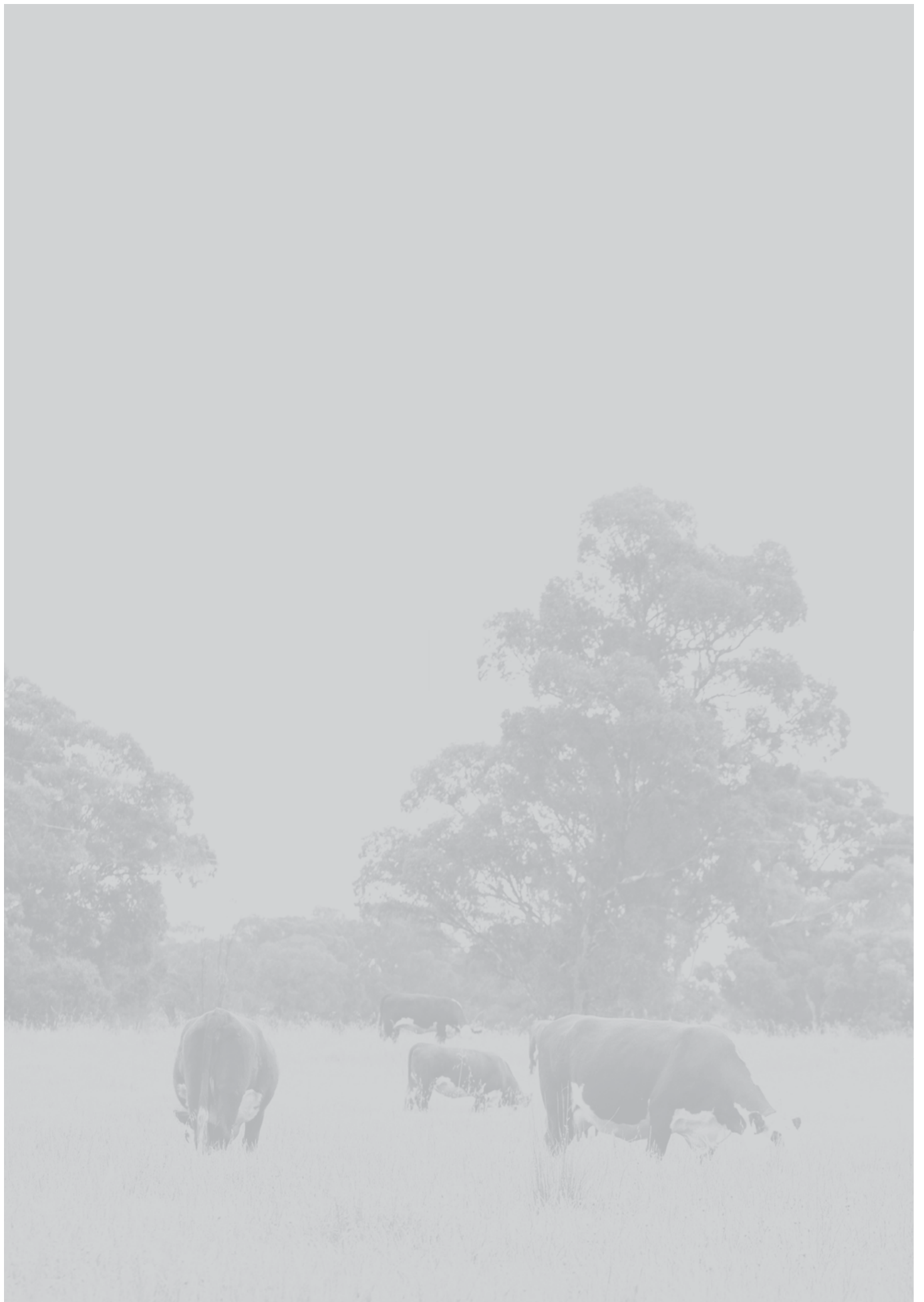


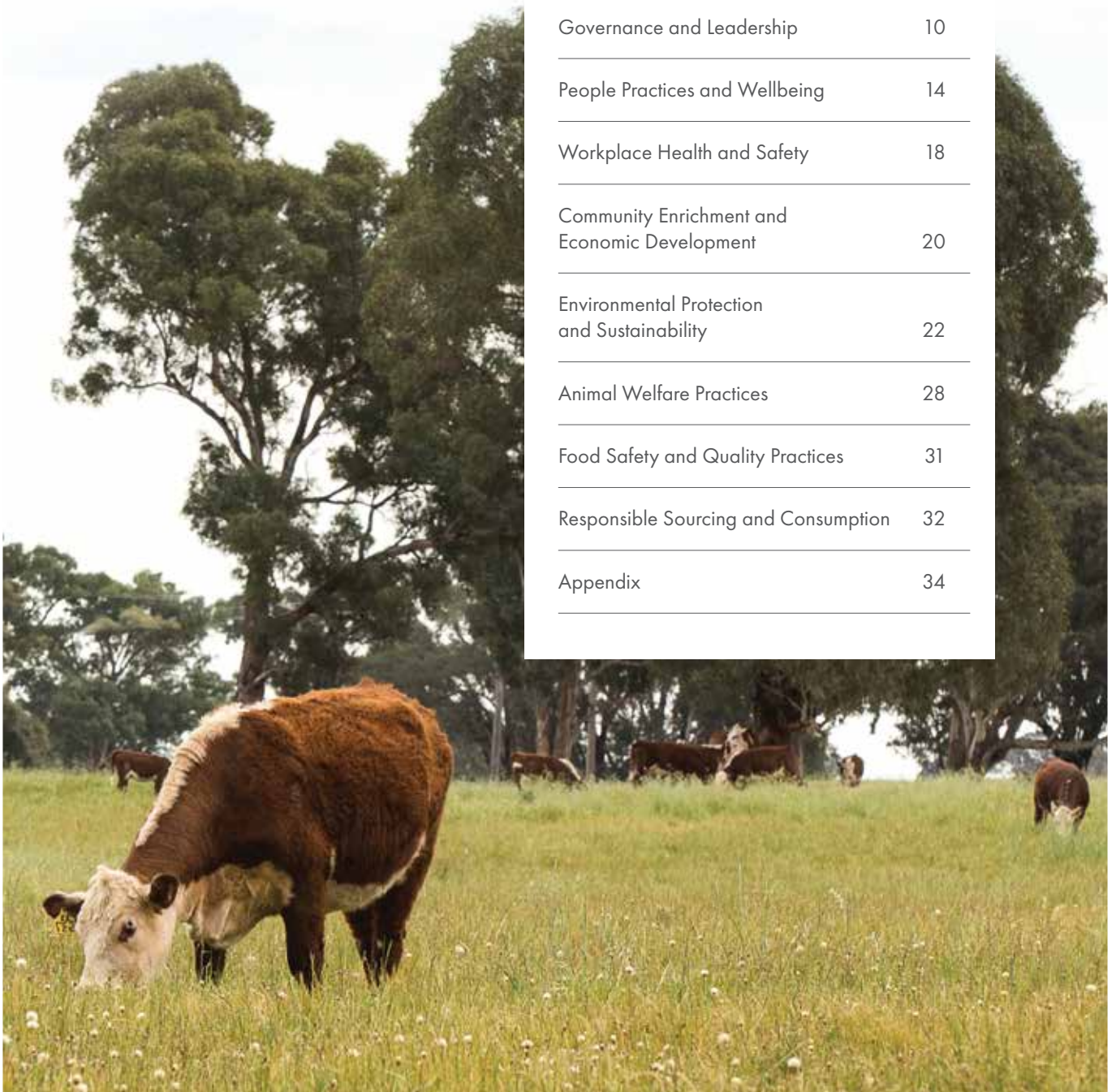
The background of the entire page is a photograph of a feedlot. Several dark-colored cows are lined up, leaning over a concrete wall to eat feed from a trough. A metal railing runs along the top of the wall. The sky is blue with scattered white clouds.

CORPORATE
RESPONSIBILITY &
SUSTAINABILITY
REPORT 2016



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ABOUT THIS REPORT

This is our second annual sustainability report. It covers the period from 1 July 2015 to 30 June 2016. The report has been prepared in accordance with the core requirements of the Global Reporting Initiative GRI G4 reporting framework. It accompanies our sustainability performance 2016 and content index, available online at www.teysaust.com.au.

Data in this report covers Teys Australia's operations, including our corporate office, processing plants, feedlots, hide processing, value add and distribution facilities in Australia. Financial figures are expressed in Australian dollars unless otherwise specified.

We'd love to hear your feedback on the report. Feel free to send comments and questions to our team at sustainability@teysaust.com.au.



CEO'S MESSAGE

I am pleased to present Teys Australia's 2016 Corporate Responsibility and Sustainability Report.

Despite unprecedented market volatility and difficult trading conditions, Teys Australia continues to invest heavily in sustainable business practices. As a result, we continue to make progress in our four major sustainability focus areas:

- Reducing our environmental impact as measured by water and energy use, and greenhouse gas emissions.
- The health, safety and wellbeing of our workforce, measured by a number of global standard safety metrics and company specific engagement surveys.
- Best practice animal welfare processes as measured by results from internal and external audits against recognised global best practice standards.
- Leveraging CSR as a key driver of employee engagement and performance in our culture.

A number of factors have contributed to the difficult trading environment experienced in 2016.

- Tight supply continues to dominate the supply-demand complex. Following a rapid liquidation of the Australian cattle herd in 2014/2015, the industry has now entered a rebuilding phase following much needed drought breaking rains. This has resulted in a shortage of supply for processing and record high Australian cattle prices. Australia's tight cattle supply and record high prices have coincided with rising U.S beef production and a significant

downward correction in U.S cattle prices. The result being:

- A deterioration in the price competitiveness of Australia beef on the international market.
- Sliding per capita beef consumption from more competitively priced pork and poultry, and;
- The threat from South American competitors as market access barriers are removed, particularly in North America and China.

Tey's had anticipated these challenges and reconfigured production shifts to ensure alignment with supply constraints. Our focus on long term strategic partnerships and a vertically integrated business model has us well positioned despite the strong trading headwinds.

We continue to aggressively manage operating expenses through utility efficiency, investing in innovative automation technology and creating more productive and flexible employee relations arrangements. In addition, our asset footprint along the eastern coast of Australia will be important in providing a strong foundation for future growth. Significant structural change is required if we are to remain competitive on a global stage. Although this year has seen difficult trading conditions, the business has continued to be resilient and focus on driving efficiencies and maintaining our deep stakeholder relationships.

We have maintained our focus on improving utilities efficiency across all aspects of our operations. This continues to be driven from our internal utilities

reduction program. This focus has led to the completion of a 100% recyclable water closed loop system at our Murgon hide facility and represents best in class for this type of business. The completion of the 'biogas to boiler reuse' project at Wagga, now means that four of our six processing plants operate using renewable energy in the form of biogas, reducing our need for non-renewable energy supplies.

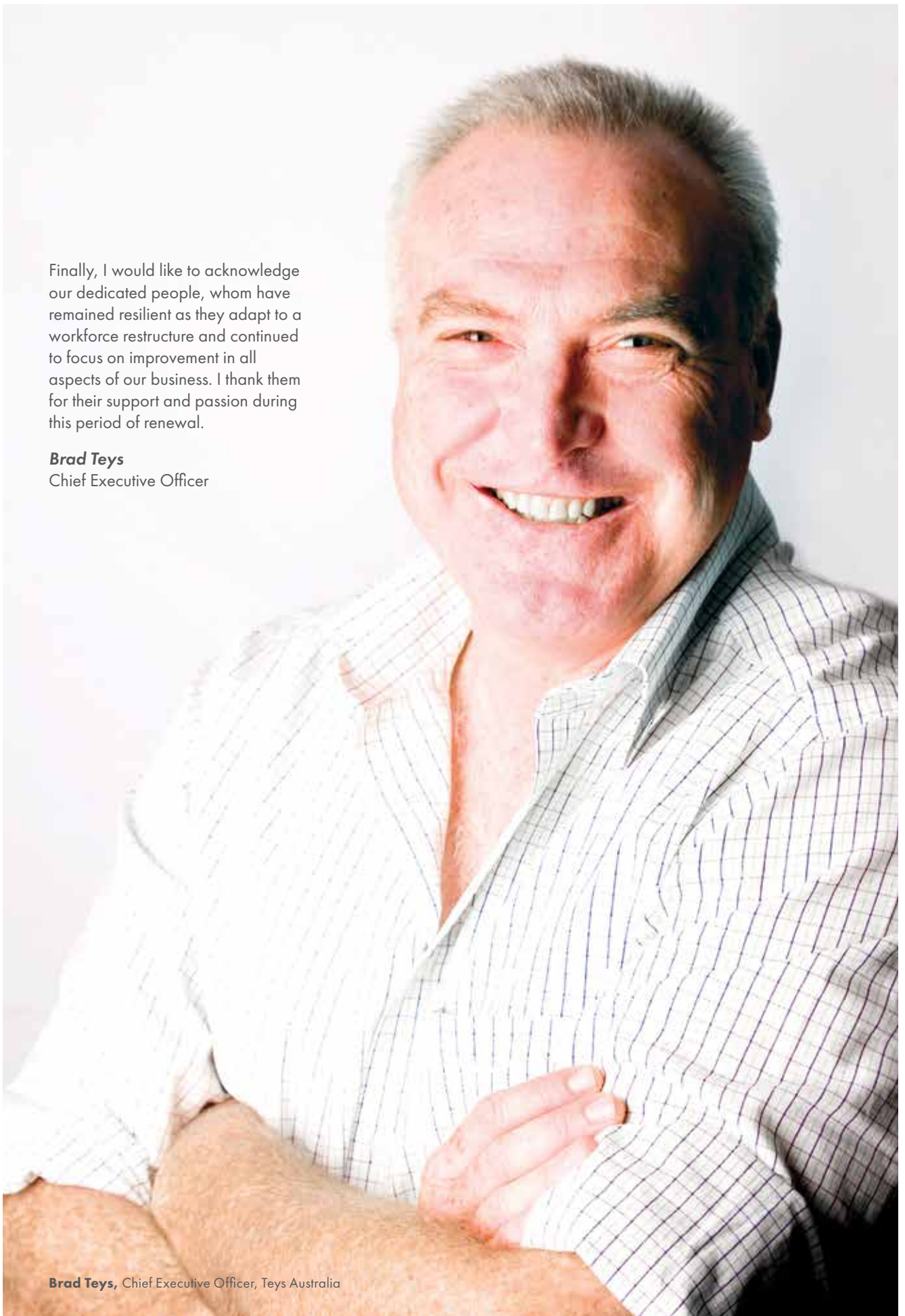
We remain committed to achieving zero work place related injuries and have focused on risk management in managing potential hazards in our facilities. This year, we also rolled out the 'golden rules', a set of conditions intended to ensure that our employees return home the way they arrived to work. In Tamworth, we opened our new Fitness and Conditioning Centre. The centre which serves as a hub for physiotherapists, is designed to assist employees in their ongoing health needs and return to work programs.

We continue to make good progress in employee engagement programs. This resulted in new EBA's for our Beenleigh, Biloela, Tamworth and Wagga processing facilities after receiving strong support from our employees. We have also realised significant improvements in our employee engagement scores, increasing our index score by 6% to 61% for the Teys group. Our goal for FY2017 will be to exceed the national norm of 66%.

We continue to invest and make progress in the CSR and sustainability space because it's not only the right thing to do but also makes good business sense.

Finally, I would like to acknowledge our dedicated people, whom have remained resilient as they adapt to a workforce restructure and continued to focus on improvement in all aspects of our business. I thank them for their support and passion during this period of renewal.

Brad Teys
Chief Executive Officer



Brad Teys, Chief Executive Officer, Teys Australia





OUR STORY

Teys Australia Pty Ltd is a leading red meat processor in Australia, established in 2011 and is a 50/50 partnership between the Teys Family and Cargill. Teys Australia is a private company with operations in Queensland, New South Wales, South Australia and Victoria.

Our purpose is “Feeding People, Enriching Lives”. This is via our commitment to:

- Our employees and their families.
- The success and sustainability of Australian cattle producers.
- The communities in which we operate.
- The quality of innovative products and services we deliver.

Our business has been built on a strong foundation of integrity, honesty, loyalty, leadership, and humility and commitment to reliably managing our business as we sustainably deliver stakeholder value.

We export beef to over 40 different countries and employ more than 4,200 full time employees across 13 locations that are predominantly in rural and regional areas of eastern Australia.

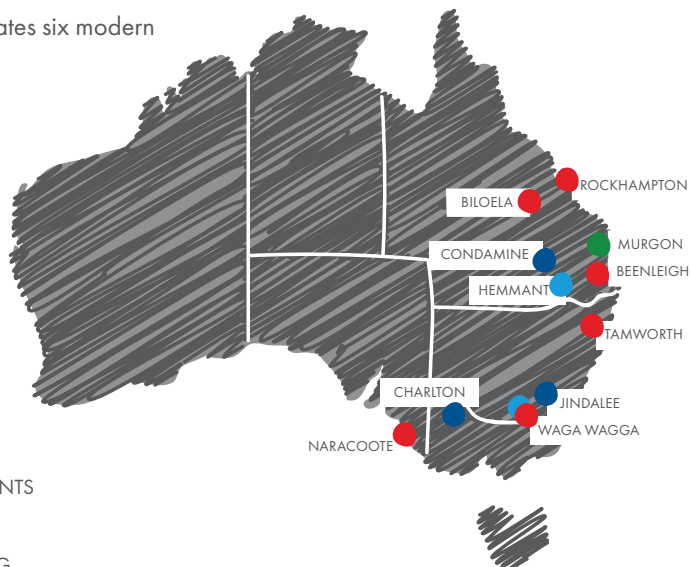
Our business operates six modern

and efficient beef processing plants at Rockhampton, Biloela, Beenleigh, Naracoorte, Tamworth, and Wagga Wagga. Our beef processing plants produce frozen and chilled beef and by products of beef. We also operate three cattle feedlots located at Condamine, Charlton and Jindalee with a combined total capacity of 70,000 head of cattle. In addition, we also process cattle hides at Murgon, have a distribution facility in Brisbane, specialise in value added products at our Teys Australia Food Solutions (TAFS) facilities at Wagga Wagga in New South Wales, and at Hemmant in Queensland.

We offer a strong portfolio of consumer brands that are supported by, global consumer mega trends and Australia’s unique position as a clean, green and sustainable producer of superior beef. Teys Australia’s branded beef programs: Grasslands; Riverine; and Certified Premium Black Angus, are underpinned by the Meat Standards Australia (MSA) beef grading program.

**TEYS AUSTRALIA
ASSET FOOTPRINT**

- FEEDLOTS
- PROCESSING PLANTS
- VALUE ADD
- HIDE PROCESSING



OUR STAKEHOLDERS

We identify our stakeholders as those individuals or groups which have an interest; financially or otherwise, in the activities of Teys Australia. An extensive summary of our stakeholders is provided below.

STAKEHOLDER GROUP	INTERESTS	FREQUENCY OF ENGAGEMENT	ENGAGEMENT METHODS	CONCERNS RAISED	HOW WE RESPOND TO CONCERNS RAISED
Customers					
Small and large, domestic and international businesses.	Typically focused on product quality, supply reliability. Long term relationships are important to our collaborative customers.	High	<ul style="list-style-type: none"> - Satisfaction Surveys - Study Tours - Market Visits - Educational Workshops - Product Development - Periodic communication (collaborative customers) 	<ul style="list-style-type: none"> - Quality Consistency - Price - DIFOT - Relationship Building - Supply security - Community/public perception of Teys 	<ul style="list-style-type: none"> - Collaborative projects - Customer auditing - Internal Auditing - Sharing updates - Sharing information for shared aspects
Employees					
Our diverse workforce comprises 4,266 employees and contractors located in four states of Australia	Matters concerning workplace health and safety, career development and culture	High	<ul style="list-style-type: none"> - Teys Australia Intranet - Teys Australia Social media pages - Meetings - Satisfaction Surveys - Workplace Improvement & Innovation Committee 	<ul style="list-style-type: none"> - Career development - Safe working conditions - Equal Opportunity - Pay, conditions and/or profit share - Business sustainability 	<ul style="list-style-type: none"> - Joint Consultative Committee meetings - Noticeboards - Email - Direct engagement - Committees
Shareholders					
A diverse group with significant representation in Australia and America	The creation of long term shareholder value through a combination of consistent financial return and high quality governance.	High	<ul style="list-style-type: none"> - Board meetings - Board reporting - Site visits - Communication via the chairman and CEO 	<ul style="list-style-type: none"> - Legal compliance - Ethical business performance - Strategic governance and long term issues 	<ul style="list-style-type: none"> - Board audit Committee - Risk management - Internal Audit - Corporate Governance - Compliance
Industry Associations					
Includes political/lobbying associations as well as levy associations at the state and national level.	Look at services that improve the sustainability and efficiency of the sector. Representing the sector to government.	High	We engage with this group through on going representation with specific employees and engagement during specific projects with industry associations such as the Australian Food and Grocery Council and Australian Meat Processors Corporation.	<ul style="list-style-type: none"> - Manufacturing operating conditions in Australia - Regulatory framework - Level playing field against other industry sectors 	<ul style="list-style-type: none"> - Input into submissions - Attendance of events - Provision of industry and company information - Collaborative working arrangement
Professional Memberships					
Working within multi stakeholder and multi industry groups to share best practice on sustainability topics	Key issues that impact sustainable food and beverage production in Australia.	Medium	<ul style="list-style-type: none"> - Participation in working groups - General Meetings - Input to joint working streams - Participate in subject matter work streams 	<ul style="list-style-type: none"> - Relevance to stakeholder changing interests 	<ul style="list-style-type: none"> - Attend events - Support with membership dues - Provide information/input
Cattle Producers					
A diverse group spread across QLD, NSW, SA and VIC.	Cattle genetics, Animal Welfare, feedback on livestock performance, equitable returns for livestock, industry sustainability	High	<ul style="list-style-type: none"> - Teys MLA field days - Saleyards - Direct engagement via Teys cattle buyers 	<ul style="list-style-type: none"> - Grading system meat colour - Price - Bruising and issues associated with livestock transport - Transparency of pricing 	Concerns are raised through livestock managers & then Geoff Teys (as required) if there is any doubt that it could be our fault we amend it to their favour.
Suppliers					
Includes businesses local to our operations and large national and international suppliers.	Provision of goods and services and engagement through commercial contracting arrangements.	High	<ul style="list-style-type: none"> - Local business support and consultation - Competitive procurement - Tendering for individual work items - Contracting - As a partner in charitable exercises/fund raising 	<ul style="list-style-type: none"> - Long term partnerships - Securing business - Understanding Teys' business needs 	<ul style="list-style-type: none"> - Develop and implementation of equitable and transparent procurement procedures - Contract management - Continuous improvement through supplier feedback and internal audit

STAKEHOLDER GROUP	INTERESTS	FREQUENCY OF ENGAGEMENT	ENGAGEMENT METHODS	CONCERNS RAISED	HOW WE RESPOND TO CONCERNS RAISED
Government and Regulators					
Includes governments and regulators at a local, state, national and international levels.	- Teys operating in compliance with the law - Teys contribution to various government jurisdictions (taxation, industrial relations, environmental performance etc)	Medium	- Direct meetings - Through department contact - Via state and federal MP's - Routine and ongoing communication for technical and day to day issues	- Regulatory compliance - Economic growth and operating conditions	- On an as required basis - Through periodic mandatory reporting - Via voluntary updates, meetings and information events
Local Communities					
A diverse group whom are identified as those surrounding our locations of operation.	- Living free from impacts associated with Teys' operations - Community support by the business	Medium	- Letterbox drops - Community engagement evenings and events - Community support initiatives	Impacts to the local environment and the economic impact of our presence in the community.	- Direct engagement - Via mail outs - During site visits (as/when held)
Non-Government Organisations (NGOs)					
Includes environmental, animal welfare and social organisations at a local, state and national level.	Specific to their interest area.	Medium	- Via industry bodies or government - Respond to issues as they arise in the media - Supporting/recognising the industry's contribution to society	- Industry performance against NGO views - Issues with food production systems as they relate to various subject matters	- Via industry bodies or government - Respond to queries/ issues as they arise in the media - Supporting/recognising the industry's contribution to society
Unions					
Labour Unions are represented at many of our operations and represent a significant portion of our workforce. They include: Australasian Meat Industry Workers Union (AMIEU), Australian Manufacturers Workers Union (AMWU) & Australian Workers Union (AWU). While all employees have the right to membership, it is unknown to Teys, who participates in such memberships and it is irrelevant. We estimate that while the unions have members at each of our sites, membership remains low at around 15-20% which is only slightly above Australian norms.	Employment related matters concerning their members at Teys Australia sites	Low	We engage in direct communication with unions as required. Prospective employees are made aware of employment arrangements prior to joining Teys Australia. At Teys, we fully support all employees' right under freedom of association to hold whatever membership they decide. It is the employee's relationship with their union. Teys respects such membership but is under no obligation to maintain 'relationships' with unions or other membership bodies. Instead Teys chooses to focus its attention on engaging directly with our employees through open dialogue and 2 way communication, building strong relationships and trust. Tey's takes a respectful and lawful approach where it must communicate with all third parties.	- Enterprise Bargaining Agreement Disputes - Employment related concerns	Formally when required by law, and/or via a third party representative (for example, Lawyers). <i>Our goal is to always resolve the issues or concerns of our workforce at the lowest possible level. To do this we support numerous committees:</i> <i>Safety</i> <i>- Workplace Improvement and Innovation</i> <i>Cultural Committees; and</i> <i>- Annual engagement surveys</i> <i>These practices allow us to understand the pulse of the business, respond quickly to concerns and reduce conflict.</i>
Media					
Includes representatives from print, online and broadcast media.	- Newsworthy stories - Publicising local stories and events	Medium	- Media Releases - Media conferences - Briefings	- NGO stories - Controversial or topical issues	- On a case by case basis - Sometime via direct media engagement/media releases
Registered Training Organisations (RTO)					
An RTO is an organisation accredited by the Australian Skills Quality Authority (ASQA) which is the national regulator for Australia's vocational education and training sector.	The RTO in each state assists with delivering and assessing the Cert 2 & 3 of Meat	Medium	- Employee training	- Ability to access people during on the job reviews - Government legislation	- Frequent meetings
Employment Agencies (JSA's)					
We regularly seek assistance from employment agencies to employee people in our business.	Indigenous Groups, local recruitment	Low (as required)	Direct engagement, email or telephone.	Sourcing and selection of new recruits	Partnering with JSA's to improve their understanding and labour needs of our business.

GOVERNANCE AND **LEADERSHIP**

Our Approach

It is our belief that good corporate governance underpins strong organisational performance. Through our commitment to ethical business practices in all of our dealings, we believe we can maintain our position as an industry leader.

Governance Structure

Our governance structure remains as previously reported. The Teys Australia board approves Teys Australia's business strategy. The Chief Executive Officer (CEO), manages the day to day administration of the group's operations while the Board Audit Committee (BAC) remains focused on management of the risk framework, internal auditing, financial risk management and internal controls.

The CEO, continues to be supported by the Senior Leadership Team (SLT) in managing the performance of the organisation and to be at the forefront of matters that are strategic and long term in nature, or have the potential to significantly affect the group's performance. A membership of the SLT is available at:

<http://www.teysaust.com.au/about/slt-chart/>

Corporate Policies and Business Principles

Whistleblower Policy

Since the implementation of our whistle blower policy in FY2015, the business has reported **ZERO** reports of unacceptable and or illegal behavior. We engage an independent service provider which provides an open and confidential process whereby any alleged illegal or unethical behavior or activity can be reported without the fear of reprisal or intimidation.

Tey's Risk Management Cycle

The Teys Risk Management Cycle is managed over an 18 month period and we reviewed our 2014 Cycle in February 2016. This review was conducted with our Senior Leadership Team and General Managers and included consideration of our risk profile as well as our strategic and operational risk registers. As a result the Teys Australia Risk Profile together with the Teys Australia Strategic Risk Register and the Teys Australia Operational Risk Register have been updated to reflect the current strategic and operational risks facing our business in 2016. These registers also include the treatments and/or opportunities to be developed and implemented

to mitigate the identified risks. Senior management report progress on the development and implementation of these treatments quarterly.

Risk Training

Our risk management e-learning module was finalised in December 2015, and rolled out to senior staff in February 2016. Training with the e-learning module on salaried staff commenced on 15 and 16 November 2016 and will be finalized by February 2017. All salaried staff will then undergo risk training twice a year to ensure risk management is an integral process in our governance framework.

Transparency and Accountability

External Independent Internal Audit

In 2015, through a tender process, we engaged an independent internal auditor who conducted an assurance mapping exercise across the organisation to ascertain areas of improvement and to inform senior management of the areas of corporate risk. During this process we developed a three year internal audit strategy. During the 2015/2016 financial year six internal audits were conducted by our independent internal auditor

across all levels of the business, from the board of directors to our external auditors, customers, and supplier relationships. The recommendations and subsequent management actions from these audits ensure our processes are monitored and continually improved.

Recommendations included the implementation of a better practice corporate governance policy framework which comprised of for example, the Teys procurement suite of policies and procedures, a project delivery framework, contract management policy framework and an enterprise risk management framework. Completed actions from these recommendations have improved Teys corporate governance controls and ensure staff are informed and kept up to date on the development and implementation of corporate policies and procedures.

Corporate Governance Policy Framework

We have improved our Corporate Governance Policy Framework with the introduction of new policies, for example, we have developed policies and procedures for:

Since the implementation of our whistle blower policy in FY2015, the business has reported ZERO reports”



- procurement;
- capital expenditure;
- contract management;
- tendering;
- risk management;
- privacy; and
- Fraud.

The internal audit process ensures that we continually update our policies and procedures to accommodate the needs of our business and provide transparency and accountability.

Legal

We continually update our business standard terms and conditions to ensure equitable business transactions are supported. Our contract templates are continually reviewed to ensure our contractual relationships as well as the management of our contracts remain consistent and current.

Anti-competitive Behaviour

Competition and Consumer Law training is conducted with our Livestock and Marketing and Sales staff twice per year. This ensures that our staff have a good understanding of their, and the company’s obligations in relation to Competition and Consumer Law; comply with the legislation; and know where to seek information should they require it.

Partnerships, Alliances, Platforms

Teys Australia contributes to policy development in the red meat industry through direct submissions and dialogue with government departments and industry groups. Our ability to inform and influence policy and decision-makers is facilitated by our membership of a diverse group of peak industry bodies, including:

- Australian Food and Grocery Council (AFGC)
- Australian Meat Processors Corporation (AMPC)

- Meat and Livestock Australia (MLA)
- National Meat Industry Training Advisory Council (MINTRAC)

During FY2016, Teys Australia participated in a number of economic, environmental and social charters, principles and initiatives, including:

- CCIQ Ecobiz Program (Queensland)
- Corporate Social Responsibility (CSR) Reporting through SEDEX (not for profit membership organisation dedicated to driving improvements in ethical and responsible business practices in global supply chains)
- Global Reporting Initiative (GRI) G4 guidelines
- National Greenhouse Energy Reporting Scheme (NGERS)
- National Pollutant Inventory (NPI)
- Sustainability Advantage Program (New South Wales)
- We maintain an Workplace Health and Safety Management

System (WHSMS) in accordance with the performance standards for self-insurers in SA & QLD and AS/NZL4801

- Agrifood Skills Australia

Our Supply Chain

Procurement of Cattle and Materials

Teys Australia sources more than 90% of cattle for beef processing and lot feeding directly from cattle producers, with the remainder being purchased through the sale yard system. This ensures cattle are eligible for our premium brands and markets.

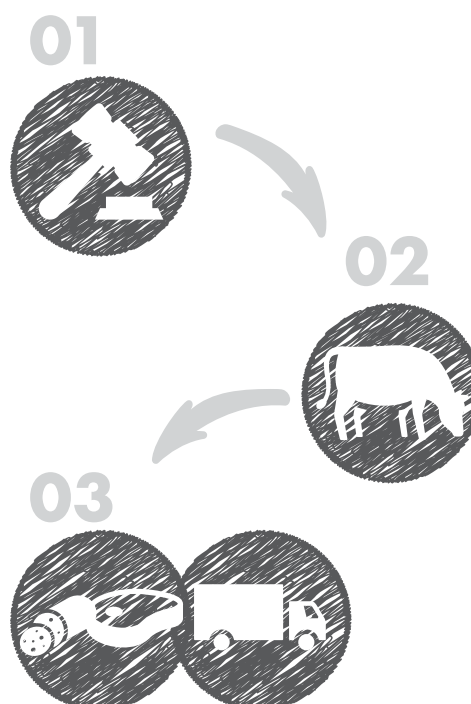
Processing and Packaging

This involves the receipt of cattle; to produce and package beef, and associated products, at six of our beef processing facilities. TAFS produces cooked deli meats and centre of plate protein meal solutions for the retail sector. Further processing of hides takes place at Murgon (QLD).

Logistics and Distribution

Our products are shipped nationally and internationally to over 40 countries.

OUR SUPPLY CHAIN



PEOPLE PRACTICES AND WELLBEING

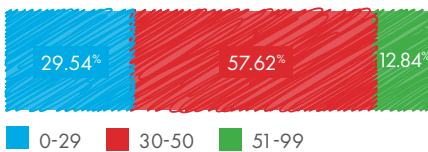
Our Approach

Attracting, retaining, and developing talented and motivated people who share our values is critical to our long term people strategy and our sustainable employment goals. Our employees have every opportunity to develop both personally and professionally with Teys Australia through lifelong learning initiatives. Teys Australia proactively participates in internal and external social accountability audits as part of our commitment to our employees and communities.

Our People

Our workforce in FY2016 was made up of 4,266 employees across 13 locations in Australia. In comparison to last year, our workforce has reduced by 13% from 4,889 employees. The reduction is attributed to the cyclical downturn being experienced in the processing sector across Australia. With good labour planning, we have been able to utilise natural attrition for most 'right sizing activities' and minimised terminations while we experience a downshift in production days and shifts.

EMPLOYEE TURNOVER BY AGE



During the last five years, Teys has placed a high value on strategies and programs to drive attraction and retention and we remain committed to reducing the high turnover generally associated with the red meat processing sector. However, an unfortunate byproduct of the existing external market stressors resulted in us missing our turnover target of 28%. Our turnover result was 42%, up from 32% in the previous period. It should be noted, that the increase in large part to Teys' decision to reduce operating shifts mentioned above.

We also continued to focus on reducing absenteeism, successfully beating our absenteeism target by 5%.

The recruitment practices of candidates for Teys remained the same in FY2016 with recruitment being managed locally as required by each location; and the recruitment at our processing plants being undertaken by Regional Workforce Management (RWM). In FY2016, we had 654 employees, employed through the RWM program up from 492 in FY2015 making up 15% of our workforce. RWM employees, through career development and a regular performance reviews, have an opportunity to transition to the Teys business as a Teys employee as approved by their site general manager. Notwithstanding the additional candidates employed, overall this was a reduction of 5% against manning budget given the external market changes. As our business needed to respond to 'right sizing' our employee pool to accommodate the market shift for processing, so did our recruitment drive.

Diversity and Inclusion

Teys is committed to encouraging diversity in our business. We pride ourselves on having numerous active cultural groups at most sites and encourage both work and community engagement.

To support this, we hold regular meetings with all of our employee groups, organise consultation for change and our communications plans always ensure translation strategies as well as accommodate various literacy needs.

We are pleased and proud to report, that during FY2016, our workforce was made up of 45 different nationalities. The top seven contributing nationalities made up 86% of the workforce. These consist of:

EMPLOYEE BREAKDOWN BY ETHNICITY	
AUSTRALIA	50.00
PHILIPPINES	10.00
VIETNAM	8.00
BRAZIL	6.00
CHINA	4.00
NEW ZEALAND	5.00
SRI LANKA	5.00
OTHER (MADE UP OF 38)	14.00

Of the 46 nationalities representing Teys Australia, 50% of the workforce is made up of Australian employees, with primary & secondary visa holders making up approximately 22% of our workforce. The balance of employees hold work rights with permanent residency or other means.

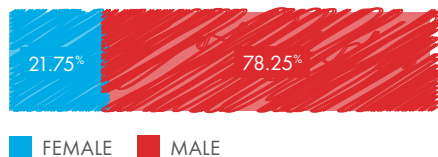
Our sites continue to promote and support cross cultural events in local communities to assist our diverse workforce in fitting into the communities we operate.



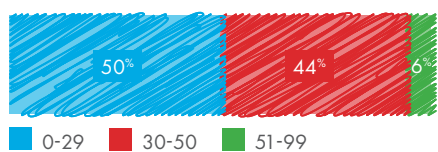
Our workforce in FY2016 was made up of 4,266 employees across 13 locations in Australia. 🇦🇺

Gender participation has remained steady with a 2% increase in female participation rates during FY2016. However, this is not an indicator of anything other than our overall attrition and a higher maternity leave uptake during this same period. As was reported last year, the industry continues to be male dominated given the intensive manual processes involved in meat processing and limited automation.

EMPLOYEE BREAKDOWN BY GENDER GY 2016



EMPLOYEE BREAKDOWN BY AGE



Case Study:
Support Diversity
in our Business

In FY2016, our support of our international workforce has continued. In Rockhampton, this support continues to be strong as we donated over \$5,000 towards multicultural events and festivals. These events included:

- The Buddhist Cultural Program
- The Diwali Milan & Bollywood Bonanza 2015 Event
- CQ's Filipino Association - Sports Festival
- The Taste of the World Festival
- Sri Lankan Community Events

This support helps to ensure that our 17 nationalities can thrive both at work and in the local community.



Teys Enterprise Bargaining Agreements

In 2014 & 2015, Tey's experienced significant industrial challenges. Enterprise Bargaining Agreements (EBA's) were approved and challenged in the Fair Work Commission resulting in litigation, resource drains and disengaged employees. We are pleased to report during the second half of FY2016, that two new EBA's were voted up by employees and successfully ratified by the commission at Beenleigh and Biloela. We expect that in 2017, we will see all six processing plants with new EBA's which will have been successfully negotiated with the workforce.

Employee Engagement

Our employee survey for FY2016 saw our employee engagement index score increase by 6% to a result of 61% for the total Tey's Australia organisation. This is meaningful change and a result of the dedication of our management teams to build trust, strong employee relationships and great communication with employees. Our goal for FY2017 will be to exceed the national norm of 66% with the second engagement survey.

Employee Development

Throughout the year our employees partake in compliance training (e.g. the training that is required to

keep us in business), continual career and professional development training, management and leadership training and other task specific courses. We support our employees participating in professional development training to improve their skills from compliance learning through to leadership.

Examples include:

- Certificate II and III across various meat processing functions, HACCP, Electrical, auditing, mechanical trades and laboratory skills.
- Diplomas of Meat Processing majoring in food safety, animal welfare, environmental, HR and Safety
- Advanced Diplomas in Leadership.
- University studies and internal and external leadership programs through company sponsorship and education agreements.

To ensure employees are positioned to have long term career paths, our salaried staff participate in performance management reviews on a six monthly basis with a career development discussion.

Teys Graduate Trainee Program

The Tey's Australia Graduate Trainee program has been developed to enhance the company's future and provide opportunities for advancement for existing and new

employees of the company. In total graduates have been offered positions for 2016 at both the feedlots and in operations across the group.

The program includes but is not limited to;

- Personal development
- Real work employment
- 'On the job' training
- Network building, Coaching and Mentoring
- External Courses – Animal Welfare, HACCP and Internal auditing
- Ausmeat and Meat Standards Australia
- Strategic Projects
- Work assignments

Employee Well-being

In 2015 Tey's deployed the iWork@Tey's program to engage our workers in creating lifestyle opportunities by educating them in:

- Finance and money management
- Mental health programs
- Lifestyle program discounts
- Employee Assistance Program – Access EAP
- Health and fitness programs

WORKPLACE HEALTH AND SAFETY



0
WORK RELATED FATALITIES



21.52%
REDUCTION IN LOST TIME INJURY FREQUENCY RATE FROM FY2015



16.01%
REDUCTION IN REPORTABLE INJURY FREQUENCY RATE FROM FY2015



61%
REDUCTION IN LOST TIME HOURS SINCE FY2012

Our Approach

Our approach remains unchanged. The safety of our people is always our highest priority. Regardless of where our people work or what they do, we strive to create an environment where our employees and families, should feel confident that they will return home the way they arrived – SAFELY, because nothing we do is worth getting hurt for.

Our Safety Performance

After a successful three year alignment of lost time hours achieving a 73% reduction last financial year, this year we set a goal of achieving a 50% reduction based on our FY2012 target. We achieved this goal, resulting in a 61% reduction in LTH's from the FY2012 baseline.

We have achieved a decrease in our Lost Time Injury Frequency Rate (LTIFR) by 21.52% and seen our Reportable Injury Frequency Rate (RIFR) decrease by 16.01% similarly.

Our performance continues to be positive, however we are always investigating opportunities to improve and ensure we don't become complacent.

Golden Rules

As part of our constant focus on workplace health and safety, a company set of golden rules were implemented in FY2016. The rules were launched with engagement across our business through a variety of methods, including tool box talks and safety committees. The rules have been developed to define "deal breaker" safety breaches and aim to ensure our workers have freedom from injury while in the workplace. The rules are made in an effort to help management and staff discern un-acceptable behaviour with regards to safety.

Musculo skeletal

In partnership with the University of Queensland - School of Health and Rehabilitation Sciences and CIM Health, we launched a scholarship program in 2015. Three university students from UQ were selected to participate in five week placements at our Beenleigh processing facility. The program was designed to help put these student's knowledge into practice in a workplace environment, while continuing to learn skills on the job. This provides us with a new set of eyes and perspective on how we undertake job tasks.

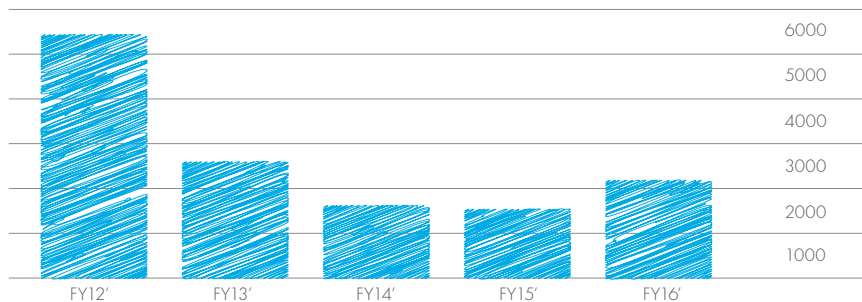
Each student completed a project of a different nature as part of their placement. These projects were:

- Paunch Room – Bible Separation
- Slaughter Floor – Whizzer Knife
- Packing area – Job Rotation

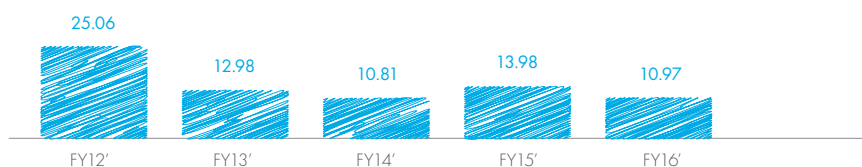
At the end of the placement each student presented their feedback, findings and recommendations to the Senior Leadership Team at the Beenleigh site, key staff from Head Office and CIM Health.

One of the students has since gained

LOST TIME HOURS PER MILLION HOURS WORKED



LOST TIME INJURY FREQUENCY RATE



full-time employment with CIM from the opportunity and will work with the Teys Beenleigh site. The success of the program from all parties' perspectives means it will be offered again in FY17.

Fitness and Conditioning Centre

The long term success of our business and employees health is reliant on ensuring they're fit and conditioned for work. Expanding on the improvements made in our Beenleigh health centre last year, we have opened a fitness and conditioning centre at our Tamworth processing facility. It was developed as a collaborative project with iCare NSW, Allianz, Safe Work NSW, Peel Health Care, Rural Fit & 360 Fitness Club.



The purpose of the centre is to, serve as a hub for health professionals i.e physiotherapists, to assist workers in their ongoing health needs. Allowing the workers to access a range of benefits including advice, exercise and routine plans as well as onsite rehabilitation programs.

We believe the Tamworth program will promote, support and educate all employees in their own health and wellbeing, whilst potentially reducing injuries in our workforce.

This facility was recognised publicly by local Tamworth member Kevin Anderson after it's opening during a parliamentary seating. Tamworth also received the inaugural 'Excellence in Safety' award from iCare for its initiative. To encourage more employers across Australia to adopt this best practice, in conjunction with Teys, iCare made a video to highlight our proactive approach and promote the adoption of these types of long term health programs across the industry and will highlight the benefits of this initiative to both employers and employees.



WHS Risk Management

Effective risk management is essential in managing potential hazards within our facilities and throughout the business. A focus throughout FY16 has been on the effectiveness of how these potential hazards are identified, assessed (likelihood vs consequence), and how we effectively apply the hierarchy of control when making a decision on how to control these risks. This year we continued our focus of rolling out the titanium tunics across identified at risk tasks, across our business to minimize the risk of cuts and lacerations.

To further manage risks within our operations we trialed and implemented blade stop band saw technology a system uniquely designed to reduce risk severity of a serious injury by mechanically stopping the band saw blade. This technology is now being rolled out across the group as part of a multi-year strategy.

Livestock unloading facilities improve driver safety and animal welfare

Our Naracoorte processing facility has made upgrades to its livestock unloading facility to assist in improving both animal welfare and personal safety.

The first of its kind, a new innovative two-deck high cattle unloading facility was designed and installed in consultation with the supply chain as part of a facility upgrade at the site. The 20 metre long / 3 metre wide fixed platform is designed to handle a wide configuration of stock crates from B-doubles and semi-trailers to single axle trucks.

Along the length of the platform and ramp there is a walkway for stock workers and drivers to keep the cattle moving without having direct contact with them. Safety is our number one priority, however there are many other benefits, including faster turnaround for drivers and better animal welfare management.

COMMUNITY ENRICHMENT AND ECONOMIC DEVELOPMENT



\$99,094
INVESTED IN LOCAL COMMUNITIES



2,322
HOURS VOLUNTEERED IN FY2016

Our Approach

We provide benefits to the communities in which we operate through our people and business investments. We accept our responsibility to the communities in which we operate, and where possible source business inputs locally, employ people from our immediate communities and partner with people and organisations that share our values.

Enriching Lives through financial Contributions and Volunteering

Community and employee outcomes are primarily delivered through our financial contributions. However, we recognise that through direct engagement with, and contribution to, the community and our employees, this can be enhanced. In FY2016, Teys Australia voluntarily contributed \$99,094 in community and employee based initiatives. Similar to last year's donations, a significant portion of our donations were in the form of meat cuts.

As part of our community investment, we have developed a monitoring plan to focus on capturing the time our people spend in the local community. In FY2016, our employees volunteered 2,322 hours in the community through local events and forums.

Supporting Non for Profits – Wagga Wagga Breast Cancer Group

Tey Australia Wagga Wagga held its third annual charity golf day on 25th October 2015. The Tey Wagga team,

with other major sponsors raised in excess of \$53,000 for the Wagga Wagga Breast Cancer Group with the Tey Wagga team committing \$5,000 and 396 hours in volunteering throughout the event. The aim of the charity day is to support not for profits who support the local community in health and wellbeing.

Encouraging active lifestyles through sporting donations

Tey continually supports sporting teams & sports events in the local communities in which we operate. In FY2016, we donated \$11,500 through the provision of beef, uniforms and cash.

Effects of market consolidation on the red meat processing sector

In FY2015, we voluntarily lodged a submission into the senate enquiry into the "Effects of market consolidation on the red meat processing sector". Our submission highlighted a number of key points, drawn from industry sources and reports about the variability in the beef supply chain.

On the 4th of May 2016, the Senate Rural and Regional Affairs References Committee released an interim report with the intention of finalizing the report after the Australia Competition & Consumer Commission (ACCC) released their report from their "Cattle and Beef Market Survey". The interim report made some recommendations around voluntary price transparency and buyer behaviors at sale yards. For a number of

years, we have been providing training to our buyers on the behaviours that comply with competition law and will continue to do so.

Teys has made a submission to the ACCC's market survey that focuses on building the relationship between producers and processors to ensure that both industry sectors are viable. The producer's success is our success. The ACCC market survey report is due by the end of May 2017.

We continue to improve transparency of our cattle grading procedures and feedback provided to cattle producers. We have also implemented a new complaints procedure which allows any supplier the opportunity for independent review of grading outcomes. In the period, we received two complaints, with both being resolved to the suppliers satisfaction.

Teys have also been a strong supporter of the Rural Research and Development (R&D) for Profit programme project on "Advanced measurement technologies for globally competitive Australian meat". The project will enable beef, farmers to have access to more accurate measurements of meat produce to inform and improve decisions on breeding and animal husbandry. Apart from developing advanced measurement technologies, it will also develop enhanced feedback systems to provide producers with new information to improve competitiveness, and profitability in the meat value chain.



ENVIRONMENTAL PROTECTION AND SUSTAINABILITY



229,840
SCOPE 1 AND 2 EMISSIONS



3,408
MEGALITRES
USED ACROSS SIX
PROCESSING PLANTS

Our Approach

We are committed to our environmental obligations, including those that are required for compliance with local, state and federal regulations. Given Teys' widespread presence in Australian, agricultural communities we know we have a fundamental responsibility to manage our impacts and do this sustainably through best practice environmental stewardship. This means, employing ethical planning and management practices for the responsible use, and protection, of natural resources whilst maintaining compliance with the legislative framework.

Managing Environmental Sustainability

In collaboration with our sites we set energy and water targets to reduce our reliance on natural resources. To support this process we invest in utility reduction projects to improve our overall business sustainability. By incorporating environmental considerations into decision making through capital projects, risk management, industry collaboration we are able to better manage our consumption of water and energy.

As part of our approach to remain compliant with our licence obligations, we employ dedicated environmental officers at all of our processing facilities with a focus on managing environmental risks. By prioritizing and evaluating our risks, we can plan and allocate capital

funds to improve our facilities. Using this approach, we have been able to deliver a variety of environmental improvements projects in FY2016. We continued to implement a strong set of processes to optimise environmental management at each of our locations.

Climate Change

We recognise a variety of physical and financial impacts associated with climate change. These include:

- **Risk from physical change** associated with climate change (e.g. seasonal variations in Australian weather conditions).
- **Risk from Business Uncertainty** associated with allocating future capital for projects.
- **Regulatory risks and Policy Direction** (e.g. Costs associated with complying with tighter performance standards and reporting costs).
- **Risk to animal welfare** associated with climate change (e.g. seasonal variations in Australia weather conditions).
- **Risk to water sources and availability of feed** associated with climate change.
- **Risk of scrutiny** associated with the integrity of our production practices, and impact on the environment.
- **Innovation Opportunities** (e.g. Development and provision of new technology and products to address challenges related to climate change).

- **Competitive Advantage Opportunities** (e.g. by meeting consumer appetite for green accredited beef and beef by-products and ensuring our portfolio exceeds customer and consumer expectations for sustainable beef).

To mitigate the physical and financial pressures of climate change, Teys Australia:

- Holds membership with various industry associations in Australia which actively participate in climate change discussion such as; AMPC. Being involved in industry discussion helps us to better understand and take action to help reduce climate change impacts.
- Invests in projects that directly relate to reducing GHG emissions and reducing reliance on GHG intensive resources; for example the multimillion dollar investment in biogas generation at four of six processing plants.

Energy Productivity and Plant Efficiency

We are more than ever committed to improving the management of energy and GHG emissions in our business. In FY2016, the group's total GHG emissions were 229,840 tonnes of carbon dioxide equivalent (CO₂-e) and represents a 14.5% reduction on FY2015 emissions. This has been driven in part, by the decline in throughput of our processing operations, GHG emission

reduction projects across our businesses and improved efficiencies.

Tey's Australia's emissions intensity has increased from 556 kgCO₂/tHSCW in FY2015 to 594 kg of CO₂/tHSCW in FY2016 and represents an overall increase of 6.8% in GHG emissions efficiency. Similarly, Teys Australia's energy intensity has also increased by 12.6% from 3,695MJ/tHSCW in FY2015 to 4,161 MJ/tHSCW in FY2016.

This year we made significant cuts to GHG emissions through the application of a biogas boiler at our meat processing facility at Wagga Wagga, in New South Wales. This asset has contributed to reductions of 20%-30% in natural gas at the facility alone. Four of our six processing facilities operate using renewable energy through biogas generation. The combined energy production of these four facilities was 321,684 GJ in FY2016, an increase of 44% on FY2015.

A critical challenge for Teys Australia to manage, has been the ability to consume utilities efficiently, while our processing facilities experience a downturn in production throughput. This is because the majority of energy use is mandated by outcomes required by the Department of Agriculture and Water Resources. This reflects in our energy and emissions intensity, as both have increased by 0.1% and 5.5% respectively.

GREENHOUSE GAS EMISSIONS

	FY2015	FY2016
SCOPE 1	155,478	125,981
SCOPE 2	113,202	103,859
TOTAL	268,680	229,840

Teys Australia are proud to generate 20% of energy from Renewable Technology.

Our major energy demands remain the same; that being electricity, natural gas, coal and liquid petroleum gas (LPG). Our natural gas usage has seen a significant reduction as our processing plants continue to invest in renewable energy.

A key example of our ongoing activity to reduce natural resource consumption is through our Utilities Reduction Program (URP). To support our holistic long term view of energy and water, we continued the roll out of this program, which looks to improve utility supply, utility end use, and management systems. This year, our URP had specific focus on the following areas:

- ✓ Better analysis and verification of projects resulting in better investment decisions and capturing savings achieved.
- ✓ Continued focus on waste cutting, automating metering data and improving data analytics.
- ✓ Improving operating and maintenance procedures to consider energy and water impacts.
- ✓ Introducing energy productivity
- ✓ In addition, we appointed a Group Manager for Resource Efficiency with key deliverables around energy, water and GHG emissions.

We have delivered energy reductions through a broad range of activities including;

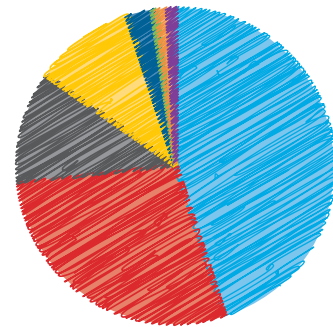
- Traditional energy efficiency projects such as compressed air management, lighting upgrades and control, boiler optimisation and thermal insulation.
- Power quality improvements.

- Enhanced metering and data management.
- Capability building and culture change.
- Water efficiency through low flow, high pressure applications.

Projects and initiatives such as these keep us on track to reducing our utilities consumption and highlights our businesses commitments to invest capital yearly in efficiency improvements.

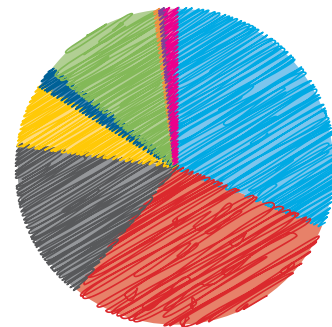


GREEN HOUSE GAS EMISSIONS BY SOURCE



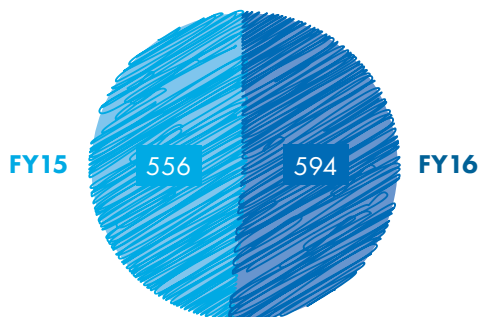
- Electricity
- Methane released from waste water handling
- Natural Gas
- Coal
- LPG
- LNG
- Diesel Oil
- Sludge Biogas, Gasoline, Petroleum Base Oils & greases, Ethanol, Gaseous Fossil Fuels

ENERGY USED BY ENERGY SOURCE



- Natural Gas
- Electricity
- Coal
- LPG
- Diesel Oil
- Sludge Biogas (Fuel combustion)
- Gasoline
- Petroleum
- Ethanol, Gaseous Fossil Fuels, Kerosene
- Liquefied Natural Gas

GREENHOUSE GAS EMISSIONS INTENSITY (KGCO2-E/THSCW)



Water

As a major consumer of water, we prioritise water efficiency. Water continues to be a critical input to our business. Our aggregate water consumption for FY2016 was 4,162,763 kilolitres and a reduction of 19% from FY2015. (Note: This result does not include water usage at the Charlton feedlot in VIC or head office in QLD).

We are continually identifying, investigating and implementing opportunities to reduce our total water usage. Whether these be through reuse and recycling opportunities, engineered solutions, changes to procedures or behavioural changes by our employees.

All water continues to be sourced from municipal water suppliers and bores. Additionally, formal agreements outlining terms of supply, licences and permits are in place for the withdrawal of water.



**Case study –
Water Recycling in our
hide processing facility**

Our hide processing facility in Murgon, Queensland has installed a state of the art Waste Water Recycling System (WWRS). The development builds on existing Brine Evaporation Process (BEP) technology at the site, with the installation of new, further treatment including Vibrating Membrane (V-SEP) and Reverse Osmosis (RO) plant.

The new WWRS enables the Murgon site to operate in a closed loop, capturing 100% of hide processing effluent for treatment, resource (salt) recovery and re-use. This has significantly reduced water consumption and has eliminated any requirement for irrigation of deleterious material to pastures





and subsequent environmental impacts. This closed loop system represents best in class environmental practice in the hide processing industry; and is the first application of these intertwined technologies within the hide processing industry in Australia.

As a result of the implementation of the WWRS, the site has observed a reduction in consumption of potable water as well as consumables expenditure for hide curing salt, as both are recovered through the treatment process.

Operation of the WWRS is a success for this facility as it has realised positive strategic and environmental efficiencies including:

- Recovery of up to 150,000 litres/week clean water, which is re-used on site as feed water for the site steam boiler and is also used for wash down and cleaning processes throughout the facility.
- Recovery of up to 67,000 litres/week

Sodium Ion from hide processing effluent, which is directly re-used in the hide curing process.

- Elimination of on-site irrigation of process effluent. This has enabled rehabilitation of the pasture where irrigation had previously taken place, increasing ground cover to 95%.
- RO and VSEP technologies implemented filter out most Calcium and Magnesium as a concentrate which is transferred into a mixing lagoon and removed as bio-sludge, used for composting and, furthermore, application as a soil ameliorant to promote pasture growth.

Teys Murgon recently received a Highly Commended certificate for their nomination in the 2016 Premier's Sustainability Awards, Business Eco Efficiency Category. The category recognises business which strive to implement eco-efficiency in their integral business strategy and which demonstrate continuous improvement.

ANIMAL WELFARE PRACTICES



0

REPORTABLE ANIMAL WELFARE INCIDENTS



0

CRITICAL NON-CONFORMANCES

Our Approach

Teys Australia has a strong commitment to animal welfare. As part of our commitment, all of our processing establishments are certified under the Australian Livestock Processing Industry Animal Welfare Certification System (AAWCS) - an independently certified animal welfare system that ensures livestock under our control, from receipt to humane processing are managed in accordance with best practice animal welfare standards.

Ensuring Best Practice and Beyond

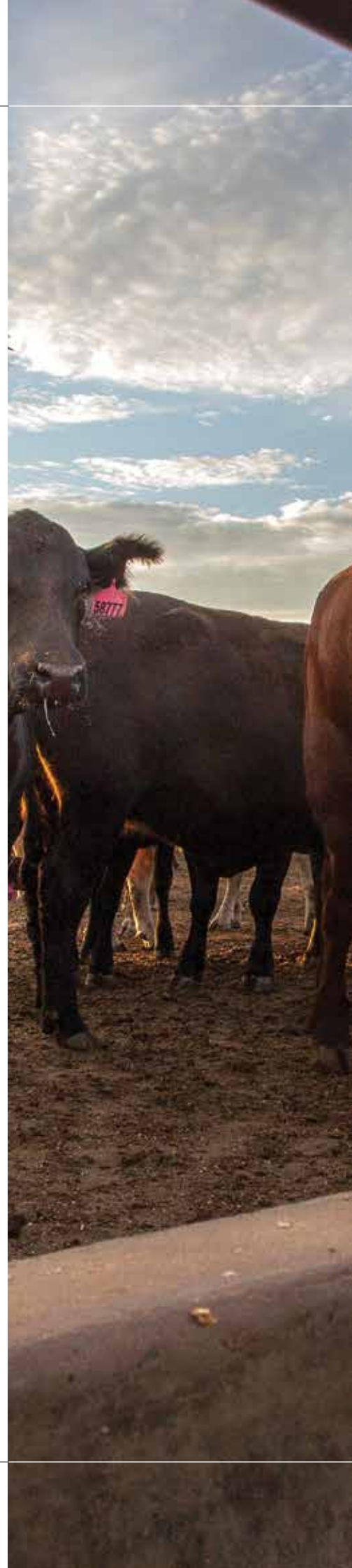
We are happy to report that in FY2016, we had zero reportable animal welfare incidents and zero critical non-conformances. Across our operations, we are continually working to better understand the stressors of cattle and to, fine tune our animal handling processes.

Producer days

We have been running, with the support of MLA, farmer field days near each of our facilities, and have also attended producer group field days to improve our communication with our suppliers. Part of the content being presented on those days covers Animal Welfare.

Beyond Good practice

We have engaged an animal handling expert to review our stock handling practices to ensure that we handle all stock in our care as per industries best practice so that the stress on all livestock is minimised. All recommendations are being progressively implemented.









FOOD SAFETY AND QUALITY PRACTICES

Our Approach

Producing safe food is a critical function, which we are not prepared to compromise. Our customer's health and their confidence in the brands we produce is of paramount importance and every effort is made to ensure that the food we produce is of the highest standard of food safety and quality.

Producing a Safe Product

Teys Australia is committed to supplying products with the highest standards of food safety and quality to meet our customers' expectations and regulatory requirements and in turn provide a nutritious product to consumers.

To meet quality, safety and legal requirements we have continued to grow our Quality Management System which complies with the accreditation standards and certification requirements of: Australian Government Department of Agriculture, AUS-MEAT, BRC Global Food Safety Standard, Woolworths Supplier Excellence Program, FSANZ Food Standards Code, Meat Standards Australia and the Australian Renderers Association.

We are also committed to meeting the requirements of the markets we serve both domestic and international and the development of individual product specifications to meet these requirements is done in partnership with our customers.

The Quality Management System which is based on Hazard Analysis Critical

Control Point (HACCP), Vulnerability Analysis Critical Control Point (VACCP), Threat Analysis Critical Control Point (TACCP) principles provides assurance that process controls are constantly and effectively applied and defines how these are established, monitored and verified through documented procedures.

As part of our management commitment Teys Australia staff are provided with resources, support and training to enable these objectives to be achieved. Staff are accountable for actions, products, decisions, and policies within the scope of their role with the obligation to report, explain and be answerable for resulting outcomes.

Food Safety Audits

To maintain & continually develop our Quality Management System, we conducted 300 internal audits across our processing plants & value add facilities in FY2016. A further 70 external audits were conducted by both domestic and international customers along with a variety of governing bodies. On all occasions, Teys Australia met the requirements of these audits.

Product Specification and Optimisation

As per last year's report, Teys Australia implemented a fully integrated system allowing the business to optimise MSA product capture. The successful rollout was confirmed by external third party audits conducted in FY2016.

RESPONSIBLE SOURCING AND CONSUMPTION

Our Approach

Teys Australia is committed to delivering products that meet the needs of customers and consumers that prove claims relating to production methods and claims guaranteeing authenticity and transparency. Our commitments also extend to our responsibility in managing how we engage with suppliers and encourage best practice.

Product Integrity

Our range of branded beef programs continues to grow and support global consumer trends. Our branded beef programs are underpinned by the Meat Standards Australia (MSA) beef grading program.

Our Grasslands brand continues to be a perfect example of an offering that aligns with the conscious consumer who wants natural, free range, antibiotic and artificial hormone free produce. It is critical that our labelling and messaging are substantiated through programs such as the Teys Australia Grasslands Standard, which is third

party accredited and audited. The Teys Australia Grasslands Standard allows us to substantiate claims relating to grass-fed production methods of cattle, in particular guaranteeing;

- Identification and lifetime traceability
- Never been confined for the purpose of intensive feeding
- Never fed grain, or grain by-products
- Minimum eating quality standard
- A lifetime free from Hormonal growth promotants (HGP)
- A lifetime free from antibiotics

Supply Chain and Supplier Impacts

We understand that being a responsible business means extending our commitments on sustainability, including environmental, social and economic practices to other organisations in our supply chain. On a daily basis, we procure products and services from a wide range of businesses both locally and nationally. We also source products and services internationally.



APPENDIX

Identifying Our Material Issues

For this year materiality process, we undertook a three step materiality process. Firstly, identifying sustainability issues relevant to our CSR focus areas and prioritising these issues with our stakeholders in mind. Secondly, we conducted a materiality review which included a desktop audit & search of relevant information in the public space which included a number of sustainability and meat industry standards. Finally, these material issues were prioritised according to their level of risk (from high to low).

Throughout the report, the high risk material issues that are common to a number of GRI aspects have been grouped into our seven CSR focus areas. A full list of performance data, disclosures, and indicators we report against is included as separate downloadable content at www.teysaust.com.au.

Issue	Definition/Rationale	Aspect Boundary	Report Section
Business Model Innovation	Incorporating environmental and social factors into decision making.	Inside the organisation	Governance and Leadership
Anti-Competitive Behaviour	Inquiry into the effect of market consolidation on the red meat processing Sector.	Inside the organisation	Governance and Leadership
Transparency and Accountability	Business policy and risk management.	Inside the organisation	Governance and Leadership
Labour Practices	Engaging a specialised outsourced recruitment service.	Inside the organisation	People Practices and Wellbeing
Workplace Health and Safety	Reduction in workplace injuries	Inside the organisation	People Practices and Wellbeing
Training	Ensuring our people are appropriately trained to carry out their jobs effectively.	Inside the organisation	People Practices and Wellbeing
Diversity	Employee engagement and retention.	Inside the organisation	People Practices and Wellbeing
Shifting patterns in the red meat supply chain	The supply and demand in the red meat processing industry.	Outside the organisation	Community Enrichment and Economic Development
Emissions and Climate Change	Greenhouse gas emissions and efforts to reduce.	Outside the organisation	Environmental Protection and Sustainability
Energy	Energy efficiency and industry leading approach to investment in Renewable Energy.	Inside and outside the organisation	Environmental Protection and Sustainability
Water	Water efficiency, minimising spills and releases and onsite reuse and recycling.	Inside and outside the organisation	Environmental Protection and Sustainability
Customer Health and Safety	Producing a product our customers can trust.	Inside and outside the organisation	Food Safety and Quality Practices
Animal Welfare	The humane processing of cattle in our processing facilities.	Inside and outside the organisation	Animal Welfare
Transportation, Handling and Slaughter	The welfare of cattle throughout the supply chain from farms through to processing facilities.	Inside and outside the organisation	Animal Welfare
Changing societal and community values in purchasing decisions and consumption behaviour	Creating a variety of brands and product lines that meet the expectations and trends of consumers.	Inside and outside the organisation	Responsible Sourcing and Consumption

