

2026 SUSTAINABILITY REPORT

BINDAREE FOOD GROUP

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MESSAGE FROM OUR CEO

I am pleased to share the Sustainability Report for Yolarno Pty Ltd and its wholly owned subsidiaries, known as the Bindaree Food Group (**BFG**) for the financial year ended 30 June 2026 (**FY26**). 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 FY26, we took an industry approach, looking at the 2025 Australian Beef Sustainability Framework Materiality Assessment Report (**ABSF Report**) and the Material Topics identified in that report to underpin how the FY26 ESG Strategy was prepared.

The ABSF Report included four main themes, Best Animal Care, Economic Resilience, Environmental Stewardship and People and Community with 26 'refined priorities' each aligning with a theme. In preparing the FY26 ESG Plan and Goals for FY26, the ESG Committee linked each new Initiative back to a 'theme' and 'refined goal' from the ABSF Report.

Further the new initiatives were also set with regard to BFG's objectives and with the BFG values in mind, the initiatives in the ESG Strategy were linked with relevant ESG Committee members to ensure they aligned with their individual goals and objectives for FY26.

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





PEOPLE AND COMMUNITY



PEOPLE AND COMMUNITY GOAL 1: IMPROVE EMPLOYEE VALUE PROPOSITION

INITIATIVES	TARGET	STATUS	PROGRESS BY END OF FY26
ENHANCE OUR EMPLOYEE VALUE PROPOSITION (EVP) BY CLEARLY COMMUNICATING OUR COMMITMENT TO ETHICAL AND SUSTAINABLE PRACTICES AND CONDUCTING REGULAR SURVEYS ON VALUES AND EVP PERCEPTION.	**COMPLETE TWO PULSE SURVEYS IN FY26 AND SHARE ACTIONABLE INSIGHTS WITH MANAGEMENT.** ABSF REPORT REFERENCE: 26 WORKFORCE DEVELOPMENT AND CAPACITY BUILDING	✓	**Complete. A WH&S psychosocial survey conducted in late 2025. The results of this provided a high-level update on sentiment and a guide for the prioritisation of targeted controls and leadership actions, with psychosocial risk assessments and action plans for each site finalised. Key team members from P&C and WH&S took site leaders through detailed site level information around key findings, written responses, hotspots, and recommended next steps.** **A survey was also conducted following February's Food Safety and Quality month. Feedback and insights are to be used to help strengthen and elevate how communications and key messages are delivered in the business.**
	ANNUAL EVP REVIEW, IMPROVED CANDIDATE FLOW, INTERNAL REFERRALS, <15% TURNOVER. ABSF REPORT REFERENCE: 26 WORKFORCE DEVELOPMENT AND CAPACITY BUILDING	↻	**In progress. Key metrics around workforce including turnover are now being tracked and analysed.**
ADVANCE GENDER EQUALITY, DEI AND LEADERSHIP PATHWAYS.	**35% FEMALE WORKFORCE, >30% WOMEN/DIVERSE IN LEADERSHIP INTAKES AS REPORTED IN WGEA ANNUAL REPORT.** ABSF REPORT REFERENCE: 21 DIVERSITY AND 24 LABOUR PRACTICES	↻	**In progress. As at 30 June 2026:** • **35.3% female workforce; and** • **29.4% of women / diverse leadership.** **WGEA Annual Report was lodged as required on 31 May 2026.**



PEOPLE AND COMMUNITY GOAL 1: IMPROVE EMPLOYEE VALUE PROPOSITION

INITIATIVES	TARGET	STATUS	PROGRESS BY END OF FY26
LAUNCH LEADERSHIP PIPELINE/SUCCESSOR PROGRAM.	**SUCCESSION PLAN FOR ALL CRITICAL ROLES, INCREASED INTERNAL PROMOTIONS.** ABSF REPORT REFERENCE: 26 WORKFORCE DEVELOPMENT AND CAPACITY BUILDING		**In progress. Succession planning for critical roles is underway and progressing.** **Staff Remuneration Committee has been reestablished to provide a robust process for consideration of promotions and to ensure internal promotions are prioritised.**
IMPLEMENT REGULAR, STRUCTURED PERFORMANCE REVIEWS FOR ALL EMPLOYEES.	**100% OF EMPLOYEES COMPLETE ANNUAL REVIEWS.** ABSF REPORT REFERENCE: 26 WORKFORCE DEVELOPMENT AND CAPACITY BUILDING		**In progress. Completion rate for annual reviews conducted in early FY26 was approximately 80%.**
REDEVELOP STRUCTURED SAFETY-FOCUSED INDUCTION AND ONBOARDING.	**100% NEW STARTER COMPLETION, 6-MONTH RETENTION, AUDIT RESULTS.** ABSF REPORT REFERENCE: 23 NUTRITION & FOOD SECURITY		**Complete. Bindaree partnered with learning specialists Optively to build a modernized and fit for purpose induction curriculum and content which was launched in May 2026.**



PEOPLE AND COMMUNITY GOAL 2: FOCUS ON HEALTH AND SAFETY

INITIATIVES	TARGET	STATUS	PROGRESS BY END OF FY26
CONTINUE TO DEVELOP AND IMPLEMENT THE HEALTH AND SAFETY INDUCTION FOR WORKERS AND SAFETY TRAINING CURRICULUM FOR LEADERS.	**ROLL OUT OF REFRESHED AND REALIGNED WHS INDUCTION FOR ALL WORKERS.** ABSF REPORT REFERENCE: 22 WORK HEALTH & SAFETY	✓	**Complete. A refreshed and realigned WHS induction curriculum has been developed, including new content and train the trainer modules and new equipment to deliver training has been procured.** **Inductions are now delivered face to face and leadership training delivered via eLearning modules.**
WORK TOWARDS LOWERING THE LOST TIME INJURY RATE TO BE LOWER THAN THE INDUSTRY AVERAGE.	**BENCHMARKING AGAINST INDUSTRY AVERAGE WHICH IS CURRENTLY 19.7 FOR PROCESSING.** ABSF REPORT REFERENCE: 22 WORK HEALTH & SAFETY	✓	**Complete. As at 30 June 2026 our rolling 12-month average was 19, which is below the industry average of 19.7.**
UNDERTAKE A GAP ANALYSIS AND ACTION PLAN TO START WORKING TOWARDS AN ISO45001 COMPLIANT WHS MANAGEMENT SYSTEM.	**COMPLETE GAP ANALYSIS AND PUT ACTION PLAN IN PLACE.** ABSF REPORT REFERENCE: 22 WORK HEALTH & SAFETY	✓	**Complete. Gap analysis has been completed for FY24 and a refresh is being undertaken against FY25. A desktop audit has also been undertaken.**

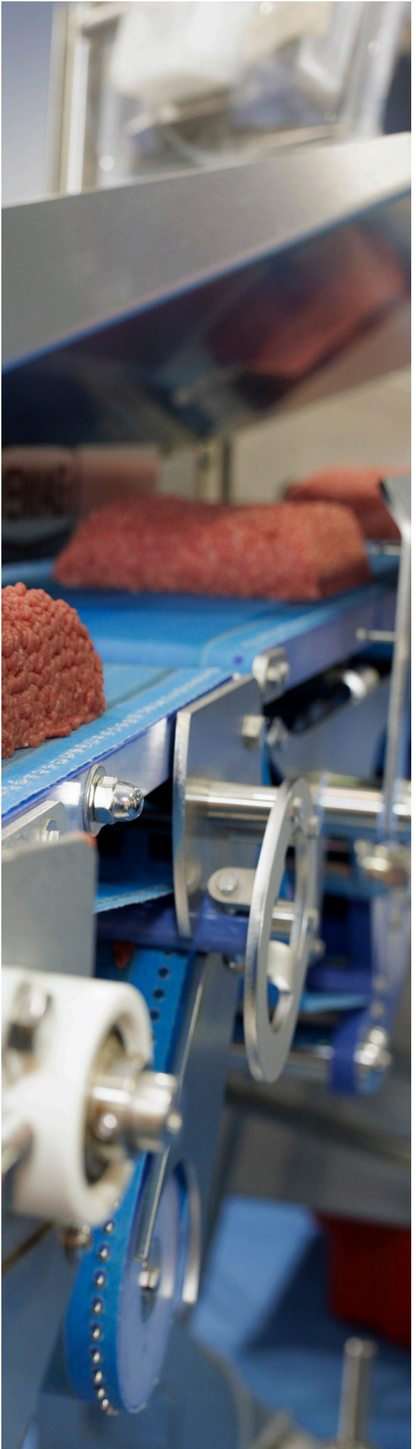


ECONOMIC RESILIENCE



ECONOMIC RESILIENCE - GOAL 1: FOCUS ON FOOD SAFETY

INITIATIVE	TARGET	STATUS	PROGRESS BY END OF FY26
DELIVER AN INTERNAL CAMPAIGN TO FURTHER EDUCATE AND HIGHLIGHT FOOD QUALITY AND SAFETY STANDARDS, ENSURING THE ENTIRE BUSINESS OPERATES WITH A CONTINUOUS IMPROVEMENT MINDSET AND WITH FOOD SAFETY AT THE FOREFRONT OF THEIR DECISION-MAKING PROCESSES.	**ACHIEVE 90% TEAM AWARENESS IN POST-CAMPAIGN SURVEY RESULTS AND A 5% REDUCTION IN FOOD QUALITY AND SAFETY CORRECTIVE ACTIONS OVER THE YEAR.** ABSF REPORT REFERENCE: 6 PRODUCTIVITY AND PROFITABILITY	✓	**Complete. February 2026 was Food Safety and Quality Month within the BFG business. It involved: Four-week educational video series | External Webinar | Launch of Food Safety reporting through Donesafe | Recognition program | Dedicated campaign website.** **A survey was conducted following this, with feedback and insights to be used to help strengthen and elevate how communications and key messages are delivered in the business.**
ENHANCE WORKFORCE PLANNING FOR RELIABLE PRODUCTION.	**MEET STAFFING TARGETS, 5% ABSENTEEISM, LABOUR COST/KG TARGET, TRACKED OVERTIME.** ABSF REPORT REFERENCE: 6 PRODUCTIVITY AND PROFITABILITY	↻	**In progress. Key metrics around workforce including turnover are now being tracked and analysed.**



ECONOMIC RESILIENCE - GOAL 2: SUPPORT AND SPONSOR LOCAL COMMUNITIES

INITIATIVE	TARGET	STATUS	PROGRESS BY END OF FY26
ESTABLISH RELATIONSHIPS WITH COMMUNITY GROUPS AND CAUSES BEYOND INVERELL AND CROPPA CREEK, PRIORITISING ENGAGEMENT IN COOMA TO EXPAND OUR REGIONAL IMPACT, AND IN BURLEIGH HEADS TO STRENGTHEN METRO CONNECTIONS.	**PARTNER WITH AT LEAST TWO NEW COMMUNITY ORGANISATIONS IN BURLEIGH HEADS AND COOMA, LAUNCHING TWO JOINT INITIATIVES BY 30 JUNE 2026.** ABSF REPORT REFERENCE: 10 RURAL ECONOMIC AND COMMUNITY CONTRIBUTION AND 11 PARTNERSHIPS & INDUSTRY COLLABORATION		**In progress. New initiatives to support Rugby and Little Athletics in Cooma and Volunteering Gold Coast were explored in FY26. While a new formal agreement has not yet been put in place with Volunteering Gold Coast, a more established relationship with BFG's Burleigh Heads site and Volunteering Gold Coast now exists. BFG has donated surplus goods, and team members have participated at external events. Conversations continue regarding putting a formal agreement in place.** **BFG continued to support vulnerable communities with surplus meat from Burleigh Heads and increased its in support for local shows in and around Cooma.**
CONTINUE TO SUPPORT A DIVERSE RANGE OF LOCAL COMMUNITY GROUPS AND CAUSES, PRIORITISING PROJECTS WITH A CLEAR MUTUAL BENEFIT AND ALIGNMENT WITH OUR VALUES.	**30% OF SPONSORSHIP FOR FY26 ARE NEW OR ROTATING, ESTABLISH A PROCESS TO EVALUATE COMMERCIAL OR SOCIAL RETURNS.** ABSF REPORT REFERENCE: 10 RURAL ECONOMIC AND COMMUNITY CONTRIBUTION AND 11 PARTNERSHIPS & INDUSTRY COLLABORATION		**In progress. A matrix to be able to undertake a year-on-year comparison is being developed.**



ECONOMIC RESILIENCE - GOAL 3: IMPROVE TRACKING AND REPORTING ON PACKAGING USAGE

INITIATIVE	TARGET	STATUS	PROGRESS BY END OF FY26
INCREASE OVERSIGHT AND REPORTING OF PACKAGING AND USAGE.	**INCREASED ACCURACY WITH APCO REPORTING AND IMPROVED AUDIT OUTCOMES.** ABSF REPORT REFERENCE: 9 TRACEABILITY ACROSS THE VALUE CHAIN		**In progress. A review was undertaken after data was collected for the FY25 APCO Annual Report. IT support is being provided to generate a report to capture packaging usage across BFG's domestic sales, which will be tested and verified to allow for increased data collection and APCO reporting for FY26 (required for March 2027).**

BFG HIGHLIGHTS

This February marked our first Food Safety & Quality Month — providing an opportunity to highlight the good work already happening while strengthening the habits that keep our products, our people, and our customers safe.





ENVIRONMENTAL STEWARDSHIP



ENVIRONMENTAL STEWARDSHIP - GOAL 1: TRACK AND QUANTIFY ENERGY AND EMISSION REDUCTIONS AND SAVINGS

INITIATIVE	TARGET	STATUS	PROGRESS BY END OF FY26
UNDERTAKE AN ANALYSIS TO BREAKDOWN ENERGY USAGE AND EMISSIONS AT MONBEEF.	**COMPLETE AN ENVIRONMENTAL EFFICIENCY AND INFRASTRUCTURE REVIEW FOR MONBEEF.** ABSF REPORT REFERENCE: 17 GREENHOUSE GAS EMISSIONS AND CARBON CAPTURE		**In progress. Tracking water usage at Monbeef has been a focus in FY26 to better understand water usage on site. Analysis of energy utilisation at Monbeef has also been undertaken in conjunction with Essential Energy. A grant to support the installation of submetering across the Monbeef site was granted in FY26 to better support energy use modelling. Analysis is still in progress with additional submeters planned for installation later in 2026.**
MANAGE WASTEWATER IMPROVEMENTS AT INVERELL.	**WASTEWATER MANAGEMENT PLAN PUT IN PLACE FOR INVERELL.** ABSF REPORT REFERENCE: 12 WATER AND 13 WASTE		**Complete. In FY26 we worked with a consultant to scope areas for improvement, including the ponds and works undertaken have seen improved screening at the DAF and turbidity monitoring going into DAF.**
IMPLEMENT TANFLOC DOSING AS A PERMANENT OPERATIONAL PROCESS IN 2026.	**TANFLOC DOSING HAS BEEN IMPLEMENTED AS A PERMANENT OPERATIONAL PROCESS.** ABSF REPORT REFERENCE: 12 WATER AND 13 WASTE		**Complete. FY26 saw BFG actively work with Tessele and Tanfloc to implement Tanfloc dosing at our Inverell site. Results have been promising and tallow capture from wastewater has increased. Further wastewater treatment plant testing is needed to fully realise the ideal dosing and method for Tanfloc.**



ENVIRONMENTAL STEWARDSHIP - GOAL 2: TAKE A GROUP ENVIRONMENT FOCUS

INITIATIVE	TARGET	STATUS	PROGRESS BY END OF FY26
SET RESOURCE TARGETS AND DEVELOP PROCESS AND PLANS TO MEET REDUCTION TARGETS.	**RESOURCE TARGETS AND PROCESSES AND PLANS DEVELOPED.** ABSF REPORT REFERENCE: 17 GREENHOUSE GAS EMISSIONS AND CARBON CAPTURE		In progress. **Work was undertaken through the year to get more accurate data and understanding of resource demands across our sites. This work is still ongoing and once complete will enable us to make informed decisions about appropriate targets.**
	MAIN PROCESSING HAS SWITCHED TO 35% RENEWABLE ENERGY BY 30 JUNE 2026. ABSF REPORT REFERENCE: 17 GREENHOUSE GAS EMISSIONS AND CARBON CAPTURE		In progress. **Solar farm connectivity nearing completion, BFG has invested in this significant solar energy project that could see its main processing site at Inverell switch to up to 30% renewable energy (based on current modelling), expected to occur in late 2026, which, in addition to reducing emissions, is expected to help reduce energy costs.**
	NGER AND NPI REPORTING COMPLETED AS REQUIRED. ABSF REPORT REFERENCE: 17 GREENHOUSE GAS EMISSIONS AND CARBON CAPTURE		Complete. **NGER and NPI reporting completed.**



BEST ANIMAL CARE



BEST ANIMAL CARE - GOAL 1: IMPROVE ANIMAL WELFARE PRACTICES

INITIATIVE	TARGET	STATUS	PROGRESS BY END OF FY26
ENHANCING INCIDENT REPORTING AND IMPLEMENTING CORRECTIVE ACTIONS TO PREVENT RECURRENCE.	**ANIMAL WELFARE INCIDENT REPORTING REGIME REVIEWED AND UPDATED AS REQUIRED AND CORRECTIVE ACTIONS IMPLEMENTED.** ABSF REPORT REFERENCE: 4 - ANIMAL HEALTH & WELFARE	✓	**Complete. In FY26 we improved our reporting processes to ensure that animal welfare incidents across all sites were easily reportable. Consideration is being had as to whether or not such reports could be tracked in Donesafe (as BFG's existing safety reporting tool).**



BEST ANIMAL CARE - GOAL 2: FOCUS ON ANIMAL HANDLING

INITIATIVE	TARGET	STATUS	PROGRESS BY END OF FY26
DEVELOP AND IMPLEMENT AN ANIMAL HANDLING SELECTION AND TRAINING PROGRAM.	**ANIMAL HANDLING SELECTION AND TRAINING PROGRAM IN PLACE.** ABSF REPORT REFERENCE: 2 - PROCESSING PRACTICES	✓	**Complete. In FY26 we improved our training processes to ensure that animal handling had an increased focussed.**
	90% COMPLETION RATE FOR ANIMAL WELFARE OFFICER TRAINING AT INVERELL. ABSF REPORT REFERENCE: 2 - PROCESSING PRACTICES	✓	**Complete. In FY26 over 30 staff were trained in animal handling practices at our Myola and Inverell sites, with all members of Quality Assurance, Livestock and Stockyard teams now trained.** **Further staff training was undertaken at our Monbeef site during FY26 with a new trainer attending site.**



GOVERNANCE AND ESG COMMITTEE

BFG GOVERNANCE

The Board of Directors of Yolarno Pty Ltd (which along with its subsidiaries, is known as the Bindaree Food Group), is its highest governing body. The Board oversees and approves the strategic direction of the Bindaree Food Group, including in relation to ESG. The Bindaree Food Group Senior Executive Team, led by the Chief Executive Officer, is responsible for overseeing the implementation of the ESG plan each year. The Senior Executive Team brings a wealth of experience and has a broad knowledge set across the BFG 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 or have a Senior Executive Team member as a sponsor 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 BFG's ESG Goals and to suggest ways to further develop its ESG strategy and initiatives.

A number of the Senior Executive Team sits on this committee and regularly reports to the Board. The members of the ESG Committee have been integral to the creation of this Sustainability Report, and for championing ESG initiatives across the BFG business.





ABOUT THIS REPORT



ABOUT THIS REPORT

This Sustainability Report outlines the progress that BFG has made towards its ESG goals and initiatives in FY26 and serves as a companion to our FY25 Sustainability Report available on our website at https://bindareefoodgroup.com.au/sustainability/.

This report concerns the operations of Yolarno Pty Ltd and its subsidiaries, known 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 FY26 reporting period was aligned with the following SDGs:



BINDAREE FOOD GROUP

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