

A photograph of a field of tall, green plants with bright yellow flowers, likely rapeseed, under a clear blue sky. The image is taken from a low angle, looking up through the plants.

# 2025 SUSTAINABILITY REPORT



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## Outline



### ENVIRONMENT:

How we evaluate the environmental footprint of our operations and all activities across our supply chain environment. How we practice good stewardship.



### SOCIAL:

How we address and manage our connections with employees, customers, partners, and communities.



### GOVERNANCE:

How we approach corporate policies, standards, industry best practices, information disclosures, auditing, and compliance issues.

### The Reporting Period

All information contained within this document will be updated annually.

January 2025 – December 2025

Data range and applicability: 2019 – 2025

### Framework



This report follows the United Nations' Sustainable Development Goals (SDGs)

*All financial information outlined in this report is in CAD, unless otherwise noted.*

## Message from the CEO



At Richardson, trust, alongside our commitment to customer service and operational excellence, guides how we operate and make decisions. These principles have defined our business for more than 165 years and continue to shape how we partner with customers and approach sustainability.

This year was a period of growth, expansion, and resilience for Richardson. As the external environment becomes more complex, shaped by evolving customer needs and shifting global dynamics, we remain focused on our guiding principle: to be the kind of business organization in which people can place their trust.

That means delivering on our commitments, maintaining high standards, and investing in the long-term strength of our business—a core part of this work is responsible stewardship of our business and the environment.

I am pleased to introduce our 2025 Sustainability Report. Inside you will see the progress we've made over the past year to strengthen our operations, invest in our people, and support a responsible and resilient food system. These efforts help us deliver the quality, reliability, and operational excellence our customers expect from Richardson.



**Darwin Sobkow**  
President and CEO  
Richardson

### Introducing: **Richardson**



[WATCH THE VIDEO](#)





Sustainability is a strategic business imperative and a key priority on the Richardson corporate agenda, supported at both the Board and Executive levels.

Increasing regulatory requirements, evolving consumer expectations, investor priorities, and employee expectations are integral to the success of our company, influencing how we operate, grow, and create long-term value. Sustainability is no longer viewed solely as a compliance exercise, it's a critical driver of operational resilience, brand strength, innovation, and competitive advantage.

Richardson recognizes that maintaining a sustainable business requires the ongoing integration of innovative, material sustainability practices into our core business strategies, enabling the business to reduce risk, strengthen stakeholder trust, support people and planet, and position the organization among the leading companies of the future.

– **LYNNE SWEENEY** (*Assistant Vice-President, Sustainability, Richardson*)



## About Richardson

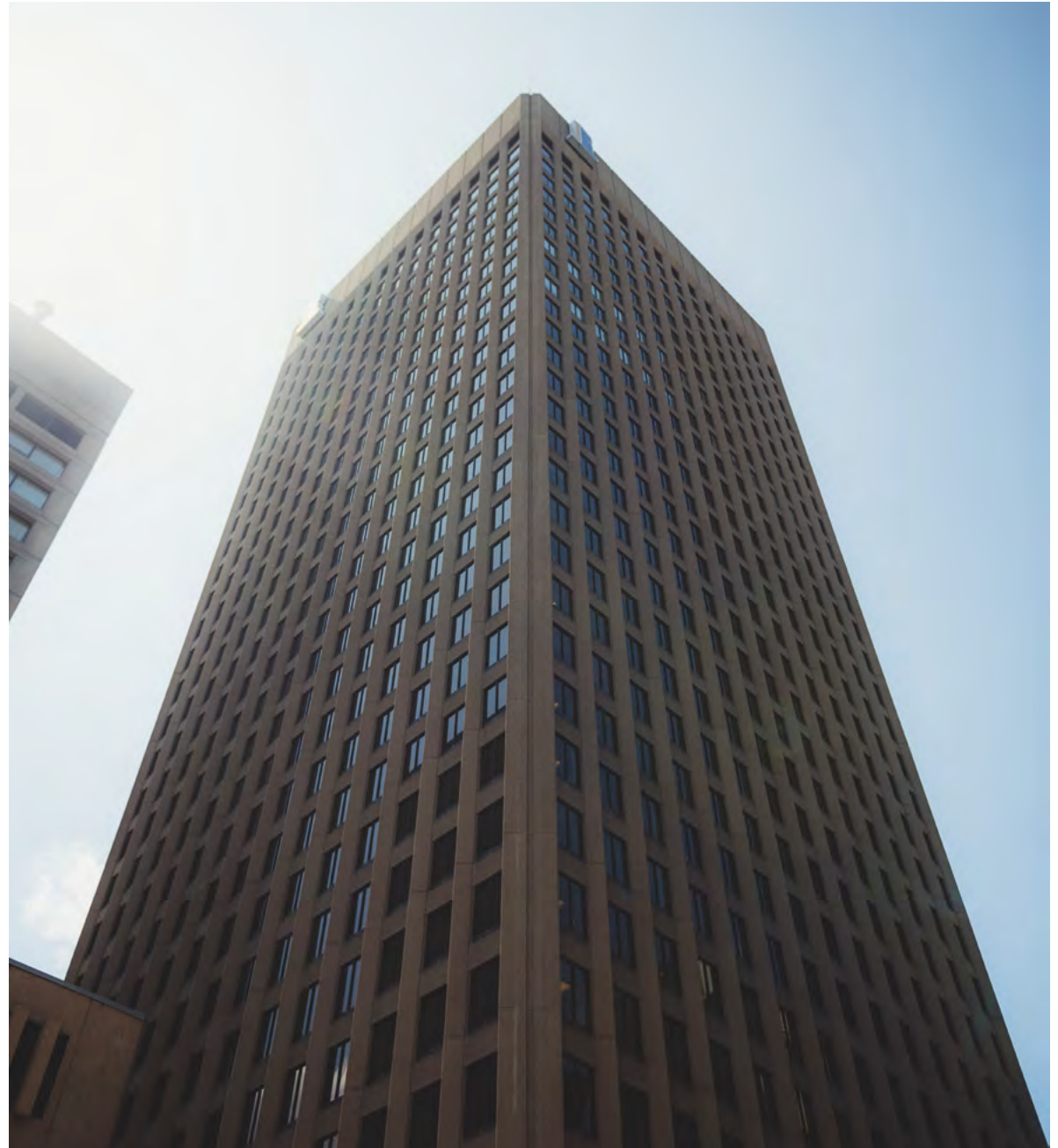
“Our goal is to be the kind of business organization in which people can place their trust.”

— James Richardson (Founder, 1857)

**Richardson is a leading agriculture and food and ingredients company.**

Our business starts with generations of relationships with growers. Our partnerships took root over 165 years ago. Since then, we have grown, expanded, and reinvented our business to bring our growers' crops to international markets and to kitchens around the world through quality food products and ingredients.

We are always improving our facilities, processes, and products. We are committed to quality and excellence in all aspects of our business.



## OUR NETWORK AT A GLANCE

Richardson is committed to ongoing investment and modernization to meet the changing needs of our customers and employees. Explore the projects and initiatives we completed in 2025 by clicking each tile to learn more.

### Acquired Pasta Manufacturing and Durum Milling Operations from 8th Avenue Food & Provisions

*Addition of three production facilities expands Richardson's food and ingredients presence in the US.*



### Launched the Largest Sustainable Agriculture Initiative in the UK Malting Industry

*Field Forward: Created in partnership with UK barley growers.*



### Proud to be Recognized with an Excellence Award in Innovation for Crisp Malt's Recycling Scheme

*The RMI Conference, hosted by RMI Analytics GmbH, celebrates malting industry leaders who are helping build a more resilient supply chain.*



### Achieved a New Milestone of Nearly 4 Million Acres Managed Through 4R Nutrient Stewardship

*Strengthened Richardson's leadership in sustainable agriculture while advancing toward its goal of 4 million recorded acres in Western Canada.*





## VALUES IN ACTION

### Strengthening the Value Chain: Richardson's Investment in Integrated Pasta Production

In 2025, Richardson expanded its food production footprint with the acquisition of a fully integrated pasta business, bringing durum milling and pasta manufacturing together in one seamless operation, while welcoming approximately 500 new employees to the company.

The strategy is clear: complete the value chain by connecting durum wheat sourcing, milling, and pasta production into a single vertically integrated model.



**1 new**  
durum milling facility

📍 Carrington, ND



Producing up to  
**1.5 million pounds**  
of pasta per day



**3 new**  
pasta production facilities

📍 Carrington, ND

📍 Winchester, VA

📍 New Hope, MN

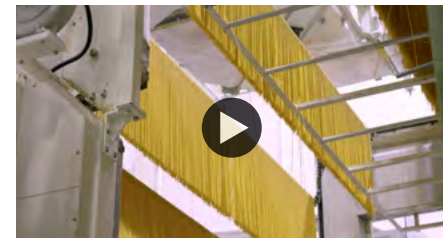


Manufacturing  
**over 70** pasta shapes



Supporting trusted  
brands like *Ronzoni*

Watch our *Richardson Makes: PASTA* video to see production in action.



WATCH THE VIDEO



This acquisition is the latest example of Richardson's long-term investment in people, facilities, and strategic growth. By committing to vertical integration, the company is further strengthening quality assurance, food safety, and customer service.

## Culture and Values

### TRUST

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

### 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.

### INNOVATION

We are resourceful and we value creativity. We approach our work with vision and initiative.

### EXCELLENCE

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

### STRATEGIC THINKING

We are problem solvers, backed by data and accurate information. We are practical, yet effective, as we make informed investments that support our continued success.

### ETHICS

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

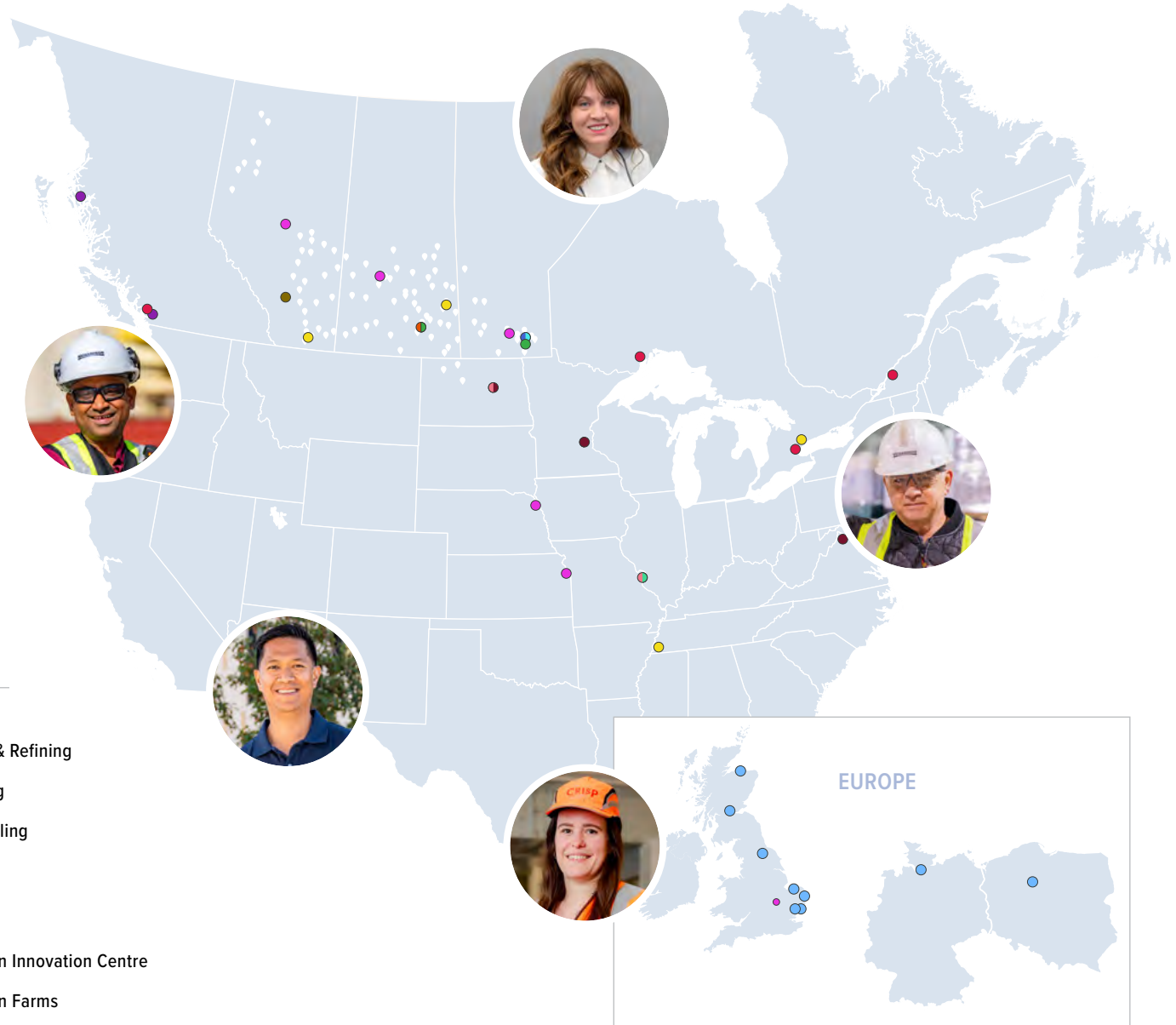


## Our People

### Work that Matters

We are proud to be one of Canada’s Best Managed Companies, and we put into practice important values such as integrity, inclusion, and innovation at all our facilities across Canada, the US, the UK, and Europe.

With over 4,000 full-time and term employees in diverse agricultural, operational, and corporate roles, we are working together to feed the world. As global food requirements rise, our company continues to grow and is well positioned to meet ever-increasing demand.



- Richardson Winnipeg Office
- Richardson Pioneer Divisional Office
- US Country Office
- Ag Business Centres
- Port Terminals
- Joint Venture Terminals
- Crushing & Refining
- Oat Milling
- Durum Milling
- Malting
- Pasta
- Richardson Innovation Centre
- Richardson Farms



## From Farm to Table

At Richardson, the work we do is essential. Every day, we work together to ensure a steady food supply for people around the world. Our vertically integrated operations support a farm-to-table approach, through agribusiness and food and ingredients.

### CROP INPUTS RETAILING



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

### GRAIN HANDLING AND MERCHANDISING



We purchase our grower customers' crops back at harvest then move them through our grain and oilseed merchandising and handling network. Bound for domestic and international markets, these crops move through our vertically integrated network, served by seven port terminals in Canada.

### FOOD PROCESSING



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

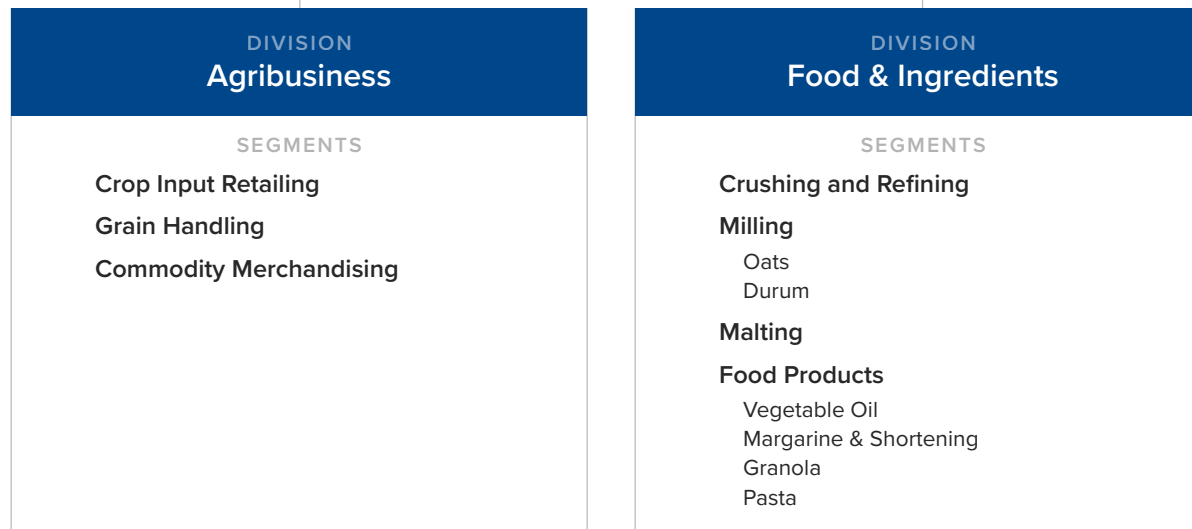
### FOOD PRODUCTS

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

## Our Business and Brands



JAMES RICHARDSON & SONS, LIMITED  
ESTABLISHED 1857  
AND AFFILIATED COMPANIES



OUR BRANDS



## Leading with Innovation

As agricultural practices have evolved, so too has Richardson—growing and changing to meet the needs of our customers, partners, and global markets. Whether we are testing new crop protection technology at our demonstration farms or developing improved canola oil products in our Innovation Centre, we are leading with innovation.



Innovative product development and culinary demonstration.  
*Richardson Innovation Centre*

 WINNIPEG, MB, CANADA



Environment, health, and safety.  
*Durum Mill*

 ST LOUIS, MO, US



Employee learning and networking at Richardson's CropWatch Innovation Tour.  
*Bennett Farm*

 RICHARDSON, SK, CANADA

# OUR FARM-TO-TABLE STORY

Richardson is a farm-to-table business. We are connected to every stage of the food cycle, from crop inputs and agronomy support for growers through grain handling, food processing, ingredient production, and consumer-ready food products. This model gives Richardson a unique advantage, allowing us to work closely with growers, suppliers, customers, processors, and industry partners across the supply chain.

Our integrated business is one of our greatest strengths. It provides greater visibility from farm to finished product, helping us better understand risk, improve our operational efficiency, strengthen food safety and quality assurance, support innovation, and build a more sustainable food system.

Across Canada, the US, the UK, and Europe, this approach helps Richardson respond to changing customer needs, support long-term grower success, and deliver reliable products and ingredients to markets around the world.



## Modern Agriculture

### Richardson Supports Responsible Agriculture

A successful farm incorporates stewardship into its business. Modern agriculture is a practical, forward-looking approach to farming that balances on-farm productivity, grower profitability, and environmental stewardship through innovation and science-based practices. We believe that the path to a resilient food system lies in leveraging the latest technologies and supporting growers who prioritize both performance and environmental responsibility.

#### Key Practices

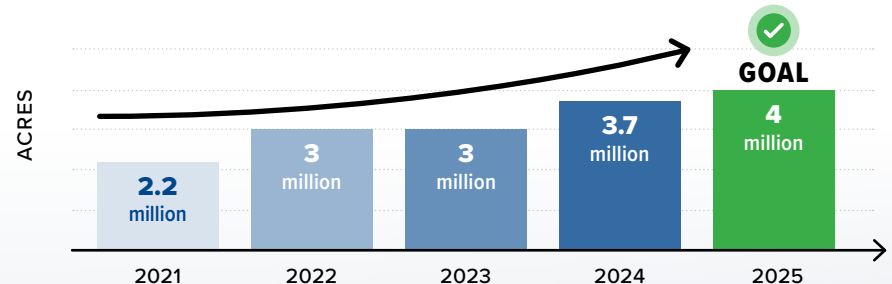
- Diversified crop rotations
- Advanced seed technologies (genetically modified seed, gene expression, CRISPR technology)
- Optimized crop inputs through variable rate (VR) technology
- Minimum tillage
- Nutrient management frameworks, such as *4R Nutrient Stewardship*

### Nutrient Management Frameworks (Canada)

Fertilizer Canada's *4R Nutrient Stewardship* has been promoted and applied across Canada.

The proactive efforts of growers have made Canada one of the most efficient fertilizer users in the world. This is a good news environmental story that supports global food production and security goals.

#### Our Goal: Richardson is a Leader in 4R Nutrient Stewardship



Through Richardson's network of 4R-certified agronomists, growers develop nutrient management plans aligned with the 4R framework. Acres managed under these certified plans are registered through the program.





## What is 4R Nutrient Stewardship?

4R Nutrient Stewardship is a science-based approach to nutrient management that involves applying the right source of fertilizer at the right rate, right time, and right place. 4R optimizes plant nutrient uptake, increases yield, and maximizes farmer profitability, while achieving verifiable reductions in emissions.



Right  
Source



Right  
Rate



Right  
Time



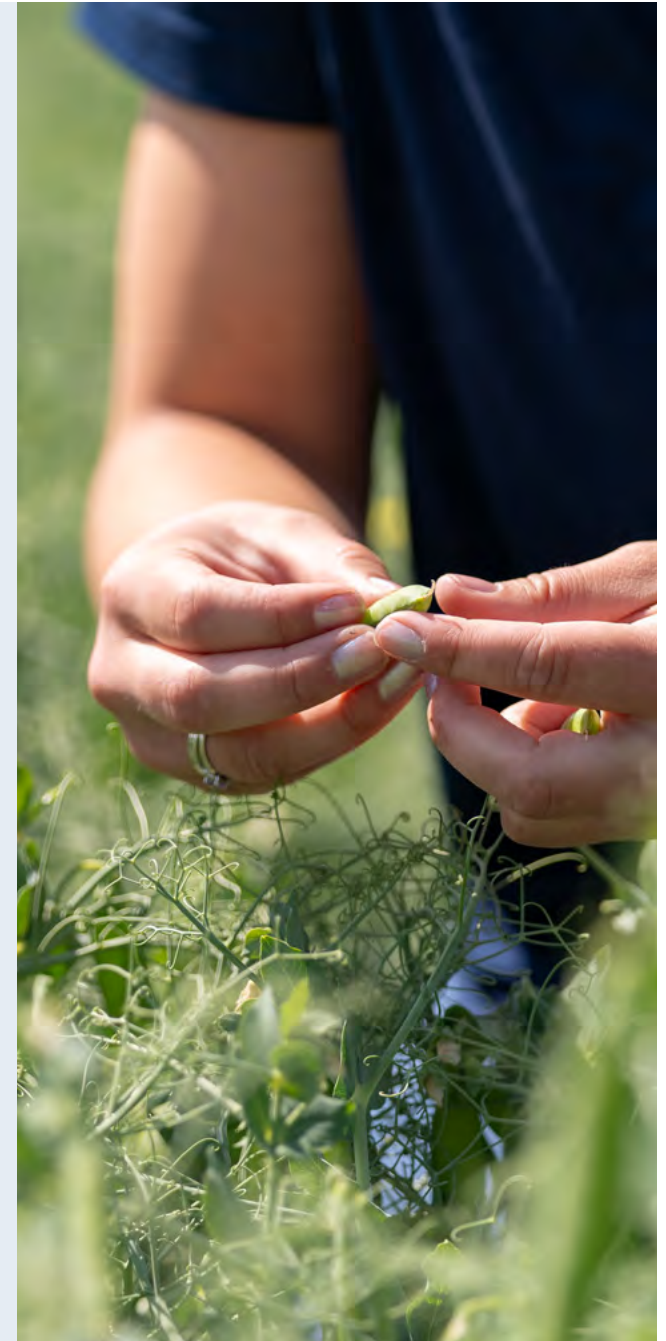
Right  
Place

The 4R Climate-Smart Protocol was developed with input from leading scientists and agronomists across industry and government. It provides a science-based framework to measure and verify farm-level emissions and focuses on reducing environmental impacts from nitrogen management. In jurisdictions like Alberta, the Protocol has been used to generate quantifiable and verifiable carbon offsets that can be sold by farmers as credits, though a broader national carbon market continues to evolve.

Richardson Pioneer employs 4R-designated agronomists in its Western Canadian network who work with growers to establish tailored plans for on-farm implementation.

4R programming can:

- Reduce greenhouse gas (GHG) emissions by up to 35%
- Reduce phosphorus run-off by up to 60%
- Ensure fertilizer product use on-farm is specific, measured, and appropriate
- Increase on-farm profitability by up to \$87 per acre, when compared to a baseline crop





## VALUES IN ACTION

### Supporting Stewardship and Long-Term Grower Success Through Richardson Rewards

In agriculture, relationships matter. Loyalty is built on trust and the expectation that every decision delivers value. That thinking led to the creation of **Richardson Rewards**, a loyalty program designed not only to reward grower customers, but also to showcase new and innovative products that perform and help strengthen their operations over the long term.

Unlike traditional programs that focus primarily on the amount of business a customer does, Richardson Rewards is built around products that help improve crop yield, return on investment, and long-term farm sustainability. Products are demonstrated ahead of each growing season at Richardson Farms to showcase field performance and help make buying decisions easier and more transparent.

**PERFORMANCE**

**PERFORMANCE PLUS**

**PERFORMANCE PRO**

The program is also designed to give growers flexibility and control over the decisions that work best for their farms. Growers are rewarded for continuing to use these products as part of crop plans tailored to their unique operation. Throughout the season, growers across Western Canada can work one-on-one with their Richardson representative to build a plan that aligns with their yield and sustainability goals.

By combining trusted advice with access to products that have demonstrated yield and performance outcomes, Richardson Rewards helps growers succeed throughout the growing season.



"We know these products perform. They're trialed and tested at Richardson Farms to ensure growers receive the greatest value and yield on their acres. We're interested in rewarding business decisions that promote yield through the use of innovative products, and therefore, achieves long-term success for the grower."

– **RUSS REICH** (Vice-President, Crop Inputs, Richardson)



## Supporting Sustainable Farming

Each year, Richardson works closely with growers to drive change from the ground up. We also play an active role in promoting stewardship programs (not just our own), ensuring growers have the tools and knowledge to farm sustainably.

## Clean Farms

Richardson is an active supporter of the Clean Farms programming, which ensures crop protection product containers are disposed of properly and do not end up in a land fill. Over 5.4 million empty product containers and more than 200,000 kg of unused crop protection products are collected and recycled annually—this is the combined equivalent of 40 metric tonnes of recycled plastics.



## Genetics and Plant Breeding

Seed trait development continues to evolve beyond traditional breeding—targeting increased yield, greater insect, disease and drought tolerance and resistance, crop protection tolerance, and efficiencies in nutrient and water use.

### Genetically modified (GM) crops

The introduction of GM canola reduces production costs and crop loss to insect, disease, and weed pressures, resulting in increased yields.

- 20% herbicide use reduction annually
- Reduced soil tillage requirement per growing season
- Cuts fuel consumption by the equivalent of 500,000 automobiles annually.

### Canadian Certified Seed

All seed sold by Richardson Pioneer is Certified #1, inspected by the Canadian Food Inspection Agency or its designees, and coordinated by the Canadian Seed Growers Association under the Federal Seeds Act.



Our rigorous inspection, certification, and handling process ensures our customers receive high-quality seed with minimum germination standards, free from noxious weeds, and true to type.

#### Seed Sourcing:

- 95% of canola sold in Western Canada is grown by Canadian seed growers. Less than 5% is sourced from the contra season, which is grown in South America.
- Bulk cereals and pulse crops are grown locally by Western Canadian seed growers.
- Richardson Pioneer sold **35,000 mt certified seed from over 100 Western Canadian growers.**





## Quality Assurance, Food Safety, and Regulatory Compliance

Richardson has a long-standing reputation as a producer and supplier of high-quality, food safe products to the world. It is Richardson's priority to protect consumers from health risks related to the handling, processing, and packaging of food and ingredient products. We implement rigorous quality assurance and food safety protocols and practices—backed by data, science, and innovative technology—and put them to the test through regular internal assessments and audits. We do this to ensure we remain a company in which people can place their trust.

### Our corporate quality assurance and food safety team:

- Specializes in food sciences and food chemistry, microbiological sciences, and grain grading.
- Maintains compliance with domestic and international food safety specifications, standards, and laws.
- Maintains compliance with commercial quality and food safety specifications.
- Ensures the grains, oilseeds, and food and ingredient products Richardson supplies to end-use domestic and international customers comply with all applicable commercial and regulatory quality, functionality, nutritional, and food safety standards.
- Collaborates with Richardson stakeholders to develop and maintain standards for product development and ensure safety, integrity, and consistency of products. Stakeholders include operations, sales and merchandising, procurement, transportation, insurance, legal, environment, health, and safety (EH&S), engineering, and corporate communications teams.
- Represents Richardson on industry, regulatory, and market-access committees, where they lend their expertise in the areas of food quality, functionality, and safety.



## Actions and Impacts

### Food Safety and Food Defense Certifications



Qualified independent third-party auditors conduct rigorous food safety and food defense audits at Richardson operating facilities which hold certifications under the Global Food Safety Initiative (GFSI), Food Defense, and other food standard audit schemes.

#### Food Safety Certifications

- ISO 22000
- FSSC 22000
- GMP+2020
- SQF Level 3
- BRC Global Food Safety Standard
- Feed Materials Assurance Scheme (FEMAS)

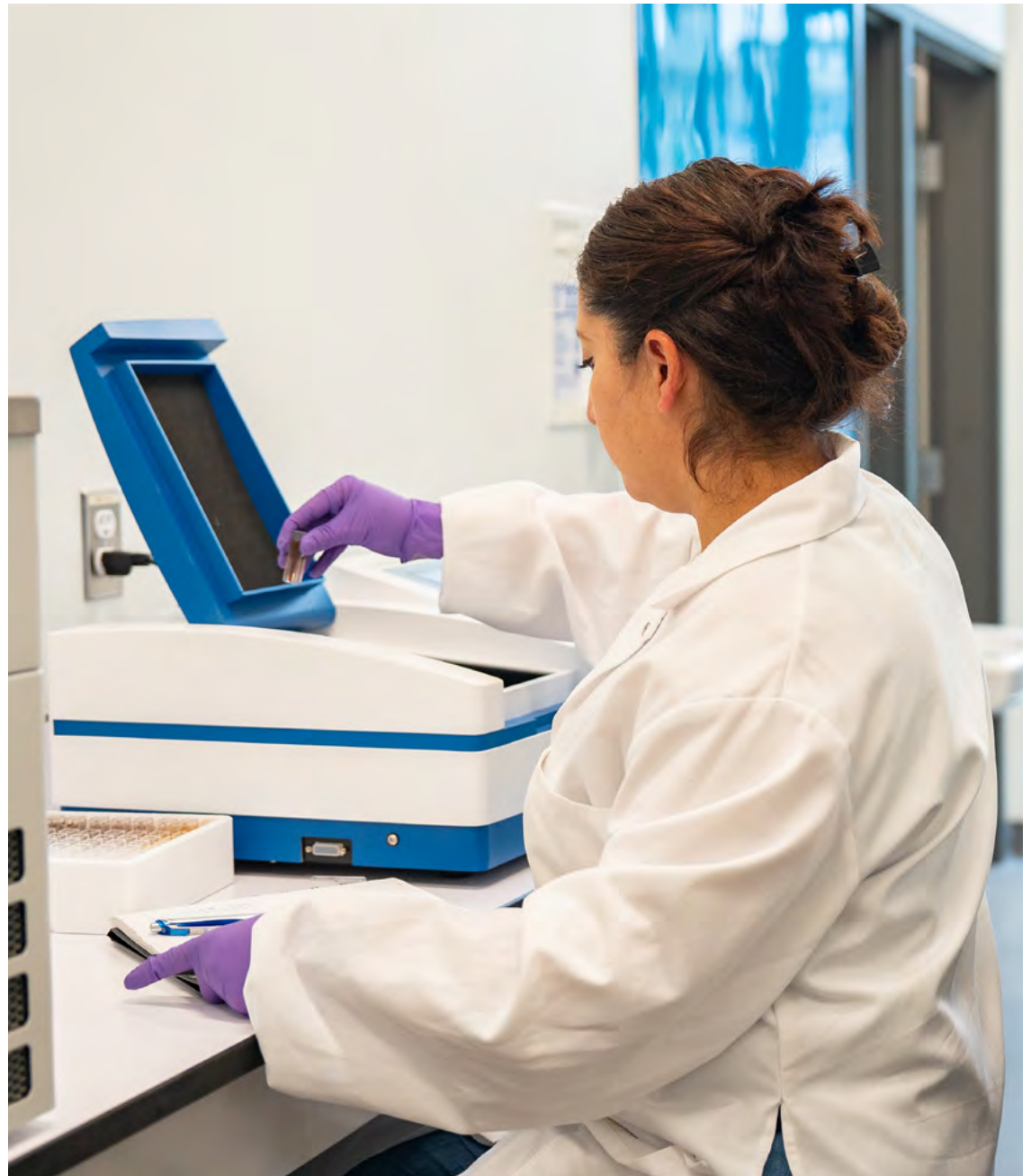
#### Food Defense Certifications

- Custom Trade Partnership Against Terrorism (C-TPAT)
- Partnership in Protection (PIP)

#### Other Food Standard Certifications

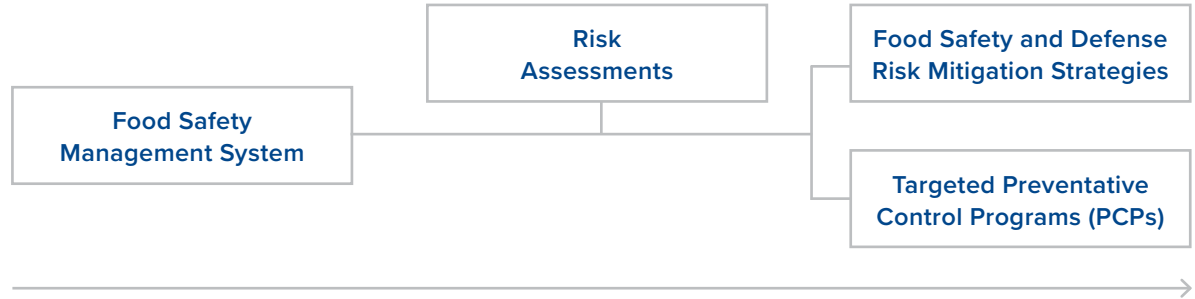
- British Equestrian Trade Association (BETA)
- Naturally Occurring Prohibited Substances (NOPS) Standard
- Organic, Kosher, Halal, Gluten Free, Vegan

Our businesses and operating facilities consistently meet the high standards of these audit schemes.



### Risk-Based Preventative Controls

We are proud to be a first-in-class supplier of food and ingredient products to our global partners and their end-use customers. Our food safety management system is formed on the basis of **robust risk assessments and the application of targeted preventative controls.**



To mitigate risk, our food safety management system is comprised of two layers of protection:

1. Food safety and defense mitigation strategies
2. Preventative control programs (PCPs)





Food safety and defense risk mitigation strategies and PCPs are at the root of our grains and oilseeds handling and food and ingredients manufacturing businesses, ensuring the agriculture commodities and ingredient products used in processing are consistently supplied at the very highest quality and food safety standard.

Targeted preventative control programs include tactics to mitigate:

	<p><b>Pathogen risk</b></p>		<p><b>Allergen risk</b></p>		<p><b>Foreign material risk</b></p>		<p><b>Food defense and food fraud risk</b></p>
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In support of our food safety and defense systems designed to minimize risk across our business, we root ourselves and our food and ingredient processing teams in good manufacturing training and audit programs with a strong focus on quality assurance and food safety, incorporating culture across our organization.

Good manufacturing programs include:

	<p><b>Housekeeping standards</b></p>		<p><b>Cleaning and sanitation standards</b></p>		<p><b>Employee hygiene standards</b></p>		<p><b>Pest management</b></p>
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## Commodity Harvest Monitoring Program

### North America



Specifically designed to serve both our grain and food and ingredient processing businesses, our annual North American agriculture commodity harvesting program, which includes the collection and analysis of tens of thousands of representative grain samples each harvest, allows us to apply scientific assessments and assemble validated analytical data to each crop type, influencing our day-to-day decisions and risk management strategies.

- Approximately 85,000 Canadian and US harvest samples
- Commodity grading process
- Grain samples are assessed for:
  - ✓ Quality attributes
  - ✓ Nutritional and functional attributes
  - ✓ Food safety risks

### United Kingdom



In our UK business, we offer pre-purchase analysis to all of our grain suppliers, through our central laboratory. The collection and analysis of hundreds of grain samples allows us to assemble strategic analytical data relating to the applicable crop year, in a timely and efficient manner, assessing quality, food safety, and functionality on a wide scale.

This approach also informs our day-to-day decision making and risk management strategies. We work closely with our grain suppliers to ensure only the best quality grain arrives at our malting facilities.

- 1,000+ purchase samples analyzed each crop year
- On-site micro malting facilities



## KPIs: Quality and Food Safety

The key performance indicators (KPIs) and measurements we have established target ongoing improvements in quality and food safety performance across the organization.

In the event of an incident, we leverage our digital incident reporting software solution, where we capture the details of the incident investigation, root cause analysis, and corrective measures applied in order to eliminate the recurrence of the incident and drive continuous improvement.



## VALUES IN ACTION



### Strengthening Food Safety Through Traceability

Traceability is one of the core pillars of Richardson's food safety programs.

Across Richardson's food and ingredient processing and grain handling facilities, teams regularly test their ability to trace products from the time they are received to the time they are shipped. These unannounced mock exercises are designed to confirm that facilities can quickly identify where a product came from, where it went, and what raw materials were used in the manufacturing of the product.

In some cases, teams are asked to trace a finished product shipped to an end user. In others, they are required to trace a finished product back through the production process to the raw materials that were incorporated into the finished product.

The goal is to complete the traceability exercise in less than two hours.

Traceability exercises are an important part of Richardson's food safety program and are one of the requirements needed to maintain food safety certifications across the business. More importantly, the exercises help ensure the business is well prepared to respond quickly and effectively in a real-world incident situation.



## Supplier Risk Management

All suppliers to Richardson are subject to our Corporate Supplier Risk Management Program which requires individual suppliers share detailed food safety, food defense, quality, and environment, social, and governance (ESG) information with our business so that we can verify alignment with corporate and applicable regulatory requirements.

Where we work with suppliers:

- **Raw materials, ingredients**
- **Food packaging**
- **Co-manufacturing**
- **Transportation**
- **Warehousing and distribution**

### Food and Ingredients Packaging

Richardson applies tamper-evident safety devices to private label retail oil and margarine products.

### Minimizing Product Loss and Food Waste

We are proud to maintain efficient and productive operating environments to minimize food loss and waste.



## THEMES



Operational Excellence



Responsible Resource Management



Agricultural Innovation

# ENVIRONMENT

At Richardson, our commitment is to be a responsible global partner in all facets of our operations and in the communities in which we operate. With best-in-class talent, facilities, assets, and practices, we are dedicated to good stewardship and excellence in customer service. We operationally define stewardship through the work we take to reduce the environmental footprint of our actions, limit impacts on air, land, and water, and what we give back in time and capital to our communities.

We believe it is critical to continue advancing our industry through investing in new tools and technologies to help produce the best products possible in the most efficient, competitive, and sustainable way.

Our corporate *Environmental Policy* targets the identification and mitigation of impacts to air, land, and water from our business.

**All business segments compliant with 150+ environmental permits**

We comply with government permits and industry best practices and have set our own priorities for effective environmental management.

**Collaborate with regulators through consultation periods, inquiries, and investigations**

We ensure our standards are considerate of environmental stewardship and business development objectives.

**All facilities operate under jurisdictional permits for emissions**

We apply a consistent approach to environmental management across all of the jurisdictions where we operate.



# Operational Excellence

## Relevance to Our Business

As a partner of choice, operational excellence dovetails with all of our strategic objective setting activities. We strive to present our people, partners, and customers with the most efficient practices and technology available in the marketplace. We invest in our facilities and assets and are committed to continuous improvement processes and innovations because this is essential for good environmental stewardship and business sustainability.

	Heat Recovery Initiatives	Dust Emissions Initiatives	Carbon Emissions Initiatives	Energy Efficiency	Natural Gas Initiatives	Electricity Initiatives	Water Consumption & Waste Water Management	Waste Management
Oilseed Processing	☆	●	☆	☆	●	☆	☆	●
Oilseed Products	●	●	☆	☆	●	●	☆	☆
Milling and Malting Operations	●	●	☆	☆	☆	☆	☆	☆
Agribusiness Operations	●	☆	☆	☆	●	☆	●	☆

☆ Additional details about specific 2025 initiatives are provided in the body of this report



Durum Milling Facility  
 📍 ST. LOUIS, MO, US



Richardson Port Terminal  
 📍 NORTH VANCOUVER, BC, CANADA

## Actions and Impacts

### Air Quality and Emissions Reduction

Richardson is committed to the continuous improvement of air quality near our facilities through the installation of leading-edge emission reduction technologies. We seek to limit fugitive emissions and strike an appropriate balance between performing essential operations, while minimizing environmental and community impacts.

Reduction Initiative	Goal	Outcomes
<b>Food Processing Facilities</b>		
General Heat Recovery, Including Boiler Heat Stack Economizer <i>(Yorkton, SK)</i>	<ul style="list-style-type: none"> <li>Reduce natural gas usage</li> <li>Decrease GHG emissions</li> </ul>	<ul style="list-style-type: none"> <li>85,000 metric tonnes of steam captured annually and condensed for use in other processing activities.</li> <li>Reduced excess heat loss to the atmosphere and conserved local water supply.</li> <li>8,400 tonnes per year of CO<sub>2</sub> emissions reduction.</li> </ul>
Sulfur Emissions Mitigation System <i>(Yorkton, SK (Oilseed); Lethbridge, AB)</i>	<ul style="list-style-type: none"> <li>Reduce canola crush and extraction sulfur emissions</li> </ul>	<ul style="list-style-type: none"> <li>&gt; 99.9% reduction of atmospheric sulfur emissions.</li> <li>Sulfur re-purposed into production processes, eliminating a waste stream from each facility.</li> </ul>
Heavy Goods Vehicle (HGV) Initiative <i>(Great Ryburgh, UK)</i>	<ul style="list-style-type: none"> <li>Transition Crisp Malt HGV fleet (all vehicles run on diesel) to hydrotreated vegetable oil (HVO)</li> <li>Reduce CO<sub>2</sub> emissions</li> </ul>	<ul style="list-style-type: none"> <li>85% reduction in GHG emissions in 2025, compared to 2023, which equates to &gt;1,100 CO<sub>2</sub>e tonnes</li> </ul>
Oat Intake Process Initiative within our ' <i>Bedford Redevelopment</i> ' project	<ul style="list-style-type: none"> <li>Reduce heavy goods vehicle (HGV) tipping and idling times at Bedford oat mill site</li> <li>Reduce vehicle emissions</li> </ul>	<ul style="list-style-type: none"> <li>Reduced tipping time from an average of 30 minutes per vehicle to 6 minutes per vehicle.</li> <li>Reduced CO<sub>2</sub> emissions by 5,700+ kg and diesel consumption by 1,700+ kg based on 3,500 tipped loads.</li> </ul>

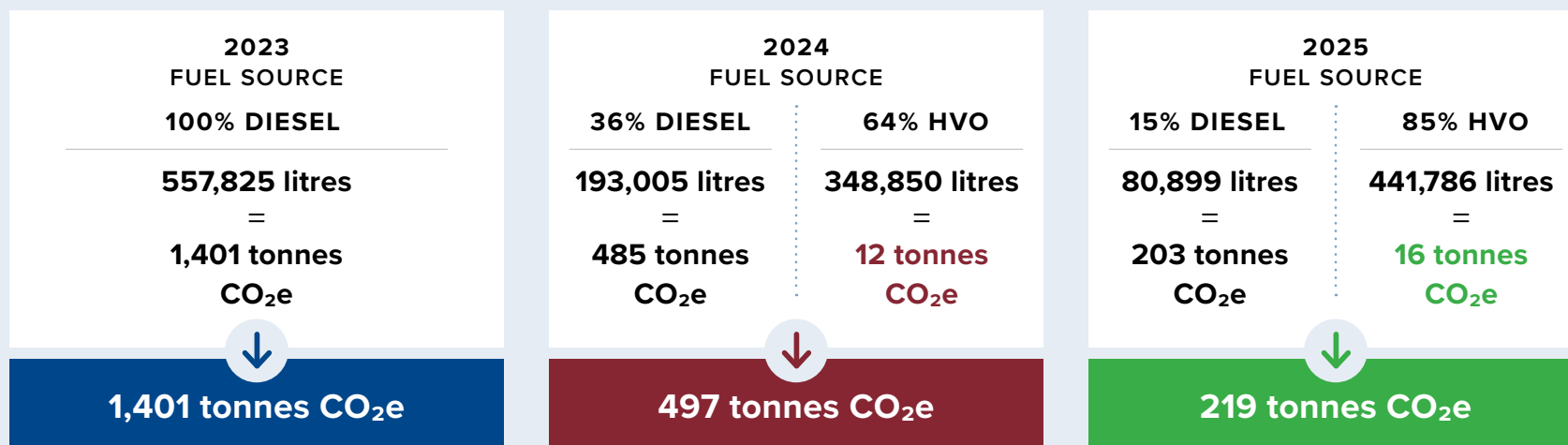


Sulfur Mitigation System  
 YORKTON, SK, CANADA

Reduction Initiative	Goal	Outcomes
<b>Agribusiness Operations and Port Terminal Facilities</b>		
Dust Reduction Technologies	<ul style="list-style-type: none"> <li>Minimize fugitive dust emissions through specialized grain load-out hoppers and closed conveyance systems (<i>Vancouver, BC; Sorel-Tracy, QC</i>).</li> <li>The application of mineral oil at strategic points in the grain handling system, to reduce fugitive dust emissions during loading of grains to export vessels (<i>Hamilton, ON</i>).</li> <li>Maximize dust collection through high efficiency filter systems (<i>All locations</i>).</li> </ul>	Ongoing
Emission Monitoring ( <i>All locations</i> )	<ul style="list-style-type: none"> <li>Periodic sampling and monitoring to verify compliance with environmental regulatory standards.</li> <li>Targeted monitoring, preventative maintenance programs, and inspection to maintain the systems at optimum efficiencies.</li> <li>Opacity training.</li> </ul>	Ongoing
Rail Loop Track ( <i>Carseland, AB</i> )	<ul style="list-style-type: none"> <li>Improve rail car loading efficiency at the site.</li> <li>Reduce safety risks through loop track design.</li> </ul>	<ul style="list-style-type: none"> <li>Reduced rail loading time from 9 minutes per car to under 5 minutes per car.</li> <li>Contributes to reduced Scope 3 GHG emissions.</li> </ul>

### Crisp Malt Heavy Goods Vehicle Fleet

Transitioned from diesel to hydrotreated vegetable oil.



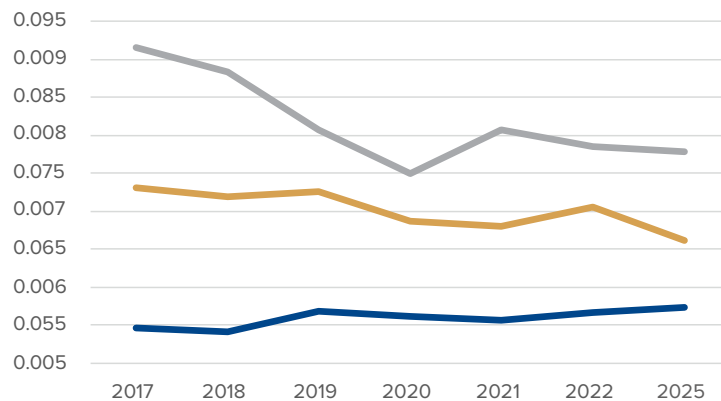


## VALUES IN ACTION

### Driving Efficiency & Lower Emissions in Oilseed Processing

We take pride in operating some of the most efficient oilseed processing facilities in the world. Our canola crush plants consistently produce lower emissions compared to the Canadian Oilseed Processors Association’s (COPA) outlined industry average.

**Total Carbon Intensity for Canadian Oilseed Processing**  
(Tonnes CO<sub>2</sub>e/Tonnes Seed Crushed)



- Richardson Oilseed Yorkton
- Richardson Oilseed Lethbridge\*
- COPA Members Energy Survey (including ROL)

\*Data point used represents 5-year average of carbon intensity for the facility.

### 📍 OILSEED CRUSHING IN YORKTON, SK, CANADA

Our facility at Yorkton has the lowest CO<sub>2</sub> emissions per tonne of production among major Canadian oilseed processors. And we’re not stopping there—through ongoing investments and innovation, we’re working to reduce emissions even further while continuing to meet demand.

### 📍 OILSEED CRUSHING IN LETHBRIDGE, AB, CANADA

A major expansion at the plant has significantly improved our efficiency rating over time. By installing a more advanced inline pelleting system and retiring the legacy canola pellet boiler and pelletizing process, we improved our efficiency rating from 13/14 to 9/14.

	Efficiency Rating (out of a 14 scale)
<b>2025</b>	<b>#9</b>
Pre-2016	#13

#### Key improvements include:

- ✓ Streamlined pelleting process—pelleting now happens alongside canola meal production, eliminating the need to cool, transport, and reheat meal across the site.
- ✓ Increased production while maintaining stable utility use—higher output without increased energy consumption has led to lower CO<sub>2</sub>e per metric tonne.
- ✓ Faster seed intake—we process more seed in less time and have reduced truck idling on-site.



## Water Conservation, Recycling, and Waste Management

Water is an essential resource to Richardson. Equipment at our processing facilities requires a consistent and high-volume water supply to operate. This is why we place great value on water conservation, recycling, and recovery systems to ensure access to the volumes required in the most efficient and sustainably sound manner possible.

Richardson employs accredited waste management service providers, who manage the disposal of waste consistent with the rules of the jurisdictions in which we conduct business. We move office and operational waste through standard recycling programs for paper products, waste oil and lubricants, batteries, metals, and other extraneous materials.

Reduction Initiative	Goal	Outcomes
<b>Food Processing Facilities</b>		
Water Treatment Plants ( <i>Multiple Sites</i> )	<ul style="list-style-type: none"> <li>Reduce wastewater volumes.</li> <li>Reclaim water for reuse.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; 60,000 metric tonnes wastewater recovered and treated annually.</li> </ul>
Heat, Ventilation, Air Conditioning (HVAC) Upgrades ( <i>Memphis, TN</i> )	<ul style="list-style-type: none"> <li>Reduce water consumption.</li> <li>Cool facility.</li> </ul>	<ul style="list-style-type: none"> <li>~38 million gallons water consumption decreased annually.</li> </ul>
Zero Effluent Discharge System ( <i>Yorkton, SK</i> )	<ul style="list-style-type: none"> <li>Reduce city water demand.</li> <li>Reduce wastewater volumes.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; 70% reduction in discharge of fats, oils, and greases into wastewater.</li> <li>Fats and oils in water injected into canola meal pellets.</li> <li>Saves 900 metric tonnes CO<sub>2</sub> emissions per year.</li> </ul>
Effluent Filtration Systems ( <i>South Sioux City, NE</i> )	<ul style="list-style-type: none"> <li>Reduce effluent content in process waste water stream. <i>Effluent waste is organic materials used in the oat coating process.</i></li> </ul>	<ul style="list-style-type: none"> <li>43,000+ gallons processed annually with USD \$200,000+ cost savings.</li> </ul>
Process Flow Inversion ( <i>South Sioux City, NE</i> )	<ul style="list-style-type: none"> <li>Recycle slurry used in coated and cluster oat products for further use within the facility.</li> <li>Prevent slurry release into sewage system.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing (<i>Project initiated in 2019</i>).</li> </ul>
Cardboard, Paper, Polythene, and Metals Recycling Program ( <i>Bedford, UK</i> )	<ul style="list-style-type: none"> <li>Recycle paper, card, plastic, and metals.</li> </ul>	<ul style="list-style-type: none"> <li>Recovered 60 tonnes polyamide from paper products, which was then recycled.</li> <li>Recovered ~ 350 tonnes polyamide from metal-based products, which was then recycled.</li> </ul>
Return-A-Bag Recycling Program ( <i>All Crisp Malt Locations, UK</i> )	<ul style="list-style-type: none"> <li>Recycle waste polypropylene malt sacks.</li> </ul>	<ul style="list-style-type: none"> <li>Over 5,800 kg polypropylene waste recycled and integrated as secondary raw material back into the supply chain. Since launching the scheme in 2014, this is the equivalent of 63,000+ 25-kg malt sacks.</li> </ul>

## VALUES IN ACTION



### Field Forward: Transforming How Barley is Grown



*Field Forward is an initiative created by Richardson in partnership with our Grower Groups in the UK and Poland, with the purpose of improving on-farm sustainability. Together, we are transforming how barley is grown, not just how malt is made.*

Our growers 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 growers 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 four key impact areas: soil health, water, biodiversity, and GHG emissions. We survey our growers on their current practices and use national datasets to understand the context in the region. This highlights areas where improvements can be made.



#### Knowledge Sharing

Our growers provide feedback on the practices that work best across different soil types and growing regions. This drives immediate and positive change across Grower Groups.



#### Collaborative Goal Setting

In partnership with growers and merchants, we set realistic targets based on their land and unique circumstances. We do not dictate the practices that farms should implement, as every farm is different.



#### Continuous Monitoring

By tracking the same farm operations year after year, we can measure progress over time and drive continuous improvement through action plans with measurable targets.



#### Third-Party Verification

Our claims are verified through the Sustainable Agriculture Initiative (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.



## Maximizing Energy Efficiency

Reduction Initiative	Outcomes
<b>Food Processing Facilities</b>	
Energy Efficiency Upgrades <i>(Yorkton, SK)</i>	<ul style="list-style-type: none"> <li>• Facility operates consistently and at higher production volumes all while optimizing utilities use.</li> <li>• Power usage decreased by 10% to 46 KW per hour per metric tonne.</li> <li>• Gas consumption decreased by 5% to approximately 0.77 GJ per metric tonne.</li> </ul>
LED and Motion Detection Lighting Systems <i>(Bedford, UK)</i>	<ul style="list-style-type: none"> <li>• 50-70% reduction in electricity consumption.</li> <li>• Eliminated mercury deposits.</li> </ul>
New Kiln Installation <i>(Portage la Prairie, MB)</i>	<ul style="list-style-type: none"> <li>• Reduced steam usage by 25%.</li> </ul>
Combined Heat and Power (CHP) Strategy <i>(UK and EU Locations)</i>	<ul style="list-style-type: none"> <li>• Electricity generated and used on-site through natural gas.</li> <li>• Conventional method results in &gt; 65% energy loss when compared to CHP method.</li> </ul>
Soft Starters and Presence Sensing Controls <i>(North American Locations)</i>	<ul style="list-style-type: none"> <li>• Reduces wear and tear on equipment.</li> <li>• Reduces peak horsepower required at equipment start-up.</li> <li>• Reduces peak load on electrical system.</li> <li>• Results in minimized overall demand on electrical grid.</li> </ul>
Compressor Upgrades <i>(Bedford, UK)</i>	<ul style="list-style-type: none"> <li>• Improve energy efficiency and electricity consumption.</li> <li>• 71,000 KW per hour reduction in electricity consumption annually.</li> </ul>
CO <sub>2</sub> Chiller System <i>(Lethbridge, AB)</i> <b>First cooling system of it's kind for processing operations</b>	<ul style="list-style-type: none"> <li>• Utility consumption expected to decrease by 13% per metric tonne of production.</li> <li>• Replaces high gas use steam injectors and improves safety outcomes at the site.</li> </ul>
<b>Agribusiness Operations and Port Terminal Facilities</b>	
High Efficiency Grain Dryers – Replacement Program <i>(Continually Adding Sites in 2025)</i>	<ul style="list-style-type: none"> <li>• &gt; 126,000 cubic metres per year reduction in natural gas consumption.</li> <li>• 50% less drying time, 63% less energy consumption per metric tonne grain dried versus conventional drying unit.</li> </ul>
Pellet Mill Boiler Upgrade <i>(North Vancouver, BC)</i>	<ul style="list-style-type: none"> <li>• New boiler operates at a maximum input firing rate of 2,500,000 BTU/hour, representing a 70% reduction from the previous system.</li> <li>• Installation of a high-efficiency, low-NOx waterwall watertube boiler improves heat transfer and reduces heat loss.</li> <li>• Economizer system preheats feedwater, further improving overall energy efficiency and reducing fuel demand.</li> </ul>



## North America

- **34% increase in Canadian crop productivity since 2005** due to innovation
- **90%+ of growers practice minimum tillage**, improving carbon sequestration

### Case Study: 1,000-acre Saskatchewan Farm

#### Conventional Tillage (1991 – 1994)

CO<sub>2</sub> emissions ≈ 4 cars

High soil disturbance

#### Modern Practices (2016 – 2019)

CO<sub>2</sub> sequestration > 430 cars offset

Minimal tillage, GM crops, glyphosate use

## United Kingdom and Europe

Richardson partners with **FSA-certified growers** in East Anglia, supplying **100,000+ metric tonnes of traceable grain annually** to our malting facilities. We also partner with a Polish malting barley grower group consisting of 785 farms, which achieved Farm Sustainability Assessment (FSA) 3.0 verification following an audit in August 2025. This reflects the existing strength and sustainability of our supplier base.



The *Farm Sustainability Assessment (FSA)* allows food and beverage companies to assess, validate, and improve on-farm sustainability in their supply chains. FSA tools are developed by the Sustainable Agriculture Initiative, which is a globally recognized sustainability standard.



**350,000+**  
farms

worldwide belong to FSA  
verified farm groups



**60+**  
countries

with FSA-verified  
producers



**180+**  
agricultural crops  
grown using FSA verified  
sustainable farming





## Our Commitment

Modern agriculture is not a trend. It's a long-term commitment to the land, to growers, and to the future of food production. We believe that **science and innovation** are key to solving the challenges facing the global food system.

### Richardson will always:

- ✓ Collaborate across our value chain to scale innovation
- ✓ Share important insights with regulators, policymakers, supplier partners, and customers
- ✓ Support public education and awareness about the role of agriculture in building a sustainable future.



## VALUES IN ACTION

### Keep It Clean Campaign

#### JOINT INITIATIVE



Canadian grains  
councils



Food processor  
associations



Canadian grains & oilseeds  
handlers and exporters

This communication tool provides growers and crop advisers with information necessary for the production of market-ready crops, including only applying registered pesticide products to crops consistent with regulatory health and environmental risk assessments, as directed on crop protection product label(s).

Richardson collaborates with the collective councils and associations in the annual development of the *Keep it Clean Campaign* messaging and contributes to the ongoing success of the campaign through direct-to-grower communications.



#### The major themes of each annual campaign are:

- Only use products registered for use in Canada.
- Always read and follow pesticide product label directions, application rates, timing and pre-harvest intervals (PHI).
- Effectively manage insect and disease pressures.
- Store crops properly to maintain quality and food safety and prevent cross-contamination.
- Deliver as 'what is declared'. The grower Declaration of Eligibility affidavit is a legal assertion the grower provides to the handler and exporter, assuring them the grain they deliver meets the requirements for the Class of Grain being called for, and has been treated in accordance with applicable regulatory requirements.



## Demonstrating Best Management Practices

Richardson operates two demonstration farms in Western Canada, where the latest agriculture products, techniques and equipment are put into practice under real growing conditions. In addition to providing insight about new product innovation, the farms demonstrate the value of applying climate smart principles.

Farm trial data is shared across our agribusiness network. Our agronomists are empowered to translate information into actions, supporting growers in their crop planning, soil sampling, and field scouting activities and providing timely recommendations on best management practices.



*Kelburn Farm*

📍 HOWDEN, MB, CANADA

### AT A GLANCE



#### RICHARDSON FARMS

- ✓ Combined **1,300+** acres of farmland in brown and black soil zones
- ✓ Encourages adoption of **sustainable agricultural practices**
- ✓ Demonstrates **innovative products** that support growers' ROI



*Bennett Farm*

📍 RICHARDSON, SK, CANADA

## THEMES



Act Local, Think Global



Giving Back



A Culture of Safety



Perspective & Collaboration



Employee Development & Empowerment

# SOCIAL

Richardson recognizes the significance of social matters on our network, our operations, and across our value chain. We strive to better the places where we do business because they are also where our people live and work.

Engaging in meaningful and respectful relationships with our people, customers, partners, and communities—with good intent and on a constant basis—creates long-lasting impacts at the local level and on the world stage.



## Supporting Local

### Relevance to Our Business

While our reach is global, the people and processes that make up our business start in our rural and urban communities. Having a positive reputation in these places, and engaging in consistent communication with these communities, creates opportunities for significant and long-lasting impact.

We build connections through thoughtful investment, meaningful participation in the events and initiatives that make communities vibrant, supporting local businesses and skillsets, and practicing good stewardship. Our network participates in community-based groups including volunteer fire departments and energy services, advisory panels, and charitable and non-profit organizations.

### Actions and Impacts

#### Richardson Foundation Community Initiatives

Richardson is committed to supporting community projects and organizations in the places where our people and our customers live and work. We invest in initiatives that meet the needs of the local population, such as youth initiatives, education initiatives, visual and performing arts, community recreation, and health and well-being initiatives.



### AT A GLANCE



**\$1 MILLION+** donated by Richardson to support United Way Winnipeg partner agencies



**\$50,000** to fund elementary and high school curriculum-based programs, learning activities, and educational resources designed to explore agriculture



**\$65,000+** contributed to regional and local 4-H programming, supporting youth in developing the skills needed to reach their fullest potential

## Richardson Pioneer Community Initiatives

Richardson Pioneer contributes \$500,000+ annually to fund local initiatives and groups, including: recreational facilities, sports teams, 4-H educational development clubs, and community centres.

- 2023: **\$607,000**
- 2024: **\$613,750**
- 2025: **\$717,000**



*Richardson Pioneer Weyburn Gold Wings*



*Richardson Pioneer Sports Field - Olds College*



*Richardson Pioneer Spray Park - Falher Regional Recreation Complex*



## VALUES IN ACTION



### Richardson Pioneer Supports Community Pool Rebuild in Saskatchewan

With a need to replace the community pool, residents of Montmartre, Saskatchewan engaged their local Richardson Pioneer Ag Business Centres for support. The new pool officially opened in 2025, following a \$25,000 pledge from Richardson Pioneer and the Richardson Foundation to help ensure families in this community have a summer retreat for years to come.



### Richardson Revives a Community Centre in Portage la Prairie

Following a 2021 fire that destroyed the community centre and outdoor rink, residents of Portage la Prairie, Manitoba, approached their local Richardson oat milling facility for support in rebuilding this critical infrastructure. Reopened in 2025, the new centre has been redeveloped as a multi-use, four-season outdoor recreational space and indoor meeting facility. The Richardson Foundation pledged \$75,000 to the rebuild, and in recognition of this contribution, the facility is now known as the *Richardson Sports Park*.



### Crisp Malt Supports Ditchingham Community Pavilion

Richardson's team at Crisp Malt was proud to establish a £15,000, five-year sponsorship 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. In recognition of this support, the clubhouse has been renamed the *Crisp Malt Pavilion*.

**Richardson believes in supporting initiatives that have strong community impact.  
We help strengthen projects that benefit an entire community and can be enjoyed for many, many years.**



## Growth and Expansion

Richardson provides preferential consideration to local businesses, contractors, and labour when undertaking capital projects. We believe this approach is integral to building and strengthening relationships and providing community businesses with opportunity and experience.

Richardson construction services contracts require our contractor partners to maximize the use of local goods and services through the preferential treatment of local-based suppliers, wherever possible.



## VALUES IN ACTION

### Richardson Continues Its Legacy of Giving Back to United Way

In an organization with over 130 locations sprawled across the globe, Richardson is well positioned to support our communities. The company has long recognized this, making community giving a core part of its identity, and instilling that value at every location from Estevan, Saskatchewan to Great Ryburgh, England.

In Winnipeg, Manitoba, home to Richardson's headquarters, that commitment to community takes root through a decades-long partnership with **United Way Winnipeg**, one of the city's leading social impact organizations.

In 2025, Richardson's Winnipeg offices concluded their annual *United Way Workplace Campaign*, continuing a tradition that has made it one of the city's top corporate contributors year after year.

The 2025 Richardson campaign raised over \$360,000 for United Way Winnipeg, once again cementing its place as one of the top workplace donors in the city. Combined with an employee donation match from parent company *James Richardson & Sons, Limited (JRSL)*, the company's total contribution effectively doubled to over \$720,000, helping drive Richardson's total annual giving to United Way Winnipeg and its partner agencies to more than \$1 million in 2025.



*Richardson's relationship with United Way Winnipeg dates back to 1965, generating millions of dollars in support since. And as the Winnipeg team solidified its partnership with United Way, other Richardson locations where United Way operates, such as Thunder Bay, Ontario, have launched campaigns of their own, further extending the culture of giving back.*

**To learn more about United Way Winnipeg and its affiliate locations, visit [www.unitedway.ca](http://www.unitedway.ca)**



"The JRSL matching program reinforces that giving back isn't just a personal act of generosity. It's something our entire organization stands behind."

– CRAIG SHELDON (*Executive Vice-President, Finance & CFO, Richardson*)

## Information Technology – Donations and Recycling Programs

Repurposed company computer equipment is regularly donated to:

- Schools and college trade programs
- Community centres
- Community assistance programs
- Richardson employee family members

### Recycling Partner Programs

### Units Donated

#### Electronic Recycling Program

Richardson contributes to non-profit organizations committed to reducing unnecessary electronic waste through recycling and repurposing programs.



**134**  
PCs

#### Reclamation Centres

Richardson maintains relationships with major reclamation centres across Western Canada to repurpose IT equipment safely and securely.



**420**  
PCs



**210**  
Cellular  
Devices





## Operational Safety and Emergency Preparedness

### Relevance to Our Business

Ensuring the health and safety of our network is our **number one priority** and preventing workplace injury is our **most important goal**.

We could not accomplish the work we do without the support and commitment of our people and the understanding of their families at home. It is Richardson's responsibility to outline—and consistently assess our highest-risk work environments—and educate and train our personnel to perform their duties in the safest and most responsible manner possible.

Every Richardson operating facility has a dedicated *safety representative* and/or *workplace health and safety committee*, whose objective it is to assist management in meeting the operational hazard prevention and safety obligations of the company. This includes facilitating a safe work culture. The roles and responsibilities of these personnel are defined by Richardson's corporate policies. This knowledge is maintained through regular training programs.

Actions	Annual Occurrences
On-site job observations	~13,000+
New employee and/or ongoing compliance training	1,500+ sessions
E-learning training sessions	Frequent and ongoing
Incident forecasting activities	12x/year/facility
Environment, health, and safety-related risk assessments	Frequent and ongoing
Near miss reporting investigations and corrective action planning	Ongoing

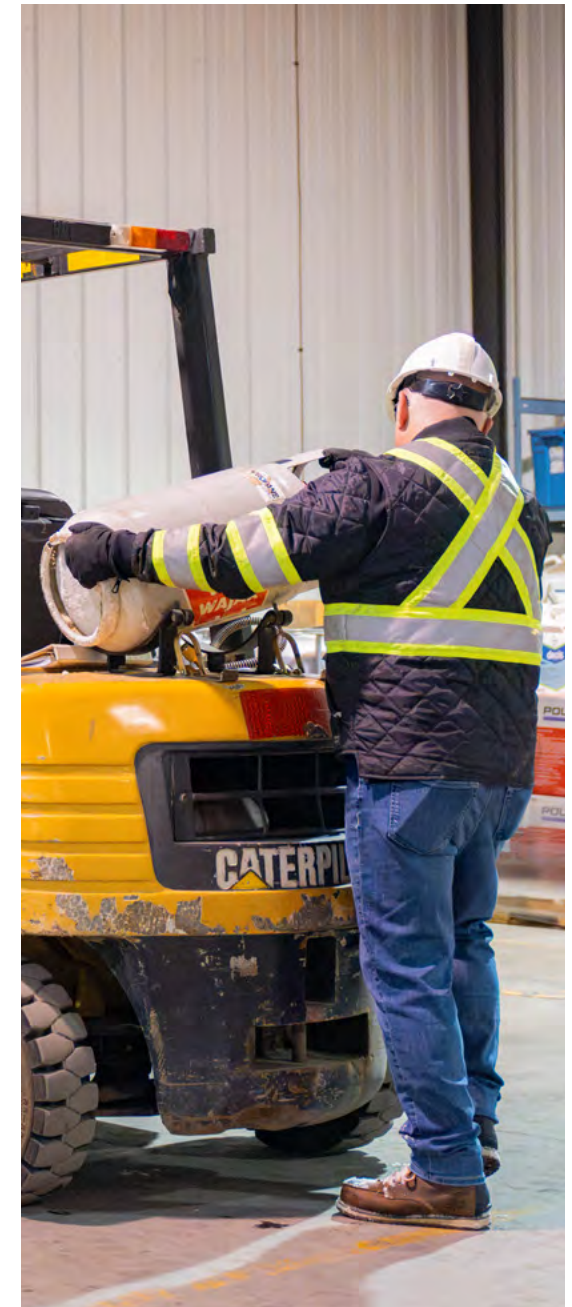
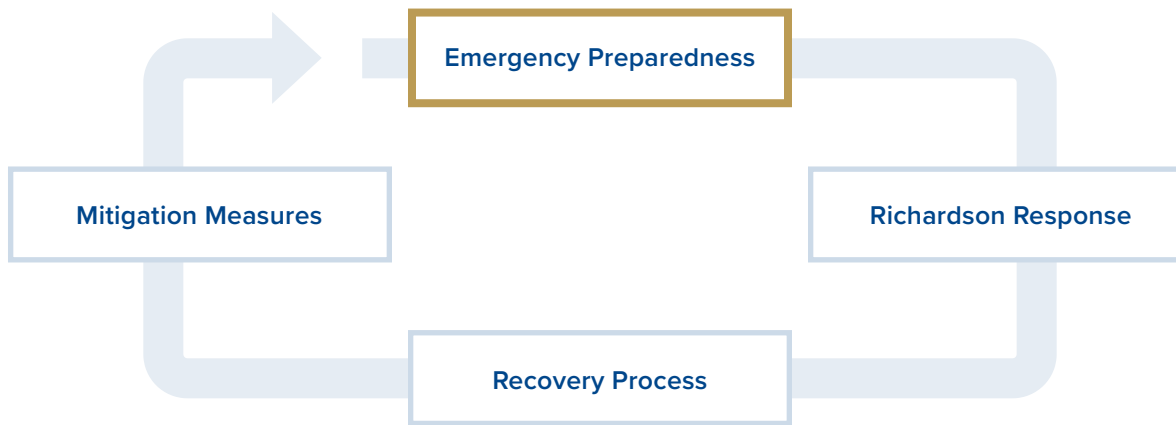
On-site job observations play a critical role in preventing workplace safety issues at Richardson. In 2025, corporately reviewed observations focused on the following key areas:

- Managing hazardous energy sources
- Safe handling of hazardous chemicals and products
- Safe operations of powered mobile equipment
- Working at heights and rescue
- Confined space entry and rescue
- Grain handling and shipping operations

## Actions and Impacts

### A Culture of Safety

Richardson values a safe work culture. We set strict processes for inspections, training, and overall safety management at all of our facilities and encourage employee participation and accountability. Our management teams lead by example, showing their commitment to safety through their actions and we facilitate regular safety committee meetings and recognition programs for safety champions across the network.



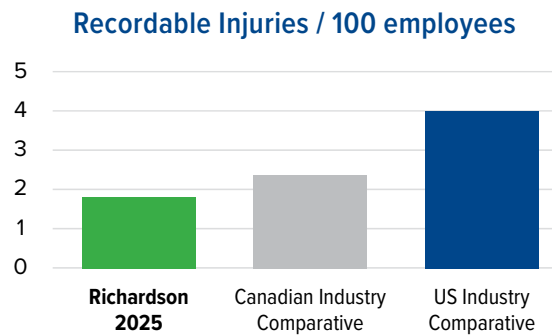


**OUR SAFETY INDEX**

Recordable Injury Frequency Ratio

1.86

**PER 100 EMPLOYEES**



## Empowering Safety Culture

Our ongoing *Safety Starts with Me* campaign focuses on building employee awareness about Richardson's safety culture. The campaign underscores the expectations we have of personal accountability in promoting a safe work environment.

We share safety training messaging through the following channels on a regular basis:

- Training webinars
- Internal communications plans
- Messaging on our facility digital signage
- External customer communications



## VALUES IN ACTION

### Building a Stronger Safety Culture

Safety depends on people, and at Richardson, it is built through training, communication, and giving people the confidence to speak up when something isn't right.

In 2025, Richardson continued to support safety across our network—from new workers to experienced employees and the communities where we operate.

Richardson Pioneer's Young Worker Safety Training program helps new employees aged 25 and under build a strong safety foundation early in their careers, going beyond onboarding to introduce safety programs, expectations, and core practices.

For experienced employees, Richardson's Operational Risk Management program brings together managers, safety representatives, and EH&S personnel from across the business. These meetings are held annually across Richardson's five Canadian agribusiness zones, and now include colleagues from the US and UK.

Richardson also continued its involvement with Progressive Agriculture Safety Day events in Manitoba through the Hutterite Education Committee. In 2025, about 1,000 people attended, including 600 students from Kindergarten to Grade 12 representing about 20 Hutterite Colonies. At these events, our team engage the community on farm safety topics such as dust hazards, housekeeping practices, and respiratory protection.

Across all groups, Richardson continues to invest in practical safety training and education with programs that help keep safety top of mind, reinforcing that everyone has a role to play.



The **Young Worker Safety Training Program** helps young employees aged 25 and under start off on the right foot through two-day sessions focused on building safe behaviours early in their careers. An average of nearly 100 employees take part each year. In 2025, 88 employees from across Western Canada participated.



**Progressive Agriculture Safety Day** brings safety into Manitoba communities and has seen increasing participation in 2024 and 2025. To keep the training accessible for a wide range of ages, Richardson focuses on practical topics such as good housekeeping practices to reduce combustible dust risks and the use of appropriate respiratory protection when cleaning or working in dusty conditions.



Each year, Richardson's **Operational Risk Management** meetings help keep safety top of mind across our operating divisions. In 2025, sessions included a new Ergonomic Risk Assessment Program, incident investigation case studies and best practices, and emergency response tabletop exercises.

## Emergency Preparedness

Emergency preparedness is paramount to our grain handling and food processing businesses and forms the foundation of our emergency response strategy.

In the unlikely event of an emergency situation, our network is trained to employ the most effective response efforts to mitigate impacts to employees, the general public, the environment, business operations, and assets and equipment. We regularly evaluate and challenge our emergency response capabilities and resources through scheduled training exercises.

We commit to building strong partnerships with local first responders in the communities in which we operate, and work closely with these emergency response services teams to train in the knowledge required to operate efficiently within Richardson facilities.



Mock emergency drills allow our teams to practice critical response protocols needed in the event of a real-time crisis. These exercises ensure our staff are prepared, working in unison, and coordinated to respond effectively. We conduct them across our facilities every year.

*Dunvegan Ag Business Centre*

RYCROFT, AB, CANADA

## VALUES IN ACTION



### Partners in Safety

Richardson and STARS Air Ambulance partner to conduct simulated safety exercises, aimed at ensuring Richardson teams are well-trained in crucial life-saving actions in the event of an emergency. These exercises take place across our operational network in the Prairie Provinces every year, enhancing employee preparedness and location-based safety measures.

Since 2019, Richardson International, in collaboration with James Richardson & Sons Limited and affiliated companies, has donated over \$2 million to STARS Air Ambulance. The essential care provided by STARS is particularly crucial in rural areas where many of our employees and customers reside. Richardson is proud to partner with STARS to further their mission of delivering life-saving care.

## 4.0 | Prioritizing our Human Resources

### Relevance to Our Business

The defining feature of Richardson is our *people*. From merchandising offices, grain terminals, and crop inputs retail sites to food and ingredient processing facilities, packaging plants, and international sales hubs, we are a global and complex business. To bridge these differences and complexities, we rely on strong teams that bring *diverse perspectives and ideas* and *varied training and context* to effectively respond to challenges.

The quality of our people—their accountability, resourcefulness, creativity, and professionalism—and their commitment to uniting under the *Richardson Way* are the key drivers of our organization's and partners' success.



## Actions and Impacts

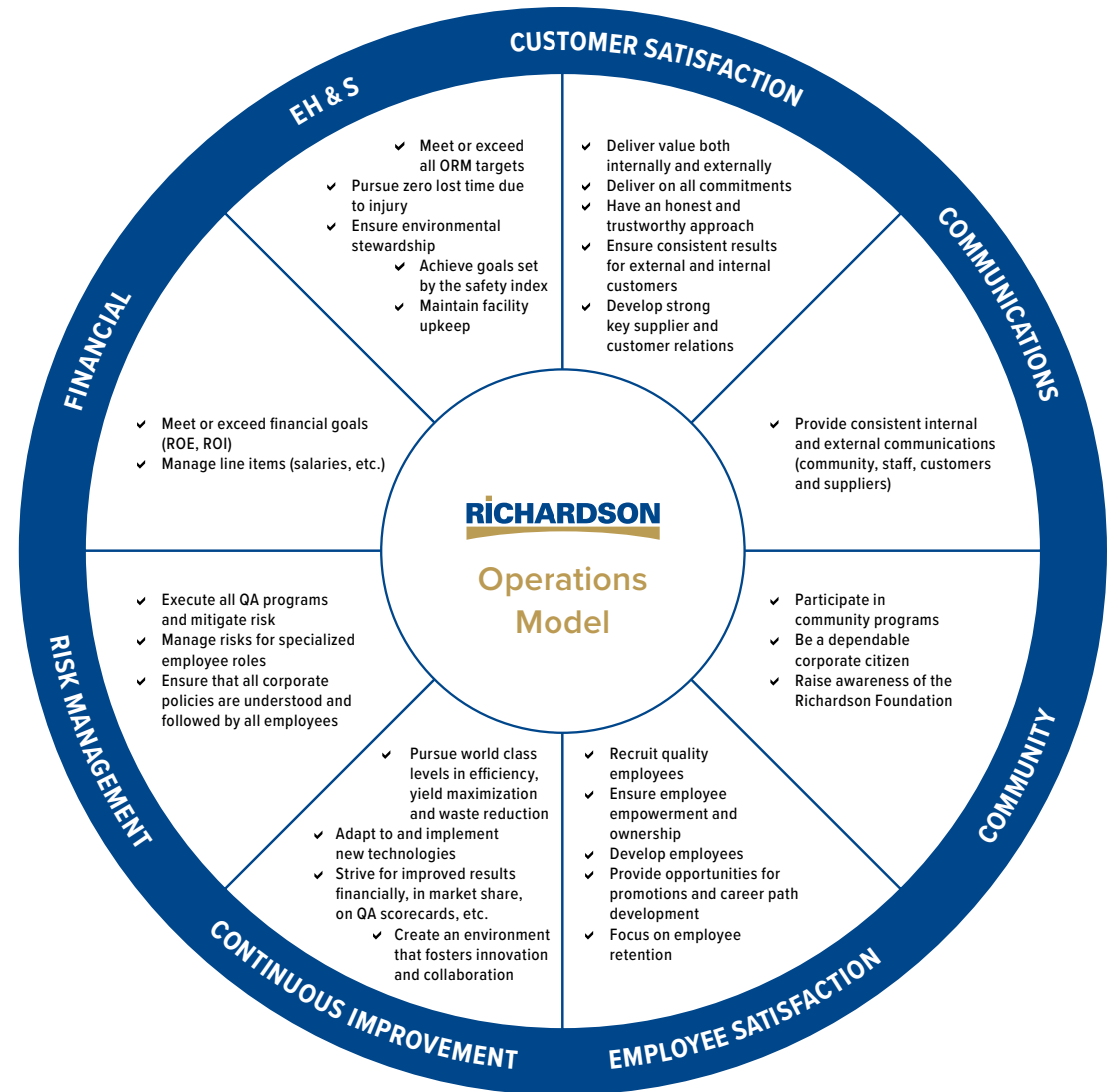
### Our Culture and People

We believe that the day-to-day interactions we have with each other are an important part of what makes us successful. We lead diverse teams rooted in a foundation of skill, experience, and professionalism. We focus on hiring people who are aligned with our organization's values and have a good attitude toward health, safety, and a respectful workplace.

We emphasize employee training, development, and empowerment to further our commitment to *operational excellence* and consistently deliver world-class results.

### Pillars of Our Culture

- The Richardson Way
- Operational Excellence
- Code of Conduct
- Anti-Bribery Compliance
- Anti-Corruption Compliance





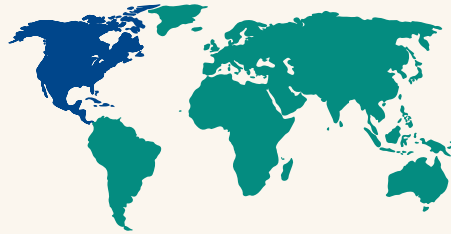
### AT A GLANCE

2025

4,000+ full and part-time employees

### EMPLOYMENT

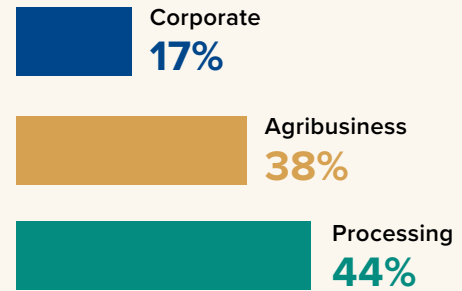
#### COUNTRY



● North America  
**86%**

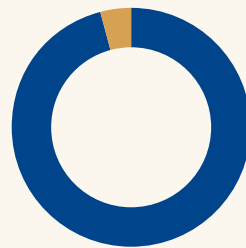
● Rest of World  
**14%**

#### OPERATING UNIT



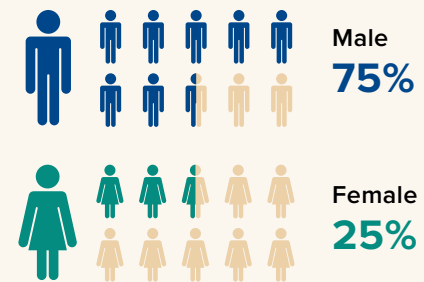
#### DEMOGRAPHICS

#### TYPE



● Full Benefits  
**96%**

● Term/Casual  
**4%**



## Employee Engagement

Richardson strives to be an *employer of choice*. We actively recruit in the local communities where we operate facilities and provide competitive pay, benefits, and retirement programs.

Our ‘promote from within’ culture is predicated on the principle of training and empowering our people to take on more challenging roles within and across the organization. As we operate in many different geographies, career progression often means physical relocation. We closely support our people and their families as they transfer between operating units.

We bolster our ‘promote from within’ philosophy through:

- Specialized development programs for recent post-secondary school graduates
- Leadership development programs
- Annual internal conferences and learning initiatives
- Business skills training
- Health and safety training
- Annual succession planning

<b>Company-Wide</b>	<ul style="list-style-type: none"> <li>• Paid training and education opportunities</li> <li>• Annual performance reviews</li> <li>• Annual objective setting and career aspiration setting</li> <li>• Ongoing relocation program</li> <li>• Active communications about internal job openings</li> <li>• Specialized employee development programs</li> </ul>
<b>EH&amp;S and Food Safety</b>	<ul style="list-style-type: none"> <li>• Committee and managerial training</li> </ul>
<b>Operations</b>	<ul style="list-style-type: none"> <li>• Collective bargaining agreements</li> <li>• Multi-employer agreements</li> <li>• Automation implemented to replace routine manual tasks</li> </ul>



Richardson supports ongoing learning and development to educate our people and connect on topics important to our customers and the growth of our business.

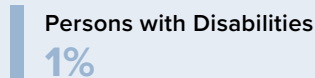
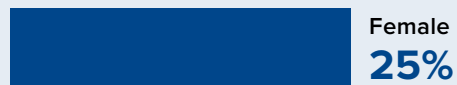
*CropWatch Innovation Tour, Bennett Farm*

RICHARDSON, SK, CANADA

## A Respectful Workplace

Respect and fair treatment are integral to how we operate. We are committed to ensuring a respectful workplace that supports diversity and inclusion and recognizes employees based on *merit and performance*. We value unique perspectives and encourage participation in our business decisions.

### RICHARDSON DIVERSITY AS % OF TOTAL POPULATION



## VALUES IN ACTION



### The Foundation of a Respectful Workplace



*Employment opportunities and promotions* are available to all applicants, regardless of race, religion, national origin, disability, age, gender, sexual orientation or any other physical or social characteristics.



Our *respectful workplace training program* for all personnel further emphasizes our workplace culture and company values to ensure an environment free of harassment and discrimination. We insist our management teams lead by example and live out Richardson values.



We annually monitor the diversity of our workforce. Our respectful workplace committee participates in the development of action plans to continue to promote diversity and respect in the workplace.



## THEMES



Supply Chain Integrity



Risk Management

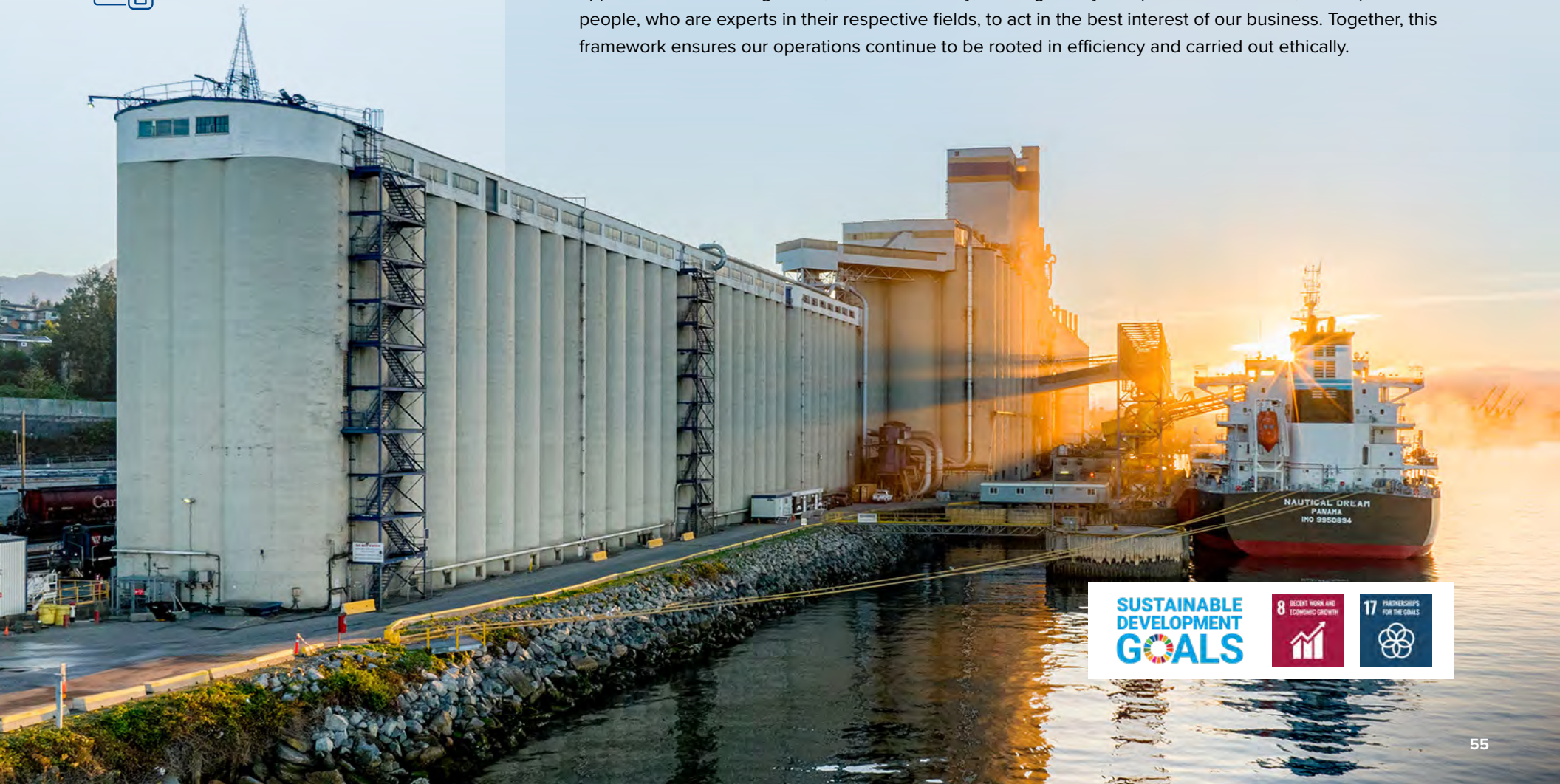


Protecting Data Privacy

# GOVERNANCE

For over 165 years, our network has collectively worked to move products from where they are produced to where they are consumed—efficiently, responsibly, and reliably. To this end goal, we continue to operate under the philosophy of being a *business organization in which customers, partners, suppliers, and employees can place their trust.*

To uphold our reputation in the industry, we have in place robust governance policies that guide our approach to risk management, health and safety, and regulatory compliance. In addition, we empower our people, who are experts in their respective fields, to act in the best interest of our business. Together, this framework ensures our operations continue to be rooted in efficiency and carried out ethically.



<p>SUSTAINABLE DEVELOPMENT GOALS</p>	<p>8 RECENT WORK AND ECONOMIC GROWTH</p>	<p>17 PARTNERSHIPS FOR THE GOALS</p>
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## Responsible and Reliable Supply Chain

### Relevance to Our Business

Our vertically-integrated business is built on a supply chain comprised of partners that share a commitment to performing business activities with integrity. This is essential to our reputation as a partner of choice and for operational risk management.

### Actions and Impacts

#### Code of Conduct

Richardson is committed to conducting business in accordance with the highest ethical standards in all of the jurisdictions where we operate. We prohibit all forms of corruption and bribery and are committed to doing business the right way, as a global leader in agriculture and food processing. We ensure accurate and transparent accounting processes and financial reporting to maintain stakeholder confidence and trust.

### RICHARDSON CODE OF CONDUCT

*Managed by the corporate legal, finance, and credit teams*

#### International Anti-Corruption and Anti-Bribery Laws Compliance

- Internal policies and procedures
- Mandatory executive and leadership team training
- Mandatory employee training on applicable legislation and compliance best practices\*
- Regular monitoring and review of policy implementation
- Internal policy for brokers and agents

*\*Employees in roles that interact with public officials or relevant third parties*

#### Financial Systems and Tax Transparency

- Annual financial audits
- Internal policies and procedures for compliance with international economic sanctions
- Annual internal communications updates
- Regular external monitoring and review of economic sanctions imposed by Canada, the US, the UK, and Europe

## Operational Risk Management

### Relevance to Our Business

Effective operational risk management drives business resilience, improves efficiencies, and lowers both operating and compliance costs. In our grain and food and ingredients businesses, food safety goes beyond regulatory compliance. It is a concerted focus that results in successful outcomes and satisfied customers and consumers.

To minimize risk, we apply the principles of our sustainability approach to our assessment of food and ingredients and product packaging suppliers. We consider their sustainability goals and achievements as a part of our overall risk assessment.

As a member of the food value chain, we collaborate with a network of suppliers, sellers, purchasers, buyers, and distributors to share access to data—from food safety and defense certifications to inspections and other forms of verification. This always includes a commitment to sustainability and corporate responsibility. Our goal is to always have a clear understanding of the businesses and people we partner with.



## Actions and Impacts

### Quality Assurance and Food Safety Data

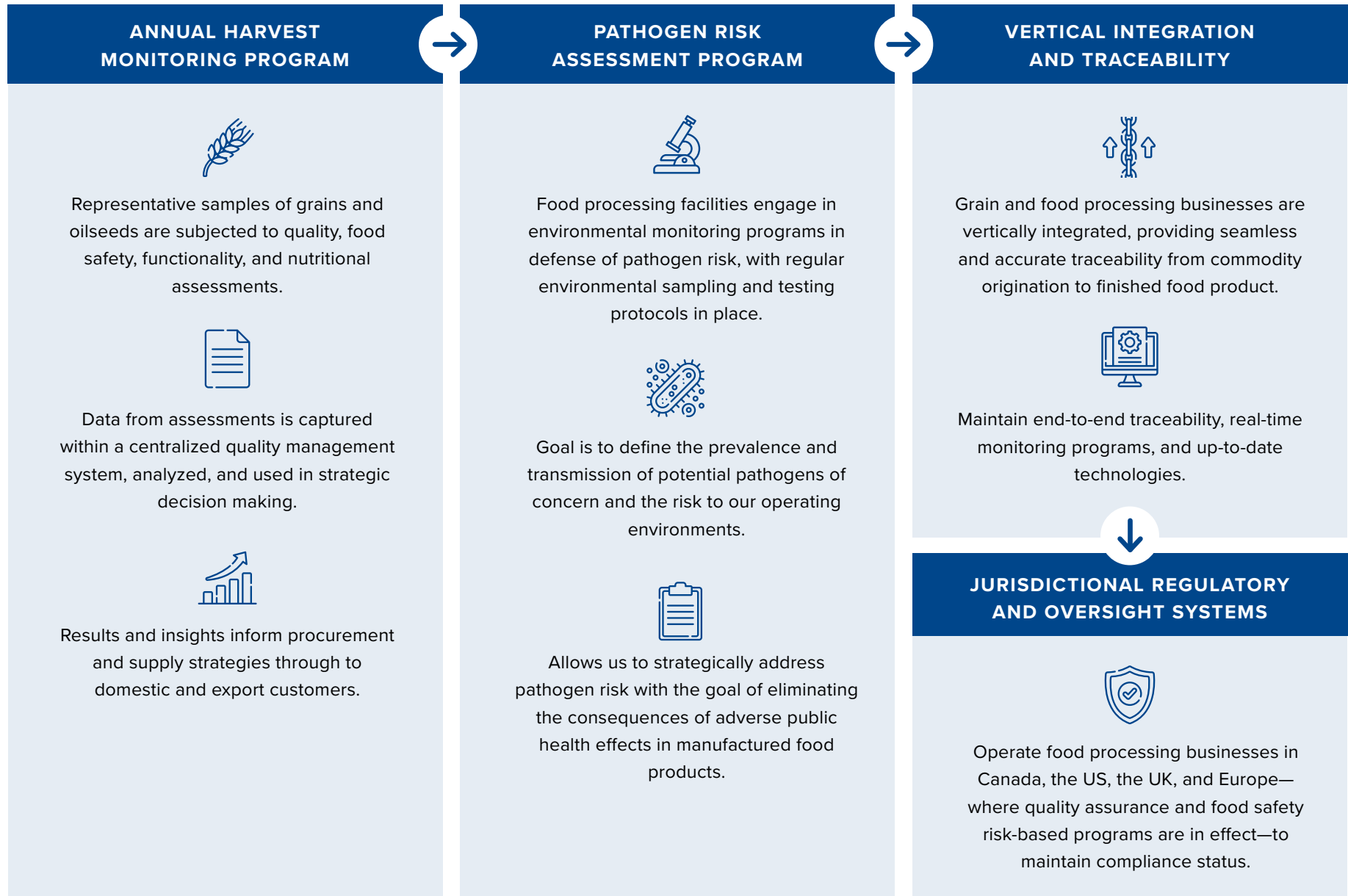
By collaborating across our origination, food ingredient processing, and service teams, we strengthen food safety through the effective collection, integration, and management of data. This enables us to identify and mitigate food safety risks throughout the supply chain. As new technologies emerge, Richardson continues to leverage data and innovation to enhance our food safety programs and practices.

### AT A GLANCE

- ✓ Regularly capture and take advantage of strategic data collected through our agribusiness operations and food and ingredient processing businesses.
- ✓ Integrate data from our food and ingredient production environments and our targeted food safety risk assessments.
- ✓ Consistently modernize and transform our food safety strategy and management systems to maintain a modern and up-to-date approach in response to changes in our business, industry, and the regulatory community.



**Quality Assurance and Food Safety Risk Assessment Strategy**



## VALUES IN ACTION



### Advancing Third-Party Compliance From Farm to Table

Following a Supplier Ethical Data Exchange (SEDEX) SMETA 4-Pillar Audit in 2023, our business set out to improve our *Contractor Management Policy* and practices to improve our oversight of third-party labour suppliers and align with contractors on responsible labour practices.

Now in place across all operations, our Contractor Management Program promotes the readiness and provides a clearer, more consistent approach to managing social risk across our extended workforce and supplier network.

Operations teams follow a defined process when engaging third-party labour, with clear expectations for legal compliance, worker protections, and ethical employment practices. This creates consistency across sites and establishes accountability throughout the value chain.

In parallel, our Quality Assurance and Food Safety team continues to advance the *Corporate Supplier Risk Management Program*. Through supplier on-boarding and ongoing reviews, the team assesses alignment with global social standards, including those related to forced labour and modern slavery.



## AT A GLANCE

### CONTRACTOR MANAGEMENT

- ✓ Standardized policy applied across all operations, covering third-party labour (temporary, seasonal, and contract workers).
- ✓ Compliance with labour, immigration, and employment laws, with clear, written contracts provided in a language workers understand.
- ✓ Required training and personal protective equipment provided at no cost.
- ✓ Annual certification requirements and the ability to conduct audits at any time. Non-compliance may result in termination of supplier relationships.
- ✓ Ongoing supplier reviews aligned with global social standards, integrated into Richardson's Corporate Supplier Risk Management Program.

# Cybersecurity and Data Privacy

## Relevance to Our Business

In today’s business environment, secure systems, access to data, and reliable authentication processes are critical. Cybersecurity risks can lead to business interruption, data and financial loss, and reputational damage. Richardson has security controls in place to reduce the likelihood of security breaches and human error, increase accountability, pinpoint specific risk, and develop faster responses.

## Actions and Impacts

### Cybersecurity Initiatives

Identify	
Asset Management	We identify and manage hardware, software, data, and personnel involved in our organization's information systems.
Risk Assessment	We regularly assess and prioritize cybersecurity risks to our assets.
Risk Management Strategy	We develop and implement strategies to manage and mitigate identified risks.
Governance	We have an established structure for accountability, communication, and decision-making regarding cybersecurity.



### VALUES IN ACTION

#### Strengthening Our Cyber Defenses

In 2025, we strengthened our cybersecurity program with a focus on resilience and protection of critical operations. Key improvements included enhanced monitoring at high-risk operational sites, more consistent protection across enterprise and operational systems, stronger controls over authorized software, and independent application and network security testing. These actions reinforce our ability to manage cyber risk responsibly while safeguarding business continuity and stakeholder trust.





## Protect

Access Control	We implement measures to ensure authorized access and prevent unauthorized access to resources.
Awareness and Training	We provide cybersecurity education to employees and stakeholders.
Data Security	We protect data through encryption, access controls, backup, and secure storage.
Information Protection Processes and Procedures	We have processes to protect sensitive information throughout its lifecycle.
Maintenance	We regularly update systems and software to address security vulnerabilities.

## Detect

Anomalies and Events	We implement mechanisms to identify and detect unauthorized activities or abnormal behaviour.
Continuous Monitoring	We regularly monitor systems and networks to detect potential security incidents.
Security Controls	We leverage technologies and processes to detect and respond to security events.

## Respond

Response Planning	We develop incident response plans, outlining steps to take in the event of a security incident.
Communications	We have a communication plan to inform appropriate stakeholders during a security incident.
Analysis	We conduct incident analyses to determine scope, impact, and root cause.
Improvements	We apply 'lessons learned' from security incidents to improve future incident response capabilities.

## Recover

Recovery Planning	We have developed plans and procedures to respond affected systems and assets to normal operations.
Improvements	We identify opportunities for improving recovery capabilities.
Lessons Learned	We host post-incident reviews to analyze the effectiveness of the recovery process and identify areas for improvement.
Communications	We inform stakeholders about the recovery process and its progress.

## Industry Representation

### Relevance to Our Business

As a global agribusiness and food and ingredients company, we actively contribute to industry committees and working groups to remain up to date on the issues impacting our broader industry. In this way, we gain valuable insights and contribute to the development of measures for improving the overall standing of the industry. Whether working with regulatory bodies in the jurisdictions where we do business to influence and guide standards and laws, or attending to market access challenges, as a company, we are influencing and contributing to broader industry efforts.





## Actions and Impacts

### Membership Associations

Richardson's business divisions are represented by internal stakeholders at many varied industry, regulatory, and commercial levels, who serve as industry association board and technical committee members. In these roles, we advocate for improved and modernized regulations and government policies that promote the agricultural sector, keep it on the cutting edge, and challenge the industry to live up to its full potential.

Division	Membership Association
<b>Agribusiness Operations</b>	<ul style="list-style-type: none"> <li>• Canadian Association of Agri-Retailers (CAAR)</li> <li>• Canada Grains Council</li> <li>• Cereals Canada</li> <li>• CleanFarms</li> <li>• Croplife Canada</li> <li>• Digital Ag Association</li> <li>• Fertilizer Canada</li> <li>• Grain and Feed Trade Association (GAFTA)</li> <li>• North American Export Grain Association (NAEGA)</li> <li>• Western Grain Elevator Association (WGEA)</li> </ul>
<b>Processing Operations</b>	<ul style="list-style-type: none"> <li>• Canadian Malting Barley Technical Centre</li> <li>• Canadian National Milling Association (CNMA)</li> <li>• Canadian Oilseed Processors Association (COPA)</li> <li>• Edible Oil Producers Association (EOPA)</li> <li>• Maltsters Association of Great Britain (MAGB)</li> <li>• North American Millers Association (NAMA)</li> </ul>
<b>Food and Ingredients</b>	<ul style="list-style-type: none"> <li>• Canadian Centre for Food Integrity (CCFI)</li> </ul>

### Regulatory Compliance

As a food and ingredients business, we understand our responsibility to comply with regulations across all our operating divisions and adhere to guidelines set out by regulatory bodies.

- Health Canada (HC)
- Agriculture and Agri-Food Canada (AAFC)
- Assured UK Malt (AUKM) Standard
- Canadian Food Inspection Agency (CFIA)
- Canadian Grain Commission (CGC)
- Feed Materials Assurance Scheme (FEMAS)
- Market Access Secretariat (MAS)
- Pest Management Regulatory Agency (PMRA)
- Statistics Canada
- Canadian Border Services Agency (CBSA)
- US Federal Grain Inspection Service (FGIS)
- US Food and Drug Administration (USFDA)
- US Department of Agriculture (USDA)
- Environmental Protection Agency (EPA)
- US Department of Homeland Security
- Brand Reputation Through Compliance Global Standard (BRCGS)

## Stewardship Alliances and Certifications

Our partnerships with globally recognized organizations ensure we meet and exceed standards in environmental stewardship, social responsibility, and ethical business operations.



### SMETA Audit

Richardson is a proud member of SEDEX, demonstrating our commitment to ethical and responsible supply chains.

In 2019, Richardson was recognized for full compliance with the four pillars of the SMETA:

- ✓ **Labour Standards:** Ensures fair wages, regulated working hours, freedom of association, and the strict prohibition of child or forced labour.
- ✓ **Health & Safety:** Guarantees a safe working environment, emergency preparedness, adequate PPE, and proper sanitation for all workers.
- ✓ **Environment:** Evaluates waste management, resource usage, emissions control, and overall sustainability practices.
- ✓ **Business Ethics:** Assesses anti-corruption policies, fair competition, data protection, and transparent business conduct.

We continue to meet and exceed industry benchmarks in these areas, reinforcing our leadership in corporate social responsibility.



### International Sustainability & Carbon Certification Scheme

Richardson collaborates with farm customers to drive reductions in GHG emissions, promote sustainable land use, and support social sustainability initiatives.

This certification ensures that our agricultural practices align with global standards for sustainability and carbon reduction.

### Roundtable on Sustainable Palm Oil (RSPO)

Through our partnership with the RSPO, Richardson ensures compliance with global sustainability standards for palm oil production.

Our commitment to responsible sourcing helps minimize environmental and social impacts associated with palm oil cultivation.

## Advancing Our Sustainability Strategy

### Looking Ahead

ff

Sustainability is not a temporary trend—it is fundamental to how Richardson creates and protects long-term value.

To remain relevant and resilient in business, we continue to evolve our approach to sustainability through the establishment of clear objectives, meaningful and measurable action, transparent sharing, and strong collaboration across the organization and value chain. Success depends on active leadership, strategic partnerships, innovation, and a commitment to move beyond broad ambitions toward meaningful improvements with measurable action.

By embedding sustainability into our day-to-day operations and decision-making, we continue to strengthen the Richardson brand, respond to evolving stakeholder expectations, enhance business resilience, and create lasting positive impact for the business, society, and the environment.

– **LYNNE SWEENEY** (*Assistant Vice-President, Sustainability, Richardson*)



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