



SILVER
FERN®
FARMS

100% MADE OF NEW ZEALAND

2025 Sustainability Action Plan

Kate Beddow | Chief Sustainability & Risk Officer

silverfernfarms.com



New Zealand's largest
producer and marketer
of lamb, beef, and
venison

1948

Became Silver Fern Farms in 2008

16k+

Sheep, Beef and Deer Farmer Partners

14

Processing
sites throughout
New Zealand

7

Global hubs (UK,
Shanghai, USA, Korea,
Japan, NZ, UAE)

2.7B+

Annual sales

6k+

Staff in the peak of the season





Creating

Creating is what we do, every day. From our farms and farmers, to the people in our sites and communities, to the products we deliver to consumers all around the globe. We're experts and innovators.



Goodness

Goodness is the value we generate, the deliciousness and nutrition we share through our products, and the way we care for our people, communities and the environment. It's a broader view of what 'goodness' means that will underpin trust in our brand.



OUR PURPOSE

Creating goodness from the farms the world needs

From the Farms

It's in our name, it's in our history, it's in our future. We're farmers and we have the farms the world needs. Leading the way by committing to nature positive outcomes and a regenerative future. Deepening our love of the land by caring for and respecting it.



The World

The world is the 60 countries we currently export to and the new opportunities that can be captured by being a dynamic business. It's also the environments we operate in and the impact we have on the world around us.



Needs

What the world needs is changing. We meet the needs of consumers, customers, communities and farming partners through the food and nutrition we share, as well as the environmental and social impacts we can have.



Our Purpose

Creating goodness
from the farms
the world needs

Our Values

Always caring

Our Manaakitanga

Unstoppable together

Our Kotahitanga

Improving tomorrow

Our Kaitiakitanga

Our Sustainability Action Plan

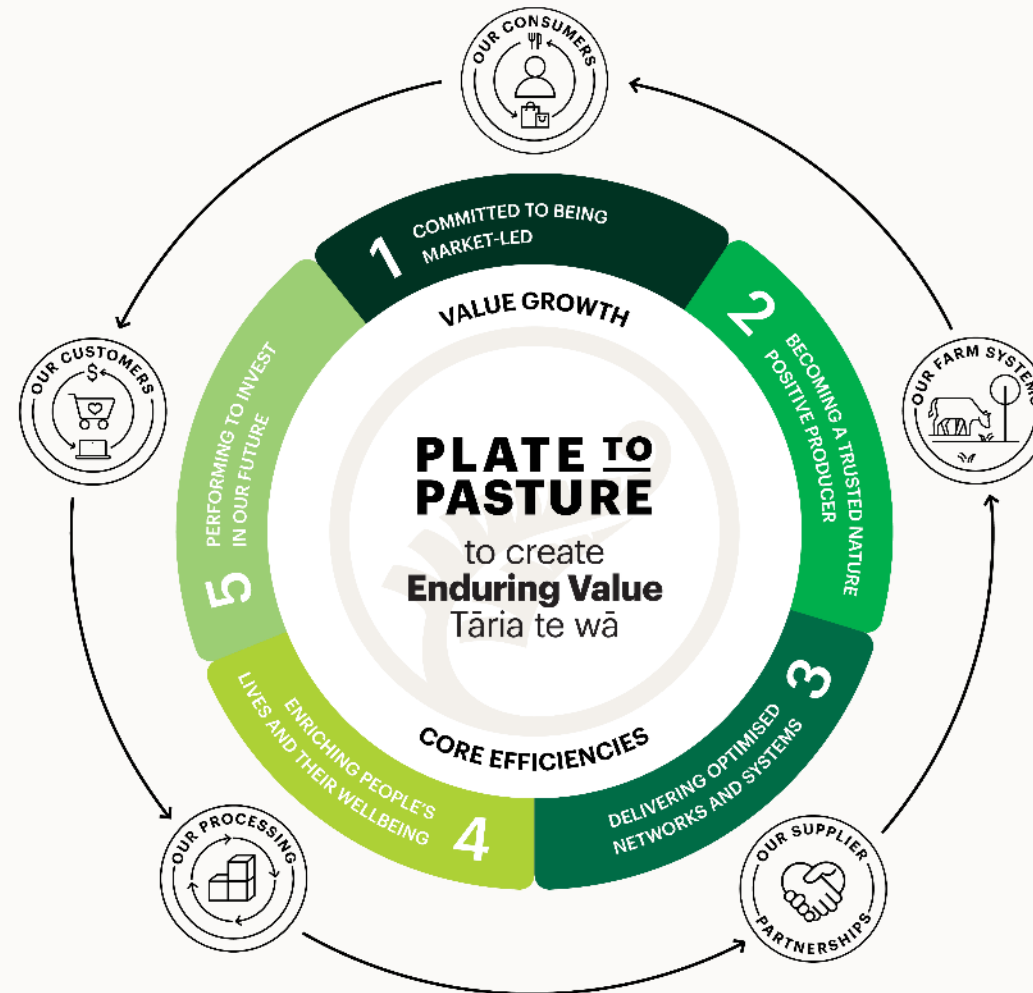
Good by Nature

Our Bicultural Framework

Te Ara Huri

Our Strategy

Plate to Pasture



Our Goals

01

Committed
to being market-led

02

Becoming a trusted
nature positive producer

03

Delivering optimised
networks and systems

04

Enriching people's lives
and their wellbeing

05

Performing to invest
in our future



Welcome to Silver Fern Farms



“Our Sustainability Action Plan is designed to support and accelerate Silver Fern Farms’ transformation to the world’s most trusted nature positive producer.”

Dan Boulton — Chief Executive



We are connecting insights from a wide and diverse range of sources to inform our strategy and activation

With rising awareness, the understanding and expectations around sustainability are moving radically and rapidly.

69%

Of consumers try and Include
Sustainable and Ethically
produced meat in their diet

SFF Premium Red Meat Insights 9
Market 2024

92%

Of sustainable and ethically
produced meat eaters are
concerned about climate
change

SFF Premium Red Meat Insights 9
Market 2024

27%

Consumers are more likely to
choose a new product if they
know the **company practices**
sustainability

SFF Premium Red Meat Insights 9
Market 2024

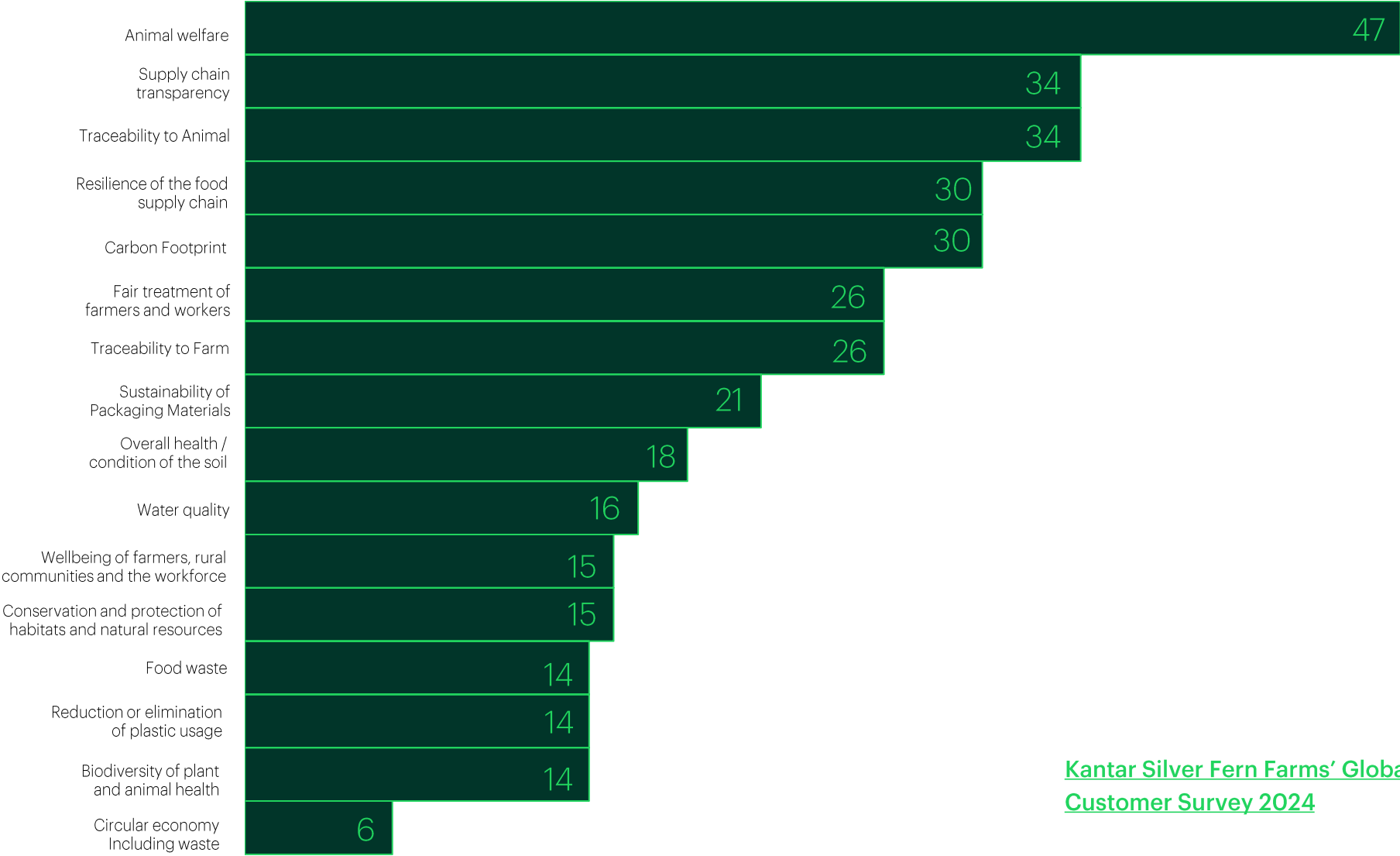
(Definition: Climate change (General) or Greenhouse gases or Carbon emissions or Air Pollution or Rising sea levels/ water levels or Natural disasters (e.g. floods, earthquakes, hurricanes etc) or Water pollution or Crop devastation / disease) (Definition: Meat produced in a regenerative farm – nature positive system or Low carbon/ carbon neutral meat)

Sustainability issues

What our Global Customers think.

Animal Welfare, Supply Chain Transparency, Traceability to the Animal, Resilience to the food supply chain and Carbon Footprint are the important sustainability aspects to our customers.

% customers ranked most important

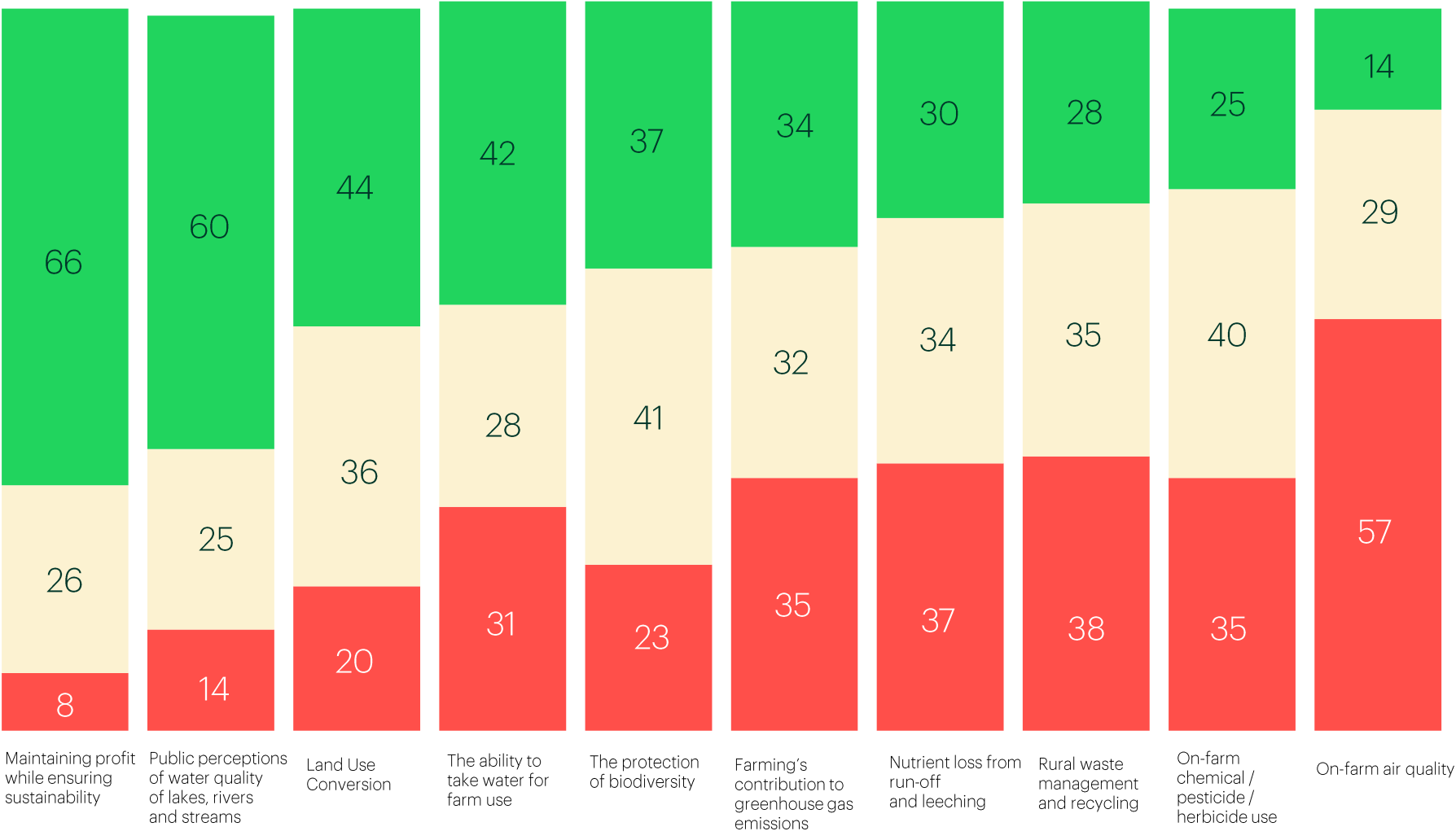
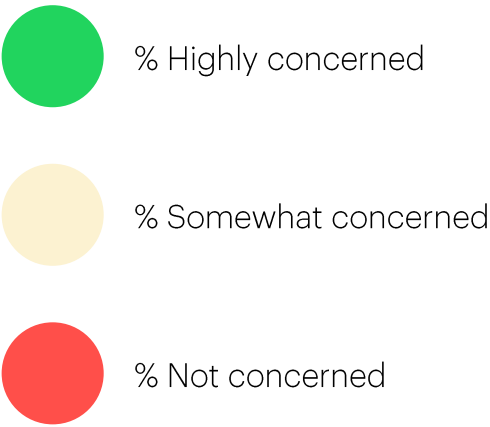


Kantar Silver Fern Farms’ Global Customer Survey 2024

Sustainability issues

What our farmers think.

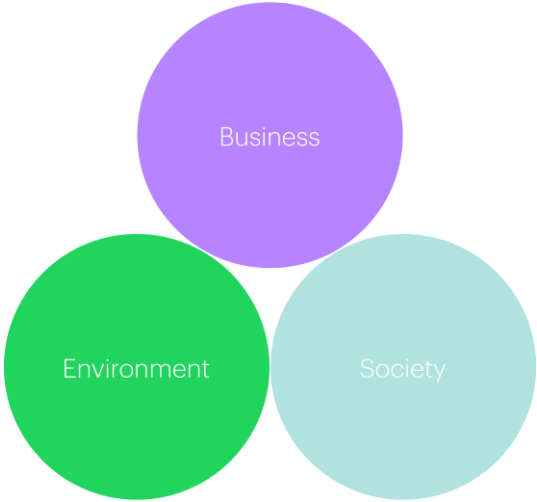
There is a range of sustainability issues of high concern to farmers – particularly water quality, farm emissions, biodiversity and balancing profit with sustainability.



Kantar Silver Fern Farms' Supplier Survey July 2024

Future Fit Businesses

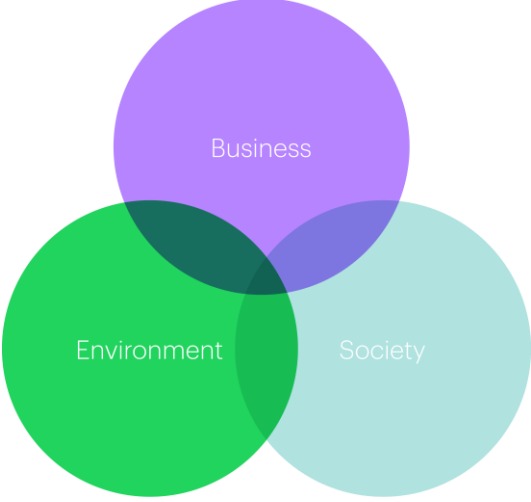
Are rethinking their business models and how to create long term value



Shareholder value

Privatise Gains, Socialise Losses

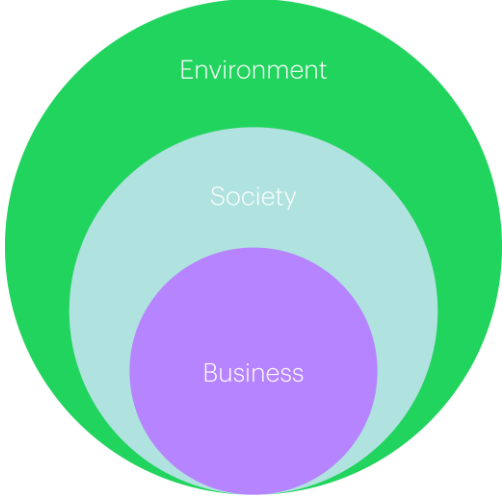
- What does the law demand?
- Say and do as little as possible
 - Find a reason not to act
 - Compliance is enough



Shared value

Incremental Improvement

- What are competitors doing?
- Distinct marketing campaigns
 - Find business case to act
 - We're already doing so much

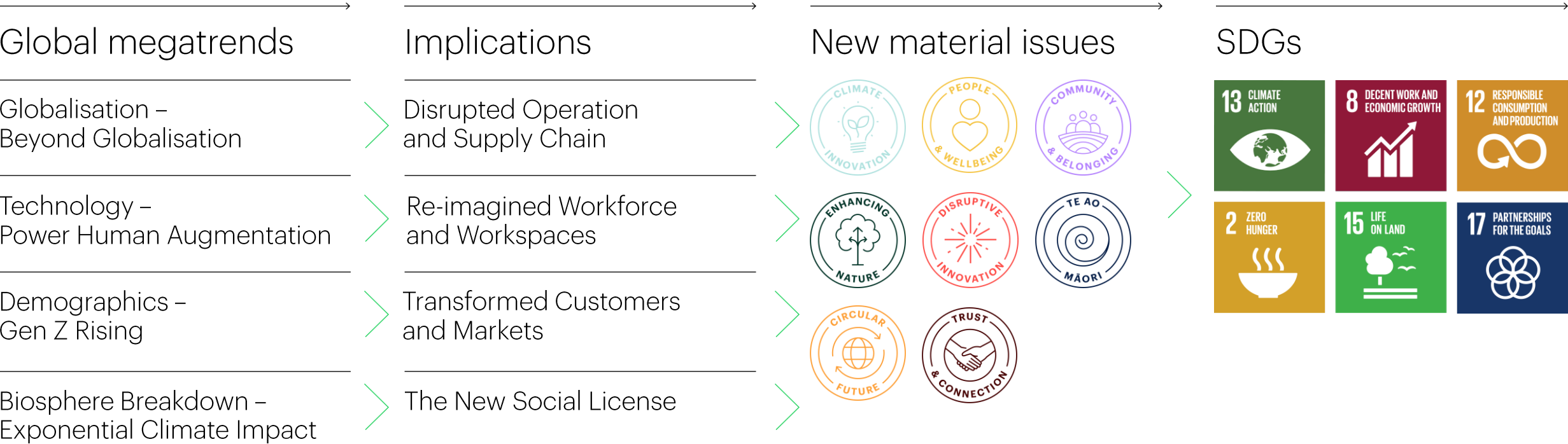


Systems value

21st Century Leadership

- What are competitors missing?
- Disruptive commercial offer
 - Find unmet customer needs
 - We could gain so much more

Material issues



Sustainability Action Plan

1 Climate Innovation

Creating a climate positive future

- Reducing emissions across the value chain
- Creating low carbon opportunities
- Building business resiliency

2 Enhancing Nature

When nature thrives, we thrive

- Sustainable future for farmers
- Building a Nature Positive future
- Treading lightly within operations

3 Circular Future

Creating value – the path to zero waste

- Reducing waste
- Creating value
- Circular design thinking

6 Trust & Connection

Most trusted partner

- Building responsible supply chains
- Highest standard livestock welfare and supply
- World leading transparency & traceability
- Trusted thought leadership

5 People & Wellbeing

Enriching people's lives through work

- Safety, health & mental wellbeing
- Diversity & inclusion
- Social equity

6 Disruptive Innovation

Creating options for value and growth

- Innovation & insights
- Sustainable value creation

7 Community & Belonging

Together we are stronger

- Growing Silver Fern Farms community
- Supporting the regional community

8 Te Ao Māori

Respecting our unique Aotearoa/NZ identity

- Inclusiveness
- Partnerships
- Cultural Progression
- Wai/Whenua

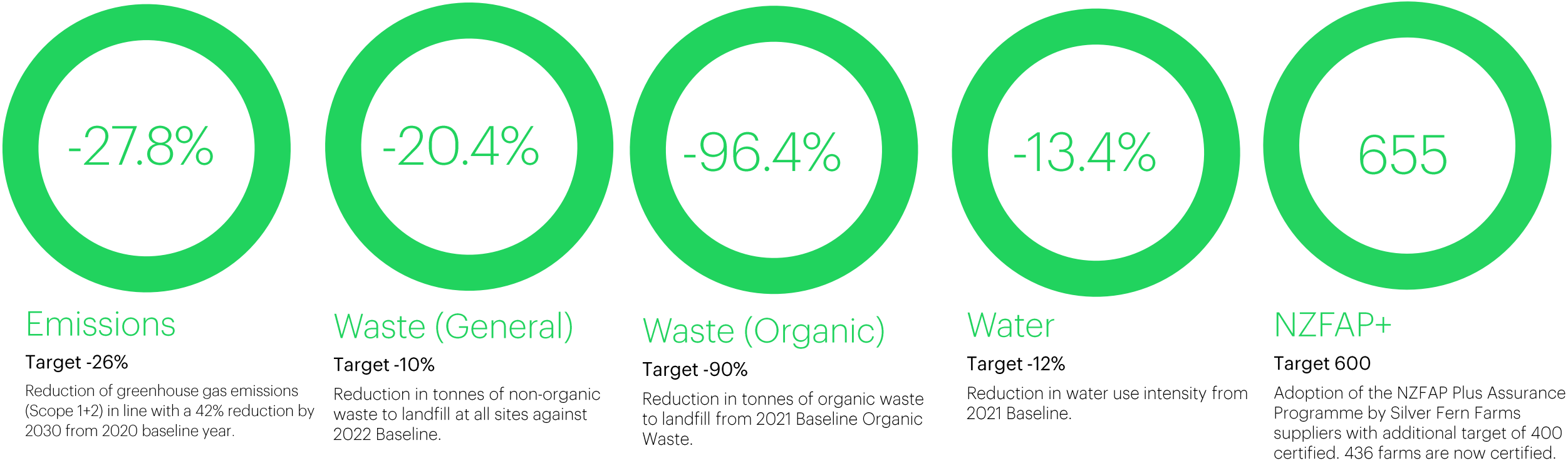


Good by Nature



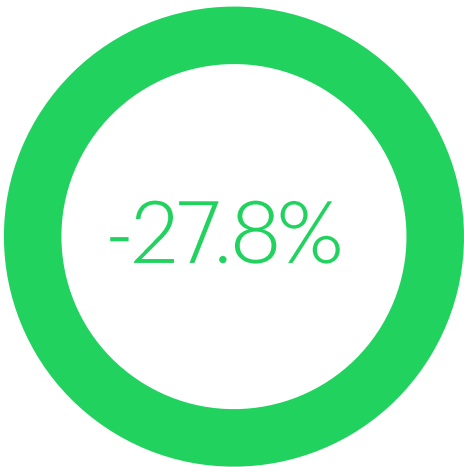


Sustainability Scorecard 2024





Sustainability Scorecard 2024



Emissions

Target -26%

Reduction of greenhouse gas emissions (Scope 1+2) in line with a 42% reduction by 2030 from 2020 baseline year.

Significant reductions in GHG achieved through capital investment in Industrial heat pumps and operational efficiencies in wood biomass boiler operation, energy and hot water use. More investment in coal out is planned.

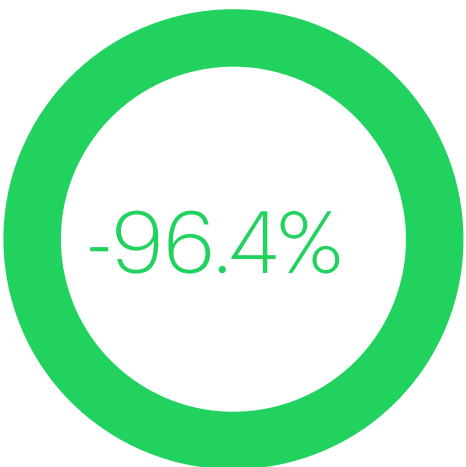


Waste (General)

Target -10%

Reduction in tonnes of non-organic waste to landfill at all sites against 2022 Baseline.

Inorganic waste significantly reduced in 2024, waste reduction plans and other work on improving waste recovery and recycling are expected to deliver further reductions.



Waste (Organic)

Target -90%

Reduction in tonnes of organic waste to landfill from 2021 Baseline Organic Waste.

The organic waste target was met, with large volumes organic waste moving into added value and composting opportunities. The focus on this area has ensured that we are able to adapt quickly to any market shifts to reduce waste and optimise value..



Water

Target -12%

Reduction in water use intensity from 2021 Baseline

Over 1.7 million m3 of water has been reduced over the year. Water reduction plans are in place for all sites. Investment into data collection has been crucial and will ensure savings are bedded-in and continued over the coming years.



NZFAP+

Target 600

Adoption of the NZFAP Plus Assurance Programme by Silver Fern Farms suppliers with additional target of 400 certified. 436 farms are now certified.

Targets for 2024 were achieved. While the investment made in the Nature Positive payment has been a key driver for uptake of NZFAP+, the support of the On-farm Sustainability team, and wider Livestock teams, to support suppliers through sign-up and audit has been a key contributor to success. recruitment.

Sustainability Action Plan **Key Achievements FY24**



27.8% Scope 1 & 2 carbon emissions reduction





655 farmers signed up to NZFAP+ and 436 assured





96.4% reduction in organic waste to landfill






Improved the Pay Equity Gap






As a founding partner, we made our largest ever external investment into AgriZero New Zealand





Launched customer portal





\$200,000 of support to Meat the Need








648 Te Maunga Teitei learning modules completed by staff

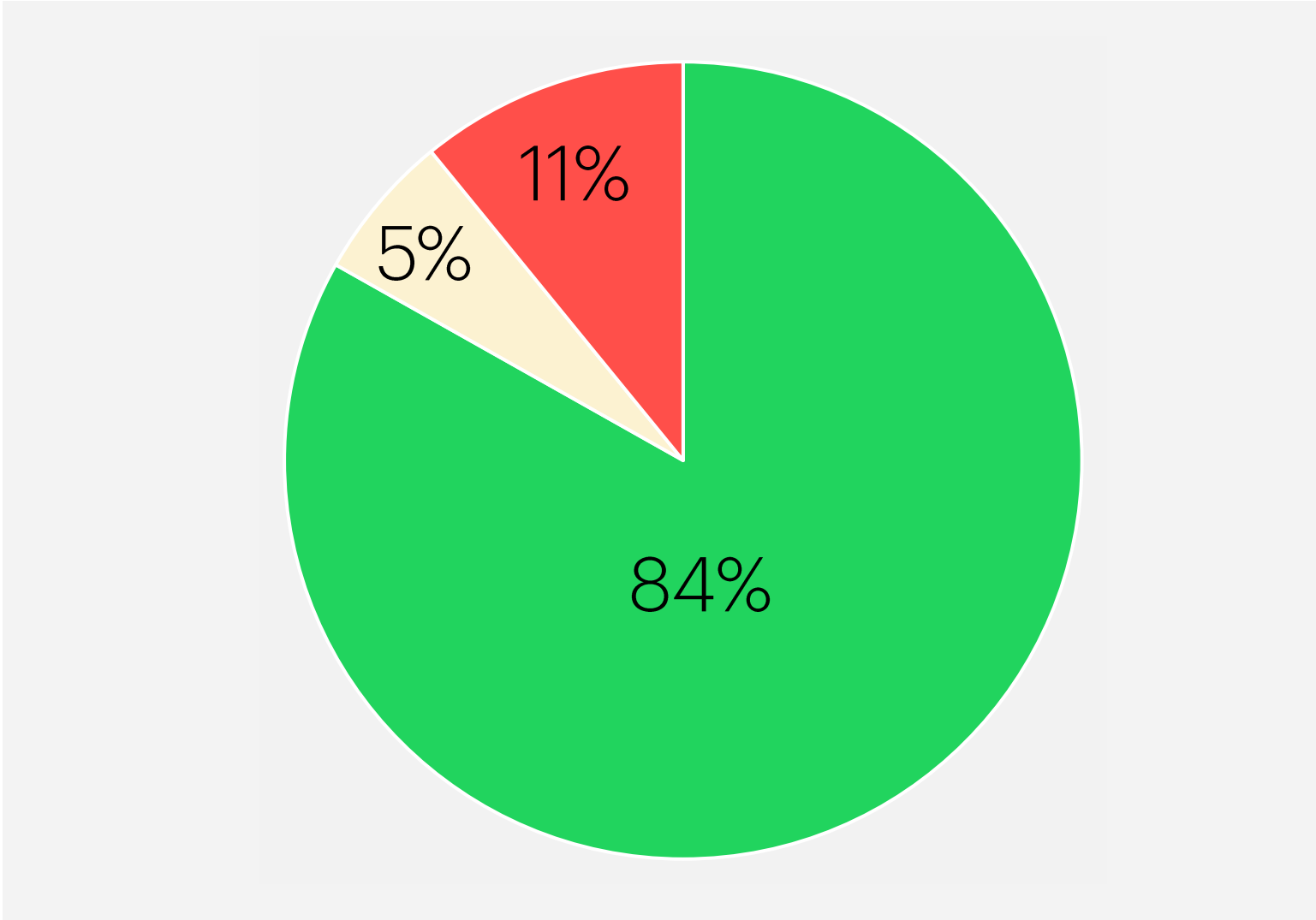






In 2024, 89% of active deliverables under our Sustainability Action Plan were either achieved or made good progress

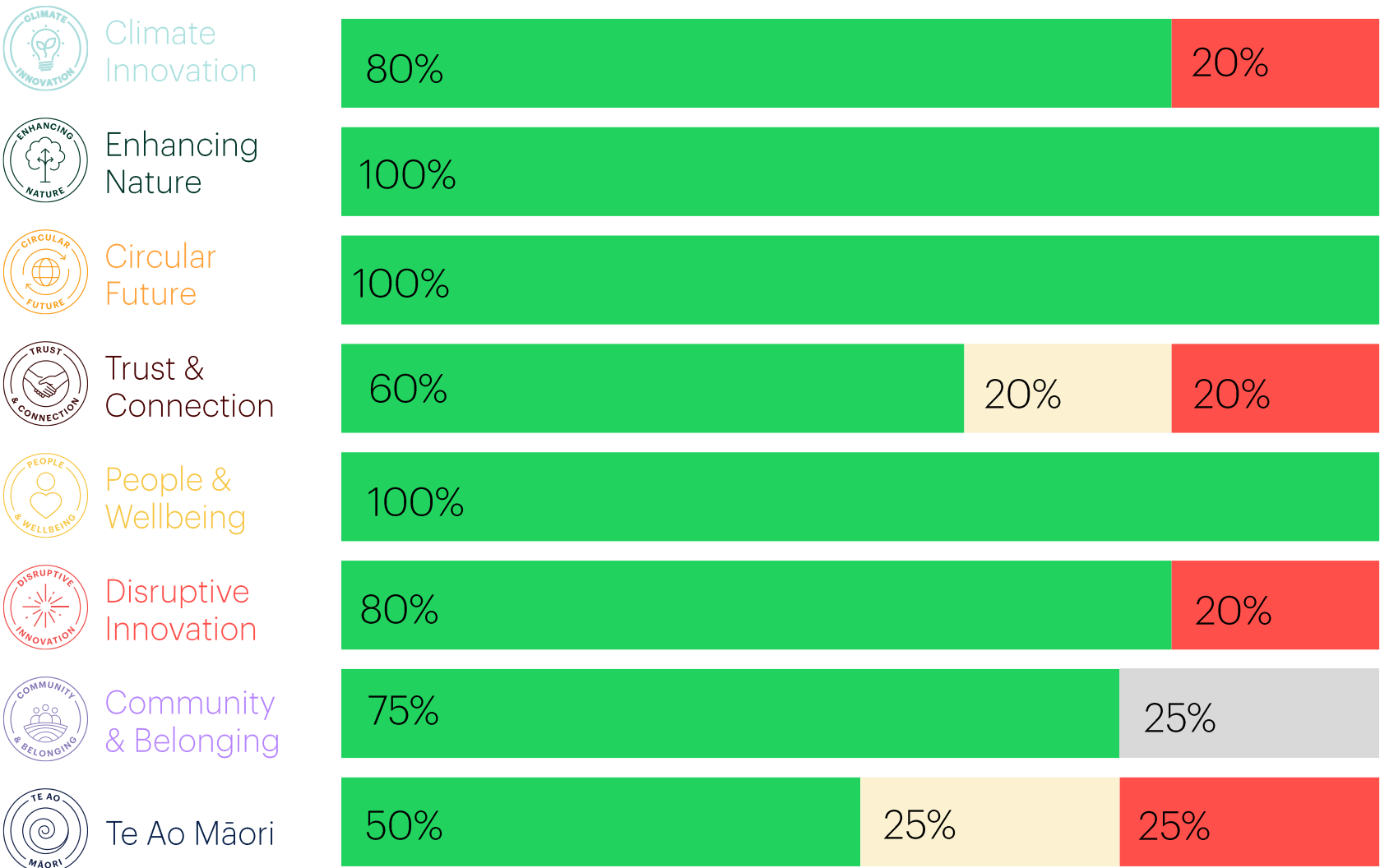
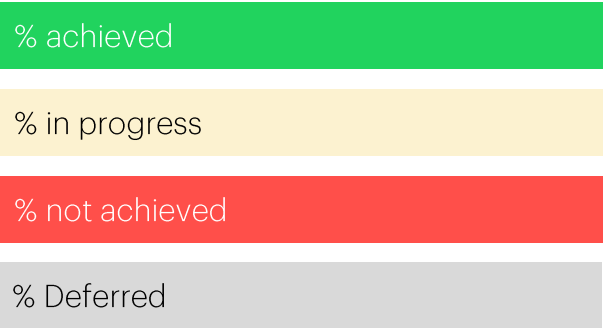
-  % Deliverables achieved
-  % Deliverables in progress
-  % Deliverables not achieved




* Percentages are rounded & deferred targets have not been included



Progress by Material Issue




Sustainability Action Plan **Key Priorities FY25**



Climate Innovation

Creating a climate positive future


- **SBTi Screening** - Undertake screening process with SBTi for Scope 1,2 and 3 emission reduction targets
- **Scope 3 Reporting** -Develop methodologies for scope 3 (on farm) emissions data capture, create credible baseline and design reporting process.
- **Farmer Supplier Scope 3 Engagement & Incentives** - Develop farmer engagement, incentive program and validation for farm based Scope 3 emissions
- **Scope 1 Emissions Reductions** – 32% carbon emissions reduction – operational boundary (from 2021 baseline)



Enhancing Nature

When Nature thrives, we thrive


- **NZFAP+ Membership** – 800 SFF farmers signed up to NZFAP+
- **NZFAP+ Certification** -600 SFF Farmers audited to NZFAP+ standards
- **Nature Positive Indexing** - Nature Positive Indexing and reporting completed for 150 farms
- **Nature Markets** - Toha Nature Market Pilot delivered
- **Water Reduction** - 14% reduction in water intensity (2021 baseline)



Circular Future

Creating value – the path to zero waste


- **Inorganic Waste reduction** –Maintain 20% reduction of tonnes of inorganic waste to landfill (from 2022 baseline)
- **Organic Waster reduction** - Maintain 80%+ reduction in tonnes of organic waste to landfill (from 2021 Baseline)
- **Packaging** - "Recycle Ready" thermoform film implemented on NZ Retail product range in Q1
- **Packaging** - PFAS-free plastic carton liners fully implemented by Q4



People & Wellbeing

Enriching people’s lives through work


- **EmpowerHer** - 15 mentees successfully complete the EmpowerHer mentoring pilot
- **Gender Pay Gap** – Gender Pay Gap publicly reported via Pay insights Hub
- **Māori Leadership** - Māori in formal leadership roles increased by 2% to 16.5%
- **Staff Engagement** – Engagement scores improve by 2% from 2024 results
- **Wellbeing** – 16 Good Yarn sessions delivered



Disruptive Innovation

Creating options for value and growth


- **Methane Technology** - Develop MOU with Ruminant Biotech for commercialisation of Bolus trial
- **Scale NCZ Meat** - Core NCZ 1.5 program phase 1 launched in Q2
- **5th Quarter Growth** – Establish inedible and edible nutraceutical ingredient sales for collagen/keratin to deliver additional sales revenue of \$10m
- **NCZ Leather** – deliver sales revenue of \$1m from our NCZ by Nature leather programme
- **Biodiversity Technology** - Biodiversity Asset Mapping Solution developed – Prism.



Trust & Connection

Most trusted Partner


- **Sustainable Procurement** - Top 100 suppliers signed onto Vendor Code of Conduct
- **Food Quality** – 25% reduction in Food Quality claims costs YOY
- **Nature Positive Data** - Deliver Phase 2 of NP Data Platform
- **Customer Connection** - Deliver Phase 2 of Our Customer Programme
- **Stakeholder Trust** - Continue to work with stakeholders to improve wastewater treatment and discharge mechanisms at Pareora site



Community & Belonging

Together we are stronger

- **Site Biodiversity Plans** – 3 site Biodiversity Plans developed
- **Community Investment** - \$300k in community engagement and awareness across our network
- **Social Enterprise** - \$200k of support (cash and in kind) to Meat the Need



Te Ao Māori

Respecting our unique Aotearoa/New Zealand Identity

- **Building Exec Cultural Capability** - Executive participation in Te Tiriti workshop and Marae Immersion
- **SFF Cultural Narrative** - Roll out cultural narrative across SFF with supporting materials
- **Supporting Māori Development** - Delivery of He Muka Tangata 2025 programme (10 staff) and 75% completion of Capable Iwi Māori programme
- **Promise to Place** - Delivery of 2025 Promise to Place Roadmap



Ngā Mihi
Thank You

