



2021 SUSTAINABILITY REPORT

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2021 Highlights

Our Planet

95%

total waste stream diversion from landfill in all bakeries



4.6%

energy intensity reduction from 2020 to 2021



3.2%

non-recipe water reduction from 2020 to 2021



10

Out of 15 Bakeries achieved zero waste to landfill



Our Food

100%

of our bakeries are GFSI certified



2

Safety Heroes In each bakery awarded each month to promote Food Safety culture



Continued to expand our Gluten Free and Vegan certified portfolio



Kosher, KSA and Halal certified



Our People

42%

Recordable Injury Rate below the commercial baking average



64%

Lost Time Injury Rate below the commercial baking average



13

hours minimum training for each Aspire employee



93%

93% of bakeries received ABA Safety awards



Our Sourcing

RSPO

Member of the Roundtable on Sustainable Palm Oil in support of reducing deforestation



100%

cage-free eggs by 2025



100%

of Palm Oil Covered Through RSPO Mass Balance or Book & Claim



Our Communities

Conquer Covid initiative to keep our employees and communities safe



496k

lbs of food donated



60+

unique diverters and donation partners to help our communities and avoid waste-to-landfill





2021 was a year of change, challenges, and opportunities. The continued impact of COVID-19 on our business was substantial, affecting our labor, raw material sourcing, transportation, and other areas. In response, we collaborated with our customer and supplier partners

to make adjustments to assure continued supply, put new policies and measures in place at our bakeries to keep our people safe, and continued our charitable contributions, especially to agencies providing services to those most in need.

Our Aspire Bakeries team has demonstrated resilience, commitment, and care throughout the pandemic, keeping our associates as safe as possible while working to fulfill shipments to our customers.

During this challenging time, we continued creating our important sustainability journey and implementing the strategies that you will see in this report. We are committed to reducing our carbon footprint, addressing the challenges of climate change, protecting human rights, maintaining and improving food safety and quality, sustainably sourcing raw materials, and being part of the communities where we operate.

as·pire | \ə-s'pī(-ə)r

intransitive verb

- 1: to seek to attain or accomplish a particular goal.
- 2: ASCEND. SOAR

In 2022 and beyond, there are many challenges and opportunities we will continue to address: climate change and its many impacts on our supply chain, raw material sustainability, the need for innovative solutions like regenerative agriculture and reducing food waste, and ensuring a diverse and inclusive workforce to meet the needs of a changing world.

This Sustainability Report highlights our accomplishments in 2021. I am proud of our teams who work to advance our sustainability efforts.

Best wishes,

Tyson Yu, CEO

Our Reason To Aspire



Our sustainability vision is to be recognized internally and externally as a sustainable organization and good corporate citizen



Our Core Values



INTEGRITY

We develop trust with our people and our customers by being honest and respectful in everything we do, and hold ourselves and each other accountable in supporting the company values.



OWNERSHIP

We empower our colleagues to take ownership in their work while being part of a strong team and collaborating for success. We encourage every employee to set challenging goals that achieve results and elevate the company.



CUSTOMER FOCUS

We build customer and consumer confidence by proactively identifying their needs and providing them with solutions.



CREATIVITY

We generate new ideas by challenging the status quo, taking calculated risks and solving problems in innovative ways.



CARE

We are an organization that cares about our people, our food and our community. We create and support a safe work environment that allows individuals to develop and give back to our communities.



The Added Value Aspire Bakeries Brings to the Table



Established
leader in a
\$23B market



Customer Focused
Brand and Category
Bakery Portfolio



Optimized sourcing,
manufacturing, and
distribution footprint



Food Safety,
Quality & Reliability
through supply
chain excellence



Multi-channel go-to-
market strategy with
strong, long-tenured
relationships



Commitment
to sustainable,
responsible
business practices



Proven Innovation

RISING TOGETHER



Rising Together to a sustainable future

As part of our new chapter as Aspire Bakeries, we have implemented an inspiring strategy to refocus the business on core frozen bakery items.

The new name 'Aspire Bakeries' and our strategy 'Ascend' truly reflect who we are

We strive to be great in baking and will continually aspire to get even better. We are humble while confident. We will continue to grow. And Aspire Bakeries is the right name to motivate us – the possibilities are endless!

What's even better about our new name is that it came from one of our own associates through our naming submission contest.

Our tagline, Rising Together

A simple phrase that highlights our promise to always put customers first. To work, innovate and grow together because our success can only be measured by theirs. We are obsessed with finding the right solutions for every unique business demand. And this personalized approach allows us to deliver the best-in-class baked goods and brands our customers need to break through and expand their business. Rising Together isn't just who we are. It's the path we will always take together, with our customers and our people.

Diverse Baked Goods Portfolio

Aspire Bakeries Offers Many Choices For Customers



Our Brands



La Brea Bakery

La Brea Bakery, an industry pioneer and #1 Artisan Bread Brand, uses simple, high quality ingredients, a patient slow process and an original sourdough starter creating a crispy, crunchy crust and soft interior in their line of rustic breads and rolls. In 2019 La Brea Bakery celebrated 30 years of serving great artisan bread.



Otis Spunkmeyer

For over 40 years, Otis Spunkmeyer has been committed to creating delicious sweet baked goods. A rich heritage and winning recipes are what make Otis Spunkmeyer America's #1 foodservice Cookie & Muffin brand.



Oakrun Farm Bakery

Family is at the heart of Oakrun Farm Bakery. Our innovative and delectable variety of fresh and frozen baked goods for retail, in-store bakery, and foodservice includes: English muffins, crumpets, waffles, morning goods, and sweet goods.

Our Extended Brands

Leading Brands and Private Label Deliver on Consumer and Customer Needs

Consumer Brands



Leading Artisan Bread Brand



Leading Cookie and Muffin Brand



Leader in Authentic Baked Goods

Customer Brands



Gold Standard in Bakery Baked Goods



Foodservice Leader of Croissants

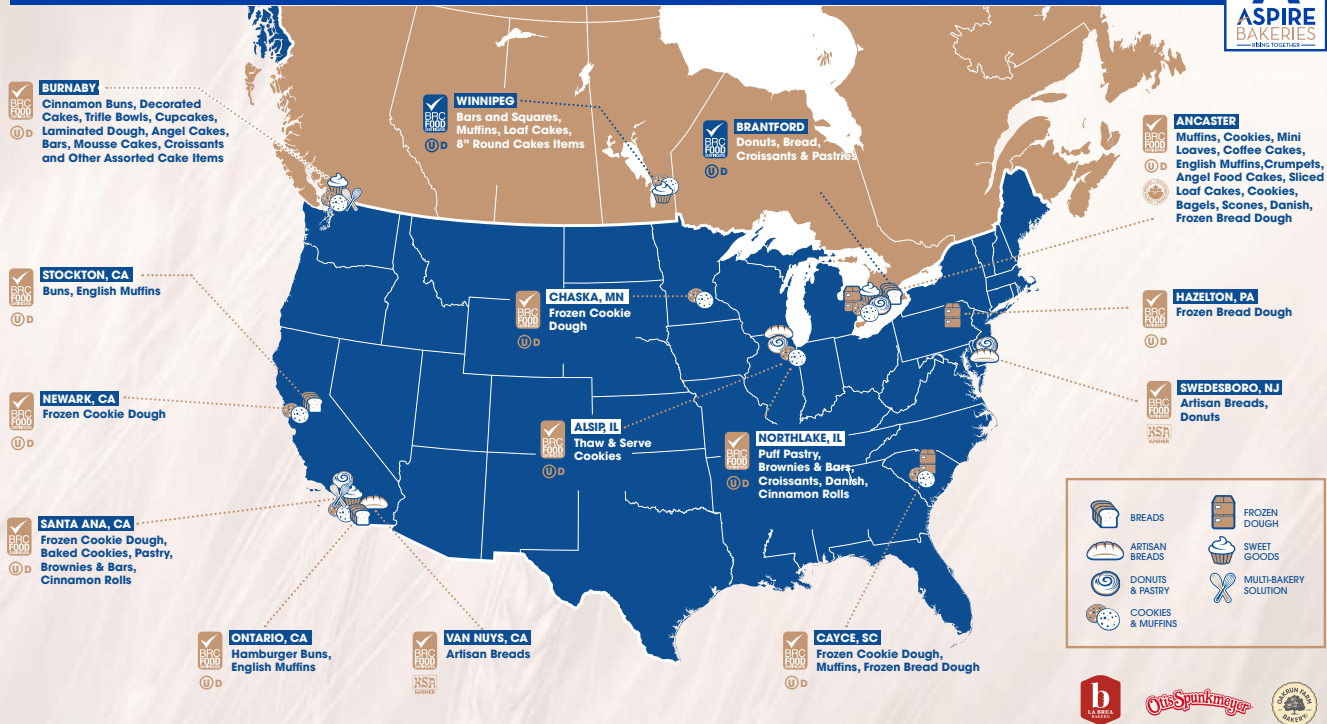


Premium ingredients, superior craftsmanship

Unbranded & Private Label



Aspire Bakeries' Locations



OnSpunkMyer



Our Green Champion Program

ROLE OF A GREEN CHAMPION

- Works with the CSR team to increase sustainability awareness at the bakery
- Provides monthly updates on the bakery's energy, water, and waste reduction initiatives
- Provides updates to bakery leadership on sustainability initiatives
- Works with the CSR team to schedule utility audits to identify energy reduction opportunities

Current Focus points:

- Ensures that the bakery has developed a plan for LED upgrades
- Ensures compressed air leaks are addressed plant-wide on an annual basis
- Ensures the bakery has an equipment start-up and shut-down checklist in place
- Ensures the bakery has a recycling program in place to minimize waste to landfill
- Works with the CSR team to develop an Earth Day event annually

The Aspire Bakeries Green Champion Program focuses on creating sustainability awareness at our bakeries. The Green Champions work with the sustainability team to identify Energy, Water, and Waste reduction opportunities within the bakeries. Each Bakery Director appoints a Green Champion from their staff to lead these initiatives. The Green Champion position is not a separate position within the bakery, rather it's an additional responsibility, taken on by a team member who is passionate about sustainability.

Thank you to all our Green Champions across the 15 bakeries. Your hard work and dedication make Aspire Bakeries a more sustainable company!



Congratulations to Jeffrey Toutant, Maintenance Supervisor, and Steve Thompson, Bakery Director of our Alsip bakery team for being the first to complete the Green Champion checklist.

Developing our Strategy

As we developed our CSR/Sustainability Strategy, we gathered inputs from several sources:

- Internal stakeholders including Senior Leadership
- Customer expectations
- Expectations/Needs of our Brands
- Employee expectations of our organization
- **Internationally recognized platforms for setting goals and strategies:**
 - Carbon Disclosure Project (CDP)
 - Ecovadis platform
 - Sustainability Accounting Standards Board (SASB)
 - Global Reporting Initiative (GRI)
 - U.N. Sustainable Development Goals

United Nations SUSTAINABLE DEVELOPMENT GOALS



We then developed our five areas of focus for our strategy which we will expand on next:

1 Our People



2 Our Food



3 Our Planet



4 Our Sourcing



5 Our Communities



OUR PEOPLE





Empowering Our People

At Aspire Bakeries, we recognize that our continued success is dependent on the quality, commitment, and responsible behavior of our people.

Our goal is to provide the appropriate total rewards structure to attract and retain a talented workforce where individuals can grow.

The health and well-being of our employees and their families is a top priority!



Company Visibility & Outreach



In 2021, faced with COVID-19 safety measures preventing in-person job fairs and on-site interviews, Aspire Bakeries enhanced our visibility with community resources and our presence on major job board sites.

Through utilizing technology and social media outreach to prospective associates and to conduct remote interviews, we continued to “tell our story” about the opportunities and rewards of becoming an Aspire Bakeries associate. Our outreach efforts to underrepresented communities has resulted in 78% of our associates self-identifying as a member of an underrepresented group (US only) and 43% of our associates are female.

We began developing relationships with community partners who are working with refugees from Afghanistan to assist them in gaining employment; following our first round of refugee hiring, these new associates began referring their friends and family members for career opportunities at Aspire Bakeries.

Employee Onboarding

We value all associates in all roles, and provide high-support onboarding programs during an associate's first 90-days with us. This ensures they build the relationships and job skills needed to succeed. The Onboarding Program in our manufacturing facilities has recently improved to celebrate more of our culture, brands, and foods, as part of what makes it special to work at Aspire Bakeries.

Career Development

Aspire Bakeries is a great place to grow your career, as evidenced by the long-tenure we see in all departments across our central support and bakery teams. We continue to look for ways to support associates' career interests and have programs in place to drive this development. This includes our SuccessFactors platform which allows associates and managers to record and discuss skill growth and goal achievements. We also offer tuition reimbursement for relevant career and skill development.



Empowering Our People

Employee Training

Associates have access to a variety of training at Aspire Bakeries, including leadership development, job skills development, and specialty programs such as our new Supervisor Development Program for bakery Supervisors. Further, our deep commitment to Safety means that all associates in all departments across the organization, complete an annual series of People & Food Safety training courses.

Service Recognition Program

Aspire Bakeries has a program to recognize and reward associates for their length of service with the company. Associates receive a monetary award as they celebrate years-of-service anniversaries at five year intervals. More than 50% of bakery associates have at least five years of service, while 20% of bakery associates have celebrated more than 15 years of service.

Enhanced benefits

We believe our compensation and benefits offerings are unsurpassed in our industry. Aspire Bakeries has maintained excellent medical, dental, and vision plans to ensure



our associates and families are protected.

We continue to encourage associates and their families to utilize our company paid Employee Assistance Programs as they are faced with COVID-19 and general life challenges. In 2021, we added the National Day of Truth and

Reconciliation paid holiday for associates in Canada.

The Aspire Bakeries Employee Code of Conduct covers many areas, including: compliance with all laws and regulations, ethical behavior in the workplace, food safety and quality assurance, non-discrimination in the workplace, prohibition of prison labor, slavery and human trafficking, ensuring a harassment free workplace, commitment to a healthy and safe working environment, avoiding conflicts of interest, environmental protection and sustainability, and policies on anti-corruption and bribery, among others.

Response to Covid

COVID-19 Incentives

As we continue to navigate through the challenges of COVID-19, Aspire Bakeries remains committed to ensuring that our associates and communities are safe. We continue to offer resources, education, incentives to encourage vaccination. Vaccine clinics are frequently brought on-site for the convenience of our associates and their families. We have established generous incentive programs for everyone that is vaccinated.

COVID-19 Leaves of Absence

Launching extensive paid leaves of absence programs in 2020, we continued these paid programs in 2021 as associates and their family members experienced COVID-19 issues. Our paid leaves of absence programs matched up to



our COVID-19 safety programs which encouraged associates who were exposed or were experiencing symptoms of COVID to remain home to quarantine before returning to work.

To keep our employees and communities safe, we created the Conquer Covid initiative. With frequent posters and contests, we kept our most valuable asset, our People, safe, engaged and up to date on the latest Covid-19 numbers and vaccination rates.

We were pleased to receive positive feedback from our teams as they continue to implement new ways to ensure everyone stays safe, inside and outside our facilities.





Conquer Covid



Travel Stoppage

Remote working for all employees not directly involved in production and distribution.



Social & Physical Distancing

from the time a team member arrives at work to the moment they leave



Face coverings being worn by all employees at all times in our Bakeries, Café's and distribution centers. Mask wearing was mandatory, shields required where provided



Enhanced sanitizing of common touch areas and tools, multiple times per shifts



Employee wellness checks

prior to starting work including monitoring for symptoms, and temperature checks



COVID-19 Bakery Toolkit

containing informational posters, policies, employee risk assessments and resources for use by bakery leadership



Conquer COVID Campaign

consisting of a variety of posters, tools and information sheets on virus prevention measures and vaccination for employees, family members and colleagues



"I Vaccinated" Campaign

including paid leave, incentives and prizes for team members that vaccinate and publication of vaccination newsletters



Onsite vaccination clinics

for team members and their families



Vaccination Mandate

for associates at Manager level and above



Supplying masks, sanitizer and tests

We continue to provide masks, sanitizer and tests for employees and family members to use

Conquer Covid Messaging



Keeping our team members safe has remained our priority throughout the pandemic. Many protective measures have been implemented across the business, including frequent team communications and newsletters.

CONQUER COVID *this Super Bowl*

This year, the safest way to celebrate the Super Bowl is at home with the people that live in your household.

Travel and gatherings with family and friends who do not live with you should be avoided, as this can increase your chances of getting or spreading COVID-19.

But don't let that spoil your fun.

Wear your team colors, decorate and prepare all of your favorite game-time snacks to enjoy with your home team. Consider a virtual Super Bowl party or start a text group to stay connected during the game with friends and family outside of your household.

If you plan on holding or attending a viewing party, make sure the party is set-up outdoors, where everyone can keep **> 6 feet social distance** and wear a **face mask** when not eating and drinking. In cold weather, wear your mask under a scarf or balaclava. Avoid physical contact with other guests, even fist or chest bumps when your team scores. Also, shared snacks should be avoided. Continue to **wash and sanitize your hands frequently**.

Continue to follow all guidance from local and national health authorities, and do your part to prevent the COVID spread.

Enjoy a fun and safe Super Bowl weekend.

CONQUER COVID *durante el feriado*

Es nuestro primer gran fin de semana de vacaciones que conduce al verano y quién no se dirige a la playa o a una piscina? Después de un invierno tan largo todos queremos aprovechar al máximo estas vacaciones!

Si asiste o planea un evento este fin de semana, asegúrese de hacer lo que pueda para protegerse a sí mismo, a su familia y a sus amigos de COVID-19.

Recordar:

- Manténgase al menos a 6 pies de distancia de los demás y evite grandes multitudes.
- Use una mascarilla facial en todo momento cuando no esté en el agua.
- Lávase y desinfecte las manos regularmente.
- Si estás en el automóvil compartido con amigos o usando un Uber, siempre usa tu máscara facial y abróchate el cinturón de seguridad.

COVID-19 todavía se está extendiendo activamente en nuestras comunidades entre individuos no vacunados, por lo que todos contamos con:

SI YA ESTÁ TOTALMENTE VACUNADO

Disfruta de tu tiempo en compañía de familiares y amigos.

En la mayoría de los estados y ciudades, individuos totalmente vacunados:

- No es necesario usar mascarillas en público ni en interiores ni en exteriores (con algunas excepciones).
- No es necesario distanciarse socialmente.
- Puede reunirse, compartir coche, cenar, fiesta, celebrar y relajarse sin restricciones.

Continúe usando su máscara y distancia social mientras está en el trabajo. Mientras no esté en el trabajo, siga las directrices de la autoridad local y respete los requisitos de las empresas que visita.

Sé seguro y no olvides tu protector solar!

CONQUER COVID *with Action*

COVID-19 CASES CONTINUE TO RISE IN MANY OF THE COMMUNITIES WHERE OUR BAKERIES ARE LOCATED. TEAM MEMBERS AND COLLEAGUES ARE STILL BEING IMPACTED.

It is critical that we all keep adhering to our COVID-19 prevention measures at work and in our communities. Continue to practice Social Distancing and Mask Wearing at all times when you are outside of your household, wash your hands frequently, and avoid crowds. When the vaccine becomes available, make an appointment to Get Vaccinated if you are able to do so.

Sample "Conquer Covid" Campaign used throughout our facilities.



Our Employee Health and Well-Being

The health and safety of our people is of paramount importance to Aspire Bakeries.

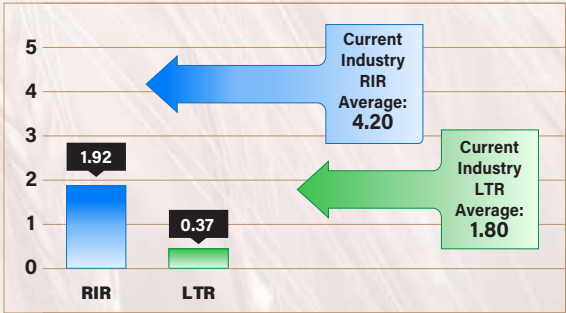
Under the guidance of our core values Ownership and Care, we pursue comprehensive internal safety management procedures including: policy manuals, training, verification of regulatory compliance, risk assessments, individual site action plans, safety audits, formal accident investigations and the provision of occupational health services.

We also maintain a strong focus on the use of leading indicators such as training completion rates and safety calendar completion percentages. The metrics we use are industry measures for employee injuries, lost time injuries, and number of days lost from injuries.

We have consistently reduced injuries in all locations.

Though we have seen great results in this area, we strongly believe that even one accident is one too many, and strive every day to send all of our employees home to their families safely. In 2021, our Recordable Injury Rate (RIR) for the Americas was 59% below the commercial baking average. Our Lost Time Injury Rate (LTIR) was 79% below the commercial baking average.

Aspire Bakeries 2021 Results





Safety Investments

Investing in the safety of our people is a constant priority for us. We continue to invest in safety measures in our bakeries, including permanent engineering improvements like machine guarding and right-sizing equipment for ease of use, as well as personal protective equipment, and other process and equipment improvements.

Training

Providing proper training and education on safe working conditions is one way that we prevent injuries. We utilize the Alchemy training platform as our company-wide training standard, which makes mandatory the completion of courses by all employees. We also require ongoing coursework to ensure that all Aspire employees know how to prevent accidents and maintain a safe working environment. Our employees communicate near misses and unsafe actions, and if necessary, respond to safety-related incidents in the bakery. All Aspire employees and workers complete at least 13 hours of formal safety, food safety, and HR training.

Safety Calendars

We have Environmental and Safety Calendars in place in all bakeries which effectively structure reporting, update events and relay other safety and compliance-related requirements. These are updated every month, and any discrepancies are quickly addressed. This ensures completion of safety-related

tasks and promotes better visibility into pending items such as trainings, audits, and regulatory reporting throughout the year. There are approximately 650 tasks per bakery per year that must be completed to be in compliance with local and federal standards as well as Aspire policies and best practices.

Safety Performance Accountability

In accordance with our value of Ownership, we have integrated people safety Key Performance Indicators (KPI's) into manager's performance objectives. Safety of our people is our top priority at Aspire and we instill that it is everyone's job to keep themselves, and those around them, safe day in and day out. Tying safety metrics to personal success objectives is just another way of ensuring we have a true "safety culture" within the company.





Health & Wellness Fairs

To promote the wellbeing of employees, both in and out of the workplace, we held health and wellness fairs at our bakeries. These fairs were a fun way for our employees to promote safety and obtain valuable information. Not confined to only workplace health and safety, these fairs also focus on health and safety at home; this includes tips and information on healthier eating habits, exercise, smoking cessation, and many other important topics. In addition we held onsite vaccination events in response to the COVID-19 Pandemic.

Excellent Results in Safety

In 2021, 14 out of 15 locations received the American Bakery Association Safety Recognition Program Award.

Safety Communications

Communication is the strongest tool we have to prevent injuries and build and maintain a safety culture in all bakeries. Keeping safety issues top-of-mind with our employees has paid off in our safety results, and has been formalized in several ways.

Our Hazleton Bakery Celebrated Six Months Injury-Free in 2021!



Our Hazleton bakery



Daily Safety Topics:

Each day a 1-2 minute topic is emphasized at the start of the shift meeting or during team huddles. Examples of Safety Topics include: Lock-Out-Tag-Out procedures, proper Personal Protective Equipment usage, preventing slips, trips and falls, first aid procedures, and many more rotating topics. We tie these into our core values to further emphasize their importance.



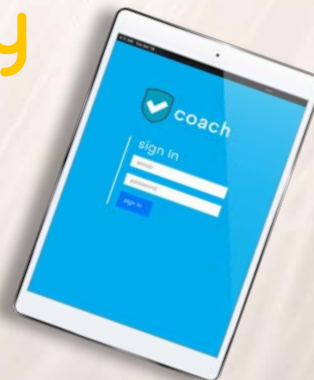
Accident Briefs & Best Practices:

When an accident occurs at a facility with an injury or near miss, a write-up is put together by the bakery and distributed by our Environmental Health & Safety (EH&S) personnel throughout the company. This allows a venue for sharing best

and unsafe practices, equipment issues, and the corrective actions to ensure they do not happen again.

Observation based coaching, and use of Alchemy as our learning platform for people safety, food safety, and other company specific training topics has allowed for a more user friendly training platform. In addition to kiosk and group setting training platforms, utilizing Alchemy Coach, a mobile and tablet based training platform, provides our supervisors, managers and trainers the ability to provide on-the-floor observations to ensure that our employees are following Good Manufacturing Practices (GMP's), safety procedures and other important aspects of our bakery operations.

intertek
alchemy





OUR FOOD



Our Food - Focus on Great Food

As leaders in our industry, our teams work diligently to ensure high quality, safe food. We aspire to be a proactive leader in expanding best-in-class food options, particularly those that incorporate nutritional and healthful ingredients.



All bakeries are Global Food Safety Initiative certified: Each bakery completes an annual audit against the BRC standard which evaluates our compliance and implementation of each requirement of this globally recognized standard. Our bakeries each ensure compliance through the full implementation of our Aspire Integrated Management System (AIMS), policies and procedures.



What systems are in place to promote the Food Safety culture at Aspire?

Our Food Safety Culture is promoted through continuous engagement and education of our associates on the importance of following established Food Safety and Quality protocols and taking action when something doesn't seem right.

We use our Food Safety ambassador **SIFIRI (See It Fix It Report It)** to inform our teams and build our Food Safety culture. Our associates make a personal Food Safety Pledge which is posted in each bakery as a reminder of the important role each individual has to play in ensuring the production of safe quality food. We recognize team members food safety contributions using our Food Safety Hero Awards. Each bakery identifies at least two heroes each month and their impact is celebrated and posted on our Food Safety Hero Wall. Throughout the year bakeries hold a number of SIFIRI events focusing on a specific food safety topic such as foreign material control, food defense, food fraud, pest control, etc. Each year we organize a Food Safety Week to showcase our food safety efforts and further build our food safety culture.





Our Food - Focus on Great Food

Global Food Safety Certification (GFSI):

All Aspire North America bakeries are audited annually by independent third party auditors and certification is awarded under one of the GFSI schemes of BRC. In addition all Bakery Directors and FSQA Managers in North America are trained and certified for food safety regulatory compliance. To further strengthen our food safety programs, we require ingredient suppliers, packaging suppliers and third-party warehouses to achieve GFSI certification with annual independent, third party audits. This is in addition to our internal vendor assurance audit program.

Quality and Sensory:

We continue to enhance our quality program with flavor and texture training in all bakeries and implemented testing to certify sensory acuity of key tasters to assure the highest quality foods. In addition we are expanding Visual Aid Guides to monitor the critical-to-quality attributes during processing, baking and packaging.



Our Food - Focus on Great Food



Highlights:

- Food Safety and Quality culture developed around and alongside our Aspire Integrated Management System (AIMS)
- Developed innovative menu ideas targeted to customer strategies
- We offer: Non-GMO, Organic, and Gluten-Free food innovations
- Expanded our Gluten Free and Vegan-Certified portfolio
- Increase use of ingredients with higher nutrition, including specific flour updates and ingredients with lower carb counts
- Looking into opportunities for using upcycled foods, and we are collaborating with respected state labs on regenerative practices for farm-to-market potential
- Kosher certification through OU
- KSA and Halal certification through IFANCA

Our Food Safety and Food Safety Culture KPI's include a 5% YOY reduction in complaints. In addition, the following are monitored: Food Safety Compliance Calendar, First Pass Quality, Environmental Monitoring Program, Complaint Response Time and Hero Awards.



We continue to see a reduction in Customer Complaints and we're currently surpassing our First Pass Quality (FPQ) and Environmental Monitoring Program (EMP) KPI's.





Our Food - Sustaining Consumer Trust



Governing Body

For a product to carry the USDA organic label, a third party must verify at least 95% of the ingredients as organic.

From Our Portfolio Includes: Select La Brea Bakery Breads



Non-GMO means a product was produced without genetic engineering and its ingredients are not derived from Genetically Modified Organisms. **From Our Portfolio Includes:** All La Brea Bakery Breads except cheese breads.



Certified Vegan Logo refers to products that do not contain animal products or byproducts and that have not been tested on animals. **From Our Portfolio Includes:** All La Brea Bakery Breads except for cheese and ones with honey.



A kosher certification agency is an organization or certifying authority that grants a hechsher to ingredients, packaged foods, beverages, and certain materials, as well as food-service providers and facilities in which kosher food is prepared or served. **From our portfolio:** All La Brea Bakery Breads except cheese breads



Marketing Terms

100% Natural isn't clearly identified, monitored or certifiable by fast food restaurants and lesser quality brands. Despite using "natural" ingredients, La Brea Bakery avoids this term.

From Our Portfolio Includes: Avoiding "natural" with La Brea Bakery Breads



Clean Label refers to food products that have fewer ingredients, and simpler ingredients at that. In short, ingredients your grandmother would use and could pronounce. **From Our Portfolio Includes:** All La Brea Bakery Breads



OUR PLANET





Our Planet - Protecting Our Planet

Aspire Bakeries complies with all regulatory and industry environmental standards. We acknowledge that the Earth's ecosystems are fragile and vulnerable, and that protecting the environment is critical to the well-being of the planet and its citizens. We understand the need to minimize our use of natural resources in our operations and logistics and we are constantly working towards reducing our energy and water use, minimizing our carbon footprint, and diverting as much waste as possible from landfills.

2021 ACHIEVEMENTS

- Energy intensity reduced by 4.6% resulting in 576k kWh avoided energy consumption - This is equivalent to powering 56 homes for a year
- Non-Recipe water intensity reduced by 3.2% compared to 2020 resulting in 446k gallons of avoided water consumption - This is equivalent to filling 22 average swimming pools.
- Set waste reduction goals and implemented waste diversion projects
- Achieved 95% diversion from landfill in 10 Bakeries
- Monthly calls with waste consultants to address issues and opportunities, such as service improvements and cost reduction
- Over 50% of our bakeries have upgraded to LED lights, our goal is to be 100% LED by 2025
- Completed compressed air leak assessments and repairs
- Launched Employee Water Conservation Idea Contest at our CA sites
- Achieved US EPA Energy Star Challenge at 3 Bakeries (10% reduction in energy intensity)
- Carbon emissions reduced by 15,000 Mtons in FY2021 vs FY2020 (equivalent to taking 3,451 passenger cars off the road for one year)
- Carbon intensity (Kg CO₂/t finished foods) reduction of 6.0% compared to FY2020



Greenhouse gases (GHGs) are gases that trap heat within the atmosphere and contribute to the greenhouse effect. This effect does not allow heat that has reached the surface of our planet to return to space thereby resulting in a warmer planet.

Using the GHG protocol guidelines, we have reported to the Carbon Disclosure Project (CDP) each annual year since 2015. In addition to climate, CDP also includes forest (palm oil & packaging) and water reporting.





Scope 1 and 2 Emissions

Our bakery operations generate CO2 emissions defined as **Scope 1 and Scope 2**. Scope 1 emissions are direct emissions from company-owned and controlled resources. Scope 2 emissions are indirect emissions for our operations generally from purchased electricity from a utility provider.

In our bakeries scope 1 and 2 emissions are created through:

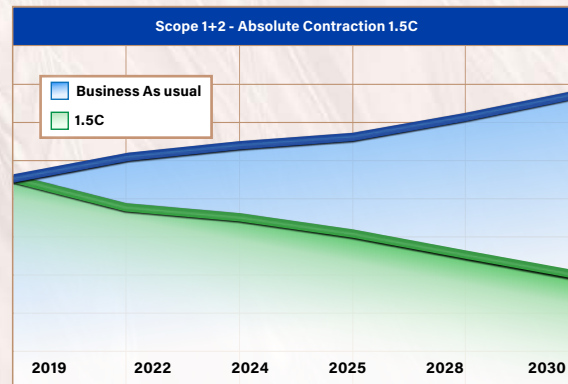
- Use of natural gas for ovens, heating and boiling
- Use of electricity for operating equipment (mixers, conveyors, air compressors, freezers, etc), building lighting and cooling
- Release of ozone-depleting refrigerants into the atmosphere
- Any fuel used on site for logistics purposes

OUR GOAL Aspire Bakeries commits to reducing scope 1 and 2 emissions 46% by 2030 from base year 2019

Initiatives to Achieve Carbon Reduction Targets Scope 1 & 2

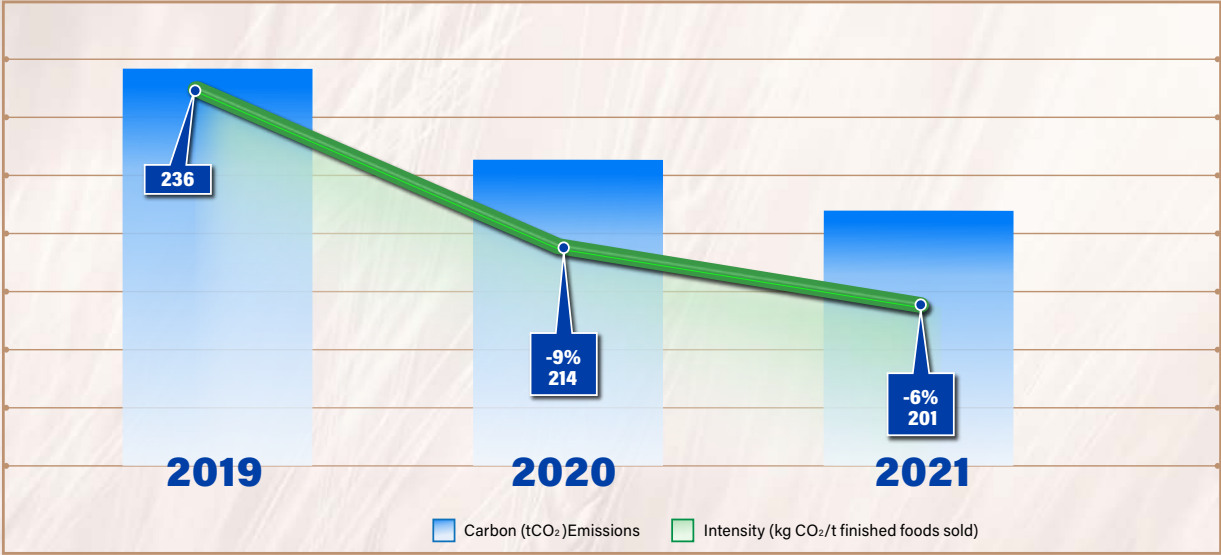
These are examples of reduction initiatives we are exploring:

- Energy Efficiency Opportunities
- Purchasing Renewable Energy through our Utilities
- Power Purchase Agreement (PPA) and virtual PPA Opportunities
- Onsite Renewable Energy Opportunities
- Renewable Energy Credit (RECs)
- Carbon Offsets





Scope 1 and 2 Carbon Emissions - Results to Date



Carbon Emissions and Intensity – all operational bakeries per fiscal year

Fiscal Year	Intensity (kg CO ₂ /t finished foods sold)	% Change Y o Y
FY19	236	-
FY20	214	-9%
FY21	201	-6%



Scope 3 Carbon Emissions

Scope 3 emissions are all indirect emissions not included in scope 2 that typically occur in the value chain of the reporting company. These emissions include:

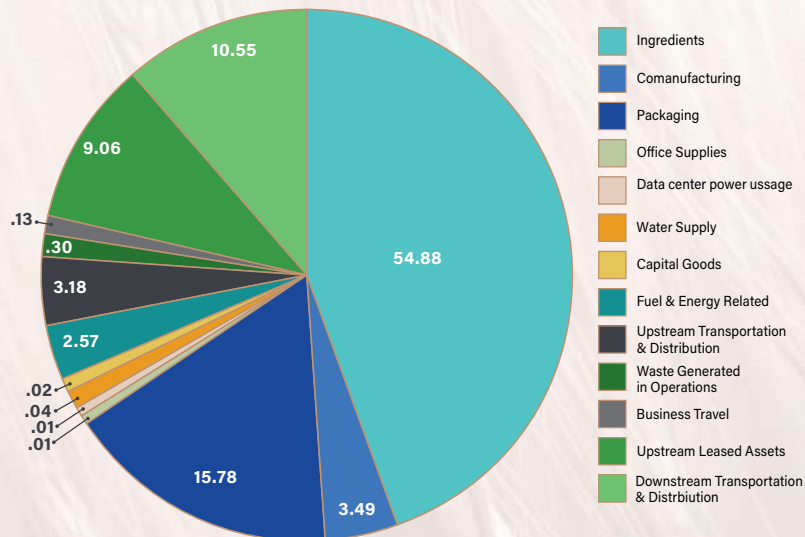
- Purchased Goods & Services
- Capital Goods
- Upstream & Downstream Transportation
- Waste Disposal
- Business Travel
- Employee Commuting
- Processing of Sold Products

Similar to scope 1 and 2, we developed a Science Based Target for Scope 3 that aligns with a 1.5°C limited global warming.

We will engage with our raw materials and packaging suppliers as well as logistics providers to implement reduction strategies.

OUR GOAL

Aspire Bakeries commits to reduce Scope 3 emissions 33% per tons of products sold by 2030 from a 2019 base year



Water Conservation Idea Contest



When California Governor Gavin Newsom asked companies and residents alike to reduce water consumption due to an ongoing drought, we knew our California bakery associates would know the best ways to help us conserve water. That's why we hosted a special contest where 94 submissions were received and the winners were awarded gift cards.

We thank all our associates who participated in this contest, and we congratulate the winners! Your commitment to water conservation reminds us that we all have a hand in preserving our environment for generations to come.



Water Conservation Idea Submission Booths located in each bakery.



Water Conservation Idea Contest

- Name:
- Shift:
- Please write down your best water cost savings conservation idea:

Contest is from 10/10- 10/23

Once complete please put in box.



OUR SOURCING



Our Sourcing - Focus on Sustainable Raw Materials



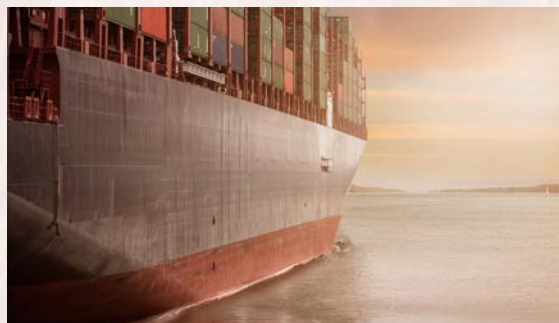
Partnering with the best suppliers in the industry drives continuous improvement in our procurement practices.

Quality, value, and sustainability of our raw materials is our ongoing focus. Working closely with our suppliers keeps us focused on excellence in supply chain and ensures that we are partnering with companies that share our values and vision.



Our values of Integrity, Customer Focus and Care are the basis of this approach to sustainable procurement and raw materials. Our scorecard for supplier performance includes expectations of sustainable practices and metrics to track progress.

We believe in developing long-term sustainable sources and assured supply of raw materials, making sure we address the social, ethical, economic, safety, quality, and environmental aspects as part of our sourcing strategies. Each year we assess the risks in our supply chains and work with our suppliers to reduce those risks; we agree on which raw materials we will focus on going forward and work together on sustainable solutions.





Our Sourcing - Palm Oil & Egg Sourcing

EGGS

Aspire's Animal Welfare policy includes expectations related to the care and treatment of laying hens. Since 2013 we have only sourced UEP (United Egg Producers) certified eggs for all pasteurized liquid eggs used in our bakeries. UEP requirements address bird cage size, use of antibiotics, beak trimming procedures, and other animal welfare concerns, as well as required third-party audits of farming practices.



Since 2010, we have purchased over one million cage-free eggs each year for our Otis Spunkmeyer branded food. In 2021, Aspire announced a specific plan to transition to 100% cage-free eggs for all of our procurement by 2025.

The categories of raw materials that are currently part of our focus are Palm Oil and Eggs



Cage-Free Eggs & Palm Oil Fruit (above).

Our Sourcing - Sourcing Sustainably



PALM OIL

As a member of the Roundtable on Sustainable Palm Oil (RSPO), Aspire supports the growing and processing of sustainable palm oil.



In 2013 Aspire committed to purchasing and redeeming Book & Claim certificates for all palm oil sourced for food items in North America. This commitment by Aspire actively promotes improved farming practices, environmental impact reduction and increased farm yields.

Beginning in 2015, we implemented utilization of Mass Balance palm oil in support of customers who have made their own commitments to palm oil sustainability. Mass Balance provides an additional level of traceability for sourcing sustainable palm oil.

Integrity, Customer Focus and Care are the basis of our approach to sustainable procurement and raw materials. Our scorecard for supplier performance includes expectations of sustainable practices and metrics to track progress, these metrics encourage suppliers to align with our values and

priorities in key areas. We believe in developing long-term sustainable sources and assured supply of raw materials, making sure we address the social, ethical, economic, safety, quality, and environmental aspects as part of our sourcing strategies. Each year we assess the risks in our supply chains and work with our suppliers to reduce those risks; we agree on which raw materials we will focus on going forward and work together on sustainable solutions.

Vendor Code of Conduct

Aspire Bakeries has in place a formal Vendor Code of Conduct which is signed by all vendors as a condition of becoming an approved supplier. This code is signed by our Tier 1 raw material and packaging suppliers, temporary employee agencies, and any on-site service providers or vendors (e.g. security firm)

Our Code of Conduct sets vendor behavior expectations around important areas such as: business ethics, adherence to labor laws, environmental practices, people health and safety and other areas relating to our suppliers' facilities. We expect our suppliers to be in compliance with the COC and we utilize a third party social accountability auditing firm to assure adherence to these important practices.



Our Sourcing - Sourcing Sustainably

Supplier Diversity

Aspire Bakeries is committed to increasing our base of diversity suppliers, including minority, women, veteran and LGBTQ-owned enterprises.

Developed by our procurement team, our Supplier Diversity strategy includes long-term goals to partner with diversity NGO's to ensure access to our spend categories.



We will continue with our focus on raw material sustainability through collaboration with our procurement category leads. In addition to our existing work on palm oil and cage-free eggs, going forward we will review strategies around cocoa and packaging sustainability in partnership with our suppliers.





OUR COMMUNITY





Enhancing Our Communities

Our organization has always been generous in supporting key charitable activities and we will continue with these endeavors. We will continue to partake in sustainable solutions to healthfully feed a growing global population and work to improve the lives of children. Under our values of Care and Customer Focus, we are committed to being a responsible member of the communities in which we operate and encourage our business units to play an active role within them. As a food company, we focus the majority of our charitable activities on reducing hunger and improving the lives of children. From an organization - wide standpoint, for the past three years we have supported Feeding America through regular donations from our Inventory Centers.



During past natural disasters both the company and our employees donated to American Red Cross Disaster Relief

Through our office and bakery teams, we support many local food banks and community organizations



Enhancing Our Communities



Aspire Bakeries 2021 Holiday Donations

At Aspire Bakeries, we understand the importance of contributing to our communities. So at the close of 2021, we selected the following six non-profit organizations focused on ending hunger in the communities we serve. Our charitable donations to these organizations show our continued commitment to giving back to communities in need:

Feeding America (US)

The nationwide network of 200 food banks that leads the fight against hunger in the United States. Together, they provide food to more than 46 million people through 60,000 food pantries and meal programs in communities across America. Feeding America also supports programs that improve food security among the people they serve; educates the public about the problem of hunger; and advocates for legislation that protects people from going hungry.

Sound Generations (Meals on Wheels)

Offers relief to older adults and caregivers by delivering reliable, nutritious meals on a weekly basis.

A Just Harvest (Chicago)

Fighting poverty and hunger by providing nutritious meals via weekly walk-up food pantry, weekly grocery delivery and The Poduce Mobile.

Project Angel Food (LA)

Prepares and delivers healthy meals to feed people impacted by serious illness.

Food Banks Canada (Canada)

Collects food and raises funds to share with its network, delivers national programs to help food banks distribute food efficiently

Abbotsford Disaster Relief Fund (Abbotsford, BC Canada)

Developed in response to the devastating damage caused by mass flooding and mudslides in the Fraser Valley in late 2021, provides grants to local agencies involved in the disaster relief effort as well as business affected by these events.

In addition, during 2021, we donated over 495,000 pounds of food to support COVID-19 relief in local communities.

As we move forward in 2022 we'll continue to look for opportunities to give back to our communities and engage our associates. At Aspire Bakeries, we are Rising Together.



Earth Day Highlights

April 22, 2021 marked the 51st anniversary of Earth Day, a time to reflect on our contributions to a more sustainable world.

In honor of Earth Day, several of our Aspire Bakery teams engaged in activities to promote a more sustainable world: a tree seedling and flower distribution event, cleaning up trash in the community, planting trees, sprucing up a bakery serenity garden, and participating in a waste-less challenge – just to name a few!

We appreciate all our staff contributions on Earth Day and throughout the year! All bakeries and offices are asked to conduct two events per year in support of eliminating hunger and in support of Earth Day.



Earth Day Highlights



At Aspire Bakeries we understand the importance of environmental stewardship. So in honor of Earth Day 2021 we created & posted sustainability ideas that could be implemented at work and at home. We also hosted a virtual event for our staff where employees shared their conservation ideas.

Earth Day Tips

What You Can Do at Work

SEPRE (Save It, Fix It, Reprint It)

- If you have a printer where several employees are being trained (meeting room, all hands, equipment training when not needed, etc.) be sure to print it to your computer.

BE AWARE OF PRINTING PRACTICES AT WORK

- Print only absolutely needed documents

RECYCLE AND SEPARATE WASTE AT THE BAKERY

- Make sure recycling materials are being followed (paper, box cartons, waste separation, etc.)

DON'T WASTE WATER – use only as needed

- Reduce water quantity generated
- Maximize recycling and dry cleaning prior to washing

BRING RE-USEABLE FOOD CONTAINERS, CUTLERY, AND WATER BOTTLES

- Do your part to reduce food waste generated at the bakery
- Improve your bakery's recycling and aluminum rate

What You Can Do at Home

TURN FAUCETS OFF WHEN NOT IN USE

- Shutting off the faucet while brushing your teeth or washing your hands can save up to 5 gallons of water per day

WASH LAUNDRY IN COLD WATER

- Much of the energy used during your laundry cycle comes from heating the water, use cold water to save energy

BE AWARE OF THERMOSTAT WHEN WORKING FROM HOME – don't let it get too high and low

- Adjusting your thermostat can help reduce energy consumption and lower your utility bill

USE A REUSABLE WATER BOTTLE

- Many brands of water bottles are BPA free, reusable and come with a lifetime warranty

GO PAPERLESS

- Don't let paperless billing overwhelm you

CALCULATE YOUR CARBON FOOTPRINT
https://climateactionnetwork.org/footprint/ "We can't reduce it if we don't measure it."
https://www.epa.gov/energy/footprint-calculator/

ASPIRE BAKERIES

Consejos para el Día de la Tierra!

Qué puedes hacer en el trabajo

VEALO, ARRÉGLALO, REPRÉNTALO

- Si tienes una impresora donde varios empleados están siendo entrenados (sala de reuniones, sala de capacitación, capacitación de equipo cuando no se necesita, etc.) asegúrate de imprimirlo en tu computadora.

TENGA EN CUENTA LAS PRÁCTICAS DE IMPRESIÓN EN EL TRABAJO

- Imprime solo los documentos absolutamente necesarios

REGULAR Y SEPARAR LOS RESIDUOS EN LA PANADERÍA

- Asegúrese de que se sigan las prácticas de reciclaje correctas adicionales (residuos de papel, cajas de cartón, separación de residuos, etc.)

NO DESPERDICE EL AGUA, úselo solo cuando sea necesario

- Reduzca la cantidad de agua generada
- Maximice el reciclaje y el lavado antes de lavar

TRAIGA RECIPIENTES DE COMIDA, CUBIERTOS Y BOTELLAS DE AGUA REUTILIZABLES

- Haga su parte para reducir los residuos generados en las comedores en las panaderías
- Mejore la tasa de reciclaje y el aluminio de la panadería

Qué puedes hacer en casa

CIERRE LOS GRIFOS CUANDO NO LOS USE

- Cerrar el grifo mientras se cepilla los dientes o se lava las manos puede ahorrar hasta 5 galones de agua por día

LAVE LA ROPA CON AGUA FRÍA

- Gran parte de la energía utilizada durante el ciclo de lavado proviene de calentar el agua, use agua fría para ahorrar energía

TENGA EN CUENTA EL TERMOSTATO CUANDO TRABAJE DESDE CASA – no lo configure demasiado alto y bajo

- Ajustar su termostato puede ayudar a reducir el consumo de energía y reducir su factura de servicios públicos

USE UNA BOTELLA DE AGUA REUTILIZABLE

- Muchas marcas de botellas de agua son libres de BPA, reutilizables y vienen con una garantía de por vida
- Haga su parte para reducir los residuos generados en las comedores

OLVIDESE DEL PAPEL

- No deje que las facturas de servicios públicos se acumulen en su escritorio

CALCULA TU HUELLA DE CARBONO
https://climateactionnetwork.org/footprint/ "No podemos medirlo si no lo medimos."
https://www.epa.gov/energy/footprint-calculator/

ASPIRE BAKERIES

Reporting - Sharing Our Results

Current Reporting:

The Carbon Disclosure Project (CDP) is a not-for-profit charity that runs the global disclosure system for investors, companies, cities, states and regions to manage their environmental impacts. Over the past 20 years it has created a system that has resulted in unparalleled engagement on environmental issues worldwide. We have reported to the CDP each year since 2015. In addition to climate, CDP also includes forest (palm oil & packaging) and water reporting. You can find our latest score below:

Response	Year	Status	Score
Climate Change 2021	2021	Submitted	C
Forests 2021	2021	Submitted	B B B
Water Security 2021	2021	Submitted	C

The Annual Communication of Progress (ACOP) are reports submitted by Roundtable on Sustainable Palm Oil (RSPO) members to gauge their progress towards 100% RSPO-certified sustainable palm oil. These reports are mandatory for Ordinary and Affiliate members, and are submitted each year.

Future Reporting

The Sustainability Accounting Standards Board (SASB) Foundation was founded in 2011 as a not-for-profit, independent standards-setting organization. The Foundation's mission is to establish and maintain industry-specific standards that assist companies in disclosing financially material, decision-useful sustainability information to investors. We have reviewed the standards and identified where we can submit today and where we need to develop data. We plan to implement the SASB Standards in the second half of 2022.

The Global Reporting Initiative (GRI) is the independent, international organization that helps businesses and other organizations take responsibility for their impacts, by providing them with the global common language to report those impacts. It provides the world's most widely used standards for sustainability reporting. We plan to implement GRI metrics in 2023.



Conclusion

While 2021 was a year of change and challenges, our Sustainability team maintained our focus on our strategies around carbon footprint reduction, reducing water use, diverting waste from landfill, collaborating with our procurement team on sustainable raw materials and supplier diversity, and increasing community engagement.

One effort we are particularly proud of is the effort to engage associates in California to identify ways to reduce water usage in our bakeries. We had great response and we plan to conduct more of these engagement efforts in the future.

We were also pleased to finalize our Science-based Targets on Carbon Footprint Reduction, a milestone for Aspire which will be our roadmap to future reduction strategies.

I am proud of the accomplishments our organization achieved in 2021; but there is still a lot of work to be done. Thanks to our employees, customers, and suppliers for helping us to stay on track with our journey. We always welcome any thoughts or ideas you have for continuous improvement.

Regards,

Barry Edwards, VP Corporate Responsibility
and Sustainability



Barry Edwards

VP Corporate Responsibility
and Sustainability
Los Angeles, US



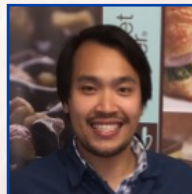
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Stefan Lardenoit

Director, Finance
Chicago, US - Part Time Member



Tony Ngo

Manager, Sustainability
Amcaster, CA

For our detailed Sustainability Story, visit us at:
<https://aspire-bakeries.com/sustainability.html>

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