

— Managing Director of Sai Energy and Logistics Ltd, Tanzania



“PFS does a great job putting together a diverse group of volunteers to support emerging African food businesses and their goals. It is very rewarding to help these companies by giving a bit of my time and expertise. Together, Ardent Mills employees in North America and entrepreneurs in Africa are directly making a positive impact on the food industry on a global scale.”

— Kailey Bullock, specialty grain merchant at Ardent Mills







Learn more online:

 [ardentmills.com/about/corporate-social-responsibility](https://ardentmills.com/about/corporate-social-responsibility)

We welcome your comments and questions about the contents of this report. Please contact us at:

[info@ardentmills.com](mailto:info@ardentmills.com)



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