

## 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