

MKC *Shared growth. Shared success.*

Mid-Kansas Cooperative (MKC) is a full-service cooperative offering a complete line of supplies and services for both farm and urban customers throughout Kansas and the surrounding states. Our core businesses of grain, agronomy, energy, feed, and risk management continue to perform year over year. We have a current membership of over 11,000 member-owners and an additional 8,000 customers through our wholly owned independent ag retailer, Mid-West Fertilizer.

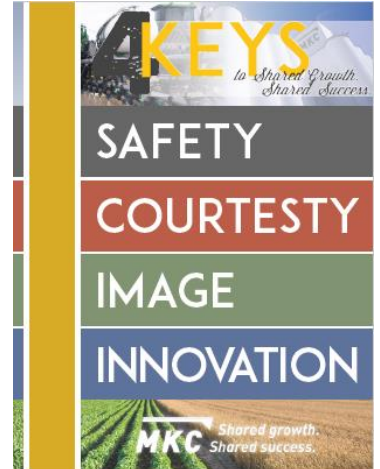
MKC was founded in 1965 by the merger of three neighboring cooperatives in central Kansas. We have grown in both size and territory through strategic mergers and acquisitions to meet member-owner and customer needs. MKC has also sought out strategic alignments to increase our market relevance. Producer Ag, a joint venture MKC shares with CHS, is the grain merchandising, logistics and risk management company for MKC, Mid-West Fertilizer, and our three shuttle loading facilities. As we grow, we look for key opportunities to strengthen MKC's position in the marketplace and allow us to expand our services to create additional value for our member-owners and customers. We currently have 65 locations with nearly 600 employees who each play an important role in the success of our cooperative.

Our continued growth goes hand in hand with our tagline "Shared growth. Shared success." This statement is tied to the purpose of MKC and is the intrinsic driving force that brings us to work every day.

- Our **mission** is to create customer, employee, and partner success to provide a safe and sustainable food supply.
- Our **vision** is to partner with customers to successfully navigate the complexities of modern agriculture and industry.

We believe the keys to MKC's success lie in our four core values: **safety, courtesy, image, and innovation**. Listed in priority of importance, these behaviors run in the background of everything we do and provide our employees with a moral compass for decision-making. These 4 Keys have become a vital part of our company culture.

- We have established a safety-first culture to keep our employees, member-owners, and customers safe each day.
- Courtesy is the backbone of our customer service. We strive to provide best-in-class customer service. That begins with our team members working together for the common good and extending that positive attitude to our member-owners and customers in each interaction.
- MKC has strived to create a high standard in not only the experience our member-owners and customers receive but our image in the communities we serve.
- Our fourth core value is innovation. We encourage our team members to embrace new ideas, be open to change and always learn. We provide support to them through a strong learning and development program that provides opportunities for growth, skill-building, and leadership preparation.



Customer Focus and Reliability

All decisions at MKC begin and end with the customer in mind. We attract and retain highly talented team members to serve our member-owners and customers, by continuing to grow the brand and provide added value. In our strategic plan, we have four objectives: **talent, brand, customer, and profit**. Each objective drives back to the customer. All objectives and initiatives on the strategic plan have an impact and measure of success tied back to the customer experience. MKC continuously enhances the customer experience by bringing new products, programs, and technology, while striving to increase profit so we can provide greater returns to our member-owners. MKC has metrics in place to measure success for each objective such as ease of doing business, customer satisfaction, customer retention, employee retention, regrettable turnover, and profitability. We hold ourselves to a high level of

accountability in these metrics and share these results broadly with our team members, board of directors and member-owners.

For the last 6 years, MKC has surveyed a segment of our member-owners and customers to understand if we are meeting their needs. The results have continued to improve year over year, reaffirming that we are hitting the mark on shared success. In 2023 the overall customer satisfaction score was an average of **87%** exceeding our goal of 85%. The areas of positive feedback were:

- The friendly, trustworthy, and knowledgeable people that make up the talent of our organization.
- The investments made towards the continued improvement of services and programs.
- The value and reliability the agronomic strategic account managers provide to the producer's operations.
- The reliability of the employees, products, programs, and services.

We believe these reasons are why our customer retention rate for the customers who make up the majority of our business has averaged greater than **97%** over the past 6 years. When asked to describe MKC this customer group most often used the word **PARTNER**.

Employees

At MKC we value the people who are part of our organization that create a company culture supported by their passion, dedication, and energy. We believe each person plays an essential role in the success of our member-owners, customers, and our cooperative. Our team members drive the customer experience and add value to our member-owners and customers while striving to meet their needs and exceed expectations. With that, we know it is important to invest in our greatest asset, our people.

MKC strives to be a destination employer with premier talent. We define the success factor of premier talent as engaged team members with a passion for continued development, customer, and company success. We have metrics in place to measure success and hold us accountable. Through this challenging labor market, we are confident in our ability to engage and retain our team members. We attribute this to our learning and development program and a strong focus on employee development and engagement from top leaders.

The Talent Team collects several points of data throughout the year to measure employee engagement and overall sentiment. Pulse surveys are deployed at specific intervals throughout new team members' first year and annually after that. This has allowed us to get ahead of issues that may otherwise lead to regrettable turnover. Each year an engagement survey is performed by a third-party partner so MKC leadership can focus on improving the appropriate areas. As an outcome of the most recent survey, MKC met the criteria to be designated and branded as **"A GREAT PLACE TO WORK"**. The survey completed by over 85% of the employees yielded a score of **4.2 out of 5.0** which is considerably higher than the national average of 2.8. Similarly, to past surveys, greater than **90%** of the employees understand how the work they do affects the success of the company and our customers.

Employee-led committees allow our team members to help drive our overall company culture, community outreach, safety, sustainability, and employee wellness initiatives. This allows an employee voice to define and shape how we as an organization support the broader team and our communities.

Leadership Development

MKC has created an arc of development to define our learning and development journey. The purpose of the arc and the activities associated with it is two-fold. It allows us the opportunity to share the story of agriculture and develop strong industry advocates and potential future leaders. A few key areas to call out are our internship program, apprenticeship program and leadership development programs.

Our long-standing intern program focuses on both technical exposure in the intern's areas of interest and developing professional skills such as public speaking, communication standards and opportunities for hands-on leadership skill development. At MKC, we value interns and look to impact their growth for future success. Interns are mentored by senior-level management and given the opportunity to work on projects that contribute a lasting impact on MKC.

If the intern and MKC see a potential future together, the intern is invited to continue their development by participating in the MKC Collegiate Career Development (CCD) program. We created this program to be a partnership of agriculturally focused companies committed to providing a one-of-a-kind growth experience that also serves to extend and expand the

talent pipeline for the agriculture industry. This program is essentially a continuation of the participant's internship but adds the opportunity to connect and develop with additional industry-leading companies. MKC's efforts to provide a hands-on, value-added experience for interns has resulted in **32** permanent hires into full-time roles with MKC and Producer Ag.

The next step in our development journey is providing continuous employee development to grow our current team members into industry experts and accrue bench strength for when leadership opportunities arise. Each employee has a set of goals and a development plan that is designed

with their manager to ensure clarity of expectations and tie their work to MKC's success. Our Talent team leads yearly training for managers that includes performance management, communication, selection and hiring. To prepare managers to take next-level leadership opportunities, MKC has developed a proprietary program called **Strategic Thinking and Execution Program (STEP)**. The intent of STEP is to recognize high-potential employees and equip them with leadership readiness skills specific to MKC. By having MKC leaders develop and lead these workshops, participants best understand our practices and decision-making processes versus a broader, general concept from an external resource.

Safety

Safety is our number one core value. It relates directly to our mission to create a safe and sustainable food supply. Safety for our employees and producers is always our top priority. A new training center was built by MKC in 2020. The Training Center provides a site to train employees, member-owners and partner with emergency first responders by using simulated equipment for Hands On Training (HOT) in anhydrous safety, grain bin entry, electrical and more. We partner with safety experts to provide more advanced training. We host the University of Kansas Fire

Rescue Department at our facilities for simulation training and to share best practices with the community fire departments. Many of our team members are part of their local volunteer fire departments. We fully support them in their training and duties to serve.

Eight MKC locations have received certification through **Occupational Safety and Health Administration (OSHA)**

and the **Safety and Health Achievement Recognition Program (SHARP)**. SHARP recognizes small companies that operate an exemplary safety and health management system.

MKC practices proper compliance of

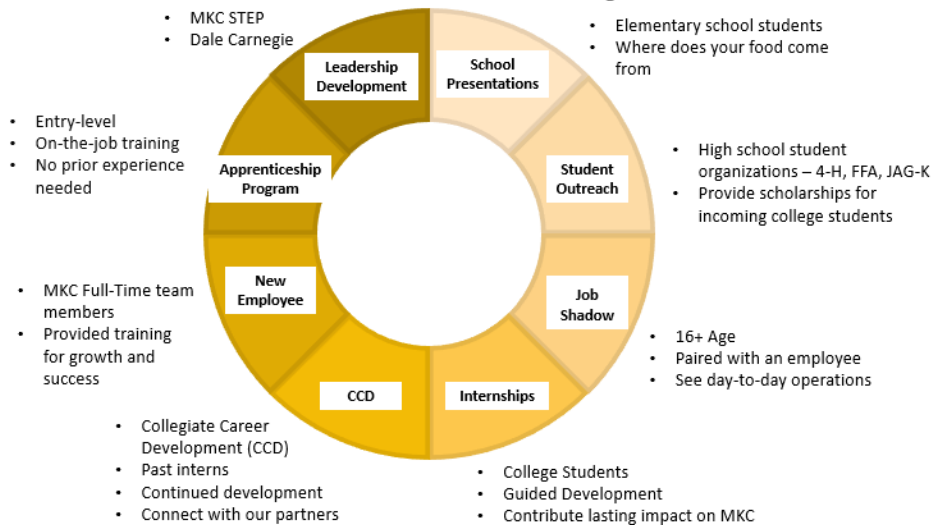
environmental, health, safety and security regulations to keep employees, customers and our communities safe. Our dedicated team of safety experts ensures we have **effective policies** in place and are on track each day to **remain compliant**. The team has deployed a software solution to enable maintenance tracking, inspection timelines and logs as methods to ensure we stay compliant. The team consists of two safety leaders, a director of organizational and operational excellence along with an employee-led safety committee.

Business and Technology Innovation

Recognizing the importance of innovation allows MKC to keep pace with the growing needs of the producer. We have made significant asset investments in the past decade to better serve customers. We have and will continue to show that we are committed to reinvesting in our infrastructure.

MKC has embarked on a **digital transformation** journey. The intent for digital transformation is to automate processes, create efficiency, re-imagine our business for the digital age and set the stage for future growth. There are 4 key areas of projects within this initiative: **business applications, robotic process automation, paperless workflows, and artificial intelligence / machine learning.**

MKC Arc of Development



As our member-owners operations continue to grow and face unique challenges, our team is working to offer the latest technology, programs and products that support their operation's success. We recently invested in state-of-the-art drone application technology. These drones apply products to our customer's fields with precision accuracy. In addition, we have formed a partnership with Greenfield Robotics to provide early access to Weedbot robotic systems. Weedbots reduce chemicals and crop risk in no-till and strip-till row crops. This partnership will allow Greenfield Robotics and MKC the opportunity to work together on field trials and learn more about the logistics, marketing, and efficacy of these efforts.

MKC has invested in new customer-facing portals to allow them to do business with us in the way they choose. Our customer portals, **MKC Connect** and **MWF Connect**, have created an improved online and mobile experience for member owners and customers to easily access their account information at their fingertips while in the field. They can do business on their terms with 24/7 access to their account information and reporting. This helps our member-owners better manage their business. The new portal also allows easier access to customer information for our enterprise sales organization so they can provide faster service and insights to their customers.

Sustainability

Sustainability is a key initiative in our strategic plan. We have a sustainability committee comprised of employees across all business units that has been vital in creating and implementing new programs along with shaping and telling our sustainability story. MKC is also a member of Truterra with a focus on a number of sustainable programs and projects.

MKC has received several awards recognizing our successful efforts. In 2017, MKC was honored to receive the **Precision Impact Award** at the ARA Conference and Expo. We had previously received a regional **Environmental Stewardship Award**.

While not a designated 4R Nutrient Partner, MKC's in the field best management practices very closely models the 4R Nutrient principles. By utilizing best management practices MKC practices stewardship that

provides a framework to achieve cropping system goals, such as increased production, increased farmer profitability, enhanced environmental protection and improved sustainability. We follow best practices to match nutrient supply with crop requirements to minimize nutrient loss from the field. In addition, a large percentage of the acres we service are soil sampled and utilize nitrogen stabilizers.

MKC's sustainability committee created a new program aptly named **SERVES**. The name stems from the program's tagline, 'We will Sustain the Environment, Rural communities and the Vitality of MKC through Education and Stewardship.' Our primary focus areas are sustaining the

environment in which we work, the communities in which we live and sustaining the longevity & profitability of our cooperative for our member-owners.

We have implemented action in each of the three areas with the intention to continue expanding these efforts. MKC puts forth intentional efforts about telling our sustainability story and garnering feedback from customers and employees about what sustainability means to them.



MKC advertisement sharing the sustainability story.

Industry Leadership

Industry leadership and agriculture advocacy are a top priority for MKC. This has allowed us to stand out and support our member-owners, employees and the agriculture industry in a unique way. MKC is very active in industry organizations at the national, state and local level. At the national level, MKC is a member of **Agricultural Retailers Association, National Council of Farmers Cooperative** and **National Grain and Feed Association**. We are not only members but leaders in these organizations. MKC Executives hold positions on the boards and executive committees of these organizations. Numerous other MKC team members participate in various advocacy organization committees at the national and state level including **Kansas Agribusiness Retailers Association, Kansas Grain and Feed Association, Kansas Coop Council**, and the **Certified Crop Advisor Program**. In total, we have **20** employees leading and serving on national and state associations. This includes **two** employees on ARA committees and **seven** employees on both Kansas and Missouri state ag retail associations. This strengthens our relationship with policymakers and other members of these organizations. Our involvement and commitment positions us to ensure the voice of our member-owners and customers is heard and considered as policies are developed.

- Annually, MKC hosts a **Legislative Staff Day** for congressional staff and state legislators at our facilities, allowing for a personal connection. The attendees get to know more about who MKC is, our member-owners and customers, and how regulatory issues and policies impact them.
- At our locations, MKC annually hosts **members of the congressional delegation** and **regulatory agencies** for tours and roundtable discussions with our member-owners and customers.
- At our state capitol, MKC attends Legislative Action Day each year and has for well over a decade. This event is hosted in part by KARA. Legislative Action Day is a great way for employees, members and board directors to learn more about the legislative process and help lawmakers understand how their actions influence daily operations on the farm and at our retail locations. This year MKC had **11** team members and the MKC Board Chairman in attendance (pictured). Collectively, they spoke to **50** state legislators.

- MKC leaders and Board Directors make frequent visits to Washington D.C. to meet with members of congress. In both the recent **ARA** and **NCFC fly-ins** we discussed issues such as the farm bill, supply chain disruption and the impact of inflation.

Over the years MKC has stood out as an industry expert and been called on to testify in both state and federal congressional hearings. We are honored to represent the industry and have our subject matter experts lend their knowledge.



Community Involvement and Support

MKC is committed to helping our rural communities prosper and prepare for tomorrow. **Developing leaders within our communities, alleviating hunger, enhancing ag education** and **community safety** are the four pillars of our community outreach programs. Over the past five years, more than **\$500,000** has been donated to these types of programs, including 4-H Leadership Development, Mennonite Relief, Community Food Banks, Kansas FFA and local FFA chapters, Community Festivals, Ag in the Classroom, Farm Safety Camps, Walton Rural Life Ag Charter School, Women in Agriculture, Emergency Services and STEWARDS.

Since its first annual food drive over **10** years ago, MKC team members have donated over **40,000 pounds** of non-perishable food items and more than **\$195,000** to local food banks. In 2021, MKC presented **\$31,000** to food banks in 23 different Kansas counties. In 2022, MKC partnered with Land O'Lakes to provide a **40,000 pounds** mac n cheese donation to the Kansas Food Bank in Wichita, KS. From there the product was distributed to the 98 Kansas counties they serve. In addition to the product, MKC made a **\$10,000** monetary contribution to the Kansas Food Bank. The donations were part of the cooperative's annual stewardship efforts to alleviate hunger. These monetary donations are supported

through a matching funds program with the Land O'Lakes Foundation.

To support future ag industry professionals, we provide **\$30,000** in scholarships each year to students in the MKC and Mid-West Fertilizer footprint. The Scholarship Program is a way MKC can support exceptional students who will soon enter the workforce and make a difference in our industry and the local communities where they reside. We are honored to help these young students on their journey.

In addition to monetary sponsorship, we have also donated our time to these organizations through activities like instructing workshops at the State FFA Convention, providing judges for FFA and 4-H contests, conducting elementary school presentations and volunteering at local food banks and soup kitchens to name a few.

MKC serves **52** counties in **4** different states with nearly **600** team members living in over **150** communities across the MKC and Mid-West Fertilizer footprint. MKC is actively involved and contributes to those communities through our community involvement initiatives. Our team members serve those communities on their school boards, volunteer fire departments, as youth athletic coaches, on church councils and in several other leadership roles.

Industry Relationships

We know that when organizations come together, they can excel beyond what just one could do alone. MKC strives to build strong relationships that deepen the impact to our member-owners, customers, communities, employees and the industry. We have mentioned several ways we do that but to highlight a few:

- Partnering with the Land O'Lakes Foundation, CHS and CoBank to increase the dollars we donate to our local communities.

- Hosting local FFA chapters, 4-H groups and local schools on tours of our agronomy facilities, train loaders and safety center.
- Forming a joint venture with CHS to build new assets faster and bring expanded market access to our footprint.
- Collaboration with CoBank, Corteva, Garden City Coop, Kan-Equip and MKC on the Collegiate Career Development Program facilitated by MKC.
- Partnership with Kansas Farm Bureau on the MKC apprenticeship program and their leadership development program.



- Being a member of organizations such as ARA and KARA gives MKC a stronger voice when it comes to ag policy and regulations.
- Relationships with organizations such as Kansas Corn Growers Association, Kansas Wheat Commission, Kansas Soybean Association and Kansas Department of Agriculture.

Conclusion

MKC has demonstrated strong dedication to not

only our own success but the success of our member-owners, employees communities around us and the industry. With safety as our number one core value, we have provided training for our member-owners, team members, communities and first responders. We have implemented programs to develop our team members so they can support the brand and provide the highest-level customer experience to our member-owners. We have invested in growth, innovative technology and infrastructure to ensure continued success for MKC and our member-owners for years to come. We contribute to the communities we serve and those where our employees live. Through advocacy efforts, we support the agriculture industry and in our sustainability initiatives, we help to preserve the environment. We believe this makes us an excellent candidate for the 2023 Ag Retailer of the Year Award. Supporting documents are included to provide further information about MKC. You can find more information on our website www.mkcoop.com. You may also reach out to Toni Jakes at (618)978-5194 or toni.jakes@mkcoop.com.

JERRY MORAN
KANSAS

521 DIRKSEN SENATE OFFICE BUILDING
WASHINGTON, DC 20510-1606
(202) 224-6521
moran.senate.gov

United States Senate

COMMITTEES:
APPROPRIATIONS

COMMERCE, SCIENCE,
AND TRANSPORTATION

INTELLIGENCE

VETERANS' AFFAIRS
RANKING MEMBER

June 12, 2023

Agricultural Retailers Association
4201 Wilson Boulevard, Suite 700
Arlington, VA 22203

RE: ARA Retailer of the Year Award Letter of Recommendation for MKC

Please accept this letter in support of MKC to be the Agricultural Retailers Associations Retailer of the Year. We have had the pleasure to build a strong relationship with MKC over the years as they have made advocacy work a top priority. They are committed supporters of the agriculture industry, ag retailers, their employees and most of all their member owners.

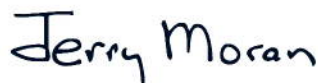
MKC is very active in industry organizations at the national level such as Agricultural Retailers Association and many others at the state and local levels. They not only hold memberships, but MKC leaders are officers on the boards and committees of these organizations. This has continued to strengthen our relationship and better position them to ensure their member owners views are heard and considered as policies are passed.

MKC puts their values into action by attending legislative events, creating opportunities to host legislators, educating the agricultural community on how to be involved in the political process and creating opportunities for them to do so. Each year MKC hosts a Legislative Day at their Moundridge headquarters to connect with congressional staff and state legislators. This personal connection allows staff and legislators to get to know more about who MKC is, the communities their 600+ employees live in and the footprint of their member-owners. During the visit, they provide a tour of their facilities and chance for elected officials to meet with their member owners. Additionally, MKC attends Legislative Action Day at the Capitol each year. This is a state level event hosted in part by Kansas Agribusiness Retailers Association. Legislative Action Day is a great way for cooperative employees, members and directors to learn more about the legislative process and help lawmakers understand how their actions influence daily operations on the farm and at the co-op.

These are a few key examples of how MKC has made advocacy work a priority. They educate their members, employees and the industry on the political process and encourage others to be involved to ensure a lasting impact for years to come. They are shaping the industry and leading in an area many are uncomfortable in.

We highly value our relationship with MKC and seek their advice and council when appropriate. Our relationship with them will continue for years to come, and we strongly recommend MKC for the Agricultural Retailers Associations Retailer of the Year Award. Thank you for your consideration.

Sincerely,



Jerry Moran
United States Senator



Roger Marshall, M.D.
United States Senator

GARDEN CITY OFFICE
1511 EAST FULTON TERRACE
SUITE 1511-2
GARDEN CITY, KS 67846

HAYS OFFICE
1200 MAIN STREET
SUITE 402
HAYS, KS 67601

MANHATTAN OFFICE
1880 KIMBALL AVENUE
SUITE 270
MANHATTAN, KS 66502

OLATHE OFFICE
23600 COLLEGE BOULEVARD
SUITE 201
OLATHE, KS 66061

PITTSBURG OFFICE
306 N. BROADWAY
SUITE 125
PITTSBURG, KS 66762

WICHITA OFFICE
100 N. BROADWAY
SUITE 210
WICHITA, KS 67202



245 North Waco 67202
PO Box 2940
Wichita, KS 67201-2940
(800) 322-3654
www.cobank.com

June 12, 2023

Agricultural Retailers Association
4201 Wilson Boulevard
Suite 700
Arlington, VA 22203

RE: ARA Retailer of the Year Award – MKC
Letter of Recommendation

Please accept this letter in support of MKC as the ARA Retailer of the Year.

I have enjoyed my relationship with MKC for the past ten years. They have emerged as a leader in the agriculture industry at the local, state, and national level. The leadership and employees are always looking towards the future and the steps they need to be taking in preparation while continuing to provide an excellent customer experience.

I have had the opportunity to join the MKC board and key leaders in their twice-yearly strategic planning session. They are always re-evaluating what they have done, what they learned, and how to improve going forward. In these sessions a plan is created, and all are aligned with the vision. The co-op leaders then work with their teams on executing the plan in their day-to-day operations. This regular accountability has contributed to the strong foundation they have created and the subsequent growth they have experienced.

MKC strives to bring the highest value to their employees, member owners and the communities within their footprint. Each year MKC partners with CoBank through our Sharing Success program to increase the funds they donate back into those communities. Top priorities for MKC are programs such as 4-H and FFA. They have a strong desire to educate and impact the future leaders of agriculture. Through programs like ours and others they participate in, MKC is able to partner with the youth in these communities and share about the value and opportunities in agriculture. In addition to ag education, MKC contributes to initiatives such as hunger, leadership development and community safety. As MKC grows and their footprint spreads, they impact and give to more communities.

MKC has been on the leading edge of investing in innovation, talent development and infrastructure. They look for ways to automate when they can, bring in efficiency and drive out cost. They have a long history of sharing high returns back to their member owners through patronage.

CoBank has enjoyed being a strategic partner with MKC. Please accept this recommendation for MKC to be the ARA Retailer of the Year.

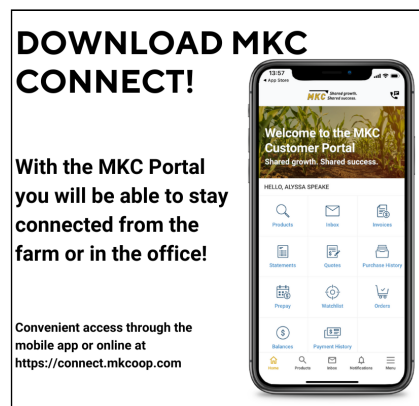
Thank you for your consideration.

Sincerely,

A handwritten signature in black ink that reads "Michael Walton". The signature is fluid and cursive, with the first name "Michael" being larger and more prominent than the last name "Walton".

Michael Walton, RVP - Wichita
CoBank ACB

PHOTO-GALLERY





Team members teaching an intern how to load a train at the Sumner County Terminal.



MKC team handing out meals to farmers and their crew during the recent wheat harvest.



MKC flying a drone at a Day on the Farm event hosted by a local FFA chapter.



MKC CMO and Board Chair meeting with Representative Ken Rahjes, Chair of the Kansas House Committee on Agriculture.



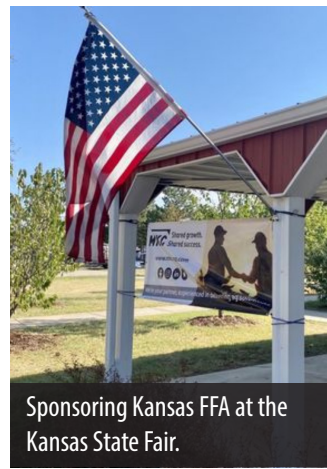
MKC hosting Kansas legislators and staff at our Annual MKC State Legislative Day.



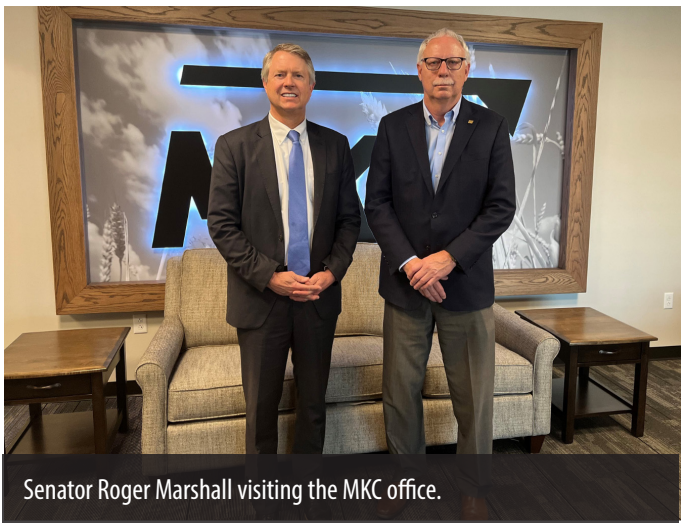
MKC CMO, Board Chair and past board member at the Capitol meeting with legislators about the Farm Bill.



MKC CMO meeting with Senator, Dan Kerschen, Chair of the Kansas Senate Agriculture Committee.



Sponsoring Kansas FFA at the Kansas State Fair.



Senator Roger Marshall visiting the MKC office.



Employees and local fire departments attending the KU Grain Engulfment training held at an MKC location.



Team members attending a two day electrical safety training with our partners from Kansas Electric, Inc and Hutchinson Community College.



80 employees attending a three day hands on training held at the MKC Training Center.



Annual walk through by local emergency personnel to become familiar with MKC locations in case of an emergency.



We are proud to sponsor Farm Safety Day Camp hosted by the McPherson County Extension Office to provide training to kids on how to operate safely on the farm and what to do in case of an accident.



MKC community involvement committee participating in roadside clean-up.



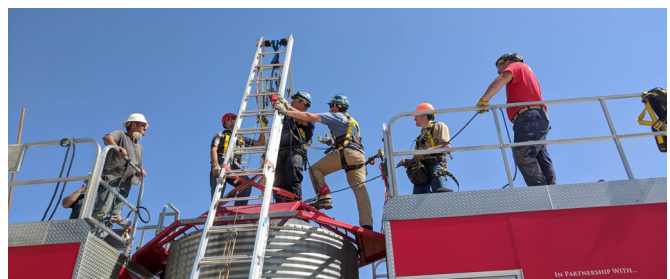
MKC testing the Greenfield Robotics Weedbot in a customer's soybean field.



MKC CMO and Glenn "GT" Thompson, Chair of the House Committee on Agriculture.



MKC drone in flight.



The KU Mobile Grain Engulfment Rescue Trailer providing MKC team members and local firefighters training to prepare for a grain bin engulfment incident.