



2023 IMPACT REPORT

Together,
we make
a difference.

- Message from Riley 3
- People and Culture 4-5
- The Didion Foundation 6-7
- Feeding and Fueling the World 8-9
- Local Impact 10
- Global Impact 11
- One Cob, Many Products 12-13
- Adding It All Up 14-15





**Didion Team, Partners,
and Community,**

When we released last year's Didion Impact Report, we wondered, "Would things change enough year to year to publish this annually?" As you'll read in the following pages, the answer is a resounding "Yes!"

Every day, we're learning new ways to positively impact our teams, partners, customers, communities, and people around the globe. Internally, we've installed new initiatives to address diversity, equity, and inclusion in the workplace, as well as a new Ethics and Compliance program. Externally, with your support of the Didion Foundation, we continue to support first responders, local philanthropy, and the next generation of producers.

At the same time, rapid advances in research, agricultural technology, and our processes have taught us new methods to improve quality, efficiency, and greater operational discipline.

When we say, "Together, we make a difference," the key word is "together." Everyone plays a role in our positive impact, and we couldn't be more grateful for your partnership.



Riley Didion
CEO

Message from Riley

Opportunity, structure, and work environment – these are three pillars of the Didion culture that we work to advance every day.

As Didion grows – our team has doubled since the new mill opened – we are continually looking for new ways to create **opportunity** for our teams. Our learning and development system supports our team members by creating opportunities for internal advancement and promotion by making training easy and accessible. Our industry-leading internship program identifies young talent that can grow with us early in their careers. Our scholarships and continuing education reimbursements assure staff that we are behind them as they continue to learn and grow.

We also believe that “opportunity” should always mean “opportunity for all.” In recent months, we’ve expanded our recruitment efforts to include underserved populations, including those in work-release programs who may find it difficult to secure gainful employment. We proudly offer **proven training systems** and opportunities for second-chance team members willing to learn and chart a new path!



260

Didion Team Members



100 Applications

Received per Week



664

(2022 – 2023 YTD)

Paid Volunteer Hours



Interns From:

Kansas State

Iowa State

Clemson

University of Wisconsin –
Whitewater, Platteville, Eau Claire

Madison Area
Technical College



At the same time, growth requires more **structure** than it did just a few short years ago: even greater emphasis on safety programs, internal efficiencies that benefit customers, product innovations to continue our pace-setting reputation, and concerted efforts to improve the Didion diversity, equity and inclusion initiatives that will ensure a vibrant workplace for decades to come. Our two employee resource groups, Women of Didion and Veterans at Didion, are great examples of how we connect and encourage our team.

That's a vital part of our overall **work environment**. So is the brand-new Ethics and Compliance Program we introduced in May of this year. This program, headed by VP of Ethics and Compliance Rachel Burner, gives our team resources to help shape our environment, hold colleagues responsible for doing the same, and identify areas where we can improve to make Didion a safe and comfortable experience for all.

It's no secret that happy, nurtured, and respected team members make a huge difference in productivity and innovation. We'll continue to find new ways to foster that environment!

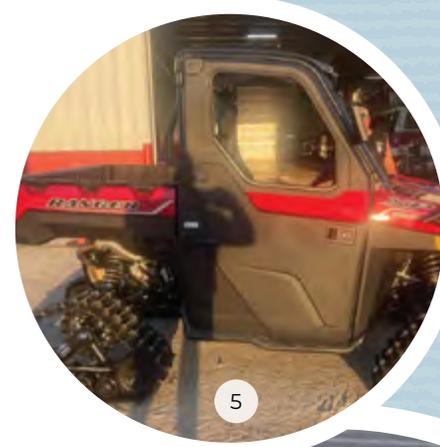
Together, we make a difference.

Primarily powered by the annual Didion Strong Communities Golf Outing (picture 10), the Didion Foundation focuses heavily on helping area organizations and agencies do essential things that might otherwise fall outside their financial means. When we invest in them, they **reinvest in the community** to make us safer, smarter, and stronger.

For instance, the Foundation's 2022/2023 gifts supported:

1. A new hydroponics system for the **Pardeeville Future Farmers of America** chapter
2. A hostage rescue training facility in **Jefferson County**
3. Students of the **Randolph FFA** attend the organization's national leadership conference in Washington, D.C.
4. \$53,000 donated for Improvements to the **Cambria Friesland Fitness Center**
5. A new ATV for the **Friesland Fire Department**, which allows them to offer rescue and aid to individuals involved in accidents that happen off the road, such as in fields or the woods
6. The "Great Wall of Rescue" for the **Columbus Fire Department**
7. A drone for the **Columbia County Sheriff's Department**
8. A Didion team build-out day with **Habitat for Humanity**
9. **Two \$5,000 scholarships** awarded to post-high school students (not pictured)

The Didion Foundation couldn't make these investments without **your continued support** and partnership. Community leaders, neighbors, and of course, all of us at Didion are so appreciative that we can make a difference together!





Feeding and Fueling THE WORLD





Together, we make a difference.

If only the corn-producing business were as simple as plant-nurture-harvest! Like every year, our growing network of Wisconsin producers faces challenges beyond their control. Weather and climate play an obvious role. The global grain market, impacted heavily by the war in Ukraine and the South American growing season, is also a factor.

But the innovation of our **600 producers** still allows us to purchase about **\$125 million** worth of corn annually, 80% of which is producer-direct. And there are things that producers **can** control, like the dozen or so producer partners who create efficient and sustainable practices by adding wind power to their operations. Or those who have embraced best practices in regenerative agriculture, protecting their lands and crops well beyond the current growing season. Many of our producers have **prioritized sustainability** for the good of the environment and the future generations that will proudly carry a family legacy.

We work **with our producers** to help them learn and implement measures that make them more efficient, improve quality and yield, and install innovations and best practices that enhance their profitability and long-term sustainability. Through education, an accumulation of resources, and connections to agricultural leaders, Didion creates partnerships that benefit producers, customers, and the world that relies on our collaborative work.



How African Drought Impacts Food Security

In last year's Impact Report David Silver, Didion's USDA Program Manager, shared news of his travels to Kenya. Drought-stricken land had jeopardized the food supply. We asked David for an update.

In 2022, the Horn of Africa experienced its **fifth consecutive season of drought** for the first time in history. These drought conditions, along with the impacts of the war in Ukraine and high fuel prices, have led to high food prices around Africa, particularly in the Horn of Africa. Water is scarce, millions of livestock are gone, and crops have repeatedly failed.

The World Food Programme and other humanitarian organizations rushed to import humanitarian food aid to mitigate these disastrous conditions. But even with significant global support, about **345 million people** are still food insecure today. This has doubled in the last three years.

Thankfully, this year's growing season has seen improvements in rainfall, but not in all areas. Didion and its partners continue to treat this as an emergency and are **working hard to help** meet demand.

Didion's philosophy of **maximizing every kernel** has never been more important, whether for food products, renewable fuels, or livestock feed.



1. Garry Gard, Didion Grain Manager, with Producers
2. David Silver, Didion USDA Program Manager (right) alongside Wisconsin's 3rd District U.S. Representative Derrick Van Orden
3. Riley Didion, Didion CEO (right) and David Silver, Didion Director of Finance & Accounting (center right), meet with legislators and fellow members of the North American Millers' Association (NAMA)

For almost all of its 51-year history, Didion has been a **proud key supplier** of ready-to-eat corn products that have provided affordable nutrition to developing nations – places like the Democratic Republic of the Congo, Ethiopia, Sudan, and Somalia, to name a few – as part of the USDA McGovern-Dole Food for Education program and USAID’s Office of Food for Peace program.

The Food for Peace program is approaching its 70th anniversary and is critical to global famine relief. Didion proudly produces **over 240,000,000 meals** annually to help feed nations whose agricultural industry is less stable than ours. This segment of our business has become mission-driven, and a key driver of our promise: “Together, we make a difference.”

We maximize the value and



BRAN

- Private Label Cat Litter

FLOUR

- Seafood Mixes/Batter
- Pharmaceuticals
- Breakfast Cereals
- Seasonings/Sauces

GRITS

- Beer
- Rodent Control

Didion produces three primary products to help deliver relief to our hungry neighbors around the globe:

- Our trademark **cornmeal**
- **Corn-soy blend**, a foundational ingredient for USAID meals
- **Super Cereal Plus**, a fortified blend rich in vitamins and minerals made especially for infants and pregnant or lactating mothers

Of course, our vast menu of products also feeds plenty of folks here at home. You won't find our name on the label, so you might be surprised at the number of products in your grocery cart that Didion contributes to.



versatility of every bushel.



MEAL

- Cheese Curls
- Pizza Crust Dusting
- Cornbread Mix
- Rodent Control
- Bagels
- Croutons



PREGEL

- Foundry Mold Pre-Mix
- Flavor Bits
- Fig Cookies
- Dough Conditioner
- Baked Goods



WHOLE GRAIN

- Whole Grain Cereal
- Bread Mixes

Impact at a glance

The numbers tell a compelling story, but the millions of human lives we impact are what's most important to us. From the vast cornfields of Wisconsin to the far corners of our planet, our work is our promise:

"Together, we make a difference."



**663 Paid
Volunteer Hours
2022 – 2023 YTD**



**Interns from
7 universities in
4 different states**



Advocated on Behalf
of Global Food
Security Programs in
Washington, D.C.



Sponsored Farm
Safety Field Day in
partnership with
Local Agricultural
Associations



240+ million
meals produced
annually to Help
Feed Developing
Nations



\$125 million
spent on purchasing
corn from
Local Producers



600 Producer
Partners

Didion



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