



15 November 2022

The Manager
Companies Announcement Office
Australian Securities Exchanges
20 Bridge Street
Sydney NSW 2000

Dear Sir/Madam,

United Malt 2022 (FY22) Sustainability Report

Please find attached United Malt Group Limited's 2022 Sustainability Report.

This announcement is authorised for market release by the United Malt Board of Directors.

Yours sincerely,
United Malt Group Limited

A handwritten signature in dark blue ink, appearing to read 'Lisa Jones'.

Lisa Jones
Company Secretary



**Sustainability Report
2022**

SR

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Safety Passion Quality Integrity

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IMPORTANT INFORMATION

This 2022 Sustainability Report (Report) has been prepared to provide a general overview of United Malt Group Limited's performance with respect to Environmental, Social and Governance (ESG) topics. It should be read in conjunction with United Malt's Annual Report, which provides a detailed overview of United Malt's financial and operating performance for FY22, and its Corporate Governance Statement.

The Report contains certain forward-looking statements, which may be identified by the use of terminology including 'expects', 'believes', 'targets', 'likely', 'should', 'could', 'intends', 'aims' or similar expressions. These forward-looking statements are not guarantees or predictions of future performance and involve known and unknown risks, uncertainties and other factors, many of which are beyond the control of United Malt, and which may cause actual results to differ materially from those expressed or implied in such statements. Readers are cautioned not to place undue reliance on forward-looking statements.

Whilst United Malt has, where appropriate, verified the source and accuracy of the information contained in the Report, no independent assurance has been obtained.

All currency referred to in the Report is in Australian dollars, unless otherwise stated.

Statement from the Chairman and the CEO

United Malt is pleased to present its third annual Sustainability Report.

Sustainability is a key strategic priority for United Malt. We continue to focus on embedding sustainability within our day to day operations, emphasising safe, efficient and sustainable operations while ensuring the management of our business is consistent with our values and the expectations of our stakeholders and the communities in which we operate.



Sustainability remains an important priority across our entire value chain and in building resilience in our value creation. Like all companies, we continued to navigate the challenges of global uncertainty following the pandemic, as well as increasing geopolitical tensions, inflation and supply chain disruption. We also managed the significant impact of the Canadian drought on our barley supply in 2022.

Our governance

The Board retains ultimate responsibility for overseeing United Malt's sustainability strategy, performance, risk management and reporting. It is assisted by standing committees. The CEO has executive level responsibility for United Malt's sustainability commitments with Executive Leadership Team (ELT) members each having responsibility, as appropriate to their functions and businesses. In FY22 we took steps to more closely re-align our sustainability priorities in order to successfully deliver positive outcomes for the future.

Our commitments

We have a Company-wide commitment to operate as a sustainable Company and integrate sustainable actions in everyday operations as we embrace our commitment to Zero Harm.

We will continue to develop plans and actions to progress our sustainability goals including actions to address climate change and resource scarcity in the years ahead and we look forward to reporting our progress in future periods.

Our progress

Our safety performance during FY22 did not meet our expectations and is certainly not where we wanted to be on our Safe for Life journey. While we improved the Lost Time Injury Frequency Rate from 4.04 to 3.48, we have seen the Recordable Injury Frequency Rate increase from 1.42 to 1.89, with the total number of recordable injuries increasing by five. We will focus on materially improving our safety performance in 2023, and have a number of initiatives planned to revitalise our safety commitment.

In 2022 we continued to progress our commitment to gender equality and have increased the level of female participation at the Leadership level to 28% compared to 26% for the prior year. The Company has set a target of 45% female participation at the combined Executive Leader, Senior Leader and Senior Manager level and an overall Company-wide target of 35% female participation by 2025. To reinforce our commitment, we became a signatory to the HESTA 40:40 Vision, as we believe that better gender balance in leadership is good for business.

As a malting business, we have a direct relationship with nature, land and the farming community. It is our responsibility not only to decarbonise, but to position our business in a way that will be successful in a lower carbon future.

United Malt continues to assess the risks and opportunities of climate change on our business in line with the Task Force on Climate-related Financial Disclosures (TCFD) recommendations

and to implement strategies focused on mitigating these risks to the extent possible, whilst capturing opportunities for the business.

We recognise our role in reducing carbon emissions and the differing commitments made by governments in each of our geographies to achieve net zero emissions. We are working on developing a robust roadmap for the future with the support of external advisors, to develop our commitment, plan and timeframes associated with our tangible emissions reduction plan. We intend to align our commitments with the requirements of the science based targets initiative. As we move into our next phase of development, we will formalise and share our plan to decrease our emissions, moving towards net zero.

We have already invested in developing our sustainable agriculture roadmap, which defines our activities for preserving the sustainability of our barley supply and improving our efficiency by reducing waste, energy, water and other resources. We were successful in three early evaluation trial plot sites across Scotland in 2022, testing approximately 31 new varieties of barley for agronomic, malting and distilling/brewing potential.

Our capital projects are focused on sustainability including actions to reduce energy, water consumption and emissions from our production facilities. Projects that we have delivered during the year include implementation of Optisteeep technology¹ at our Pocatello plant, which reduces water consumption by up to 30% during the steeping phase.

In Calgary a combined heat and power technology was installed that has significantly reduced our reliance on the local electricity grid. We have achieved a reduction of ~80% of our grid supplied electricity.

We are committed to building strong relationships and making a positive difference in local communities across our operating footprint. Collectively, United Malt donated approximately \$110,000 in FY22 to a variety of community and charitable causes. This included cash donations and donations of approximately \$32,000 equivalent in malt.

Looking forward

Our 2022 Sustainability Report offers our stakeholders greater visibility into how we are working to fulfill our Company-wide commitment to operate as a sustainable Company and integrate sustainable actions in everyday operations, as we embrace our commitment to Zero Harm.

Our sustainability journey is one of continuous learning and improvement and while we recognise the progress made during the year, we equally recognise the amount of work still to be done. We have expanded our reporting this year to include a section within our TCFD reporting (pages 38-39).

We will continue to develop plans and actions to progress our sustainability goals in the year ahead and we look forward to reporting our progress in future periods.

Graham Bradley AM
Chairman and Non-Executive Director

Mark Palmquist
Managing Director and CEO

1. Optisteeep is the name of water reduction technology from Water IQ international.

Scope of the Report

This is United Malt Group Limited's (United Malt or the Company) third Sustainability Report.

Unless otherwise stated, this report covers the 12-month reporting period ending 30 September 2022 (FY22).

Where possible, information and data for prior periods have been provided for comparative purposes.

This report covers United Malt's operating geographies – namely, the United States of America (US), Canada, the United Kingdom (UK), Australia and New Zealand.

United Malt has not formally adopted the Global Reporting Initiative (GRI) framework for this report. However, we have referenced the relevant core principles of the GRI reporting system as it relates to our sustainability practices and performance across our business in preparing this report. We have taken into consideration the new sector standards GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022.

United Malt has referenced the Paris Agreement, Task Force on Climate-related Financial Disclosures (TCFD), Taskforce on Nature-related Financial Disclosures (TNFD), Sustainable Accounting Standards Board (SASB), and the United Nations Sustainable Development Goals in this report, particularly as they relate to the risks and opportunities of climate change and United Malt's material issues.

A material issue is one that is significant for United Malt in terms of current or potential impact, being of significant concern to our stakeholders and being an issue over which we have a reasonable degree of control.

In preparing this report, United Malt has consulted with various stakeholders to identify key risks and opportunities relevant to our business. These stakeholders include employees, customers, shareholders, debt providers, proxy advisors and regulators as part of ongoing engagement. United Malt intends to continue to consult with key

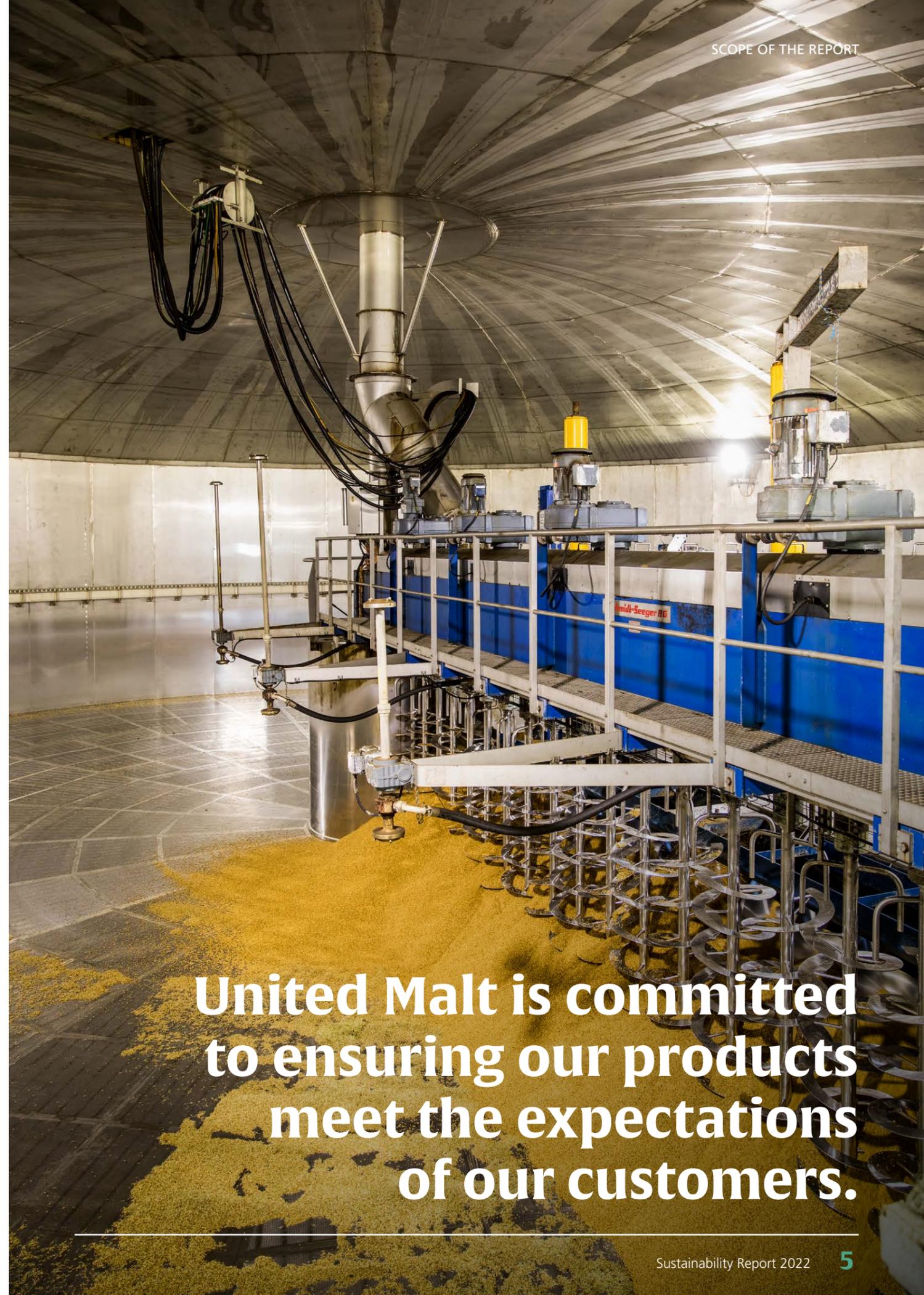
stakeholders to assist in identifying key opportunities for sustainable metrics and targets which are relevant to our business.

During FY22 United Malt continued the process of developing our list of material issues. This process included stakeholder engagement, including workshops with employees in the regions where we operate, and discussions with external stakeholders, including customers, shareholders, governance advisors and banks. A desktop review of our operating environment and impacts in relation to sustainable development informed by global standards and agreements, including the United Nations Sustainable Development Goals and SASB Standards, was conducted. Finally, a review of peers in the agriculture, food and beverage sectors was conducted.

It is anticipated our materiality process will continue to evolve as we formalise our priority areas and actions over the coming periods. We describe in our FY22 report our interim list of material issues.

Material Issues

Health and Safety	Health and safety of our employees, contractors and visitors.
Product Quality and Safety	All aspects of product quality and safety including policy, compliance, complaints and feedback.
Diversity, Equity and Inclusion	Supporting diversity, inclusion and equitable work practices alongside rights of Indigenous peoples.
Corporate Culture	Shared behaviours, practices and beliefs that guide the way we work.
Climate Change	Physical and transitional impacts of climate change.
Sustainable Agriculture	Sustainable sourcing and sustainable agricultural processes from our suppliers and growers, including a focus on supply chain traceability, biodiversity, natural ecosystem conversion, soil health, food security and pesticides use.
Water	Water security and stewardship including consumption, intensity, re-use, recycling and effluent management.
Energy and Emissions	Energy consumption and intensity, energy sources and use of renewable energy.
Waste	Generation and disposal, rates of recycling, types of packaging, recycled content.
Governance	Strategy and risk management, legal and regulatory compliance, public policy and ethical business practices including anti-competitive behaviour and anti-corruption.
Modern Slavery	Identification and mitigation of potential risks of modern slavery in operations and supply chain.
Cyber and Data Security	Impacts of possible system failures and/or security/data breaches and privacy.
Local Communities	Community engagement, social investment, contribution to local communities including local employment, and charitable giving.
Responsible Consumption of Alcohol	While United Malt does not directly sell alcohol, we are a part of the alcohol value chain and are supportive of our customers' efforts in responsible consumption.



United Malt is committed to ensuring our products meet the expectations of our customers.

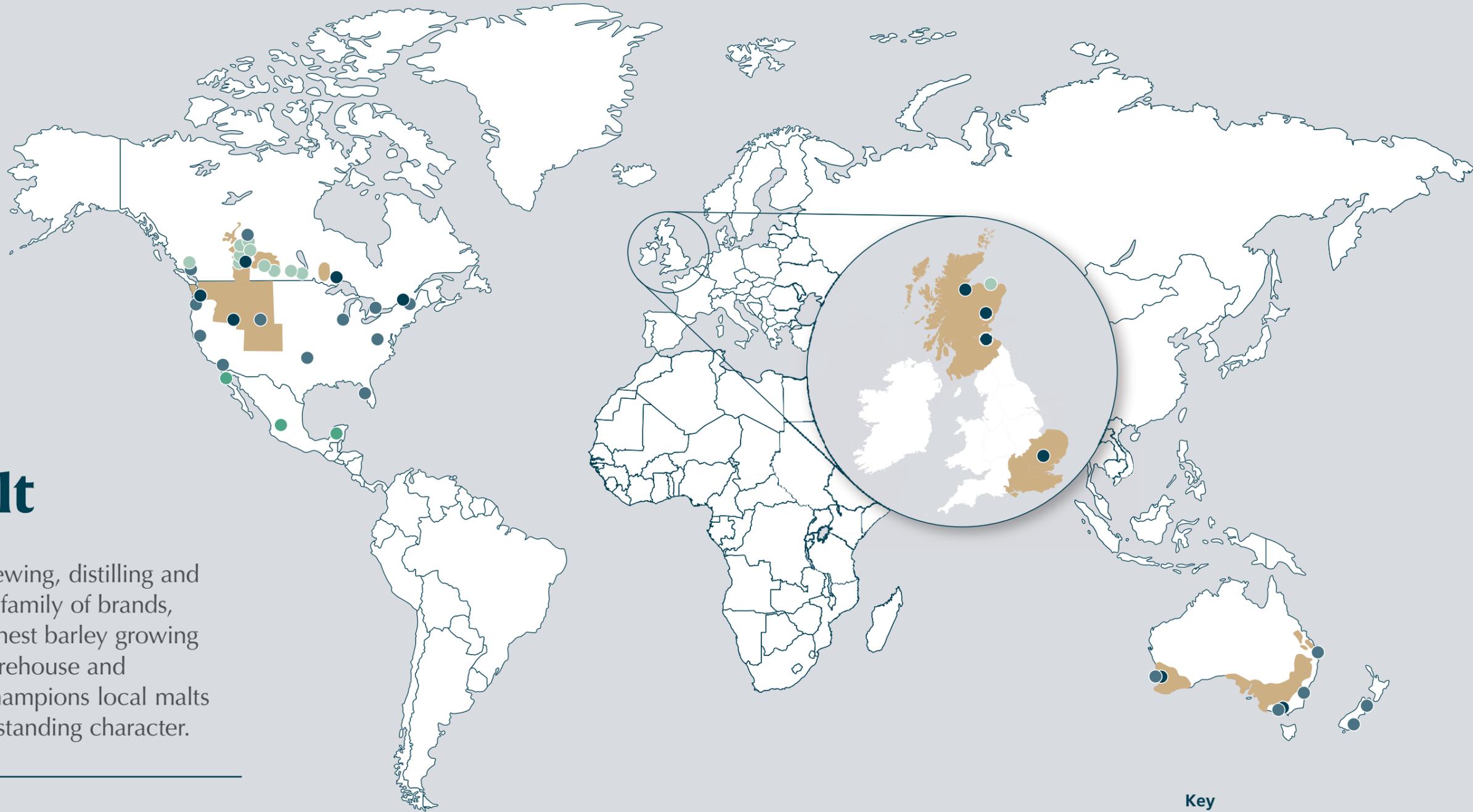
About United Malt

United Malt serves the brewing, distilling and food markets through our family of brands, anchored in the world's finest barley growing regions, as well as our warehouse and distribution arm, which champions local malts and other products of outstanding character.

United Malt's operational headquarters are in Vancouver, Washington, US and the Company is listed on the Australian Securities Exchange (ASX: UMG).

We maintain a presence in Canada, the US, Australia, the UK and New Zealand and products are sold in these markets as well as to export markets across Asia, Latin and South America, Europe and Africa. We are proud to be one of the leading malt suppliers to the craft brewing sector, supported by a distribution network of 21 warehouses (both Company-operated and through third party logistics providers) and international craft distribution partnerships throughout North America, South America, Europe, Asia and Australia.

Our customer-centric strategy puts customers at the centre of everything we do, whilst targeting high value markets where the long-term outlook for growth remains supportive. Our customer base is diversified by product, end-market and geography, and comprises a range of high-quality customers including global brewers, craft brewers, distillers and food companies. We sell into both domestic and export markets, and we serve over 7,000 customers across the globe.



Key

- Key barley growing regions
- Processing facility
- Storage facility
- Warehouse & distribution facility
- BeerMex – partner warehouse & distribution facility

Our Purpose

Our Company purpose is in ‘Creating the ingredients that bring people together’ in order to create value for our stakeholders. It provides the foundation of our business strategy.

Our Values



Safety

The safety of our people is paramount. Safety is part of our way of life and requires the commitment of everyone throughout the organisation.

Safety extends to the health and wellbeing of ourselves and everyone around us and to the environment in which we operate.

It is part of everything that we do as well as the way that we do it. It is our way of coming together as a community.



Quality

We provide outstanding ingredients and superior service that, together, deliver premium value to our customers.

At every step in the process, and in all our roles, we come together as a team to make sure that we strive to provide the best.



Passion

We are deeply passionate about making malt and proud of our industry, our business and our people.

We are proud to be part of a wider community and are positive stewards in the way we work. We bring a spirit of innovation and continuous improvement to everything that we do.



Integrity

We believe that nothing is more important than our reputation; and behaving with the highest level of integrity is fundamental to who we are.

Creating the ingredients that bring people together.



Value Creation

United Malt’s business model, strategic positioning and expertise in leveraging key inputs into our business create value for our customers, shareholders, employees, supply chain and community.

We’re proud partners in craft to the world’s best distillers and brewers and their most discerning customers and strive to be our customers’ preferred partner in quality, service experience and innovation.



Customers

The centuries of experience of our international maltsters in creating the finest malts, combined with strong end to end supply chain capabilities in each of our operating geographies, supports our customers by delivering the ingredients they need to create world-class food and beverage products.



Shareholders

We’re focused on delivering long-term sustainable growth and returns and to generate cash flows to support dividends and investment in responsible growth for the future.



Employees

We provide a safe work environment. We seek to foster an inclusive and development focused employee experience. Our employees make up an inclusive, diverse and exceptional team of passionate people who are always collaborating and supporting each other while upholding a culture of continuous improvement and passion for our ingredients.



Community

We act as a responsible neighbour in all our interactions with the intent of positive long-term impact.



Supply chain

We act to deliver better outcomes for all stakeholders, including reducing the environmental impact of business activities; managing risks within supply chains, including human rights; and providing visibility and confidence for quality relationships.



Selection of the Highest Quality Barley

We maintain long-term relationships with a variety of growers, across many growing regions. We contract directly with growers for production acres and planting of specific varieties to meet the needs of our customers. Many of our malting facilities are strategically located in key barley areas.



Quality and provenance preservation

We have capabilities to store our barley in the right conditions to maintain quality prior to processing. We segregate our barley to preserve its unique identity and key quality attributes to meet our customers’ requirements.



Processing – Conversion to Malt

Our processing plants are near barley crops, reducing transportation and handling requirements. Our 12 processing plants convert the barley into malt via a process of steeping, germination and kilning. Through these processes we create our range of base and speciality malts for applications in the brewing, distilling and food markets.



Distribution

Distribution is a further step in our value creation, allowing us to connect our customers to our malts in the format that meets their requirements. Our Processing division distributes our malt products in a bulk format via rail car, road and containers to major food and beverage producers. Our Warehouse and Distribution division provides our malts in a smaller format to meet the needs of craft producers. We complement our malt ingredient offering with the provision of the full range of other brewing and distilling ingredients. We provide our customers with products including hops, yeast, adjuncts, flavours and packaging materials – providing the one stop shop for craft producers.



Our Business Strategy

Our strategy is focused on keeping our customers at the centre of everything we do, whilst targeting those markets where the long-term outlook for growth remains supportive.

Our customer base is diversified by product, end-market and geography, and comprises a range of high quality customers including global brewers, craft brewers, distillers and food companies.

ESG considerations are being incorporated as part of United Malt's strategy and business plan and aligned to our purpose

and values. Sustainable actions are being incorporated into everyday operations as we develop priorities and actions to address climate change and resource scarcity.

We deliver our business strategy through three priority areas, and drive shared economic and social value for our stakeholder groups.

Strategic Priorities

- ### 1 Optimise the core

 - Drive penetration in the distilling market**

 - Capture growth from increasing demand for whisky in emerging markets and higher value, single malt whiskies.
 - Expand craft distribution business into new geographies**

 - Expand into the growing craft beer market in Latin America and Asia by leveraging extensive craft distribution experience.
 - Supported by other bolt-on acquisitions, start-up opportunities and new distribution partnerships.
 - Maximise value and returns**

 - Optimise our business to target ROCE in excess 10%.
 - With a focus on North American operations.

- ### 2 Transform for tomorrow

 - Renew our organisational and technological platforms to create a simplified, more efficient and effective organisation**

 - Redesign our organisation to simplify our operations to create an organisational design reflecting a standalone malting Company.
 - Embrace process changes to improve capabilities by implementing simplified and standard processes, skills and systems.
 - Strengthen operational management by harnessing our network of production facilities and warehouse and distribution centres as one global network to deliver better outcomes for customers.
 - Integrate sustainable actions into everyday operations, embracing our commitment to Zero Harm**

 - Develop priorities and actions to address climate change and resource scarcity.

- ### 3 Create new value

 - Proactively assess acquisitive growth opportunities**

 - Take a disciplined approach to evaluating acquisitive growth opportunities to extend our geographic reach, product offering and/or customer base, creating value.
 - Invest in our assets to create best in class operation and grow malting capacity**

 - Continue to optimise our asset footprint including upgrading capacity to create best in class operation, enhancing customer experience.
 - Develop innovative products and solutions for customers**

 - Leverage our rich pedigree and expertise in the brewing, distilling and food ingredients markets to create new and innovative product solutions for our customers.



Key Facts

Scale of the organisation

UMG has ~920 employees

Underlying EBITDA \$105.9m¹

15,166 shareholders

Processing

Approximately 1.25Mtpa of malting capacity

12 processing plants in Canada, US, Australia and the UK

Warehouse and Distribution

Full service offering for craft brewers, distillers and food, including malt, hops, yeast, adjuncts and related products

21 warehouses

1. Underlying EBITDA for FY22 excludes SaaS costs and one-off items totalling \$14.1m.



Promoting the Company's values of safety, integrity, passion and quality.

Governance

United Malt is committed to a high standard of corporate governance and to fostering a culture of ethical behaviour and compliance, and to promoting the Company's values of safety, integrity, passion and quality.

During the year, United Malt complied with the 4th edition of the ASX Corporate Governance Principles and Recommendations. The Board recognises that 'tone from the top' is critical to the successful establishment of a strong ESG risk and compliance culture. The Board is responsible for corporate governance and oversight of United Malt's sustainability performance and ESG reporting, including this Sustainability Report. The Board is assisted by its standing committees, each having a significant role to play in overseeing the sustainability performance of United Malt.

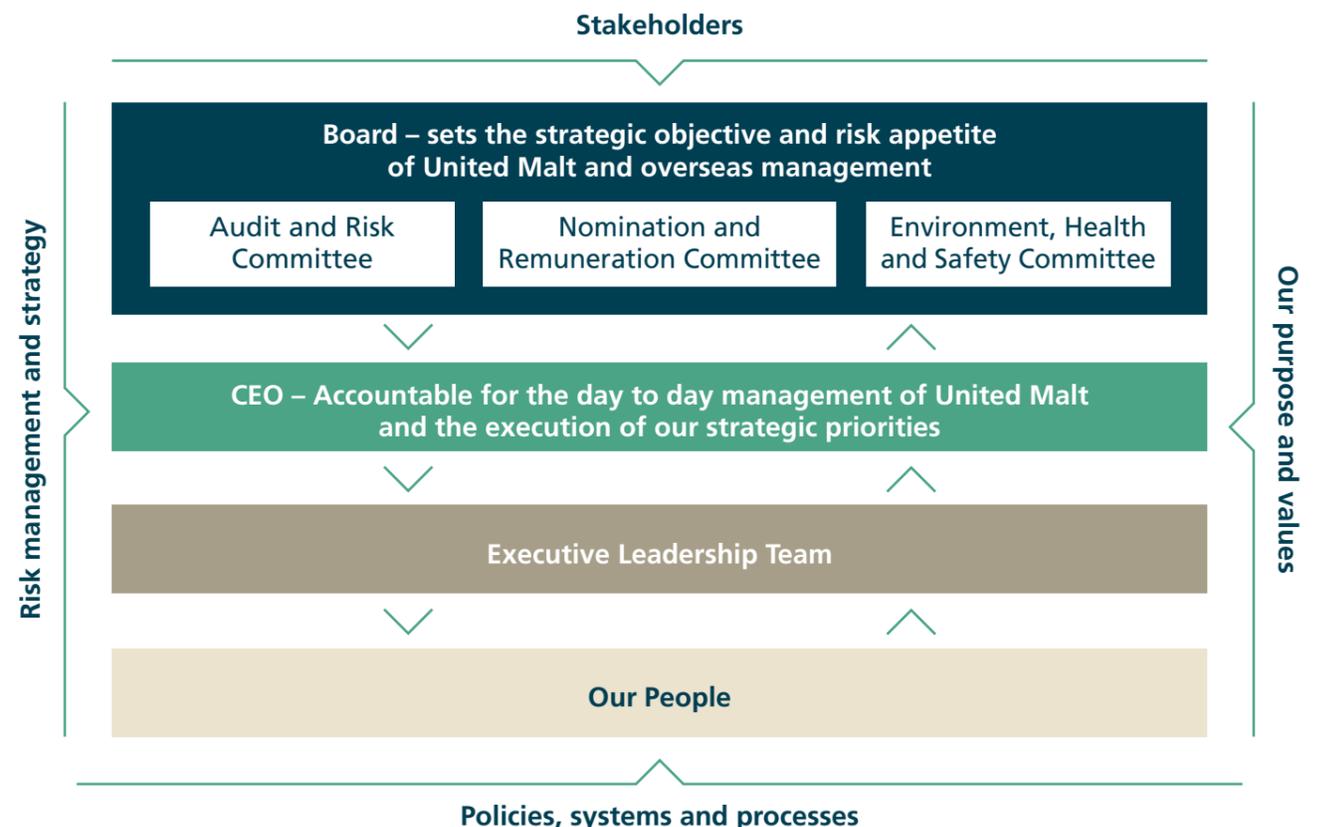
The Board retains ultimate responsibility for overseeing United Malt's ESG and sustainability strategy, performance, risk

management and reporting. It is assisted by standing committees, the Environment, Health and Safety Committee (EH&S), Audit and Risk Committee (ARC) and Nomination and Remuneration Committee (NRC) in discharging these responsibilities. The CEO has executive level responsibility for United Malt's ESG and sustainability commitments with ELT members each having responsibility for ESG activities as appropriate to their functions and businesses. For example, the CFO has responsibility for Risk, the CPO has responsibility for Diversity and Culture, and the COO has responsibility for our environmental impacts. The CEO and ELT all have ESG KPIs included in the performance targets for their short-term incentive awards.

The CEO and the ELT are responsible for compliance with United Malt's risk management framework, policies and processes. They are responsible for identifying, assessing and mitigating financial and non-financial risk in accordance with the Company's risk management framework and for reporting to the ARC on the adequacy of the risk management systems and processes and identifying any material issues. The Group CFO oversees Risk and Compliance across the Group and is supported by key functional leads in each geography and the Director of Group Risk and Insurance.

Further details can be found in the United Malt Annual Report and Corporate Governance Statement.

Corporate Governance Framework



Risk Management

United Malt's Risk Management Framework and approach are guided by the principles and requirements of ISO 31000:2018. The Board of Directors has defined the appetite for risks and opportunities against risk areas that are material to United Malt's ongoing operations in the Risk Appetite Statement. These risks are categorised as either Strategic, Operational or Financial. The ELT is responsible for ensuring that the day-to-day management of the Company, its strategic initiatives and project management are consistent with, and informed by, the Risk Appetite Statement.

United Malt's risk assessment, including in relation to ESG risks, is detailed in the Company's Operating and Financial Review within the Annual Report and itemises potential risks and mitigating actions. The Board recognises the

importance of integrating ESG risk into the Company's Risk Management Framework and ESG risks are included in the Company's Risk Appetite Statement and Corporate Risk Register which is reviewed regularly by the Board and its committees.

During this past year, the Board and management further revised the Company's Risk Management Framework, risk appetite and measures and metrics of business performance against those risks to better incorporate effective risk management as part of United Malt's strategic and operational delivery. The review also included a consideration of global and industry-wide risks which the Company faced during FY22, including barley supply issues, supply chain and logistical issues and rising energy and fuel prices.

The Board and management have refined the Risk Appetite Statement and the applicable measurement and metrics to better reflect the changed global

dynamics and to strengthen definitions and identification of first, second and third line of defence owners and better identification and coordination between the Corporate Risk Register and subsidiary registers. Accountability has also been further clarified, with each risk on the Risk Appetite Statement, including ESG risks, owned by at least one member of the ELT with oversight from a Board sub-committee or the full Board. Business performance in each risk area is measured against qualitative and quantitative metrics with that performance reported to the Audit and Risk Committee (ARC).

Another focus during the past year has been the review of how risk management is implemented into project planning, development and delivery. Projects which meet a defined materiality threshold must pass through multiple review points with risk management to address risks including ESG risks, modern slavery risks, and TCFD risks and opportunities.

Climate Risk Assessment

The Board has oversight of climate risk and opportunity, assisted by the Audit and Risk Committee, and a risk management process that is administered by the ELT. Our focus is to assess, monitor and reduce environmental impact including emissions and energy consumption.

Physical and transitional climate-related risks have now been incorporated into the Corporate Risk Register and are reported to the ARC. Risk owners have been assigned to these risks and lines of defence are being developed for them with the assistance of our internal audit function.

Further details about the Company's risk management framework and practices can be found in the Company's Corporate Governance Statement and on page 16 of this report.

Corporate Culture

The Board oversees the implementation of and compliance with key policies which aim to instil a culture of acting honestly, ethically and fairly and promoting the Company's values of safety, integrity, passion and quality. Some of the key policies and practices of United Malt relating to corporate culture are outlined below.

Code of Conduct

United Malt's Code of Conduct outlines how we expect Directors, employees and contractors to behave and conduct themselves towards others, customers and other stakeholders and in the communities in which United Malt operates.

The Code is designed to:

- foster a culture of sound, ethical conduct which is consistent with United Malt's values;
- promote a culture in which people feel comfortable in raising concerns;
- ensure that good behaviour, performance and achievements are recognised and rewarded;
- ensure that legitimate concerns and questions about the Code and the behaviours it promotes can be raised; and
- ensure that appropriate action is taken to address behaviours inconsistent with the Code.

The Code is underpinned by a number of relevant policies and procedures relating to particular situations and dealings and encourages anyone who becomes aware of unethical behaviour to report it, including through the confidential and independent external ethics portal established by United Malt to support the Company's Whistleblower Protection Policy. The Code of Conduct is reviewed at least every two years, or as often as necessary; and any changes are approved by the Board.

Anti-Bribery and Corruption Compliance Programme

We require all our employees and business partners to adhere at all times to ethical, transparent business practices. United Malt's Anti-Bribery and Corruption Compliance Programme forms part of our Risk Management Framework and includes an Anti-Bribery and Corruption Policy, Gifts and Hospitality Procedure and Third-Party Due Diligence Procedure. These policies are reviewed regularly by the ARC. New suppliers and vendors undergo appropriate risk-based due diligence covering corruption and human rights risk, among others. The risk-based due diligence is reviewed and refined throughout the year under the guidance of the Modern Slavery Working Group. Through these programmes, employees receive training on our policy and its operations.

Whistleblower Protection Policy

We maintain an independent external whistleblowing reporting service to provide a safe and confidential environment for reporting concerns or complaints by employees and third parties (EthicsPoint).

During the year we reviewed the operation of EthicsPoint and identified some improvements which are currently being implemented to render the service more accessible and to ensure that the service is aligned with the reporting and remediation process being implemented as part of our ongoing Modern Slavery Risk Management Programme.

During the year the Company received two whistleblower cases.

Details of United Malt's Whistleblower Protection Policy can be found in the Company's Corporate Governance Statement.

Modern Slavery

We recognise that Modern Slavery remains a serious issue globally and acknowledge the risk that Modern Slavery practices may exist within our global value chain. Our leadership is of the unanimous view that we have an ethical and moral responsibility to take appropriate action towards mitigating the risks of Modern Slavery within our value chain and engage in appropriate remediation where Modern Slavery instances are identified.

United Malt Group submitted its second Modern Slavery Statement to Australian Border Force in March 2022, detailing our assessment of the risk of Modern Slavery occurring throughout our operations and supply chain, as well as risk management activities undertaken throughout the period.

Due to the global nature of our operations, United Malt's Modern Slavery Statement was prepared and aligned to collectively report on our requirements under the following respective Acts:

- Modern Slavery Act 2018 (Cth)
- Modern Slavery Act 2015
- California Transparency in Supply Chains Act

A copy of the latest statement can be found at https://www.unitedmalt.com/wp-content/uploads/2022/04/UnitedMalt_-_Modern-Slavery-Statement-FY21.pdf. The statement sets out our actions taken to identify, assess and address Modern Slavery risks in our operations and supply chains. We have developed short-term, medium-term and long-term action plans to improve management of modern slavery risks in our supply chains and operations.

To achieve our objectives, we regularly undertake analysis of key areas of governance, systems, controls and capabilities to understand the strengths of our current approach and identify opportunities for improvement.

United Malt's next Modern Slavery Statement, which will include a report on actions undertaken during FY22 and a status update on the first half of FY23, will be released by 31 March 2023. Further information can also be found in United Malt's FY22 Corporate Governance Statement.

People

United Malt employs a talented and diverse workforce of approximately 920 people across our key markets. We acknowledge that our people are fundamental to our ongoing success.

United Malt is committed to providing a safe, rewarding and inclusive environment for our people to help them perform at their best, which in turn helps the organisation reach its goals.

Our Company-wide values guide the way we work and the high standards of behaviour expected throughout our business, in order to achieve United Malt's objectives.

Meanwhile, the Company's Code of Conduct informs our commitment to ethical conduct and practices across our business.

Our priorities in FY22 remained on initiatives to promote health and safety across all our work sites, including mental health, policies to promote diversity, equity and inclusion throughout our workforce, and continued investment in our employees' learning and development to equip them with the knowledge and skills to perform their roles.



Health and Safety

Why it's important

Keeping our people safe is fundamental to the success of our business. We aim to provide safe and healthy working conditions for the prevention of work-related injury and promote a sense of ownership and accountability for the health and safety of all our employees.

Safety and being 'Safe for Life' is one of our core values at United Malt. The safety of our people and those working on our sites will always remain our top priority.

Our approach

We are working on embedding a positive safety culture in our people and our processes. Our Environment, Health and Safety (EH&S) Policy sets out our key commitments to our employees,

contractors, customers and the community.

Our Leadership commitment extends from the Board to the workplace to ensuring our sites are safe places to work, preventing occupational injury and ill health.

EH&S is therefore a critical part of United Malt's business framework and an essential component for everyday decision making.

Our goal/Our strategy

Our goal is preventing injuries and ill health and managing our business risks effectively. Our ultimate goal is to achieve zero injuries in a sustainable manner, and our safety strategy is focused on this objective.

During FY22 we made further progress in the development of our longer-term safety strategy 'Safe for Life'. The strategy provides a more cohesive approach across our operations with the core fundamentals being built around one business framework demonstrating Committed Leadership, Accountability, Effective Management Systems, an Informed Workforce, Assurance, and Behavioural Safety Programmes. Each of these elements is fundamental in helping us achieve our longer-term goals.

Our progress

Our safety performance during FY22 has not met our expectations and is certainly not where we wanted to be on our Safe for Life journey. While we have been able to improve our Lost Time Injury Frequency

	FY20	FY21	FY22
Recordable Injuries	16	14	19
Hours Worked (Employees and Contractors)	2,205,491	1,978,029	2,007,345
Recordable Injury Frequency Rate¹	1.45	1.42	1.89
Lost Time Injury Frequency Rate²	3.63	4.04	3.48
Fatalities	0	0	0
Proactive Good Catch/Hazard Identification	813	1,999	1,396
Audits and Inspections	75	291	354

Notes:

1. Recordable Injury Frequency Rate (RIFR) is calculated as the number of injuries per 200,000 hours worked, on a rolling 12-month basis. Includes lost time injuries, medical injuries and restricted work injuries. Includes permanent and casual employees and United Malt controlled contractors.
2. Lost Time Injury Frequency Rate (LTIFR) is calculated as the number of lost time injuries per 1,000,000 hours worked, on a rolling 12-month basis. Includes permanent and casual employees and United Malt controlled contractors.

Rate from 4.04 to 3.48, we have seen the Recordable Injury Frequency Rate increase from 1.42 to 1.89, with the total number of recordable injuries increasing by five, which was mostly driven by poor performance in our Canadian plants.

We continue to focus on proactive leadership engagements, with over 7,000 engagements completed during the year.

We continued with our Global ISO Certification and have successfully transitioned two regions (Australia and the United Kingdom) over to our global framework. Further work is underway to prepare our North American sites for certification.

Our focus for Pandemic Management and Response moved to general monitoring in FY22. Learnings from the Covid-19 pandemic have been retained. This will ensure that, should another pandemic occur, we are fully prepared to respond to keep our employees safe and maintain continuity of our business operations.

What's next

As we focus on materially improving our safety performance in 2023, we have a number of initiatives planned to revitalise our safety commitment.

By adopting our 'One United Malt' approach for global certification we believe that will free up crucial time for our regional and site teams. This will allow them to focus on what really matters (injury, ill health and serious incident prevention) and continue our 'Safe for Life' journey. Our focus will continue to include a strong foundation of safety training programmes, daily toolbox meetings about improvement opportunities, health and safety committees and regular executive reviews of injury data.

CASE STUDY: SUPPORTING MENTAL HEALTH – RESILIENCE IN DISRUPTIVE TIMES WORKSHOP

During the year we partnered with an external expert on resilience, to deliver virtual workshops to our leaders and employees. The workshop, titled Resilience in Disruptive Times, focused on several areas including:

- Identifying the causes and conditions of high stress;
- Separating pressure from stress;
- Rumination and its impact on stress;
- Understanding our ability to cope with stress; and
- Practical steps to build resiliency when under stress.

Our Employee Assistance Program (EAP) focused on stress management, mental health, crisis management, resilience, and coping with the pandemic. Our EAP program also provides monthly materials on a variety of topics to support employees who may be experiencing challenges at work or at home.

REDUCING MANUAL HANDLING AND INJURY

Technology has been installed in United Malt's new Warehouse and Distribution Centre in Melbourne, Australia, to reduce the amount of manual handling of bagged malt. This year, a bagging robot was installed, which has decreased the amount of manual handling required by 70%. The bagging robot has alleviated the need for our warehouse team to load and unload containers of bagged malt by hand, with the robot stacking bagged malt onto pallets and substantially reducing the need for manual handling. This initiative is helping prevent and reduce the occurrence of injury; keeping our team safe.

Recognising Success

The UK and Australia were successfully transitioned to the Global United Malt ISO Certification

11 out of 37 sites reported **zero injuries**

31 out of 37 sites reported **zero Lost Time Injuries**

24 out of 37 sites reported **zero Recordable Injuries**



Product and Food Safety

Why it's important

United Malt is a producer of malt and a supplier of ingredients to food and beverage producers. United Malt is committed to ensuring our products meet the expectations of our customers and the quality of our products is paramount.

Our approach

We comply with the respective certification standards in each locale for Food Safety and Quality by ensuring that all sites maintain an effective Hazard Analysis Critical Control Point (HACCP) system that includes:

- a comprehensive hazard assessment;
- adopting Good Manufacturing Practices;
- effective traceability programmes;
- effective employee training and awareness;
- incident recording including root cause analysis and corrective actions;
- proactive internal and external audits and inspections;
- effective allergen management programmes;
- ongoing management reviews of the Food Safety and Quality systems;
- sourcing of choice raw materials; and
- critical review of products and co-products for sale into the food and feed markets.

Our Policy framework demonstrates our commitment to providing safe food and feed products to our customers around the globe.

Our goal/Our strategy

We will focus on continuing to improve food safety and quality systems in our operating facilities by implementing and maintaining existing certification to ISO9001 Quality Management and further expanding the scope of this across our business, including HACCP certification and other recognised assurance required by our customers.

We are committed to:

- demonstrating leadership commitment to a positive Food Safety culture;
- producing and distributing safe quality food products to our customers;
- continually improving our performance and thereby enhancing our reputation as a preferred supplier; and
- maintaining compliance with local regulations, Food Safety and Quality certifications and industry guidelines.

‘One United Malt’, global harmonised framework with allowance for local variation as required by our customers and assurance providers.

Our progress

In FY22 our Quality and Food Safety Policy was combined to create a global ‘One United Malt’ approach for all our operating sites. It ensures that all regions are working within one harmonised framework with allowance for local variation as required by our customers and assurance providers.

FY22 was a very difficult crop year in North America. The experience and technical knowledge of our maltsters was paramount in the effort to minimise quality issues and maximise consistency in our malt. We were able to maintain our quality despite the poor barley quality and yield.

What's next

We are continuing to work on a global framework for Quality and HACCP. This will allow for better oversight globally of our main opportunities and how we can effectively implement them.

Diversity, Equity and Inclusion

Why it's important

We are committed to creating a diverse and inclusive workplace that is reflective of the society in which we operate. We acknowledge and celebrate the contribution everyone brings to our workplace, while understanding the value of attracting and retaining employees from a variety of backgrounds. We further recognise that a diverse workplace benefits our business by introducing different ways of thinking, innovation and improved decision making.

Our approach

Our values guide the way we work, and the high standards of behaviour expected throughout our business in order to achieve United Malt's objectives.

Meanwhile, the Company's Code of Conduct informs our commitment to ethical conduct and practices across our business.

We're committed to providing a safe, rewarding and inclusive environment for our people to help them perform at their best, which in turn helps the organisation reach its goals.

Our goal/Our strategy

We have established diversity targets to support our commitment to improve levels of diversity throughout the organisation.

Our initial focus of these targets remains on gender diversity. Over time we will introduce targets and reporting on other aspects of workplace diversity.

The Company has set a target of 45% female participation at the combined Executive Leader, Senior Leader and Senior Manager level and an overall Company-wide target of 35% female participation by 2025; and we are making solid progress towards these targets.

Our progress

In FY22 we announced our commitment to diversity, equity and inclusion to all of our employees:

“United Malt Group and its family of brands are committed to fostering diversity, equity and inclusion throughout our organisation. Together, we strive to create and uphold an environment where all employees are safe, welcomed and have a sense of belonging, regardless of gender, identity, ethnicity, or personal beliefs.”



In FY22, the level of female participation across the Company was 27% compared to 26% in FY21, while the level of female participation at the combined Executive Leader, Senior Leader and Senior Manager level has increased to 28% compared to 26% for the prior year. These improvements are a result of improved recruiting strategy and consolidation and realignment of responsibilities in North America where we consolidated our US and Canadian operations.

We have experienced an increase in headcount in FY22 as a result of the need to hire key positions as part of our organisation realignment in the North American business and in support of the

transformation project deliverables. As a result of our organisation realignment, we redefined the way we measure our gender performance at the leadership level to provide a better and more accurate representation of the level of female participation at the combined Executive Leader, Senior Leader and Senior Manager level. Our categories are defined as follows:

- Executive Leader: Chief Executive Officer and ELT
- Senior Leader: Vice Presidents, General Managers and Directors
- Senior Managers: People Managers
- Employees: Managers with no direct reports and all other employees.

Highlights

FY22
female participation
at the combined
Executive Leader,
Senior Leader and
Senior Manager level
was **28%**
compared to 26%
for the prior year

In 2022 United Malt
became a signatory
to the
**HESTA
40:40
Vision**

In FY22 United Malt continued to progress its diversity, equity and inclusion strategic plan. The key initiatives are being delivered in each of our operating geographies and are focused on the Create Inclusion principles.

Specifically, during FY22, unconscious bias training was deployed, with the training completed by 122 of our employees. In this training employees learned to recognise unconscious biases and how to take steps to reduce the likelihood that such biases will impact their decisions and interactions in the workplace.

Additionally, tools have been created including guides for unbiased recruiting, building cultural curiosity; and training such as Bystander Intervention to foster an environment where employees feel safe and heard, welcomed and have a sense of belonging, regardless of gender, identity, ethnicity, or their personal beliefs.

In 2022 United Malt became a signatory to the HESTA 40:40 Vision. This is an investor-led initiative to achieve gender balance in executive leadership across all ASX 300 companies by 2030.

40:40 Vision seeks to achieve gender balance through business-oriented structural transformation, encouraging companies to set targets and publicly report on progress against composition targets for executive leadership.

40:40 stands for:

- 40% women;
- 40% men; and
- 20% any gender.

What's next

We remain committed to delivering against our diversity targets. As we move into FY23, a key focus for the business will be to conduct a gender pay review and report the outcomes. We will continue building internal awareness on the value of increasing gender diversity in our workplace, by encouraging greater female participation in the 'Maltster in Training' programme. We will focus on talent acquisition processes and target selection from a more diverse pool of candidates, which is more reflective of the workplace diversity we are aiming to achieve.

CASE STUDY: FIRST NATIONS PEOPLE

During FY22 United Malt commenced a review of our accountability regarding First Nations people. As we determine and develop our approach to First Nations people, as an Australian Company operating across geographies including Canada, the US and New Zealand, we intend to develop approaches suitable to our geographic reach and connect our commitments to First Nations people with our Diversity, Equity and Inclusion commitment and broader Human Rights commitment. It is intended that our activities will form part of a business plan and become embedded in our culture. Activities will be overseen by United Malt's ELT.

CASE STUDY: INDSPIRE

Indspire recognises that First Nations, Inuit and Métis students encounter additional barriers to completing and funding their education. Indspire has established the Building Brighter Futures programme which provides scholarships, bursaries and awards to Indigenous students every year. United Malt via its Canadian operation, Canada Malting, is continuing to support Indspire's scholarship programme for students from Indigenous communities by sponsoring the 'Canada Malting Indigenous Student Award'. In 2022 this award helped support two students from within the Ontario regions who are studying academic programmes in Sciences and Business. Canada Malting has been a proud supporter of this programme since 2018.

Approximately
90%
of award recipients
graduate from
post-secondary institutions

58% of graduates
go on to achieve an
undergraduate
degree

About **60%**
of employed awards
recipients work in
fields that impact
Indigenous people

CASE STUDY: AGE NO BARRIER FOR CRAFT BREWING 'YOUNG GUN'

"While craft brewing is still somewhat of a male dominated industry, I've been supported by colleagues and that starts right at the top ..."

For Steph Howard, age and gender have proved no barriers to forging a successful career in the craft brewing industry.

Steph started her career at Cryer Malt 'straight out of university' in accounts payable but quickly moved into marketing six months later. She has never looked back and some seven years later, Steph is now Cryer Malt's National Sales Manager, responsible for United Malt's Craft sales in Australia and New Zealand.

"I've been fortunate to have received a lot of support during my career," she says.

"While craft brewing is still somewhat of a male dominated industry, I've been supported by colleagues and that starts right at the top with the support of founder of Cryer Malt, David Cryer.

"As a young female, you do have to prove yourself but I have been very fortunate to have had good support right across the business."

Steph has certainly proved herself.

In 2021 she became one of the first females to receive the Independent Brewer's Association 'young gun of the year' award. She has also been appointed to the Board of the Brewers' Association of Asia Pacific Institute of Brewing and Distilling.

Steph is also a passionate supporter of the Pink Boots society which was created to assist, inspire and encourage women in the fermented and alcoholic beverage industry to advance their careers through education.

"Pink Boots is a great initiative to support women in this industry and I am proud that United Malt is a key supporter of the organisation."

Steph believes craft brewing will continue to grow steadily as consumers become more interested in supporting local producers.

"The number of craft brewers has doubled over the past six years or so and consumers these days are really focused on the provenance of their beer, from grain to glass. They want

to support local brewers; and as a result, quality is imperative.

"Customers want to have that connection with the farmer and grower and the connection with our maltsters – those people that are putting the passion and dedication into the produce that they are making.

"I think that's where Cryer Malt has a distinct advantage. While we can supply quality ingredients, we are also able to offer technical advice and leverage the support and resources of the global United Malt business. Also, having the Processing business means we can offer more than our competitors and a differentiated offer from barley to malt."

For Steph, no two days are the same and she is genuinely excited and passionate about the future for craft brewing.

So what's her favourite craft brew? "I like all beers, but I can't go past a good lager or a German Pilsener," she says.



Culture

Why it's important

As a new organisation we are fostering a culture built upon the Company's values of safety, integrity, passion and quality. Our values are built around management integrity, encouraging an open environment for the free exchange of ideas, and empowering our employees in every way possible.

We aim to develop a culture of continuous learning and development which results from our ongoing investment in capability building of our talent. For the Company, this investment enables us to develop world-class talent; while for our employees, this commitment helps them grow their skills and assists them to contribute their best towards the Company's goals.

Our approach

Our approach is focused on a continuous listening model to ensure we understand how our employees are feeling and what they are thinking throughout the year.

In 2021 we completed a current state cultural assessment, which has informed our broader business and people strategy that drives toward our goals including change readiness.

Our approach is focused on a continuous listening model to ensure we understand how our employees are feeling and what they are thinking throughout the year.

Our goal/Our strategy

Our goal is to create a positive experience for all our employees by living our values while cultivating a high performance work environment and culture to maximise value creation. This includes culture, employee engagement, team effectiveness and change management.

Our progress

Employee Engagement

In July 2022, United Malt deployed our first 'Voice of the Employee' survey, measuring employee sentiment and engagement. This effort is important to United Malt as we dedicated FY22 to listening and learning from our employees for what we are doing well and where we need to improve. We received a 49% response rate, which was disappointing and below our expectations on the level of participation.

However, given that it was our first survey, we anticipate we will have an improved level of participation next year.

It is our focus for FY23 to move into actioning and addressing the areas of most importance to our employees. We will be conducting the survey again in June 2023 to assess our progress.

Corporate Culture

Our three areas of focus include communications, goal and role clarity, and training.

Leadership Development and Talent Management

A more structured approach was implemented during FY22, for performance management and succession planning with consistent tools across each of our geographies.

Our focus includes the competency for work for expectations, goal setting, succession planning and workforce planning. Our goal is to add value by managing and developing our talent to demonstrate improved 'ready now' talent, internal promotion, retention and critical leader succession planning.

For our teams, performance management is focused on clearly defining expectations of roles and goals they are accountable to achieve.

Learning and Development

At United Malt we believe fostering a culture of continuous learning and development results from our ongoing investment in capability building of our talent. This investment enables us to develop talent; while for our employees, this commitment helps them grow their skills and assists them to contribute their best towards the Company's goals.

Sixty Executive and Senior Leaders completed self-assessment and 360-degree feedback to identify individual behavioural styles and insights into strengths and areas for development. These leaders are participating in leadership coaching to understand results, discuss opportunities, and build development plans.

Compliance Training

During FY22 the business delivered training that was focused on important compliance refresher areas. These include Modern Slavery – Preventing Exploitation, Cyber Security – Awareness Training, UMG Diversity and Inclusion Policy and EHS Policy. This year employees completed a total of 374 hours of compliance training.

The Board of Directors also completed compliance training during the year including Cyber Security awareness and Modern Slavery awareness.

What's next

In FY23 our focus will be to prioritise what we heard from our employees, address and remeasure.

We'll continue our focus on communications, goal and role clarity and training and development to embed these efforts from our culture survey further into the organisation. We will continue interactive action planning with employees on the key themes which surfaced from the employee survey.

Employee Data

Headcount by Gender and Level

Headcount by Gender and Level	FY2022					FY2021 ¹				
	Female	% Female	Male	% Male	Grand Total	Female	% Female	Male	% Male	Grand Total
NED	2	33%	4	67%	6	2	40%	3	60%	5
Executive Leaders	2	33%	4	67%	6	3	43%	4	57%	7
Senior Leaders	13	30%	30	70%	43	12	29%	30	71%	42
Senior Managers	25	27%	69	73%	94	21	23%	71	77%	92
Employees	204	26%	574	74%	778	199	26%	561	74%	760
Grand Total	246	27%	681	73%	927	237	26%	669	74%	906
Sub-Total Leaders/Managers	40	28%	103	72%	143	36	26%	105	74%	141

1. 2021 data shown throughout has been corrected due to a minor inconsistency reported last year. This has no material change to the result.

Headcount by Country and Gender

Headcount by Country and Gender	FY2022					FY2021				
	Female	% Female	Male	% Male	Total	Female	% Female	Male	% Male	Total
Australia	42	32%	89	68%	131	43	34%	83	66%	126
Canada	45	18%	201	82%	246	40	17%	196	83%	236
New Zealand	2	50%	2	50%	4	2	50%	2	50%	4
United Kingdom	45	25%	138	75%	183	46	25%	137	75%	183
United States	110	31%	247	69%	357	104	30%	248	70%	352
Total	244	26%	677	74%	921	235	26%	666	74%	901

Note: Headcount includes temporary staff and excludes Non-Executive Directors.

Headcount by Employment Status

Headcount by Employment Status	FY2022					FY2021				
	Female	% Female	Male	% Male	Total No.	Female	% Female	Male	% Male	Total No.
Permanent	236	26%	673	74%	909	227	26%	663	74%	890
Fixed Term	3	75%	1	25%	4	3	100%	0	0%	3
Temporary/Casual	5	63%	3	38%	8	5	63%	3	38%	8
Total	244	26%	677	74%	921	235	26%	666	74%	901

Note: Headcount includes temporary staff and excludes Non-Executive Directors.

Our commitment to embracing Zero Harm to our planet.

Environment

United Malt remains committed to minimising the impact of our operations on the environment.

Our value chain impacts the environment through sourcing and processing of raw materials, packaging and distribution. We recognise the impact that our operations (including energy consumption, water consumption, wastewater management, waste generation and emissions) can have on the environment. Environmental management remains a fundamental component of the United Malt operating strategy.

Our approach is informed by our Environmental Health and Safety Policy. This outlines our commitment to embracing a Zero Harm to our Planet concept which requires us to protect the environment by reducing greenhouse gas (GHG) emissions, preventing pollution, minimising waste, conserving resources and complying with environmental, health and safety legal obligations and other requirements and industry standards. The Policy is available on our website at: <https://www.unitedmalt.com/wp-content/uploads/2021/10/UMG-EHS-Policy.pdf>.

Sustainable Agriculture

Why it's important

As a processor of agricultural products, we have responsibility to source sustainably and encourage sustainable agricultural practices by our suppliers. We depend on high quality agricultural crops from healthy ecosystems to create malt for our customers.

Agriculture can often place significant pressure on natural resources; and at the same time, the impacts of climate change such as increased heat, droughts in some areas and flooding in others, can have severe adverse impacts on agricultural products like ours.

We want to participate in a sustainable, thriving and resilient agricultural sector that protects the Earth's resources. Sustainable agricultural practices minimise resource use whilst seeking to maintain and improve soil health, biodiversity, access to water and protection of habitats.

Reducing waste and input use will lead to cost reductions, directly benefiting our farmers and growers who can also expect increased yields and higher crop market value from implementing sustainable agriculture best practices. Our customers will benefit from a higher quality malt supply, and our communities and the planet will benefit from the impacts of reduced carbon emissions, reduced water use and degradation, fewer chemicals in the environment, and biodiversity preservation.

Our approach

We are working with our agricultural partners in the following key areas:

- Environmentally responsible production to protect soil, water and air;
- Safe working conditions;
- Compliance with human, labour and land rights;

- Compliance with laws and international treaties; and
- Good management practices and continuous improvement.

We have close working relationships with barley farmers, which support our ability to access raw materials year on year. The farmers we work with produce multiple barley varieties across multiple seasons that, over time, have adapted to the climatic patterns where they are grown. Our ongoing research and development into new and improved malting barley varieties contributes to the long-term resilience of malting barley supply for United Malt and the industry more broadly. As a global business with a network of malting plants and farming relationships across four growing regions, we benefit from a continued supply of quality malting barley for our malting production, notwithstanding the effects of climate change and climate variations – of which we have seen the impact on our business this year with the drought in Canada.

Our goal/Our strategy

To further advance our commitment to supporting and encouraging a sustainable agricultural sector, we have synthesised learnings from sustainable agriculture best practices and our stakeholders to develop our approach.

Each of our regional operations will follow a plan tailored to the needs of that area. Examples of the types of actions that will be undertaken in the next one to three years include:

- Establishing a sustainable agriculture pilot programme across a small group of farms, working with the growers, customer partners and trusted agronomists to baseline and track the benefits of sustainable practices in growing malting barley, with additional farms added to the programme in the following years;

- Providing educational resources for growers and customers to promote the adoption of sustainable practices; and
- Pursuing the highest feasible level of the SAI Farm Sustainability Assessment verification or an equivalent benchmark for our grower base.

Our progress

In FY22 we invested in developing our sustainable agriculture roadmap, which defines our activities for preserving

the sustainability of our barley supply and improving our efficiency by reducing waste of energy, water and other resources.

We developed region-specific roadmaps for our operations throughout Australia, the United Kingdom, the US and Canada. We have combined these region-specific plans into a global roadmap. Our process to develop our sustainable agriculture roadmaps was based on research into best-in-class practices and stakeholder engagement throughout our regions.

Our Sustainable Agriculture Roadmap is built around four pillars: Our Growers, Our Operations, Our Customers and Market Influencers. The roadmap lays out ways in which we will engage with each of these key partners to advance sustainable agriculture in barley growing and malting.

Below are the focus areas within each pillar of our sustainable agriculture roadmap.



CASE STUDY: NEW BARLEY VARIETAL DEVELOPMENT

In the UK, the Bairds agronomy team works with farmers to benchmark best practice, trial new regenerative agriculture techniques to share with all our growers, and in outcome measures which demonstrate ongoing improvement in soil health. Our local operations ran three early evaluation trial plot sites across Scotland in 2022, testing approximately 31 new varieties of barley for agronomic, malting and distilling/brewing potential.

The focus areas listed above are just the beginning. Specific targets and initiatives that align with each focus area will be further defined to serve the regions in which we operate. We look forward to reporting our progress as these initiatives move forward in the years to come.

What's next

As we look to 2030 and beyond, we will embark on further initiatives in alignment with our commitment to be responsible stewards of the environment. This includes expanding our sustainable agriculture pilot programmes to new farms, and working with our customers and growers regularly evaluating our targets and strengthening our continuous improvement plans.

Climate Change

Why it's important

United Malt operates across regions of the world that are already experiencing the effects of climate change. As a malting business, we have a direct relationship with nature, land and the farming community. It is our responsibility not only to decarbonise, but to position our business in a way that will be successful in a lower carbon future.

The effects of climate change pose undeniable risks to our agricultural foundations. These include severe weather events such as droughts and floods which climate science indicates will continue to occur across the world year on year, to soil depletion and degradation. We are seeing the shifting of growing ranges based on climate shifts, increases in pests and diseases, and impacts on barley quality. Our supply chains face disruption, and we in turn face risks as a business to address these challenges and mitigate potential impacts. These effects were seen this year with the drought in Canada which affected the supply and quality of domestically sourced barley, requiring us to source barley from Denmark and Australia, at increased cost and moderate increased carbon impact.

We encourage the deeper focus on climate change and decarbonisation from our own operations, suppliers, customers and other stakeholders in response to environmentally conscious consumer preferences. We also encourage the growing political commitment to industrial decarbonisation.

Our approach

Our approach is to assess the risks and opportunities of climate change on our business in line with the TCFD recommendations and to implement strategies focused on mitigating these risks to the extent possible, whilst capturing opportunities for the business.

Our goal/Our strategy

In late 2021, United Malt undertook an assessment of the potential physical climate-related risks on our business under a high emissions (4°C) scenario to build our understanding of how climate change may exacerbate weather changes and impact our business into the future.

We also completed an assessment of the market, policy, technology and reputational risks of climate change on our business and our strategy under a low emissions (1.5°C) scenario. The assessment was undertaken with reference to the most recent climate data made available by the Intergovernmental Panel on Climate Change (IPCC) in its Sixth Assessment Report, released in August 2021. This process followed the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). The results have been integrated into our risk management process and the outcomes are shaping our strategy.

This assessment informed our strategic considerations on the risks and opportunities that climate change presents to our business. From this assessment a plan was developed to:

- Establish Company-wide policies, goals and a climate change strategy that considers not only the decarbonisation of our business, but the partnership opportunities we have with our suppliers and customers;
- Develop and implement our strategic response to climate change aligned to our broader business priorities, building internal capability and capacity to address the risks and opportunities of climate change, and work closely with our suppliers and customers to do the same;
- Consider the circular economy transition, the opportunities this presents in the malting industry and the role we might play in contributing to more sustainable use of resources; and
- Continue to work with research organisations and industry associations around the world to build capacity in the malting industry to transition towards a low carbon future.

We recognise our role in reducing carbon emissions and the differing commitments made by governments in each of our geographies to achieve net zero emissions. We are working on developing a robust roadmap for the future with the support of external advisor Edge Environment. These efforts are helping us to develop our climate impact reduction target, as well as the overall plan and timeline for achieving it. We intend to align our commitments

with the requirements of the science based targets initiative. As we move into our next phase of development, we will formalise and share our plan to decrease our emissions, moving towards net zero.

Our progress

As part of our increasing commitment to sustainability and part of our process to enable us to set deliverable emissions reduction targets, United Malt has commenced a full corporate carbon footprint review process aligned with the GHG protocol – the gold-standard global framework for measuring and managing greenhouse gas (GHG) emissions from private and public sector operations and value chains. We are measuring our carbon footprint across Scope 1 and Scope 2 emissions sources, and have commenced a Scope 3 emissions sources analysis, which we are in the process of completing at the time of this report.

We continue to assess, monitor, report and reduce our impact on the environment with a focus on energy consumption and Scope 1 and Scope 2 GHG emissions. We continue to monitor and evaluate energy efficiency improvements across our assets and implement options to reduce the energy required in our malting processes. These and other initiatives will form part of our climate impact reduction plan that we will be developing based on our carbon footprint and target-setting process.

A. Energy Intensity

The total average energy intensity to produce a metric tonne of malt each year is based on electricity and natural gas consumption across United Malt.

The product tonnage does not include other energy-consuming processes such as beneficial re-use processing grain and malt by-product into animal feed.

Our energy intensity is influenced each year by a number of factors, including product mix, barley quality, malt batch sizes, ambient conditions and customer requirements. Predominantly, we continue to maintain a consistent consumption in energy.

The conversion of barley into malt requires the transformation of a biological product which has natural variations and therefore requires different energy and water usage

in its conversion. Despite the variability in the energy intensity measure, we maintain a relatively constant usage of energy. Albeit, in FY22 emissions intensity increased by 3.5% which was primarily due to cold weather conditions and drought affecting our North American Processing regions that both required increased energy inputs to maintain a consistent quality malt. Step change reduction in energy intensity will be driven by capital investment and new technology, and will include access to alternative energy sources.

	Energy Intensity GJ/1000MT production
FY20	3,219
FY21	3,088
FY22	3,218

Note: Energy intensity relates to manufacturing processing facilities and associated on-site activities. Energy intensity includes grain drying and Warehouse and Distribution Centres. Energy Intensity does not currently include transportation, or small satellite offices such as grain procurement or sales. These will be incorporated as we expand our reporting capabilities. As a proportion of the Company's total energy consumed, these are considered immaterial. A per tonne measure has been provided in order to account for the energy intensity per production tonne.

B. GHG Emissions Intensity

United Malt's emissions intensity includes disclosed Scope 1 natural gas (NG) CO2-e, and Scope 2 indirect electric and biogenic (E+B) CO2-e per metric tonne of product produced. Energy intensity also includes minimal energy inputs associated with processing grain by-products for beneficial re-use with that tonnage not included in core product totals and calculation.

Scope 2 emissions intensity has reduced in recent years due to the procurement of renewable energy credits sourced from hydroelectric, wind or solar power for our processing facilities in the US and we have also installed a Combined Heat and Power unit (CHP) in Calgary, which has influenced a change between Scope 1 and Scope 2 emissions.

GHG Emissions	GHG Emissions Intensity Scope 1: NG: 1000t/Production	GHG Emissions Intensity Scope 2 E+B 1000t/Production ¹
FY20	139	122
FY21	138	112
FY22	146	109

1. Scope 2 E+B: Prod

Australia and Canada State-specific: Carbon Footprint, Country Specific Electricity Grid Greenhouse Gas Emission Factor v1.0, updated June 2019. www.carbonfootprint.com

UK: UK Government GHG Conversion Factors for Company Reporting, Condensed Set. <https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2021>

Vancouver and Pocatello, USA: Utility-specific 2019 values for power blends delivered to the facility, provided by Clark County Public Utility (Vancouver) and Idaho Power (Pocatello).

CASE STUDY: CARBON IMPACT OF IMPORTATION OF BARLEY INTO CANADA

In 2022, the severe drought in Canada adversely impacted barley supply in Canada, and as a result United Malt imported 120,000 metric tonnes (MT) of barley from Denmark and Australia to augment our Canadian supply and ensure customers were not impacted. This barley was shipped to Canada in one bulk cargo ship from Denmark and three bulk cargo ships from Australia.

The carbon impact of the alternative transport modes required for the 120,000MT of imported barley was 18% greater than the same amount of barley sourced and transported internally in Canada, despite the distance travelled being over 10 times greater. This was due to the fact that a bulk cargo ship has a lower carbon impact than the alternative of road and rail transport modes.



Unloading of bulk barley cargo received in Canada



CASE STUDY: COMBINED HEAT AND POWER (CHP) INSTALLATION IN CALGARY

What is it? A Combined Heat and Power (CHP) plant was installed at United Malt's Calgary facility in 2022. The CHP is a natural gas powered generator fitted with heat capture technology.

What are the benefits? The CHP plant has significantly reduced our reliance on the local electricity grid, and we have seen a reduction of ~80% of our grid supplied electricity whilst also offsetting significant heat requirements in the malt kiln. The power generated is both cost effective and a more sustainable alternative to grid purchased electricity.

Importantly it:

- Improves energy efficiency by capturing heat that is typically wasted;
- Advances our environmental goals by reducing carbon footprint; and
- Improves business competitiveness by increasing energy efficiency and managing costs.

What did it cost? What are the returns? Total Project Spend was ~A\$9 million and it will deliver an Internal Rate of Return (IRR) of >12% (on a post-tax basis). The project was funded in part by the Government of Canada's Low Carbon Economy Fund.

CASE STUDY: ELECTRIFYING OUR FLEET

United Malt's new Warehouse and Distribution Centre in Melbourne, Australia utilises a fleet of lithium battery operated forklifts in warehouse operations. This battery-operated fleet produces less emissions than conventional forklifts and is part of our ongoing initiative to reduce the carbon emissions of our operations.

What's next

Having commenced our carbon footprint assessment, we are currently in the process of validating our data and setting our global and regional carbon reduction targets. As part of this process, we will focus on our baseline data, and learnings around our emissions hotspots to help develop our commitment, plan and timeframes associated with our tangible emissions reduction plan. We intend on aligning our commitments with the requirements of the science based targets initiative. As we move into our next phase of development, we will formalise and share our plan to decrease our emissions, moving towards net zero.

Water

Why it's important

As an agricultural business, water is crucial to our success.

Climate change is driving more frequent and severe weather outcomes, including droughts and floods. Our focus continues on managing water sources, supplies and quality. Malting is a water intensive process and therefore we focus on managing our consumption, reducing our usage, responsibly treating effluent and looking for new technologies to reduce consumption to ensure the sustainability of our business into the future.

Our approach

Our water strategy is to maximise the efficient use of water by conserving, reusing and recycling water. Several of our leading actions include:

- Implementing alternative technologies to reduce consumption;
- Managing consumption through water recycling; and
- Responsibly treating effluent and avoiding runoff.

Our progress

In FY22 United Malt commenced a process of assessing our water risk. This assessment will analyse our water

use baseline, incorporating both on-site water use at our facilities and estimated water usage related to our supply chain and key sources of supply. The output will provide an overall picture of United Malt's water usage and current relative level of water risk across our major facilities, as well as a high-level water risk assessment across key portions of our supply chain, and anticipation of where water risk is predicted to most likely increase notably.

The approach to this initial water risk assessment was to provide us with an overview of our risk, preparing us for a more in-depth water footprint assessment in the future.

Focus of our Water Risk Assessment:

Assess barley growing region risk across United Malt's three regions	Assess United Malt's water use and potential environmental impacts	Identify key risks and potential water-related risks to United Malt value network
<p>Analysis of per acre risk through central drivers and effects of climate change at regional and catchment scales using available national / regional climate databases and World Resources Institute Water Risk Atlas tool, utilising:</p> <ul style="list-style-type: none"> • Predicted changes to average annual temperature; annual precipitation; annual soil moisture; and agricultural water demand (both absolute and relative risk to barley). 	<p>Analyse facility level, region level, global water usage by source and application.</p> <p>Malting facilities:</p> <ul style="list-style-type: none"> • Approximation of agricultural water use • Assess opportunities for reduction of use • Assess opportunities for increased reuse. 	<ul style="list-style-type: none"> • Key financial risks • Key water availability risks • Potential impacts to value network.

Usage withdrawal and discharge

Water discharged by United Malt falls within industrial discharge permits and must meet local requirements for discharge volume, total dissolved solids, biological oxidant demand, and pH – among the most common parameters. Total water discharged can vary depending on the number of fills and drains required to meet customer specifications.

The increase in water discharge was mainly due to the processing of the drought affected barley which required additional water in the steeping process to preserve quality.

	Water withdrawal ML: 1000MT Production	Water discharge ML: 1000MT Production
FY20	4.2	3.3
FY21	4.0	3.2
FY22	4.0	3.4

Note: Data excludes Company-operated Warehouse and Distribution Centres, transportation, or small satellite offices such as grain procurement or sales. United Malt intends to develop systems to track withdrawal by source. Around 80% of the water withdrawn by United Malt is captured and returned to wastewater treatment facilities. A per tonne measure has been provided so as to account for the water intensity per production tonne.

A small number of Processing facilities in North America with oversight from local municipalities use a conversion factor to estimate their ongoing effluent discharge. United Malt intends to develop systems to track the water discharged to public works, or beneficially re-used reverse osmosis components of total process wastewater. A per tonne measure has been provided so as to account for the water intensity per production tonne.

What's next

In 2023, we will be developing a roadmap for the implementation of OptistEEP technology across the United Malt processing facilities network over the next years. We will be focusing initially on locations with water risk that generate higher return on our investment. In addition, we will continue to improve the consumption of water through implementation of good operating practices and benchmarking across our plants (and industry, where possible), reducing our usage and responsibly treating effluent at our malting facilities.

CASE STUDY: OPTISTEEP

What is it? The malting process requires the use of water with the highest consumption occurring during the steeping phase. Approximately 15% to 20% of the water used is absorbed during the steeping phase to hydrate and initiate germination. Through the steeping process water-borne effluents are produced; requiring treatment before returning the processing water safely to the water table.

OptistEEP technology enables the use of significantly less water in the steeping phase of the malting process. The barley only requires one water immersion as the OptistEEP technology continuously conditions and circulates the water during the steeping process. In March 2022, OptistEEP was successfully commissioned at United Malt's Pocatello processing facility.

What are the benefits? There are several key benefits realised with the use of OptistEEP technology including reductions in water consumption of up to 30%, and a decrease in natural gas and electrical consumption by around 8% to 10% due to germination at lower moisture levels.

A roll-out programme has been developed to install OptistEEP in targeted facilities across the United Malt network.

What did it cost? What are the returns? Project costs US\$2.6 million and will deliver an IRR of >12% (post tax basis).

CASE STUDY: SUSTAINABILITY AT INVERNESS

Our new malting facility at Inverness which will commence production in 2023 has been designed to utilise the best available technology which will reduce our impact on the environment and our local community.

The kilning equipment uses technology to limit gas and electricity consumption whilst the Plant Control System has energy monitoring technology and process control that allow both consistent production quality and data-led analysis of energy consumptions.

To ensure that our water consumption is as sustainable as possible, we have installed Advanced Membrane Bioreactor and Reverse Osmosis Plant (AMBR RO). This AMBR RO technology is capable of digesting maltings effluent, creating clean water for processing with no germination inhibitors.

AMBR RO Plant has the capacity to generate sufficient additional water for our 57,000 tonne expansion without generating any additional effluent volumes from the site.

Therefore, our expansion at Inverness will have no additional water or effluent impact to the local Inverness environment.



Exterior view of the new Inverness malting facility



We are committed to waste management practices that focus on avoiding waste; as well as reducing, reusing and recycling our waste.

Waste

Why it's important

Effective Waste management and segregation programmes are important to United Malt because they help protect the environment from pollution and contamination; and with the correct disposal, we can also protect people from harm and reduce our emissions.

Disposing of waste within United Malt's facilities and operations varies from region to region and includes the following disposal methods. We have also looked at circular economy opportunities where feasible.

- Recycling – metals, plastics, paper and cardboard;
- Reusing and repurposing materials;
- Anaerobic digestion – for organic materials such as grain husks and malt scraping where the materials are broken down by microorganisms and turned into biogas;
- Composting food waste where services are available; and
- Landfill disposal with arrangements in place where possible to re-divert that waste by the vendor processing.

A significant proportion of the waste produced from malting is organic material such as grain husks, and efforts are being made to capture and pelletise these husks rather than disposing of them.

Our approach

We have started to measure more accurately a wider range of waste streams. While this adds to our total quantity of waste being reported, it is an important step in understanding the opportunities to manage these materials. We plan to introduce a waste electronic recording system to improve our overall tracking of waste generated to help us identify trends and further opportunities.

The increased emphasis on reducing and improving our overall waste management has seen United Malt implement objectives within the Corporate Scorecard that are focused on its Waste to Landfill reduction objective.

Our goal/Our strategy

United Malt is committed to minimising our waste and, most importantly, the waste we send to landfill.

We are committed to waste management practices that focus on avoiding waste; as well as reducing, reusing and recycling our waste.

We have formalised our commitment to reducing waste by setting dedicated goals for the reduction of waste to landfill. Our initial target for reducing waste to landfill for FY22 was 10%.

Our progress

In FY22 a reduction of 15% of waste to landfill was achieved.

What's next

Going forward we will complete an analysis of all waste streams and their current disposal or reuse. We will then work to seek further circular economy opportunities, reducing waste generated and increasing the amount of waste we can re-divert away from landfill.

CASE STUDY: COLLABORATING TO CREATE A SUSTAINABLE FUTURE

The Processing and Warehouse and Distribution division in Vancouver (US) has created a simple, effective programme to recycle hundreds of thousands of empty malt bags each year.

Country Malt Group and Great Western Malting collect the used malt bags from customers for further processing, allowing them to be upcycled into future plastic items, including new malt bags. The programme is helping to close the recycling loop and reduce environmental impact.

Since the launch of the programme in March 2022, we have collected and recycled approximately 55,000 empty malt bags.

Community

Why it's important

Our people are passionate about supporting the communities in which they live and work. Community investment is much more than philanthropy – it's about driving social change and impact.

Our approach

Our community approach is dedicated to making a positive social impact. We continue to act responsibly within the communities where we operate to encourage and gain their ongoing support.

We are committed to building strong relationships and making a positive difference in local communities across our operating footprint. We believe this is important for employee attraction and engagement; and from a broader community, stakeholder, customer and investor perspective.

Our goal/Our strategy

In each of our operating geographies, the local brands that represent United Malt have long histories in each of their communities, with Baird's Malt in the UK dating back to 1823. This valuable connection informs our approach to community support. Each local operating brand is encouraged to identify the projects and causes that are important to it and its extended community (and aligned with the broader priorities of United Malt).

We recently identified three areas of focus as part of the broader priorities of United Malt to show how we will support our communities in the coming years. We believe this will allow us to have a greater impact. Our goal focuses on diversity, inclusion and workforce development, biodiversity and health and wellbeing. We will continue to refine our community engagement efforts to drive increasing impact on these priorities. We intend on sharing our time, our expertise and our resources.

Our progress

Collectively, United Malt donated approximately \$110,000 in FY22 to a variety of community and charitable causes. This included cash donations and approximately \$32,000 equivalent in malt.

Pink Boots

The Pink Boots Society was created to assist, inspire and encourage professional women in the fermented/alcoholic beverage industry to advance their careers through education. Country Malt Group and Cryer Malt support the Pink Boots Society Scholarship Fund with an annual donation and by selling the annual Pink Boots Society hop blend.

The funds provide scholarship opportunities to active members of the industry, helping women and/or non-binary individuals advance their careers through education.

In 2022, we contributed \$18,000 to Pink Boots Society and promoted the annual Pink Boots Collaboration Brew Day.

Veteran brewers – HunterSeven Foundation

Each year, Country Malt Group partners with global hop supplier Yakima Chief Hops (YCH), to supply brewers with a special hop blend that helps to support the United States Veteran community. YCH collaborates with military Veteran brewers across the country to hand select a new hop blend recipe for the annual Veterans Blend. From each sale, US\$3 per pound is donated to a different non-profit organisation each year.

In 2022, HunterSeven Foundation was chosen as the recipient, an organisation

that conducts research on military exposures among post-9/11 veterans and educates the Veteran and healthcare population on critical health information. Currently in its fifth year, we contributed more than \$12,000 from the sale of the Veterans Blend.

Rising Hope

The Rising Hope project is the signature programme for Brewing Funds the Cure, an organisation that works to unite the brewing industry to raise funds for the National Pediatric Cancer Foundation. One brewery from each State is selected to participate in this beer collaboration, each brewing the same recipe and contributing proceeds from the sale of their beer. Country Malt Group donates 100% of the malt ingredients needed to make the Rising Hope IPA, allowing a greater contribution to be provided to the National Pediatric Cancer Foundation.

In 2022, CMG is contributing more than \$32,000 in malt product donations, helping the Rising Hope project to support pediatric cancer research.

Responsible alcohol consumption

While UMG does not directly sell alcohol, we are part of the supply chain – we are a part of the alcohol value chain and are supportive of our customers' efforts in this area.

We want to be part of a changing drinking culture which includes a drive to moderation. We are collaborating with our customers creating low alcohol and non-alcohol options. Innovation is key to making sure we meet the needs of our customers and fulfill our social responsibilities.

Stakeholder Engagement

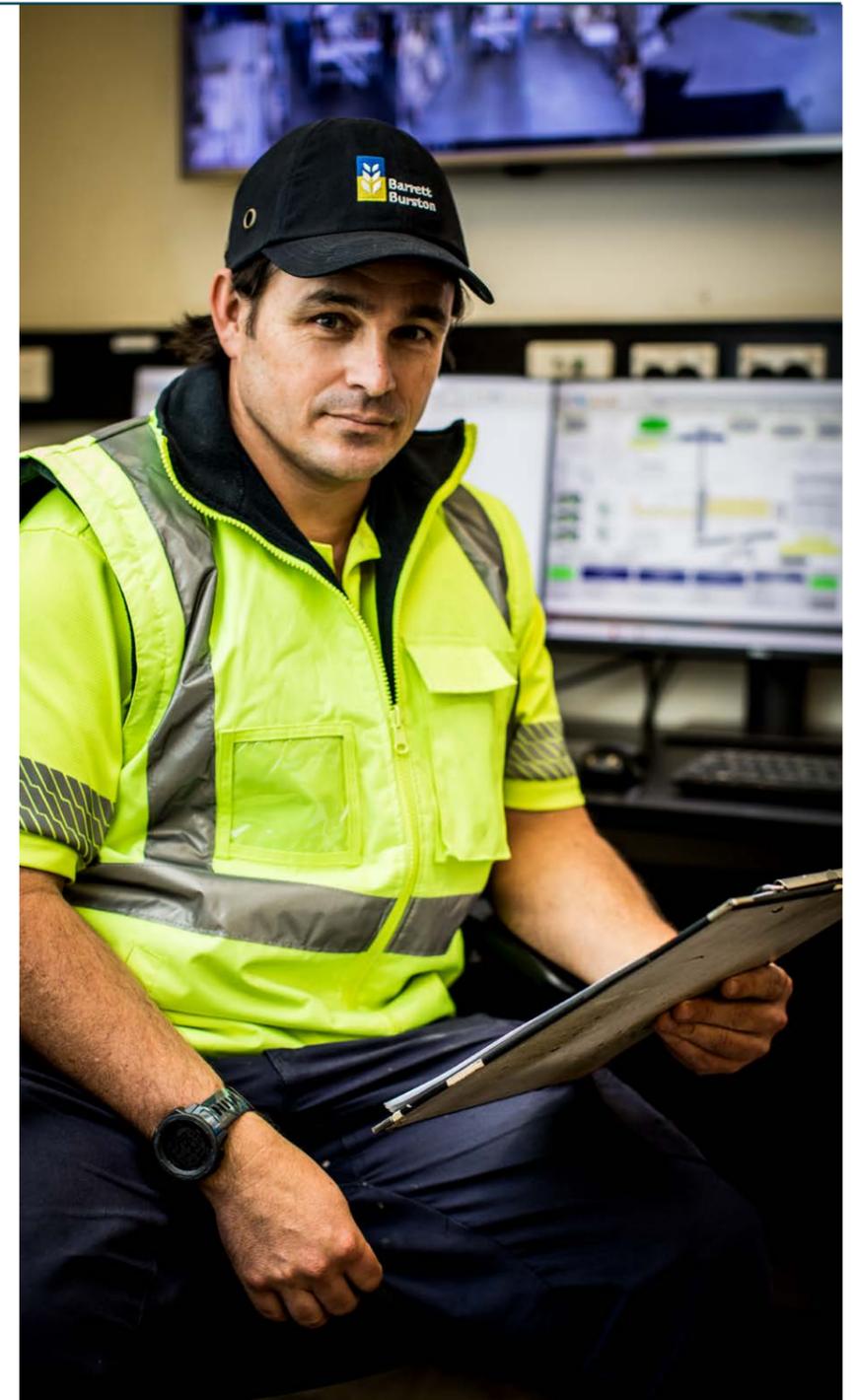
A key part of the development of this report (and part of our ongoing development of our Sustainability priorities) was our materiality review which was informed by feedback from our stakeholders.

Our stakeholders include customers, communities, farmers, investors, Government and industry, and business partners and suppliers.

To meet the expectations of our stakeholders, we engage in a range of activities that allow us to receive feedback.

Our engagement with these groups is ongoing and is undertaken both directly and indirectly – through market updates; annual programmes of institutional and retail investor engagement, including results briefings, investor centre website, ESG engagement, one-on-one meetings and formal engagement processes; continuous listening programmes, including voice of the customer and voice of the employee; contract renewals at negotiations of supplier and service agreements; customer service channels; supplier site visits and audits; response to customer ESG surveys; social media; community liaison activities; regular employee meetings; safety briefings; participating in committees and governance forums; formal submissions; and community partnership activities.

Our stakeholder feedback is helping us inform our sustainability priorities and focus areas.



Appendix

Task Force on Climate-related Financial Disclosures (TCFD)

Governance

1(a) Describe the Board's oversight of climate-related risks and opportunities.	The Board has oversight of climate risk and opportunity through the Audit and Risk Committee, and a risk management process that is administered by executive leadership. Operations assess, monitor and reduce environmental impact including emissions and energy consumption.
1(b) Describe management's role in assessing and managing climate-related risks and opportunities.	Management is responsible for the development and implementation of effective risk management and internal compliance and control systems based on the risk management policies adopted by the Board. This includes having robust processes in place to identify and then manage key business risks.

Strategy

2(a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium and long term.	<p>Different climate scenarios present different risk profiles, and we are examining these closely. It is possible, for example, that changes in climate may result in the increased migration of barley growing regions, and global barley supply may become more volatile over time with increases in the intensity of heatwaves and extreme weather. The cost of raw materials or the challenge in obtaining the right quality of raw materials may require us to obtain barley from alternative regions. Under some climate scenarios, the farmers we work with may have trouble meeting our barley yield or quality requirements due to increased temperature or water scarcity.</p> <p>In a world already transitioning to a lower carbon economy, United Malt is likely to experience opportunities and risks through changes in the market, new technologies and through the introduction of policy and regulation in the jurisdictions where we source barley, where we malt our products and where we distribute our products. As consumer preferences change and the market becomes more responsive to demand for sustainable products, we will have the opportunity not only to proactively decarbonise, but to work in partnership with our farming community and our direct customers to service the demand.</p> <p>For United Malt, a key consideration will be the investment we make in research and development to enable us to adopt the right technologies at the right time to produce malt to a quality and sustainability standard that meets increasing expectations. We understand the risks of disruption; however we welcome the opportunity to transition.</p>
2(b) Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning.	The next step in ensuring we minimise our environmental impact is to quantify the actual and potential financial impacts of these climate-related risks and opportunities on our business and develop a strategy in response to the risks and opportunities identified. However, climate change and the risks and opportunities that it presents remains a core pillar of our business strategy.
2(c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	Integrating climate-related risk and opportunity into all relevant decision-making processes including financial planning, capital allocation, asset management and research and development programmes will be a priority for United Malt. We intend on setting clear, well-defined targets that will help us manage the resilience of the business over the long term.

Risk Management

3(a) Describe the organisation's processes for identifying and assessing climate-related risks.	<p>United Malt completed its first scenario analysis in 2021, identifying all relevant climate-related physical and transition risks under two scenarios at a medium-term (2030) and long-term (2050) time horizon. Transition risks were assessed in a 1.5°C scenario and physical risks in a 4°C scenario.</p> <p>The risk assessment was carried out using United Malt's existing Risk Management Framework with reference to the financial criteria. A register of climate-related risks and opportunities was developed. Further details can be found in the Annual Report.</p>
3(b) Describe the organisation's processes for managing climate-related risks.	<p>This year we have continued to mature our approach in assessing the risk of climate change. Climate-related risks have been integrated into United Malt's Risk Management Framework, Corporate Risk Register and Risk Appetite Statement and are tracked on a quarterly basis and reported to the Audit and Risk (ARC) sub-committee of the Board.</p> <p>These risks are taken into consideration by the Board and executive leaders when evaluating strategic initiatives and opportunities to mitigate or eliminate negative changes to United Malt's climate-related risk profile.</p>
3(c) Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organisation's overall risk management.	<p>In 2022 physical and transitional climate-related risks and opportunities have been integrated into United Malt's Risk Management Framework, Corporate Risk Register and Risk Appetite Statement.</p> <p>They are assessed within the Risk Management Framework and evaluated, assessed and managed across multiple inter-related time horizons, having residual risk scores more closely aligned to inherent risk scores.</p>

Metrics and Targets

4(a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management processes.	<p>We are working on developing a robust roadmap for the future with the support of external advisor Edge Environment (an environmental consultancy) to help develop our commitment, plan and timeframes associated with our tangible emissions reduction plan.</p> <p>This year we collected critical regional data and are progressing our first assessment of Scope 3 emissions, which we are in the process completing at the time of this report.</p> <p>As we move into our next phase, we plan to embark on an analytics-led initiative to establish our roadmap to a net zero commitment.</p> <p>We intend on aligning our commitments with the requirements of the science based targets initiative.</p>
4(b) Disclose Scope 1, Scope 2 and where appropriate Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Scope 1 and Scope 2 emissions intensity. See page 30 for details.
4(c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	Intend to set long-term Scope 1 and Scope 2 science-based emissions reduction targets as well as near-term milestones.

Company Directory

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Feedback and further information

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UNITED MALT

