



BINDAREE
FOOD GROUP

2025 SUSTAINABILITY REPORT



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MESSAGE FROM OUR CEO

I am pleased to share the Sustainability Report for Bindaree Food Group (BFG) for the financial year ended 30 June 2025 (FY25). This report contains information about the environmental, social and governance (ESG) issues that are most important to us. At BFG, we have always believed in making positive contributions to our customers, suppliers, team members, environment and the communities we operate in, through ethical business practices that create a sustainable future for our industry. In FY25, we continued to develop our ESG strategy in order to maintain positive momentum towards our ESG goals.

Our commitment to sustainability continues to be built on the following pillars:

OUR PEOPLE

Dedication to the wellbeing of our team members and the communities in which we operate is at the heart of our values. This report showcases our efforts to create safe and inclusive work environments, support local communities, and promote fair labour practices.

OUR PLANET

We are aware of our impact on the environment and are committed to investing in innovation and technology, energy-efficient practices and waste reduction programs to lessen this impact. This report outlines our progress in reducing greenhouse gas emissions, water usage and waste generation.

OUR PRODUCT

We are committed to ensuring the highest animal welfare and food quality standards across all our operations. This report demonstrates the progress we have made in continually raising these standards.

We are committed to conducting our business ethically. Robust corporate governance underpins the pillars of our ESG strategy to ensure we are not only compliant but operating with integrity, transparency and accountability. I would like to express my gratitude to our team members, customers and communities for their roles in developing and contributing to our ESG strategy. Our sustainability journey is ongoing, and we look forward to sharing more of our successes in the future.

Andrew McDonald
Chief Executive Officer





OUR PEOPLE



The wellbeing, health, and safety of our people sit at the heart of everything we do. Across BFG, we're unwavering in our commitment to upholding the highest standards and fostering a culture where safety is second nature. We embed this mindset at every level, through strategic resourcing, robust training, advanced safety systems, targeted investments in equipment and capital, and a relentless focus on continuous improvement. By taking a proactive stance and empowering our teams to lead with safety in every action, we ensure it's not just a priority, it's a core part of how BFG operates and makes decisions.

GOAL 1: PRIORITISE OUR TEAM'S HEALTH AND SAFETY

INITIATIVES	TARGET	STATUS	PROGRESS BY END OF FY25
LAUNCH AN ALL-NEW HEALTH AND SAFETY INDUCTION FOR WORKERS AND SAFETY TRAINING CURRICULUM FOR LEADERS	OVER 90% OF ATTENDEES RATE THE NEW CURRICULUM AS MORE ENGAGING AND INFORMATIVE THAN PREVIOUS CONTENT		In Progress. Scope was completed at the end of FY25, however program is still in development and will be progressed in FY26.
TRANSFER OUR HEALTH AND SAFETY AUDIT PROGRAM INTO OUR ONLINE PORTAL AND CREATE REAL-TIME DASHBOARDS FOR MONITORING	90% AUDIT COMPLETION POST-IMPLEMENTATION		Completed. Transfer to Donesafe is complete.
INCREASE MENTAL HEALTH TRAINING AND REVIEW EAP OFFERING TO ENSURE A HOLISTIC PSYCHOSOCIAL PROGRAM	INCREASE IN EAP USAGE BY 10% YEAR ON YEAR		Completed. We've seen significant increased usage in our EAP since moving over to Converge and again with Northern Rivers Counselling.



At BFG, our people are our most valuable asset. With a team of over 1,200 individuals, we’re dedicated to creating meaningful opportunities and supporting growth at every stage. We champion a culture built on inclusivity, care, and integrity—where every team member is encouraged to embody our values, pursue relevant training, and actively raise concerns when needed.

GOAL 2: VALUE AND GROW OUR PEOPLE

INITIATIVE	TARGET	STATUS	PROGRESS BY END OF FY25
DESIGN AND IMPLEMENT BFG LEADERSHIP PROGRAM	30 BFG LEADERS HAVE COMMENCED BFG LEADERSHIP PROGRAM		Complete. During FY25, 56 leaders attended the BFG annual leadership conference.

WORKFORCE BY GENDER*	Workforce gender split	Appointments to non-manager roles, including promotions	Appointments to manager roles including promotions	Board members
Female	24%	6	54	2
Male	63%	12	155	3
Unknown	13%	0	83	0

*WORKFORCE NUMBERS ARE MEASURED ACROSS THE GROUP IN HEADCOUNT (NOT FTE) AS AT END OF FY25



Together, we're building a workplace where everyone feels empowered, supported, and heard.

GOAL 2: VALUE AND GROW OUR PEOPLE (CONTINUED)

INITIATIVE	TARGET	STATUS	PROGRESS BY END OF FY25
<p>ALL SITES AND TEAM MEMBERS HAVE OPPORTUNITIES FOR WORKPLACE CONSULTATION</p>	<p>ALL OPERATIONAL SITES HAVE A CONSULTATIVE OR ENGAGEMENT COMMITTEE IN PLACE</p>		<p>Complete. Team members are consulted and engaged through consultative committees where applicable. Notice boards with QR codes to provide feedback, text messages and group discussions are also used to deliver updates prior to implementation of any changes.</p>
<p>PROVIDE MEANINGFUL PERFORMANCE AND DEVELOPMENT FEEDBACK TO OUR TEAM MEMBERS</p>	<p>100% OF SALARIED TEAM MEMBERS HAVE AN ANNUAL PERFORMANCE REVIEW</p>		<p>In progress. At the end of FY25, 81% of salaried team members had had an annual performance review and 14% were in the action phase (with the planning component completed).</p>



In FY25 we built on our heritage and core values by continuing to work closely with local producers, businesses, customers and the wider red meat industry to celebrate our shared history and support regional communities. We took meaningful new steps, becoming a strategic business partner of Meat Business Women and Beyond Blue, further broadening our focus to champion diversity, mental health and sustainability across the industry and within our communities.

GOAL 3: SUPPORT OUR LOCAL COMMUNITIES

INITIATIVE	TARGET	STATUS	PROGRESS BY END OF FY25
SUPPORT CAUSES THAT ARE MEANINGFUL TO OUR PEOPLE AND COMMUNITIES	EXPANSION OF PARTNERSHIPS WITH LOCAL CHARITIES	✓	Completed. Bindaree actively supported community events in partnership with local charities, including the Prostate Cancer Foundation, Little Wings, Hunter New England Operating Room, and the Nerve Connection Foundation.
SUPPORT CAUSES THAT ARE MEANINGFUL TO OUR PEOPLE AND COMMUNITIES	INVEST IN MENTAL HEALTH PROGRAMS FOR RURAL COMMUNITIES	✓	Completed. In January 2025, Bindaree Food Group became an official business supporter of Beyond Blue. This strengthened our commitment to mental wellbeing, reducing stigma around mental health, and raising awareness of suicide prevention - particularly in rural communities where Bindaree has deep connections.



GOAL 3: SUPPORT OUR LOCAL COMMUNITIES (CONTINUED)

COMMUNITY EVENTS & ORGANISATIONS

In FY25, BFG sponsored the following community events and organisations:

- Ashford Public School
- Bega Show 2025
- Beyond Blue (official Business Supporter)
- Bombala Show 2025
- Casino Beef Week
- Cattle Connect Australia
- Cooma North Public School
- Cooma Public School
- Cooma Red Devils NRL Club
- Cooma Show 2025
- Croppa Creek Crows NRL Club
- Croppa Creek School
- Delungra Public School
- Do It For Dolly Day
- Gilgai Public School
- Guyra Show 2025
- Gwydir River Run Camp Draft
- Hunter New England Local Health
- ICMJ Wagga Wagga
- Indigenous Elders Olympics 2025
- Inverell Breast Cancer
- Inverell Football Club
- Inverell Hawkes Indigenous NRL Round
- Inverell High School
- Inverell Hospital - Operating Room
- Inverell Legacy
- Inverell Netball Club
- Inverell Pistol Club
- Inverell Prostate Cancer Foundation
- Inverell Public School
- Inverell Saints AFL Club
- Inverell Scout Group
- Inverell Show 2025
- Little Wings
- Local Land Services NSW
- Macintyre High School
- Meat Business Women
- Men Of Business Academy
- Momentum Collective
- Monaro High School
- NAIDOC Week
- Nerve Connection Foundation
- Nimmitabel Show 2025
- North Star Camp Draft
- Ross Hill Public School
- Sapphire City Festival
- Sapphire City Multicultural Festival
- Tatts Hotel
- Tingha Tigers NRL Club
- Warialda High School
- Warialda Sports Council
- Women of Lot Feeding Association



GOAL 3: SUPPORT OUR LOCAL COMMUNITIES (CONTINUED)

CASINO BEEF WEEK



Bindaree Food Group's proud return to Casino Beef Week in 2025 reflects its ongoing commitment to the Australian beef industry and the regional communities at the heart of its operations. This year, Bindaree helped raise over \$5,000 for the Momentum Collective Neighbourhood Centre through a record-breaking community auction, supporting crucial local services like domestic violence prevention, disability assistance, and housing support.

BEYOND BLUE



In January 2025, Bindaree Food Group became an official Business Supporter of Beyond Blue, strengthening its commitment to mental wellbeing, reducing stigma, and supporting suicide prevention in rural communities where many of its people, producers, and partners live and work. Through our \$10,000 fundraising goal, awareness campaigns, and local events, we are taking action together to make mental health support more accessible. At the end of FY25 we had raised nearly \$3,000 through a combination of internal and external fundraising efforts, reflecting both Bindaree Food Group's dedication and the collective generosity of its community.



OUR PLANET

Each year, BFG reports energy data to the Clean Energy Regulator under the National Greenhouse and Energy Reporting Scheme. The following tables show the comparison between our FY24 and FY25 electricity usage based on metering data and emissions data sourced from our 2024 and 2025 National Greenhouse and Energy Reporting (NGER).

GOAL 4: REDUCE EMISSIONS

ELECTRICITY USAGE

Electricity Usage		
All figures in Kilowatt Hours (kWh)	FY24	FY 25
Inverell	16,108,158.00	16,983,707.57
Myola	797,547	701,763
Burleigh Heads	5,239,359	5,287,941
Freight Street	1,163,505	1,263,801
Monbeef	2,822,857	3,420,054

Energy Intensity		
Gigajoules per tonne of hot standard carcass weight (GJ/t of HSCW)^	FY 24	FY 25
Inverell	4.15	3.70
Monbeef	3.59	3.33

[^]Note that energy intensity by HSCW can only be measured meaningfully at our main production sites, being Inverell and Monbeef. Myola operates as a feedlot, Burleigh Heads as a retail ready plant, and Freight Street as a storage facility.

EMISSIONS

Greenhouse Gas Emissions Across the Group		
Tonnes of carbon dioxide equivalence (t CO ₂ -e)	FY 24	FY 25
Scope 1	60,533	58,249
Scope 2	18,090	18,580

Greenhouse Gas Emissions Intensity Per Site		
Tonnes of carbon dioxide equivalence (t CO ₂ -e)	FY 24	FY 25
Inverell	1.1	0.93
Monbeef	0.78	0.76

FY25 is the first financial year where Monbeef has operated for the entire year at full production with the BFG Group.



BFG is committed to exploring opportunities to reduce emissions in a scientific and sustainable way, and has undertaken several projects to further this goal in FY25.

GOAL 4: REDUCE EMISSIONS

INITIATIVE	TARGET	STATUS	PROGRESS BY END OF FY25
COMPLETE BASELINE CARBON MAPPING PROJECT ACROSS THE GROUP	SCIENCE-BASED EMISSIONS REDUCTION TARGETS ARE SET ACROSS THE GROUP		In Progress. Emissions reduction planning and carbon accounting work remains ongoing with external consultants.
INSTALLATION OF SOLAR FARM ON OUR MAIN PROCESSING SITE	MAIN PROCESSING SITE HAS SWITCHED TO 35% RENEWABLE ENERGY IN 2026		In Progress. The Solar Farm project remains under construction, with a connection agreement anticipated to be entered in to in the second half of FY2026.
COMPLETE FEASIBILITY STUDY ON RENEWABLE TECHNOLOGIES AT OUR MAIN PROCESSING SITE	BIOGAS OPPORTUNITIES TO HARNESS ENERGY FROM WASTE AT OUR MAIN PROCESSING SITE ARE INVESTIGATED		In Progress. We are continuing to work with consulting engineers to scope biogas and other energy production opportunities from our waste products.



INVERELL SOLAR FARM

We have continued work in FY25 on transitioning to renewable energy. The Inverell solar farm project is nearing completion with a connection agreement anticipated to be entered in to in the second half of FY2026.



At BFG, we’re committed to reducing plastic waste across our products and operations while enhancing the recyclability of our packaging. Since joining the Australian Packaging Covenant Organisation (APCO) in 2022, we’ve made steady progress toward meeting APCO’s 2025 packaging targets, reinforcing our dedication to responsible packaging and a circular economy.

GOAL 5: INVEST IN SUSTAINABLE PACKAGING

INITIATIVE	TARGET	STATUS	PROGRESS BY END OF FY25
<p>CONTINUOUS IMPROVEMENT IN OUR APCO RESULTS, WITH FOCUS ON SPECIFIC INITIATIVES</p>	<p>AT LEAST 16% OF OUR PACKAGING IS MADE USING RECYCLED MATERIAL</p>		<p>Complete. BFG has worked closely with suppliers to procure packaging which includes recycled materials. BFG’s Burleigh site has:</p> <ul style="list-style-type: none"> • B2B cartons = 52% recycled material (makes up approximately 60% of domestic packaging by weight across the group). • Rigid MAP PP trays, which are 30% post-consumer-recycled material (makes up ~ 20% of domestic packaging).



Our cross-functional teams—from Procurement to Environment and Technical—collaborate closely to evaluate packaging designs and supplier materials, driving continuous improvements in sustainability.

GOAL 5: INVEST IN SUSTAINABLE PACKAGING (CONTINUED)

INITIATIVE	TARGET	STATUS	PROGRESS BY END OF FY25
<p>STRATEGIC PARTNERSHIPS AND TRIALS WITH SUPPLIERS TO OPTIMISE MATERIAL EFFICIENCIES, INCREASE THE USE OF RECYCLED CONTENT IN PACKAGING AND INCREASE END-OF-LIFE PACKAGING RECOVERABILITY</p>	<p>AT LEAST 30% OF OUR PACKAGING IS DESIGNED TO BE RECOVERABLE AT END- OF-LIFE</p>		<p>Completed. BFG’s Burleigh site has:</p> <ul style="list-style-type: none"> • Rigid MAP PP trays which are approximately ~ 20% of domestic packaging by weight which are recyclable. • B2B cartons which are approximately 60% of domestic packaging by weight across the group which are recyclable. • Rigid MAP trays lidding film which are approximately ~3% of domestic packaging by weight which are now recyclable. • Rigid PET VSP bottom web which are approximately ~3% of domestic packaging by weight which is now recyclable.
<p>INVESTIGATE SOFT PLASTIC RECYCLING SOLUTIONS FOR OUR PROCESSING SITES</p>	<p>INCREASE IN THE AMOUNT OF ON-SITE WASTE THAT IS DIVERTED FROM LANDFILL</p>		<p>In Progress. Red-cycle has collapsed, Soft Plastics Stewardship Australia is on the horizon, BFG will need to determine whether or not it will sign-up for this, as it is understood it will be a levy system from producers.</p>



OUR PRODUCT



BFG recognises the responsibilities it has for the health, welfare and comfort of animals in its care and is committed not only to meeting its animal welfare obligations, but to continuously improving animal welfare outcomes.

GOAL 6: UPHOLD ETHICAL ANIMAL WELFARE PRACTICES

INITIATIVE	TARGET	STATUS	PROGRESS BY END OF FY25
RESPONSIBLE LIVESTOCK SOURCING	INCREASED ENGAGEMENT WITH PRODUCERS AND EDUCATION ON KEY ISSUES		Complete. During FY25 we hosted a number of producer days at our Inverell processing plant and at the Myola Feedlot. Highlights included the Colin Say & Co Feedlot Trial.
CONTINUOUS IMPROVEMENT IN OUR REGULAR AND RIGOROUS ANIMAL WELFARE AUDITS	AT LEAST 5% REDUCTION IN NUMBER OF CORRECTIVE ACTIONS AND NON- CONFORMANCES		In Progress. While there was not a 5% reduction, the number of corrective actions remained the same in FY25 as it was in FY24.

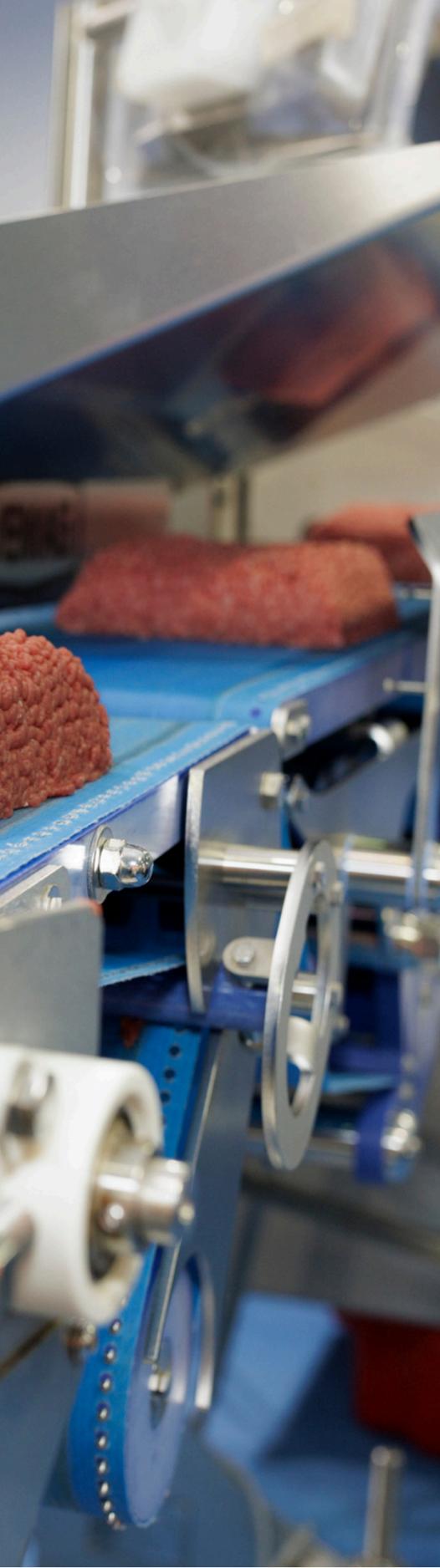


COLIN SAY & CO FEEDLOT TRIAL

BFG and Colin Say & Co P/L held two events in October and December 2024 celebrating collaboration, innovation, and excellence.

The Myola Feedlot open day held in October 2024 focussed on cattle performance and supply chain insights as well as genetics, veterinary, nutrition and feeding strategies.

The Feedlot Trial and Carcass Competition Presentation Dinner was held in December 2024 and celebrated top-performing entrants across several categories with Eaglehawk Angus achieving the highest MSA Index, Swanbrook Angus scored Overall Individual Grand Champion and Palgrove earning the title as the Overall Group Grand Champion.



At BFG, we uphold uncompromising standards in food safety and quality as a trusted supplier of premium proteins across Australia and global markets. Our operations undergo rigorous audits—both internally by our Quality Assurance team and externally by independent experts appointed by our customers. This commitment to excellence is reflected in our industry accreditations, which you can explore at: <https://bindareefoodgroup.com.au/sustainability/food-safety/>.

GOAL 7: PROVIDE SAFE, HIGH QUALITY FOOD

INITIATIVE	TARGET	STATUS	PROGRESS BY END OF FY25
INVESTIGATE TECHNOLOGICAL SOLUTIONS TO IMPROVE MEAT QUALITY, CONSISTENCY AND SAFETY	INCREASED POSITIVE FEEDBACK FROM CUSTOMERS ON THE QUALITY AND CONSISTENCY OF OUR PRODUCTS		Complete. In FY 25 we invested in a new Crust Freezer at our Burleigh Heads site and a Nitrogen Tunnel at Monbeef, both of these machines contributed to an increase in meat quality and consistency which has been evidenced by increased positive customer feedback.
CONTINUOUS IMPROVEMENT IN OUR REGULAR AND RIGOROUS FOOD QUALITY AND SAFETY AUDITS	AT LEAST 5% REDUCTION IN NUMBER OF CORRECTIVE ACTIONS AND NON- CONFORMANCES		In Progress. While there was not a 5% reduction, the total number of customer complaints reduced (as % of tonnage produced) at our Inverell site and increased slightly as % of tonnage produced) at our Monbeef and Burleigh sites.

BFG HIGHLIGHTS

Crust Tunnel (Burleigh): The crust freezing tunnel was installed to improve retail product presentation. The process of crust freezing the external surface of a beef primal helps improve shape retention, yield and drip control. Installation of this technology has allowed access to a larger market share of retail products and also improving our current offering.

Nitrogen Tunnel (Monbeef): The installation of the nitrogen freezing tunnel at Monbeef has provided the site with the ability to safely and effectively produce a chilled beef trim product that was not previously possible. The technology rapidly chills hot boned beef trim safely whilst providing a quality product with excellent shelf life.



GOVERNANCE AND ESG COMMITTEE

BFG GOVERNANCE

The Board of Directors of Yolarno Pty Ltd, the parent company of BFG, is its highest governing body. The Board oversees and approves the strategic direction of the group, including in relation to ESG. Our Senior Executive Team, led by our Chief Executive Officer, is responsible for overseeing the implementation of BFG's ESG plan each year. The Senior Executive Team brings a wealth of experience and has a broad knowledge set across our business. BFG's governance committees play a crucial role in providing oversight, guidance and decision-making authority in specific areas of governance or significantly impactful projects. All committees include a Senior Executive Team member who is able to raise issues with, and report back to, the Senior Executive Team and the Board.

ESG COMMITTEE

BFG has a cross-functional ESG Committee that meets regularly to discuss the progress that has been made towards our ESG Goals and to suggest ways to further develop our ESG strategy and initiatives. A member of the Senior Executive Team sits on this committee and regularly reports the Senior Executive Team and the Board. The members of the ESG Committee have been integral to the creation of this report, and for championing ESG initiatives across our business.



A landscape photograph of a sunrise or sunset over a field. The sun is low on the horizon, creating a bright orange and yellow glow that fills the sky. In the foreground, there are silhouettes of trees and a fence line. The overall mood is peaceful and natural.

ABOUT THIS REPORT



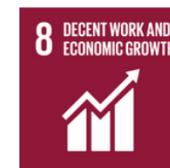
ABOUT THIS REPORT

This Sustainability Report outlines the progress that BFG has made towards its ESG goals and initiatives in FY25, and serves as a companion to our FY24 Sustainability Report available on our website at <https://bindareefoodgroup.com.au/sustainability/>.

This report concerns the operations of Yolarno Pty Ltd and its subsidiaries, operating as the Bindaree Food Group. It has been prepared by subject matter experts across a range of departments, reviewed by the Senior Executive Team, and is endorsed by the Board.

SUSTAINABLE DEVELOPMENT GOALS

BFG supports the United Nations Sustainable Development Goals, and believes our ESG progress during the FY25 reporting period was aligned with the following SDGs:





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