

MALTiply 2030: Soufflet Malt's new strategy to unleash the power of malt in brewing, distilling and beyond

Paris, 10 September — Soufflet Malt, the world's leading maltster, has announced **MALTiply 2030**, a new roadmap to Unleash the Power of Malt in brewing, distilling, food, beverages and other adjacent industries.

Driven by a growth ambition to realise '**malt at every moment of the day**', the strategy also aims to expand malt's role beyond beer and whisky into new areas, including breakfast cereals, hot and soft drinks, snacks, and innovative flavour experiences in spirits.

The new strategy reaffirms the company's commitment to pioneering innovative, sustainable and high-quality malt solutions, tailored to evolving customer needs. It will draw on Soufflet Malt's goals to expand its global footprint, penetrate new markets, strengthen its sustainability leadership, and drive operational excellence.

Soufflet Malt enters this new chapter of growth and investment on the back of strong financial performance, market share gains over the last year, and an expanded global footprint. Today, more than 65% of revenue from its core brewing and distilling business is secured through multi-year supply agreements, complemented by a robust forward order book. This provides solid visibility and confidence in the core business, enabling the company to actively pursue expansion into adjacent segments.

MALTiply 2030 is the strategic framework designed to strengthen Soufflet Malt's leadership by extending the role of malt and consistently delivering excellence in execution across every stage of the value chain '**from field to first taste**'. It sets a bold ambition to grow the product and service offering in fast-growing segments and to generate a substantial share of EBITDA from these segments by 2030, while continuing to drive growth in brewing and distilling. In parallel, the company continues to strengthen its platform for growth with targeted productivity improvements remaining a consistent focus since the creation of Soufflet Malt.

*"The last year has been transformative with the successful integration of United Malt Group and Malteries Soufflet, and the creation of a new, unified identity as Soufflet Malt", commented **CEO Jorge Solis**. "Our new **MALTiply 2030** strategy is ambitious, focused and grounded in the needs of our customers. It's designed to enhance our leadership in our core brewing and distilling markets while serving a broader set of customers across the food and beverage industry and other sectors. It positions us to advance product innovation while mobilising it through the strength of our global scale and the precision of our local expertise. At the same time, we are anchoring our operations in advanced technologies and sustainability. Together, these strengths position us to lead the malt industry into a new chapter of growth."*

MALTiply 2030 revolves around four strategic priorities:

1) Leverage deep local capabilities globally

Soufflet Malt is the number one supplier to the global craft brewing and distilling industries. The company works in close partnership with a broad base of customers to deliver reliable, scalable and tailored solutions in line with diverse needs, ranging from supplying bulk base malts to global industrial brewers representing the world's largest brands, to offering specialty malts in bags for craft beer makers.

As the world's largest maltster, the company has the scale and global operations network to serve the specific needs of the craft brewing and distilling sectors. Its regional strategy is focused on driving performance in both mature and fast-growing markets:

- In mature markets, the company intends to build on its strong regional presence to outperform the market. The company has set an ambition to deliver strong and sustained CAGR.
- In parallel, it will aim to become the number one maltster in fast-growing markets, including India, South Africa and Brazil, where demand continues to accelerate. Capital expenditure above €350 million is currently pipelined for new facilities to serve these markets.

2) Penetrate adjacent markets

The global food and drink landscape is evolving rapidly, with consumers increasingly seeking healthier, more sustainable products made from natural and traceable sources. This shift is creating opportunities for **malt as a natural, nutritious and versatile ingredient**.

Soufflet Malt is accelerating its expansion into adjacent markets, aiming to broaden the role of malt beyond its traditional use in brewing and distilling. This strategy is centred on promoting '**malt at every moment of the day**' – increasing malt's relevance across a wide range of food and beverage categories. These adjacent markets include fast-growing segments such as no- and low-alcohol beers, soft drinks, hot beverages, and novel flavour applications in distilling. Malt is also being positioned as a natural, sustainable and economical replacement ingredient in the production of leading sweet and savoury foods. Soufflet Malt's ambition is to generate a substantial share of EBITDA from these adjacent markets by 2030.

With a robust pipeline of product innovations, a growing patent portfolio and global reach, Soufflet Malt is uniquely positioned to lead this expansion and redefine what malt can be.

3) Pioneer Sustainable & Profitable Innovation

At Soufflet Malt, sustainability is synonymous with decades of malt chain expertise and guides every aspect of the company's operations, from sourcing high quality barley to minimising the environmental impact of its operations.

As evidence of this, Soufflet Malt has built the world's first net-zero malt house in Addis Ababa, Ethiopia, setting a new standard for sustainable malting. Further, the company introduced advanced water recycling technology at its Geelong malt house in Australia, reducing the water intensity to less than 2 m³ per tonne of malt, the lowest of all Soufflet Malt malt houses.

As part of its 2030 sustainability roadmap, Soufflet Malt is targeting:

- 80% sustainable barley sourcing
- 50% reduction in Scope 1 & 2 greenhouse gas emissions
- 30% reduction in water intensity
- 100% waste recovered

Soufflet Malt's climate targets have been officially validated by the Science Based Targets Initiative (SBTi).

As part of **MALTiply 2030**, Soufflet Malt will invest more than €200 million in sustainability initiatives by 2030. It will continue to scale its agronomy programmes, including promoting regenerative agriculture globally, while continuing to innovate solutions that support customers to meet their own environmental targets.

4) Outperform through digital & operational excellence

Soufflet Malt will invest more than €25 million per annum in a company-wide transformation programme to drive greater productivity. This includes harnessing AI and digital technologies to optimise malting process parameters and embedding rigorous standard operating procedures worldwide to ensure consistent excellence in execution.

This is illustrated by the development of MAITE (Malt Artificial Intelligence Technologies), an AI-powered tool that helps select malting recipes to enhance product quality, consistency and sustainability. These initiatives form part of an operational excellence and efficiency programme targeting 3–5% annualised productivity gains.

The use of field trial data is also strengthening the company's agronomy and regenerative agriculture programs to support more sustainable, productive barley growing and sourcing.

About Soufflet Malt

Soufflet Malt is the world's leading maltster, with 40 malting plants across 20 countries in Europe, Asia, Africa, Australia and America. Employing more than 2,300 employees, Soufflet Malt has a production capacity of 3.7 million tonnes of malt annually to meet the demands of its customers – large, global breweries and artisan craft brewers, distillers and other industrial players – around the world. Building on its local farming roots and global reach, including distribution through Country Malt Group in North America and Cryer Malt in Asia, Soufflet Malt acts as a trusted supplier of quality malt, serving customers through brands such as Canada Malting Co. Ltd, Great Western Malting, Durst Malt, Bairds Malt, Castle Malting, Tchecomalt, Barrett Burston. With a commitment to pioneer sustainable malt solutions, Soufflet Malt remains steadily focused on innovation across its entire value chain.

Our vision: **Unleash the Power of Malt.**

For more information: souffletmalt.com

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