Sustainability Report 2021

TIMBER LINK®

AUSTRALIA I NEW ZEALAND

Timber The Ultimate Renewable®

Contents

Front cover: Aerial shot of Tarpeena manufacturing facility 2021

From the CEO

Welcome to this year's sustainability report.

We have a demonstrated commitment to a sustainable future for our business while seeking to play our part in addressing the global challenges we all face.

To support this Timberlink has committed to SBTi targets that are aligned to the Paris agreement targets to limit global warming to 1.5c. To support this commitment, we have created a reductions pathway to reduce our emissions in scope 1 and 2 targets by 53% by 2030.

It is pleasing that in the last 3 years we have reduced emissions by 27%, with a lot more in progress to deliver on our promise.

In this report we highlight many of the ways we seek to be a safe, sustainable, and a responsible business. For our employees, our communities, our investors our customers and all our stakeholders.

We hope you find this document interesting as it provides you with insights into our business.

Ian Tyson
Chief Executive Officer
Timberlink Australia I New Zealand

Timberlink is an Australasian timber products business that turns sustainable plantation pine into timber products, the ultimate renewable building material.

Our sawn timber products are primarily used in commercial and residential construction and industrial remanufacturing applications. Typical uses include house framing, pergolas, decks, landscaping, pallets, and through use of our residue streams in packaging and paper.

Supplying markets across Australia, New Zealand and Asia, for Timberlink, sustainability is a triple bottom line concept. It means environmental and social performance is equally as important as financial performance.

Our sales & distribution centres

NSW - Sydney, Yennora
VIC - Melbourne, Knoxfield
SA - Adelaide, Gillman
WA - Perth, Canning Vale
TAS - Bell Bay
NZ - Blenheim *(Sales office only)*

Our Mills

SA - Tarpeena
TAS - Bell Bay

Investment and Innovation

Timberlink's mill upgrade program, building world-class timber mills.

$130m
Tarpeena
(since 2018)

$27m
Bell Bay
(since 2018)

Core Values

Our core values guide everything we do and ensure that we continue to be a triple bottom line sustainable business.

OPENNESS · FAIRNESS · RESILIENCE · INTEGRITY · RESPECT

Our Manufacturing Facilities

Tarpeena Mill

The Tarpeena mill employs 201 staff on a 40ha site just north of the regional centre of Mount Gambier. It's one of the largest sawmills in Australia and more than $130m has been invested by Timberlink in upgrading the mill to world class standards. The mill is heavily focused on manufacturing high quality structural timber.

201 staff

40 ha

Bell Bay Mill

The Bell Bay mill is the only scale softwood mill in Tasmania. It employs 190 staff on a 74ha site in the north of the state. The mill was constructed in 2008 and Timberlink has invested significantly in upgrades to the latest technology and safety improvements since taking ownership in 2013. The mill manufactures a broad range of products from renewable Tasmanian plantation pine including large volumes of outdoor appearance grade and structural timber.

190 staff

74 ha

Our Products

Renewable plantation pine is used extensively in house frames, decks, pergolas, fences and gardens throughout Australia and New Zealand.

Timberlink's wide range of pine products includes untreated and treated structural timber, decking, sleepers, pickets, fencing, packaging timber and high-quality woodchips for export.

TIMBER LINK® GREEN

- H3 treated outdoor structural timber

TIMBER LINK® BLUE

- H2F treated termite resistant indoor structural timber

TIMBER LINK®
AUSTRALIA | NEW ZEALAND

- Untreated indoor structural timber

About Us

During FY21 Timberlink operated two regional large scale timber manufacturing facilities, one in Bell Bay, Tasmania, and the other in Tarpeena, South Australia; with both mills solely using renewable plantation grown radiata pine sawlogs as our production input.

Timberlink is proud to support our regional communities and we appreciate the support that they provide to us. In total we directly employ over 500 people, 82% of whom live in regional areas.

Sustainably contributing to the local economy of our regional towns is a key goal for Timberlink. This includes both direct and indirect employment, research, training, the support of local suppliers, capital investment programs, payment of taxes and contributions to local community groups. It is estimated that more than 1,500 direct and indirect jobs are created by Timberlink[1].

Our values of Openness, Fairness, Resilience, Respect and Integrity underpin our business. These values guide everyday behaviors across the business. We have an unwavering commitment to safety that is integral to everything we do at Timberlink, caring for our people and ensuring they get Home Safe, Everyone, Every Day.

Timberlink is also investing in our renewable future. Recent, and ongoing, substantial investments in our Australian mills support a sustainable and modern manufacturing business, while ensuring a safe and attractive working environment for our employees.

Announcements made in FY20 and FY21 to build a Cross Laminated Timber (CLT) and Glue Laminated Timber (GLT) production facility, and a Wood Plastic Composite (WPC) production facility support the business entering new markets with new product solutions that can provide sustainable and renewable timber building solutions to our markets and customers.

In FY20, Timberlink set carbon reduction targets in line with the more ambitious Paris Agreement goal of limiting global warming to 1.5ºC above pre-industrial levels and had these targets verified by SBTi, the international body that sets and applies the rules around setting carbon reduction targets.

Timberlink is owned by investment funds managed by New Forests. This integrated supply chain supports the certainty to continue to invest in building a world class timber products business and long term supply for our customers.

Timberlink employs over **500 people**, **82%** of whom live in **regional areas**

[1] *https://www.fwpa.com.au/images/Green_Triangle_Report_8Dec2017_published.pdf*
https://www.fwpa.com.au/images/OtherReports/Socio_economic_impacts_of_the_forest_industry_TAS.pdf

About New Forests

New Forests is a sustainable real assets investment manager offering leading-edge strategies in forestry, land management, and conservation. Timberlink sits within one of New Forests' investment funds with the relationship ensuring that there is an integrated connection from the forest all the way to the frame.

Founded in 2005, with offices in Sydney (HQ), San Francisco, Singapore, and New Zealand, New Forests offers institutional investors targeted opportunities in the Asia-Pacific region and the United States and has more than AUD 7.7 billion in assets under management globally. New Forests manages over 1,000,000 hectares of land and forests. The assets include sustainable timber plantations, rural land, and conservation investments related to ecosystem restoration and protection.

New Forests focuses on managing their clients' assets for a future in which landscapes will encompass both production and conservation values.

New Forests' investment strategies consider a long-term view of economic and market trends and emphasise positive environmental, social, and development outcomes. The company concentrates on buying well and then steadily adding value through productivity enhancements, market development, and a focus on commercial management.

Sustainability Overview

- Drivers for Sustainability
- Sustainability Stages Model
- Measuring Sustainability Performance

Drivers for Sustainability

Timberlink has several drivers for improving our sustainability. These are aligned with the United Nations Global Compact's Sustainable Development Goals (SDGs).

SUSTAINABLE DEVELOPMENT GOALS

Sustainability topics

5 Stages of Sustainability

The United Nations Global Compact outlines a 5-stage model of sustainability as part of its roadmap for Integrated Sustainability, which aims to support companies in deepening the integration of sustainability-related goals and strategies across the organisation.

Global Compact Network Australia

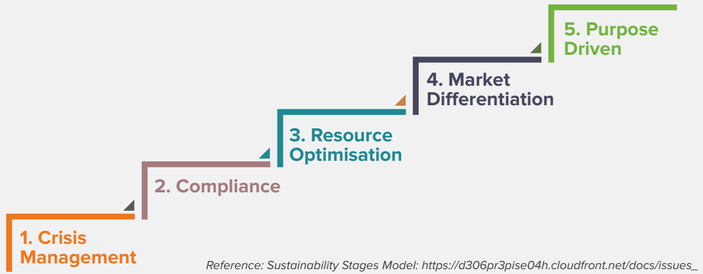
Sustainability Stages Model

While similar models use alternative labels for the sustainability stages, the description for each stage are reasonably well aligned across the different versions.

Timberlink has adopted the UN Global Compact Roadmap for Integrated Sustainability, underpinned by the 5 stages of sustainability model illustrated below. The following provides a description for each stage:

1. **Pre-compliance**
2. **Compliance**
3. **Beyond Compliance**
4. **Integrated Strategy**
5. **Purpose and Passion**

Sustainability Model



Reference: Sustainability Stages Model: https://d306pr3pise04h.cloudfront.net/docs/issues_doc%2Flead%2Froadmap%2Froadmap-five-sustainability-stages.pdf

However, they are reasonably well aligned in their detailed descriptions.

Stage 1: A business at stage 1 does not operate in compliance with all regulations and stakeholder expectations.

Stage 2: A business ensures compliance with the law and relevant regulations but investments beyond compliance are not made.

Stage 3: Businesses move beyond compliance to improve productivity and reduce negative impacts.

Stage 4: Moving from stage 3 to 4 requires a fundamental shift with sustainability viewed as investments and opportunities rather than cost and risk, with a strong focus on sustainability-led innovation.

Stage 5: Companies are driven by values, with a commitment to improve the world, with the business model linked to addressing social and/or environmental challenges.

Measuring Sustainability Performance

Timberlink reviewed the existing framework and deployed new enhancements to the sustainability performance tracking system. This system was developed in-house and is based on the Global Reporting Initiative (GRI) framework.

Each month, a range of economic, social and environmental indicators are evaluated and calibrated against the 1-5 range common for models of the stages of sustainability, such as that described in the United Nations Global Compact Roadmap for Integrated Sustainability.

The indicators are then weighted and consolidated into a score for each of the three sustainability dimensions, and then further incorporated into an overall sustainability score. The update consisted of expanding the number of indicators, putting in place robust measurement and benchmarks. The new system was tracked in tandem with the previous version for several months to ensure consistency between the two before changing over.

This sustainability performance tracking system has been in place since FY17, allowing us to track overall performance and unpack that into component parts so that performance improvement plans can be implemented. A self-assessment in FY17 found an overall performance between stages 2 and 3. A target was set to achieve stage 4.

Performance to date is shown in Figure 1. An initial period of flat performance from FY17 through to FY19 has been followed by steady improvement through the subsequent two years to Resource Optimisation stage.

Sustainability Score - Stage Progress by year

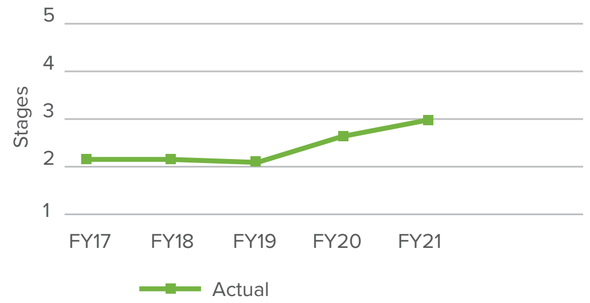


Figure 1: Sustainability score-stage progress by year

Environment

- Carbon Footprint and Reduction
- Environmental Management Systems
- Improved Quality
- Environmental Compliance
- Pollution, Waste and Consumable Minimisation
- Dual Certification

Carbon Footprint and Reduction

During FY19, Timberlink worked with consultants Edge Environment on a project to develop a framework and tools to allow industry members to set carbon reduction targets in compliance with the rules set down by the Science Based Targets initiative (SBTi).

This work was supported by the Commonwealth through the National Institute for Forest Products Innovation (NIPFI) Mount Gambier centre, which provided funding matching industry and Edge contributions. As a result of this work, Timberlink set carbon reduction targets which were then verified and approved by SBTi.

Timberlink's combined Scope 1 and 2 targets were set in alignment with the more ambitious Paris Agreement target to limit warming to 1.5°C. The overall target is to reduce Scope 1, 2 and 3 Green House Gas (GHG) emissions by 21% per m^3 of throughput by 2030, relative to the base year of FY18.

Embedded within that target is a commitment to reduce combined Scope 1 and 2 emissions by 53% per m^3 of throughput by 2030.

SBTi targets

Reduction
in Scope 1 and 2 emissions by 53%

Third
at 1.5°C target level in our sector globally

First
in Australia in our sector

Timberlink has estimated the change in its carbon footprint in FY21, based on the full GHG inventory undertaken for FY18. It's not possible to estimate Scope 3 emissions with reasonable accuracy each year as this requires a full analysis of our supply chain. For instance, processing of sold products makes up 55% of our non-biogenic Scope 3 emissions (see Figure 1) but estimating this requires analysis of downstream supply chains including residues. 27% of non-biogenic Scope 3 emissions arise from purchased goods and services, of which the majority is logs; there have been efficiencies in harvesting and transport but quantifying these would be a substantial project.

Timberlink plans to formally undertake updates to GHG footprint including Scope 3 at suitable points on our journey toward our FY30 targets.

Timberlink's Scope 3 Emissions Footprint

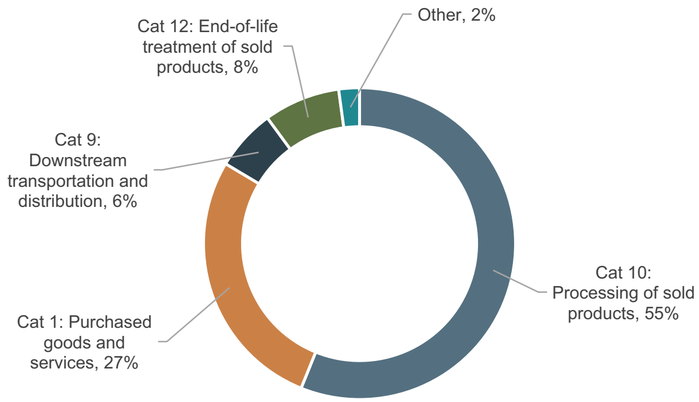


Figure 1. Breakdown of Timberlink's Scope 3 emissions, FY18

Timberlink have focused on our Scope 1 and 2 emissions as these are to a significant extent under our direct control. Estimation techniques were updated this year, to continue to improve accuracy of estimation.

Emission factors for Scope 2 emissions from purchased electricity are now sourced from the National Greenhouse Accounts[1]. Estimation techniques for amount of wood residues burnt in our biomass heat plants have been improved, with emission factors continuing to be those used in the National Greenhouse and Energy Reporting (NGER) Scheme[2].

Absolute emissions are shown in Figure 2, emissions intensity per m3 of throughput are shown in Figure 3, both also showing Business as Usual and target pathways. For FY21 we have had a 27% reduction in emissions intensity since FY18, meaning that after 3 years we are over halfway to our target of 53.1% reduction by 2030. The reduction has mainly arisen from improved efficiency of electricity utilisation, greener electricity supply and a reduction in the amount of wood residue burnt to provide heat in our drying kilns.

Scope 1 and 2 emissions are often considered together as they are largely under direct control. Scope 1 is direct emissions such as from burning diesel in mobile plant; Scope 2 are indirect emissions from purchased electricity, which can be reduced not only by improving electrical energy efficiency, but also by choosing to purchase lower-impact electricity. Scope 3 emissions are from the supply chain. Biogenic emissions and sequestration are accounted for separately – these are carbon emissions associated with natural sources; for Timberlink there is a very large sequestration of carbon into the trees we process, slightly offset by emissions from usage and end-of-life treatment of our products.

Scope 1 & 2 Emissions Pathway

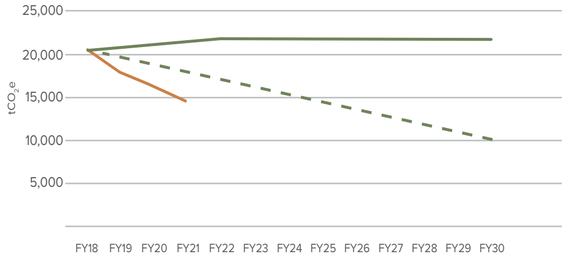


Figure 2. Timberlink's combined Scope 1 & 2 emissions

Scope 1 & 2 Emissions Intensity Pathway

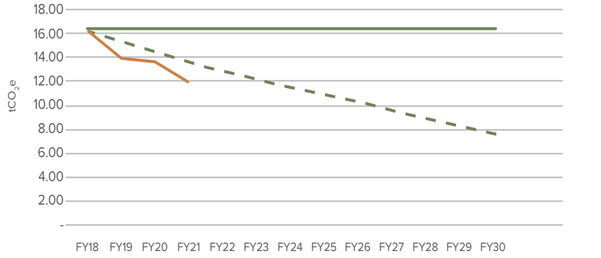


Figure 3. Timberlink's combined Scope 1 & 2 emissions intensity

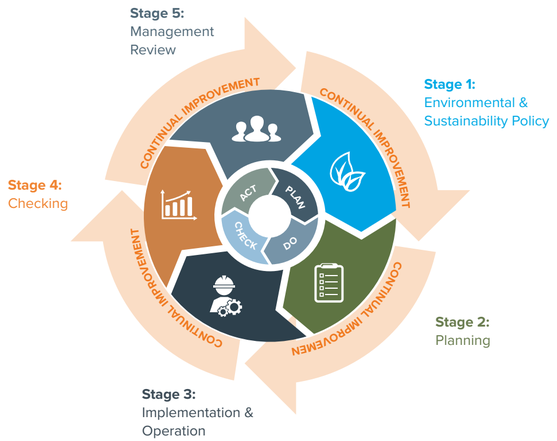
[1] *https://www.industry.gov.au/data-and-publications/national-greenhouse-accounts-factors-2021*
[2] *http://www.cleanenergyregulator.gov.au/NGER*

The SBTi is a collaboration between not-for-profit CDP, the United Nations Global Compact (UNGC), World Resources Institute (WRI), and the World Wide Fund for Nature (WWF). It defines and promotes best practice in science-based target setting and independently assesses and approves companies' targets. These targets must be aligned with the Paris Agreement, which aims to limit global temperature rise this century well below 2ºC above pre-industrial levels and to pursue efforts to limit the temperature increase even further to 1.5ºC

Environmental Management Systems

An Environmental Management System (EMS) is a structured system designed to help organisations manage their environmental impacts and improve environmental performance caused by their products, services and activities.

An EMS provides structure to environmental management and covers areas such as training, record management, inspections, objectives and policies.



An EMS is broken down into the following stages:

Stage 1:
A combined and updated Environmental and Sustainability Policy was signed off by the business executive team and the Board during the reporting period. The environmental policy details the business' commitments to meet our regulatory requirements and continually improve our sustainability.

Stage 2:
Environmental legislative requirements such as licencing, reporting and monitoring were uploaded into the business' internal governance systems in both Myosh and Triline, which will ensure regulatory requirements are met with multiple layers of accountability.

Stage 3:
During the reporting period a suite of environmental standards on critical environmental risks were developed, which outlines expectations for risk management.

Stage 4:
The development of environmental standards will be used as the benchmark for the internal environmental auditing system. Audits will be conducted periodically (at least annually) against each standard.

Stage 5:
Management reviews are conducted annually on the EMS in relation to:

- Risk Registers
- Auditing tools
- Critical risk tools (bowtie risk assessment & HAZOP)
- Standards

Conducting internal reviews on all aspects of our EMS allows the system to continually evolve and improve to meet our internal and external requirements.

Improved Quality

The focus for FY21 has been the redesign of the product quality dashboard that is supported by a robust data capture and management framework.

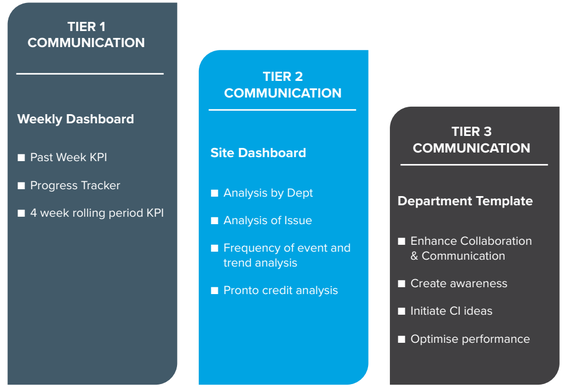
Providing greater visibility and accessibility, the dashboard can be interrogated to identify opportunities for the Company to enhance product performance and quality while promoting positive partnering across the company to drive innovation.

The journey at Timberlink commenced with building various dashboards to collate and analyse data to identify trends and opportunities for improvement for streamlining internal operations, decreasing waste and increasing productivity.

Building on the work commenced in FY21, the roadmap for quality improvement in FY22 is to deliver and report against a standardised stable of quality metrics that will identify improvement opportunities and support the sustainable allocation of resources in transitioning these opportunities into reality.

This standardised approach promotes compliance, facilitates collaboration, and supports the development of innovative and sustainable solutions for our customers.

With any well engineered system, a comprehensive training and awareness program of the dashboard and framework will be deployed to drive value with a continuous program of review.



Environmental Compliance

Tarpeena Mill

Tarpeena mill operates under South Australian EPA Environmental Protection Licence #39742.

During the reporting period one event occurred which triggered notification to the environmental regulator, however, did not result in environmental harm:

- Foam from the kiln condensate system overflowed the holding tanks and entered a localised stormwater drain but did not leave site. The foam is purely a result of condensate arising from kiln drying, there are no chemicals added. The business was issued with a Contravention Notice by EPA South Australia which was complied with in full. The area was remediated, and additional controls have been implemented.

In total, 56 environmental hazard and incident reports were raised by staff in production areas, with none carrying significant risk. These were generally minor spills or potential environmental hazards that were rectified with no adverse impact. A high level of reporting is taken as a proactive lead indicator for our environmental management.

Bell Bay Mill

Bell Bay mill operates under Tasmanian EPA Environmental Protection Notice #8563/3.

The Bell Bay mill had a number of reportable incidents, none of which resulted in material environmental harm. Reportable incidents are not considered as infractions.

The reportable events were:

- Elevated Total Solid Particulate emissions from the boiler, associated with mechanical wear on the bags within the baghouse system designed to treat emissions prior to atmospheric discharge. This event was short term and was rectified by shutting the boiler down and replacing the faulty bags. Generally, the emissions are less than 5% of the permitted level.
- Excess noise generated resulting from the use of a chainsaw powered by an internal combustion engine between the hours of 1900-0700 to remove logs jammed in the process.

In total, 41 environmental hazard and incident reports were raised during this period, many driven from internal assessments and proactive inspections being completed. Many reports related to the baghouse operating in bypass mode for very short durations of time.

Blenheim Mill (Closed in 2020)

The Timberlink Blenheim sawmill operated under multiple resource consents during this reporting period which are regulated by the Marlborough District Council. All monitoring and reporting requirements have been met.

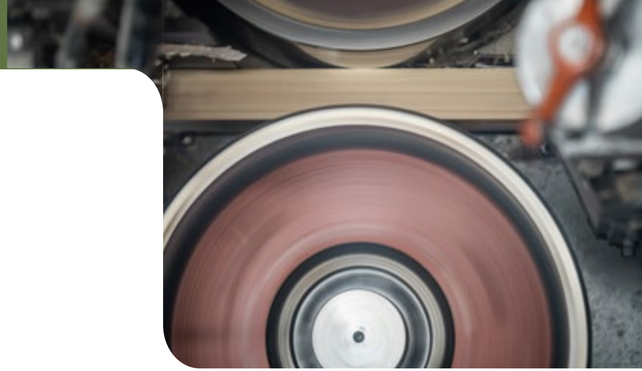
Blenheim mill had reportable incidents of short term smoking events from the boiler during start up, after shutting down or similar upset conditions.

The mill operated in a sensitive area as it is very close to urban properties. We understand the importance of having a good relationship with our neighbours, they are a critical element of our social licence to operate, so we hosted regular meetings with our neighbours to share business updates and discuss any emerging issues.

In total, seven environmental hazard and incident reports were raised during this period, most driven from internal assessments and proactive inspections being completed.

Due to the shutdown of the Blenheim Manufacturing operations announced during August 2020, the business is decommissioning the facility which involves equipment removal, environmental testing and remediation as required prior to handing back the site at the expiration of our lease agreement with the property owner.

Pollution, Waste and Consumable Minimisation



Energy

Around 90% of the energy use in Timberlink mills is heat used to dry timber in kilns. The heat energy is produced from our own wood fibre by-product, with surplus by-product available for sale. We generate the energy in biomass fired heatplants which are run on our lower-value by-products such as sawdust, shavings and offcuts. The fuel is 100% renewable, with all of the forests from which we source logs being replanted.

Despite the energy being renewable, Timberlink continues to work on reducing kiln heat consumption. Three continuous kilns are employed: one mid-sized at Bell Bay and two large at Tarpeena. Each of these has reduced the energy used to dry timber by more than 30%, relative to drying in traditional batch kilns. They also reduce electricity consumption by around 10%.

Wood residue

An improvement in measurement methodology resulted in a step change down of estimated wood residue consumption in FY19. Overall, wood residue specific consumption at Timberlink's Australian mills has trended down over time, due both to improved efficiency of operation of heatplants and higher volume being processed using the same heatplants.

The higher volume is enabled by the continuous drying kilns at Tarpeena and Bell Bay. These also create much more even energy demand; this stability improves overall heat plant operation and efficiency. Improved tracking of wood residue streams within the business during FY19 confirmed previous volumes of wood burnt were overly conservative and overestimated the amount of wood fuel being consumed in the facilities boilers/heat plants. Since then, wood residue consumed per tonne of log processed has remained fairly constant.

Wood residue consumption

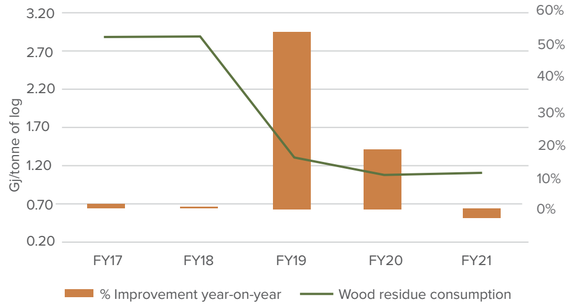


Figure 4. Wood residue consumption and % Improvement per tonne log input

Electricity

Electricity in Timberlink mills is utilised almost exclusively for motive applications, such as motors to drive saws and kiln fans. Specific electricity consumption averaged across both of our Australian mills is shown in Figure 5. Efficiency improvements and higher volumes processed continue to drive down specific electricity consumption.

The overall greening of the grid has driven a substantial reduction in the carbon impact of electricity usage from Tarpeena in particular, with Tasmanian electricity close to 100% renewable in most years.

Electricity consumption

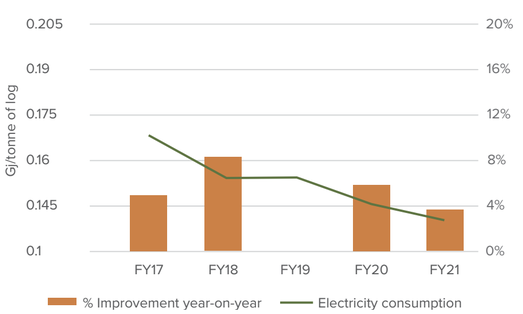


Figure 5. Electricity consumption and % Improvement per tonne of log input

Electricity renewable percentage

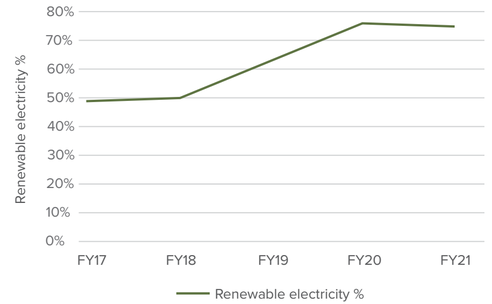


Figure 6. Percentage renewable electricity

Liquid fuel

Liquid fuels used at the sawmills principally consists of diesel for mobile plant such as forklifts and loaders. In addition, Tarpeena uses LPG co-fired through two of the three heatplants as part of the start-up procedure.

Liquid fuel consumption

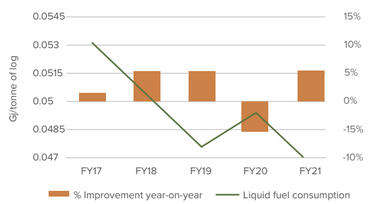


Figure 7. Liquid fuel consumption and % Improvement per tonne of log input

Water

Specific water consumption in Timberlink's Australian mills, shown in Figure 8, has continued to decrease over the last five-years due to the operation of continuous flow kilns.

Water consumption

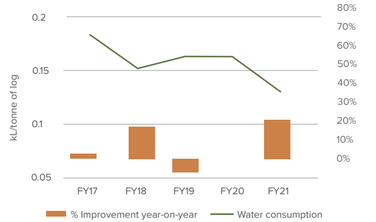


Figure 8. Water consumption and % Improvement per tonne of log input

Emissions to air

Both Tarpeena and Bell Bay sawmills run biomass fired heatplants providing thermal energy to dry timber. Emissions to air are regulated by local environmental authorities and all site heatplants are not only regularly tested by external bodies to ensure they are compliant but have continuous particulate monitoring installed.

Continuous improvement programs are in place around optimisation of fuel mixing and flow into a stable combustion process. These programs have over time reduced emissions.

Bell Bay

Bell Bay's biomass boiler operates a fabric baghouse emission scrubbing unit. This results in very low emissions. A sensitive particulate measurement instrument was installed in the heatplant exhaust stack to continually monitor emissions and provide early warning of damage to filter bags or other equipment. The baghouse occasionally is switched into bypass mode to protect it, typically during a boiler start-up phase, which are less than two hours in duration. In normal operation the baghouse particulate discharge rate is less than 5% of the regulatory limit imposed.

Tarpeena

The heat plants at the Tarpeena site comply with the limits specified within the South Australian Air Quality Policy implemented by the EPA during 2018. There is no requirement for routine testing due to ongoing compliance and the low risk posed by the facilities biomass heat plants upon the local air shed.

Effluent and waste

Both Australian mills deal with the majority of stormwater and wastes it may contain such as small amounts of oils and greases via on-site controls like oil mops and settling pond systems.

Liquid condensate from the kiln drying process is disposed to trade waste (sewer) or land via agreement with appropriate authorities and vendors in Bell Bay and Tarpeena.

Both mills actively monitor groundwater contamination via bores, principally to ensure that previous and/or current timber treatment plant operations are not resulting in contamination, particularly metals.

Bell Bay also monitors water quality in its multi-stage settling pond system.

Bell Bay and Tarpeena collect cardboard, metals, oils and other wastes for recycling where possible and boiler ash from both sites is utilised for soil remediation.

Dual Certification

The majority of log supply to the Australian mills is dual certified to both FSC® and PEFC/Responsible Wood from forests owned by New Forests administered investment trusts.

Responsible Wood

Timberlink holds RW Chain of Custody certification at both Australian sites for solid wood products and by-products (including woodchip) covering both our Australian mills, certificate number 100872. RW holds mutual recognition status with the international PEFC system, enabling Timberlink to market RW certified products to the domestic market and PEFC certified products internationally.

Forest Stewardship Council® (FSC®)

Timberlink Australia holds an FSC Chain of Custody and Controlled Wood Certificate for production and distribution of solid wood, wood chips and all by-product, including sawdust, shavings, boiler ash as well as reject logs (FSC Mix, Controlled Wood) covering our Australian mills and distribution centres. The certificate numbers are GMP-COC-100872 and GMP-CW-100872, FSC licence code is FSC-C117015.

Innovation

- New Sawline
- New Dry Shed
- LED Lighting Upgrade
- COVID-19 Technology
- CLT and GLT Plant
- Wood Plastic Composite Plant

Over the last 12 months, we have continued our commitment to a renewable future and supporting Australian jobs. On our quest to transform Timberlink into an internationally competitive radiata pine business, we successfully completed a $100m upgrade program to our Australian mills in 2021.

This generational investment will see our total processing capacity at Timberlink's Australian sawmills increase by over 15% whilst helping to reduce emissions and waste in many areas by increasing efficiency.

Throughout FY21, a number of significant improvements have been made to our Australian mills including:

Introduction of a New Sawline

Leveraging world-class technologies, a new sawline was commissioned during 2021 at our Tarpeena manufacturing facility to improve sawing performance. The installation has resulted in:

- Reduced operating costs through increased control, accuracy and throughput.
- Improved recovery utilising smaller log diameters coming from the forest. This creates more value from the existing pine plantations.
- Improved quality of wood chips resulting in less rejected shipments.
- Reduced maintenance and increased parts life.

Major components of the new sawline include:

1. Extended Length Infeed (ELI) with slew & skew capability

The ELI features a patented flight simulator design that enables it to slew and skew, and optionally tilt based on the features of each log passing through it.

The system rescans the logs and manoeuvres them into the right position every time to deliver accuracy and maximum log recovery.

2. Conical shape chipper module

The Vee-Chipper operates smoothly across a wide range of log diameters delivering a superior surface finish as well as consistent, smooth-feeding chips.

By mounting the chippers on inclined slideways, the knives always make initial contact with the log at the optimal angle of attack. Splitting the round-ways in two makes the Vee-Chipper more compact and easier to maintain, thus reducing maintenance costs.

3. CATECH edger system

The CATECH edger system increases speed, flexibility, and performance, as well as provides the highest throughput and yield in the market today.

The top Arbor climb cut saw box is fitted with two saws on separate telescoping Arbors and provides cleaner cuts, better performance when cutting thick boards, and less sawdust build-up in the saw box.

4. Log line optimisation

The MillExpert™ system monitors the cut faces on the cants in the log line as well as the shape and sizes of the edger boards produced by the log line. It then compares them in real-time to the predicted solutions produced by the optimiser.

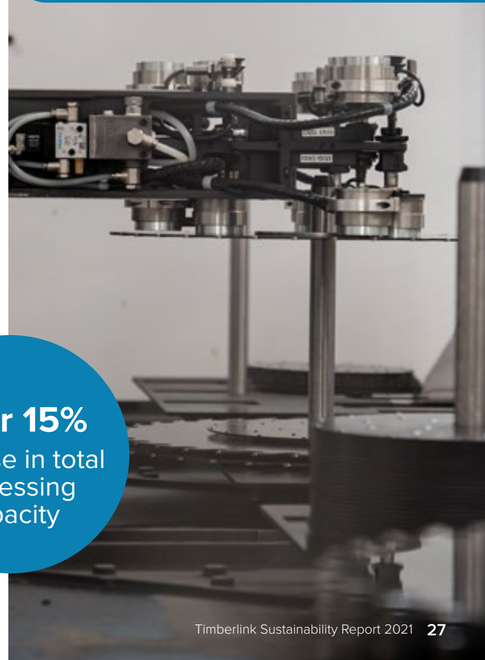
Using this information, the system automatically adjusts the log turner, infeed, chippers, and saws to continuously achieve the best possible target sizes for the produced lumber. This technology will continue to improve recovery and increase uptime.

5. Lubrication, vibration monitoring & improved service life parts

The new sawline includes an automatic, self-contained Lubrication System. It is also equipped with a vibration monitoring system that continuously monitors the machine's bearings and motors for changes in vibration which is integrated into the machine's PLC network. All parts of the sawline have been designed to ensure long service life. This helps to reduce planned and unplanned shutdown time and creates a safer work environment with reduced requirement to access equipment for maintenance.

"We are ensuring that all aspects of the business are internationally competitive to secure our long-term future"

Timberlink CEO - Ian Tyson



Over 15%
increase in total processing capacity

New Dry Shed at Tarpeena

In November 2020, we expanded the capabilities of our Tarpeena manufacturing facility by installing a new dry shed on the premises. This has enabled us to more readily control conditions for storing timber during the drying process, which ultimately leads to an improved and more consistent product grade.

Tarpeena LED Lighting Upgrade

Like any large manufacturing facility working around the clock, Tarpeena mill has significant lighting and therefore, energy requirements. Provision of a safe work environment and enabling efficient and comfortable operation requires a suitable level of lighting for the tasks being performed in each area. The most energy-efficient lighting technology currently available is light emitting diodes, or LEDs.

Whilst new parts of the mill were fitted with high efficiency LED lighting when built, and some large and relatively easy-to-access areas have already been upgraded to LED lighting, forward planning to upgrade other areas to LED lights will extend over a timespan of several years.

In March 2021, Timberlink was announced as a successful recipient of a grant under the Commonwealth government's Energy Efficient Communities Program – High Energy Use Business Grant. This program matches our own funding and has allowed us to bring forward our LED lighting upgrade program so that the majority of the existing lighting at Tarpeena mill will be upgraded to state-of-the-art LED technology over the next year.

COVID-19 Technology

Due to travel restrictions associated with COVID-19, more extensive use of remote support technologies was required. Platforms such as TeamViewer, Microsoft Teams and various types of video allowed assistance from people who were in quarantine or were interstate/overseas and unable to travel. Tasks were mainly associated with control systems and drive equipment, however, mechanical assistance via meetings and shared screens was also undertaken.

Despite difficult circumstances, Timberlink employees were involved and engaged with the installation process and using technology, we were able to tap into the expertise of our supplier partners around the world to support the commissioning program.

A saving of over 70% of electricity usage for the lights replaced. The savings equate to electricity consumption in over 60 average Australian households, reducing carbon impact by over 160 tonnes CO2-equivalent each year.

Timberlink to build new CLT and GLT Plant

Investing in the future of engineered timber

During the previous 12 months, Timberlink has continued the journey of innovation towards building a world-class timber products business.

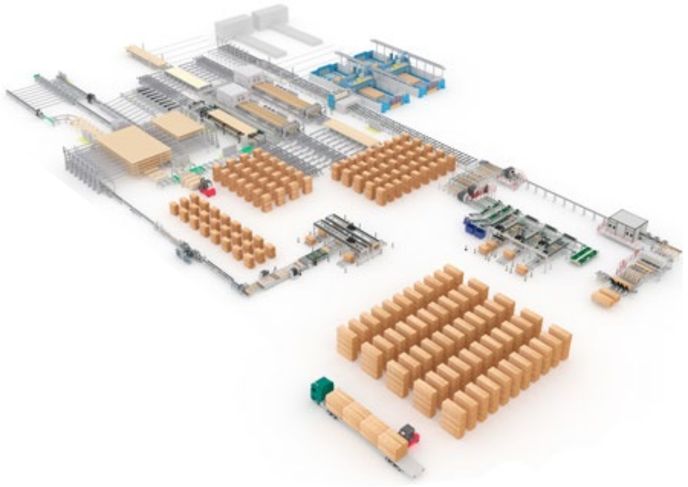
Our market-based team have worked with leading construction industry stakeholders to further develop and refine a sustainable, value adding offer to carry our engineered wood products into the market in 2023.

This work is backed strongly by our Capital team, who have announced the strategic partnership with our key equipment suppliers who will provide state of the art equipment to manufacture our CLT and GLT elements in a world first combined production line.

- Kallesoe (CLT / GLT manufacturing line)
- Hundegger (CNC machine)
- Voith (Overhead vacuum crane)

Danish company, Kallesoe, have been chosen following a global search to best partner Timberlink for the design, supply and installation of our leading edge, CLT/GLT combined manufacturing plant, which will be housed in a purpose built, 14,000m2 facility on the existing Tarpeena site. Civil works will commence in 2021, followed by building construction in 2022, ready for market launch in 2023.

The business model will be supported by an integrated systems platform, enabling market leading interface with specifiers and designers, carrying a project from concept stage through to sequenced element delivery to site.



Example illustration of Kallesoe CLT manufacturing line

CLT and GLT illustrations used throughout are artist impressions

Wood Plastic Composite Plant

In July 2021, Timberlink announced that a new $12m Wood Plastic Composite (WPC) plant will be built at our Bell Bay mill in Tasmania. This investment will tap into new sustainable technologies and is a core component of Timberlink's ongoing innovation program.

The integrated timber mill and Wood Plastic Composite process is a first for Australia, capitalising on the efficiencies gained from upcycling waste sawdust residue directly from the mill and the recycled plastic (HDPE) from Tasmania.

Commencing production in FY23, the investment will create 10 full time positions in Tasmania and one in Melbourne with the creation of 20 jobs during the construction phase.

A new purpose built building will be located within the Bell Bay mill, using green electricity from Tasmanian Hydro as well as the installation of solar panels to efficiently power this state of the art processing equipment.

The plant was partially funded through matching grants from the Australian and Tasmanian Governments under the Recycling Modernisation Fund (Plastics) Grants Program which is investing in new recycling infrastructure across Tasmania.

Materials

90% of the finished product will be upcycled materials.

The Wood
Waste saw dust and shavings from sustainably harvested pine forests of Tasmania will be processed on site and will make up 55% of the product.

The Plastic
34% of the product is recycled HDPE. At full production the project will lift HDPE recycled in Tasmania from 11.7% to 21.4%* and represents an 83.3% increase in HDPE volume recycled in Tasmania.

The Product
The facility will initially focus on the manufacture of decking boards and screening for a growing domestic market but will be capable of manufacturing a wide range of products overtime.

**As reported in the 2018-2019 Australian Plastic Recycling Survey*

Our People

- Emerging Leaders Program
- Frontline Leader Development Program
- Timberlink Learning
- Career Days
- Wellbeing Program
- Regionally Based Employees

Our focus as a business is to attract, develop and retain a diverse, talented, and engaged workforce that supports innovation and sustains high performance.

Lunch 'n' learn sessions continued at all sites on topics such as code of conduct, workplace behaviours, new policies, attendance management, recruitment and performance review planning process. These sessions and more will again feature in the next 12 months.

Emerging Leaders Program (ELP)

Building on the success of the previous two years, the Emerging Leaders Program continued in 2021 for another six high-potential employees across the business in the areas of Customer Service, Supply Chain and Manufacturing. The program has evolved into a hybrid of face-to-face and virtual delivery, making the program both flexible and relevant in today's environment.

Frontline Leader Development Program

The Frontline Leader Development Program, which commenced in 2019, is now a staple leadership program on the annual training calendar. In 2021, the program encompassed participants from Western Australia, Victoria, Tasmania, New South Wales and South Australia. In total, there were 22 participants from the Manufacturing and Distribution teams. This program will continue in 2022.

Timberlink Learning

Our Learning Management System 'Timberlink Learning' has become an important platform throughout the COVID-19 pandemic, making both learning content and training records accessible to the entire employee base. The content on the system has grown to include technical product training and wellbeing courses, in addition to the existing professional development and compliance content. In 2021, over 6,200 course completions were recorded on Timberlink Learning across the business, representing an increase of 38% from the previous year.

Employee Distribution by Years of Service:

Years of Service	Grand Total (as a business)
<1 year	16%
1-5 years	33%
6-10 years	18%
11-15 years	15%
16-20 years	7%
21-25 years	3%
26-30 years	3%
31-35 years	2%
36-40 years	2%
41-45 years	1%

Employee Distribution by Age:

Age	Blenheim	Tarpeena	Bell Bay	Rest of Business	Total Business
Up to 30	0%	20%	23%	5%	18%
31 - 50	28%	46%	53%	51%	49%
51 & Over	72%	34%	24%	44%	33%

OUR VISION

"As an employer of choice we will create a culture that values all Timberlink employees and the communities that we operate within."

Career Days

Throughout FY21, Timberlink has attended multiple career days and hosted numerous site tours and work experience opportunities for students across both our manufacturing sites. This also includes our continued support of the Forest Learning Pathways Program in Tarpeena, which will see its first cohort of students graduate in 2022.

Timberlink has also continued its investment in the future, with a reactivation of the Apprenticeship Program in Bell Bay, along with a further commitment for more apprentices at both sites in FY22. Timberlink is also excited to announce the introduction of the Graduate Program in FY22 with the successful applicants to participate in a 12-month program, spanning all sites and functions.

Wellbeing Program

Timberlink takes pride in providing a supportive environment that encourages working conditions that are safe, stimulating, satisfying and enjoyable for its staff. Similarly, Timberlink recognises that its physical environment provides an ideal setting to promote and maintain the health of staff. With this in mind, a balanced approach to health and wellbeing allows our people to enjoy improved function in everyday life.

Our wellbeing framework and program will continue to encourage the adoption of healthy behaviours and will provide the tools to allow all staff to take positive actions, in both personal and professional life for all employees across all parts of the business.

Timberlink has continued to review program improvements, in both physical and mental health and wellbeing with a wider focus on mental health and fitness. To further support our employees, a thorough assessment of our existing programs has taken place to ensure that a proactive and engaged Employee Assistance Program partner can provide insight and be on hand to help Timberlink make a real impact on the lives of our staff.

The right balance will enhance and maintain the health and wellbeing of the Timberlink community.

Regional Based Employees

We continue to be a significant employer in the regional areas where we operate. Around 82% of our people are in regional areas of Australia and New Zealand.

Location	% of Employees
Adelaide, SA	1%
Launceston, TAS	1%
Sydney, NSW	1%
Perth, WA	3%
Knoxfield, VIC	11%
Blenheim, NZ	2%
Bell Bay, TAS	35%
Tarpeena, SA	46%

Safety

- Safe People
- Safe Plant, Equipment and Environment
- Safe Systems

The focus for FY21 was to resource and improve performance across our three safety principles of Safe People, Safe Plant, Equipment & Environment, and Safe Systems.

Timberlink achieved a safer outcome in FY21 meeting or exceeding key performance targets. The shared ownership of safety across the company and throughout all levels is expected to continually drive the safety performance and culture over the next few years.

Safe People

Above all else, Timberlink employees, contractors, suppliers, visitors and customers are our strength and greatest asset. The Safe People principle means that everyone is educated, engaged and empowered to lead and be safe.

COVID-19 Management

Timberlink established a crisis management team (CMT) to identify and deliver COVID-19 advice and controls, listed below:

- Position Statements for People; Hygiene; Travel and Visitors.
- Completed COVID-19 risk assessments at all sites – updated annually.
- Completed COVID-19 safe plans for all sites.
- Completed COVID-19 inspections at all sites – these are a monthly ongoing requirement.
- Regular communication updates covering status, activities, and awareness.

Safe Plant, Equipment and Environment

Critical Risk Program

A critical risk program was developed at Timberlink to identify the risks that could lead to significant harm and the critical controls needed for those risks. Critical risks are defined as those that could result in fatality or serious and permanent injury.

Timberlink identified five safety critical risk standards to develop. The table below tracks the progress of the development and implementation of each one.

Critical Risk Standards:

Standard	Timeframe	Status
Wood dust - inhalable	Nov 2020	Complete
Fire and explosion	Mar 2021	Complete
Traffic management	Jul 2021	In Draft
Mobile plant	Nov 2021	In Progress
Safe stacking of timber	Complete annual reviews	Complete

Safe Systems

Timberlink continues to monitor and identify the specific safety and other related resources that are needed to progress the safety strategy. In 2020 a new safety structure was implemented to provide appropriate levels of governance, expertise, and operational support.

Incident Management

There were 23 serious investigation reviews completed by executive leadership team members during FY21. Serious investigation reviews are completed for all incidents meeting the following criteria:

- Risk rated as critical – actual and/or potential risk ratings.
- Lost time injuries with greater than five days lost.
- All smoulder/fire events.
- Timber stack collapses or near miss.
- Mobile plant collisions or serious near miss.

Safety Management System

The Timberlink Health and Safety Policy (2021) was reviewed and updated to conform with ISO45001 (Safety management systems) requirements and approved by the Timberlink Board in February 2021.

There has been continued development of the safety management system to align with ISO45001 – Safety management systems. The following procedures have been developed and implemented along with supporting forms and guides:

Procedure or Program
WHSE Risk management procedure
Timberlink WHSE Risk Profile
Contractor management procedure
Safety Audits procedure
Incident management procedure
Safety Training and Capability procedure
Group Safety induction
Emergency management procedure

HOME SAFE
TIMBERLINK®
AUSTRALIA | NEW ZEALAND

Home Safe is the behavioural program aiming to develop a stronger, more embedded safety culture. Home Safe has become the cornerstone and branding that brings the whole safety program together.

Safety Performance

Injury Performance

- The total recordable injury frequency rate (TRIFR) reduced by 24% during FY21.
- The lost time injury frequency rate (LTIFR) reduced by 47% during FY21.
- The medical treated injury frequency rate (MTIFR) increased by 1% during FY21 (this was due to decreased work hours not increased medical treated injuries).

Near Miss to Injury Ratio

- A target of 30:1 ratio to reach the benchmark was exceeded in FY21 with an actual ratio of 47:1 achieved.
- This represents a 10% improvement from the previous year.

Corrective action closure

- The corrective action closure target was 90% for actions related to incidents or hazards.
- There were 1656 safety actions raised in FY21, with 91% closed.

Catastrophic events

- The events rated as critical (or catastrophic) significantly decreased during FY21.
- Actual catastrophic frequency rate (CSOFR) plateaued at 1.6 during FY21.
- Potential catastrophic frequency rate (CSOFR pot) reduced by 60% during FY21.

TRIFR Reduced by 24%

LTIFR Reduced by 47%

Near miss to injury improved by 10%

CSOFR (pot) Reduced by 60%

Formulas:
TRIFR = ((LTIs + MTIs)/Total hours worked) * 1M
LTIFR = (LTIs/Total hours worked) * 1M
MTIFR = (MTIs/Total hours worked) * 1M

Industry Workplace, Health, Safety and Wellbeing Collaboration

In 2018, the Softwood Manufacturing Chamber (SMC) of the Australian Forest Products Association (AFPA) formed the Workplace Health & Safety Sub Committee (WHSSC) establishing a vision of achieving better health, safety, and wellbeing outcomes within the timber industry. Timberlink are well represented on the WHSSC contributing practical and relevant input and initiatives.

The strategic objectives of the WHSSC charter, consisting of softwood manufacturers and industry bodies, is threefold:

1. **Development of Guidance Documents (for use within the wider timber industry and participants)**
2. **Dealing with Emerging Issues (e.g., COVID-19, Safe Work Australia Workplace Exposure Standards)**
3. **Identification and adoption of Key Learnings (better practice sharing amongst member companies)**

While COVID-19 disrupted the strategic program timeline for the WHSSC subcommittee, the forum provided the serendipitous cross business collaboration into the emerging issue of COVID-19 offering cross pollination of key learnings relating to employee safety and wellbeing during the pandemic.

In addition, the subcommittee through its member engagement developed the first of three proposed guidance documents for use within the timber processing industry. The Safe Stacking of Timber Guidance document seeks to address the safety risk of inappropriately located, constructed, and maintained timber stacks that could potentially result in injury and death.

The guidance document has been developed in consultation with timber industry and safety representatives and offers a practical reference resource for managers and employees on how to identify and manage safety risks associated with stacking timber.

This guidance document is available from the AFPA website https://ausfpa.com.au/category/safety. The next focus area is aimed at Chain of Responsibility (COR) – Load Restraint Guidance Document in FY22, followed by Fire & Explosion Guidance Document in FY23.

Blenheim Safety Systems

Throughout the reporting period, the Timberlink New Zealand team has worked through a decommissioning phase within its Blenheim site, with completion of the project expected in early 2022.

The key objectives of the decommissioning phase included:

1. **Ensuring all health and safety risks were managed**
2. **Ensuring all environmental risks were managed**
3. **Restoring the site to an acceptable environmental standard**

To better understand the risks associated with deconstructing heavy machinery, high voltage equipment, earthworks and remediating potentially contaminated land, it was imperative to involve the right people with the right skillsets. Timberlink engaged relevant contractors to further understand the risks associated with this project and ensured that adequate controls were put in place at every point.

Timberlink sought to involve local contractors wherever possible, and the success of the project was achieved by having a thorough understanding of impacts to our people and the local community, as well as having a strong internal network of experts at Timberlink.

Key contractors involved in keeping our people and environment safe included:

1. **Picton Manufacturing**
2. **Skookum Engineering**
3. **Jacobs Environmental**
4. **Fiber Solutions Limited**

Tarpeena Safety Systems

As part of the Tarpeena 750K upgrade, a new safety system was designed and installed in conjunction with the equipment vendor to provide a method for safe access and isolation to the equipment.

The safety system also provides a coordinated emergency stop system for the mill, ensuring that machines are stopped in a safe and timely manner. Access for personnel is controlled and checked to ensure a zero-energy state is achieved prior to entry being gained. Once the task is completed, the system ensures all access is secured prior to being able to start the equipment.

Using some of the latest technology from Rockwell and others, the safety system automatically checks that the devices have operated correctly and will deny access if there is an unsafe condition. It also provides flexibility around overlapping safety zones as well as the ability to communicate with the different machine centres within the mill to ensure the safety of our people.

Our Customers

- Customer Newsletter
- Associations

Timberlink places a strong emphasis on providing value to customers beyond timber supply in order to help them succeed in their businesses. At Timberlink we are focused on not only manufacturing sustainable timber, but to achieving this in a sustainable way.

In 2020, COVID-19 presented our customers with a number of new obstacles, starting with preparing for the worst-case scenario: a severe economic slump, followed by challenges keeping up with record-high demand for timber and other building materials. International supply chains were disrupted, and the volume of imported timber was reduced, exacerbating the situation. Customers received regular market information from Timberlink to help them plan. This covered housing start data and trend, renovations and timber import volumes.

Customer Newsletter

The Timberlink customer newsletter helps us to keep our customers informed about Timberlink's diverse range of activities. The customer newsletter, published quarterly, provides regular updates on the latest news at Timberlink, customer stories, industry events and safety information.

Timberlink's commitment to customer excellence is independently measured annually in a customer survey. Each year, customer feedback from the survey is used to inform measures aimed at increasing customer satisfaction across all elements of Timberlink's business, from production to sales and customer service, finance, marketing, and distribution.

Timberlink is extensively involved in a number of associations to support the use of timber and the success of businesses across the industry.

As a **silver sponsor of the Frame and Truss Manufacturers Association**, Timberlink funding helps to support frame and truss manufacturer customers with business support and advice including safe work practices, employment and training. We are committed to ensuring that the sector continues to grow and flourish.

Timberlink is a **gold sponsor of the Wood Solutions Mid-rise Advisory Program** which promotes the economic and environmental benefits of using timber in mid-rise structures by educating development, design, and construction professionals on how to maximise the cost, time, environmental, and other benefits of timber building systems.

As the largest softwood processor in Tasmania, Timberlink is a proud **partner of the Tasmanian Forest and Forest Products network (TFFPN)**. The TFFPN represents all sectors of the industry on matters of common interest. A focus on community engagement and education, providing education about the issues in the industry and building support for those who work in it, policy advice and promoting diversity and opportunities in the industry, are among the activities.

Timberlink engages with the **Australian Forest Products Association** and advocates the use of plantation pine and the environmental benefits of timber, the ultimate renewable.

FTMA NEWS

Wood Solutions

TASMANIAN FORESTS & FOREST PRODUCTS NETWORK

afpa

Community

- Supporting Local Communities
- School Engagement
- Industry Campaign

At Timberlink we want to be intrinsically part of the local communities that we operate in, and that's why we support local community groups, sporting groups, and charities our employees and their families rely on.

The North Gambier Football & Netball Club

The North Gambier Football & Netball Club is used by a variety of local community sports and events including netball, women's football, touch football, athletics, and other council organised community events.

The club has been successful in gaining approval to construct a female friendly facility including change rooms, toilets and amenities at Vansittart Park, Mt Gambier.

The project has the support of the South Australian Government and the Mt Gambier City Council.

Tasmanian School Engagement

Timberlink Australia provided timber to Kings Meadows High to utilise in their woodworking classes with over 170 students participating in the projects.

- 170 students made chopping/platter boards using the pine.
- Just under half of the students made bedside tables and shelves with drawers.

Industry Campaign

The Australian softwood timber industry directly supports around 45,000[1] jobs and is key to many regional towns and communities. In normal economic times approximately 20% of Australia's timber is imported, so we asked our customers to BUY AUSSIE TIMBER FIRST during the early months of the COVID-19 economic downturn.

The campaign was featured across trade publications, digital advertising, social media, Carpentry Australia and mass media supported by a public relations campaign. The campaign was successful in drawing support from timber merchants, carpenters and builders around the nation.

Government subsidies in response to COVID-19 were successful in stimulating housing and renovation activity, resulting in very high demand for timber framing. The industry responded by ramping up short term production, increasing long term investments for new future capacity and investing in the latest processing technology to improve structural timber yield. Timber Framing the Ultimate Renewable remained as a key theme to support industry communications throughout 2020 featuring prominently across digital media.

[1] *https://ausfpa.com.au/wp-content/uploads/2020/06/Media-Release-GOVERNMENT-BUILDING-STIMULUS-GIVES-THE-CHANCE-TO-REALISE-THE-DREAM-OF-A-FREESTANDING-AUSSIE-TIMBER-HOME.pdf*

How We Operate

- Governance and Risk
- Refreshed Risk Management Framework
- Governance, Risk and Compliance System
- Sustainable Procurement

Governance and Risk

During FY21, Timberlink has continued to build and strengthen the governance program to introduce further capability and commence a number of strategic governance initiatives.

Over the last two years there has been a steady introduction of governance and risk capability within the organisation with the establishment of a Governance and Risk Manager and Company Secretary positions.

In FY21 Timberlink has extended this capability by introducing an inhouse General Counsel position. This role is instrumental in strengthening Timberlink's governance and risk platform as the company embarks on several innovative projects that will enable entry to different products and markets over the next five years.

A number of key governance initiatives commenced in FY21:

1. **Risk management framework refresh**
2. **Implementation of a governance, risk and compliance system**
3. **Sustainable procurement program to meet Modern Slavery Act obligations**

Refreshed Risk Management Framework

Timberlink's refreshed Risk Management Framework commenced with a review of the Company's risk management processes. This informed the business of the next steps of evolvement whilst maintaining the key objectives of the framework of value creation, transparency, and accountability across all levels in the organisation. This activity culminated in the refresh of a risk management framework integrated with the Company's strategy development and performance measurement processes. The framework, incorporating a Risk Envelope (appetite) statement, was approved by the Timberlink Board in November 2020.

An integral component of the framework was the identification of a suite of risk causes spread across a number of risk categories which are reviewed regularly by management and the Board. To maintain relevance the framework is reviewed and endorsed by the Board annually.

Governance, Risk and Compliance System

During FY21, a governance, risk, and compliance system, called Triline, was implemented at Timberlink. The system, designed to provide an overarching tracking and audit platform, has gained significant momentum in the business as a single repository to capture key contractual information and obligations, licenses, permits, compliance reminders and tasks.

The system underpins key governance attributes of accountability and transparency with a real time compliance dashboard highlighting any focus areas for the business.

Sustainable Procurement

As with many Australian businesses, Timberlink furnished its first Modern Slavery statement for FY20 with the Australian Border Force in response to the *Modern Slavery Act (Cth)*. This statement is now available on Timberlink's website https://www.timberlinkaustralia.com.au/policies.

Initial analysis of Timberlink's supply chain identified that the greater majority of procurement spend for the Group is domestic to the business operation, that is localised to Australia and New Zealand based, suggesting a lower risk to modern slavery within first-tier suppliers.

The FY21 program evolved the initial work conducted in FY20 to implement a comprehensive supplier due diligence process for both new supplier partnerships, as well as existing supplier base supported with a training program for key employees.

Stakeholder Engagement Program

Stakeholder Group	Engagement Approach	
Timberlink Board	Reporting Meetings 5 year strategic planning 20 year strategic planning Business planning	Monthly Quarterly Annual Annual Annual
Investors	Site visits & meetings Sustainability reporting Strategic plan New Forests Investor meetings & conferences	As required Annual Annual Annual
Financiers	One-on-one meetings Covenant requirements reporting Financial reporting	Ongoing Quarterly Quarterly
Employees	Staff performance reviews Town hall site meetings LinksLetters newsletter Upgrades newsletters Site safety committees Tool box talks	Bi-annual Periodically 3 issues p.a. Monthly Monthly Daily
Customers	Customer satisfaction survey Customer relationship management & engagement Company website news Company external newsletter Mill visits Social media	Annual Regularly Ongoing 3 issues p.a. On request Weekly
Suppliers	Key supplier reviews Supplier relationship management Supplier audits	Annual Ongoing Initial & then as needed
Non-government organisations	Industry group forums & associations meetings	Regularly
Media	Media releases Interviews Site visits	Regularly
Local Communities	Community relations activities	Regularly
Regulators	Site visits & inspections License requirements reporting Meeting	Several times p.a. Annual Regularly
Government	Site visits Meetings	On request as needed

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Sustainability Report 2021

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Front cover: Aerial shot of Tarpeena manufacturing facility 2021