

WHERE GREAT FOOD COMES FROM

A report into the economic and social
contribution of Cranswick plc

2025/26



CRANSWICK: FEEDING BRITAIN'S SUCCESS

ECONOMIC CONTRIBUTION



SUPPORTING
49,900
JOBS ACROSS THE UK

ADDING
£3.3bn
TO THE UK
ECONOMY IN FY26

GENERATING
£850m
UK TAX CONTRIBUTIONS
IN FY26

FEEDING THE NATION



SUPPORTING UK
**FOOD
SECURITY**

PRODUCING OVER
32% OF UK PORK
7% OF UK CHICKEN

PRODUCING
QUALITY
AFFORDABLE FOODS FOR
EVERY HOUSEHOLD

CHAMPIONING HEALTHY DIETS



AFFORDABLE
NATURAL
PROTEIN CENTRAL
TO HEALTHY DIETS

BASKETS CONTAINING
MEAT INCLUDE MORE
FRESH FRUIT AND
VEGETABLES

20%
REDUCTION IN ULTRA-
PROCESSED INGREDIENTS
SINCE FY25

DRIVING REGIONAL GROWTH



47,600
JOBS SUPPORTED
OUTSIDE LONDON

SUPPORTING OVER
9,000
JOBS IN EAST OF ENGLAND

OVER **£1bn**
ADDED TO THE ECONOMY IN
YORKSHIRE AND THE HUMBER ALONE

Source: Cranswick data and Oxford Economics analysis. Methodology on p37.

PRODUCING RESPONSIBLY



62%

RELATIVE CARBON
FOOTPRINT REDUCTION
SINCE FY18

30%

REDUCTION IN OUR PIG
CARBON FOOTPRINT
SINCE FY19

61%

REDUCTION IN OUR
POULTRY CARBON
FOOTPRINT SINCE FY19

BUILDING CAREERS



DIRECTLY EMPLOYING OVER
16,500
PEOPLE

CREATING YOUTH
EMPLOYMENT WITH OVER
1,250
UNDER 25s EMPLOYED

STRONG EMPLOYMENT
BENEFITS PACKAGE AND
TRAINING PROGRAMMES
IN PLACE

SUPPORTING COMMUNITIES



SUPPORTING
THE RURAL ECONOMY

OVER **10m**
MEALS DONATED TO
CHARITY SINCE FY18

OVER
£300,000
DONATED TO MORE THAN
150 ORGANISATIONS
IN FY26



INVESTING IN THE FUTURE

c.50%
OF EBITDA RE-INVESTED
BACK INTO THE BUSINESS

OVER **£1bn**
TOTAL INVESTMENT
ACROSS THE GROUP
IN THE LAST 8 YEARS

PLANS TO CREATE
OVER **2,000**
NEW JOBS BY 2030

Source: Cranswick data and Oxford Economics analysis. Methodology on p37.

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FOREWORD

Cranswick began its Great British food journey in 1975, founded on the entrepreneurial spirit of a group of farmers. We are proud to have become a cornerstone of Britain's food industry. With our colleagues at the heart of everything we do and an unwavering commitment to quality, we remain true to our purpose: feeding the nation with authentically made, sustainably produced food.

As one of the first true farm-to-fork producers, over the past fifty years Cranswick has grown into one of the UK's leading pork and poultry producers. In the last year we have contributed over £3.3 billion to the UK economy. Our growing portfolio of products is available in most major supermarkets, helping consumers access high-quality British food that is traceable, nutritious, responsibly produced and affordable.

Our strong customer partnerships are a credit to our teams' dedication to producing great tasting food to the highest quality standards.

The availability of affordable, nutritious food is one of the great strengths of the UK food system. As a nation, British consumers have benefited from well-stocked shelves and access to high-quality produce at prices that remain among the most competitive in the world.

This progress has been shaped over many decades in farming, food production, distribution and retail. Fast forward to 2026, even as households continue to feel the pressure of rising living costs, the long-term picture is one of significant achievement: over the past 70 years, the share of total household expenditure spent on food has fallen from around 30% to roughly 10%.¹ This has helped make fresh meat and other protein-rich foods more accessible to families across the country.

Cranswick is proud to have played an important role in that success. This has been underpinned by sustained investment, innovation and a long-term commitment to British agriculture.

Since 2020 we have invested over £740 million in capital expenditure to improve and renew our facilities including a record £163.4 million in FY26.

“

In the last year we have contributed over £3.3 billion to the UK economy

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We are proud to directly employ over 16,500 colleagues across the UK and to play an active role in the communities we are part of. Each of our sites supports its local area with food donations, fundraising initiatives and school partnerships to dedicated volunteering hours. Together, these efforts reflect our commitment to making a positive social impact alongside producing great British food.

I am incredibly proud of the business I joined in 1991 and I am excited by the opportunities ahead to continue feeding the nation. Continued investment in sustainable, efficient, welfare-led British food production can deliver lasting value for consumers, customers, colleagues and communities across the country.

ADAM COUCH

*Chief Executive Officer
Cranswick plc*



CREATING GREAT TASTING NUTRITIOUS FOOD; AUTHENTICALLY MADE AND SUSTAINABLY PRODUCED



For over 50 years Cranswick has been producing nutritious, good quality and affordable food for kitchen tables across the UK.

In 1975 we began milling pig feed for local farmers throughout East Yorkshire. We moved into food production in the 1980s and acquired our primary processing site in Preston, Hull, in 1991. In the years that have followed, we have grown into one of the UK's largest and most successful food businesses.

Today we farm around 20% of British pigs and process over 32% of British pork. Through our sites and farms in East Anglia, we produce over 7% of the UK's chicken. We are a major importer and processor of Mediterranean food, supplying olives, charcuterie meats and speciality cheese.

We have achieved this growth through continuous innovation, investment and an unwavering focus on quality and technical standards, both on our farms and in our food processing facilities.

HOW WE FEED THE NATION

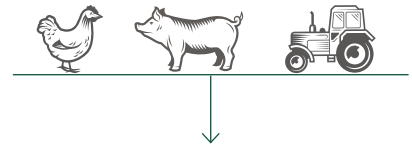
FROM FARM

Cranswick-owned
British farms, contracts
with other UK farms,
European meat imports

Feed milling



Genetics
and breeding

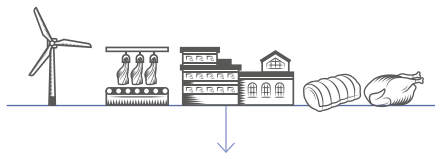


THROUGH PROCESSING

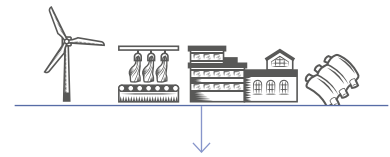


Other high quality
ingredients from sustainable
and trusted suppliers

Cranswick primary processing



Added-value processing



TO FORK



Retail



Wholesale



Food Service



Export

OUR PRODUCT PORTFOLIO



FRESH PORK



GOURMET SAUSAGE



GOURMET BACON



SLOW COOK



COOKED MEATS



FRESH CHICKEN



ADDED-VALUE
CHICKEN



COATED CHICKEN



READY-TO-EAT
CHICKEN



GOURMET PASTRY



CHARCUTERIE



OLIVES & ANTIPASTI



HOUMOUS & DIPS



SPECIALITY CHEESE



AMBIENT FOODS

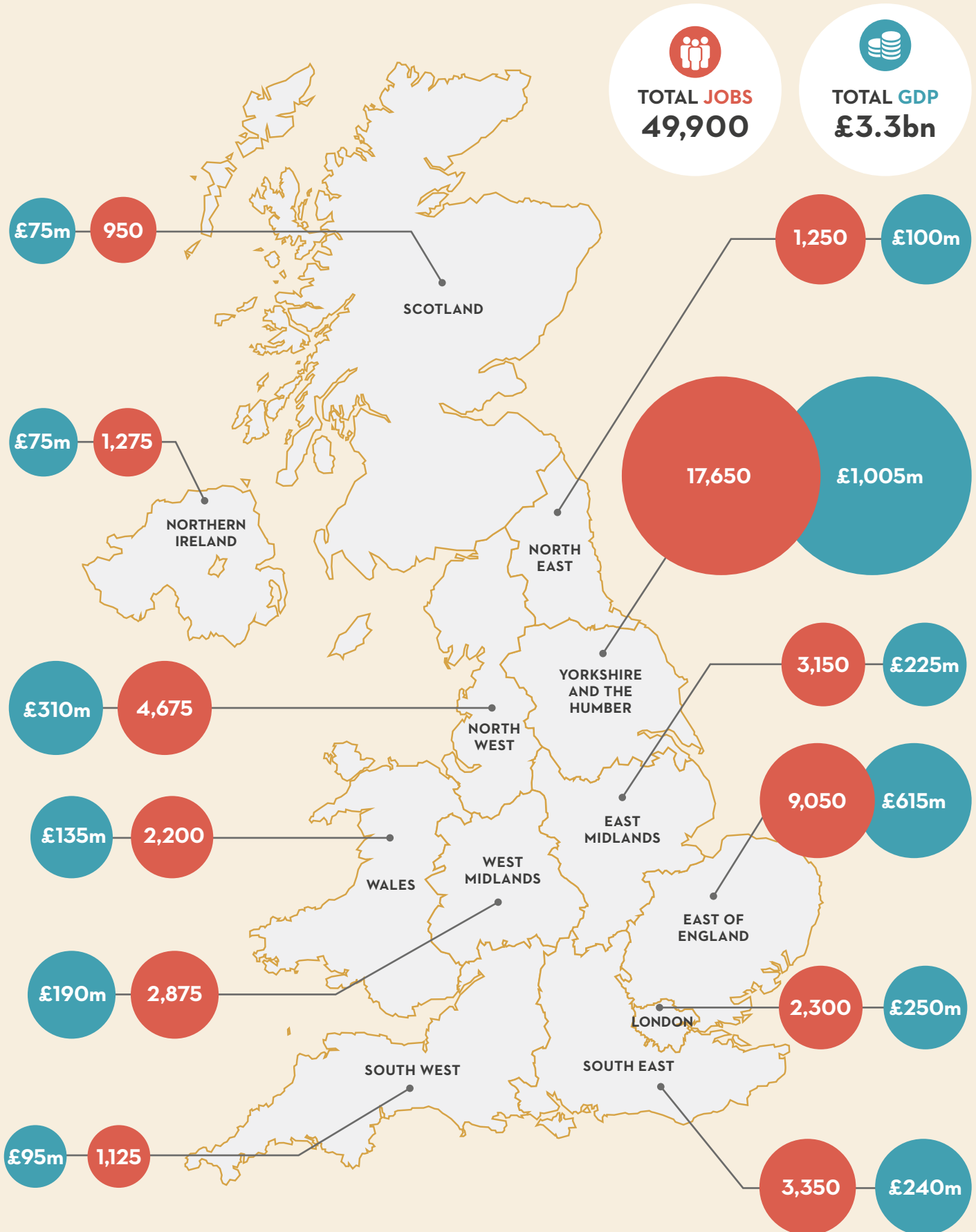
CHAPTER 1:

DELIVERING ECONOMIC GROWTH

Strengthening the UK economy



CRANSWICK SUPPORTS JOBS AND CONTRIBUTES TO GDP ACROSS THE UK



Delivering
economic
growth

Feeding
the nation

Healthy
diets

Producing
responsibly

Building
careers

Supporting
communities

A GROWING BUSINESS BACKING BRITAIN'S ECONOMY

As a UK listed company and member of the FTSE 250 Index, Cranswick has a sustained track record in creating value for our shareholders - individuals, funds, pension schemes and Cranswick employees who own shares in our business. Between FY20 and FY26, we increased our dividend by 86%, paying a total of £290m and we are proud to have achieved 36 years of unbroken dividend growth.

We also create value for many other stakeholders across the UK, that starts with our colleagues. During FY26, Cranswick directly supported over 16,500 jobs in our farms, sites and operations across the UK. On top of the jobs we create within our operations, our contracts with farmers and suppliers across the UK help to support a further 23,000 jobs in the wider UK supply chain. When we combine this with the jobs that are induced as a result of the wages we pay and support through our supply chain, our business backs over 49,900 jobs across the country.

By creating jobs and growing our profits, we also contribute to the economy in other ways. A key aspect is the contribution we make to the public finances through the taxes we pay. During FY26, Cranswick directly contributed £160 million in taxes, primarily through corporation tax and national insurance contributions.

Our supply chain also supported a further £355 million in tax contributions, while the combination of our own operations plus our supply chain operations induced a further £335 million of taxes through the consumer economy.

“

During FY26, Cranswick contributed around £3.3bn to the UK's GDP and over £1bn in Yorkshire and the Humber alone

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Cranswick therefore supported £850 million in UK tax revenues - enough to fund over 20,500 primary school teachers or nurses in the NHS.

When we consider all this together, Cranswick's overall impact on the UK economy becomes clear. During FY26, the business contributed around £3.3 billion to the UK's GDP, including £840 million directly generated by Cranswick's operations in the UK. Our impact is greatest outside London, contributing over £1 billion of GDP to the Yorkshire and the Humber with a further £615 million in the East of England.

As a business, we are proud to make this economic contribution and our ambition is to do even more. By continuing to produce affordable, high-quality and nutritious food, we want to play our part in driving growth across the UK, helping to create further jobs and wealth.

OUR DIRECT CONTRIBUTION IN FY26

>16,500
JOBS

£840m
GDP

£160m
TAXATION

£55m
DIVIDENDS

Delivering
economic
growth

Feeding
the nation

Healthy
diets

Producing
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Building
careers

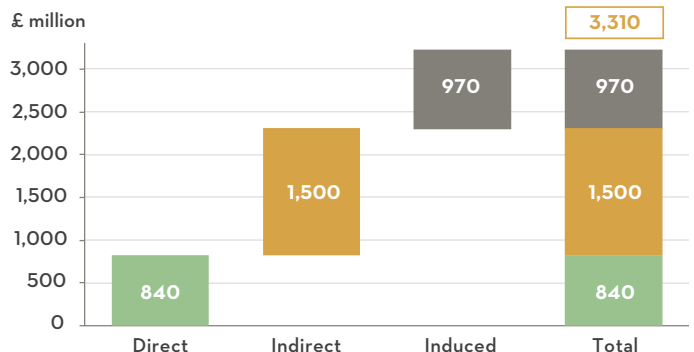
Supporting
communities

CRANSWICK'S CONTRIBUTION TO GDP

Cranswick supported a total contribution of £3.3 billion to the UK GDP for the year ending March 2026. This has been calculated using input-output modelling which quantifies our economic footprint in three key ways: direct, indirect and induced.

Direct	Costs of employment and tax
Indirect	Suppliers' employment costs and taxes
Induced	Employees and suppliers spend wages in the wider economy

GDP contribution, by channel FY26



Source: Oxford Economics



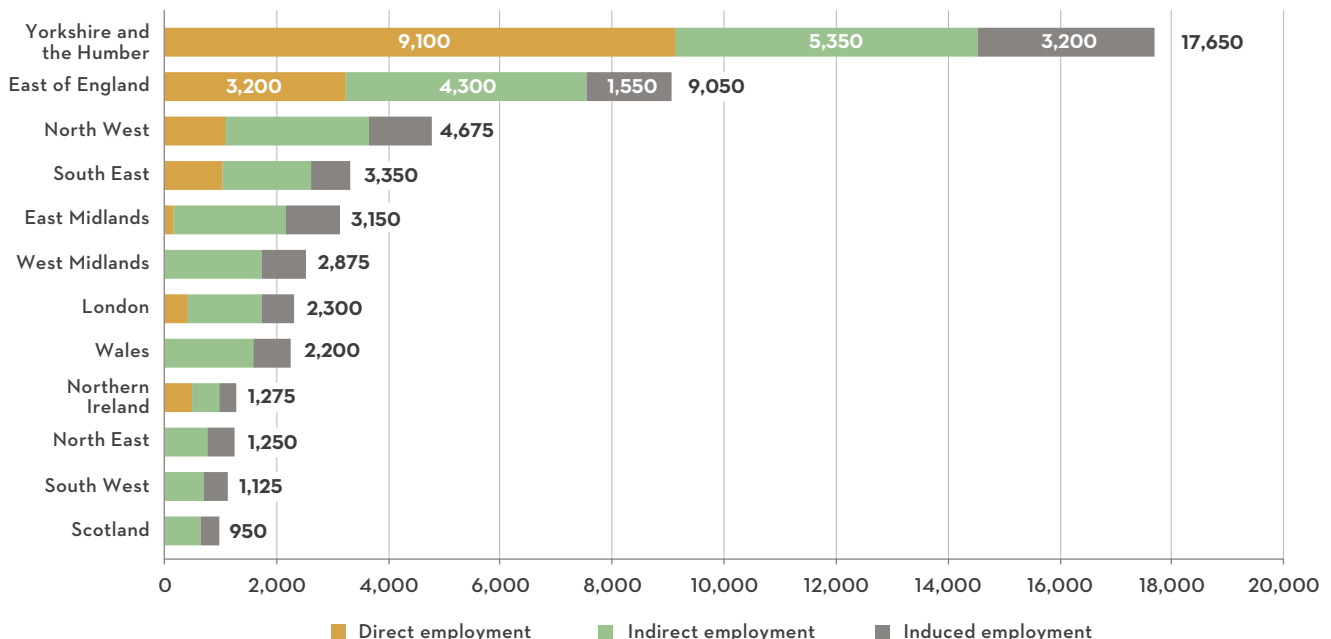
OVER
£480m
WAGES PAID TO
DIRECT EMPLOYEES

CREATING LONG-TERM EMPLOYMENT OPPORTUNITIES ACROSS THE UK

Cranswick is a UK success story but this would not have been possible without the passion and commitment of our colleagues. The business directly employs well over 16,500 colleagues and over 13,000 of these are permanent as we have focused on reducing reliance on agency labour. In addition to our colleagues, a further 33,000 jobs are supported through the indirect and induced measures. These roles are spread across the UK, predominantly in Yorkshire and East Anglia.

Employment contribution FY26

Employment (persons)



Source: Oxford Economics. Rounded to nearest 25.

Delivering
economic
growth

Feeding
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diets

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careers

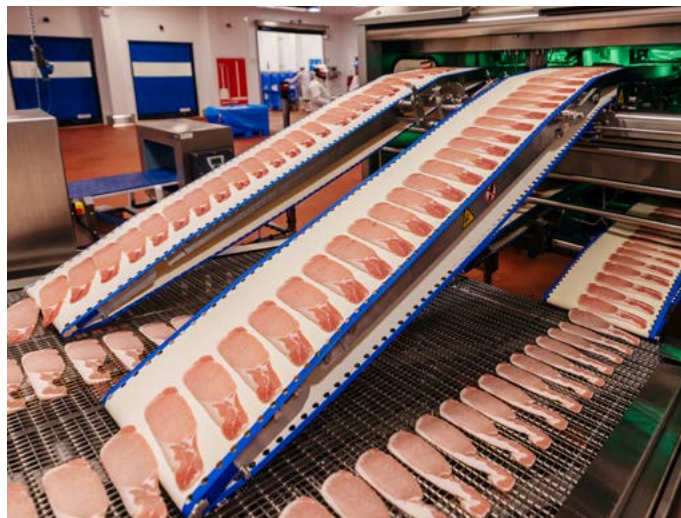
Supporting
communities

INVESTING FOR GROWTH

We plan to reinvest around 50% of our EBITDA back into new infrastructure and capital projects each year. Since FY18 we have invested over £850 million at our sites, helping to drive growth by expanding production capacity, enhancing capabilities and reducing the environmental impact of our operations, while also ensuring we are at the cutting edge of technology and innovation.

Taken together, these investments ensure that we are one of the most efficient and well-invested food businesses in the UK and this growth and investment is set to continue.

In addition to our ongoing capital investment programme, we have also announced plans to significantly bolster the production of British chicken and create over 2,000 new jobs.



Cranswick Gourmet Kitchen opened in 2021 to produce cooked bacon and sausages for retailers and out-of-home markets

ADVANCING FRESH POULTRY PROCESSING

In 2019, we opened the UK's first new fresh chicken processing site for 30 years in Eye, Suffolk. The initial investment was almost £100 million and a further £30 million has been invested to continue to grow capacity and develop capabilities. Today, it employs over 1,400 colleagues.

The site took over two years to build and local contractors were awarded almost £25 million of business. Around 800 contractors worked on the site during peak times. Due to the specialist nature of the facility, many contractors travelled to the area, contributing an estimated £10 million to the local economy as a result of additional accommodation and subsistence costs.



Cranswick's fresh poultry processing site

CHAPTER 2:

FEEDING THE NATION

Trusted food produced in the UK



CORNERSTONE OF UK FOOD SECURITY

Food security underpins national resilience, and in an increasingly volatile global environment, the UK's food system must be robust, adaptable and future-ready. Rising demand for high quality, traceable food, coupled with pressures from climate change, geopolitical instability and supply chain disruption, is reinforcing the strategic importance of strengthening domestic production.

The UK currently supplies around 65% of the food it consumes, relying on imports for the remaining 35%.² The gap presents both risk and opportunity: with the right level of capital investment, the sector can unlock additional capacity, improve productivity and meet growing demand with high quality British produce.

We are committed to strengthening the availability of British food as part of a well-invested, sustainable supply chain. We believe enhancing domestic production can reduce carbon emissions, improve animal welfare standards and minimise food miles.

“

Food security is national security. The UK is only 50% self-sufficient in pork

”

As a leading supplier of fresh, nutritious protein, with products from British farms available in nearly every UK supermarket, we play a key role in building a more resilient supply base and ensuring a consistent supply of fresh and nutritious food to UK consumers. Crucially, this growth drives wider economic benefits. Expanding domestic production sustains skilled employment, creates new jobs across regional economies and strengthens local supply chains. It also fosters innovation and competitiveness within the sector.



Delivering
economic
growth

Feeding
the nation

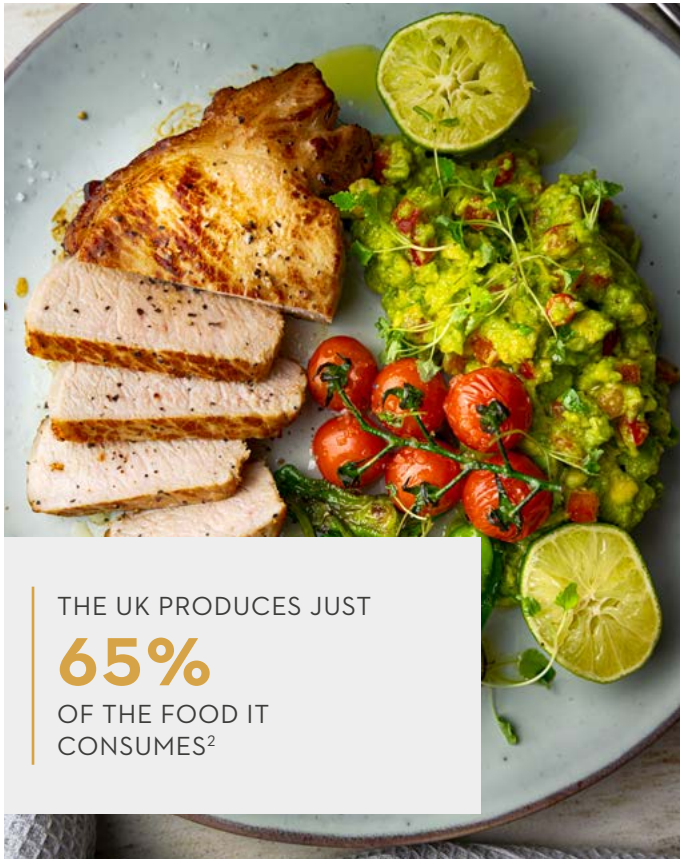
Healthy
diets

Producing
responsibly

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Supporting
communities

THE STATUS OF UK FARMING AND FOOD PRODUCTION



Delivering
economic
growth

Feeding
the nation

Healthy
diets

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communities

SUPPORTING UK FARMERS

We focus on producing healthy, sustainable, great tasting food with many of our ingredients sourced from British farms. In addition to operating our own farms, we work with over 900 farmers to source grains for our animal feed, or to rear pigs and chickens to the high welfare and sustainability standards demanded by British shoppers.

The demand for sustainably produced British produce continues to grow and that is why we have invested heavily in the sector over the last 10 years. We now rear around 20% of all British pigs and 7% of British chicken on farms owned, managed or directly contracted to Cranswick. This provides 55% of the pigs we process and almost 100% of all of our chickens.

CREATING VALUE FOR OUR FARMING PARTNERS

"Taking on pigs was a completely new venture for us, but the long-term contract and support from Cranswick gave us the confidence to go for it.

What started as a 1,000 place unit has already grown to 2,000 and the whole process, from planning to stockmanship, has been made easier thanks to the guidance we have had along the way.

It has become a reliable income stream for the farm, the slurry has transformed our soils and the partnership has opened up a future we wouldn't have reached on our own."

DAN
*Yorkshire Farmer
in partnership with
Cranswick since 2021*



FY26 CONTRIBUTION TO BRITISH FARMING

OVER
900
BRITISH FARMERS

OVER
11,500
TONNES BRITISH GRAINS
PURCHASED PER WEEK

£530m
DIRECT SPEND WITH
BRITISH FARMERS



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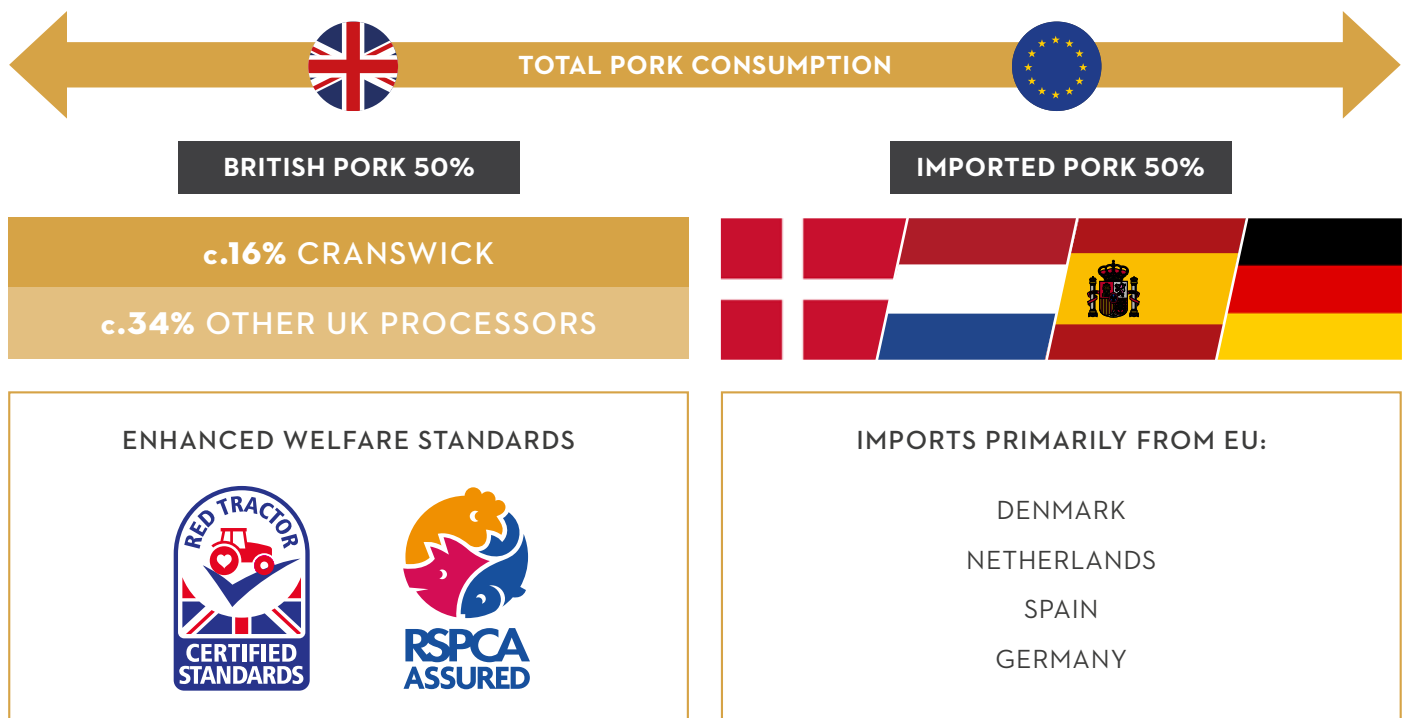
THE UK IS NOT SELF-SUFFICIENT IN PORK

The UK produces only half of the pork based products consumed each year, with imported products principally coming from Denmark, Netherlands, Spain and Germany.⁶

The UK rears up to 10 million pigs per annum and Cranswick processes around 32% of British pork.

Alongside our own farming operations, we work with hundreds of farmers to produce these pigs.

Our primary focus is to produce food for British consumers and over 96% of revenue is generated from products sold in the UK; we only export pork cuts which are not part of our diets here in the UK.



INCREASING IMPORTS OF POULTRY

Overall, the UK consumes around 2.4 million tonnes of poultry meat each year. It is proving increasingly challenging for UK poultry producers to meet this growing demand.

The UK processes almost 22 million broiler chickens per week resulting in self-sufficiency of around 70%.⁷ A growing volume of imports come from the Netherlands, Thailand, Brazil, and, increasingly, China.

There are a growing number of planning applications for new poultry production in the UK. While these projects often attract opposition and coordinated campaigns from NGOs, modern poultry farm design and construction can deliver environmental benefits through more efficient

heating and waste management systems, while also enhancing animal welfare conditions.

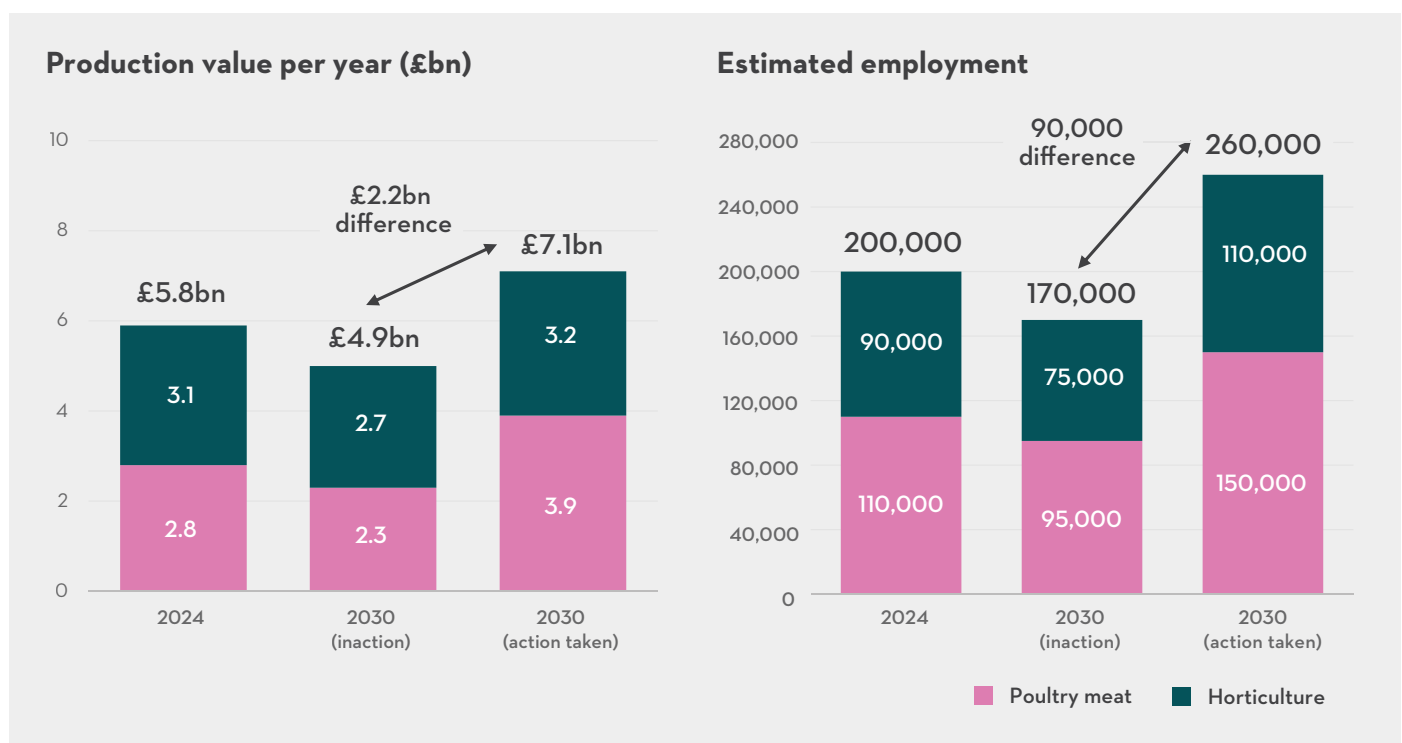
Cranswick produces 7% of all UK chickens, working in partnership with independent farmers across the UK. These birds are reared with 20% more space than the Red Tractor welfare standard, at 30kg per square metre, with access to enrichment and natural light.

Cranswick is the only UK poultry producer to invest in the NestBorn system. This means chickens are born in the barn, rather than at a hatchery facility, and transported as live birds. They are born with instant access to feed, water, space and natural light, improving welfare standards.

IGD IDENTIFIES POULTRY AND HORTICULTURE AS PROMISING AREAS FOR DEVELOPMENT

In its September 2025 Viewpoint Special report, “Driving growth through a thriving food system”, the Institute of Grocery Distribution (IGD) estimates that unlocking barriers in these sectors could add £1.3 billion in annual production value and create 60,000 jobs by 2030.⁷

However, IGD estimates that without action, these sectors could lose £900 million in annual production value and 30,000 jobs by 2030.



Source: IGD "Driving growth through a thriving food system"

Note: Figures have been rounded to the nearest whole number; therefore, totals may not sum precisely.



UNBLOCKING THE BARRIERS TO GROWTH IN THE UK FOOD INDUSTRY - A VIEW FROM IGD

Everyone knows how important food security is to the UK. But what about the role of the food industry in driving economic growth?

In September 2025, we released our Viewpoint Special report, “Driving growth through a thriving food system”, which sets out the policy changes required to deliver domestic growth.

The starting point is to recognise just how much the food industry contributes to the economy already. According to our analysis, around 7% of UK GDP is the direct result of the food industry. It also creates jobs for around 4 million people. In other words, more people work in food than in any other industry, including the NHS.

But this is just the start of what we could be delivering. We identified that by unlocking the barriers to growth in just two sectors – poultry and horticulture – we could add a further £1.3 billion in annual production value to the economy, creating an additional 60,000 jobs. This itself would be underpinned by a further £5 billion of extra capital investment.

So, the size of the prize is clear. But so also is the potential for stagnation. UK chicken meat production has been an important growth story in domestic agriculture, with volumes growing 2.7% annually from 2015 to 2024. But this success is now at risk. Within the poultry sector alone, we see a potential decline in annual production value of up to £500 million, with output falling from £2.8 billion today to around £2.3 billion and with that, the loss of 15,000 jobs.

That is why we have set out a series of urgent actions for government. These include embedding a national spatial plan in the National Planning Policy Framework to identify optimal locations for poultry shed expansion.

“

UK chicken meat production has been an important growth story in domestic agriculture, with volumes growing 2.7% annually from 2015 to 2024. But this success is now at risk

”

We also need to fast track the approval process for new poultry sheds, while protecting the resilience of our poultry sector by expanding the resources of the Animal & Plant Health Agency.

Without this kind of targeted policy, economic value and jobs will shift overseas. However, with the right support we can unlock private capital, lift productivity, drive growth and create jobs.

SARAH BRADBURY
Chief Executive Officer
IGD



CHAPTER 3:

HEALTHY DIETS

Nutritious, balanced and affordable plates



BACKING BALANCED DIETS WITH HIGH-QUALITY, NATURAL PROTEIN

Ensuring diets are balanced, healthy and affordable is a key consideration for the weekly shop, particularly as households navigate another period of significant food inflation.

Consumers are surrounded by advice and commentary about what constitutes healthy eating, often with conflicting messages that make it difficult to know where to focus. At Cranswick, we believe clarity is essential. Natural sources of high-quality protein, particularly those derived from pork and poultry, remain one of the most effective ways to support a nutritious, balanced diet.

Providing this dependable source of protein is a responsibility we take seriously, and we aim to make it straightforward for everyone to build meals that deliver on both health and value.

A good diet includes the right balance of proteins, carbohydrates and dairy, alongside fruit and vegetables. Protein is a fundamental building block of good health and lean pork and poultry naturally provide it in abundance, along with a wide range of essential vitamins and minerals. These foods offer nutrient density, versatility and affordability, making them a vital component of a balanced plate.

HEALTH BENEFITS OF PORK AND CHICKEN

The type of protein being consumed in regular diets is a key driver of ensuring the plate is balanced, with chicken being the leanest protein on the market as well as providing an affordable choice for all. Pork can also provide that lean protein option, with grilled loin medallions, for example, providing 28.4g of protein and just 198 calories per 100g.⁸

Eating animal proteins such as pork and chicken helps to provide a healthy supply of vitamins and minerals, including B vitamins, which help support many vital body processes. Another example is the mineral selenium, which is important for the immune system and has been shown to be deficient in the British population.^{9,10,11} Including animal proteins in the diet also helps to meet protein targets while more easily remaining within calorie limits. For example, poultry typically has more protein per calorie than the most protein-dense plant-based foods, such as seitan or tofu.

TYPICAL VALUES PER 150G

Uncooked pork loin steak

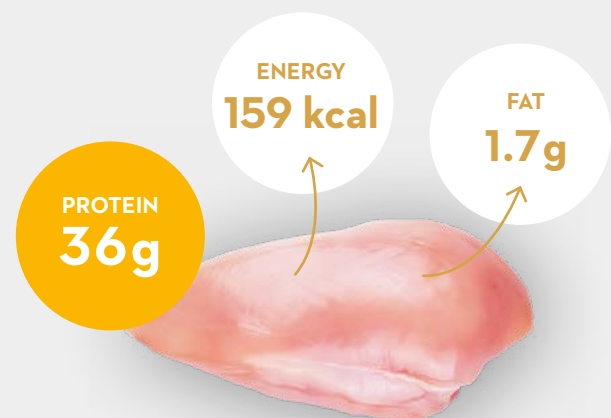


Minerals Potassium, Phosphorus, Magnesium, Zinc, Iron, Selenium

Vitamins Vitamin B3, Vitamin B5, Vitamin B1, Vitamin B6, Vitamin B2, Vitamin E, Vitamin B12

TYPICAL VALUES PER 150G

Uncooked chicken breast



Minerals Potassium, Phosphorus, Magnesium, Zinc, Iron, Selenium

Vitamins Vitamin B3, Vitamin B5, Vitamin B6, Vitamin B1, Vitamin B2, Vitamin E, Vitamin D

BUYING FRESH MEAT INCREASES PURCHASES OF FRUIT AND VEGETABLES

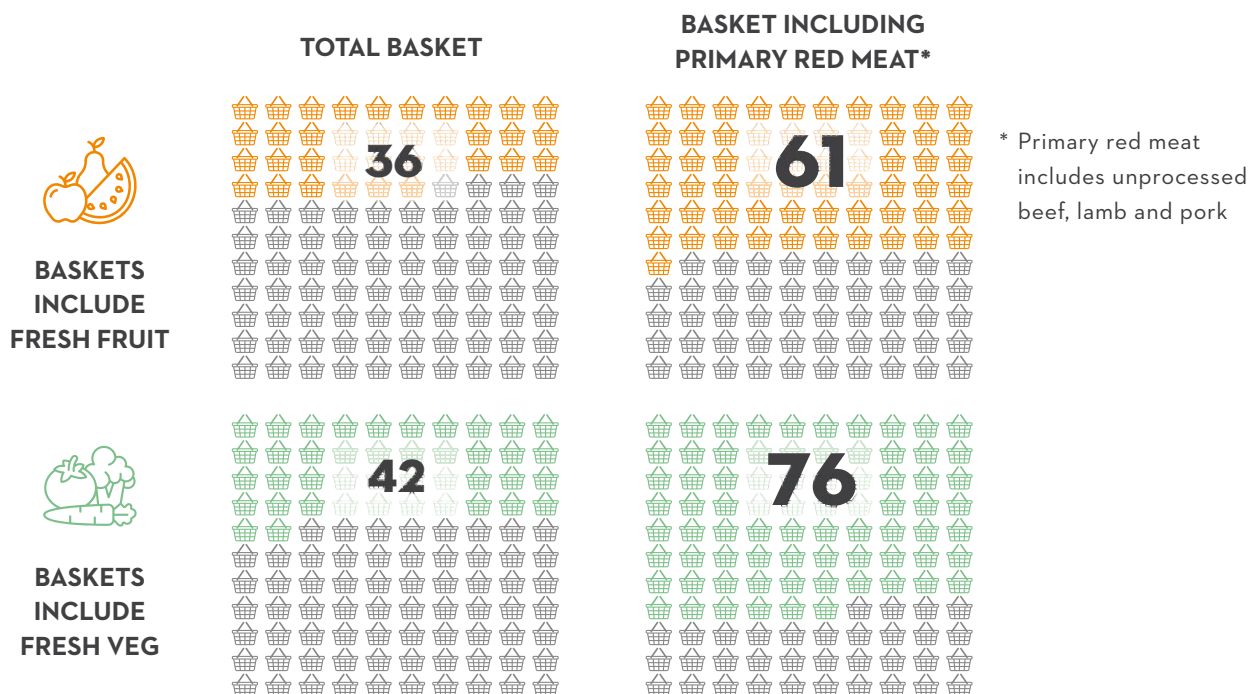
Analysis conducted by Agriculture and Horticulture Development Board (AHDB) indicates a strong correlation between the purchase of fresh primary meat and the inclusion of fruit and vegetables within consumer shopping baskets.

Overall, 42% of baskets contain fresh vegetables and 36% include fresh fruit. This increases significantly where primary red meat or chicken is purchased, with

fresh vegetables present in 76% of red meat baskets and 78% of chicken baskets.

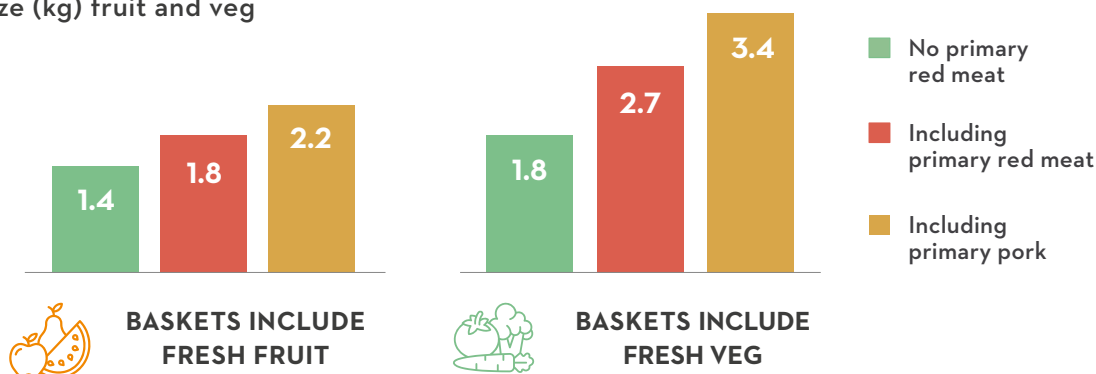
These findings reinforce the role of fresh primary meat, including pork and chicken, as part of a balanced diet. They also highlight a continuing opportunity to strengthen consumer perception of these categories as integral to healthy, everyday meal choices.

MORE FRUIT AND VEG BOUGHT WITH MEAT



PORK IS THE HERO

Basket size (kg) fruit and veg



GREAT FOOD STARTS WITH SIMPLE INGREDIENTS

Cooking at home is one of the best ways to ensure a balanced and nutritious diet. Independent research suggests that cooking at home may have significant benefits to the diet, including more fresh vegetables associated with higher levels of vitamins and being more likely to include nutritious ingredients.^{12,13}

We continue to develop products that offer convenience for busy consumers while making it easier to prepare enjoyable meals at home. These products include fresh pork and chicken with marinades and flavours to make it easier to create meals. Our slow cooked products also provide consumers with options that deliver on convenience and inspiration to try new food.

Cooking at home also provides transparency into what goes into a meal, supporting consumers to navigate the rising conversation around 'ultra-processed foods'. Over the past four years, we have worked to simplify recipes and reduce the use of ingredients that would not typically be found in a home kitchen and could have negative health implications. This includes artificial preservatives and additives.

In the first year of the programme, we removed approximately 20% of these ingredients from products across our range.

DEVELOPING NEW AND HEALTHIER PRODUCTS

Cranswick recently developed a new range of pork sausages, exclusive to a major retailer and sold in their minimal ingredient range. They are made using high welfare British pork and simple, high quality ingredients to make them taste delicious.

These sausages are made with 92% British pork, water, sea salt, black pepper, sage and encased in natural pork casings. Shoppers are loving this new range because it offers simple, recognisable ingredients, great flavour and a sense of trust and transparency that aligns with the growing demand for less-processed food.



PRINCIPLES FOR A HEALTHY DIET

A healthy diet is built on a foundation of nutrient-dense foods that provide the essential building blocks our bodies need to function, recover and thrive.

Consistently prioritising four key nutritional building blocks: protein, carbohydrates, healthy fats and fibre support energy levels, muscle maintenance, digestion, long-term health and overall wellbeing.

A nutrient-dense approach emphasises foods that deliver the greatest nutritional value. Building meals around quality sources of protein and fibre, alongside carbohydrates and healthy fats, can help promote feeling full and satisfied, support portion control and make it easier to maintain a healthy, balanced diet over the long term.

	ROLE IN HEALTH	NUTRIENT-DENSE SOURCES
Protein	Essential for building, repairing and maintaining body tissues, as well as supporting muscle growth, immune function, and the production of enzymes and hormones.	Pork, poultry, eggs, Greek yogurt and cottage cheese are complete proteins and contain all nine essential amino acids.
Carbohydrates	The body's main source of energy, providing fuel for the brain, muscles and everyday activities.	Oats, potatoes, wholegrain rice, quinoa and fruit are all good sources of carbohydrates.
Healthy fats	Provides a concentrated source of energy, helps absorb vitamins A, D, E and K, and supports cell function, hormone production and organ protection.	Good sources of healthy fats include oily fish, olive oil, nuts, seeds, avocado and egg yolks.
Fibre	Supports healthy digestion, helps maintain bowel health and can aid in controlling blood sugar and cholesterol levels.	Adding a wide variety of fruit, vegetables, nuts and seeds, beans and lentils will provide natural sources of fibre.

BALANCING NUTRITION AND AFFORDABILITY IN EVERYDAY EATING

"As part of our nutrition research, we took a recipe built around lean meat and vegetables and adapted it for two different recommended diets, swapping in more vegetables, pulses and legumes wherever animal protein was reduced or removed. This enabled a true like-for-like comparison on calories and portion size.

What we found was significant: the cost to create each of the dishes at home, based on buying the ingredients from a major UK supermarket in June 2026, shows the plate with the largest proportion of meat is the lowest in terms of cost; helping to dispel the myth that eating meat is expensive.

The healthy balanced plate is based on a daily allowance of 2.2g protein/kg of body weight for a person with an active lifestyle, eating three meals

a day with light snacking, is the most nutrient-dense, with the most calories contributed from protein and a third of the recommended daily fibre intake.

The Eatwell Guide reduces the amount of meat in a portion, and it also significantly increases the pulses and legumes. This reduces the percentage of calories consumed from protein and significantly increases the carbohydrate content, which contributes to the over consumption of excess energy. "

KIRSTY ADAMS
Head of New Product
Development
Cranswick



COMPARING APPROACHES TO HEALTHY EATING

The plates below represent a pork saltimbocca dish, prepared in line with two different diets and based on a target of 2,500 kcal per day. Each meal was carefully created to match the protein and fibre requirements, and a full nutritional analysis has been completed for each dish. As it is a main meal (lunch or evening meal), the portion size, protein and calorie target are based on this.

WHO HEALTHY BALANCED DIET

Prioritises balanced nutrition by combining appropriate portions of carbohydrates, protein, fruit and vegetables, and healthy fats to support overall health and energy needs.

£3.05

Cost per 551g serving



EATWELL GUIDE

Prioritises a balanced intake of foods from the five main food groups, with a strong emphasis on fruit, vegetables and higher-fibre carbohydrates while limiting foods high in fat, salt and sugar.

£3.17

Cost per 505g serving



WHO HEALTHY, BALANCED MEAL

EATWELL GUIDE

Energy	690 Kcal	660 Kcal
Protein	57g	23g
Fat	19g	34g
Carbohydrates	59g	69g
Fibre	13g	13g

CHAPTER 4:

PRODUCING RESPONSIBLY

Responsible food production from farm-to-fork



SUSTAINABLE PRODUCTION IN PRACTICE

At Cranswick, we understand the importance of sustainability and take our responsibilities as a farmer and food producer extremely seriously. We recognise the risks posed by climate change and understand the need for regenerative practices to be applied to our agricultural systems.

We launched our Second Nature strategy back in 2018 and continue to focus on reducing our environmental impact and making a meaningful difference to the food system in which we operate. Since FY18, we have reduced our relative carbon footprint by 62% and continue to work towards our Net Zero target.

The operation of livestock farms often faces criticism. At Cranswick, we work to ensure the best techniques are applied and work with regulators such as the Environment Agency to ensure our farms operate in line with permits. All our waste materials are carefully managed – either used in place of synthetic fertilisers which can damage soil fertility and have high carbon footprints – or used for energy generation at poultry litter fuelled power stations.

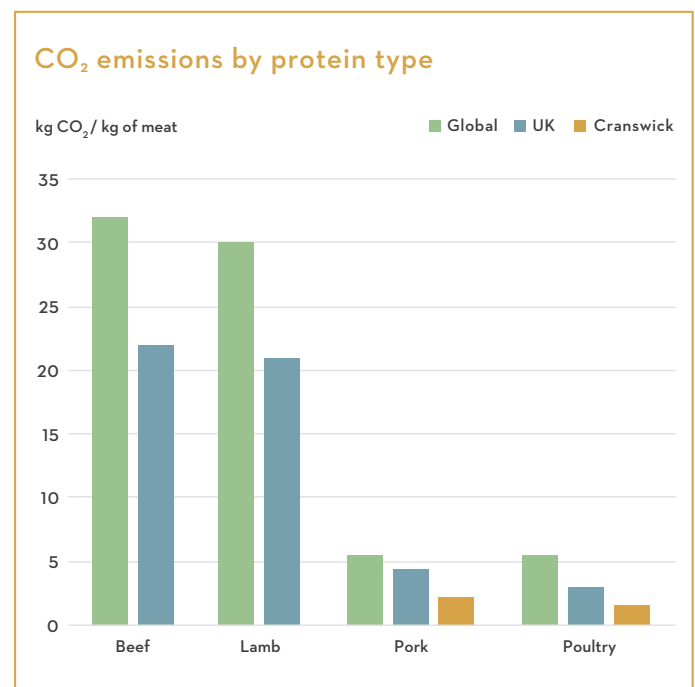


BRITISH MEAT CREATES FEWER CARBON EMISSIONS

This report has already highlighted some of the challenges regarding food security and the amount of pork and poultry that is imported from the EU and beyond. In addition to food security, the environmental impact of British meat production should be considered favourably compared to other nations.

The production of British meat is less carbon intensive compared to other systems across the EU and globally. In beef and lamb, this is largely down to the amount of grass fed livestock reducing the need for high density cereal and soya-based animal feed.

In both pork and poultry, feed also plays a significant role and a combination of removing soya from the diet with commitments to deforestation free soya, have ensured that British meat has lower carbon footprints; and Cranswick's ongoing investments and research programmes ensure our impact is lower than the British average.



REGENERATIVE AGRICULTURE IN ACTION

We are committed to using natural fertilising techniques to boost biodiversity, protect water quality, and recycle animal waste into clean energy.

We use manure and litter in sustainable, natural ways. Cranswick runs both outdoor and indoor pig farms. In the former, pigs are kept in fields and their manure is naturally mixed into soil. This practice promotes the growth of soil macrofauna and microfauna, including annelids and arthropods, which enhance nutrient cycling and contribute to the formation of biologically active organic matter, enhancing ecosystem biodiversity, improving soil structure and physicochemical properties as well as supporting carbon sequestration.

In indoor farms, we follow best practice in managing slurry and manure. This includes improved storage, better water management and more efficient use through techniques such as precision spreading, composting and anaerobic digestion. These approaches reduce waste, improve nutrient use and support renewable energy generation.

Together, these circular economy approaches support improvements in soil organic matter, reduce the volume of slurry requiring storage and contribute to renewable energy generation. They also promote more efficient nutrient cycling, leading to lower nitrogen concentrations in stored manure and supporting overall reductions in environmental impact.



WASTE TO ENERGY
As part of our wider sustainability strategy, we aim to reach Net Zero across all operations



To achieve this we are expanding our use of waste-to-energy solutions

Currently, two-thirds of poultry litter is used to generate energy. We supply poultry litter from nearby farms in Norfolk and Suffolk to the Thetford power station, where it is used as a renewable fuel source. We are also exploring new technologies, such as producing hydrogen from pig manure to further support low-carbon energy.

INDUSTRY LEADERSHIP ON ANIMAL WELFARE

The health and welfare of the animals we rear is fundamental to our business. We continue to invest in our farming operations to drive industry-leading standards at every stage.

We operate within a robust regulatory framework, with oversight from the Animal and Plant Health Agency (APHA) and the Food Standards Agency (FSA). In addition, we are accredited by Red Tractor and RSPCA Assured providing independent verification that high welfare standards are consistently delivered on our farms.

We are the only UK chicken producer to adopt the widescale use of NestBorn in-shed hatching, ensuring chickens have immediate access to feed, water, light and space from the moment they hatch.

Over 60% of our pigs are reared to the RSPCA Assured higher welfare standard which means pigs are born outside and raised in straw-based systems.

We are progressing long-term plans to transition indoor sows to flexible farrowing systems.

Cranswick has retained its Tier 3 position in the Business Benchmark on Farm Animal Welfare (BBFAW),¹⁴ with an improved overall score. This reflects measurable progress in on-farm practices, stronger supplier engagement, and enhanced transparency in reporting, demonstrating the impact of our long term welfare strategy.

To drive continuous improvement, we have established a Welfare Innovation Hub and launched a new research and development programme focused on enhancing welfare outcomes across our farms. This work is supported by enhanced staff training, AI-enabled CCTV monitoring and the introduction of dedicated Welfare Officers to champion best practice and ensure continuous improvement.



CHAPTER 5:

BUILDING CAREERS

Creating opportunities for every colleague



Delivering
economic
growth

Feeding
the nation

Healthy
diets

Producing
responsibly

Building
careers

Supporting
communities

OUR COLLEAGUES

A significant part of Cranswick's contribution to the UK economy comes from the jobs we create and sustain across our supply chain.

Every colleague plays a vital role in keeping Britain fed and in supporting the 49,900 jobs nationwide that depend on Cranswick – through the wages we pay and the businesses we partner with.

Cranswick would not be the successful business it is without the passion, commitment and skill of our colleagues.

We strive to be an employer of choice and are dedicated to building a diverse and inclusive culture, encouraging people to grow, contribute and feel supported.

This starts with the early-career opportunities we provide, including a range of apprenticeships to give young people a head start, and extends to a dedicated internal training and development programme offering over 300 courses.

OVER
16,500
COLLEAGUES

OVER
1,250
EMPLOYEES
UNDER 25

OVER
100
GRADUATES EMPLOYED
SINCE 2013

310
EMPLOYEES ON
APPRENTICESHIP
PROGRAMMES IN THE
BUSINESS IN FY26

OVER
100,000
ONLINE TRAINING
COURSES COMPLETED

OVER
4,750
COLLEAGUES ENROLLED
IN EMPLOYEE SHARE
OWNERSHIP PLANS



DEVELOPING CAREERS AT CRANSWICK

We are always looking for ways to ensure our colleagues are supported and can develop further in their work. We are keen to recognise and nurture talent in all parts of the business to ensure a strong pipeline of skilled professionals.

Cranswick provides entry-level jobs for people looking to enter the world of work, from school leavers all the way up to Degree Level Apprenticeships. In FY26, we recruited 57 Apprentices across a range of roles including Butchery, Operations, Technical, New Product Development (NPD) and Commercial roles.

Cranswick's graduate scheme has been providing long-term careers since 2013, with two thirds of our graduates staying in the business and now in managerial roles across the business.

In FY26, Cranswick recruited 15 graduates, with a further 18 set to join the business in FY27. These cohorts of future leaders will shape Cranswick for the next generation, innovating and adapting to create sustainably produced, natural, healthy food.

BEST MEAT PROCESSING APPRENTICE

Cranswick apprentice Luca was named Best Meat Processing Apprentice at the Institute of Meat and Worshipful Company of Butchers' annual awards. Luca, who studies at Bishop Burton College, received his honour at London's Butcher's Hall before 140 industry guests. The award recognises exceptional skill and commitment, with winners receiving Institute of Meat membership, a certificate and a cash prize. Luca's success showcases Cranswick's investment in high-quality apprenticeships and the future talent pipeline of the UK butchery sector.



CREATING THE NEXT GENERATION OF LEADERS

Helen and Dan show how Cranswick's graduate scheme builds strong career pathways. Helen joined in 2014, gaining experience across technical, marketing, commercial and NPD before progressing into operations, now leading retail packing at Preston. Helen says the scheme offered real variety, exposure to the whole business and challenge in a dynamic environment. Dan joined in 2018 and is now General Manager for Preston and Riverside. He recommends the scheme for its networking opportunities, supportive yet stretching environment, and clear progression for those committed to developing their careers.

SUPPORTING YOUNG PEOPLE INTO WORK

Career development begins long before the workplace, in education and at home. Supporting our ambition to create the next generation of colleagues, Cranswick works with schools, colleges and young people to help them access information and opportunities for careers in the food industry.

NURTURING THE NEXT GENERATION OF AGRICULTURAL TALENT

Our partnership with Bishop Burton College focuses on skills and careers in agriculture for young people across East Yorkshire. In 2023, Cranswick supported the opening of a state-of-the-art Centre for Pig Industry Training. The £1 million centre houses a herd of 300 sows with modern facilities providing more space. Students have access to sector-specific best practice, expertise and experience.



INSPIRING YOUNG CHEFS

As part of Cranswick's Industry Chefs in Schools programme, chefs visit schools to help students develop food preparation and catering skills. We work in partnership with Ganton School, a SEND school in Hull, to build practical food skills for young people. Cranswick chefs and innovation specialists support students in developing a range of cooking techniques, as well as front-of-house skills in the school's 'restaurant', where lunch events are held for local businesses.

CHAPTER 6:

SUPPORTING COMMUNITIES

Making a positive impact locally



GIVING BACK WHERE IT MATTERS MOST

We recognise that our responsibility extends beyond our sites and into the communities that surround them. The wellbeing and resilience of these communities matter to us because they are home to our colleagues and their families.

By engaging with and supporting local people, we can help create meaningful social, environmental and economic value where it's needed most. Each of Cranswick's sites supports organisations in the communities nearby.

Strengthening the UK's food security extends to tackling food insecurity closer to home. No edible food should ever go to waste and we work hard to prevent that

through our charity partnerships and by sharing fresh quality produce with colleagues, either at a heavy discount or free of charge.

As well as the charitable initiatives delivered at site level, we also established the Cranswick Charitable Trust - an independent grant-making charity focused on food poverty, education and children's welfare. Since launching in FY22, it has awarded £400,000 to causes ranging from support for people affected by the war in Ukraine to local community initiatives. Smaller grants ranging from £2,000 to £6,000 also help tackle food poverty, education, hospice care and refuge support in the communities where colleagues live and work.

OVER £300,000 DONATED TO CHARITY IN FY26 SUPPORTING OVER 150 ORGANISATIONS

MAKING A DIFFERENCE, LOCALLY



HULL

**£532,000 RAISED
FOR KIDS CHARITY**

A bi-annual charity golf day brings together colleagues, suppliers and customers, helping secure Cranswick's total fundraising for KIDS to more than £532,000 since 2007.



**MILTON KEYNES
HELPING TO
PROVIDE SHELTER**

Supporting UnityMK through regular volunteering and fundraising, helping provide safety, dignity and vital assistance to people experiencing homelessness.



BURY

**OPERATING OUT OF LOCAL
COMMUNITY HUBS**

A food club that aims to provide nutritious and affordable high-quality food to low-income families through its mobile food clubs. This partnership has helped feed 11,242 households between January to December 2025.

LOOKING FORWARD: A STRONGER, MORE SECURE UK FOOD SYSTEM

Food security is central to the UK's economic stability, public confidence and national wellbeing, with our food industry providing prosperity and resilience.

A secure, productive and competitive domestic food system helps ensure that the UK can continue to provide households with affordable, high-quality food, while strengthening supply chains against external shocks and long-term pressures. As this report shows, Cranswick is a major contributor to that national mission.

Our business supports 49,900 jobs across the UK economy and contributes £3.3 billion to the UK economy every year. At the same time, we help supply the UK with trusted, high-quality food produced to high standards, supplying around 32% of the UK's pork and 7% of British chicken.

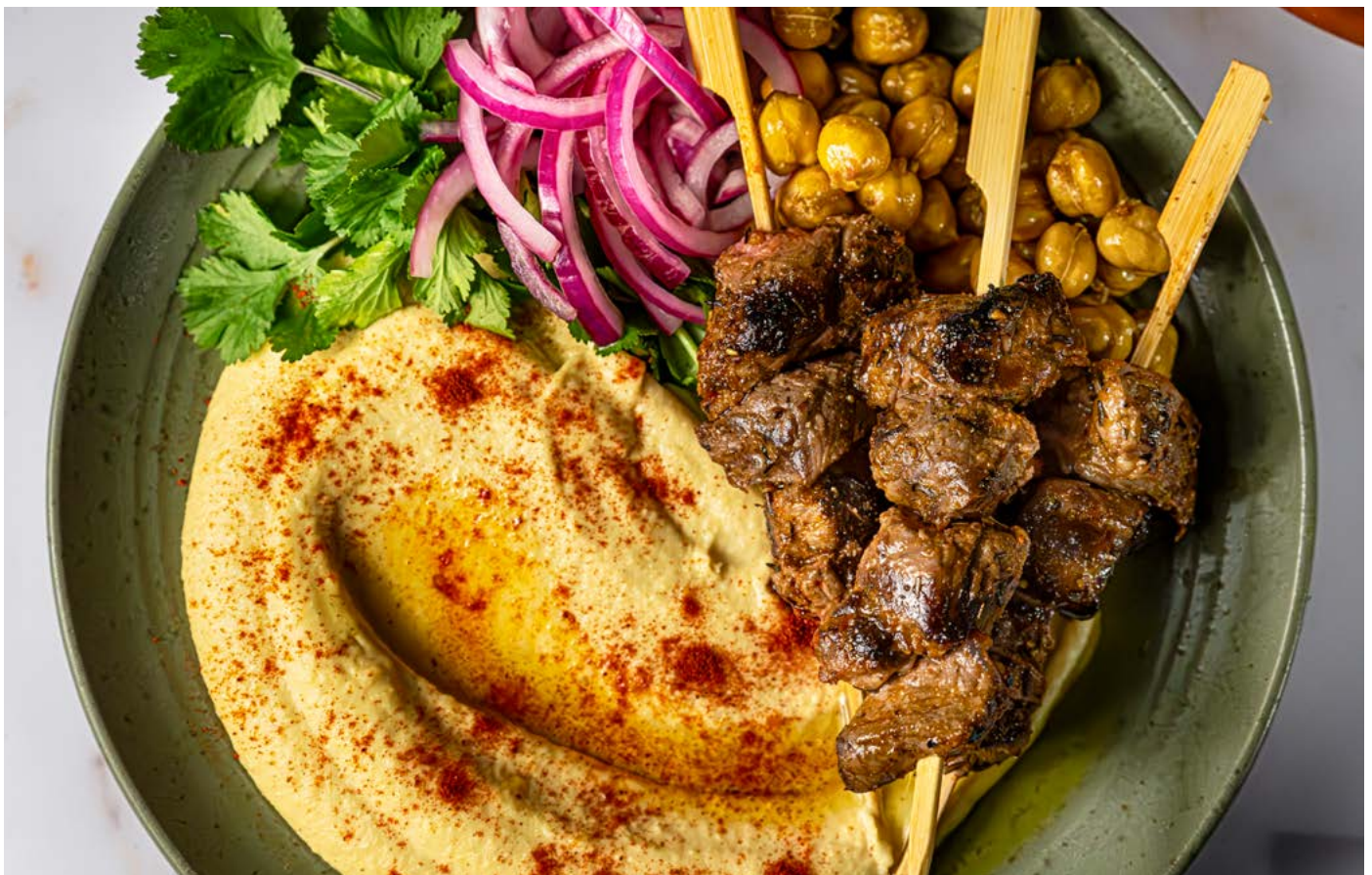
Since FY20 we have invested over £740 million in our operations - but we want to do more. We plan to invest c.50% of our EBITDA each year back into the business to help drive growth, boost UK food security and create more jobs across the UK. That investment would not only strengthen our own operations, but also generate wider benefits across farming, manufacturing, logistics and local communities. In turn, it would support the UK's

ability to produce more of its own food, more efficiently and more sustainably.

This is particularly relevant in poultry, where there is a clear opportunity for growth. The IGD and the government have both recognised poultry as a priority growth area to increase domestic capacity and Cranswick wants to help realise that opportunity. With the right policy environment, investment conditions and partnership between industry and government, we believe poultry can be a strong example of how the UK can grow its food sector while reinforcing food security.

This report has been produced to make an evidence-based contribution to that debate. It sets out the scale of Cranswick's current contribution, our ambitions for the future and the value that investment in sustainable, welfare-led British food production could deliver.

We hope it provides a useful foundation for further discussion with policymakers and stakeholders on the role food businesses can play in supporting national resilience and economic growth. Cranswick is committed to being part of that conversation and to continuing to support Britain's growth.



OXFORD ECONOMICS AND CRANSWICK ECONOMIC IMPACT METHODOLOGY - APRIL 2026

Economic impact modelling is a standard tool used to quantify the economic contribution of an investment or a company. Impact analysis traces the economic contribution of a business through three separate channels:

Direct impact – which refers to activity conducted directly by Cranswick in the UK;

Indirect impact – which consists of activity that is supported as a result of the procurement of goods and services by Cranswick in the UK, then purchases of those companies in turn, and so on;

Induced impact – which comprises the activity supported by the wage spending of direct and indirect employees.

INPUT DATA

The framework above requires input data to estimate the described impacts. Cranswick provided the required data on elements such as employee headcount, procurement spending split by product type, and financial information including operating profits, depreciation and amortisation, compensation of employees, and taxes collected and paid. All of this was split by region of the UK.

Other input data was collected from the Office for National Statistics for the purpose of creating the input-output model detailed below.

CALCULATING INDIRECT AND INDUCED IMPACTS

Indirect and induced impacts are estimated using an input-output model, which gives a snapshot of an economy at any point in time. The model shows the major spending flows from “final demand” (i.e., consumer spending, government spending, investment, and exports to the rest of the world); intermediate spending patterns

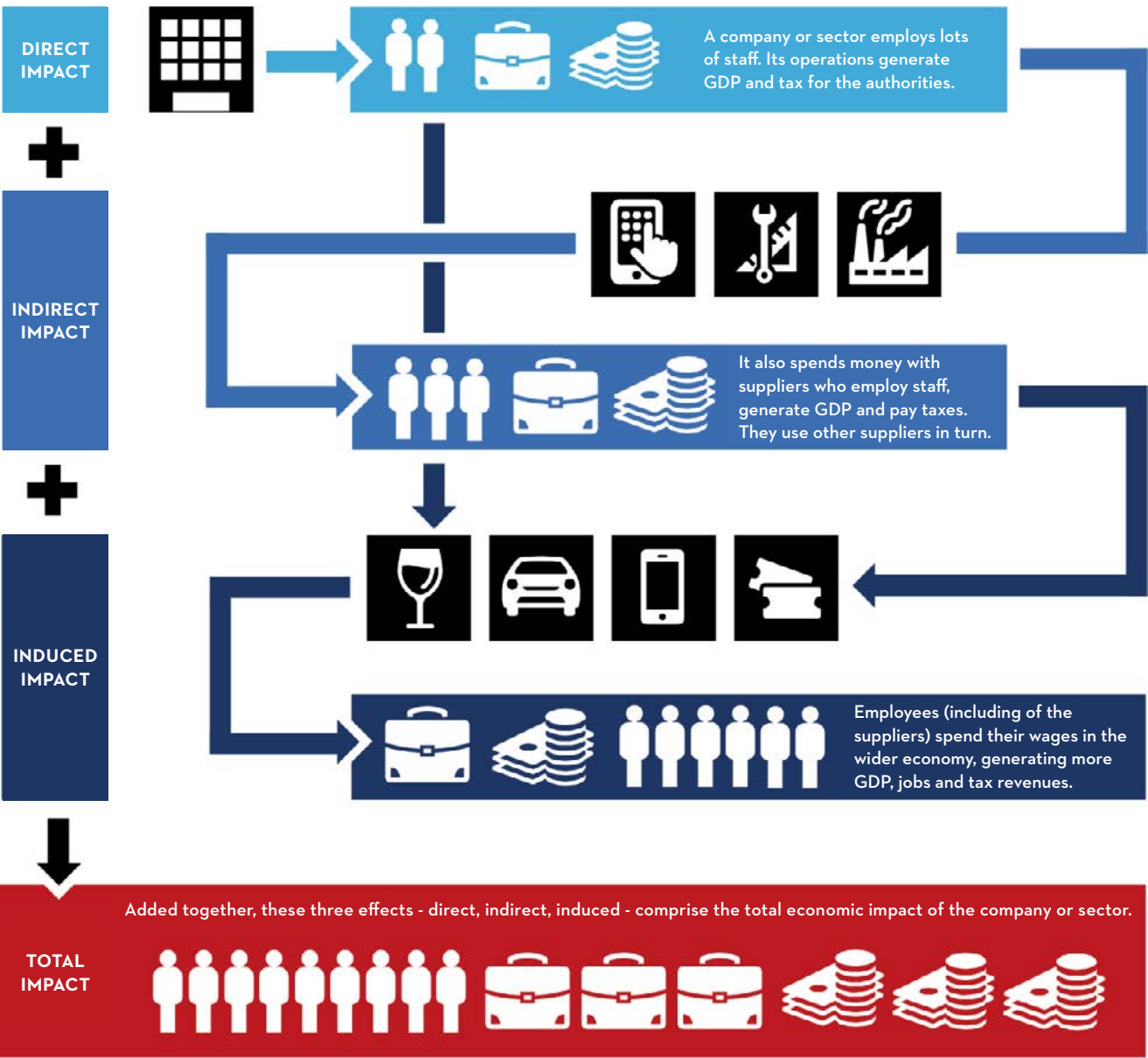
(i.e., what each sector buys from every other sector – the supply chain, in other words); how much of that spending stays within the economy; and the distribution of income between employment and other forms such as corporate profits.

An input-output model uses a matrix representation of a nation’s interconnected economy to calculate the effect of changes by consumers, by an industry, or by others, on other industries and therefore on the economy as a whole. These input-output tables ultimately measure “multiplier effects” of an industry by tracing the effects of its inter-industry transactions—that is, the value of goods and services that are needed (inputs) to produce each dollar of output for the individual sector being studied (outputs). These models can be used to measure the relationship between an economic change or “shock,” and the final outcome across the whole of the economy. In essence, an input-output table shows who buys what from whom in the economy.

Oxford Economics used the input-output analytical table for the United Kingdom for 2022, published by the ONS in 2025, for this analysis. Direct, indirect, and induced employment figures in this analysis have been rounded. The results are presented on a gross rather than a net basis. In other words, we do not attempt to estimate what benefits could arise if Cranswick’s resources were put to alternative uses, as it is not possible to know what they would have produced if they were employed in their next-most productive use. Nor does it address the displacement of activity by Cranswick from other firms or sectors.

References to FY26 relate to the 52-week period ended 28 March 2026, and references to FY25 relate to the 52-week period ended 29 March 2025.

OVERVIEW OF ECONOMIC IMPACT ASSESSMENT MODEL



Source: Oxford Economics

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