



Nourish: Intention & Impact

**Ardent Mills Fiscal Year 2023
Environmental, Social and
Governance Report**





“Our teams worked together to demonstrate what it means to Be Ardent in our commitments and in our actions. We invested in our customers, consumers, suppliers, communities, the planet and each other.”

Dan Dye
Ardent Mills CEO

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About this report

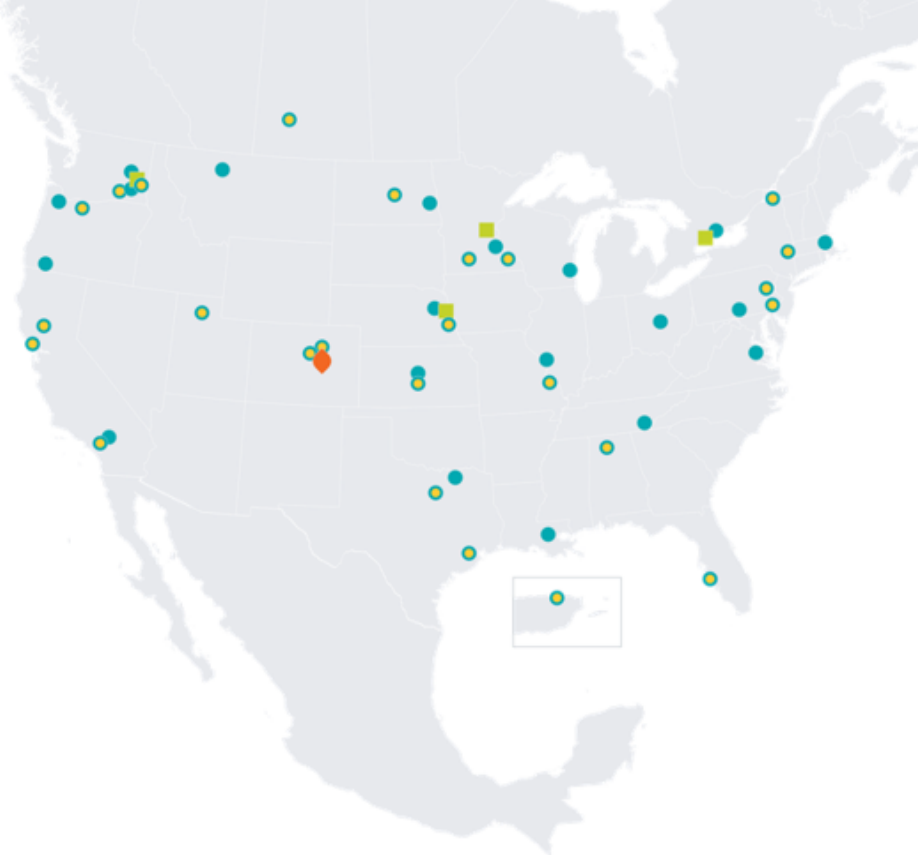
This report provides information about Ardent Mills' environmental, social and governance (ESG) activities and performance during fiscal year 2023 (FY23) (June 1, 2022, through May 21, 2023). The content in this report covers our focus areas and includes data from the facilities we own (or lease) and operate, as well as select information on our supply chain. Read more about our ESG initiatives [here](#).



Ardent Mills is nourishing what’s next with intention and impact

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 40 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.



- ◆ Headquarters
- Community mills/facilities
- Office locations
- Pack facilities

How we do business

More than nine years ago, we embarked on a mission to enhance the quality of life and standard of health in the communities where we live and work. As part of that, we created a set of core values — **Trust, Serving, Simplicity** and **Safety** — to drive our behaviors and inspire continuous improvement. As we strive toward our vision to be

the trusted partner in nurturing our customers, consumers and communities through innovative and nutritious grain-based solutions, our mission and core values remain at the heart of all that we do and have allowed us to create a culture that is uniquely Ardent Mills.

Our Mission

Enhancing the quality of life and standard of health.

Our Vision

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

Our Promise

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

Together, we make Ardent Mills.

Our Values

Trust

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

Serving

SERVING others with understanding, respect and care.

Simplicity

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

Safety

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



A Message from our CEO



Our team at Ardent Mills is focused on nourishing with intention and with real-world impact. We came together with our call to Be Ardent in all our actions – to bring our vision, mission, values and promise to life through our work every day. Through this, our teams feed millions of people across North America.

Similar to recent years, FY23 proved to be a year of uncertainty for our industry. Supply chain challenges, ingredient cost fluctuations and continued labor shortages impacted our business, our customers and consumers everywhere. Yet despite these dynamics, our teams and facilities continued to innovate with customer solutions in mind, while keeping safety at the forefront.

Across our more than 40 locations in Canada, the U.S. and Puerto Rico, our team members' dedication to our key priorities was palpable. I am especially proud of our continuing commitment to food safety with our launch of BakeSafer™, and also our impressive progress in our regenerative agriculture program. We enhanced our employee experience with the expansion of our Diversity, Equity and Inclusion (DEI) team, made significant strides toward success with our People Plant Promise initiative that focuses on front-line team member experience, and continued to roll out and prioritize Project Elle, which provides

improvements to our locker rooms, breakrooms and restrooms and ensures an inclusive space for all. Through these efforts, our intention is to create an environment where everyone feels valued and heard.

We did this all while serving our communities where we live and work — whether that's helping to expand agricultural education, combatting food insecurity on a national, local and international level, or showing up to clean parks, raise money and lift up our community members wherever they need it most.

In this report, I'm pleased to dive deeper into these initiatives and more, sharing our progress and future goals while celebrating the work we've done and enthusiastically preparing for the work yet to do.

As always, our values guide each of us at Ardent Mills. When we approach our daily work with Trust, Serving, Simplicity and Safety, we can be confident in our ability to transform how the world is nourished, one action at a time.

Dan Dye, **Ardent Mills CEO**



Our ESG Strategy

Over the past year, we undertook an initiative to reimagine Ardent Mills' sustainability and social responsibility programs. As part of this process, we made the decision to align our efforts under an Environmental, Social and Governance (ESG) framework. This allowed us to reevaluate our goals and ambitions and ultimately led to a more encompassing list of time-bound goals that

cover all key aspects of our business. As part of this evolution, you'll notice a new program name, **Nourish: Intention & Impact**, as well as four new pillars of focus that are designed to reflect Ardent Mills' strategic approach. Some of these, such as Communities and Planet, will be familiar, while our People and Ingredients pillars offer new ways to measure impact.

Nourish: Intention & Impact

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



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



People strives to cultivate a workplace in which all people thrive through our DEI efforts, employee well-being and safety, and employee development.



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



Ingredients Working together with our suppliers, we seek to source ingredients responsibly through tactics like establishing a code of conduct under which our vendors are to operate.

As part of the Nourish: Intention & Impact platform we recognize that there were goals in previous reports with target dates of FY25. Ardent Mills was on track to hit all previous goals and in some specific cases achieved success early. As part of our new ESG structure, it was important to assess the

ambitions of not only those goals, but our program overall. In this report you will see many of the goals from past reports refreshed with new targets, while some goals, such as our load optimization goal, condensed as part of our overall Science-Based Target strategy.

Our ESG Highlights

PEOPLE

21,205 employee conversations for **Safety Cultivating Ownership Respect and Empowerment** program

Welcomed **most diverse intern class** in company history

Led the industry by introducing custom-designed, sustainable **women's uniforms**



COMMUNITIES

Engaged **945,000** students in **agriculture education**

Donated more than **2.9 million meals**

Volunteered more than **5,900 hours** in our communities



INGREDIENTS

Conducted **1 million food safety tests** per year

Engaged team members in **3-5 food safety meetings** each month

Enrolled more than **348,000 acres** in our **regenerative agriculture** program

239,223 acres following **no-till practice** and **1 million tons of soil** kept in fields

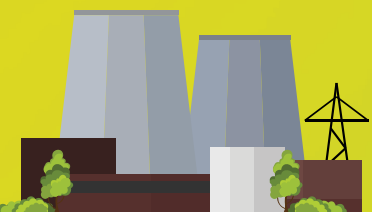
PLANET

Prepared to set science-based greenhouse gas emissions targets by **measuring business and supply chain emissions**

Achieved **44%** of facilities composting

Achieved **73%** of facilities recycling

Directed **\$13.1M** in spend to **diverse suppliers**





ESG governance

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

- **Board of Directors**
- The **CEO** owns the ESG strategy while the **Chief Growth Officer** and **Vice President of Supply Chain** have direct oversight of ESG strategy and communicating progress, goals, metrics and investments to our board of directors on a quarterly basis.
- **Internal Steering Committee:** Made up of the Chief Growth Officer, Chief Financial Officer, Chief People Officer, VP of Operations, VP of Supply Chain and led by the Senior Manager of ESG, this group meets quarterly to ensure program goal achievement and provide support to drive progress throughout the organization.
- **ESG Working Group:** This group is made up of nine representatives from ESG-aligned functions (functions whose metrics are critical to platform success). In addition, the Senior Manager of ESG and the Senior Sponsor, VP of Supply Chain, meet monthly to ensure tactical execution of initiatives prioritized by the steering committee.



Our commitment to the United Nations Sustainable Development Goals

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

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

PILLAR	GOAL BY 2030	FY23 PROGRESS	SDG (Sustainable Development Goals)
COMMUNITIES	<p>20 million meals donated</p> <p>75,000 volunteer hours cumulatively by 2030</p> <p>One million students engaged in agriculture education yearly</p> <p>\$60 million in economic development benefits¹ created</p>	<p>2,984,833 meals across our mill locations</p> <p>5,965 hours volunteered</p> <p>945,000 students engaged in agriculture education</p> <p>\$9.3 million to 11 countries across the African continent working to strengthen food security, improve nutrition and increase economic development through our Partners in Food Solutions partnership</p>	  
PEOPLE	<p>Aspirational goal of all Ardent Mills locations (45) with no recordable injuries</p> <p>Maintain and/or increase Employee Engagement Survey Enterprise Score year over year (inclusiveness)</p>	<p>20 plant locations with no recordable injuries; five office locations with no recordable injuries</p> <p>Engagement Survey Enterprise Score of 83</p>	
PLANET	<p>Increase total metric tons (MT) of organic waste being diverted from landfill</p> <p>Enroll 100% of facilities in composting and recycling diversion programs²</p> <p>Divert 80% of waste from landfills across our network</p> <p>Science-based greenhouse gas emissions targets will be set by end of 2023</p>	<p>1,026 MT of organic waste material sent to compost or animal feed</p> <p>73% of facilities recycling and 44% of facilities consistently composting</p> <p>Our compost and recycling diversion rate is estimated to be 18%</p> <p>Conducted Scope 1, 2 and 3 analysis in FY23; currently integrating decarbonization strategy across the company</p>	 
INGREDIENTS	<p>Achieve \$100 million of spend with diverse suppliers across all U.S. categories by end of FY28</p> <p>2.5 million regenerative agriculture acres</p> <p>100% RSPO Palm Oil</p>	<p>\$13.1 million in spend with diverse suppliers</p> <p>348,281 regenerative agriculture acres enrolled</p> <p>100% sourced</p>	

¹Unless otherwise noted

¹ Economic development benefits is defined as: 1) Revenue generated from local, regional, and export sales that is brought into the African company and spent on further business growth 2) Farmers, who companies purchase from and increasingly purchase from as the companies grow 3) Employees, who are gainfully employed and more individuals who gain employment as the business matures and expands and 4) Consumers, who have increased access to locally made, safe, nutritious food. Local foods tend to be more trusted by consumers, so purchase of high-quality locally made food (versus having to process it themselves, forgo consumption, or spend more heavily on imported foods which have tariffs added to their price) would increase.

² Facilities where composting and recycling programs are available.

Communities



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Communities

Deeply rooted in the regions in which we live and work, we leverage the strength of our business to support what matters most — people. Underscored by our value of serving others, our teams volunteer their time and talents locally and globally to help organizations meet their goals. Our Communities pillar has two primary goals: expand agricultural education and the number of students engaged in agriculture through our Growing a Better Future

program and ensure access to nutrition through partnerships with organizations that serve specific needs. Some of our efforts include supporting elderly populations with Meals on Wheels of America, addressing food insecurity amongst children through No Kid Hungry or helping to bridge the nutrition gap through partnering with Feeding America.



“Our mission gives us a blueprint for building a unique and strong culture where we care for each other and our communities. At Ardent Mills, we strive to nourish communities with innovative grain-based solutions and to empower our team members to be active participants in making the places where we live and work healthy and prosperous.”

Phoenix Dugger
Senior Manager, ESG

Growing a Better Future



We equip future leaders with the tools and resources to help advance agriculture and nurture a diverse, inclusive industry. This year, we launched our Growing a Better Future program that is focused on expanding agricultural education across North America. Through this program, we work closely with a variety of student organizations, colleges and universities to improve educational opportunities and outcomes, reaffirming our investment in the future of agriculture and food.

We collaborate with these organizations and institutions in several ways, but we are especially proud of the advisory role we've been able to provide as they implement and grow their DEI programs. We also extend our support through

service grants, which enable youth volunteers from these organizations to participate in service projects that range from assisting with reading and comprehension to agriculture educational programs and more.

Overall, our goal is to engage students across the communities we operate in and illustrate the variety of ways they can immerse themselves in agriculture and have fulfilling experiences and careers. We also recognize that future agricultural leaders can come from all communities. That is why we also partner with city-based universities and programs with the goal of bringing agriculture education to students who are not yet aware of the industry as a fulfilling career path.

Agriculture Future of America

Ardent Mills has supported Agriculture Future of America (AFA) since 2014 with its work to shape transformational leaders in food and agriculture. Our support over the course of our partnership has helped contribute to 6,868 college students attending AFA conferences and accessing the organization’s education programs. We also hosted educational tours of our facilities to show students a first-hand look at different parts of the agricultural sector.



National FFA Organization

For nearly five years, Ardent Mills has partnered with the National FFA Organization (formerly Future Farmers of America). FFA is an intracurricular youth organization for middle and high school students interested in agriculture and leadership. Through its mission, FFA prepares more than 945,000 members for premier leadership, personal growth and career success through agricultural education. In FY23, we supported the organization’s plant systems career pathway and Living to Serve program, and expanded our support to help fund the organization’s equity, diversity, and inclusion initiatives to ensure agricultural education is a welcoming place for all young people.

Through National FFA Organization, we helped support the following in FY23:

336 service grants

25,399 youth volunteers

334,940 service hours

More than \$10 million in economic impact directly and indirectly

Economic impact is defined as measurable influence and contribution of these activities on the local economy, encompassing factors such as increased productivity, cost savings, and improved community well-being.



Kansas State University

In FY23, Ardent Mills granted Kansas State University \$3.5 million toward its Agriculture Innovation Initiative. This gift will support the university’s grain science department to invest in growth, research and development capabilities through 2026. The goal is to drive exceptional, diverse talent development and best-in-class research to help solve food and agriculture challenges today and for generations to come. The gift is part of Ardent Mills’ ongoing commitment to providing development and engagement opportunities for the next generation of agri-business professionals while supporting inclusion and diversity.

“Ardent Mills is passionate about cultivating an innovative future for our industry and is committed to helping grow our future leaders. The food and agriculture industry is evolving and to continue building success for Ardent Mills, we must actively seek and embrace talent from diverse backgrounds to fuel innovation, foster creativity and ensure a well-rounded approach to challenges and opportunities.”

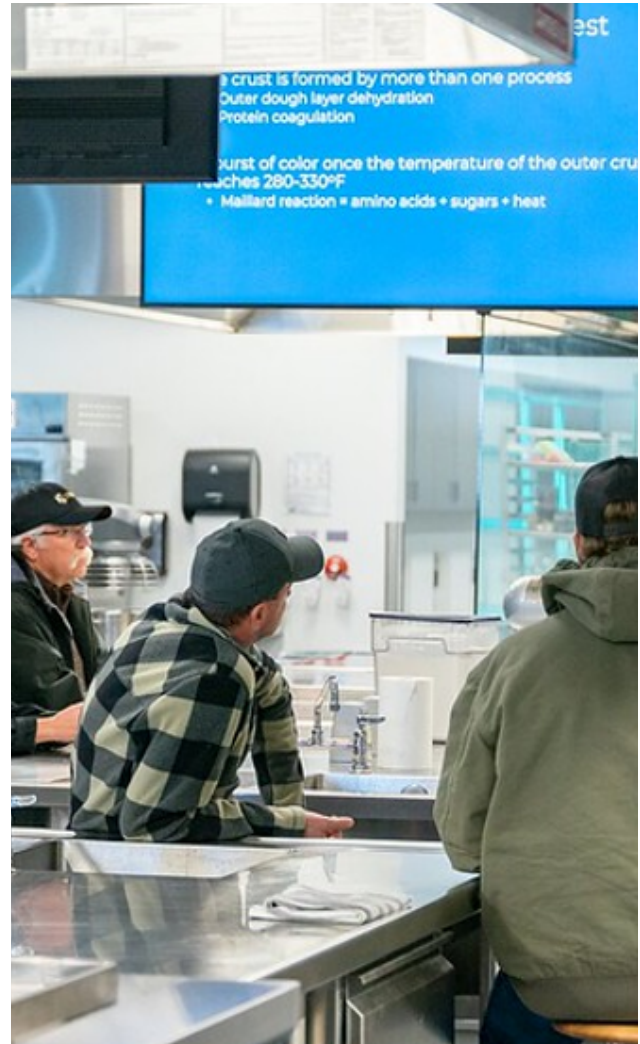
Troy Anderson
Vice President of Operations

The Ardent Mills Teaching and Culinary Center at the Colorado State University Spur Campus

Housed within the Colorado State University (CSU) Spur campus' Terra building, the new Ardent Mills Teaching and Culinary Center is part of a strategic partnership that will focus on promoting the science of regenerative agriculture systems, agricultural literacy and career pathways, and innovation in food, nutrition, agribusiness and the food industry.

In addition to providing funding for food, materials and equipment for many of Spur's food innovation programs, Ardent Mills will also provide technical expertise and guidance to smaller entrepreneurs who are exploring new markets such as plant-based and gluten-free alternatives.

This partnership will also allow for the expansion of current programs such as Cam's Ag Academy, the agricultural literacy program for CSU's Program of Agricultural Education, and collaborations with groups such as the Boys and Girls Club and FFA, while providing engagement opportunities such as community kitchen space and culinary classes for both amateur and professional chefs.



Combating Food Insecurity & Promoting Nutrition

As an organization that plays a critical role in feeding more than 100 million individuals every day, we understand the importance of donating our time, talent and product to help improve access to food and nutrition. We created our Access to Nutrition program to support nonprofit organizations in their work to help alleviate food insecurity in communities across the country. Through our Access to Nutrition partners, we can ensure that our donations are going back into the communities where we live and work. This year, Ardent Mills began new partnerships with three national nonprofit organizations that address food insecurity across the U.S.:

- [Meals on Wheels America](#)
- [Feeding America](#)
- [No Kid Hungry](#)

Our facilities select the organizations they would like to donate to, and the funds are directed to the local chapter of the national partner that was selected. In addition to donations, these partnerships were designed to give our 40+ facilities the opportunity to volunteer their time with our partner organizations to help make a difference in their communities.

In FY23, Ardent Mills donated 2,260,000 meals through our Access to Nutrition program:

10,000 meals

Meals on Wheels America

750,000 meals

No Kid Hungry

1,500,000 meals

Feeding America



Boys and Girls Clubs of Metro Denver

Ardent Mills and the Boys & Girls Clubs of Metro Denver have been working together since Ardent Mills' inception in 2014. In FY23, we were honored to help enroll 4,002 club members into cooking classes to introduce members to healthy diet staples through easy-to-follow and cost-effective recipes. This initiative also extends our Access to Nutrition program goals by educating our community on simple, affordable ways to live more nutritiously.



Fighting Hunger & Feeding Hope

The Food Bank of the Rockies is a longstanding Ardent Mills partner. In FY23, Ardent Mills donated the equivalent of 724,833 meals to the Food Bank of the Rockies, the largest hunger relief organization in the Rocky Mountain region.

As part of our partnership, Ardent Mills hosts an Annual Supplier Golf Charity Event that serves as a beloved fundraiser supporting Food Bank of the Rockies. Our June event raised \$250,000 for the Food Bank of the Rockies.



“As an organization, we leverage our business’s strength to support our communities where we are most needed. Food insecurity touches thousands of communities across the country, including in our own backyard of Colorado and Wyoming. That’s why I’m so proud of Ardent Mills’ partnership with Food Bank of the Rockies. Our combined efforts help families thrive through access to nutritious meals and allows us to live out our collective mission, vision and values.”

Nick Benham

Corporate Controller, Ardent Mills
Chair of the Board, Food Bank of the Rockies

Spotlight on Partners in Food Solutions



Ardent Mills is also committed to reducing food insecurity beyond North America. We do this through our work with Partners in Food Solutions (PFS), a pan-African nonprofit organization working to improve food security, nutrition and economic development by sharing the expertise of leading food companies with emerging and entrepreneurial food businesses on the continent.

Through its work, PFS has contributed \$9.3 million in economic value, impacting 184,693 growers across Senegal, Cote d'Ivoire, Ghana, Nigeria, Ethiopia, Kenya, Uganda, Rwanda, Tanzania, Malawi and Zambia this past year. We're honored to have contributed to this work in FY23 through the 60 Ardent Mills team members who volunteered 1,257 hours to assist PFS and 6,385 local clients in 4.5 billion meals' worth of product sold to the local market and 75 apprentices trained in Africa.

Since the start of our partnership, 129 Ardent Mills team members have contributed more than 7,029 hours to over 100 different food businesses, ultimately supporting the production of safer, more nutritious and affordable food and helping the supply chain be more efficient.

In FY23, Ardent Mills CEO Dan Dye traveled to Zambia, along with other business leaders, to see firsthand the impact of PFS' work. He also participated in the Bloomberg Sustainability Summit Ag Panel to share how PFS is helping advance actionable solutions to advance the food industry across the African continent.

“I’m privileged, humbled and honored to see our Ardent Mills team members engage with food entrepreneurs advancing economic development. It’s inspiring to see how our volunteer engagement with small African food companies is impacting the different plants and businesses, and how they’re, in turn, helping to solve food insecurity across the African continent.”

Dan Dye

Ardent Mills CEO

Board Member, Partners in Food Solutions

Engaging with our Communities



We engage in the communities that host our facilities through volunteering, product donation and financial support. Our annual Month of Service empowers our employees to meaningfully contribute by sharing their time and knowledge with their communities.

April Month of Service



1,099 hours
volunteered



51,000 pounds of
product donated



33,358 pounds of
clothing and other
essentials donated



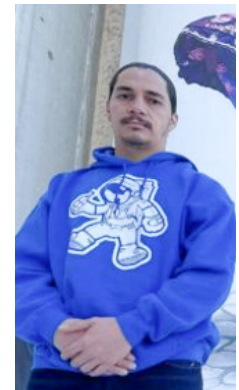
Mural at Ardent Mills' Denver Mill, created in partnership with RiNo Art District

About the Mural

According to Bimmer Torres, “the inspiration for the mural, ‘Mitotli,’ is the cultural melting pot Denver has become during recent decades. The design portrays two danzantes (dancers) — the Indigenous danzante in the back and then transcending into the modern mestizo (European and Indigenous) folklórico (folklore) danzante.”

About the Artist

Bimmer Torres was born in Chihuahua, Mexico, and raised in the community where the mill is located. He has been producing art professionally for more than 15 years, specializing in large-scale art production from mural work to sculpting.



“Our Denver Mill team had one mission when we had the idea of putting a mural on our silos: to reflect the community where we live and work. Bimmer brought that vision to life and exceeded every expectation we had — we are so proud to have Mitotli on our mill.”

Brent Johnson
Plant Manager

People



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People

Driven by our values of Trust, Serving, Simplicity and Safety, Ardent Mills works to cultivate a workplace where all people thrive personally and professionally. Our goal: That each team member's individual and collective impact best serves our customers and

communities while furthering our vision of being the trusted partner in nurturing our customers, consumers and communities through innovative and nutritious grain-based solutions.



“We strive to be the employer of choice for our industry, and we believe that to accomplish this, we must be a people-first organization. That means focusing our innovation legacy in areas of safety, employee engagement and inclusion for all.”

Heather Dumas
Chief People Officer

BE Ardent



A theme. A mindset shift. A promise to bring our brand to life and our organization to new heights, passionately centered around our people. We launched “Be Ardent” in FY23 with the intent to strengthen our people-first, values-based culture. By Being Ardent, we hope to better ourselves and

continue to build a reputation as a trusted partner with our customers, suppliers and farmers. When we start each day with the mantra of “Be Ardent,” we magnify our mission, vision and values — leading us to better results in every area of our business.

“‘Be Ardent’ is not just a theme for the year, it is a theme for the future, and it signifies a way of working together that will change the trajectory of our great company.”

Dan Dye
CEO

Living our Safety Value

Safety is about more than preventing injuries. At Ardent Mills, we view safety as a broader goal that ensures the well-being of our people and our products and provides an emotionally and psychologically safe workplace.

Ardent Mills team members complete monthly Safety, Food Safety and Quality training through a combination of self-paced, classroom/instructor-led or hands-on, in-the-field training.

In Ardent Mills' February 2023 Engagement Survey, Ardent Mills scored an 84 on the question "I feel safe at my workplace."

This year, we had 25 office and facility locations without a recordable incident

Six office and/or facility locations have achieved **7+ years** without a recordable incident

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

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

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

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

49,812 hours of Safety, Food Safety and Quality training in FY23

"When our team members contribute their time and talents at any Ardent Mills facility, we take that responsibility seriously. We care deeply for each other. Our safety culture isn't complete until we meet our goal of 45 injury-free locations — in other words: Every single Ardent Mills team member ends every single day injury-free."

TJ Tuetken

Director, Environmental Health and Safety



Safety Cultivating Ownership Respect and Empowerment (SCORE)

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

VISION

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

21,205 SCORE safety conversations conducted

“Ardent Mills has a very high people safety culture. It’s up to you as an individual [to look out for] your own safety and the safety of all others, and vice versa. You can always bring any safety concerns up.”

Ardent Mills employee

Provided via anonymous survey



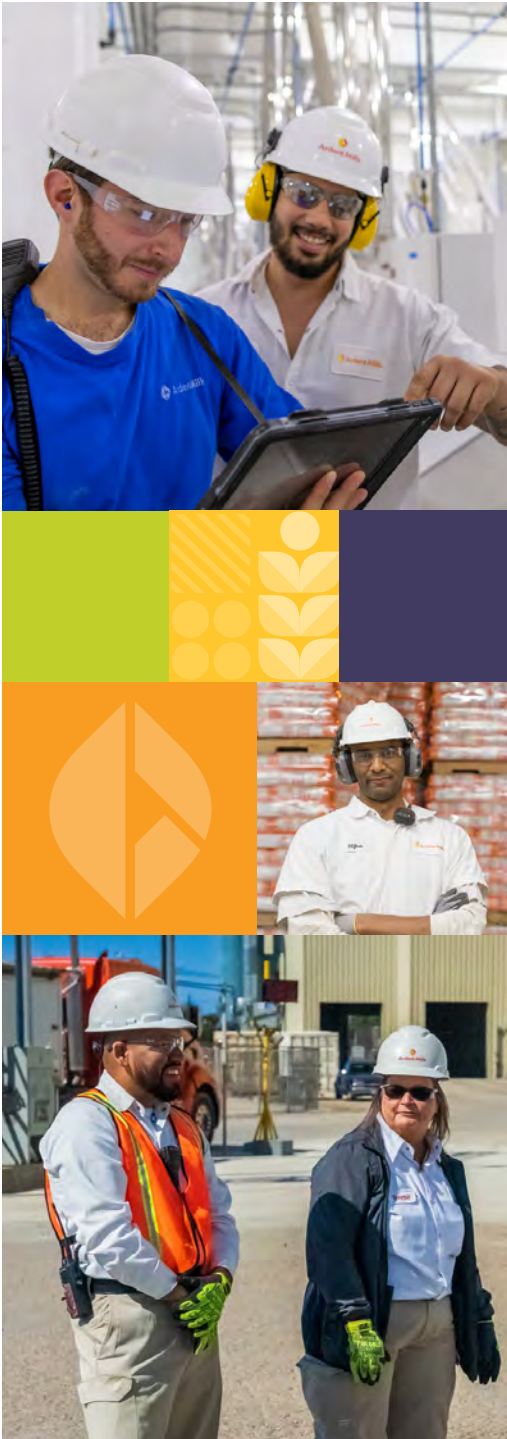
Safety Governance

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

“When you say safety as one of our principles, it is really taken to heart here. Safety is a core value that we’re not going to compromise on, and our leadership team gives us the ultimate, total support when it comes to safety – they mean it when they say it and they support it without question. At Ardent Mills, when you talk about Being Ardent about something, we’re ardent about safety.”

Sean Gager
Regional Plant Manager, Albany

Improving our Employee Experience



As a people-first organization, we have long held the belief that our team members are the pulse of our business. And, we are committed to upholding a culture they can be proud of and should come to expect when working at Ardent Mills.

One of our focuses this year was on our production workforce. We worked to create tools for our plant leaders that focused on building and enhancing consistent work experience for our team members.

Using team member feedback received in September 2022 and February 2023, we identified two focus areas to improve employee experience: **attracting and retaining talent** and **facilitating better work-life balance**.

Here are the actions we've taken:

- Created standardized tools to improve how Ardent Mills hires, onboards and manages teams with consistency and quality
- Developed a simplified onboarding experience that includes on-demand training for new team members
- Launched updated shift differentials and implemented an on-call pay policy to help enhance transparency and increase work-life balance
- Expanded our referral bonus program to increase our candidate pipeline
- Updated and utilized screens at our facilities to enable more streamlined communications — from company news and safety updates, to tailored communications for specific mills

A Place for Everyone at Ardent Mills

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

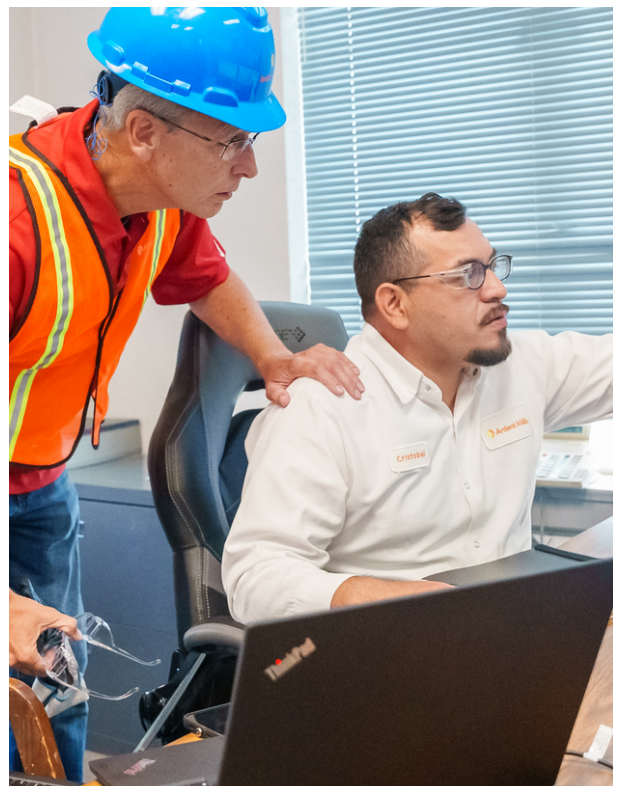
Making sustainable and systemic change is core to Ardent Mills' DEI strategy. Our multiyear DEI journey is aligned with our long-term business strategy and organizational goals, and is based on four key pillars:

- **People:** Increase workforce diversity and drive a culture of inclusion in the workplace.
- **Customer:** Create customer loyalty by innovating new products and services that support the growing diversity of our customers' consumers.
- **Community:** Enhance company reputation through community involvement and engagement.
- **Supplier:** Establish and grow our supplier diversity program that strengthens local economies.

OUR DEI MISSION

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

We want every Ardent Mills team member to feel like they belong, and that they have a seat at the table.





“We ardently believe that diverse backgrounds, experiences and viewpoints lead to new ways of thinking and innovating. When we come together in the spirit of inclusion and belonging, we progress toward creating a workplace where everyone has the opportunity to reach their full potential.”

Greg Garrett
Director, DEI

DEI Governance

A sense of belonging among employees is vital to maintain a healthy company culture, attract the best talent and support our communities. DEI is not only a moral imperative, but also a business imperative. We have various levels of oversight and alignment on our DEI strategy:

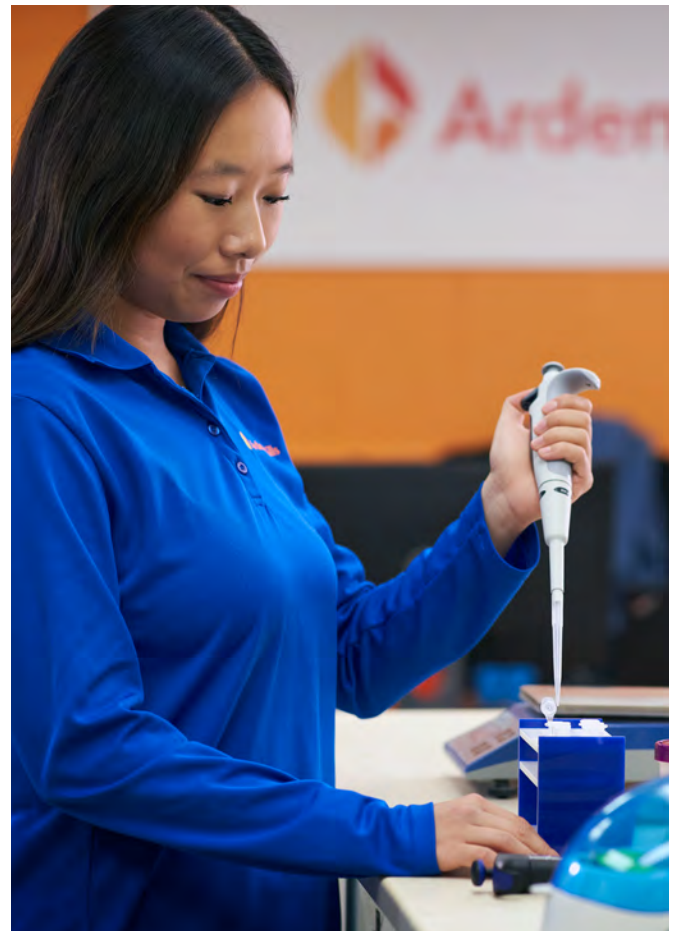
- **DEI Executive Governance Council:** Consisting of the DEI Director, Chief People Officer Heather Dumas, Chief Growth Officer Angie Goldberg and CEO Dan Dye, it establishes and supports the organization's strategic vision for DEI.
- **DEI Director:** The DEI director is responsible for overseeing the execution of Ardent Mills' DEI strategy. They report directly to the Chief People Officer and also provide quarterly updates to the DEI executive governance council.
- **DEI Inclusion Council:** A collective of Ardent Mills team members across our facilities and corporate support functions whose insight and input guides leadership on DEI-related initiatives and activities.
- **Employee Resource Groups (ERGs):** ERGs support our employee engagement goals to build a sense of community and belonging among employees and offer personal and professional development opportunities that contribute to business results and company success.

Integrating DEI into our Business

- **Diversifying our talent pipeline:** Through Ardent Mills' Flourish intern program and recruitment efforts at historically black colleges and universities (HBCUs) by our Black ERG, BEAM (Black Excellence at Ardent Mills), we welcomed our most diverse intern class in Ardent Mills' history.

- **Understanding opportunities for improvement:** Ardent Mills joined the Seramount Diversity Best Practices membership with intentions to participate in the 2023/24 Inclusion Index Survey to help us benchmark DEI efforts.
- **Advancing equity in our home state:** Ardent Mills became official participants in the Colorado Inclusive Economy (CIE), a network of organizations working toward a more equitable economy in Colorado for people of color. The CIE Cohort allows Ardent Mills to contribute to this mission while learning best practices in DEI through observing other companies' real-life strategies and examples.

Learn more about our supplier diversity program [here](#).



Our Employee Resource Groups

Ardent Mills ERGs were established to foster a culture of inclusion and create a work environment where employees feel empowered to share and exchange ideas. ERGs play a critical role in our mission to create a sense of belonging and a supportive, informed network while expanding 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.

In FY23, we refreshed our ERG planning process to further align our groups to our four-pillar strategy. We also started the process of reviewing and approving two new ERGs for our Asian and Pacific Islander and Latinx team members.



Black Excellence at Ardent Mills

BEAM fosters a safe and productive work environment while proactively celebrating 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.

Highlights:

- BEAM provided its members with a safe forum to discuss topics that impact Ardent Mills' Black community including farming and policing in Black America.
- To continue to create a community where everyone feels like they belong, BEAM coordinated Black history spotlights during Black History Month in February.
- To increase recruiting efforts at HBCUs, BEAM partnered with Florida Agriculture and Mechanical University to educate students about different job opportunities within Ardent Mills.
- BEAM members had the opportunity to represent Ardent Mills at the 37th annual Minorities in Agriculture, Natural Resources, and Related Sciences National Conference.
- At the 2023 Denver Juneteenth festival, BEAM volunteered at the Second Chance Center's booth, an organization committed to helping formerly incarcerated people transition to lives of success and fulfillment. BEAM also donated to the Second Chance Center on Ardent Mills' behalf.



SPECTRUM

SPECTRUM is dedicated to creating a safe, inclusive space for LGBTQ+ employees. 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 welcoming community to all, one that is equal, inclusive and diverse for all team members to feel safe, heard and embraced.

VISION

Build a community 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.

Highlights:

- Ardent Mills celebrated Pride 2022 with its first in-person event at Denver Pride Fest. The event attracted 535,000 people and raised one million dollars for The Center on Colfax, the largest LGBTQ+ center in the Rocky Mountain region. Ardent Mills hosted a booth to help establish the company as a supporter for Denver Pride Fest where we played games to win Ardent Mills and SPECTRUM prizes, and shared information around Ardent Mills including employment opportunities, information about our ERGs, and celebrate Pride with our community.
- SPECTRUM members attended the Cultivating Change Summit to foster industry collaboration. After the summit, SPECTRUM chose to contribute to the Cultivating Change Foundation, a nonprofit organization that strives to elevate LGBTQ+ agriculturalists through advocacy, education and community.
- In response to the nightclub tragedy in Colorado Springs, SPECTRUM donated on behalf of Ardent Mills to the Colorado Healing Fund to support victims and those immediately impacted.

Women of Wheat (WOW)

WOW considers diversity to be a superpower and encourages all its members and allies to live out their promise by being curious and using their voice. Throughout FY23, WOW focused its goals on growth, education and personal development.

MISSION

We are committed to creating a strong and connected community where women can share knowledge, collaborate and inspire one another. We advocate for gender equity, challenge biases and promote diversity in the workplace.

VISION

Women of Wheat cultivates an environment of respect, belonging and equity where all women can reach their full potential and contribute to a thriving and inclusive organization.



ARDENT MILLS WOMEN OF WHEAT

Highlights:

- In support of our community members whose lives have been impacted by breast cancer, WOW members rallied Ardent Mills under #PinkArdent during Breast Cancer Awareness Month.
- To celebrate Women's History Month, WOW hosted a board panel to discuss allyship, leadership, development and managing burnout.
- WOW hosted an allyship and belonging event to help define what allyship means and demonstrate simple steps to starting this journey. The event furthered the group's commitment to engaging allies and empowering them to drive improvement in women's careers, recruitment and retention.
- WOW supported our procurement team to provide a women's option for every uniform item offered. [Learn more here.](#)



wit

ARDENT MILLS WOMEN IN TECH

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.



Highlights:

- Several WIT members had the opportunity to attend the annual SIM Women's Conference to network and learn from other women working in technology. In addition, while at the conference, WIT attendees supported Ardent Mills scholarships for female graduating seniors pursuing a career in STEM.
- Members of WIT created the Hiring Guidelines and Resources Task Force to provide guidance to Ardent Mills' IT and HR teams on diverse hiring and training processes across the company.





Military Veterans at Ardent Mills (MVAM)

MVAM members believe that military veterans, and those actively serving in the Guard and Reserve, have a unique set of skills and seek to promote these skills within Ardent Mills. In FY23, MVAM realigned its strategy to focus on integrating the experiences, values and knowledge of our military veteran team members.

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.

GOAL

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

Highlights:

- MVAM aligned its focus areas of recruitment, retention and service. Over the next fiscal year, members will explore opportunities to recruit military veterans in accordance with MVAM's mission.
- Mental well-being is just as important as physical safety. To ensure its members receive the care they need, MVAM collaborated cross functionally internally at Ardent Mills to create access to mental health services.



A Closer Look at Project Elle

Project Elle provides improvements to our locker rooms, breakrooms and restrooms using 5S/Pristine principles and ensuring an inclusive space for all. Our goal: To have our operating facilities and office locations hold up to the “Elle Standard” and ensure all team members feel valued.

Since the founding of Project Elle five years ago, we’ve supported inclusive spaces for all Ardent team members by investing \$4.5 million into 23 community mills. In FY23, Project Elle created or expanded women’s locker rooms at Lake City, Sherman and Hastings, and upgrades for men’s locker rooms, break rooms and/or restrooms were also completed at Galena Park, Molinos, Omaha North, San Bernardino, Stockton and Streetsville.

In anticipation of FY24 funding, our plant and engineering teams defined opportunities for more inclusive spaces at many plants across North America, while architectural reviews were coordinated to ensure that the potential improvements are feasible and impactful.

Our Industry-Leading Women’s Uniform Project

Ardent Mills heard our women team members loud and clear — they want work-appropriate uniforms that fit. This commonsense request would seem simple to satisfy, however, it uncovered an industrywide challenge. Some types of women’s uniforms that meet Ardent Mills’ industry-leading health and safety standards were not readily available, such as pocketless shirts or maternity options.

To meet the needs of our female employees, we forged a new partnership with an agile, woman-owned supplier called The Hiviz. They made it their mission to bring women-focused options to Ardent Mills and ultimately to their larger customer base. In FY23, we began piloting the new uniforms in various locations across our network.



Sustainability is a big part of this project. Ardent Mills and The Hiviz made a commitment to ensure that none of the uniforms end up in a landfill. The uniforms are made to stand up to hard working conditions and last a long time, and we ensure that all uniforms are returned to The Hiviz when they are no longer in use. If the uniforms are returned in good condition, The Hiviz sanitizes them, makes any needed repairs and stores them exclusively for Ardent Mills. When a new hire comes on, The Hiviz will pull from used stock first at a discounted rate and then pull from new stock. If a uniform has met the end of its life, The Hiviz sends it to a textile recycler to have it shredded and used in other products.

“Ardent Mills is on the leading edge of making sure their female employees are comfortable in their work uniforms. Inspired by Ardent Mills’ needs, we developed the Women’s Uniform Initiative, which provides uniforms tailored to each individual. Ardent Mills’ commitment to their team members is what birthed the Women’s Uniform Initiative, and we’re pleased to offer it to other companies within and beyond the industry.”

Lisa Hutson
Owner and CEO, The Hiviz

Employee Development

We invest heavily in our teams' personal and professional development. It's part of our people-first philosophy. From early onboarding sessions to continuous development that focuses on creating our next generation of leaders, Ardent Mills trains every team member to live our values and offer their professional best at every encounter.

Developing Our Teams

We strive to bring new, self-directed learnings to our team members to enhance their business acumen. To connect all team members with the heart of our business, we launched two new online courses — The Ardent Mills Overview and Virtual Milling — so that remote employees can learn more about our operations. To support employees with professional development, we offer a variety of virtual courses on topics like feedback, negotiation and the power of habit.

We also offer Mental Health Safety training certifications so that employees can better support mental health in the workplace. The Mental Health First Aid course follows the Mental Health First Aid National Council for Behavioral Health USA. Learners who attend this session will learn how to recognize the signs and symptoms that suggest a potential mental health challenge, how to listen nonjudgmentally and give reassurance to a person who may be experiencing a mental health challenge, and how to refer someone to appropriate professional support and services.

In the spirit of growing our team members from within, we offer a variety of professional growth opportunities, including a virtual new-leader program called Leading with Impact and two in-person leadership programs — Leading the Ardent Mills Way and Aspire.

We also create programs that are focused on specific groups of employees. For example, we rolled out our new Maintenance Upskilling Program to encourage more consistent practices across plants and to define a career path for Ardent Mills' maintenance professionals. Through this program, team members are assessed against key areas needed for the role including electrical, belts, lubricants, motors and much more. Once assessed, team members are given both technical and hands-on training.

Our training opportunities bring consistency to our leadership philosophy, uncover each team member's truest potential, personally and professionally, and enhance their understanding of our business, vision and values across Ardent Mills.





Creating a Culture of Employee Engagement

Engaged employees — those who are connected to the work that they do, who they work with and Ardent Mills at large — are fundamental to growth and success. Ardent Mills is committed to maintaining an open dialogue with our employees to support them professionally and personally.

We conducted two surveys on the areas that are most important to our business and our employees. They include:

- Improving work-life balance
- Ensuring we are a recommended place to work
- Continuing growth in happiness at work
- Ensuring respectful treatment
- Measuring our safety culture

We also continue to leverage our Engagement Ambassadors, who are trusted team members within each of our locations and functions that focus on influencing engagement with our culture at Ardent Mills. This year the team hosted training sessions on the power of engagement, giving feedback and on how to use our recognition program.

Despite the challenges of FY23, our teams continued to Be Ardent and enthusiastically created positive change throughout our organization. We are proud to share that this past year, we saw an increase in our happiness score and also reported the highest participation rate in our engagement survey history at 93%. Building on this momentum, we will continue to look to find ways to hear the voice of our team members and develop strategies for driving lasting improvement.

Planet



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Planet

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

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



“We feel deeply that we have a responsibility to care for our planet. Not only is it the seed of our business but for future generations to inherit a vibrant and healthy world — we must all do our part to ensure it continues to thrive.”

Jeff Zyskowski
VP and Supply Chain Lead

Setting Climate Goals



Climate change is a global issue impacting communities everywhere. A threat to our food system and the supply chains that support it, climate change is one of the most important challenges for businesses in every sector.

In FY23, we started the process of setting a science-based greenhouse gas emissions reduction target for the organization. As is best practice in climate targets, our future goal will be developed in line with the scale of reductions required to keep the Earth from warming more than 1.5 degrees Celsius from pre-industrial levels. It will then be submitted to the Science Based Targets initiative (SBTi) for validation.

Our Process

To be successful in establishing a science-based target, we worked across the business to gather a full picture of our greenhouse gas (GHG) emissions. With calendar year 2021 as our baseline, we conducted a GHG inventory in accordance with GHG Protocol. For Scopes 1 and 2, we collected data from utility providers and calculated our emissions using the EPA’s Emission Factors for Greenhouse Gas Inventories. Scope 3 analysis used 2021 procurement and purchasing data and represents both spend-based and activity-based analysis. We included the following categories in our Scope 3 analysis: purchased goods and services, upstream transportation and distribution, waste generated in operations, business travel and downstream transportation and distribution.

In FY24, we will continue this work by identifying and aligning our future goals and ambitions. We will also focus our efforts on planning our decarbonization strategy which involves identifying cross-functional projects to reduce emissions.

Ardent Mills’ Calendar 2021 Greenhouse Gas Emissions

SCOPE 1 AND 2 EMISSIONS

211,740 MT CO₂e

SCOPE 3

3,706,517 MT CO₂e

Waste Reduction

In FY23, we estimated a waste baseline by surveying our facilities on their waste production and waste spending. Currently, 20 of our facilities consistently send organic waste from production to composting facilities or for use as animal feed. **We have set a waste goal to divert 80% of waste from landfills across our network over the next five years.**

The next step to reaching this goal is to optimize our current waste services by analyzing bin usage and frequency of waste pickups from our various locations. We have a goal of optimizing waste management at 100% of facilities in the next two years. Over the course of the next year, we plan to add compost and recycling diversion services to five facilities which will be accompanied by a pilot program of four facilities, on how to reduce waste sent to landfills. This pilot program will help us plan how best to scale waste diversion services to meet

our 2030 waste diversion goal. In addition, we seek potential opportunities to decrease waste coming into our facilities by partnering with suppliers to understand lower waste options.

Water Stewardship

We collaborate with our regen ag farmers and carrier partners to ensure water is used efficiently. In addition to improving water conservation through our regenerative agriculture program and trailer washes, we review our facility-level water usage to identify opportunities to save water.

One of these areas of opportunities is our trailer washes, where we can extend the wash cycle without compromising food safety. Today, we've extended to a 28-day wash cycle, saving 4.8 million gallons of water annually.



Operational Efficiencies

In last year’s report, we reported that 29.35% of our North American facilities now use renewable energy — marking significant progress toward our goal of using 50% renewable energy usage across our operations by 2025.* We continue to drive towards this goal through a mix of project types including:

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

PROJECT TYPE	LOCATION	ANNUAL/TOTAL USAGE	SPECIFICS
Directly sourced renewable energy	Colorado Minnesota California Canada	Accounts for 9.37% of total usage	<p>4.37% of total usage in applicable community mills in the U.S. is covered by nonvoluntary certified renewable programs (CRPs) or by voluntary RECs.</p> <p>Colorado: 38.2% renewable energy through CRPs</p> <p>Minnesota: 34.3% renewable energy through CRPs</p> <p>Yuba City, California: RECs purchased through existing power provider, equating to 100% of mill's energy usage</p> <p>5% of total usage from Canadian footprint.</p> <p>Canada: powered by 64% renewable energy</p>
Project-specific RECs	Kansas Texas	RECs account for 13.09% of total usage	<p>Our projects in Kansas and Texas are utility-scale wind and solar farms that produce renewable electricity.</p> <p>Both projects are online and producing RECs that are being retired on our behalf.</p>
Community Solar	Minnesota New York Massachusetts Oregon Illinois	RECs account for 14.75% of annual usage	<p>Procured 91,150 RECs in FY23.</p> <p>While we procured more RECs than the anticipated volume for community solar programs, as these projects come online, we will continue exploring opportunities, enroll in additional solar gardens and focus on energy efficiency to reduce our reliance on RECs over time.</p>

* 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.

In FY23, we increased energy usage due to the acquisition of two companies and running at peak capacity to meet customer demand. However, we remained steadfast in our strategy and still hit our target of sourcing 37% of our energy from

renewable sources in calendar year 2022. While we’re proud of the many strides we have made towards reducing our impact, we know there is still work to be done within Ardent Mills and across our communities.

Ingredients

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Ingredients

Our commitment to feeding the future is rooted in responsibility and is achieved by building a network of partners that operate with integrity. Through close collaboration with our suppliers, we ensure the delivery of products that are safe, healthy and part of an efficient supply chain.



Investing in Supplier Diversity



Ardent Mills believes that diversity is essential to growth, innovation and culture — not just within the company but within our supplier base. Ardent Mills abides by the federal definition of a Diverse Supplier: A qualified corporation, entity or provider that is at least 51% owned, controlled and/or operated by certified women, minority and veteran-owned businesses.

GOAL

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

In FY23, Ardent Mills invested in a new role, supplier diversity lead, to help elevate our supplier diversity efforts across the company. Additionally, we established a goal to bring 50 new diverse suppliers into our supplier portfolio by May 31, 2024, which will almost double the diverse suppliers in which we partner with currently.



It Starts with Food Safety

Our investment in a culture of food safety is inspired by our desire to provide safe, healthy, affordable food and ingredients for customers and consumers across North America.

3-5

food safety trainings per month
for Ardent Mills team members

1 million

food safety tests per year

“Safety is the cornerstone of our commitment to nourish millions of people across North America. Our teams of experts proudly and intently work every day to manufacture safe, quality flour for our customers while also providing innovative solutions to incorporate safety into everyday life.”

Ron Burke

Senior Director

Food Safety, Quality and Regulatory

Based on our core value of Simplicity, our approach to safety is to make it as easy as possible to do the right thing at each stage of food production. From sourcing, to processing and preparation, to testing, packaging and transportation, our quality and safety standards never waver:

- **Sourcing:** We believe food safety should be ingrained across the entire supply chain, starting with raw materials. We follow comprehensive procurement and auditing processes to ensure we receive safe, high quality, raw materials that comply with regulations.
- **Processing and preparation:** All our facilities are designed to prepare our products to the highest quality and safety standards. From carefully managing the flow of ingredients and certified cleaning and sanitation practices, to rigorous training programs for our team members, safety is paramount throughout our operations.
- **Testing:** At Ardent Mills, we conduct regular testing for safety and consistent performance of our products and to verify product compliance with internal and external standards.
- **Packaging and transportation:** Packaging plays a large role in ensuring our products reach customers safely and in optimal condition. It also carries clear information 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.



Food Safety Team Breakdown

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

- Both the **Quality and Food Safety team** work to update policies and procedures to stay current with Global Food Safety Initiative standards and regulatory requirements.
- The **Vessel Committee** works with subject matter experts to ensure that vessels are properly inspected, maintained and cleaned so that product is shipped in food-safe vessels.
- The **Food Safety Culture team** continuously evaluates our food safety culture by conducting surveys, sharing monthly food safety topics and develops food safety culture plans to continue to elevate food safety culture within Ardent Mills.
- The **Claims Committee** addresses all claims related to Quality and Food Safety. The team addresses issues and shares findings with the business to help prevent repeat occurrences and reduce product claims.

Fostering the Future

Regenerative Agriculture

At Ardent Mills, everything we do begins with a kernel of intent and a desire to make a genuine impact. Working with farmers every day, we see how agriculture plays a critical role in laying the foundation for future generations.

That's why we launched our regenerative agriculture program in 2021, to continue to explore farming practices that support responsible production and consumption.

VISION

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

In calendar 2022, we enrolled 348,281 acres in more than 12 growing regions across the U.S. and Canada into the program.

GOAL

Our goal is to enroll one million acres by the end of 2025 and 2.5 million by the end of 2030; the latter represents close to 50% of our wheat usage.

Through our regenerative agriculture program, we're also able to affirm our commitment to improving biodiversity. We do that by focusing on areas where our Emerging Nutrition products, such as chickpeas, sorghum and quinoa, can be introduced into crop rotations to help contribute positively to soil health. Introducing additional crop rotations can help add new biological profiles to the soil, which has shown to increase diversity in the soil in addition to the natural nitrogen-fixing properties.

At the same time, we track where those same products are already being grown with wheat to help show the potential positive soil health impact across the full rotation. Furthermore, the benefits these ingredients provide farmers extend far beyond soil health to other areas of land management, such as water conservation. For example, in the San Luis Valley in Colorado, for every 1,000 acres of quinoa planted in place of alfalfa, potato and barley, 366 million gallons of water are saved³ — the equivalent of 555 Olympic-sized swimming pools.



³Water requirements, which are taken from fao.org and wisc.edu, are based on the assumption that the crop rotation where quinoa would be inserted into is two-thirds potato and one-third barley and alfalfa.

Spotlight: Regenerative Agriculture in Montana

Our Montana program has 42,199 acres of wheat enrolled and this year added 5,762 acres of chickpeas into its rotation. Moving forward, we will track subsequent rotations and identify ways to incorporate more chickpeas to help contribute positively to soil health while remaining profitable for growers.



Packaging

We source 100% of our packaging from Sustainable Forestry Initiative (SFI)-certified paper. SFI is an independent, nonprofit organization that supports responsible forestry practices through certifications. By sourcing SFI certified paper, we are supporting its certification values: wildlife habit protection, sustainable harvest levels, water quality protection and biodiversity protection.

Palm Oil

FY23 was our fifth consecutive year as a Roundtable on Sustainable Palm Oil (RSPO) member and our fifth year of completing a supply chain audit certification on mass balance use of RSPO-certified sustainable palm oil.

Palm oil is an essential ingredient at both our Tualatin bakery and Saskatoon facility. The RSPO multi-site certificate covers the production of bakery mixes and finished baked goods produced at these sites using the mass balance supply chain model. The Tualatin bakery was the first location to be included in RSPO scope (2018), scope expansion included Saskatoon Mill facility in 2019.



GOAL REACHED

Sourced 100% RSPO certified sustainable palm oil in FY23



Purpose-Powered Innovation™

We are expanding our product portfolio with plant-based solutions and safety treatments that meet consumer demands, align with the goals of our customers and help communities improve health and nutrition. A few of our expansions in FY23 include:

- **Gluten-free Potato Flour:** We began producing gluten-free potato flour to help our customers meet market demand and consumer taste preferences. It is finely milled and a key ingredient in potato breads, buns and rolls. When added to wheat-based doughs it promotes a tender, fluffy crumb, with improved browning, and a characteristic rustic flavor.
- **Millet & Sorghum:** Our R&D professionals work hand-in-hand with our customers to expand the usage of these grains in baked goods and other foods. Millets and sorghum, while not entirely new to the Ardent Mills portfolio, have been

a particular area of focus, as 2023 is the UN-declared International Year of Millets. Given their similar properties, we expect these ingredients to continue to grow and be incorporated into gluten-free trends. In fact, 70% of gluten-free eaters report an interest in buying/eating baked goods with millet as an ingredient (Ardent Mills Proprietary Research).

Proso millet, the main variety we supply, is a climate-resilient crop, as it can produce grain with less water and under more marginal growing conditions than most mainstream cereal grains (rice, corn, wheat).⁴ Sorghum is part of the millet family, and also has a number of environmental and agricultural benefits, including drought tolerance, low input requirements and economic benefits. Sorghum is also more resistant to climate change than other mainstream crops and can assist farmers in adapting to changing weather patterns.⁵

⁴ Goron, T. L., & Raizada, M. N. (2015). Genetic diversity and genomic resources available for the small millet crops to accelerate a new Green Revolution. Ventura, F., et al. (2022). An assessment of Proso Millet as an alternative summer cereal crop in the Mediterranean Basin. Antony Ceasar, S., & Maharajan, T. (2022).

⁵ <https://www.sorghumcheckoff.com/sustainability/our-sustainability-story/>

Flour treatments to support food safety:

- BakeSafer™:** BakeSafer helps minimize the dangers associated with consumers under-baking, under-frying, unevenly microwaving or cross-contaminating ready-to-bake and ready-to-cook products — helping protect brands from costly recalls. Our treatments can lower the level of pathogens in flour, reducing the risk of foodborne illness by a minimum of 90%, observed up to 99.9%. Since our value-added refined wheat flour safety treatments do not include a heat treatment, the resulting flour can be easily swapped into existing formulations, and customers can keep their current processes in place.
- SafeGuard™:** We also extended our safeguard treatment to a broader set of alternative grains including oat flour and organic chickpea flour. We will continue to grow and develop our BakeSafer and SafeGuard platforms to provide the food safety needed, relative to various applications.

“The way we think about the food we eat is evolving. Alongside taste, consumers also want their food to have value – whether it be nutritious, functional or sustainable. Ardent Mills strives to innovate alongside our customers because we believe it can continue to shape how we consume food for the better and aid us in developing new solutions that rise to meet current and future-focused consumer trends.”

Lindsey Morgan

Senior Director

Product Marketing & Innovation



Principles



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Principles

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

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



Ethical Culture

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

Information Security Governance Principles

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



“To help maintain a smooth production cycle, we must lead with integrity and continue to be vigilant stewards of the information entrusted to us by our team members, customers and partners. We strive to do just that by governing ourselves and our security policies by our Core Value of Trust.”

Chris Meyerpeter
Chief Information Officer

Meet our Leaders

Senior Leadership Team



Dan Dye
Chief Executive Officer



Angie Goldberg
Chief Growth Officer



John Barton
Chief Financial Officer



Heather Dumas
Chief People Officer



Chris Meyerpeter
Chief Information Officer



Mike Miller
Vice President, Risk



Jeff Zyskowski
Vice President, Supply Chain



Troy Anderson
Vice President, Operations



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



Angie Miller
Vice President, Sales



Board of Directors (as of May 31, 2023)

- Rose Barron, Enterprise Finance Leader, ANH, **Cargill**
- Alexander “Ale” Eboli, EVP, Chief Supply Chain Officer, **Conagra Brands**
- Darin Hunhoff, EVP Energy, **CHS, Inc.**
- Dave Marberger, EVP & CFO, **Conagra Brands**
- Gonzalo Petschen, 2025 Strategy Execution Leader & FIBI CE Leader, **Cargill**
- Sheryl Wallace, Agriculture Supply Chain Managing Director, N.A. Grain, **Cargill**
- Rob Wise, SVP Corporate Controller, **Conagra Brands**

ESG Steering Committee

- Angie Goldberg, **Chief Growth Officer**
- John Barton, **Chief Financial Officer**
- Heather Dumas, **Chief People Officer**
- Chris Meyerpeter, **Chief Information Officer**
- Troy Anderson, **Vice President, Operations**
- Jeff Zyskowski, **Vice President, Supply Chain**
- Phoenix Dugger, **Senior Manager, ESG**

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