

# Climate change and sustainability report 2024

April 2025





ANZCO Foods continues to focus on its environmental, social and governance responsibilities. We're committed to delivering quality products in the most sustainable way possible as well as being a good corporate citizen.

### About this report

As a large business in New Zealand's red meat sector, ANZCO Foods' operations have a substantial impact on the country's economic, environmental and social activities. This report, covering ANZCO Foods' New Zealand operations, has been compiled for the 2024 calendar year.

ANZCO Foods' Climate Change and Sustainability Report has been approved by the ANZCO Foods' Board. While this report has not been externally assured, we are committed to continually improving our sustainability reporting. If you have any feedback or questions about our report, please email [sustainability@anzcofoods.com](mailto:sustainability@anzcofoods.com)

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# A word from our CEO



**ANZCO FOODS' CEO, PETER CONLEY**

ANZCO Foods celebrated its 40th birthday in 2024. In those four decades the company has grown and developed, embraced change and identified ways we can add value to our business.

As with the wider sector, we can control only certain elements of our business and are subject to external factors out of our control. It will not be news to many that the challenges of 2023 continued into 2024 and it was a hard year for most in the sector.

Since Covid, the supply chain has been a common source of fluctuations for New Zealand's exporters. During 2024 freight was again disrupted with ships not being able to safely use the Suez Canal, adding about 14 days to each trip.

On-farm farmers faced increasing costs, but 2024 saw some relief with the new coalition government taking a more pragmatic approach to on-farm regulations.

As noted in last year's report, we identified opportunities to improve the way we managed our environmental compliance. We recognised we needed to have an increased focus in this area and for the last couple of years we've put extra resources into improving our reporting to ensure we are operating compliantly. We have also established an Environmental Governance Group to give oversight of this important area of our business.

From a people perspective, we continue to focus on building a strong culture. Our Living the Values survey results showed improvements in most of our questions this year and overall satisfaction remains very high.

Having made significant investments in mechanical improvements at our processing and manufacturing sites in the last 10 years, we are increasingly focusing on our health and safety culture. During the year we rolled out a safety conversations programme to leaders across the business. A highlight

this year was obtaining our ISO45001 certification which provides a framework for managing health and safety risks and opportunities in our workplace, with a focus on providing a safe and healthy workplace and protecting our people.

While recognising that the last two years have been challenging for our industry, we continue to be optimistic for the future of our sector.

ANZCO Foods continues to focus on its environmental, social and governance responsibilities. We're committed to delivering quality products in the most sustainable way possible as well as being a good corporate citizen.

This report provides an overview of ANZCO Foods' 2024 performance across New Zealand, featuring our commitment to sustainable practices and creating value.

Looking forward, we remain committed to sustainable growth and innovation. Our strategic priorities include further enhancing operational efficiency and advancing our sustainability initiatives to create long-term value for the company and stakeholders.

A handwritten signature in black ink, appearing to read 'Peter Conley'. The signature is stylized and fluid, with a large initial 'P' and 'C'.

**"While recognising that the last two years have been challenging for our industry, we continue to be optimistic for the future of our sector."**

# Our climate change and sustainability manager



**ANZCO FOODS' CLIMATE CHANGE & SUSTAINABILITY MANAGER, GRACE MACDONALD**

"With the ongoing support of our board, ANZCO Foods' management team and our wider organisation, we've made significant progress toward using our resources more efficiently and building capacity for sustainability-focused initiatives."

As Sustainability Manager at ANZCO Foods, I look forward to sharing an update on our progress each year as we continue advancing our climate change and sustainability strategy. In 2024 we reviewed and refined our strategic plan to prepare for the next three years, confirming our commitment to the four sustainability pillars: our impact on the environment, the environment's impact on our operations, our people and community, and the structures and resources necessary to implement our strategy [See page 10].

With the ongoing support of our board, ANZCO Foods' management team and our wider organisation, we've made significant progress toward using our resources more efficiently and building capacity for sustainability-focused initiatives. Despite the economic challenges facing the red meat sector, we remain committed to achieving a 25% absolute reduction in Scope 1 and 2 emissions by 2030, excluding biogenic methane.

Climate planning and transparent reporting continue to be critical to driving progress. Two key pieces of work from 2024 support our commitment to improvement. The first was commencing our climate scenario analysis, which provides structure to the unknown when it comes to climate change and explores how varying scenarios could shape the resilience of our business model. Second, we continued building on five years of impact assessments, which have generated discussions around site-specific improvements, efficiency gains, setting utility intensity targets, and have provided a detailed roadmap of our sustainability journey to date.

In 2024 ANZCO Foods undertook its fifth Toitū certification for the 2023 year, once again achieving Toitū Carbon Reduce certification. Alongside this, we have taken a significant step forward

by transitioning to the Greenhouse Gas (GHG) Protocol [there's more information on our transition on page 30], which is internationally recognised and aligns with our shareholder Itoham Yonekyu Holdings' requirements. While this shift has increased our reported emissions due to an expanded boundary, we are in the process of readjusting our baseline year to ensure accurate comparison and context for our emissions' reduction efforts.

Managing Scope 3 emissions from our farmer suppliers remains a complex challenge. Our approach includes supplier engagement and support through New Zealand Farm Assurance Programme (NZFAP) Plus, in setting projects via AgriZero<sup>NZ</sup>, and a comprehensive measurement framework. We remain committed to refining this strategy, ensuring alignment with evolving industry standards and stakeholder expectations.

ANZCO Foods' sustainability report is evidence of our dedication to meaningful action, collaboration and accountability. As we adapt to the challenges and opportunities ahead, we remain committed to the principles that guide our strategy and the progress that ensures a sustainable future for our kaimahi, communities and stakeholders.

*gmacdonald*



# About us and our brands

ANZCO Foods is 100% owned by Itoham Yonekyu Holdings, a top 10 global meat company based in Japan. Itoham has been a partner of ANZCO Foods since 1984 and a shareholder since 1995. It took full ownership in December 2017. ANZCO Foods is Itoham Yonekyu Holdings' largest international investment.

ANZCO Foods is one of New Zealand's largest red meat processors. We procure New Zealand's finest beef and lamb and process it at our seven processing and two manufacturing sites. We currently employ 3,137 people. We deliver high-quality nutrition and healthcare solutions to the world and understand our work has an environmental impact that we're working to reduce through our climate change strategy and programme. Throughout our supply chain we understand our inputs and outputs, how we add value and where we have impacts. Our climate change and sustainability programme supports enhancing our positive impacts and reducing our negative ones.

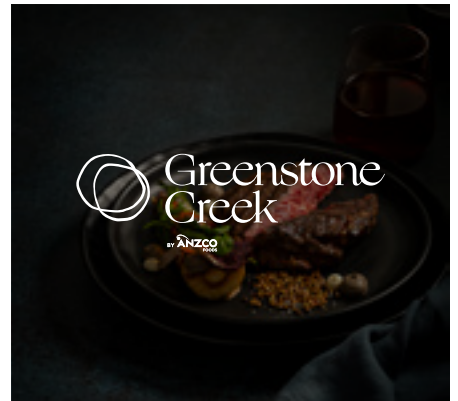
ANZCO Foods is committed to delivering high-quality nutrition and healthcare products to the world while maintaining sustainability and responsible practices. This report provides an overview of our financial, environmental, social and governance performance for the 2024 calendar year.



New Zealand's finest beef and lamb, known for its exceptional taste, texture and nutritional quality



New Zealand made homestyle burger patties that are mouth-wateringly good and packed full of flavour



Grass-fed, free-range New Zealand beef that's selected by hand and expertly aged for tenderness and superior taste



New Zealand premium handpicked lamb, servicing top chefs and restaurants in Europe



Grass-fed, grain-finished supreme Angus beef delivering unmistakable marbling and melt-in-your-mouth tenderness



Grass-fed New Zealand Black Angus, committed to small-scale production to protect its purity and taste

# Key facts

**\$1.7b**

annual contribution to New Zealand via salary, wages and supplier payments

**7** processing sites

**2** manufacturing sites

**5** offshore marketing offices

**3,137**

employees across our locations



**80**



countries around the world that we export our product to

**\$1.83**

billion annual turnover

**2**



biological proteins and sterile serums businesses

**3**

joint venture companies



**\$770**

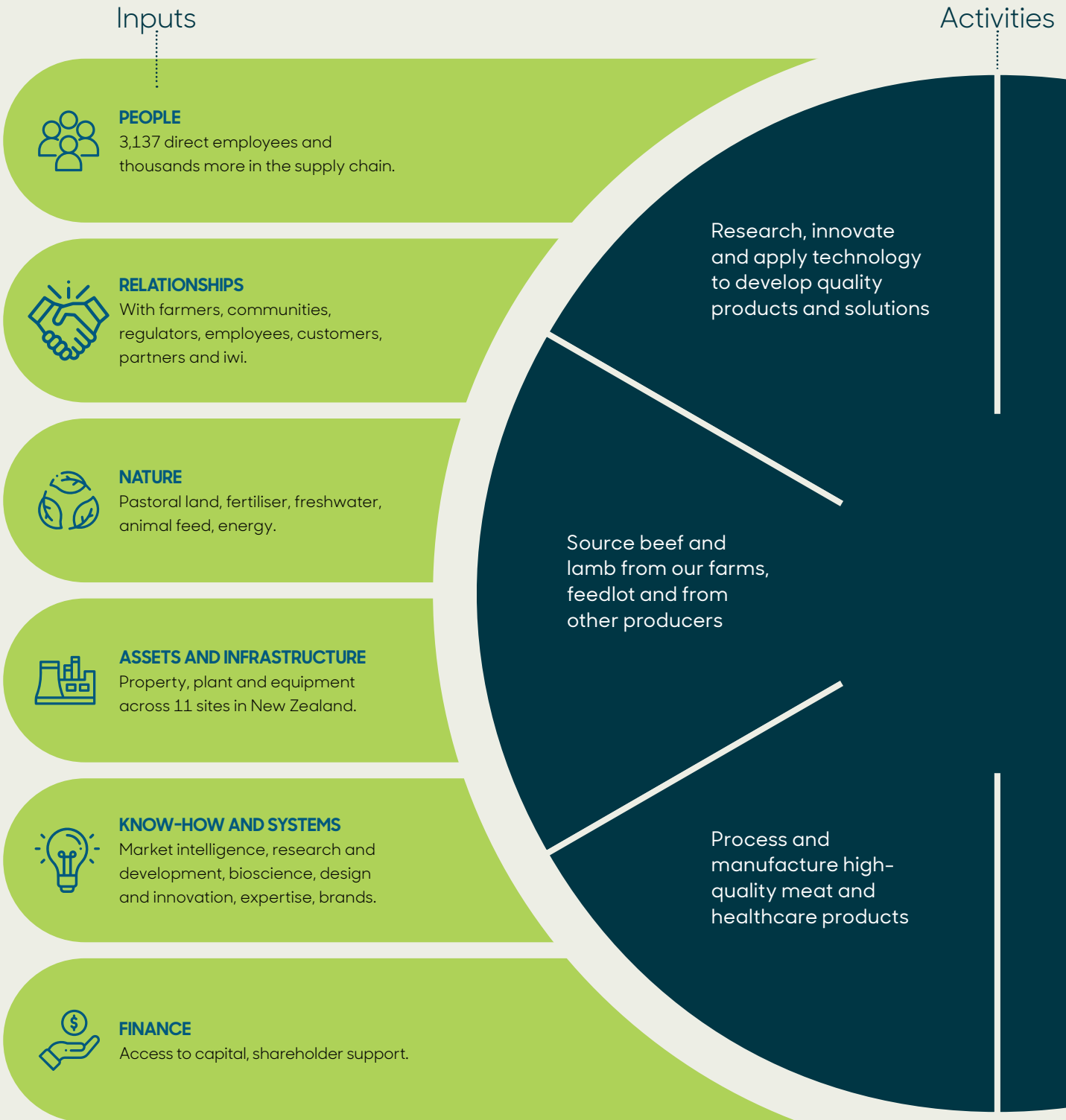
million assets

**1**

cattle feedlot



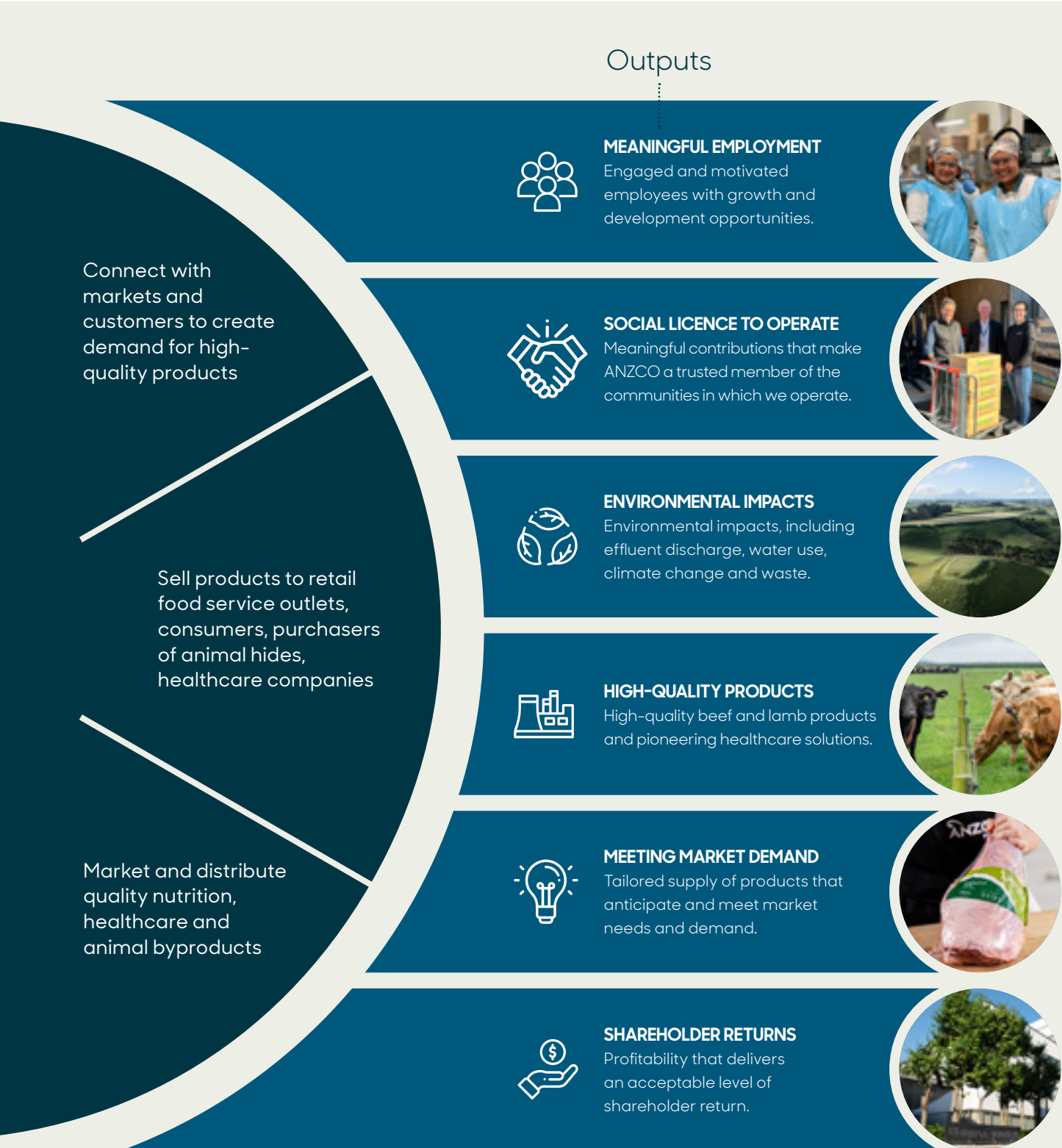
# ANZCO Foods' inputs and impacts





Throughout our supply chain we understand our inputs and outputs, how we add value and where we have impacts. In 2024 we completed work to further understand this bigger picture and this is detailed in the below diagram. Our climate change

and sustainability programme supports enhancing our positive impacts and reducing our negative ones. See pages 14 to 41 for more detailed information.



## Outputs



### MEANINGFUL EMPLOYMENT

Engaged and motivated employees with growth and development opportunities.



### SOCIAL LICENCE TO OPERATE

Meaningful contributions that make ANZCO a trusted member of the communities in which we operate.



### ENVIRONMENTAL IMPACTS

Environmental impacts, including effluent discharge, water use, climate change and waste.



### HIGH-QUALITY PRODUCTS

High-quality beef and lamb products and pioneering healthcare solutions.



### MEETING MARKET DEMAND

Tailored supply of products that anticipate and meet market needs and demand.



### SHAREHOLDER RETURNS

Profitability that delivers an acceptable level of shareholder return.



# Our CC&S strategy on a page



Provide environmentally sustainable beef and lamb products

**OUR LONG-TERM VISION**

- ⦿ Reduce emissions
- ⦿ Protect water bodies
- ⦿ Improve soil health
- ⦿ Minimise waste and convert to value where possible
- ⦿ Increase habitat for native species

**OUR PRIORITIES**

- ⦿ 25% reduction in Scope 1 and 2 emissions by 2030 (excluding biogenic methane)
- ⦿ Removal of all coal by 2030
- ⦿ Reset reduction targets for waste, water, soil and improvement targets for natural habitat
- ⦿ Realise reduction targets for waste, water, soil and natural habitat by 2026
- ⦿ Add effluent, waterways and wetlands to scope of baselines and targets



Prepare to thrive in a low-carbon economy subject to climate change and scarce natural capital inputs

**OUR LONG-TERM VISION**

- ⦿ Assess, monitor and address physical risks of climate change
- ⦿ Assess, monitor and address transition risks of climate change
- ⦿ Reduce freshwater use, energy, consumption and packaging
- ⦿ Grow brand value through CC&S leadership

**OUR PRIORITIES**

- ⦿ Define a pragmatic, fit-for-purpose list of climate-related risks and scenario modelling that is applicable to ANZCO Foods
- ⦿ All senior managers have access to live dashboard reporting
- ⦿ Accept and implement alignment to GHG Protocol

→ To be a leader in New Zealand's red meat sector by continuing to integrate sustainability into our business and being a thriving provider of socially and environmentally responsible products. ANZCO Foods refreshed its three-year CC&S strategy in 2023 and confirmed its four strategic areas.



## Health and wellbeing

Care for the health and wellbeing of our workers and communities

### OUR LONG-TERM VISION

- ⦿ Protect and improve workers' health, safety and wellbeing
- ⦿ Embrace and enhance ANZCO Foods' workplace diversity
- ⦿ Strengthen the wellbeing of our communities through our activities

### OUR PRIORITIES

- ⦿ Continue to develop and improve our health and safety engagement with our workers
- ⦿ Look after the health and safety of everyone on our sites, including third-party contractors
- ⦿ Promote and increase use of our health and safety management systems, including for third-party workers
- ⦿ Define and implement an iwi engagement strategy
- ⦿ Continue to engage our people in diversity and inclusion initiatives



## Structures and systems

Establish the right structures and systems to manage accelerating environmental and social change

### OUR LONG-TERM VISION

- ⦿ Strengthen CC&S governance
- ⦿ Incorporate CC&S in core business strategies and financial plans
- ⦿ Ensure CC&S risk processes are established and maintained
- ⦿ Establish CC&S metrics, targets and monitoring processes
- ⦿ Verify CC&S risks, opportunities and performance and ensure these are transparently communicated

### OUR PRIORITIES

- ⦿ Define maturity model framework that is fit-for-purpose for tracking ANZCO's development
- ⦿ Conduct a baseline maturity assessment in 2023, and re-measure in alignment with our strategy, improving in each domain
- ⦿ Conduct materiality assessment
- ⦿ Complete pragmatic, fit-for-purpose scenario analysis and incorporate into climate-related risk register

# Material topics

During the year ANZCO Foods completed a materiality assessment that identified our material issues. The top 10 material issues, listed below, aligned well with, and were covered by, our strategic risk matrix and our climate change and sustainability strategy.

## Top material topics

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## People

Focuses on providing a positive workplace culture where our 3,137 employees are engaged, valued and where health, safety and wellbeing are integrated into our operations

PAGE 16 



## Relationships

Focuses on developing and maintaining relationships with key stakeholders, including employees, farmers, communities in which we operate, iwi, industry, customers, and suppliers

PAGE 20 



## Nature

Focuses on supporting and enhancing New Zealand's reputation and environmental stewardship, and seeking to improve the impact we have on the environment

PAGE 28 



## Assets and infrastructure



Focuses on maintaining our assets and implementing initiatives to reduce their impact on the environment in which we operate

PAGE 33 →



## Know-how and systems



Focuses on our company knowledge, expertise, innovations and the systems we have in place to support the business so it can produce high-quality products that meet market needs and demand

PAGE 36 →

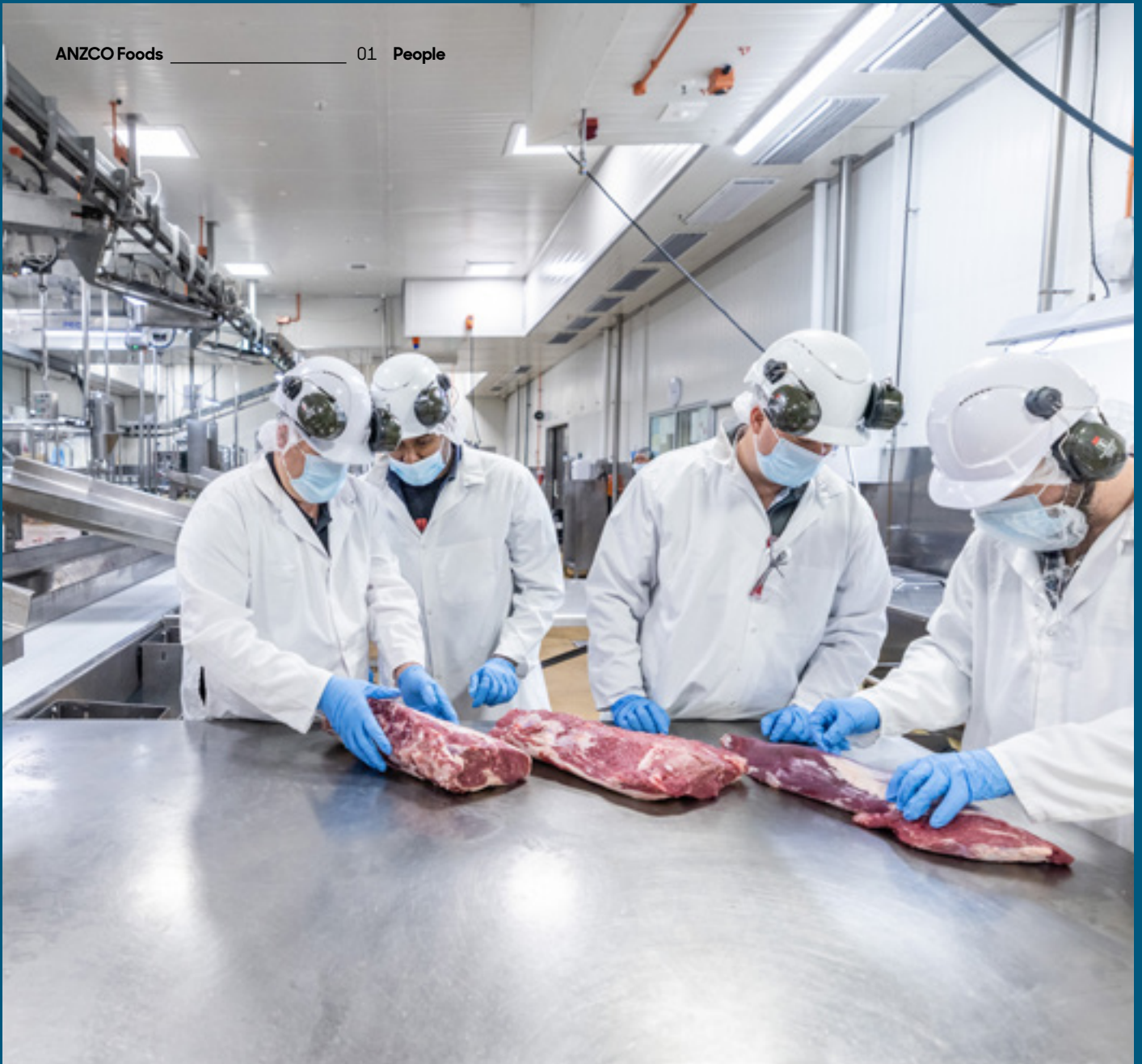


## Finance



Focuses on business continuity, being a responsible, strong financial business so we can look after our people, serve our customers and shareholders, manage our business and invest in improvements

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# People

**Focuses on providing a positive workplace culture where our 3,137 employees are engaged and valued, and where health, safety and wellbeing are integrated into our operations**

ANZCO Foods has 3,137 employees, with the majority working at our processing and manufacturing sites in mainly rural New Zealand.

Employees have an important role in our sustainability programme, including how we use our resources and achieve our goals. Engagement in the programme is important for us to achieve our sustainability goals. This report celebrates the progress the ANZCO Foods' team has made towards achieving these goals. During August 2024 we ran a climate change awareness and engagement week with activities across the operation to increase awareness and understanding.



# Health and safety at ANZCO Foods

We continued our focus on protecting and improving our workers' health, safety and wellbeing.

It is pleasing to report that we had some significant improvements in our health and safety measurements in 2024 compared to 2023:

- A 24% reduction in our total recordable incident frequency rate
- A 28% reduction in lost-time injuries
- A 22% increase in safety observations
- We reduced our lost-time injuries across our focus areas of knife handling, forklift incidents and slips, trips and falls with no change to our traffic management measurement.
- We improved the response to our engagement statement "ANZCO Foods is committed to health and safety and has controls in place to manage risks appropriately" from 4.14 out of 5 in 2023 to 4.28 in 2024.

During the year we achieved ISO45001 certification showing our safety management system meets international standards and provides a framework to help us continually improve.

For the last decade we've been investing heavily in mitigating and managing our critical risks and we have now expanded our focus on culture: how we think, act, and do health and safety at ANZCO. In 2024 as part of this focus we implemented a safety conversation model across the business to help people have non-judgemental conversations that help raise health and safety awareness and improve worker safety.

Our livestock reps piloted the use of an app that helps us manage our health and safety responsibility for yards and access roads on farms where our employees and contractors operate. The app will be rolled out to farmers and transporters from 2025.

## Knife safety

Total injuries



Lost-time injuries



## Forklifts

Total injuries



Lost-time injuries



## Slips, trips and falls

Total injuries



Lost-time injuries



## Traffic management

Total injuries



Lost-time injuries



22.3% 

## Group Positive Safety Reports

Between 2023 and 2024 there was an increase in the numbers of reported Safety Observations.

24.3% 

## Total Recordable Injury Frequency Rate (TRIFR)

Between 2023 and 2024 our TRIFR went down by 24.3%

28.2% 

## Lost-time Incident

Between 2023 and 2024 there was a decrease in the numbers of Lost-time Incidents.

# Workplace diversity at ANZCO Foods

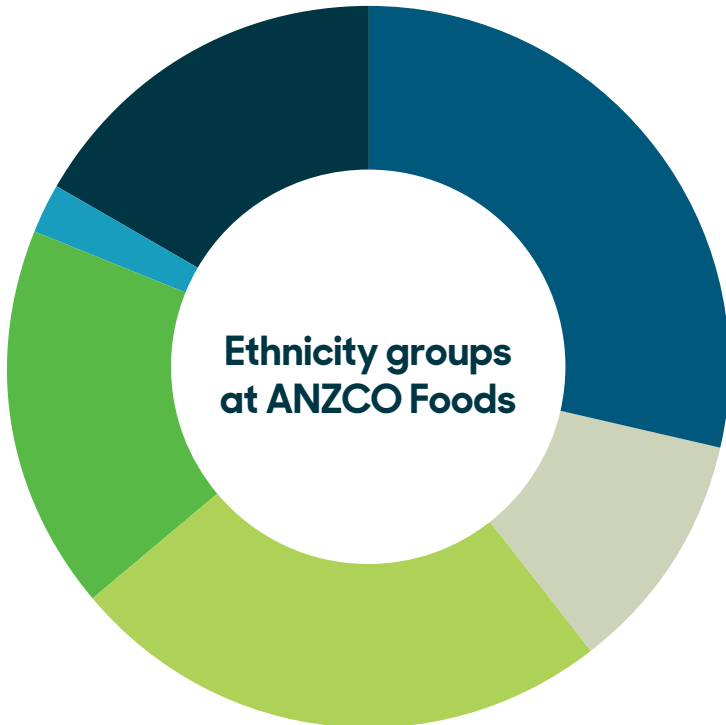
ANZCO Foods has a diverse workforce and we continued our programme to embrace and enhance workplace diversity.

Our annual site focus groups identify two or three activities for each site to improve inclusion. These groups are supported by Diversity and Inclusion ambassadors at each site who actively promote and raise awareness on diversity and inclusion activities.

We have a range of pastoral support and initiatives available for our workers who come from offshore to help them adjust to life in New Zealand.

We run regular cultural and wellness activities throughout the year, including the stepping competition, Steptember, mental health awareness, site cultural celebrations, and injury prevention.

Our internal scholarship programme has been running for four years, supporting immediate family members of our waged employees with up to \$5,000 for up to three years for tertiary study or an apprenticeship.



**6.67%**

Turnover (salaried employees)

**63%**

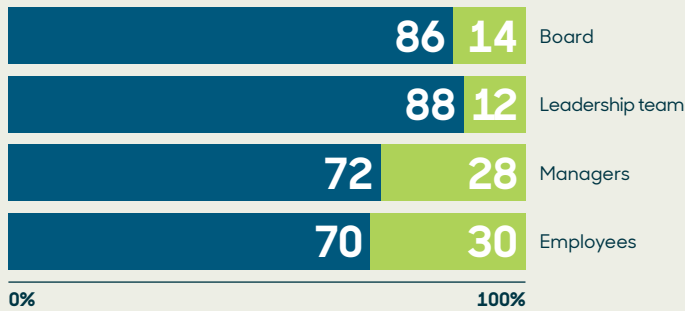
Internal Appointments

% of Internal Appointments (salaried employees)

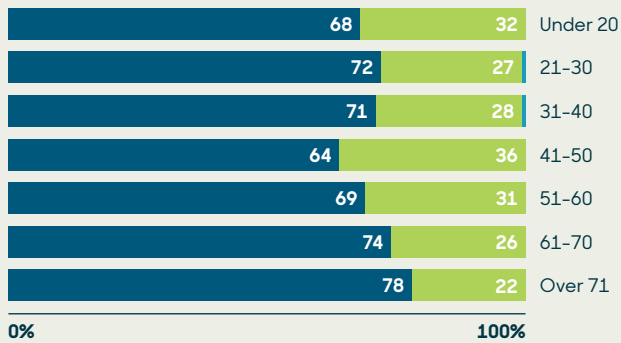
	Female	Male		Female	Male
European	260	641	Māori	123	214
Pacific people	150	618	MELAA*	24	49
Asian	227	313	Not declared	156	362

\*Middle Eastern / Latin American / African

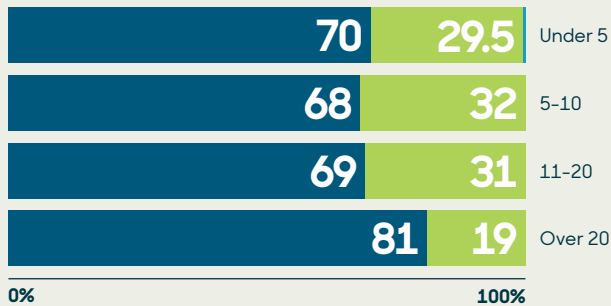
Gender Diversity (%)



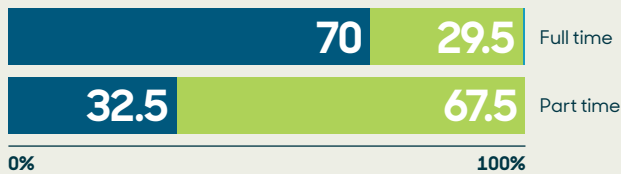
Age of our employees (%)



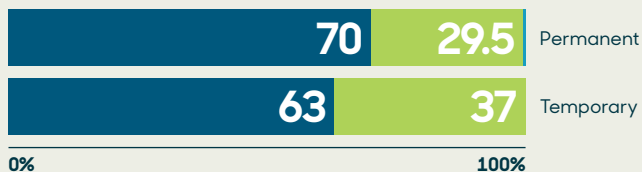
Years of service (%)



Employment type (%)



Employment by contract (%)



Key



3,137

Total global employees

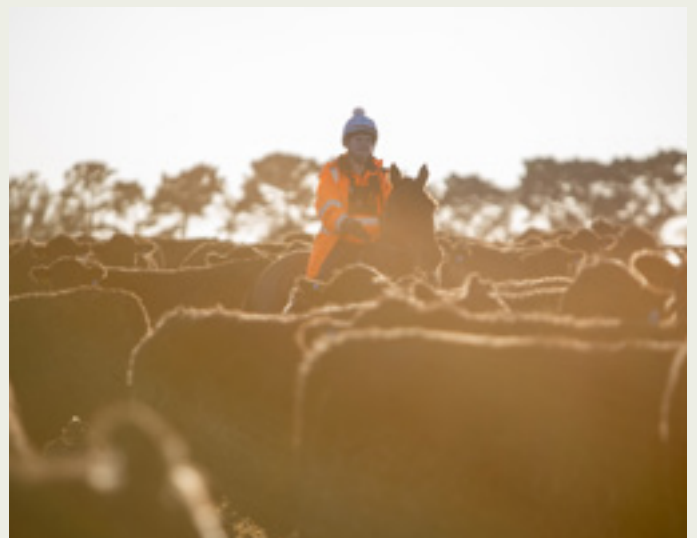


2,197

Male employees at ANZCO Foods

940

Female employees at ANZCO Foods





# Relationships

**Focuses on developing and maintaining relationships with key stakeholders, including employees, farmers, communities in which we operate, iwi, industry, customers, and suppliers**

For all our stakeholders – employees, farmers, customers, suppliers, regulators, the communities in which we operate and the wider industry – our sustainability report details our activities across the year and our progress towards achieving our strategy.

**We aim to strengthen the wellbeing of our communities through our contribution.**

During the year we donated more than \$100,000 of product to foodbanks and community programmes.

Our annual donation to rural primary schools was \$109,000, bringing the total donation to \$1.4m since the Sponsor a School programme started in 2011.

During 2024 we closed our Earthquake Trust Fund, donating the remainder of the funding to the new youth mental health outpatients' facility in Christchurch that started operating in December 2024.

We donated \$1 a burger from our limited-time burger with Dame Lisa Carrington, which raised \$40,000 for her chosen charity, Save the Kiwi.

Our community support programme has a strong focus on supporting youth into the sector and during the year we supported Lincoln University's food and fibre awards, the Butcher apprentice competition, the Growing Future Farmers programme and Otiwhiti Station Land Based Training School.

We continued a range of other community support programmes relevant to our business and supported regional activities and events that are important to our sites.

Our focus on on-farm wellbeing continued in 2024 with our support of Farm Without Harm's Safer Rides that offered people financial support to install rollbars on quadbikes. We continued our support of Surfing for Farmers, the Canterbury West Coast Air Rescue Trust and formalised our relationship with the Rural Support Trust.

We are a founding partner of AgriZero<sup>NZ</sup>, the public-private joint venture, that is investing in tools and technology to reduce on-farm emissions to get these tools and technologies into farmers' hands faster.

Ninety-nine percent of McDonald's global emissions come from scope 3 sources and beef farming is the single biggest contributor to McDonald's greenhouse gas emissions.

ANZCO Foods makes McDonald's patties for the domestic market and the company is working with us to initially confirm the emissions from the beef we supply for patties and then to work on plans to reduce the emissions. Globally, McDonald's has a procurement goal for ground beef to reach a 16% absolute reduction in farm emissions by 2030 against a 2018 baseline. McDonald's assessed that Australia/New Zealand would need to deliver a 7% absolute reduction in on-farm emissions to align with this goal. While we continue to engage in the sustainability space and measure emissions from our processing/manufacturing sites that support the McDonald's supply chain, ANZCO has not made a Scope 3 target for livestock emissions as of 2024.

**\$70m**

**McDonald's meals served around the world, daily.**

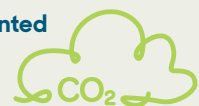


**6,200 kilograms**

**of meat donated to the NZ Food Network and food banks around NZ**

**4,142 CO<sub>2</sub> reduction**

**CO<sub>2</sub> equivalent prevented (from surplus food donated in 2024)**



# Stakeholder engagement

## Delivering taste, nutrition and wellbeing to the world

Our key stakeholders include individuals and groups that have interests that are, or could be, impacted by our activities. They include employees and contractors, farmers, customers and suppliers, communities where we are based, local and central government and industry organisations. Our sustainability

journey is strongly guided by their requirements. Engaging with each audience enables us to identify any concerns and learn what’s important to each group. This approach helps us prioritise our activities and resources and confirm material topics.

Stakeholder	Why they're important	Ways we engage	Key issues discussed
<b>Employees</b>	<p>ANZCO Foods’ 3,000+ employees are at the heart of our business. We have a range of channels and activities to engage with employees. Most of our employees work in processing and don’t have easy access to electronic communications, so we continue to identify ways we can engage and communicate with this important group.</p>	<ul style="list-style-type: none"> <li>· Regular updates on:                             <ul style="list-style-type: none"> <li>- TV screens in break rooms</li> <li>- Facebook group</li> <li>- Email</li> <li>- Intranet</li> </ul> </li> <li>· Face-to-face/meetings</li> <li>· Performance reviews</li> <li>· Internal conferences</li> <li>· Day-to-day team interactions</li> <li>· Annual inductions</li> <li>· Suggestion boxes</li> <li>· Competitions</li> <li>· Fundraising and volunteering</li> <li>· Scholarship programme</li> <li>· Recruitment</li> <li>· Focus groups</li> <li>· Team meetings and shift meetings</li> <li>· Regular meetings with the Meat Workers’ Union and union delegates</li> <li>· ANZCO Crew app</li> <li>· Posters and noticeboards</li> </ul>	<ul style="list-style-type: none"> <li>· Health and safety, wellness and mental wellbeing</li> <li>· Keeping yourself safe</li> <li>· Speaking up and listening</li> <li>· Performance, development and training</li> <li>· People news</li> <li>· Company news, innovations, and performance</li> <li>· Community contribution</li> <li>· Community disaster relief</li> <li>· Retention and recruitment</li> </ul>
<b>Contractors</b>	<p>ANZCO Foods uses a range of contractors at its corporate office and processing and manufacturing sites.</p>	<ul style="list-style-type: none"> <li>· Contractor management systems and processes</li> <li>· Regular performance and service delivery reviews:                             <ul style="list-style-type: none"> <li>- Newsletters</li> <li>- Individual communication</li> <li>- Letters</li> <li>- Email</li> <li>- Phone calls</li> <li>- Face-to-face</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>· Health and safety</li> <li>· Code of Conduct</li> <li>· Environmental</li> <li>· ANZCO news</li> <li>· Performance</li> </ul>

Stakeholder	Why they're important	Ways we engage	Key issues discussed
<b>Farmers</b>	<p>We work closely with our farmer suppliers to ensure we get access to their animals when we need them, so we meet our customer needs. We also support various programmes to ensure the animals and the environment are being cared for.</p>	<ul style="list-style-type: none"> <li>• Farmer meetings</li> <li>• Monthly email newsletters</li> <li>• Face-to-face with livestock representatives</li> <li>• Mailouts</li> <li>• Field days</li> <li>• Workshops</li> <li>• New producer portal and app</li> <li>• Advantage magazine and loyalty programme communications</li> <li>• Social media channels</li> <li>• Company website</li> <li>• Customer service channels</li> <li>• Contracts</li> <li>• Biannual conference</li> </ul>	<ul style="list-style-type: none"> <li>• Farm assurance programmes</li> <li>• Loyalty</li> <li>• Advantage by ANZCO</li> <li>• Animal welfare</li> <li>• Compliance and legislation</li> <li>• On-farm performance</li> <li>• Company performance and news</li> <li>• Global market updates</li> </ul>
<b>Customers and suppliers</b>	<p>ANZCO Foods exports its products to more than 80 countries, supplying retailers and foodservice with New Zealand's premium beef and lamb. Our customers are our connection with the end consumer. We engage with them so we can share the proud New Zealand story behind the products, and get their feedback on what's important to their end consumers and markets.</p> <p>We use a range of local, national and international suppliers to maintain our sites, transport animals and our products, and ensure the overall smooth running of our business.</p>	<ul style="list-style-type: none"> <li>• Face-to-face</li> <li>• Brand material</li> <li>• Electronic communications</li> <li>• Industry events and exhibitions</li> <li>• Collaboration on product innovation</li> <li>• Social media channels</li> <li>• Company website</li> <li>• Customer service channels</li> <li>• Supplier screening tool</li> </ul>	<ul style="list-style-type: none"> <li>• Product provenance</li> <li>• Environment</li> <li>• Packaging</li> <li>• NZ story</li> <li>• Product quality</li> <li>• Efficiency</li> <li>• Issues</li> <li>• Food shows and fairs</li> </ul>
<b>Communities</b>	<p>ANZCO Foods' processing sites are located throughout New Zealand, often in rural communities where we are one of the biggest employers. We recognise this comes with responsibilities and aim to make a positive contribution in these locations. Improving our sites and managing resources well are ways we do this, along with various local and national sponsorships, support, and seeking to be a good neighbour.</p>	<ul style="list-style-type: none"> <li>• Community meetings</li> <li>• Media</li> <li>• Sponsorships/donations</li> <li>• Salary/wages and supplier payments</li> </ul>	<ul style="list-style-type: none"> <li>• Community relationships</li> <li>• Environmental impacts and enhancements</li> <li>• Company involvement and contribution</li> <li>• Recruitment</li> <li>• Wellbeing</li> </ul>

Stakeholder	Why they're important	Ways we engage	Key issues discussed
<b>Iwi</b>	<p>We recognise the importance of manawhenua to our operations and have taken a number of steps to build and enhance relationships with iwi where we are based. We recognise there is more work to do here and will continue to increase our focus.</p>	<ul style="list-style-type: none"> <li>· Meetings</li> <li>· Electronic communications</li> <li>· Sponsorship/support</li> </ul>	<ul style="list-style-type: none"> <li>· Biodiversity</li> <li>· Recruitment</li> <li>· Health programmes</li> <li>· Support programmes</li> <li>· Areas of significance</li> </ul>
<b>Industry, partnerships and memberships</b>	<p>As one of New Zealand's largest exporters, ANZCO Foods has an important role in the wider industry. ANZCO Foods is active in a number of industry groups that seek to support the industry to develop and improve, especially as regulations and expectations around climate change and sustainability evolve.</p> <ul style="list-style-type: none"> <li>· Meat Industry Association</li> <li>· New Zealand Roundtable for Sustainable Beef</li> <li>· Sustainable Business Council</li> <li>· Climate Leaders' Coalition</li> <li>· Biosecurity Group</li> <li>· NZ Farm Assurance Incorporated</li> <li>· Centre for Climate Action on Agricultural Emissions</li> <li>· AgriZero<sup>NZ</sup></li> <li>· Beef + Lamb New Zealand</li> <li>· AgResearch</li> <li>· BioTech NZ</li> <li>· AgriTech</li> </ul>	<ul style="list-style-type: none"> <li>· Industry councils</li> <li>· Leading steering groups</li> <li>· Working/experts' groups</li> <li>· Meetings</li> <li>· Phone calls and emails</li> <li>· Industry events</li> <li>· Conferences</li> </ul>	<ul style="list-style-type: none"> <li>· Changing practices</li> <li>· Legislation</li> <li>· Areas for improvement – including environmental performance</li> <li>· Areas of collaboration</li> </ul>
<b>Local, regional and central government</b>	<p>ANZCO's processing and manufacturing sites and farms operate under a number of resource consents and are bound by legislation and regulations. We work closely with local and regional councils regarding consent compliance and renewals. We also provide feedback on proposed new or changed legislation and regulations that relate to our operations or may have an impact on the wider red meat sector.</p>	<ul style="list-style-type: none"> <li>· Face-to-face meetings</li> <li>· Consent reports</li> <li>· Phone calls and emails</li> <li>· Submissions/feedback</li> <li>· Workshops</li> <li>· Site visits</li> </ul>	





# Our supply chain

ANZCO Foods has an intricate and complicated supply chain that procures livestock and other materials required by the business and then distributes thousands of products to more than 80 countries.

Upstream procurement is managed by our team of internal experts. Suppliers of large quantities of goods are rigorously assessed during the tender process and all suppliers are governed by the Supplier Code of Conduct and Terms and Conditions – as a minimum. Livestock supply is the exception to this; it is managed by the dedicated livestock procurement team and governed by contracts where practical.

ANZCO Foods is an agricultural business, bringing to the world nutrition and good health from New Zealand’s finest beef and lamb. Our main markets are China, Japan, USA, Europe and the UK. Through our integrated value chain, we control the procurement, processing and manufacturing of our beef and lamb, as well as distribution and marketing. This enables us to implement extensive animal welfare and food safety standards alongside health and safety and corporate responsibility measures. This ultimately results in the responsible care of animals and our environment and a product that we are proud to put our name on.

We actively seek to work with those people and organisations throughout our value chain to add value and improve societal, environmental and financial outcomes.

The diagram (right) shows the ways we engage.



NZFAP journey  
AgriZero<sup>NZ</sup>  
Advocacy and submissions

Growing Future Farmers/Otiwhiti  
Gate-to-plate engagement with chefs

Women's industry conference  
Support/promote Farm without Harm

Support and advocacy

KPIs

Freight optimisation

NZFAP journey  
Active biosecurity processes and signatories to the Biosecurity Pledge

Looking after our people  
GHG Protocol

Long-term best practice strategy and eco-health system testing

KPIs to measure domestic freight and transport

Suppliers' code of conduct

Supplier screening tool for Scope 3 emissions

Reducing our impact on the environment  
Operating responsibly

Looking after our people  
Carbon audited

Intensity targets and impact assessments

Reducing our impact on the environment  
Operating responsibly

Looking after our people  
Carbon audited

Adding value  
Intensity targets and impact assessments

Scope 3 - domestic and export freight managed through SeaRoutes for better measurement

Building and maintaining strong relationships

From gate to plate engagement with chefs and consumers

Supporting and enhancing NZ's reputation

Steak awards

Creating and supporting better outcomes

Adding value



# Nature

**Focuses on supporting and enhancing New Zealand's reputation and environmental stewardship, and seeking to improve the impact we have on the environment**

ANZCO Foods is committed to responsible land and water management, ensuring its farming practices support long-term environmental sustainability.

Through its Ecosystem Health Checks, ANZCO actively monitors soil health, water quality and biodiversity across its properties. These assessments provide valuable insights into how farming practices impact the environment and inform land-use decisions. By tracking our decisions over time, we identify trends, measure improvements and implement strategies to enhance soil structure, reduce nutrient runoff and protect water bodies. This proactive approach ensures farming remains productive and environmentally responsible.

A key focus of ANZCO's sustainability efforts is the protection of mahinga kai values and the careful management of waterways on its farms. Recognising the cultural and ecological sensitivity of these environments, we take a proactive approach to reducing nutrient, sediment and microbial contamination in water bodies. This includes maintaining and restoring indigenous vegetation, monitoring ecosystems and looking after the biodiversity present on our farms. We also ensure compliance with regional and district council regulations, reinforcing our commitment to environmental stewardship.

ANZCO Foods also integrates environmental DNA (eDNA) testing into its monitoring practices to gain a more detailed understanding of biodiversity and ecosystem health. By analysing genetic material shed by organisms in waterways, eDNA testing can identify the presence of a vast range of species, from fish and macroinvertebrates to birds and plants, providing a comprehensive snapshot of local ecosystems. This approach enhances our ability to track biosecurity threats, assess environmental changes over time, and refine land management strategies. While eDNA results take time and expense, they offer a valuable tool for strengthening our sustainability commitments and ensure that our farming operations continue to align with best environmental practices.



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# 150+

**ANZCO Foods suppliers  
part of the NZFAP Plus  
programme at the end  
of 2024**

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# 10%




**reduction in water  
per carcass at our  
Rangitikei site**

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# 10,000

**native seedlings  
planted around  
New Zealand**



## ANZCO Foods’ transition to GHG Protocol in emissions reporting

As part of our ongoing commitment to sustainability and business resilience, ANZCO Foods has adopted the Greenhouse Gas (GHG) Protocol standard for emissions reporting. Our transition to this standard reflects our commitment to transparent, internationally recognised emissions accounting that supports our decarbonisation pathway.

We are not legally required to report emissions, but we’ve chosen to do so for the last four years as a responsible primary industry business. Our emissions reporting enables us to demonstrate leadership in sustainability, respond proactively to evolving regulatory requirements, and report transparently for our stakeholders. Voluntarily disclosing our carbon footprint positions us ahead of future mandatory climate reporting requirements for privately owned entities.

Methane emissions, which contribute to 93% of this year’s carbon footprint, present ongoing scientific and methodological challenges globally. ANZCO recognises that existing measurement frameworks, including those used in global reporting standards, often fail to fully capture the complexity of methane’s impact and mitigation pathways. However, we’re committed to measuring our value chain emissions, and emissions from livestock play a critical role in our business in many forms.

This year we face a significant challenge in demonstrating emissions reductions because of the dominance of methane in our overall footprint as measured under the GHG Protocol standard. While we actively implement efficiency measures and emissions reduction initiatives that are in our direct operational control (such as energy efficiency improvements and waste reduction), methane emissions from upstream in the value chain remain the largest contributing factor to our total reported emissions. A lack of a clear pathway for methane mitigation at scale makes it difficult to reflect meaningful progress in our reporting, despite tangible efforts in other areas of our operations.

We are committed to refining our emissions measurement to align with international best practice. In transitioning to the GHG Protocol we have increased our measurement boundary significantly in three key areas:

- Scope 1 – enteric methane emissions for animals we own throughout the year
- Scope 3 – purchased goods and services
- The inclusion of our offshore offices and subsidiaries emissions

In 2025 we will complete a baseline recalculation to ensure our 2020 baseline year reflects these boundary inclusions for ongoing comparison.

### Total Greenhouse Gas Emissions

#### Total Carbon Footprint

Scope 1	175,683
Scope 2	7,313
Scope 3	75,968
Scope 3 – Biogenic methane	1,644,651

#### Methane Emissions Breakdown

Scope 1 – Processed Stock	4,505
Scope 1 – Owned Stock	99,699
Scope 1 – Fivestar Beef Feedlot	27,989
Scope 1 – ANZCO Foods Farms	8,385
Scope 3 – Value chain emission from livestock	1,644,651

#### Carbon Footprint (Excluding methane)

Scope 1	35,105
Scope 2	7,313
Scope 3	75,968

**Scope 1 GHG emissions:** GHG emissions from sources that are owned or controlled by the company.

**Scope 2 GHG emissions:** GHG emissions from the generation of purchased electricity, heat and steam consumed by the company.

**Scope 3 GHG emissions:** GHG emissions that occur as a consequence of the activities of the company but occur from sources not owned or controlled by the company.





Site	Water source	Consumed	Discharged in line with consents
Canterbury	Bore	Yards, slaughter, processing and cleaning	Land
Kōkiri	Bore and river	Yards, slaughter, processing and cleaning	Water
Rakaia	Bore	Yards, slaughter, processing and cleaning	Land
Manawatū	Bore and town supply	Yards, slaughter, processing and cleaning	Water
Marlborough	Bore	Yards, slaughter, processing and cleaning	Trade waste
Eltham	River and town supply	Yards, slaughter, processing and cleaning	Land and water
Rangitikei	Bore	Yards, slaughter, processing and cleaning	Land
Waitara	Town supply	Manufacturing and cleaning	Trade waste
Green Island	Town supply	Manufacturing and cleaning	Trade waste
Five Star Beef	Bore	Livestock supply	Land

**NZFAP Plus update**

ANZCO Foods remains committed to supporting our livestock producers to achieve farm assurance standards, with a particular focus on NZFAP Plus. In 2024 we held regional events in collaboration with industry partners, providing a unified approach to support producers on their NZFAP Plus journey.

By the end of 2024, ANZCO had 149 certified NZFAP Plus suppliers, including 51 Gold-certified and 98 Silver-certified producers. Looking ahead to 2025, our vision is to enhance New Zealand’s farming future through connection and verification. We continue to work closely with industry stakeholders to deliver aligned and effective support for producers.

In early 2025 we will launch bespoke regional sessions designed to address the diverse needs of producers at different stages of their NZFAP Plus certification. These small-group sessions will provide tailored guidance, ensuring producers are fully equipped with the knowledge needed to meet programme requirements.

The value of farm assurance programmes goes beyond compliance, with benefits such as succession planning, market access, lower interest rates and contingency planning that help drive long-term value for farmers.

Through these initiatives, ANZCO Foods is strengthening its commitment to sustainable and resilient farming practices, ensuring long-term benefits for producers and the wider industry.

**Other nature-based activities this year:**

We worked with the Rangitikei District Council to address erosion at the Rangitikei River that borders the company’s site. The riverbank was shaped and bags filled with rocks were placed on the bank to stabilise it and prevent further erosion. This work is important to protect land the site uses for wastewater irrigation and means we’ll remain compliant with our resource consent.

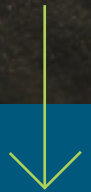
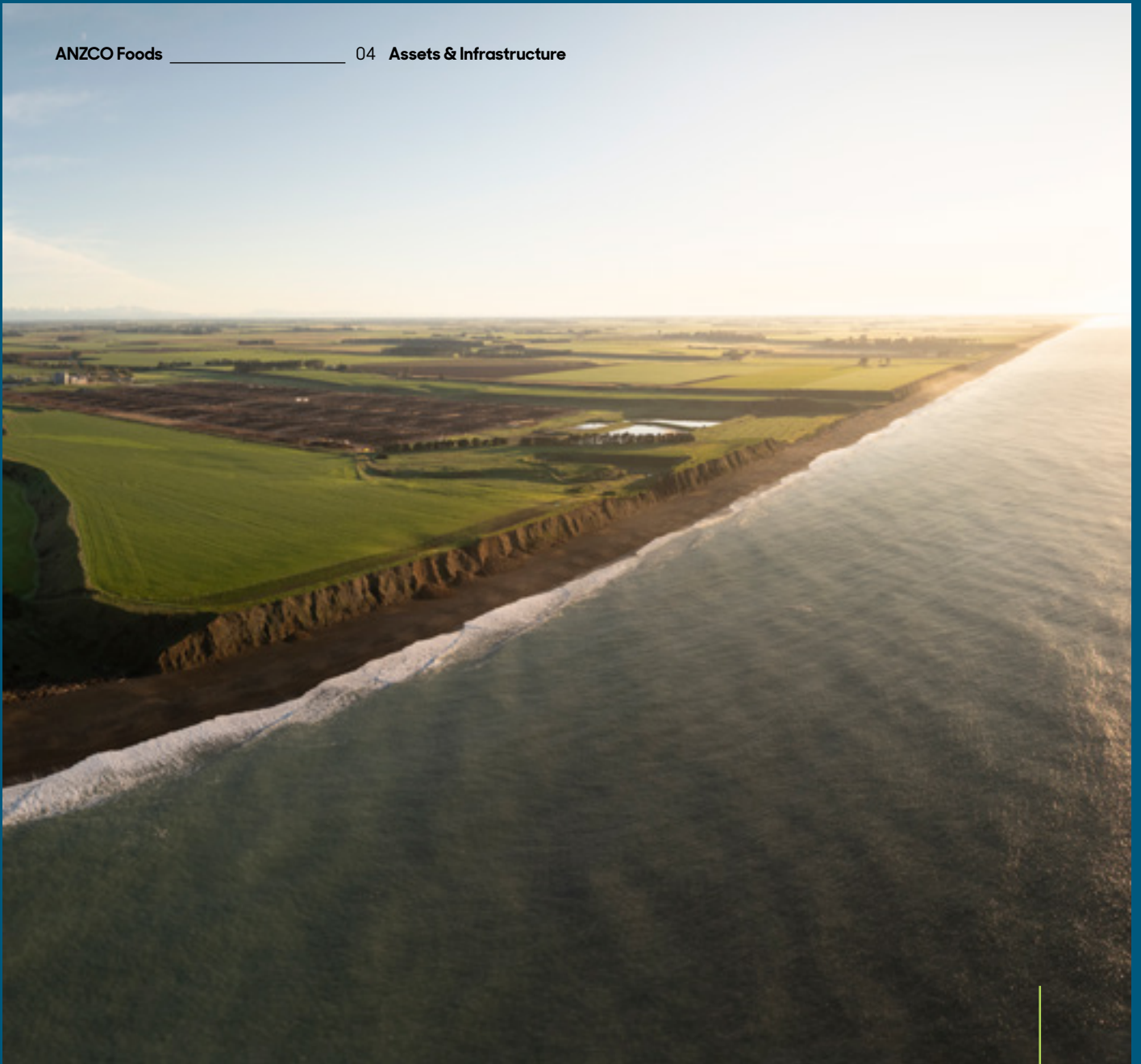
After seeing world best-practice biosecurity activities and our experience with eradicating *Mycoplasma bovis* from New Zealand, we’ve made significant investment in biosecurity improvements, including appointing specific resources and implementing many initiatives to help us protect New Zealand’s unique ecosystem. We are part of Biosecurity Business Pledge and are represented on the pledge governance committee.

A group of Christchurch employees helped Christchurch’s Summit Road Society replant an area of native bush affected by the Port Hills fires. The team helped to plant 600 native seedlings that will also help build and retain biodiversity in the area.

We continued our native planting programme at our Five Star Beef operation with 2,000 more eco-sourced plants being planted in 2024, bringing the total number planted to date to 10,000.







# Assets and infrastructure

**Focuses on maintaining our assets and implementing initiatives to reduce their impact on the environment in which we operate**

Impact assessments are conducted annually across all our New Zealand sites. These assessments give sites the opportunity to check their progress against intensity targets they set at the start of the year for energy and water use. Using reporting systems, teams can see their improvements in real time, which supports engagement and highlights the hard work happening on the ground.

A key takeaway from these impact assessments during the last five years has been the value of bringing site managers and teams together to share sustainability ideas and monitor site efficiency of utility use.



# Key achievements timeline

2019

CC&S Function began	Decarbonisation Plan	CC&S Engagement	Wastewater Risks	Farm Engagement	Governance	Projects
	Science aligned Scope 1 & 2	Sustainability Leaders' Group established	Canterbury and Eltham pond desludging technology installed to optimise performance and biological activity for pond treatment	Wet weather management plans and winter grazing plans conducted for ANZCO's farms	CC&S restructure with group manager appointment and environmental team established	Solar panels installed at ANZCO Foods Marlborough
	Emissions reduction target of 25%	CC&S Month		Eco-system health checks completed annually to monitor impact on the natural environment	Quarterly board reporting	Quality data project
	Committed to the removal of coal by 2030	CC&S Annual Report				

Native seedlings being planted at ANZCO Foods Five Star Beef



Hand-held water quality tests purchased to assess water quality on farm

Soil probes and weather stations installed on farms for quick access of farms' data





As we continue to expand the impact assessments' purpose, the next step will be to develop a cross-site forum where we can regularly meet across the group and share sustainability wins.

## 2025

### Suppliers

Non-livestock suppliers screening tool developed for aligning with key suppliers

### Assessments and Strategy

CC&S Maturity assessment conducted and reviewed

CC&S Strategy developed and updated

### Biodiversity

10,000 natives planted and established at Five Star Beef

1,000 native plants committed every year for the next 7 years

### On-farm Support

Partnered with AgriZero<sup>NZ</sup>

NZFAP on-boarding

Methane measurement hood at Five Star Beef installed and reduction trials undertaken

### Waste Reductions

ANZCO Foods Waitara baled and sold 160T of cardboard

Canterbury increased waste diversion from 61% to 90% in 2023

Packaging from Green Island reused into 68 fence posts at Five Star Beef

Thermal polyurethane aprons reduced from 1,900 to 440 a year

Waste audits implemented

Gumboot recycling saved 9MT in the first six months of the programme

ICT green box initiative, recycling all ICT material

### Emission Intensity

11 water intensity targets

5 gas intensity targets

7 electricity targets

1 coal intensity target

1 diesel intensity target

1 biodiversity intensity target

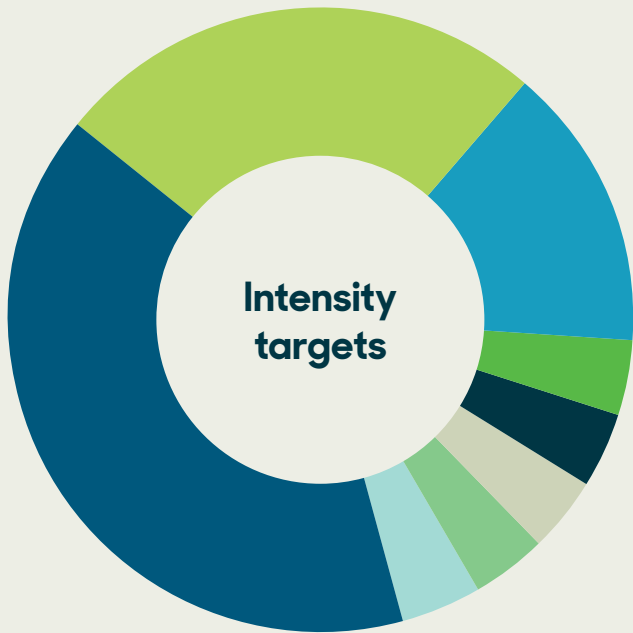
### Risk Management

Internal group-wide scenario analysis conducted to visualise potential physical and transition risks

Developed ESG risk register

ANZCO Foods' former Chairman Sam Misonou and CEO Peter Conley viewing solar panels at our ANZCO Foods' Marlborough site.





- Reduce water
- Reduce electricity
- Reduce gas
- Reduce methane emissions
- Reduce LPG
- Reduce coal
- Reduce diesel
- Increase planting

In early 2024 all ANZCO Foods sites set science-aligned intensity targets for water and energy to help them better understand their use of resources, with a view to running as efficiently as possible.

When considering the nature of our business, we believed that measuring our water and energy using intensity targets rather than absolute figures would ensure a fair and meaningful reflection of efficiency improvements across our processing and manufacturing sites. As a business operating multiple facilities with fluctuating production volumes, an absolute reduction target could be impacted by changes in throughput and other externalities rather than true operational efficiencies. Intensity targets, which measure use per unit of production (head or tonne of product produced), allow us to track and drive continuous improvements in resource efficiency. This approach ensures we're reducing our environmental impact while maintaining the flexibility to account for changes at individual sites.

**The introduction of intensity targets saw many on-site initiatives across the group:**

Recycled water being used in the yard-wash at ANZCO Foods Rakaia.

Ring mains being adjusted and altered to improve hot water use at ANZCO Foods Eltham.

At ANZCO Foods Marlborough the defrost water and roof rainfall water was captured and recycled.

Throughout the year, ANZCO Foods Canterbury implemented several water initiatives, including lamb yard improvements, cleaning system upgrades, and the introduction of automated carcass washes.

ANZCO Foods Kōkiri improved its water intensity and has improved efficiency by 17%.

We continued a range of other community support programmes relevant to our business and supported regional activities and events that are important to our sites.

The intensity targets have proved to be a useful tool to help drive business initiatives and navigate working towards best practice operating in a complex dynamic environment.

In early 2024 the successful decommissioning of the coal boiler at ANZCO Foods Kōkiri and the introduction of an electric boiler marked a significant milestone in our decarbonisation efforts. This removal of coal resulted in a 13% reduction in emissions across ANZCO Foods. ANZCO Foods Canterbury is now the only company site with coal-fired boilers. In 2024 we further improved the efficiency of the boilers, reducing total coal use by more than 5%, with further reductions planned before the removal of all coal from the business by 2030.

Dredge and sludge dewatering facilities have been installed at our Canterbury and Eltham sites to help maintain biological activity in the sites' effluent ponds.

In August ANZCO Foods Rangitikei installed New Zealand's first lamb loin boning machine. The machine – developed by Scott Technology – helps increase the yield of higher-value cuts.

ANZCO Foods Canterbury's rendering department replaced its separator to increase capacity. Separators are used in the rendering process to extract micro-residues from fats, meaning we can get extremely high-quality fat from our hides. Known as tallow, this is exported and used to produce biodiesel. The new machine uses less water, has a simpler self-cleaning process as well as other features that are likely to reduce routine maintenance. This is the first machine of its kind in New Zealand.

In 2024 intensity targets were introduced at our processing and manufacturing sites to enable them to improve their utility usage at an efficiency-level rather than at a total quantity basis, allowing production to increase without being concerned about the total utility that can be used. The intensity targets were primarily based on water usage, electricity usage, and fossil fuels.



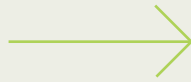
The intensity targets have proved to be a useful tool to help drive business initiatives and navigate working towards best practice operating in a complex dynamic environment.



# Know-how and systems

**Focuses on our company knowledge, expertise, innovations and the systems we have in place to support the business so it can produce high-quality products that meet market needs and demand**

As ANZCO Foods continues to strengthen its climate change and sustainability capabilities, we have undertaken a comprehensive review of our reporting requirements to align with business needs and stakeholder expectations. In 2024 we identified a key priority: adopting international best-practice reporting standards. To achieve this, we started transitioning to the GHG Protocol and integrated climate risk planning as a core objective.



We have policies and documents to address key risks and set expected standards of behaviour. Policies are in place to ensure we comply with all employee legislation and protect our people.

A significant step in this transition was expanding our reporting boundary beyond ANZCO Foods' New Zealand operations to include our entire business footprint. The expanded boundary now includes offshore offices, subsidiaries, owned livestock, all purchased goods and services and domestic freight, resulting in an emissions profile increase of 1,271%. While operational emissions have decreased across several areas, we will recalculate our 2020 baseline year under the new expanded boundary and GHG Protocol framework. This ensures consistency in tracking emissions' reductions and allows for accurate year-on-year comparisons.

In 2024 ANZCO Foods prioritised enhancing freight measurement, enabling traceability of freight by a specific order with its associated emission profile. The new platform captures emissions across all domestic and international freight movements and fuel use during each stage of the journey. This improved measurement and reporting provides valuable insights, allowing us to identify trends and drive continuous improvements across the business. As an international exporter, this data has been valuable as it relates to our customers and our export destinations as we work towards completeness of our supply chain emissions. The data has also been valuable for identifying where freight optimisation can occur.

Livestock freight remains a key focus for the business as the company recognises the importance of freight optimisation with animal welfare, ensuring animals spend as little time on trucks as possible.

We have policies and documents to address key risks and set expected standards of behaviour. Policies are in place to ensure we comply with all employee legislation and protect our people. Each site has its own collective agreement and handbook. Information on embedding our commitment to our policies

and remediation processes are featured in our employment agreements and our internal and external codes of conduct.

Our supplier code of conduct aligns with our company values and we upheld ethical business practices throughout the supply chain, promoting fair treatment of suppliers and partners.

As part of our Scope 3 engagement work, ANZCO Foods has developed a supplier screening tool to identify any potential risks within our supply chain, working initially with our largest suppliers. Suppliers fill out a questionnaire and from the information provided we can understand where they are on their sustainability journey and if they need any support, as well as ensuring we aren't conducting business with companies that don't align with sustainability standards and reporting. Of the 81 suppliers that completed the questionnaire during 2024, half had a score higher than 70. ANZCO will continue to engage and work with suppliers that are in the beginning of their journey.

We continue to review our top 10 material topics to make sure they are aligned with ANZCO's risk matrix. Our strategic risk matrix is reviewed and updated quarterly and deep dives are performed quarterly on one or two risks by the Audit and Risk Committee.

Packaging is a big component of our operation to maintain food safety and quality and it is one of our largest procurement items. During the year we undertook trials to look at ways we could reduce our packaging while maintaining food integrity. Work will continue in this space.

## ANZCO Sustainability Governance Structure

### 1 Board

- Setting and approving strategic direction
- Approving major investments
- Monitoring performance
- Bringing diverse thinking
- Reviewing compliance systems
- Overseeing commitment to sustainable development, community, environment and the health and safety of our people

### 2 Audit and Risk Committee

Ensuring appropriate systems to manage risk

### 3 Executive team

CC&S management and leadership

### 4 Sustainability Leaders' Group

Devise, lead and deliver strategy

### Climate change and sustainability

### Health and safety

### Environmental Governance Group

### 5 Diversity and Inclusion Group and Ambassadors

Contribute to strategy and delivery

### 6 All of ANZCO Foods

Support



# Finance

**Focuses on business continuity, being a responsible, strong financial business so we can look after our people, serve our customers and shareholders, manage our business and invest in improvements**



During the year ANZCO Foods continued to invest in technology to upgrade our processing facilities and enhance efficiency and product quality.

In 2024 we completed the New Zealand roll out of our enterprise resource planning (ERP) solution Cloudsuite. This five-year project was a significant investment that streamlines our operations and provides shared access to critical business information. ERP systems are essential business tools and are often complex to implement well.

The business also introduced other tools and technologies to streamline administrative operations and increase efficiency. We continue to focus on software and technology to help with quality decision making.

In 2024 ANZCO Foods implemented the GreenHalo platform that provides a centralised system for managing and tracking emissions across all our sites, offering real-time insights into waste streams, water volumes and energy usage. This platform gives our team the data required to identify opportunities throughout the year as opposed to end-of-year reviews. By leveraging GreenHalo, we aim to streamline emission management processes, improve reporting accuracy and drive progress to align with the GHG Protocol.

In 2024 ANZCO Foods began using the SeaRoutes platform to measure the environmental impact of our export freight. SeaRoutes provides accurate data on shipping routes, fuel consumption and emissions, allowing us to better understand and manage the carbon footprint of our international logistics. By integrating this tool into our operations, we can identify opportunities to improve efficiency, reduce emissions and support our commitment to measuring our Scope 3 emissions.

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**\$1.83b**  
the turnover for 2023

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**\$60.9m**  
the before tax profit for 2023

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**In 2024**  
ANZCO Foods implemented  
a number of technologies to  
enhance our efficiency.



→ Bringing you nutrition and good health from New Zealand's finest beef and lamb.

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# Nature Care Pride.



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