

FISCAL
YEAR 2020

CORPORATE SOCIAL RESPONSIBILITY REPORT



Nourishing what's next.®

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DAN DYE
CEO of Ardent Mills

When Ardent Mills was formed, we set out with the mission of **ENHANCING THE QUALITY OF LIFE AND STANDARD OF HEALTH**. Our bold spirit of innovation and imagination has allowed us to approach our operations and partnerships differently; bringing sustainable thinking to everything we do. With our coast-to-coast network of more than 35 community mills, mixing facilities, a quinoa-processing facility and a bakery located throughout the United States, Canada and Puerto Rico, we’ve been able to reinvigorate the age-old practice of flour milling and positively impact communities where we live and work. We’re constantly looking for ways to think outside the box and bring value to our customers, consumers, partners and communities.

While we had built an established sustainability program at Ardent Mills, we wanted to do more. In 2019, we made the decision to expand our Sustainability Program at Ardent Mills into an official, full-fledged Corporate Social Responsibility platform. Through a cross-functional team led by our newly promoted Corporate Social Responsibility Manager Phoenix Dugger, we created a program that folded two important initiatives together: protecting and caring for the environment and supporting our communities.

As part of the program, our work focuses on three pillars: Sustainability, People and Nutrition. **SUSTAINABILITY** focuses on being a responsible steward of the environment, and closely aligning our goals and projects with the United Nations and their agenda for sustainable development. Our **PEOPLE** pillar serves to provide tools and resources to people and communities to help lead our industry into the future. Lastly, our pillar of **NUTRITION** seeks to improve access to nutritious, grain-based solutions to communities locally, nationally and globally.

With COVID-19 creating a challenging first half of 2020, we were able to leverage our platform for immense good. As the global pandemic continues to impact our friends, customers, family and neighbors in unprecedented ways – we’ve worked closely with our communities to understand their needs and SERVE wherever we are able. Whether it is supporting a local food bank, donating bags of flour to bakers who are distributing free loaves of bread, or making monetary donations to organizations supporting our first responders – we’re committed to helping in any way we can.

In this report, we are pleased to share our progress and demonstrate how we partner with team members, customers, communities and vendor partners for a better, brighter world. We look forward to further developing our program and making an impact in the lives of many. At Ardent Mills, we believe social responsibility is *everyone’s* business.

IN 2015, THE UNITED NATIONS PUT TOGETHER AN AGENDA FOR SUSTAINABLE DEVELOPMENT. THIS DOCUMENT, ADOPTED BY ALL MEMBER STATES, PROVIDES AN OUTLINE FOR SUSTAINABLE PRACTICES FOR PEOPLE AND THE PLANET – NOW AND IN THE FUTURE.

This impact-focused agenda houses 17 Sustainable Development Goals created from decades of sustainable work and research by the United Nations. These goals span multiple fields of work including clean energy initiatives, good health, wellbeing and climate action. Ardent Mills has aligned our practices with the Sustainable Development Goals put together by the United Nations – identifying three key goals where we believe we can make the greatest impact. These goals include **ZERO HUNGER**, **RESPONSIBLE CONSUMPTION AND PRODUCTION**, and **CLIMATE ACTION**.

In the section below, we outline these goals and identify our key projects under each.



ZERO HUNGER

Through our serving based culture and nutritious grain-based solutions, our team members are tackling hunger and food insecurity head-on in their local communities. Learn more about our projects below.

| PROJECT | PROGRESS OVER FISCAL YEAR 2020 (FY20) | GOAL BY 2025 |
|---|--|--|
| REGENERATIVE AGRICULTURE Introducing sustainable practices to farmers to protect land for future generations. | Closed first year of our continuous improvement focused project with Agrible and Panera Bread with farmers in the Snake River Valley of Idaho. Enrolled 7,808 acres in our project in the first year. | 10,000 acres enrolled |
| ACCESS TO NUTRITION To make nutritious products available to those in need; combat food insecurity. | With our five-year partnership with The Food Bank of the Rockies, we continue to increase our donations every year. This year, we exceeded our target with our donation of \$250,000 (equivalent to one million meals). | \$300,000 in funds raised/donated (equivalent to 1.25 million meals) |
| PRODUCT DONATIONS To keep communities fed; to keep food banks stocked. | Each year during our Month of Service our community mills and facilities donate time, money and product to their communities. While we weren't able to volunteer in large group settings and had to postpone our Month of Service, we still SERVED our communities by making tremendous product donations. Due to this year's high demand, we donated 188,000 pounds of product. | 100,000 pounds donated |



RESPONSIBLE CONSUMPTION AND PRODUCTION

By focusing on continuous improvements through renewable solutions we embrace responsible consumption and production.

| PROJECT | PROGRESS OVER FISCAL YEAR 2020 (FY20) | GOAL BY 2025 |
|---|---|--|
| AIR LEAK SURVEYS Eliminating all air leaks at production facilities across the Ardent Mills network to reduce greenhouse gases. | Have conducted surveys at all facilities and fixed all major leaks. So far, we've reduced 8536 tons of greenhouse gases. | Now that all air leaks are eliminated, sustain progress |
| STRETCH WRAP To reduce unnecessary packaging and to be innovative in utilizing eco-friendly packaging that also performs well. | Completed implementation of our new pallet wrapping process at 10 facilities. Through this, we've reduced 122 tons of stretch wrap. | Project completed – look for additional ways to reduce packaging waste |
| ROUNDTABLE ON SUSTAINABLE PALM OIL (RSPO) Procure sustainably-produced palm products through credible global standards. | Our second year of RSPO membership and maintaining Supply Chain Audit certification on our mass balance use of responsibly sourced palm oil – 69 percent of palm oil responsibly sourced. | 100 percent of palm oil responsibly sourced |
| ORGANIC MATERIAL WASTE DIVERSION Eliminate and divert waste going to landfills. | Conducted audit identifying organic material as largest source of waste and began pilot program. 6 locations piloting organic material waste diversion programs. | All locations have organic waste diversion programs |



CLIMATE ACTION

By prioritizing sustainable solutions and innovative operational practices we track climate action in our facilities and our offices.

| PROJECT | PROGRESS OVER FISCAL YEAR 2020 (FY20) | GOAL BY 2025 |
|--|--|---|
| RENEWABLE ENERGY PROCUREMENT Invest in clean, renewable energy sources to power our network | 5 deals under contract supporting generation of renewable energy – coming online in the future. Currently, 2 percent of network energy use comes from renewable sources. | 50% of U.S. electricity usage powered by renewable energy |
| MAXIMIZING LOADS – OUTBOUND TRUCKS Safely maximize fills to legal capacity, increasing loads and minimizing total trips. | Onboarded new operations management tool through early part of year – now online for full tracking and optimization. | Maximize fill percentage |

ARDENT MILLS IS COMMITTED TO BEING A RESPONSIBLE STEWARD OF THE ENVIRONMENT AND THE PEOPLE WE IMPACT WITHIN OUR COMMUNITIES.

We seek to protect the long-term viability of our food system and supply chain while partnering with farmers, suppliers and customers. Even in an age-old industry such as flour milling, it is important to innovate to reduce our operational impact on the Earth. We work to ensure a clean, green, better world for future generations.

We strive to move forward in our sustainable pursuits by focusing on four different areas:



AGRICULTURE

Because we partner with farmers every day, we owe it to them and the land to seek sustainable outcomes for agriculture. This means partnering with family farmers and understanding how we can introduce sustainable practices into their day-to-day work.



TRANSPORTATION & LOGISTICS

Partnering with our carriers to drive sustainability across all modes of transportation.



PROCUREMENT

Ensuring that everything we source is sustainable and procured from responsible sources. This encompasses everything from paper to the palm oil we use in bakery products.



OPERATIONS

Reducing waste, promoting renewable energy, and relentlessly looking for opportunities to reduce our footprint on Mother Earth.

Through the combined focus areas of these four pillars, we are able to tackle projects that allow us to reduce inefficiency, support customer goals, improve sustainability and impact the communities where we operate.



RENEWABLES

Since our very first Corporate Social Responsibility Report (known previously as our Sustainability Report), we have shared many successes in increased efficiency and energy reductions that help reduce our overall electricity usage footprint.

This year, we're proud to announce Ardent Mills' first public renewable energy goal:

“BY 2025, 50% OF ARDENT MILLS’ U.S. ELECTRICITY USAGE WILL BE POWERED BY RENEWABLE ENERGY.”

We're working diligently to achieve this goal through a mix of projects including directly sourcing renewable energy and retaining project specific renewable energy credits (RECs), engaging in community solar projects, and purchasing replacement RECs to support green claims. We are only purchasing RECs to support our 50 percent goal when necessary.

According to the most recently published Minnesota Certified Renewable Percentage (CRP) by Xcel Energy, our Minnesota facilities in Hastings and Mankato will have 26.5 percent of their energy consumption powered by renewable sources. This represents 2 percent of our total U.S. electricity usage.



But we're not stopping there. Ardent Mills is proud to have signed two new community solar deals this year tied to our Hastings facility. Upon completion of these deals, we will seek to obtain replacement RECs for an equivalent amount to our subscription in these wind farms in order to make a claim for renewable energy usage above and beyond the Xcel CRP.



In the sunflower state, our renewable energy use is blooming. Once our

Soldier Creek wind facility project is complete, 90 percent of our Wichita and Newton facility usage will come from wind power. Once online, this will represent 7.3 percent of our total U.S. electricity usage.



Our Texas facilities (located in Saginaw, Galena Park, and Sherman, TX) are under contract for a new solar energy facility that should be fully operational in 2021. Upon completion, 90 percent of the power from these facilities will come from solar and will represent 8 percent of our total U.S. electricity usage.

ZERO WASTE

We have made tremendous strides in our zero-waste program since last fiscal year. This includes a variety of waste products: we have recently broadened the scope of our zero-waste initiative to include e-waste (the disposal of computers, phones, and other digital devices that are often thrown away – bad for both consumers and the environment). By contracting with a third-party e-waste specialist, we've been able to safely dispose of this waste across our entire network.



Other notable achievements in our zero-waste program includes the implementation to reduce the stretch wrap needed in packaging facilities across ten facilities – greatly minimizing the amount of waste produced while ensuring the product is still properly packaged for the customer.

Six of our facilities are now enrolled in the Ardent Mills waste diversion program – the Ardent Mills Innovation Center at our Denver Headquarters (CO), Streetsville facility in Canada, Denver facility (CO), Commerce City facility (CO), Alton facility (IL), and Saginaw facility (TX). **The zero-waste program diverted more than 800 tons of waste in fiscal year 2020.**

DID YOU KNOW?

Our Streetsville location in Canada has been 100% zero waste to landfill certified since becoming an Ardent Mills facility in 2015.



Partnership Highlight



We are proud of the local partnerships we've built with family farms across the United States. At Ardent Mills, we have a responsibility to support growers with innovative ways to support sustainability and continuous improvement. Our work in breeding and grain genetics with public and private partners focuses on bringing new and improved ingredients to the market.

Our Colorado Quinoa partnership allows us to support water conservation efforts in the San Louis Valley. **THROUGH CROP ROTATION EFFORTS THE LAST 2 YEARS, WE HAVE HELPED FARMERS IN THAT AREA SAVE OVER 1.09 BILLION GALLONS OF WATER.**



Because of the work we are doing with our breeding partners, we will be releasing new quinoa varieties which will provide improved yields and disease packages for our farmers and premier seed quality for our customers. This is work that we can build upon through continuous improvement projects in other areas of our supply chain.



We are taking this a step further through our continuous improvement projects with farmers. In partnership with Agribility and Panera Bread, we have started a pilot project, the Idaho Sustainable Ag Program, in the Snake River Valley of Idaho. **IN OUR FIRST YEAR OF DATA COLLECTION, WE ENGAGED MORE THAN 7,800 ACRES AND 300,000 BUSHELLS**

OF SPRING WHEAT. We have already identified prevalent practices and areas where we have an opportunity to make sustainable practices more widespread. We will work with Nutrien Ag Solutions Powered by Agribility, Panera Bread and the farmers in the program to continue identifying opportunities and practices that make the most sense for their operations



Key Stats for the Idaho Sustainable Ag Program

7 growers across 48 field seasons

7808 acres

- Soft White Spring Wheat - 5067 acres
- Hard Red Spring Wheat - 539 acres
- Hard White Spring Wheat - 2202 acres

301 thousand bushels of spring wheat

- Data collected for 1 year (2019)
- Participation is voluntary and anonymous



WE WORK HARD TO PROVIDE TOOLS AND RESOURCES TO PEOPLE AND COMMUNITIES TO HELP LEAD OUR INDUSTRY INTO THE FUTURE.

The agricultural landscape is shifting as farming changes hands to new generations – requiring a shift in partnership models, communication methods and an understanding on how we can better support forthcoming leaders and dedicated workers. By leveraging our wide reach, we teach, lead and learn alongside organizations that align with our people pillar.

The work in our people pillar encompasses providing development and engagement opportunities for the next generation of agri-business professionals (while supporting inclusivity and diversity) and empowering our people to meaningfully contribute by sharing their time and knowledge in their communities.

OUR PARTNERSHIPS



SUPPORTING THE NEXT GENERATION WITH AGRICULTURAL FUTURE OF AMERICA

Ardent Mills is proud to have partnered with Agricultural Future of America (AFA) since the beginning of our organization. The AFA provides “premiere personal and professional development programs to college students and young professionals in agriculture” in a variety of competencies.



Our long-term support has resulted in:

- \$140,000 donated
- Support of AFA Leaders Conference (at least 4,500 students reached)
- Direct sponsorship of 50 students to the Leaders Conference
- Ardent Mills' expertise on panels, facility tours, a presence at roundtables and private breakfasts with students

This continued support has helped thousands of students build their intellectual capabilities, professionalism and entrepreneurial spirit. Additionally, we have had multiple AFA alumni serve in full-time and intern positions.

PROMOTING LEADERSHIP WITH FUTURE FARMERS OF AMERICA

Since the 2017-2018 school year, Ardent Mills has been a sponsor and supporter of Future Farmers of America's Living to Serve platform and has pledged \$75,000.



Future Farmers of America (FFA) is a key player in advancing the next generation of agriculture professionals, and a critical part of ensuring that young professionals entering the workforce or college have the skills and experiences needed to be successful. In 2017, the organization took this commitment a step further with the creation of the Living to Serve platform.

The Living to Serve program was designed to "empower every student in every classroom to make a positive impact in their community by providing quality programs, resources, recognition and opportunities to put their leadership into action through service engagement." This manifests in many ways and projects where students initiate and identify needs in their communities. Projects can range in duration and a number of focus areas, from community safety and environmental responsibility to nutrition and hunger.

The program has created over 18 million dollars in economic impact and engaged more than 100,000 volunteers in the 2018-2019 academic year alone.

BUILDING HEALTHY LIFESTYLES WITH THE BOYS & GIRLS CLUBS OF METRO DENVER

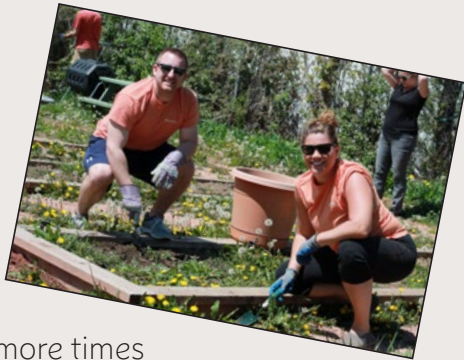
Ardent Mills and the Boys & Girls Clubs of Metro Denver have been closely aligned since the beginning of Ardent Mills – making great progress in our partnership over the years. Through our partnership, we find new and exciting ways to prepare the next generation of leaders by promoting healthy lifestyles



necessary to succeed. We support the Boys & Girls Clubs’ mission of providing a safe, supportive, fun and enriching environment that inspires and empowers kids in our communities to achieve their greatest potential.

We continue to sponsor both the Healthy Lifestyles program, a program that helps young people learn that informed choices about health and social issues can make a difference between a life without options and a life filled with hope. Ardent Mills has contributed more than \$80,000 over the past 3 years and served more than 225 hours in volunteer time in a variety of projects including: organizing healthy cooking classes, planting club gardens, and aiding in preparation for the Annual Gala (where we serve as a silver sponsor).

As a result of our sponsorship, Club members have opportunities to learn and make decisions about health and social issues. The Boys & Girls Clubs of Metro Denver have seen positive results from their teachings, with Club members more likely to abstain from smoking cigarettes and drinking alcohol than the population of teens in Colorado. In addition, 70% of Club members eat at least three servings of fruit and veggies per day, and 78% of Club members exercise three or more times each week.




Building on the immense success of our partnership, Ardent Mills and the Boys & Girls Club of Metro Denver are excited to announce the next phase of our support as we become a Healthy Lifestyles Sponsor in partnership with the Johnson Club in Denver, Colorado. This furthers Ardent Mills’ commitment to providing development and engagement opportunities for the next generation and we are increasing our annual contribution to the Boys & Girls Clubs of Metro Denver to \$40,000 per year.

LEARNING LIFE SKILLS WITH NATIONAL AGRICULTURE IN THE CLASSROOM

To contribute to the future of our industry, we must provide young people with as many opportunities as possible by increasing education and awareness around agriculture in our school system. By partnering with National Agriculture in the Classroom, Ardent Mills is working to improve agricultural literacy and knowledge of our industry in Pre-K through 12th grade classrooms across the United States.



As a national sponsor, we have contributed \$20,000 – reaching 8.2 million students (about 16% of the U.S. student population).

 We wanted to expand our reach even beyond the United States – so we partnered with the Ontario, Canada chapter of Agriculture in the Classroom – AgScape – to bring education around agriculture to Canadian classrooms.

We look forward to continuing our partnership and looking for ways to further introduce agriculture in our schools.



THROUGH OUR PILLAR OF NUTRITION, WE ARE BRINGING TO LIFE OUR VISION: TO BE THE TRUSTED PARTNER IN NURTURING OUR CUSTOMERS, CONSUMERS AND COMMUNITIES.

Ardent Mills is committed to improving access to nutritious grain-based solutions to communities locally, nationally and globally. This is an important and challenging undertaking, and we're committed to facing this challenge head-on. Whether it's raising awareness around food insecurity, donating to our local food banks across the United States, Canada and Puerto Rico in the midst of the COVID-19 pandemic, or teaching future generations about the vast and exciting world of agriculture – we're here as a trustworthy leader and resource.

OUR PARTNERSHIPS



OUR ALLIANCE WITH PARTNERS IN FOOD SOLUTIONS

For the past three years, Ardent Mills and Partners in Food Solutions (PFS) have worked together to provide access to and support food systems globally. PFS is an organization that pairs its corporate partners' employees with small business clients in Africa to improve their practices.



Projects may include partnering with African clients to create a business plan, create an Environmental Health and Safety Plan, or even help lay out a laboratory (among others). Ardent Mills team members are able to leverage their strong expertise to directly aid these small businesses – creating unique leadership opportunities while learning through experiences.

“I started my involvement with PFS after getting a challenge from senior leaders and mentor, Randy Garvert. One of Ardent Mills’ values is serving and by helping across our company, in the community and with PFS, I get to live out our values.”

Michael Jung, Packaging and Bulk Flour Product Manager at the Tampa, Florida Community Mill. Michael has volunteered on 3 packaging projects in Uganda and Ethiopia.

Since the formation of our partnership, 76 Ardent Mills team members have volunteered more than 4,300 hours to 69 different clients across 11 countries in Africa.

JOINING THE FIGHT FOR HEART HEALTH WITH THE AMERICAN HEART ASSOCIATION

Since 2016, Ardent Mills has been in alliance with the American Heart Association (AHA). By working together, we've aligned our mission statement of enhancing the quality of life and standard of health with the AHA's mission of being a relentless force for a world of longer, healthier lives.



Because of the more than \$100,000 we have contributed since 2016, 21,000 people have been able to attend AHA events and access education and resources on heart health and eating smart. Ardent Mills Chief Human Resources and Communications Officer Deon MacMillan has served on the executive team for the Go Red for Women Luncheon in past years, helping to plan this very successful event.

This year, Deon has taken her involvement a step further, serving as Ardent Mills' representative for the Denver Leaders with Heart campaign, which brings together leaders from organizations across the Denver Metro area to raise funds, spur involvement in various AHA events throughout the year, and increase team members' awareness of the education and resources that AHA has to offer.

While COVID-19 made one of AHA's largest fundraisers – The Heart Walk – impossible to meet in-person, the AHA pulled off a very successful Virtual Heart Walk. Team members from across the Ardent Mills network rallied together in this virtual format, raising money and promoting heart health awareness. Team members from the various facilities across Colorado rallied together in this virtual format, with a total of \$7,000 was raised by the Ardent Mills Heart Walkers. In the coming months, facilities from across the Ardent Mills network will participate in local virtual Heart Walks.

Ardent Mills and AHA have also partnered together on Eat Smart Month, in which our corporate chef taught thousands of viewers an easy, AHA-approved recipe utilizing nutritious, grain-based solutions.

FEEDING COMMUNITIES WITH THE EPWORTH FOUNDATION

Since 1964, local icon Daddy Bruce Randolph has been feeding the community of Denver on Thanksgiving Day. Even after his passing in 2004, The Epworth Foundation has kept this tradition going with the

“Denver Feed a Family in Honor of Daddy Bruce” outreach event. Since 2015, Ardent Mills has partnered with the Epworth Foundation by providing more than \$55,000 and donating more than 11,000 5-lb. bags of flour for inclusion in boxes at the event. These efforts

have helped over 25,000 Denver community members have access to nutritious food on Thanksgiving.



KEEPING FAMILIES FED IN TIMES OF CRISIS WITH FOOD BANK OF THE ROCKIES

The Food Bank of the Rockies is one of those organizations that truly leaves a lasting impression on the lives of many. The mission of the Food Bank of the Rockies is to help families thrive by efficiently procuring and distributing food and essentials to the hungry through their programs and partner agencies. They've been fighting hunger and feeding hope since 1978.

Every year, Ardent Mills has hosted a Charity Golf Tournament. This event has occurred since Ardent Mills' formation and has been a great overlap of business and charity in which we invite our suppliers from across the country to participate in a golf tournament and silent auction.

This annual event has been hugely successful, contributing more than \$200,000 in 2019, making it one of the largest single donations to the Food Bank of the Rockies each year.



While the Golf Tournament was canceled due to COVID-19 in 2020, we knew that our financial assistance was still critical at a time when demand had more than doubled. With unemployment skyrocketing during the virus, families faced high levels of food insecurity. Many turned to the Food Bank of the Rockies to put food on their tables. The Food Bank of the Rockies faced a volume of people which they had never seen before; with lines around the block daily.

To address that concern, we pledged to support Food Bank of the Rockies with our largest donation to date, \$250,000, which provided 1 million meals.

“We're excited to be able to come alongside and support the Food Bank of the Rockies and address food insecurity during this critical time. The Food Bank of the Rockies is a fantastic organization that is efficient, effective and does an excellent job tackling food insecurity across Colorado.”

Jeff Zyskowski, VP Supply Chain

We are excited to hit the links next year to continue our goal of keeping families fed.

GIVING BACK DURING TIMES OF PANDEMIC

Ardent Mills hosts an annual Month of Service – in which team members across our network give back to their communities through food and monetary donations, as well as hours volunteered. This year, we chose to postpone our Month of Service following guidance from the Centers for Disease Control (CDC).

While our Month of Service was postponed, our team members showed relentless commitment to our value of SERVING and our mission of enhancing the quality of life and standard of health – finding ways

Facility Highlight

Starkey, Inc. is a nonprofit based in Sedgwick County, Kansas serving people with intellectual and developmental disabilities since 1930. The organization helps more than 500 people create more possibility in their lives through “a wide range of business, employment, residential, life enrichment and case management programs.”



Since 2018, the Wichita community mill team has partnered with the Starkey Foundation to support various programs and events and has given \$9,000 to the Starkey Foundation.

“Sponsorship dollars from Ardent Mills has enabled Starkey to hold events and fundraise money to give those with intellectual and developmental disabilities more independence in their lives and in the community. This includes services such as transportation and residential support – changing the lives of many for the better. Support from Ardent Mills allows the individuals in Starkey's programs to obtain a higher quality of life.”

Courtney Heikes, Admin Manager at Wichita Community Mill

to serve that would greatly benefit the community, but also protect the health and safety of our team members and locals.

Our team members are essential workers – helping to keep the world fed and provide stability through nourishment during uncertain times through their day-to-day jobs. But they didn't stop there – our team members also actively sought out opportunities to make an impact in their community, finding ways to give back to those in need. Team members donated products, money, and held supply drives for those who were hardest hit by the pandemic.

We look forward to further serving our communities through the rest of the pandemic and beyond.

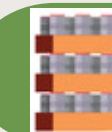
By partnering with Feeding America Affiliates across the United States, local bakeries and businesses, as well as various organizations across Canada, team members contributed:



\$42,600
in donations



188,000 lbs
of products



16,000 lbs
of supplies

(or dollars worth of supplies)



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