

The background of the entire page is a top-down photograph of various oat products on a dark wooden surface. There are several glass bowls and a wooden spoon filled with rolled oats. Some oats are scattered on the table. In the bottom right corner, there are blue fabric bags, one of which is partially filled with oats. The lighting is soft, highlighting the texture of the oats and the wood.

2026 SUSTAINABILITY REPORT  
UNITED KINGDOM AND EUROPE

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# A Message from Richardson

We are pleased to present our latest Sustainability Report, which highlights some of the key actions we have taken throughout the year.

Richardson's malting brands, Crisp, EDME and MFP and our oat milling site, all play a key role in advancing the company's global sustainability agenda. Collectively, these businesses operate as a central link in the supply chain, positioned between farmers and downstream industries such as brewers, distillers, and food manufacturers. The strong relationships that we have forged across the supply chain ensures the objectives of our suppliers, our customers and their end consumers are met.

Innovation and new product development play an important role in supporting our sustainability strategy. By working closely with customers and supply chain partners, we develop products and processes that respond to evolving market needs, including demand for more sustainable ingredients, improved resource efficiency, and emerging food and beverage trends, helping reduce environmental impact while supporting new market opportunities.

Our sustainability strategy demonstrates the integrated commitment across the Richardson group, from field to table, as we work to drive positive environmental and social impact across the international grain and food ingredient value chain. Achieving our commitments requires collaboration across all of our stakeholders, building on trusted relationships and shared sustainability goals.

As a subsidiary company of Richardson, we share a commitment to continuous improvement and look forward to further opportunities to collaborate on efforts that support a sustainable future.



**Neil Banbury**

Managing Director (UK and Europe) Richardson

# About Richardson

Richardson, a global leader in agriculture and food processing, is Canada's largest agribusiness company and a worldwide handler and merchandiser of grains and oilseeds, handling 4.265 million tonnes of grain annually, and processing a further 3 million tonnes. With a legacy spanning over 165 years, the company's vertical integration strategy begins with strong farmer relationships and extends to the manufacturing and supply of oat-, wheat-, durum-, barley-, and canola-based food and ingredient products worldwide.

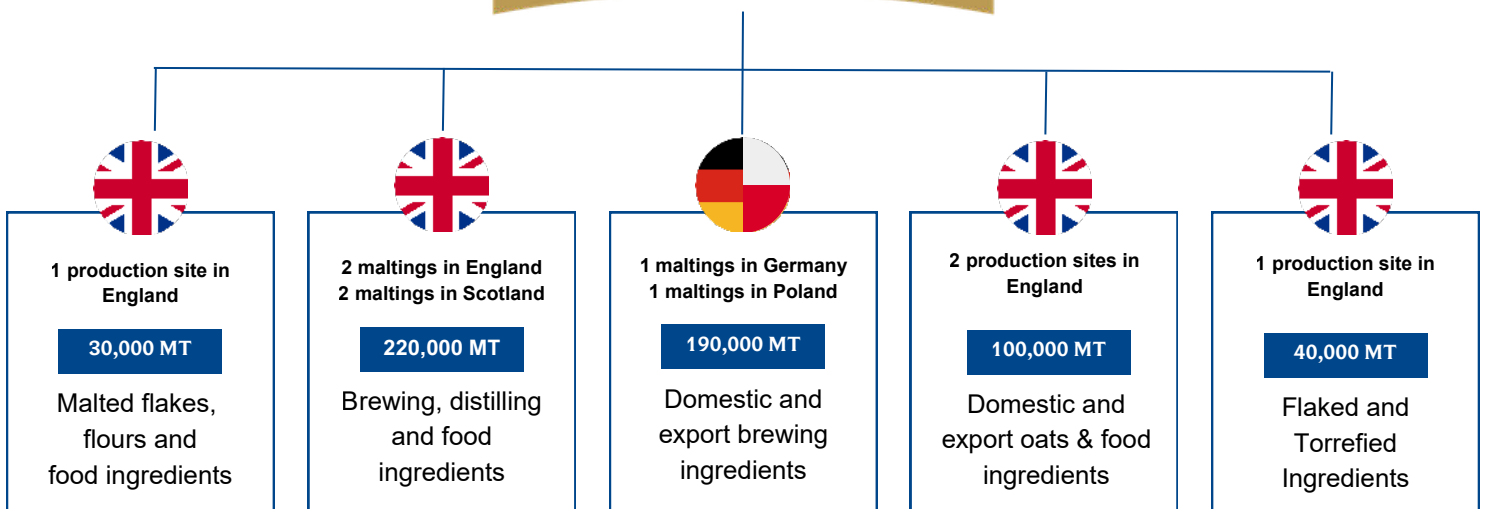
As both a handler and processor of grains and oilseeds, Richardson expanded into food processing, through the acquisition of an oat mill in Bedford, in 2014. Richardson then expanded into the malting industry, in 2023, through the acquisition of Anglia Maltings (Holdings) Limited (AMH), a leading maltster and grain processor with sites across the UK and Europe.

**“Our goal is to be the kind of business organization in which people can place their trust”**

- James Richardson (Founder, 1857)

***With facilities located across the UK and Europe, and a strong commitment to quality, excellence, continuous improvement, and innovation, the acquisition of the malting and milling businesses are a natural fit for Richardson's operational values and long-term growth strategy.***

## RICHARDSON



OUR BRANDS

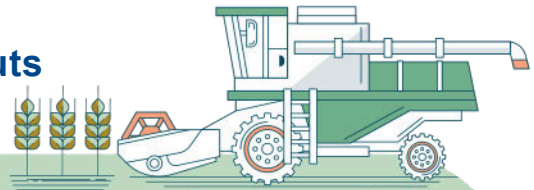




# From Field to Table

Richardson's vertically integrated operations support a farm to table approach, through agriculture and food processing.

## Crop Inputs Retailing



We sell crop inputs - such as seed, fertilizer, crop protection, and innovative biological products - to our grower customers. We employ a wide range of digital tools and technologies and recommend the products and practices that will help them grow high yielding, healthy crops in profitable and sustainable ways.

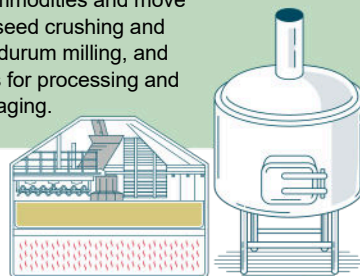
## Grain Handling & Merchandising



We purchase our growers' crops back at harvest. We move them through our grain and oilseed handling and merchandising network, bound for domestic and international markets. Our network is served by seven strategically located Canadian port terminals.

We source raw commodities and move them into our oilseed crushing and refining, oat and durum milling, and malting operations for processing and packaging.

## Food Processing



We market and sell value-added products to retail, food service, industrial, and international customers.

## Food Products



## Our UK & EU Sites

Crisp Malt has been producing high-quality malt since 1870, blending traditional craftsmanship with modern innovation. Today, we operate six malting sites across the UK, Germany, and Poland, producing over 400,000 tonnes of malted cereals each year for the brewing, distilling, and food industries.

We work closely with trusted growers in key barley regions to ensure access to sustainable, traceable, and quality barley. Our commitment to quality extends beyond production, with dedicated customer service and expert technical support. By collaborating with suppliers and customers, we continue to drive innovation and develop ingredients for the next generation of beers and spirits.

Alan Williamson, Commercial Director

Crisp Malt's Net Promoter Score

65

**RICHARDSON**

497

UK & EU Employees

EDME is a leading supplier of malted and cereal-based ingredients, serving the baking, brewing, and food manufacturing industries. Based in Mistley, Essex, we undertake a range of specialised processes from cleaning, pearling, flaking, milling, and blending, with a dedicated gluten-free milling line.

We produce approx 28,000 tonnes of ingredients each year, exporting our finished products to customers worldwide. Sourcing high-quality grains, malted cereals, and seeds, our products are manufactured to rigorous standards, supported by Food Safety BRCGS Grade AA, Organic, Kosher, and Halal accreditations. With over 140 years of experience, EDME combines tradition with innovation to create clean-label, plant-based ingredients that enhance flavour, texture, and nutrition.

Andrew Shentall, Managing Director

Micronized Food Products (MFP) specialises in micronized cereals and pulses, supplying high-quality ingredient solutions to the brewing, animal feed, pet food, and pharmaceutical sectors. Operating from an accredited facility in Northallerton, North Yorkshire, and backed by more than 30 years of industry experience, the business produces a diverse portfolio of cooked, flaked, torrefied, and meal-based ingredients designed to enhance digestibility, palatability, nutritional performance, and product functionality. Through consistent quality, technical expertise, and value-added processing capabilities, MFP supports customers across a broad range of commercial and industrial applications.

Andrew Shentall, Managing Director

Richardson's oat milling site is a global exporter of oats, milled oat products, and cereal grains, supplying value-added ingredients to food and beverage manufacturers in the UK and worldwide. Our facilities are based in key oat-growing regions, supported by long-term partnerships with trusted growers and merchants.

Through an integrated supply chain, we deliver consistent quality and full traceability. We are proud to supply leading food companies and brands with reliable, performance-driven ingredients.

Kalpesh Makwana, Plant Director



# Our Culture and Values



## TRUST

We deliver on our promises. Our customers and partners know we are reliable. We educate, train, and empower our people and trust them to act in the best interest of our business.



## EXCELLENCE

From best-in-class talent, facilities, assets, and leading edge practices, we are dedicated to excellence in customer service and committed to quality and continuous improvement.



## STRATEGIC THINKING

We are problem solvers, backed by scientific data and verified accurate information. We are practical and effective, making informed decisions and investments that support our continued success.



## INNOVATION

We are resourceful and we create value. We approach our work with vision and innovativeness.



## TEAMWORK

We value strong partnerships - internally and externally. When we work together toward a common goal, we are more successful. Respect and fair treatment are integral to how we operate. We are community-oriented.



## ETHICS

We are a responsible employer and corporate citizen, driven by integrity and leading by example. We care about the continuity of our operations.



# Environment

At Richardson, environmental responsibility is central to our business strategy and long-term sustainability. We are committed to managing the environmental footprint of our operations across all sites by limiting impacts on air, land, and water, supported by robust Environmental Management Systems and a strong focus on compliance and best practice. Our approach to stewardship is reflected in our role as a responsible global partner, investing in our people, facilities, and communities.

As a business rooted in agriculture, our success depends on a resilient and sustainable supply chain. We work closely with growers to strengthen raw material production year on year, supported by our sustainable agriculture initiative, Field Forward. Through continued investment in innovation, technology, and sustainable practices, we aim to produce high-quality ingredients in the most efficient and responsible way possible.

## SUSTAINABLE DEVELOPMENT GOALS

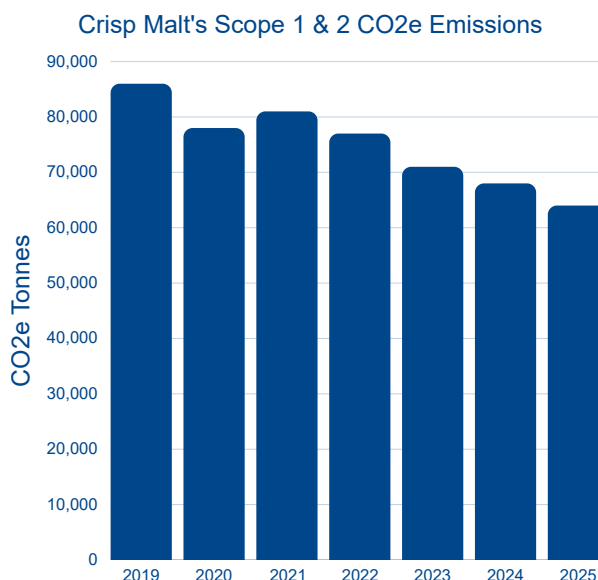


# Operational Excellence and Resource Management

Operational excellence is central to our business and our sustainability. We invest in facilities adopting the most efficient technologies to drive improvements in our business while favourably impacting environmental performance.

We monitor our GHG emissions across our group of 9 malting and milling sites and are focused on improving our GHG footprint consistent with the Science-Based Targets initiative (SBTi) 1.5C model. Our sustainability working group, including key internal stakeholders across multiple departments and leadership roles, meets regularly to drive action towards our sustainability initiatives and ensure support for strategic initiatives that drive value for the business and the value chain.

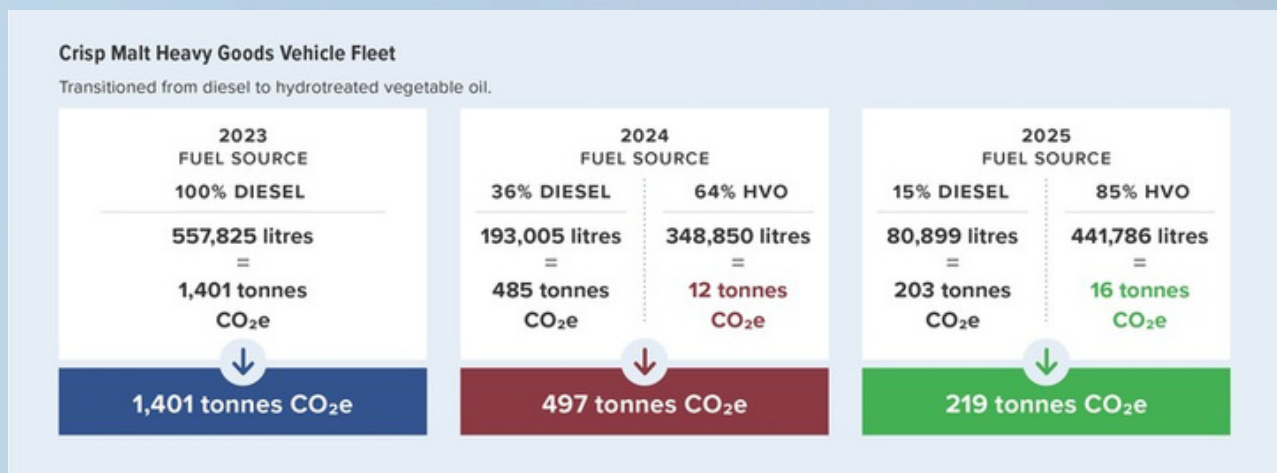
***Crisp Malt's six malting sites have achieved a reduction of 26.2% in Scope 1 & 2 emissions, compared with 2019, with a 6.2% reduction from 2024 to 2025.***



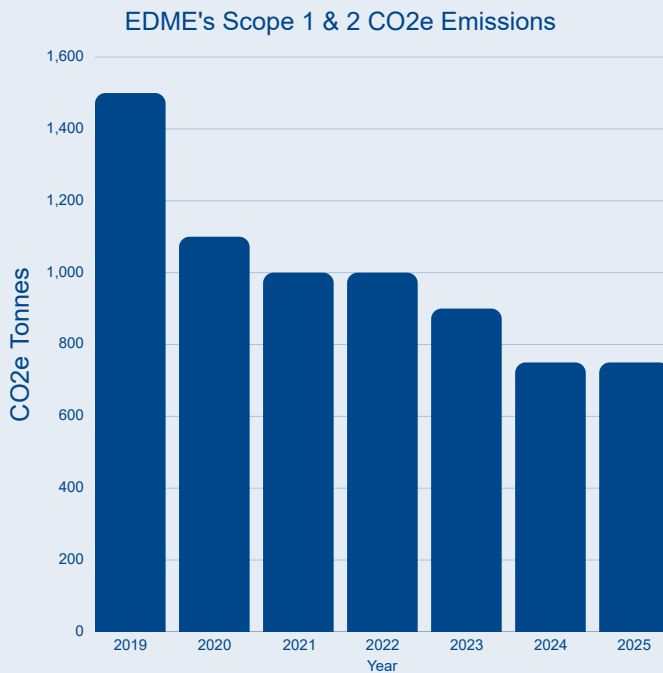
# Reducing our Carbon Footprint with HVO



Our UK fleet has been operating on Hydrotreated Vegetable Oil (HVO) since February 2024, significantly reducing our transport GHG emissions by over 90%. HVO is a synthetically made fuel through the hydrotreatment of vegetable oils, making it a premium, fossil-free, sustainable fuel. Our total HVO supply is assured against the Renewable Fuels Assurance Scheme (RFAS), an initiative that verifies claims relating to the carbon footprint of the fuel and its origins.



**EDME has achieved a  
48% reduction  
in Scope 1 & 2 emissions,  
compared with 2019.**



Micronized Food Products (MFP) has committed to replace diesel forklifts with electric alternatives over the next 5 years. Electric forklifts do not produce GHG emissions, have a higher energy efficiency and require less maintenance overall, making them a more sustainable option for handling pallets. Switching to electric forklifts at MFP is estimated to achieve an average annual reduction of 19 CO2e tonnes.

**MFP's average GHG  
emissions 2025:**

**30kg  
CO2e/tonne**

## Compressor Upgrades at Richardson's Oat Milling Site

Energy efficiency and electricity consumption were significantly improved with the installation of three high-efficiency units replacing 7 aged units. Variable-speed technology was introduced to optimize performance, while waste heat recovery was integrated to help warm the oat packing hall. Together, these initiatives resulted in an annual reduction of over 70,000 kW per hour in electricity consumption.



## Oat Intake at Richardson's Oat Milling Site

In 2024, a fully enclosed grain receiving system was commissioned at the milling site, in Bedford, to improve efficiency and environmental performance. The purpose-built structure includes an automated aspiration unit that captures dust at the tipping point, reducing airborne emissions and unloading noise. Sensor-activated doors and dust controls operate only when HGVs are present, reducing driver idle time and unnecessary energy use. Compared with many UK facilities that use open or partially enclosed systems, this enclosed, sensor-driven setup sets a higher standard for environmental and operational performance.

	Pre 2024	2024
Average Tipping/Idling Time per Third Party HGV Vehicle (at Mile Road)	~30 mins	~6 mins
Annual Diesel Consumption	2,200kg/year	400+kg/year
Annual Emissions	7,100+kg CO2/year	1,400+kg CO2/year



3500 HGV's deliver raw oats every year



Faster access for hauliers resulting in reduced idle time



CO2e emissions reduced by more than 5,700kg/year

# Sustainable Sourcing



**Field Forward is an initiative created by us in partnership with our Grower Groups with the purpose of improving on-farm sustainability.**

**We are transforming how barley is grown, not just how malt is made.**

Our farmers submit data on our four impact areas: soil health, water usage, biodiversity, and climate. This data gives us an overview of current farm practices and highlights where improvement can be made each year.

Group targets will be set in partnership with the farmers and we will integrate these targets into a group wide continuous improvement plan. This will highlight opportunities for rolling out farm practices which will encourage progress towards these targets.

The performance of our Grower Groups will be audited by an independent third party to verify our achievements, in alignment with SAI Platform's, Regenerating Together Programme.



**DATA  
COLLECTION**

We collect data using Map of Ag across the four impact areas: soil health, water, biodiversity and GHG emissions. We have surveyed our growers on their current practices, and used national datasets, to understand the context in the region. This highlights opportunities where improvements can be made.

**KNOWLEDGE  
SHARING**

Our farmers feed back to the group on the practices that work best across different soil types and regions. This drives real positive change across the group, and quickly.

**COLLABORATIVE  
GOAL SETTING**

In partnership with the merchants and farmers, we have set realistic targets based on their land and circumstances. This is entirely driven by the results from the data collection. We are not dictating the practices that farms should implement because every farm is different and what works in one farm may not work in another.

**CONTINUOUS  
MONITORING**

We track the same farms year after year to show genuine progress over time. This repeatability is key and unique to our initiative. We are driving transition through a continuous improvement plan with measurable targets.

**THIRD-PARTY  
VERIFICATION**

Our claims will be verified through the SAI Platform's Regenerating Together Programme - a global standard for sustainable agriculture that can be applied to all crops, in all contexts, across the globe.

# Our English Grower Group



200 farms, with two merchants



Located within 40 miles of two of our malting sites



20-year partnership



All growers assured to FSA Silver standard



# Our Scottish Grower Group



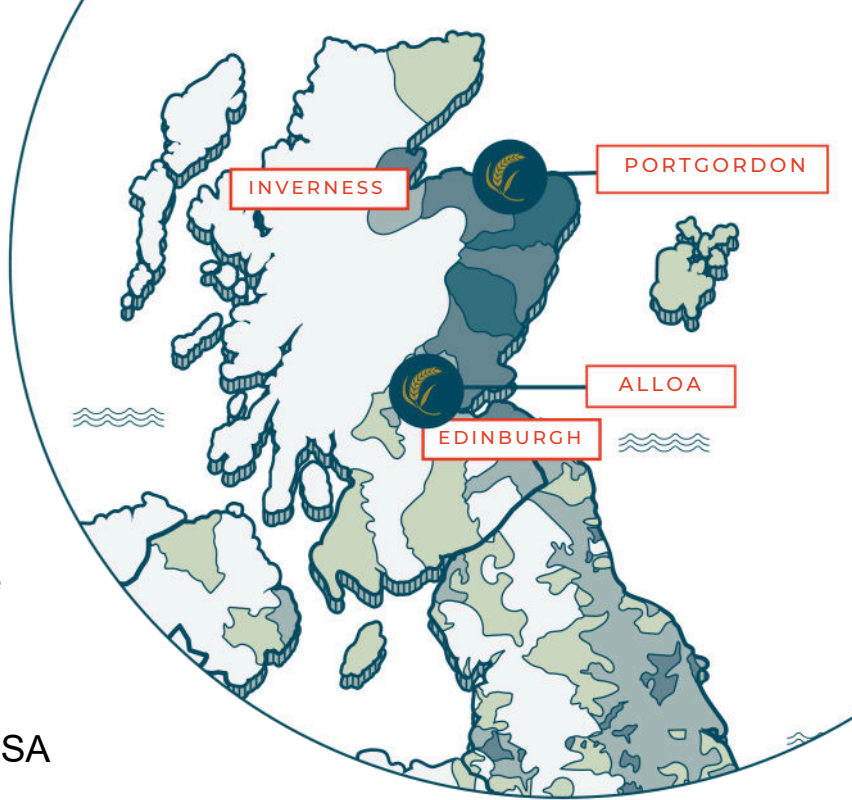
68 farms



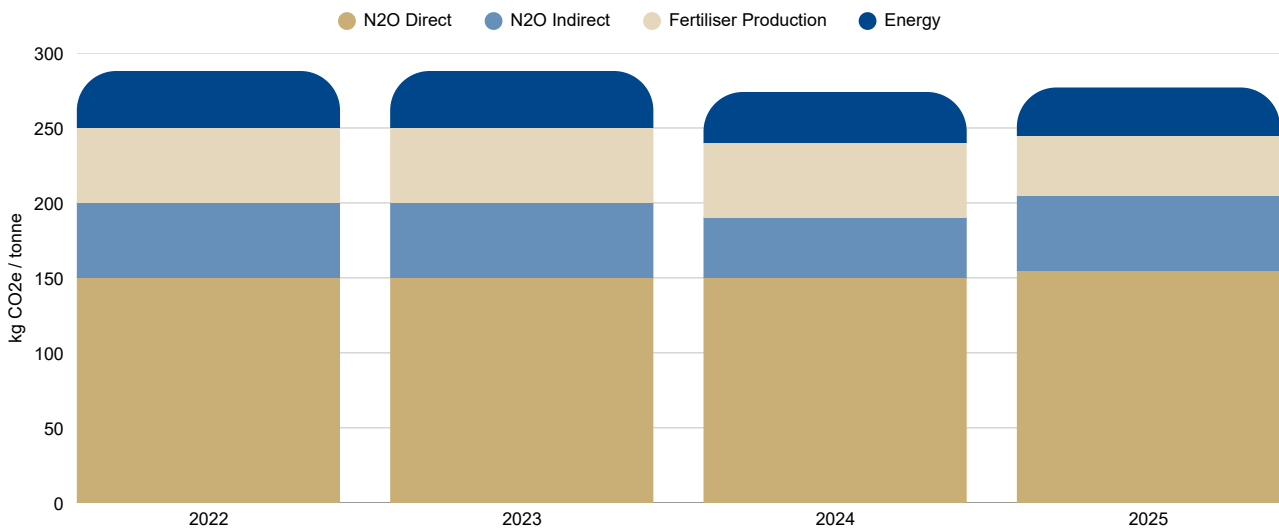
Located within a 15 mile radius of each other



All growers assured to FSA Silver standard



Weight Average Emissions Trend



# Our Polish Grower Group

Our Polish malting barley growers group consists of 785 farms and achieved FSA 3.0 verification in August 2025 with a result of 15% achieving Gold standard and 85% achieving Silver standard. This reflects the existing strength and sustainability of our supplier base.



# Water Conservation

Pilot scale evaluation trials are progressing with the OptistEEP technological solution for water reuse and water saving during the steeping phase of malt production.

Trial results obtained so far are showing that pilot scale malts produced through the single wet OptistEEP process are equivalent in quality to those produced through more conventional two wet steeping cycles.

Crisp Malt's average production water usage in 2025: **3.23 m<sup>3</sup>/tonne**

A reverse osmosis water treatment system was installed to improve water efficiency and system performance at Richardson's oat milling site. By removing impurities and dissolved solids, the treatment system reduces overall water consumption and minimises energy waste.

This improved water quality also extends the lifespan of boilers by preventing scale buildup and corrosion. Additionally, cleaner water requires less chemical treatment, leading to a reduction in chemical dosing.





## Waste Management

We launched our Return-a-Bag scheme in July 2025, a recycling initiative for our customers to recycle their waste polypropylene malt sacks.

The recycling of plastic malt sacks has been an industry-wide challenge for many years, mainly due to the difficulties around the local recycling of polypropylene, and we are proud to have offered an industry-first solution.

Under the Return-A-Bag scheme, we have recycled over **5,800kg**, equivalent to over 63,000 waste 25kg malt sacks.

We are proud to share that our Return-A-Bag recycling scheme, won the Innovation Award at the RMI Conference Excellence Awards 2026.



# Social

At Richardson, we recognise the importance of social responsibility across our operations and value chain. We are committed to building long-term, collaborative partnerships with our suppliers, customers, and partners - relationships that are essential to sustainable growth and lasting impact at both local and global levels.

We uphold rigorous quality standards while continuing to drive innovation and product development to meet evolving market needs. Internally, we prioritise the wellbeing of our people by fostering a safe, inclusive, and supportive workplace that champions diversity and equal opportunity. Beyond our operations, we actively engage with and support the communities where we live and work, contributing to their ongoing sustainability.



**SUSTAINABLE DEVELOPMENT GOALS**

<b>3</b> GOOD HEALTH AND WELL-BEING 	<b>8</b> DECENT WORK AND ECONOMIC GROWTH 	<b>11</b> SUSTAINABLE CITIES AND COMMUNITIES 
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# Supporting Local

Our business is rooted in community. We strive to build strong local connections through thoughtful investment, active participation in community events, support for local businesses and skills, and a commitment to responsible stewardship.

## Ditchingham Crisp Malt Pavillion

We are a proud supporter of the Bungay & District Sport Association. The volunteer-run group supports football, cricket and tennis clubs with around 450 members, while its pavilion also hosts community meetings, award nights, family celebrations and weddings. Vice Chair Stuart Smith said, “Crisp’s investment is a game-changer because it brings some financial certainty and allows us to plan.”

In recognition of the support, the clubhouse has been renamed the Crisp Malt Pavilion. Crisp Malt’s nearby Ditchingham Maltings site manager, Julian Cobb, praised the organisation, saying, “The Association does a fantastic job. It is a real hub of the community – and we are delighted to support it.”





## Mysteries of Mistley

Each year, the village of Mistley hosts the “Mysteries of Mistley” festival - a vibrant celebration of local history, architecture, and culture, initiated by our team at EDME. The event features a popular food and history trail, guiding visitors through scenic landmarks and local businesses.

Supported by neighbouring organisations, the festival offers an engaging day for residents and visitors to explore Mistley’s hidden gems while enjoying local food, drink, and hospitality.

EDME also supports the wider community by working with local groups on initiatives that strengthens connections, promotes local enterprise, and contributes to the village’s long-term vitality.



## Northallerton Town Football Club

Micronized Food Products is a proud sponsor of the Northallerton Ladies Football Team for the 2025-2026 season.

“The ladies team was established in the 2022-2023 season, and it’s a privilege for us to be able to support them as they continue to grow,” said Julie McClean, MFP.

# Operational Safety and Emergency Preparedness

Preventing workplace injury is a core focus of our business, and the safety of our staff is our top priority. Our philosophy is to promote a culture of accountability and continuous improvement in all of our facilities, through strict safety procedures, regular inspections, and active employee training and engagement. Safety representatives and management teams from all sites participate in annual company-wide Operational Risk Management (ORM) training events, focused on training personnel, equipping them with the necessary tools, and building and maintaining a strong safety culture.

These sessions are aligned with our corporate training program and include:

- The roles and responsibilities of safety representatives and personnel;
- Tools for building a proactive safety culture; and
- Safety leadership; and
- Tabletop emergency response exercises; and
- Group on-site inspections to share best practises and verify alignment with applicable inspection standards.



How we keep our teams safe:



A dedicated safety representative at each site supports hazard assessment, prevention and compliance.



Job site observations and corporate-wide safety training.



Regular safety committee meetings.



Employee recognition programs for safety leadership,



Internal communication campaigns focused on safety awareness.



Mock emergency trials as part of our emergency response strategy with regular emergency evacuation drills.



Ongoing corporate safety culture initiatives.

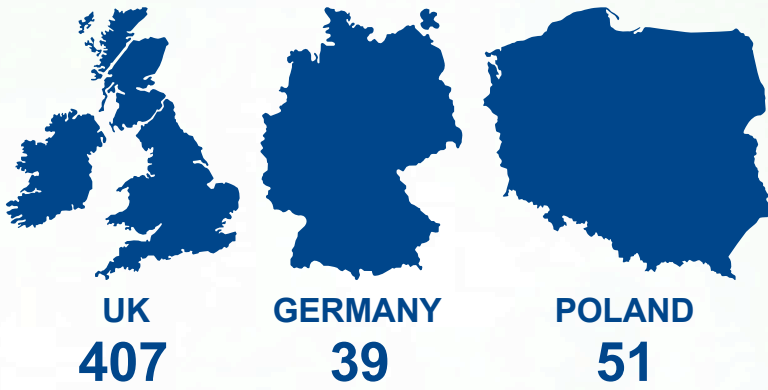
# Prioritising Our Human Resources

Our strong teams bring diverse perspectives, skill sets and context to effectively respond to the challenges of our business. Our commitment to employee training, development, and empowerment contributes to our operational excellence consistently delivering world-class results.

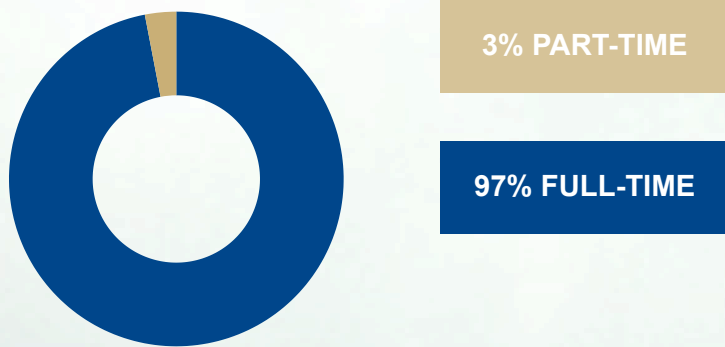
Our open lines of communication and day-to-day interactions with one another are an important part of what makes our business successful. We are focused on employing people that are aligned with our organisation's values and are committed to workplace health & safety, and a respectful workplace.



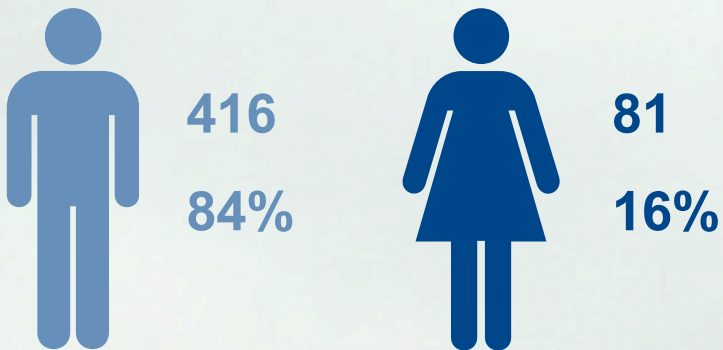
## TOTAL EMPLOYEES:



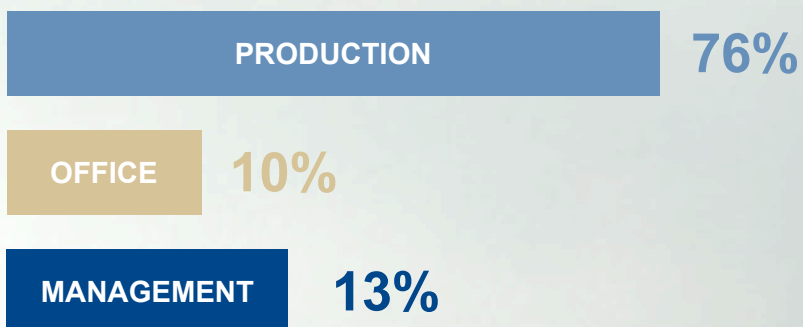
## EMPLOYMENT TYPE:



## WORKFORCE DEMOGRAPHICS:



## OPERATING FUNCTION:



# Governance

Governance at Richardson is built on a strong foundation of clearly defined policies and a long-standing commitment to operating responsibly and with integrity across all areas of our business. For over 165 years, we have worked to deliver products efficiently, reliably, and ethically, supported by robust frameworks that guide risk management, health and safety, and regulatory compliance.

We empower our people to make informed decisions in the best interest of the business. This balance of structure, accountability, and expertise ensures our operations are aligned with the highest standards of performance and responsible practice, supporting Richardson's overall purpose and long-term success.

## SUSTAINABLE DEVELOPMENT GOALS



# Responsible and Reliable Supply Chain

A reliable and dependable supply chain is essential to our ability to deliver high-quality, food-safe oats, malt, and other ingredients to customers across the UK and internationally. At the core of this is a dedicated network of growers located throughout key raw material producing regions, providing a consistent and secure supply of premium raw materials. These strong partnerships ensure rigorous quality control standards are maintained, supporting product integrity and reinforcing customer confidence.

We work closely with our customers to align on quality standards, sustainability goals, and evolving market needs, enabling the development of innovative, food-safe ingredients while fostering transparent, long-term partnerships.

Our leadership team actively oversees supply chain governance, setting clear policies and regularly reviewing performance to ensure resilience, integrity, and continuous improvement across our operations.



# Quality Assurance and Food Safety

Consistency and safety begin with a reliable supply chain and full traceability from farm to finished food and ingredients. At Richardson, ensuring the highest standards of quality and food safety is fundamental to our business. Our team manages quality throughout the entire process, adhering to applicable food safety regulations and certified management systems. Through rigorous quality control and a culture of continuous improvement, we consistently deliver safe, and high-quality malt and food ingredients.

## Regulatory Compliance

From handling to processing and packaging, we take our responsibility across the entire food production process seriously. A transparent, well-managed supply chain supports our ability to manage risk. Our business undergoes regular audits to verify compliance with key standards important to the value chain and our key stakeholders.

- Assured UK Malt (AUKM) Standard
- Feed Materials Assurance Scheme (FEMAS)
- All raw materials assurance schemes are aligned to FSA Silver standard
- Organic
- Kosher
- Halal
- BRCGS
- BETA NOPS
- TASC code of practice for haulage
- ISO9001 and ISO22000 at Crisp Malt Hamburg and Crisp Malt Bydgoszcz

## SEDEX

Richardson is a proud member of SEDEX (Supplier Ethical Data Exchange), demonstrating our commitment to ethical and responsible supply chains.

Richardson achieved exemplary results in the SEDEX SMETA 4 Pillar audit:

- Labour Standards
- Health & Safety
- Environment
- Business Ethics



“As we progress, our focus remains firmly on turning ambition into measurable impact. We are committed to continuous improvement, supporting our people and communities, and upholding the highest standards of governance. Collaboratively with our partners and across the value chain, we will continue to embed sustainability into our day to day operations to create long-term value for society, the environment, our business, and the value chain. In doing so, we are guided by our over arching goal: to be the kind of business organisation in which people can place their trust.”



**Ellie Wood**

Sustainability Manager (UK & Europe) Richardson