

October 2024

Re: Business Continuity

Ardent Mills' contingency planning includes formal documented plans for Crisis Management, Emergency Action Planning, Pandemic Preparedness, Business Continuity, and Disaster Recovery. Analysis of key business risks and impacts are monitored on an ongoing basis and updated as needed. The plans incorporate the company's critical systems, processes, and related employees that are essential for the continuity of business. Important aspects are addressed in the plans with the goal to recover critical processes with minimal interruption to our businesses as quickly as possible.

Ardent Mills firmly believes that to manage any possible interruption in business, there must be a comprehensive effort in the key areas identified above.

The first consideration of business continuity planning is being able to effectively manage a situation. Our approach for **Crisis Management** is based on the disciplines of response, control, and decision making. Our **Emergency Action Plans** are built to ensure that all Ardent Mills locations are properly prepared and equipped to respond to emergencies that require us to protect employee health, public health, as well as the environment. To prepare for and respond to the threat of a viral or disease outbreak, a **Pandemic Preparedness Plan** is in place.

The second consideration of business continuity planning is being able to effectively recover from a situation. Ardent Mills' **Business Continuity Plans** identify, document, and address each business unit's or functional area's critical processes. In doing so, critical applications, equipment, employees, facilities, and vendors are identified. These plans also serve as an information pipeline to our **Disaster Recovery** efforts, which focus on restoring hardware, software, databases, and network connectivity.

Finally, Ardent Mills continually reviews these initiatives to ensure that they are up-to-date and accurate. Exercises and drills are conducted on a regular basis to train appropriate members of our company to implement plans swiftly.

While the goal of our business continuity planning is to provide our customers and consumers with the highest level of service, we cannot guarantee the ability to fully recover in the desired timeframe from all disasters. If, for any reason, our ability to meet the needs of our customers is disrupted, we have systems in place for notifying those customers of the disruption to our service levels and our expectations for when our ability to meet customer needs will return to acceptable levels.

Sincerely,

Ardent Mills Regulatory Team

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