



ESG IMPACT REPORT



INVESTING FOR OUR FUTURE

OUR BUSINESS



Tanarra is a growing, diversified alternative asset investment firm. Its founder and CEO is John Wylie AC, one of Australia's most well regarded investment bankers and investors. Tanarra invests in and partners with a wide range of early stage ventures, private and public companies in Australia and around the world.

Long Term Value Fund (LTV)

LTV is a hybrid investment strategy which applies a private equity style philosophy to primarily invest in publicly listed companies. The strategy invests in a concentrated portfolio of Australian and New Zealand public companies that offer a value proposition that can be unlocked by LTV working constructively as a shareholder with boards and management.

Private Equity (TPE)

TPE partners with founders of high quality businesses to help them scale their business to market-leading positions. We provide founders growth capital and inhouse strategic, financial and data & analytics capabilities for the next leg of growth. Enterprise values range between \$50-\$300 million. Unlike conventional PE funds, we have an open ended, long term investment horizon so are not forced to sell within fixed timeframes and will take minority investments.

Ventures

We invest in emerging companies globally with an emphasis on disruptive technologies.

Restructuring Partners (TRP)

TRP partners with businesses in the equity range of \$25 - \$250 million that are under stress to turn them around and grow them. We work with businesses and banks to obtain a discount on the bank's debt and apply private equity skills to grow the business. We have a business and jobs charter to save the business and where possible, save jobs.

Credit Partners (TCP)

TCP invests in senior and mezzanine loans across Asia-Pacific and provided attractive risk-adjusted returns by filling the gap created by banks' reduced appetite for risk weighted assets as they are faced with increased regulatory capital requirements. Loans are primarily non-investment grade with an emphasis on asset light and growth companies.

Philanthropic Advisors (TPA)

TPA is a social purpose enterprise providing pro-bono and low-bono independent commercial advice to charities that is historically only available to the corporate sector.

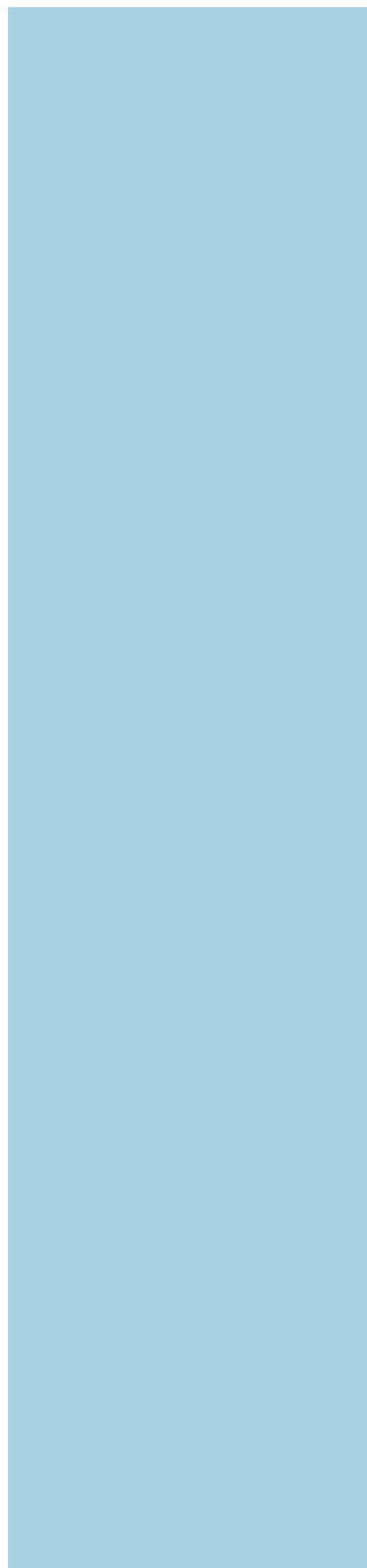


Oxford



Tanarra offices

01 | OUR APPROACH



OUR APPROACH & PHILOSOPHY

At Tanarra, ESG is part of our DNA. As stewards of capital, we actively seek to make a difference to our collective future by carefully choosing which companies and industries to invest in. Creating a return on investment for our investors is important, but also choosing where to place our funds so that we can make a difference to the world we live in for our future generations. We believe we can successfully achieve both outcomes.

A keen focus on ESG analysis and impact is inherent to Tanarra's unique investment platform. Respectful, active engagement through meaningful stakes with the Board and senior management of public companies as well as the founders and backers of private companies is one of the factors that sets Tanarra apart. In addition Tanarra has a well established and valued philanthropic division devoted to the good governance of charitable organisations. For Tanarra and our clients, good governance and an informed appreciation of environmental and social impacts are not only valued objectives but is central to our mission of superior returns.

OUR VISION

Tanarra's vision is to:

- Be the best in class alternative asset investment firm;
- Be a successful, diverse and respectful place to work with a high performance culture;
- Create and promote a culture of contributing to social enterprise and the community;
- Boost the strategic and financial position of Australian charities to realise their full potential.

OUR CULTURE & PROFILE

At Tanarra, our goal is to have an outstanding culture, which is respectful, collegiate, positive, courageous, performance-driven and merit-based. Our clients' interests are paramount in everything we do. We want all our employees and associates to be proud to say they work at Tanarra, and to enjoy the experience of working for the firm. And for our clients to say they are proud to be clients of the firm - for the style of the firm as much as for the investment outcomes we achieve.

In essence therefore, what we aspire to have, and believe we do have, is a positive client-driven corporate culture. This sort of culture drives naturally an organisational profile that is diverse in its skills mix, world views and life experiences. This sort of diversity in turn creates an investment culture where views, assumptions and preconceptions are challenged and debated robustly, in a respectful and constructive way. And that is fundamental in our view to avoiding groupthink, overoptimism bias and the host of other behavioural flaws that make it difficult to achieve our primary *raison d'être*, which is excellence in investment outcomes for our clients.

With this culture, we do not believe it is constructive or necessary to manage our organisation based on superficial targets or slogans. Those tend to be the hallmarks of a compliance-driven cultures, where key elements of a positive culture are often a matter of box-ticking and external reporting for virtue's sake, rather than central to a great culture and a reason to come to work every day.

OUR EMPLOYEES

 41%

 59%

OUR PRO BONO ADVICE



Lisa Kingman OAM
CEO Tanarra Philanthropic Advisors



Anna McCann
COO Tanarra Philanthropic Advisors



We are proud to have created a culture which actively encourages and promotes contribution to social change and community prosperity.

To this end, Tanarra Philanthropic Advisors (TPA) was established in 2017 and is a dedicated social purpose organisation providing pro bono and low bono independent strategic and financial advice to charities, usually only available to the corporate sector.

All Tanarra staff are encouraged to contribute time and skills for the benefit of the various initiatives for Tanarra Philanthropic Advisors. We are the only Australian diversified asset manager with a dedicated Philanthropic pro bono division. This sets us apart in the asset management industry.

What we **will do** is provide honest, direct, practical, thoughtful, independent advice, utilising the skills of the Tanarra investment team - one of the best in Australia - as well as a network of highly qualified supporters. We'll tell charities what they need to hear, not necessarily what they want to hear. Sometimes this may be that the best path to achieving mission is to combine with other organisations with similar goals, to gain strength through scale. For small charities, within a reasonable time budget, our advice is free. For larger charities, it's low bono.

What we **won't do** are three things

- raise money for charities or be an introduction service to potential donors or investors
- provide legal advice
- advise charities on how to grow market share against others in essentially a zero-sum game in their sector. We want to work with charities that are committed to growing the pie or value in their sector, either by increasing overall revenues, building something entrepreneurial and innovative, or reducing sector costs.

Each project is scoped with agreed hours, following a selection process and due diligence.

Our advice results in...



Optimised business models through Tanarra led deeper organisation self-reflection



Better money management from Tanarra's improved financial models and cost structure reviews



More informed decision making as a result of new information and perspectives provided by Tanarra



Improved risk management as a result of Tanarra analysis and insights



New networks and engagement from the introductions and ideas Tanarra provided

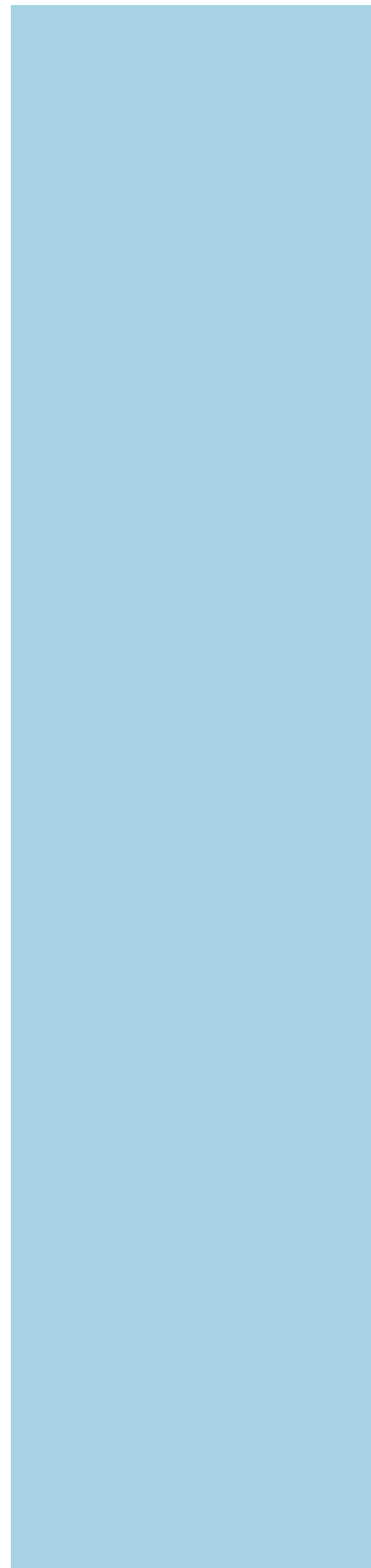
“

Directors and management teams of for-profit companies have a whole series of advisors they can turn to for trusted advice. But it doesn't exist in the charity sector. We don't want to turn charities into businesses. We want to provide a fresh set of eyes that an external business perspective can bring. It just makes good sense providing impartial advice, skills and expertise to help charities become more effective in achieving their goals.

”

John Wylie
Founder & CEO of Tanarra

02 | ESG FRAMEWORK



INVESTMENT ANALYSIS

For all of our strategies, we run an ESG lens through our investments where we believe, through our management and specialist input, we can make an active difference to the benefit of our investment partners and society more broadly. We invest in businesses we believe align with our values of contributing in some way to our future generations, be that via disruptive technology, reducing emissions or sector based objectives that help the community such as healthcare.

During the analysis stage pre-investment, the Tanarra teams identify and considers the ESG profile of each company. This could include sectors we believe can make a difference with our capital and involvement to identifying an opportunity for improvement on certain ESG metrics such as climate change and environmental factors, diversity, supply chain and modern slavery, pollution and water to name a few.

We use the 17 United Nations Sustainable Development Goals as a guide to assist us to direct our focus to achieve one or more goals each time we invest. The goals form the core of the UN’s 2030 Agenda for Sustainable Development, a ‘blueprint to achieve a better and more sustainable future for all’ by 2030. The mission: to end poverty, protect the planet and ensure that all people enjoy peace and prosperity.

Long Term Value Fund (LTV)

In our listed equity strategy, we do not screen out companies from our investment universe purely on the grounds of poor ESG performance but rather adopt a positive engagement approach whereby we discuss these issues with the management of the companies in which we invest on behalf of our investors. We believe that this is the best way to encourage constructive and positive corporate change. In addition, we are able to use our proxy voting to vote for or against important ESG issues.

Private Equity (TPE)

ESG drives a subset of our sourcing and research efforts when we look for new opportunities. We proactively look for companies to partner with in Environmental (climate change, renewable energy), Social (OHS, employee conditions) and Governance (data protection and cyber) trends. As it relates to ESG risks, we evaluate these risks both at both the investment phase as well as the portfolio management phase. In the investment phase, ESG is one of the risks we take into account in analysing financial performance, operating conditions or long-term sustainability of a business.

Ventures

Our venture capital portfolio is focussed on disruptive technologies which should make the planet a better place. We are naturally exposed to companies on the forefront of ESG issues, often with innovative solutions.

Restructuring Partners (TRP)

TRP will not invest in businesses in the industries tobacco, casinos or weaponry industries. We will consider investments in emission intensive sectors such as coal mining but only where the investee company:

- has assessed and monitors the financial implications of climate related risks; and
- is taking steps to reduce its emissions over time, through technology or otherwise, consistent with the global transition to a net zero emissions economy.

Credit Partners (TCP)

ESG risks form part of our overall assessment of the underlying credit risk, and if the business was potentially exposed to future ESG issues that could impact financial performance, how this might look in terms of running sensitivities on their financial forecasts.

TCP will undertake further analysis where potential investments have a higher ESG risk. TCP utilises the Loan Syndications and Trading Association (LESTA) ESG questionnaire to be completed by potential borrowers. Where there are specific concerns, the Risk, Audit and Compliance Committee is required to sign off.

OUR CONSIDERATIONS

- BOARD COMPOSITION
- CLIMATE CHANGE & ENVIRONMENT
- RENEWABLE ENERGY
- REMUNERATION
- DIVERSITY
- MODERN SLAVERY/ SUPPLY CHAIN
- WATER
- CYBER SECURITY
- CIRCULAR ECONOMY
- WORK HEALTH & SAFETY
- CORPORATE CULTURE
- BIODIVERSITY
- POLLUTION
- RESOURCE CONSUMPTION
- RISK MANAGEMENT

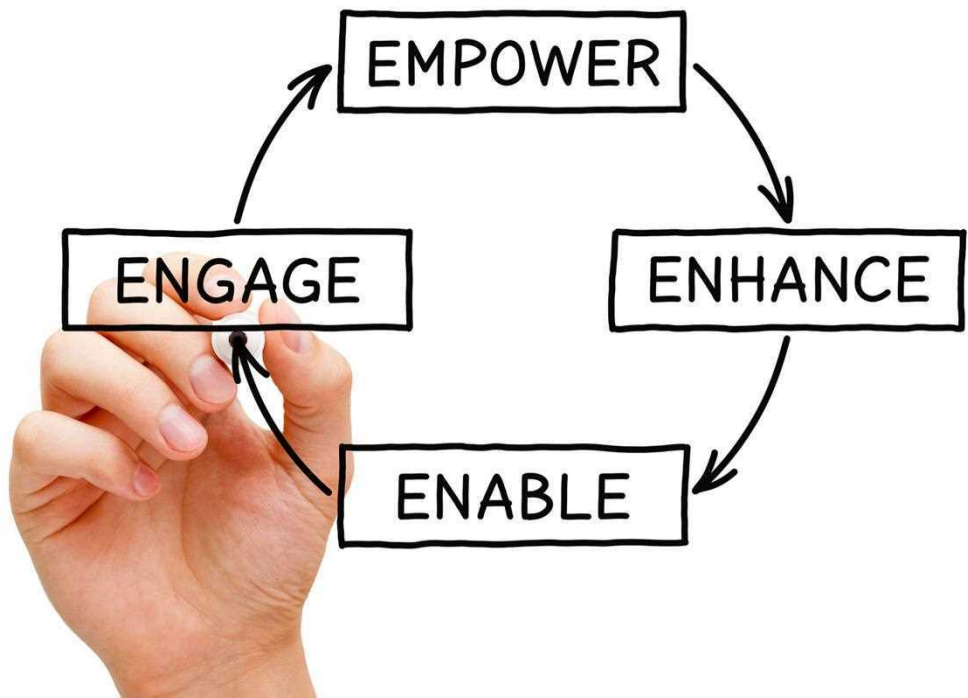


ENGAGEMENT - LTV

WHAT WE DO



- Acquire significant stakes (relative to fund size) in our public companies that we believe are trading below their intrinsic value
- Engage constructively & positively with investee companies
- Work behind the scenes with boards and management teams on value enhancing strategies
- Pursue medium/long term value
- Seek to contribute to management and direction at the board level through value-adding expertise



CONSTRUCTIVE CHANGE

LTV's engagement with companies is intended to be positive and constructive. This is particularly important given the way that "activist" investors are sometimes portrayed as a threat to public companies, against which a takeover-style defence is needed. We believe companies do not need to adopt a defensive approach of this nature when engaging with Tanarra. Our philosophy is to engage with boards proactively in the style of an external consultant, but with the mindset and economic interests of a shareholder – a shareholder whose interests are aligned with all shareholders and the best interests of the company as a whole in order to drive important governance and ESG outcomes.

We aim to create a positive impact over the medium to long term. This requires a deep understanding of the relevant social, ethical and environmental issues that are in play in the companies we invest in. In that respect, we believe that value can be enhanced for shareholders in a thoughtful way that benefits a wide range of company stakeholders, leaving companies better able to serve their customers and employees in the long term.

We seek to drive and assist change in investee companies by working with their boards and management to implement value improvement strategies. These strategies include:

- assessing ESG risks and opportunities and addressing ESG controversies;
- sharpening general corporate strategy or the way it is articulated to the market;
- improving sub-optimal company structures;
- improving capital structures and capital management;
- operational turnarounds;
- improving capital allocation and risk management, including in M&A situations; and
- thoughtfully aligning executive incentives with long-term shareholder interests.

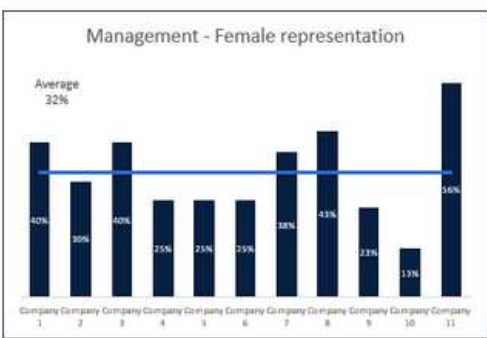
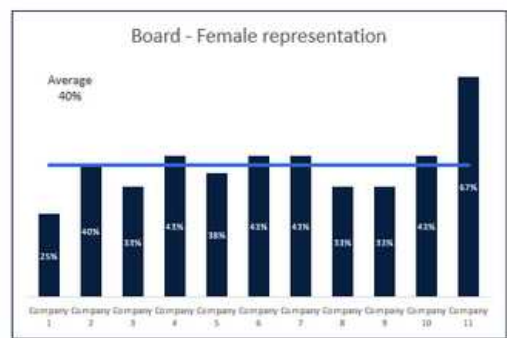
WHAT WE DON'T DO

- Implement a private equity "public to private" model involving the payment of 20-40% control premiums in taking public companies private
- Adopt traditional “activist” tactics, often involving confrontational engagement with investee companies
- Public and aggressive criticism of boards and management teams
- Pursue short term investment strategies
- Advocate financial engineering that does not enhance long term value

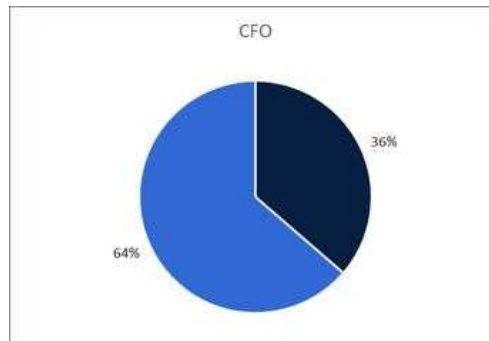
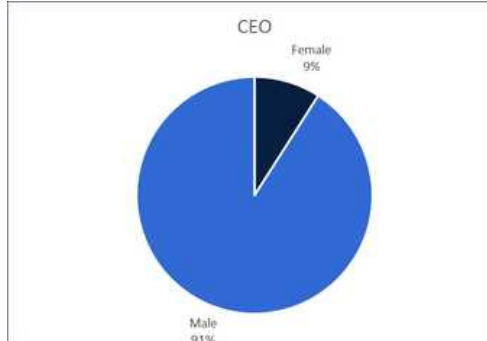
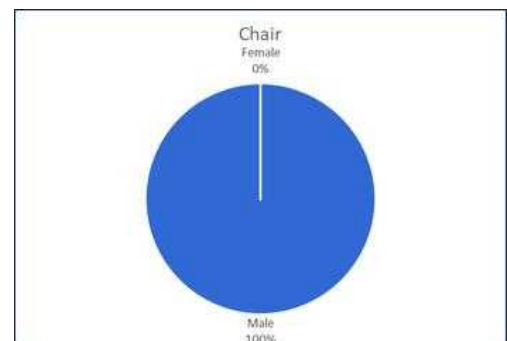
PROXY VOTING

As a shareholder of listed companies, we are able to use our proxy vote on important themes and trends such as remuneration, board composition, diversity, climate and executive pay.

DIVERSITY



We actively monitor the diversity of management and the board of our portfolio companies. This helps us have a view on whether we need to actively pursue a diversity strategy within any of our portfolios.



INTEGRATION - TRP

SOCIAL ENTREPRENEURS

- TRP has committed to invest 10% of the Manager's profits in Social Entrepreneurs.
- TRP believes that the most impactful way to create social change is through Social Entrepreneurs. After all, the Red Cross was started by one person, the Salvation Army was created by one person, many of the worlds great charities and social enterprises were created by individuals.
- TRP is spending a year investigating the space and formulating its approach to how best to empower social entrepreneurs. It will be guided by the following principles, initiatives which have the potential for major social impact, choosing social entrepreneurs with high potential, collaborating with others in the sector and not replicating what is already in existence.

10% **MANAGER'S PROFITS INVESTED IN SOCIAL ENTREPRENEURS**

SAVING JOBS

TRP maintains a 'Jobs and Business Charter' minimising job losses in any restructure. This will primarily occur through helping businesses survive, prosper and ultimately grow via TRP's approach.

TRP seeks to work with management to build sustainable businesses which employ workers and provide long-term opportunities for them to maximise their potential.

In circumstances where TRP requires job losses in our investee companies in excess of 10% of the pre-investment workforce, this requirement will be referred to the Investment Committee for prior approval.

GOVERNANCE

TRP reviews the Governance of organisations in which it invests seeking practical best practice enhancements to improve Governance and maximise stakeholder value.



SAVING BUSINESSES

Tanarra Restructuring Partners' ESG approach starts with helping save businesses and saving jobs for businesses affected by COVID-19 and other external events. TRP believes a key way of empowering people is positive engaged employment giving people a basis for building themselves and their families and allowing them to contribute to society.

TRP's approach is generally to invest where it can partner with owners in a positive manner for mutual benefit. It is not a 'loan to own' fund seeking to take businesses from owners. We help companies grow with the goals of higher profitability, greater employment and ultimately a return to shareholders.

Businesses that prosper and are well run, provide valuable services to society, pay taxes, purchase goods and services from other businesses and ideally, provide a sense of purpose to their workforce and a sense of belonging.

Where companies have been affected by external events and need turnaround assistance, there will be many strategies we will utilise to assist them including:

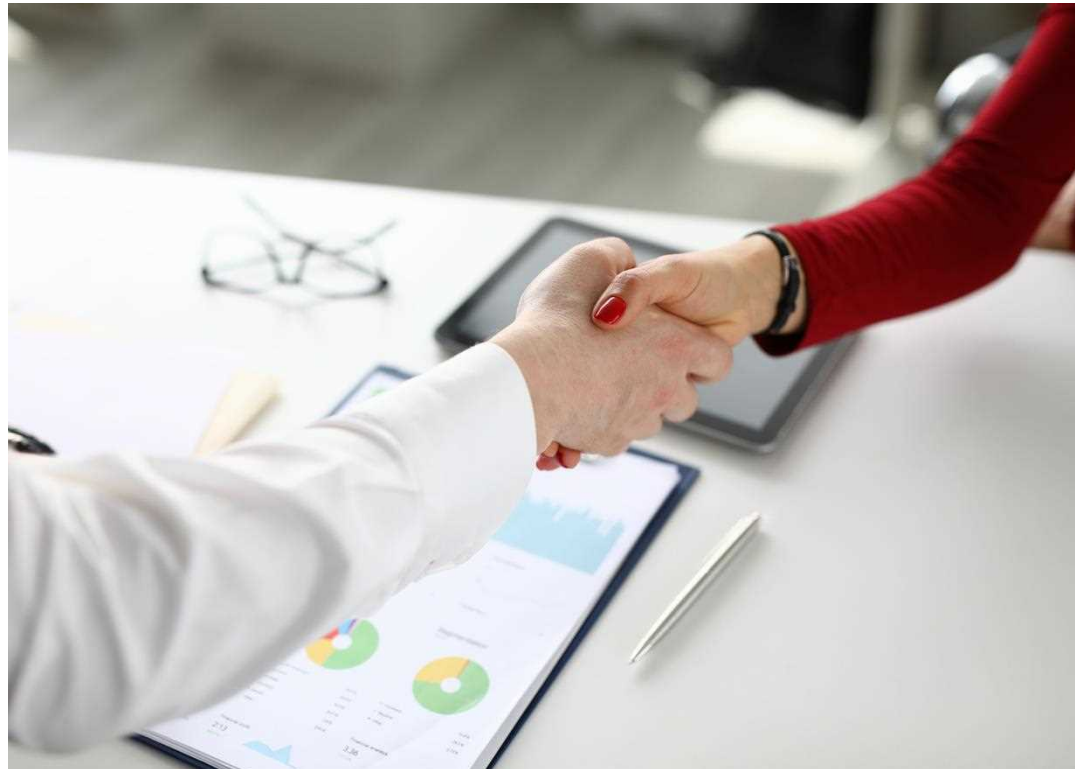
- negotiating improved terms with suppliers, landlords and creditors;
- improving cash collections;
- realising surplus assets;
- adjusting pricing;
- reducing surplus premises;
- improving operating efficiencies;
- reviewing product offerings;
- improving digital strategies;
- reviewing online offerings;
- improving customer focus;
- reaching new customers; and
- restructuring the balance sheet.

INTEGRATION- TCP

Our Commitment

Further to integrating ESG into our investment process, we aim to conduct our own business in a sustainable way. We recognise that our continued growth and success depends on a sustainable and better world. Our commitment to sustainable practices are formalised and supported by the following:

- **Tanarra Credit Partners Climate Change Statement** – recognises that climate change poses a real and significant threat to the global economy, society and ecosystems and states our commitment to reducing our environmental impact.
- **Tanarra Credit Partners Diversity and Inclusion Statement** – confirms our belief in providing an inclusive, safe and respectful work environment for all employees regardless of gender, cultural background, sexual orientation or religion.



TCP believes that incorporating ESG into our investment process provides a fuller assessment of a potential investment. It enables us to better identify the risks and opportunities involved and helps us become better stewards of our clients' capital.

From the outset, we consider the materiality of any ESG issue before determining whether further diligence is required. We consider, amongst others, the industry and jurisdictions in which the company operates. Where necessary, we will engage with the potential borrower, requiring them to complete an ESG questionnaire.

Certificate in ESG investing

As part of our commitment to ESG integration into our investment process, one of the senior investment team members (a Managing Director) has completed a Certificate in ESG Investing from the CFA Institute.



Our ESG analysis is both a qualitative and quantitative assessment and may involve adjusting forecasts and performing sensitivity analyses to gauge financial impact of any ESG issues identified. This is an important part of our overall evaluation of the underlying credit and the Investment Committee is required to consider the ESG profile of the investment for each investment approval. Where any material ESG concern is identified, it must be raised and addressed with the Risk, Audit and Compliance Committee.

We continue to periodically monitor any change in the ESG profile throughout the life of an investment. Where possible, we engage with our borrowers to encourage better ESG disclosure and improve ESG performance.

Whilst we do not prescribe a formal negative screen on our investments, we have avoided funding investments for companies that we deemed unsatisfactory on ESG grounds, for example businesses involved in weaponry and thermal coal. Furthermore, the application of our ESG integrated approach in our credit underwriting has resulted in zero exposure in any mining or extractive industries to-date.

UNPRI

TCP became a signatory to the United Nations-supported Principles of Responsible Investing (PRI) in 2021 and has integrated each of its six principles into TCP's investment process. TCP has committed to:

- 1 Incorporate ESG issues into its investment analysis and decision making process;
- 2 Be active owners and incorporate ESG issues into our ownership policies and practices;
- 3 Seek appropriate disclosure on ESG issues by entities in which we invest;
- 4 Promote acceptance and implementation of the PRI within the investment industry;
- 5 Work as a team to enhance Tanarra's effectiveness in implementing the PRI; and
- 6 Report on our activities and progress towards implementing the PRI.

Signatory of:



INTEGRATION - PE & VENTURES

Innovative Solutions

Our Venture strategy is focused on companies at the forefront of ESG issues, often with innovative solutions or disruptive technologies that achieves one or more of the 17 United Nations Sustainable Development Goals.



Governance

Both PE and Ventures actively engage with our boards. We may appoint external directors where we believe the portfolio company could benefit from specific industry expertise.

OPPORTUNITY

In the investment phase, ESG is one of the risks we take into account in analysing financial performance, operating conditions or long-term sustainability of a business. In the portfolio management phase, we work with our management team to address business-specific ESG risks and see where we can take advantage of ESG opportunities. In addition, we look to implement ESG reporting frameworks, to the extent relevant. We will not invest in businesses that engage in activities that are illegal under applicable local laws or banned by governments or have negative impacts to the environment.

TPE invests in industries that are either going through structural changes and/or growing multiples of GDP. ESG trends are changing many industries and providing superior growth opportunities, as such, TPE proactively looks to invest consistent with many ESG forces. Recent examples of this include:

- INX software keeps people safe
- Health Metrics technology's vision is to improve patient care outcomes
- Barambah/5am's organic, sustainable farms produce award-winning dairy that is naturally healthy.

We believe leaning into the tailwinds of ESG and allocating capital behind these trends presents many new investment opportunities and will enhance investment returns.



Maja Sliwinski with her daughter, representing Barambah Organics as the major sponsor for the Festival of Hell, a not for profit community event facilitated by the Goondiwindi Triathlon Club

03 | SOCIAL IMPACT



TANARRA'S PROBONO ADVICE FOR CHARITIES

Tanarra Philanthropic Advisors
Cumulative outputs 2018-2023

\$2,414,575



COMMERCIAL
VALUE OF TIME
DONATED

4,803



HOURS OF
ADVICE
GIVEN

364

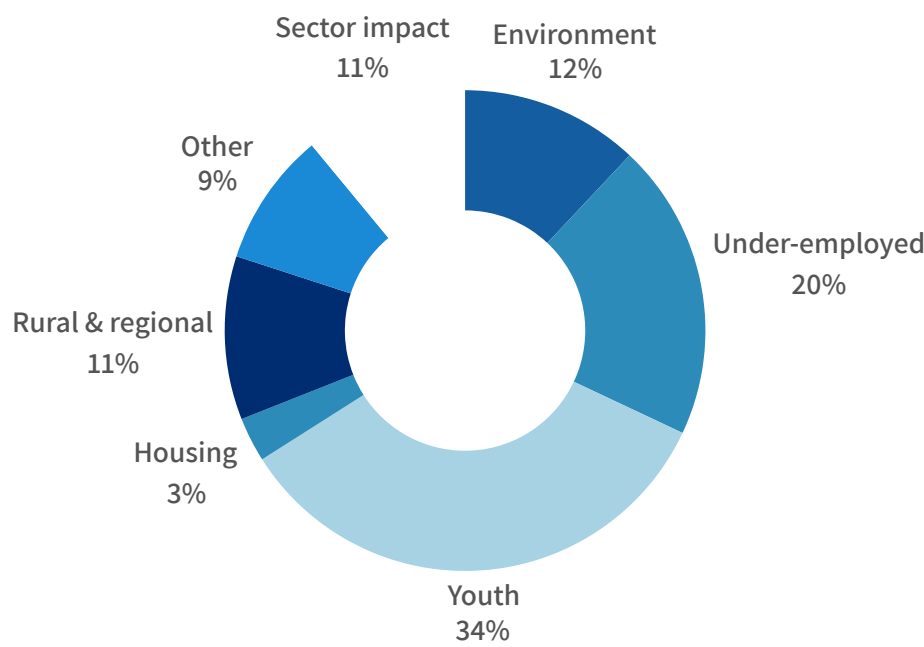


ORGANISATIONS
SUPPORTED

81%

TANARRA GROUP
STAFF DIRECTLY
INVOLVED

2023 causes supported



Free resources for Charities



- BOARD HEALTH CHECK
- PLAN ON A PAGE TEMPLATE
- INVESTMENT POLICY HINTS
- BOARD CHARTER

WHO WE HELPED

- 10 x 10
- Australian Suicide Prevention Fdn
- Back Track Network
- Beautiful Bunch
- Bendigo FoodShare
- Big Group Hug
- Cool Australia
- Daylight Foundation
- EDFA
- Farm My School
- Farm Wall
- FRRR
- Geelong Food Relief Centre
- Hotel Etico
- Housing All Australians
- Kilfinan Australia
- Pathways to Resilience
- Prison Network
- Read the Play
- Ready Set
- Talk Out Loud
- The Funding Network
- The Good Box
- The Social Lens
- The Youth Impact Foundation
- Two Good Foundation
- Western Chances
- WildLife Wonders
- Youngster.Co

“
Tanarra’s
contribution to
the program was
pivotal in our
enterprises
progressing their
investment
readiness.
”

Kate Saunders,
Head of Scaling Impact Program
Social Impact Hub

CASE STUDY SYSTEM CHANGE



“

The process of answering the questions was as valuable as the results. It highlighted the things we need to be thinking about, e.g., the board regularly seeks feedback from those it serves.

”

Elena Mogilevski,
Chair, EdConnect Australia



About the Project

Tanarra Philanthropic has drawn on decades of boardroom and charity experience, with support from the Governance Institute of Australia, technology consultant Dave Bonnett, and volunteer Felix Geake-Ransome to create a quick, user-friendly, and free, board performance tool to help time-poor charities be as effective as possible.

The need identified

Since TPA's inception, time stretched charities have consistently sought advice on how to improve the effectiveness and performance of their voluntary boards?

Skills donated



GOOD GOVERNANCE



TECHNOLOGY DEVELOPMENT



STRATEGIC THINKING

Probono hours 200+

FREE BOARD HEALTH CHECK



Considered an Australian first, Tanarra has created a free Board Health Check to help charities and not for profits succeed. Australia has 60,000 registered charities. They're each governed by a board of directors comprising mainly volunteers who are fully committed but often time-poor. Charity boards have significant responsibilities and community expectations. This online tool is quick, user-friendly and insightful. It gives boards a current picture of their top and bottom performance areas and reveals director alignment on key strategic issues. This can stimulate a new line of conversation especially in relation to future planning and resource allocation. Individual director responses are anonymous.

With charity-specific content, the online check comprises pre-populated multiple-choice questions, a few brain teaser questions, and an [outcomes report](#) with practical ideas to build on strengths and challenges. It is deliberately designed to be short, easy, and insightful.

If your charity or not-for-profit organisation is asking itself “How effective is our board, and are we thinking about the big questions?”, then this Board Health Check is for you!

Charity outcomes

- Gauge and improve board performance and effectiveness beyond legal compliance, while saving time and resources.
- Insight into top performance areas and key areas for improvement,
- Insight into director alignment and strategic priorities.
- Director anonymity, enabling open and honest dialogue.
- Practical ideas to address areas for improvement and build on strengths.
- Helps a board focus on the big issues.

Community outcomes

- 60,000 charities now have access to a free, user-friendly tool to improve board effectiveness.
- Healthy, productive and efficient boards should translate to healthy charities and this means greater social change regardless of the cause focus.
- Existing or potential donors and stakeholders have a new due diligence resource.
- There's no excuse now for not undertaking an annual Board review!

CASE STUDY COLLABORATION

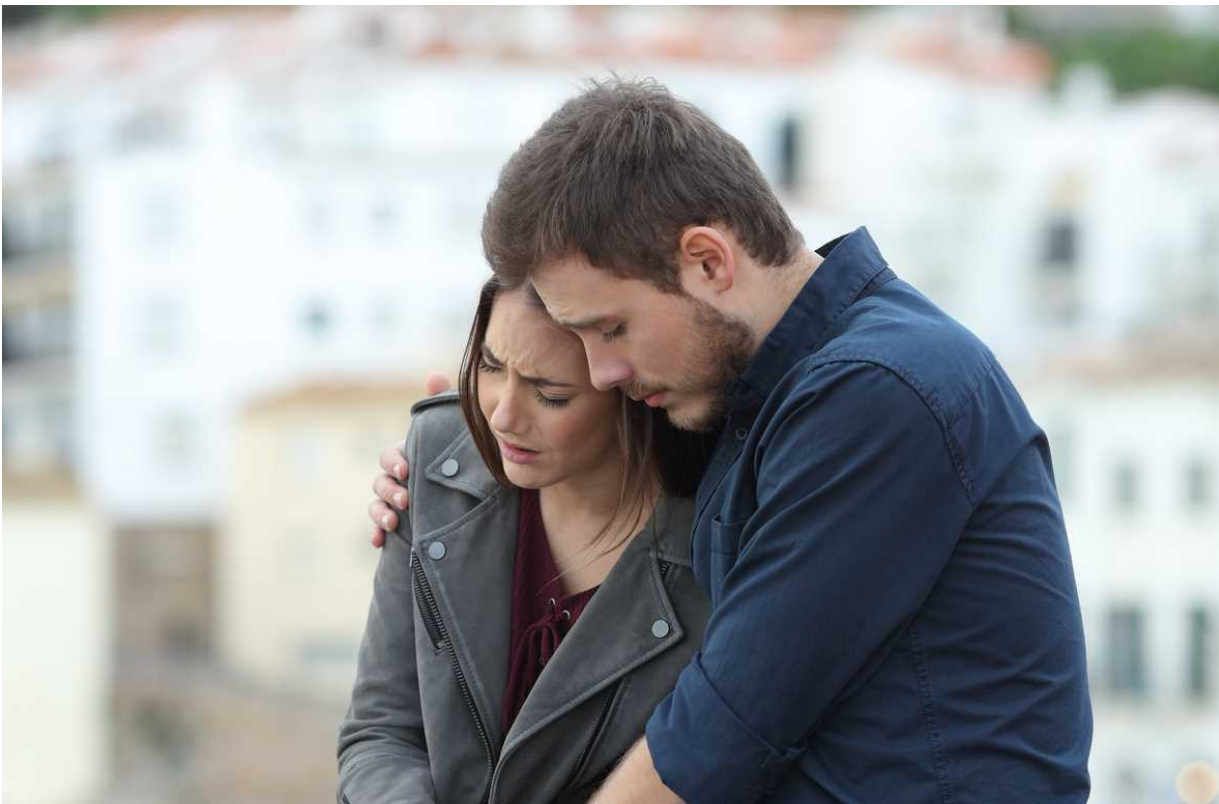


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The bill amendment passed in parliament today. Thank you for your incredibly generous and valuable contribution of economic modelling and guidance that helped to strengthen our case for support. This is huge validation for our community and an incredible legacy we can all be proud of making happen.

Samantha Payne, CEO
Pink Elephants Network

”



CHANGING THE LAW FOR LOSS



About the Charity

The Pink Elephants Network was established in 2016 to normalise early pregnancy loss worldwide through evidence, empathy and connection. It provides the latest resources, information and peer-support for anyone impacted by miscarriage or early pregnancy loss.

The need identified

Independent, credible and robust economic modelling on the potential financial impact to employers of introducing new legislation of two days paid bereavement leave in the event of any unplanned end to pregnancy prior to 20 weeks.

Advice delivered

-  GOVERNMENT RELATIONS
-  ECONOMIC MODELLING

Probono hours 21

Early pregnancy loss is experienced by 103,000 women in Australia each year. It isn't talked about openly and frequently enough. Grief, anxiety, depression, and post-traumatic stress are all associated with miscarriage. The Pink Elephants Support Network (PESN) is the only national charity solely focussed on addressing the needs of bereaved parents following a miscarriage. For three years they campaigned to FairWork Australia to introduce a new policy of two days paid bereavement leave in the event of any unplanned end to pregnancy prior to 20 weeks.

While PESN voice was gaining traction in government and amongst policy advisors, its case would be strengthened by providing credible and robust economic modelling on the potential financial impact to employers of introducing the proposed legislation. Tanarra reached out to Dandolo Partners a specialist public policy management consultancy with decades of government experience, for probono help. They rose to the occasion working through unstructured problems, combining data, logic and clear assumptions to provide an estimate of cost. The modelling showed the policy did have a cost, but it was modest. The findings were presented to the government whilst the government as a comparison to their own modelling.

In September 2021, the bill amendment passed. Women who experience miscarriage, and their partners, are now entitled to two days of paid bereavement leave if they are employed under the Fair Work Act, which covers private companies and the Commonwealth public service. Other organisations have also included the leave.

Charity outcomes

- Permanent benefit and significant outcome from effort, for those it serves,
- Achievement of strategy,
- Professional development in government relations,
- Tangible evidence of organisation mission in action,

Community outcomes*

- Validation of the
- As a simple reference point, the wage cost of grand final day on Victorian employers is 1000% more than the national wage cost to employers if all eligible families take bereavement leave when they experience a miscarriage (High Case)

*Community outcomes are not directly attributable to the work of Tanarra Philanthropic.

04 | COMMUNITY



John Wylie (former Chair of the Australian Sports Commission) and Olympic Jessica Fox



John and Myriam Wylie and Lisa Kingman at Tanarra Philanthropic awards



Ian and Simone Carson, founders of SecondBite



CASE STUDY SECONDBITE



Who

Our Executive Chairman of Tanarra Restructuring Partners, Ian Carson and his wife Simone founded SecondBite.

The need identified

Tonnes of food go to landfill whilst one in five Australians experience food insecurity at least once a year. SecondBite exists to make sure that good food is getting to people who need it most, rather than to landfill, by ending waste and ending hunger.

Our impact in FY23

25.2M KGS



FOOD RESCUED & DISTRIBUTED

1400+

FOOD PROGRAMS SUPPORTED

>50M



MEALS PROVIDED TO PEOPLE IN NEED

ENDING WASTE. ENDING HUNGER.

Each year in Australia, an estimated 7.3 billion kilograms of food is wasted, costing the economy around \$20 billion. Food waste is to blame for 5% of Australia’s greenhouse gas emissions.

Food waste that ends up in landfill generates greenhouse gases as it breaks down, including emitting methane which is 25 times more potent than carbon dioxide. Every tonne of food that ends up in landfill emits 1.9 tonnes of greenhouse gases which is equivalent to a car consuming more than 16 tanks of petrol.

SecondBite rescues and redistributes surplus fresh food otherwise destined for waste to prevent landfill and prevent gas emissions. Producing food requires water, in most cases far more than the volume of the food itself. As a result, SecondBite saves water, saves energy, and reduces pollution. As food rescue efforts continue to expand, we will keep contributing to waste reduction towards a more sustainable environment for the better future of all Australians.

WHO WE HELP



SecondBite works with food growers, manufacturers and retailers to rescue surplus and unsold edible food that would otherwise be wasted in landfill, and distribute it to local charities and non-profits around Australia. These charities run food programs to support people in need in their communities. The food rescued is redistributed to the vulnerable Australians and is also turned into nutritious meals by the organisations SecondBite work with. Their community food programs help Australians including:

- Families in crisis
- Elderly and low income individuals
- Refugees and asylum seekers
- Homeless people
- Indigenous Australians
- Students.

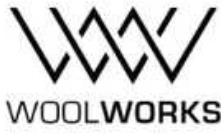
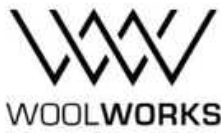
SecondBite has a fifteen year history of efficiently rescuing food from waste and redistributing it to local charities helping people in need.



05 | PORTFOLIO IMPACT



SUSTAINABLE DEVELOPMENT GOALS



CASE STUDY HEALTH METRICS

“...the aged care system is well behind other sectors in the use and application of technology, and has no clear information and communications technology strategy...”

Aged Care Royal Commission
Final Report

Our role

The recent Royal Commission into Aged Care has highlighted the increasing importance of data and analytics in improving client outcomes. Health Metrics, as the leading sector data platform with a growing clientele, is ideally placed to lead this vital improvement for the industry.

“I’m very excited to have a partner with the strength of Tanarra backing our vision. It will give us the impetus to accelerate our growth plans into a whole new realm of solutions and support for the Health & Social Care sector. Our goal is to be the clear market leader in a sector that needs what we provide more than ever”

CEO Health Metrics, Steven Strange



HEALTH & SOCIAL CARE SOFTWARE

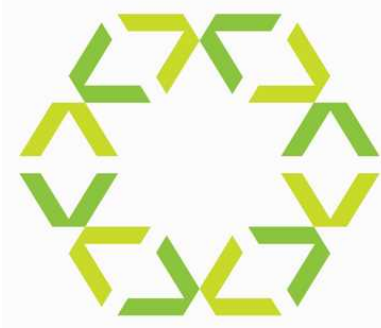
Tanarra Capital acquired a majority stake in Health Metrics in April 2021, the leading cloud-native, data-driven software solution for the Residential Aged Care, Retirement Village, Home Care, Disability Care and Primary Health Care sectors in Australia and New Zealand. Health Metrics’ core product, eCase, features a Single Client Record Architecture (SCRA™) which allows clients’ records to move with them across various modes of care. It enables aged care providers to make better, data-driven decisions around key priorities such as medicines, wound management which ultimately lead to significantly better care outcomes for clients in a cost-effective manner.

The Company’s flagship product is called eCase. It is an end-to-end, enterprise-wide resident management software solution. As such, it manages all aspects of patient management including clinical (point of care), client management, medication management, billing and reporting.

eCase has electronic case canvas which enables people to be compliant and follow the quality standards in real-time and online. What that means is that the system becomes self-auditing.

Senior Appointees

In May 2021, Tanarra was delighted to appoint Aliza Knox and Glenys Beauchamp to the Health Metrics Board. Aliza and Glenys add significant technology and public policy expertise, both of which will help support and drive the strategic direction of the business.



CASE STUDY BARAMBAH ORGANICS



Our role

Tanarra Capital invested in Barambah Organics in October 2020. Tanarra was attracted to Barambah Organic’s passion for making the best tasting dairy in the most sustainable way possible where organic farming is helping the environment and combating climate change.

Organic farming plays a vital role in protecting the planet, here's how:

MORE SUSTAINABLE

Compared to conventional methods, organic farming uses 45% less energy, 20% less water, releases 40% fewer carbon emissions. Agriculture in Australia is the second-highest contributor to greenhouse gas emissions, with much of it coming from fertilisers that use nitrogen, a substance banned on organic farms.

BETTER FOR FUTURE GENERATIONS

On most large dairy farms, antibiotics are pumped into cattle to make them grow faster and prevent infections. But they’re used in such high doses that the animals are becoming resistant to their healing powers and developing painful infections where bacteria can be passed to humans.

BETTER FOR THE SOIL

Believe it or not, in a single teaspoon of compost-rich, organic soil you’ll find between 600 million and a billion of helpful bacteria. But fill that same spoon up from soil treated with chemicals, and the number drops down to just 100!

BETTER FOR RIVERS

Vast quantities of oil-based fertilisers and pesticides that are sprayed on crops end up in our waterways, killing millions of fish, birds, mammals and marine plants. Organic farmers use less water and produce way less waste, so rivers and the wildlife they support to thrive.

BETTER FOR THE PLANET

Vast quantities of oil-based fertilisers and pesticides that are sprayed on crops end up in our waterways, killing millions of fish, birds, mammals and marine plants. Organic farmers use less water and produce way less waste, so rivers and the wildlife they support to thrive.

BETTER FOR BIODIVERSITY

Our farms are a haven for hundreds of species of wildflowers, trees, birds and mammals – you never know what you’re going to spot next!

IT DOESN'T CONTAIN NASTIES

A major USA study in 2019 found residues of the bovine growth hormone (bGH) 20 times higher in regular milk than organic. It also found pesticide levels above safety limits set by the government.



Initiatives

We are excited as to what’s next for Barambah! Barambah has committed to fully recyclable packaging, a first to market in yoghurt! Working with PACT Group on being first in category to use 100% locally collected and processed rPET complemented with a paperboard sleeve made from renewable resource, launching in 2022. Some of the packaging key takeout's include:



THE INNER

Made from 100% locally collected and recycled Food Grade rPET, 100% recycled and fully recyclable, Fully clear rPET inner, Lighter Weight.



THE OUTER

Paperboard Wrap 100% Recyclable, Paperboard sleeve is constructed from a renewable resource, Sleeve can be tailored to suit easy removability to help achieve best results for recycling.



CASE STUDY INX SOFTWARE



“The system works for both mandatory vaccination and non-mandatory vaccination sites, because the aim is to have immediate reliable data to assist you to put into action your COVID-19 Safety Plan, should a worker present as positive or potentially positive for COVID-19.”

Don Zakroczymski, Head of WHS&E at Growthbuilt

Vision

Creating safer, smarter, sustainable workplaces by providing technology with expertise to help companies achieve compliance, improve operational efficiencies and keep people safe.

Our role

The Tanarra team identified there is a significant opportunity in the environmental monitoring space in that there are no modern products that tackle the complexity of storing and contextualising environmental data against operational monitoring requirements.

Organic Growth

INX is building on their existing base of highly engaged InViron customers to develop and bring to market a context-first environmental product that builds in an understanding of environmental science domains. It automates insights while streamlining monitoring operations with the plans to grow this into an environmental data ecosystem, bringing together operational clients, environmental consultants and labs to foster data sharing, security and service provisioning.



Environment, Health & Safety

INX Software provides workforce management and Environment, Health and Safety (“EHS”) software primarily to the resources sector and related industrial sectors.

Over the past 18 months, INX have been building their new technology stack to build exciting, new HSE (Health, Safety and Enviro) software products. The first product they are launching based on this architecture is the new InViron. Also in 2021, INX completed the acquisition of Sitepass, a site access and pre-qualification tool.

Sitepass by INX - growthbuilt casestudy

In June 2021 when the COVID-19 Delta variant breakout occurred in NSW, the government and construction industry’s position on building and construction workers changed from deeming construction as essential workers to imposing tight measures for them to continue operating. These measures included social distancing rules, the closure of breakrooms, check-in check-out system requirements, mandatory periodical COVID-19 tests commonly taken at 72 hour intervals and secure records to prove test results, vaccination status and exemptions. With over 90 projects completed in Sydney and a growing list of future developments in question, Growthbuilt, like many building and construction companies in Australia, were not in a position to slow down their business.

To manage the changing operating restrictions, Growthbuilt required a solution to not only track COVID vaccinations but needed to integrate contractor management, visitor management, risk compliance, communications, and data control, and have this accessible for their workforce immediately.

Sitepass by INX’s workflows were used to modify onboarding requirements to include necessary training records and COVID-19 documentation including tests and vaccination records. The visitor management system helped to monitor and limit the number of workers on site, as well as restricting access if the worker had not provided an approved COVID-19 vaccination status. The inbuilt messaging features included in Sitepass by INX ensured Growthbuilt could effectively communicate to their 1,300+ workers on site any changes they needed to follow with the new compliance requirements.

CASE STUDY WOOLWORKS NZ

Vision

Every step along our journey has been planned and operated with the underlying objective of maintaining a low environmental impact.



Initial energy savings



Microplastics & PFAs

- First NZ commercial company to test for per- and poly-fluoroalkyl substances "PFAs" across all sites (all clear of PFAs)
- First NZ commercial company to measure its waterways for microplastics.



Decarbonisation



As a business, Woolworks has always been committed to improving its operations to be more environmentally friendly. Woolworks has been a leader in their field for Total Useful Energy per kilogram of wool processed for years. Their process configuration is highly efficient and at world best standards for Woolworks. They monitor the efficiency of the entire operation by the very latest available technology.

In 2021, the Board approved a decarbonisation program at their Timaru plant whereby Timaru would no longer use its 6MW coal fired boiler as a fuel source. Instead, it would use low carbon technologies (i.e. electrode boiler, high temperature heat pump and heat dryer). The electrode boiler would not only reduce energy consumption but significantly reduce the carbon footprint of the site as it will have clean energy source. Installing the electrode boiler would help reduce 7.52GWh energy consumption and 7,365 tonnes of CO2 emissions per year.

The total cost of the project is \$6.6m. The Company applied for a grant through the Government Investment in Decarbonising Industry Fund ("GIDI") to assist in funding the project. 37 businesses applied for a total of \$78m in funding. Woolworks was the only business that received 100% of the funding it requested. As such, GIDI will fund ~55% of the project, or \$3.65m, interest-free, while Woolworks will fund the remaining \$2.9m. In addition, Woolworks was chosen out of 14 companies to host the Honorable Minister Megan Woods and Honorable James Shaw to announce the funding at Timaru.

Once decarbonized, the business will save a further:



CASE STUDY SMILEYSCOPE

Melbourne-based medical device company, Smileyscope, has developed a revolutionary virtual reality (VR) headset for patients that reframes a needle procedure into a choreographed, amazing ‘underwater adventure’ which has been designed to reduce patients’ pain and anxiety.



Virtual reality vanquishes vax fear

Smileyscope is proud to have played an important role in the COVID-19 vaccination rollout.

Smileyscope has assisted people with a fear of needles to receive their COVID-19 vaccine that otherwise might have left the vaccination hub without taking the step to protect themselves. The two minute virtual reality themes range from sitting on a beach to being underwater with fish.

Feedback has been extraordinary from both people being vaccinated and staff using the device to reduce anxiety associated with vaccinations. The Smileyscope headsets are being used at multiple locations in Victorian vaccination hubs per the map below.



VR to reduce patient anxiety



Tanarra invested in Smileyscope in 2021.

Smileyscope was developed by two Melbourne doctors who wanted to ensure that children had the best possible care and support during blood tests, vaccinations and other medical procedures.

The child wears the VR goggles during the medical procedure, transporting them into an award-winning underwater adventure. It is specifically designed to keep children calm with blowing bubbles, spotting coral, and that needle prick? Just feels like a fish nibbling!

Smileyscope turns fear into fun for children, decreasing pain and distress for families, and making these procedures faster and safer. Smileyscope has been used in leading children’s hospitals in Australia and the US.

Smileyscope redefines fear through positive technology



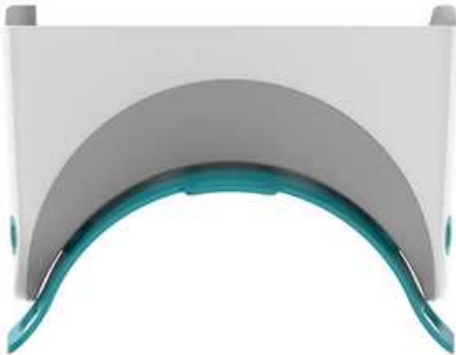
Evidence based medical grade virtual reality - designed for healthcare use



Meets infection control standards with anti-microbial protection



Over 20 effective Virtual Reality experiences



Comprehensive relaxation library with music therapy

CASE STUDY ASCENIUM

Ascenium’s novel compiler technology can reduce power consumption and increase speed of processing by up to 30% - dramatically reducing global emissions



Our role

Tanarra invested in Ascenium in 2021. Tanarra was attracted to Ascenium’s approach of exploring new ways of computational processing to dramatically reduce energy requirements of data centres.

The datacentre energy challenge and compute disaggregation opportunity

The exponential influx of data (video, audio, sensor) accelerated by deep learning and 5G only increases the importance of compute efficiency for energy management.

The disaggregation of compute resources creates opportunities for new general purpose processor architectures in the datacentre.

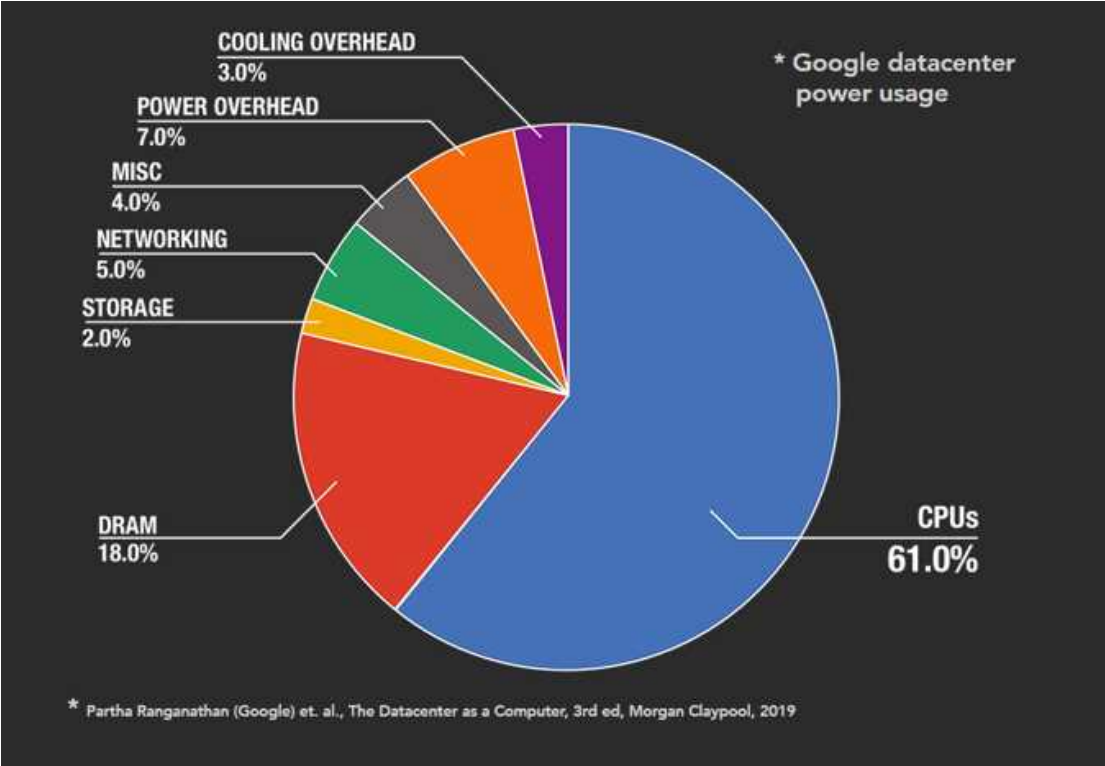
Energy costs in the datacentre dominate total cost of ownership. Processors consume circa 60% of all power in google datacentres.

A new class of general purpose processor



Ascenium takes a “compiler first” approach to disrupting current CPU computational models. The Ascenium Aptos is the first instance of a new class of processor that is a general purpose processor with no instruction set.

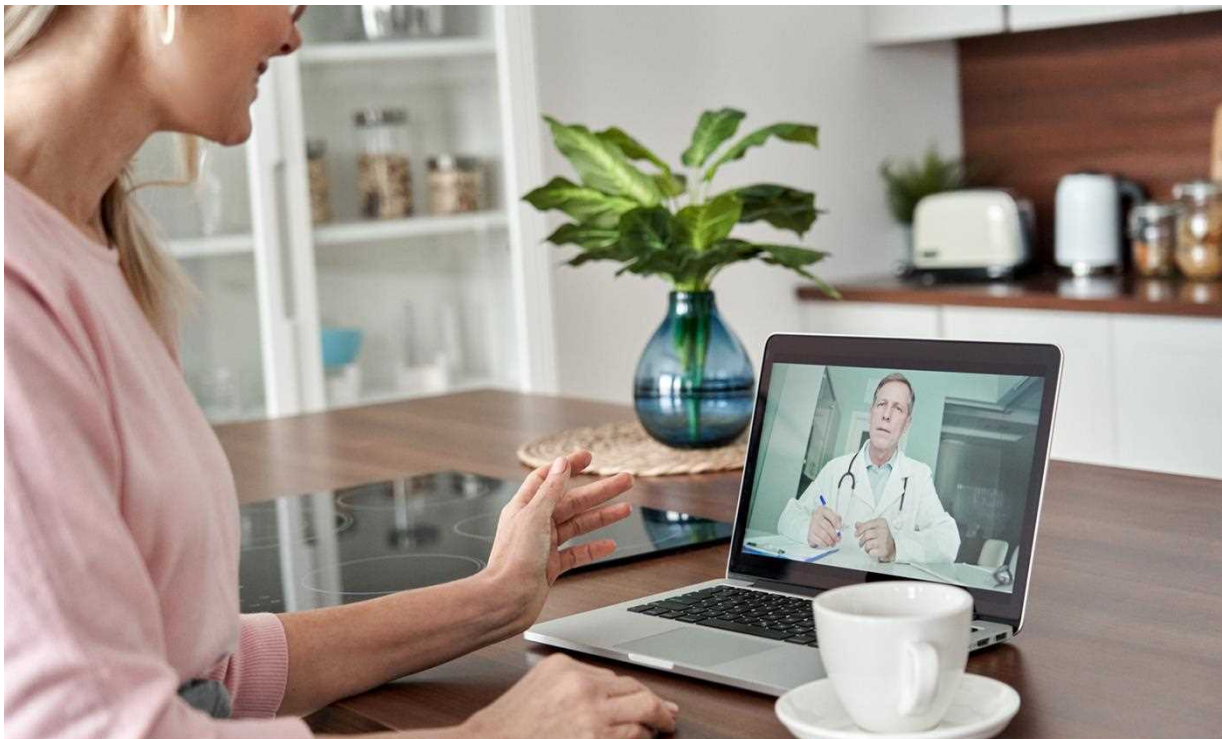
Ascenium has "thought outside the box" to crack the processor performance barrier. Rather than heroically attempting to elevate an alternate instruction driven deeply pipelined architecture (e.g. ARM) to the task, Ascenium bypasses existing architectural limitations by eliminating both the instruction driven model and the deep pipeline. Ascenium leverages the compiler to do much more of the work, allowing the run time hardware to be greatly simplified. To accomplish this disruptive approach, Ascenium leverages new compiler approaches.



CASE STUDY ACCESS TELEHEALTH

Mission

To improve health outcomes for rural, regional, aged care and NDIS patients throughout Australia, by making quality healthcare more accessible through telehealth and collaborative care services.



Our role

Tanarra invested in Access Telehealth in 2021 and saw the potential Access Telehealth has in improving patient outcomes for those areas typically under-represented such as rural, regional, aged care and NDIS patients. In the new world of COVID-19, telehealth is an important tool.

Connecting people & improving health outcomes

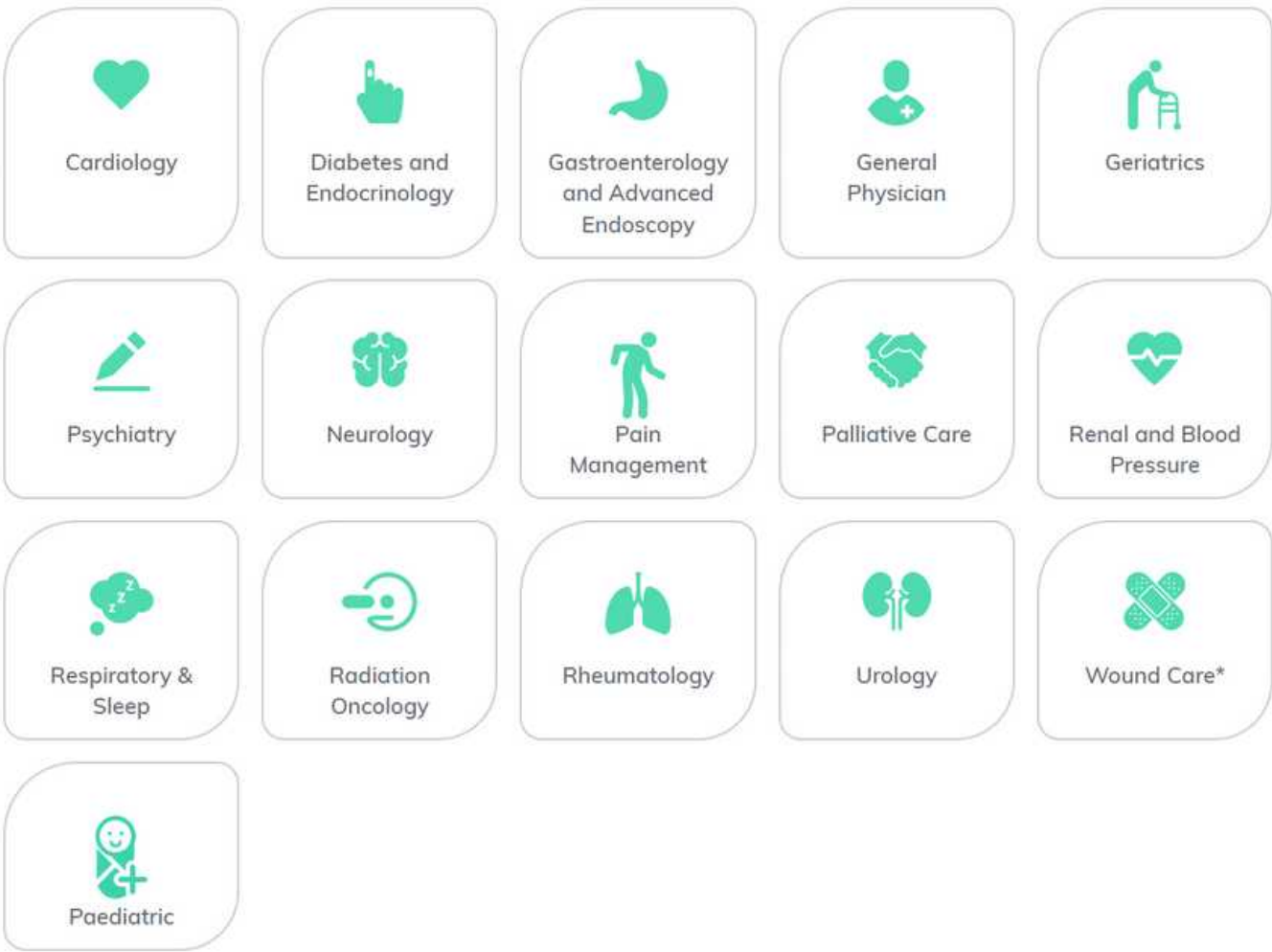
Access Telehealth connects patients, GPs and specialists through secure, easy-to-use software. Through Access Telehealth's community of bulk-billing telehealth professionals, combined with their easy-to-use web-based application patients in remote areas, Aged Care Facilities and NDIS Participants are able to access specialist care, in real-time, from wherever they are.

“

The Access Telehealth platform is great for regional and rural patients. They have access to specialist care and without the significant travel. As a clinician, I am able to help those in persistent pain despite the distance. The team provides great support and makes it an easy process for clinicians and clients for telehealth.

”

Dr Jamie Young
Pain and Rehabilitation Specialist

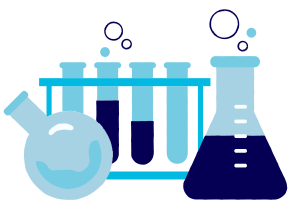


CASE STUDY

OXFORD ADVANCED SURFACES



Our core belief is that innovative surface chemistry is key in enabling our zero emissions future.



Our role

Tanarra invested in Oxford Advanced Surfaces in 2021. Tanarra was attracted to the technology of creating new surface coating compounds to improve wind turbines and enable hydrogen infrastructure.

EV composites

- The chemistry removes the need for sanding/abrasion
- Reduces surface preparation time (labour) by 90%
- Gives a cleaner, better manufacturing environment
- Increases surface preparation quality
- Reduces maintenance costs

Batteries

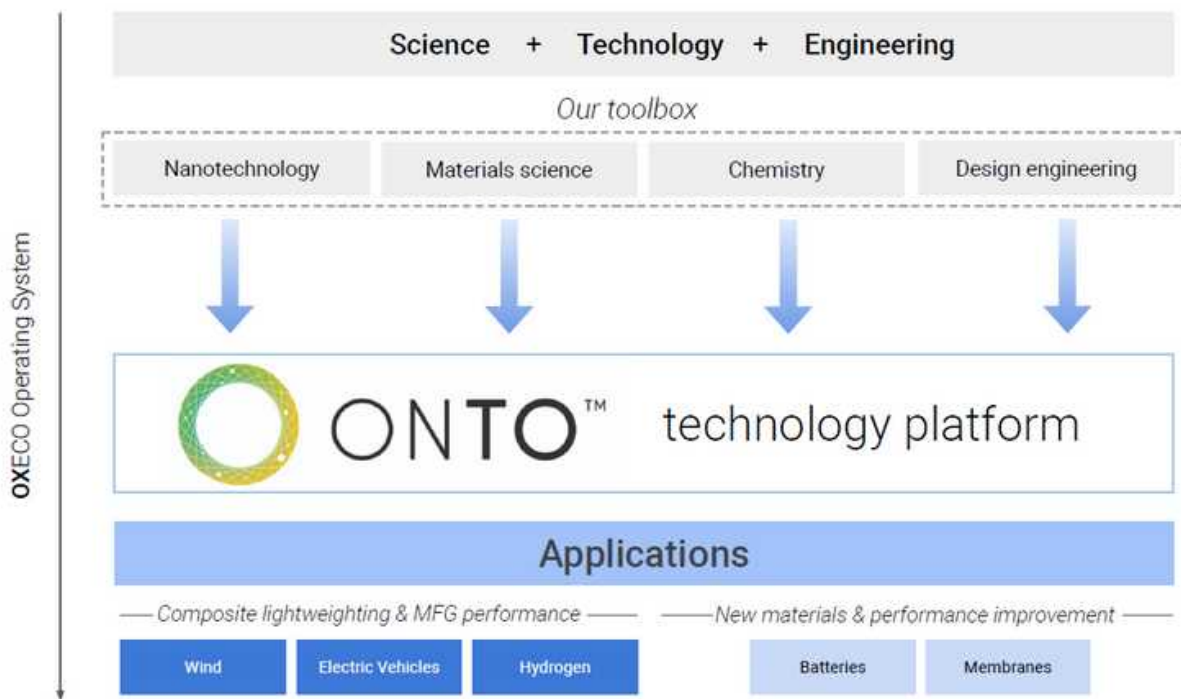
Using ONTO™ to make new material components for batteries, enhancing performance and longevity.



Innovative chemistry

In a bid to make things stronger, cheaper, lighter and more sustainable, different technologies within the energy system is needed.

OXECO has spent 25+ years learning to better understand and control how surfaces work, and they have nailed the formula with ONTO™. ONTO™ is the world leading, versatile technology platform for surfaces that is more sustainable.



Onto surface treatments solve bonding challenges of plastics and composites where there is no existing effective or practical solution.

CASE STUDY SKYBRIDGE

Vision

Skybridge delivers unique field service solutions for clients ranging from government agencies and corporations to emerging disruptors aligned with our vision of creating better communities through technology.

Vulnerable Australians

When Australia moved from old analog copper phone technology to NBN digital technology the crucial medical alarms of many Australians no longer worked. Skybridge developed a program to change over these alarms with a workforce specifically trained in interacting with vulnerable people. The success of this program continues to evolve with technology and community needs, especially during the challenges of COVID-19.

Janet lives in Meadowvale Retirement Village Pakenham and is one of 80,000+ medical alarm users being upgraded by Skybridge in the Medical Alarm Subsidy Scheme



Creating better communities

Tanarra owned company, Skybridge Group has a rich history in servicing regional and remote Australian communities and in providing critical services to vulnerable Australians. Services that stretch across all of Australia including islands such as Christmas Island and those in the Torres Strait.

Remote Covid-19 response

The Skybridge team responded to the urgent need to increase communication services at Wilcannia to assist in managing COVID-19 as it spread through Indigenous communities in NSW. Over a weekend Skybridge quickly mobilised the skills and equipment to site, helping these community in a time of need.

Nbn Project Scout (Emergency Evacuation Centres)

Over the last 18 months Skybridge has installed telecommunication services at 332 emergency evacuation sites. The project will deliver a further 266 sites over the next year. These centres were in response to devastating bushfires in 2019/20 and are now playing a crucial role during current flood events.

Investment In Stand-alone Power Systems (SAPS)

Through the Skybridge Energy Services team, Tanarra is investing in the development of SAPS for deployment in regional and remote areas of Australia. These communities suffer from poor electrical supply performance and the poles and wires needed to deliver this power are a major fire risk, as mentioned in the Victorian Bushfires Royal Commission after the catastrophic 2009 Black Saturday fires.

SAPS technology is now at a point where the price and reliability of these renewable energy systems can be made available to communities and provide a clean source of energy.



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