



# Collaborating in uncertain times

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# Ardent Mills Overview

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# What makes us Ardent Mills



## ◆ Our Mission

To enhance the quality of life and standard of health

## ◆ Our Vision

To be the trusted partner in nurturing our customers, consumers and communities through innovative and nutritious grain-based solutions

## ◆ Our Values

- Trust
- Serving
- Simplicity
- Safety

## Our Promise

Joining **Ardent Mills** means making a commitment to yourself and to the other members of our team.

# Introduction to Ardent Mills



## What We Do

- Transform how the world is nourished
- Partner with customers to identify consumer trends
- Innovate across traditional and emerging offerings – from flour to quinoa



## Who We Serve

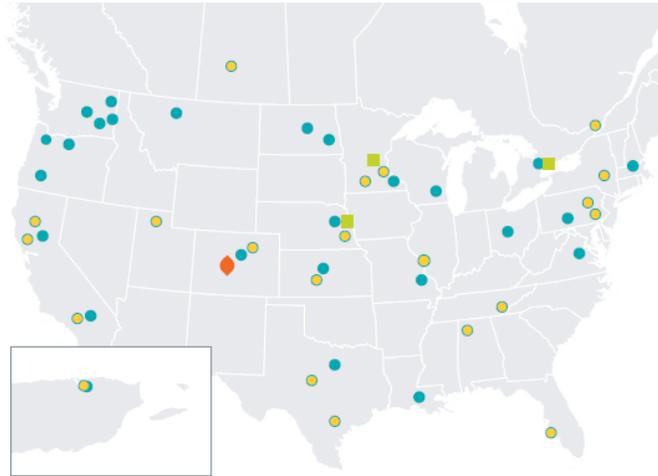
- Artisan, Commercial & Home Bakers
- CPG Manufacturers
- Distributors
- Foodservice
- Farmers
- Retailers
- Brewing/Distilling
- Pet Food



## How We Do It

- Operating in more than 45 locations across the US, Canada and Puerto Rico
- Ship over 1,000 loads of finished product every day
- Developing relationships across the supply chain – from farmer to end customer
- Putting our people first in all that we do – and celebrating success together

# Facilities Coast-to-Coast

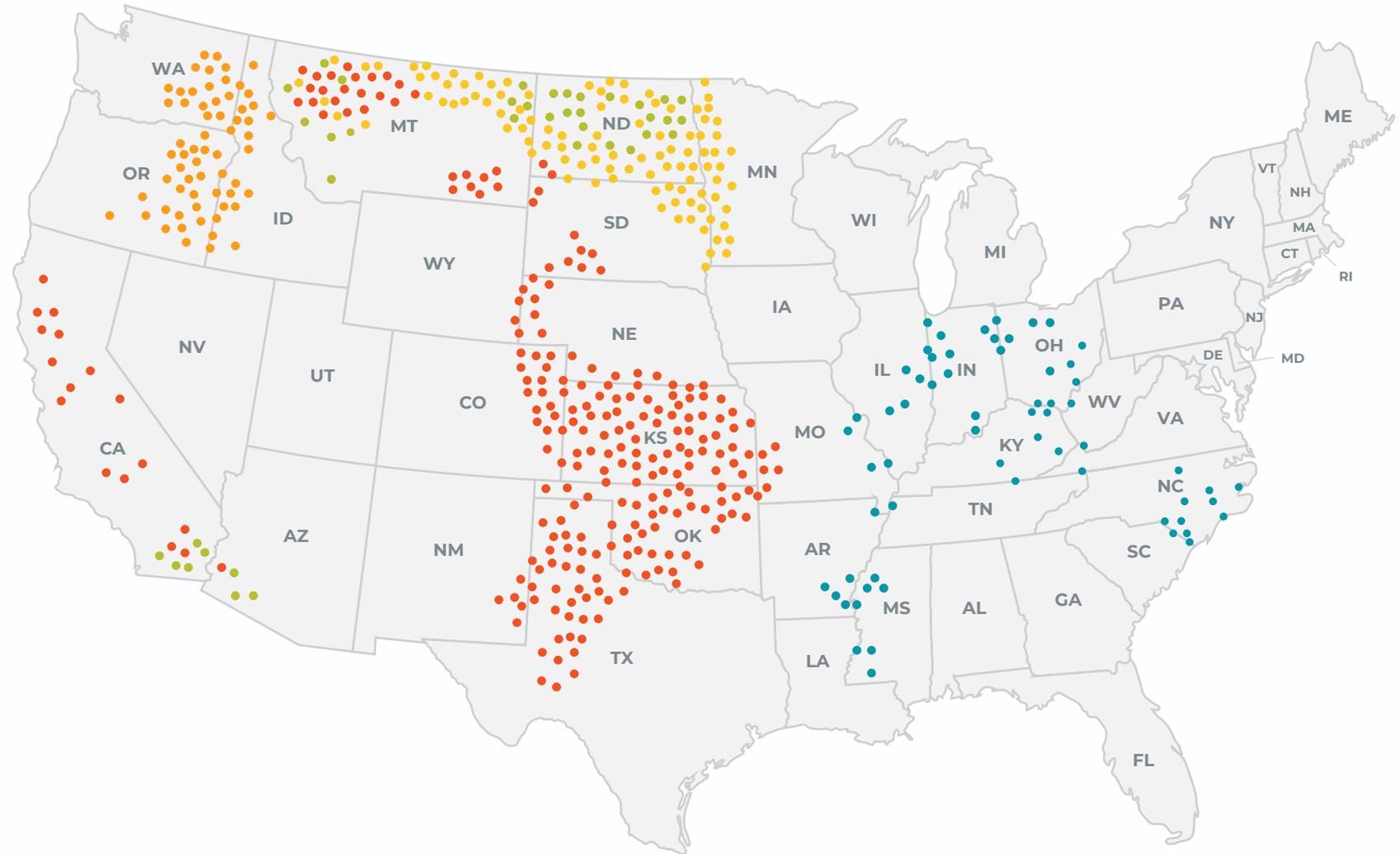


Our **45+ facilities** produce flour, quinoa, chickpeas, pulses, and organic and gluten free products that drive innovation and ultimately **feed over 100M individuals** each and every day



**Ardent Mills**

# Wheat is grown in 38 of the 50 states in the United States



- Hard Red Winter
- Hard Red Spring
- Soft White
- Soft Red Winter
- Durum



# Shifting expectations

## Sustainability: Making a World of Difference

Ardent Mills' goals & accomplishments

### 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.

#### Agriculture

- Associate Member of Field to Market<sup>®</sup>
- Grower & Customer Collaboration on Regenerative Ag & Continuous Improvement Projects
- Breeding and Grain Genetics Programs
- US Quinoa program supporting sustainable growing practices and water conservation efforts



#### Operations

- Organic material waste diversion program: Accomplished 10 plants in 2021
- LEED Certified Denver HQ
- 50% of U.S. electricity usage powered by renewable energy by 2025

(1) 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.



#### Transportation

- Actively utilizing SmartWay<sup>®</sup> Carriers on 49% of loads
- Safely maximize fills to legal capacity, increasing loads and minimizing total trips
- Partner with carriers using clean burning fuels
- 30% water reduction using 21-day wash cycles versus 14-day wash cycles
- Partnering with railroads on GHG reduction



#### Procurement

- Transition from 3-ply to 2-ply paper bags
- Sustainable Forestry Initiative labeling
- Innovative Baking Resources facility certified by the Roundtable on Sustainable Palm Oil
- Obsolete Bag Recycle Project



# Serving the customer in a challenging environment

## Current situation – Drivers of Disruption

Raw material & component supply shortages are affecting all industries

Raw material & component price inflation and volatility



Manufacturing & logistics shortages



Trade flows



Political unrest & war



Global health COVID-19



Energy



Social unrest



Global labor shortage



Ardent Mills.

# Elevating supplier relationships

Reframe of our procurement approach

## Customer

- Customers should not have to accept less in this environment
- Volume shifts between segments
- Volatility

## Business Needs

- Increase in cross-functional collaboration
- Strategy to enable growth
- Data driven, automation, tools, technology
- Flexibility / agility

## Scarcity

- Material, labor, logistics
- Price inflation / volatility

## Resiliency

- Contingency plans
- Transparency
- Speed of change
- Balance scale with flexibility

## Relationships

- Supplier intimacy
- Shipper of choice
- Customer caused pain points

**Trust**

**Serving**

**Simplicity**

**Safety**

# How we are able to do it

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## **Rail transportation is vitally important –**

from sourcing raw material to shipping finished goods



*Thank you*



**Arden Mills.**

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