

OBJECTIVES

Choose 3 objectives

Strong and Stable Growth

Employer of Choice

Sustainability Leadership

Customer Focus

Recognized Brand

RISKS

Choose 4 risks

PUBLIC DISCONTENT OVER ESG PRACTICES (e.g. pesticide use, animal welfare, food waste) results in targeted campaigns, legal challenges and customer boycotts

FAILURES IN QUALITY OR FOOD SAFETY PRACTICES lead to a significant consumer health incident or recurrent product recalls

INCREASED SOCIAL OR ENVIRONMENTAL REGULATION impacts Pro Surf & Turf's supply chain and operations

LACK OF ESG SKILLS, KNOWLEDGE OR CAPABILITY from staff through to the board constrain management of ESG risks and opportunities

IMPACTS OF CLIMATE CHANGE threatens agricultural crop yields, ecosystems, community livelihoods, species habitats

Pro Surf & Turf's **STANDARDS FOR ANIMAL TREATMENT AND HUMAN RIGHTS** are not met, leading to animal welfare violations and forced labor

GLOBAL RISKS such as food shortages and food waste lead to risks and opportunities for Pro Surf & Turf

A CATASTROPHIC OPERATIONAL INCIDENT leads to multiple fatalities, environmental damage, long-term reputational damage and low employee morale

SHIFTING CUSTOMER PREFERENCES towards non-animal protein products / products which demonstrate sustainable production practices

CRITICAL WATER STRESS leads to groundwater withdrawal restrictions in areas where irrigation is critical to cattle pastures and grain fields

RISKS RESPONSES

Choose 6 responses

1. **PUBLICLY COMMIT** to transparent, traceable and sustainable beef & seafood product supply chains
2. **CONDUCT A RISK ASSESSMENT** of fishing and farming operations to identify and address potential E&S risks
3. **INVEST IN R&D** for plant-based food technologies to produce beef and seafood alternatives at lower cost and lower ESG impact
4. **ESTABLISH PARTNERSHIPS** to explore circular economy opportunities, e.g. work with food retailers
5. **JOIN KEY MULTI-STAKEHOLDER INITIATIVES** to share information and explore opportunities for enhancing sustainability
6. **INVEST IN INNOVATIVE TECHNOLOGIES** in operational processes that significantly reduce food waste, water use, and GHG emissions
7. **LOBBY FOR STRONGER REGULATION** of the beef and seafood industries in production countries
8. **FUND RESEARCH** to develop water stress map forecasts and scenario analysis on the impact of climate change on wild fish species habitats
9. **PRIORITIZE FINANCIAL GROWTH, SAFETY, AND OPERATIONAL EFFICIENCY** over investment in sustainability initiatives
10. **REBRAND TO "PRO IMPOSSIBLE"** to demonstrate diversification to high-protein plant-based substitutes