

LION INNOVATE

RECONCILIATION ACTION PLAN (MAY 2026 - MAY 2028)



STATEMENT OF ACKNOWLEDGEMENT

We would like to acknowledge the Traditional Custodians of the lands across Australia. We recognise and respect Aboriginal and Torres Strait Islander peoples historical and ongoing connection to land and waters. We pay our respects to Elders past and present.



MESSAGE FROM THE CEO



We are proud to be sharing LION's second Innovate Reconciliation Action Plan, a renewed commitment to deepening our relationships with Aboriginal and Torres Strait Islander peoples and communities. This next phase in our reconciliation journey builds on the strong foundations of our previous RAP and the important steps we've taken in the past few years to increase cultural awareness, build internal capability, and reflect on how we can play a meaningful role in shaping a fairer and more inclusive Australia.

As a certified B Corporation, we have a strong commitment to do the right thing for the long term. Our reconciliation efforts are proudly part of this, underpinned by our ambition to be an unrivalled Force for Growth and Force for Good.

Having recently been appointed as LION's CEO, I'm honoured to continue championing this work. This Innovate RAP represents a deliberate shift from listening and learning to walking alongside and acting with purpose. It focuses on forging stronger partnerships, creating more opportunities, and embedding cultural respect in everything we do at LION every day. We are guided by our Indigenous Advisory Council and supported by our passionate RAP Working Group, whose collective leadership, wisdom and generosity continue to challenge and inspire us, shaping this RAP and keeping us accountable.

We also recognise the incredible strength, knowledge and resilience of Australia's First Nations peoples, the world's oldest continuing cultures, and the valuable lessons they can offer if we are open and willing to learn. I encourage everyone at LION, as well as our partners across the country, to engage with this plan, stay curious, and take action. Reconciliation is a shared responsibility and every step matters. I'm proud of what we've achieved so far and excited about what we can do together in the years ahead.

Anubha Sahasrabuddhe
Chief Executive Officer & Managing Director

FOREWORD FROM UNCLE BOE



WHAT KIND OF AUSTRALIA DO WE WANT?

I have been saying for years that I don't want to mend fences because fences are there to keep people in or out.

I aim to build bridges so that we can come together and provide better understanding of each other. An understanding that has no colour, no power, no guilt, no racism, no pain, no hurt, no fences, no conflict, no gap, no injustice, no divisions and no hatred.

I have been beating the same drum all my life, a drum that beats to the integrity of my mother and ancestors. One that beats a strong message of equality, justice and inclusion. A sweet sound that echoes a vision that will bring all Australians together; a vision that will improve the quality of life for my people.

I want the sound of our didgeridoo to play the sound of our ancestors celebrating to the dance of understanding; one that vibrates our rich culture, our customs, our history, our spirit.

I want the didge and the clap sticks to sound a path forward, a path built on strong values, of trust, honesty and respect.

I have been the recipient of so much pain and hurt in my 75 years and I have now witnessed my children and grandchildren now at the receiving end.

What sort of Australia do we want?

We know how to heal, and we know where to find the medicine. It's in the past - don't be frightened to look back there because back there will unite us.

When we look back there, leave pride, blame and guilt outside our minds and our hearts. It is an emotional journey for you and me, and I know if we do it together the pain will be eased. I'm not saying it will cease quickly, but what I can say through the journey - which will have many road bumps and the odd dead end - we will end up on a path that will promote a strong and respectful and trusting relationship. One that will deliver the sort of Australia that we all want."

Uncle Boe Rambaldini
Bundjalung Elder

OUR VISION FOR RECONCILIATION

Our vision for reconciliation is an Australia that recognises the rights of Aboriginal and Torres Strait Islander peoples to self-determination equitable access to employment and procurement opportunities and where all Australians and organisations work together to build healthy, inclusive and sustainable communities. LION prides itself on prioritising diversity, equity and inclusion both in our workplace and throughout the community and is proud to be a B Corp certified business, supporting our long-standing commitment to be a force for good.

Our vision is consistent with our purpose, Making the Moment Mean More, which reflects our belief that businesses like ours can thrive whilst leaving a positive impact on the world around us. We envision a future in Australia where Aboriginal and Torres Strait voices, knowledge and traditions are valued, celebrated and integrated into our business practices. Through our procurement practices, community partnerships, cultural awareness and employment opportunities – we will achieve this.

As an alcohol producer, we recognise the harm caused by alcohol when not consumed responsibly. We will continue to engage and listen to the communities we work across to support us and to guide and shape new ways for us to contribute positively to addressing these societal issues and greater health outcomes for First Nations communities. We will continue to partner with other beverage companies and Reconciliation Australia to accelerate and amplify the work we do to improve opportunities and outcomes for First Nations communities.



OUR BUSINESS

LION is a leading beverages company with powerhouse brands headquartered in Sydney, Australia.

From iconic classic and craft beers to innovative ready-to-drink offerings, exceptional spirits, remarkable wines and more – LION's brands have been shaping culture for more than 180 years. Proudly part of global company KIRIN, LION is focused on becoming an unrivalled Force for Growth and Force for Good. Our diverse portfolio of iconic brands includes Hahn, Stone & Wood, XXXX, Tooheys, KIRIN Ichiban, KIRIN Hyoketsu, James Squire and Little Creatures. LION also has an enviable portfolio of New Zealand wine brands; a craft spirits distribution arm in Australia in Vanguard Luxury Brands and Yarra Valley-based Four Pillars Gin. We employ more than 2500 people across our network of iconic breweries and other operations in Australia and New Zealand. www.lionco.com

Key

-  Major office
-  Brewery
-  Craft brewery
-  Craft distillery
-  Hospitality venue



LITTLE CREATURES
Fremantle
Walyalup

Western
Australia

TOOHEYS
Lidcombe

New South Wales

LION HQ
York St, Sydney
Warrane

FOUR Pillars
Healesville
Wurundjeri Wol-wurrung

JAMES BOAG'S
Launceston
Kanamaluka

Tasmania

LITTLE CREATURES
FURPHY
WHITE RABBIT
Geelong
Djilang

XXXX
Milton
Meanjin

Queensland

STONE & WOOD
Murwillumbah
Bundjalung
STONE & WOOD
Byron Bay

OUR RAP

As one of Australia's largest adult beverages companies, we seek to be a force for good in the community, creating long term positive social impact, driving continuous improvement and never settling.

We made a decision to do another Innovate RAP to strengthen the foundations we have built to date. We are aware that reconciliation needs to be embedded further within the organisation, our business processes and strategy – and our focus is on taking practical action in areas which are aligned with our core focus as a business. In support of the pillars of Respect, Relationships and Opportunities our second Innovate RAP will focus on:

- Cultural capability
- Employment
- Procurement
- Leveraging our sphere of influence to accelerate and amplify reconciliation throughout the drinks industry
- Promote the responsible consumption of alcohol in all communities

Our second Innovate RAP will be championed by our CEO and the senior executive team. The core of our RAP Working Group has been in place since we launched our Reflect RAP in 2021. This core group of people has led the development of our second Innovate RAP. The group consists of the following members.

Chief People Officer
Jane Hill

Indigenous Partnerships and Reconciliation Manager
Dr Todd Phillips

Sustainability Director
Justin Merrell

Head of Diversity, Equity & Inclusion
Sarah Abbott

Sustainability Leader
Rebecca Loch

Sustainability Advisor
Mary-Sinead McMullen

Sustainability Specialist
Catherine Alves

Communications Manager
Alex Ballinger

Executive Director, Corporate Affairs
Julian Luke

Head of Corporate and Brand Communications
Sophie Breheny

Group Operations Manager - Hospitality
Carrie Watson

Procurement Category Manager - Marketing
Lachlan Sorby

Head of Design Marketing
Angela McCarthy

Head of LION Strategy
Rahul Shankar

Insights Manager Marketing
Amelia McVeigh



Dr Todd Phillips

Indigenous Partnerships and Reconciliation Manager

Todd is a proud Gumbaynggirr and Bundjalung man who was born and raised on the north coast of New South Wales. As LION's

Reconciliation and Indigenous Partnerships Manager, Todd provides leadership and guidance across the organisation to plan, implement and monitor progress against our Reconciliation Action Plan (RAP). He works closely with leadership teams, our RAP Working Group and our Indigenous Advisory Council, to drive meaningful action and ensure LION continues to strengthen its relationships with Aboriginal and Torres Strait Islander communities. Todd brings extensive experience in developing and delivering RAPs and is passionate about creating opportunities that foster inclusion, respect and stronger connections. Since joining LION in 2021, Todd has seen the company grow in its reconciliation journey and is proud to be part of a team committed to advancing reconciliation in genuine and impactful ways. "Tangible action matters. At LION, I see a real commitment to building relationships, showing respect, and creating opportunities for Aboriginal and Torres Strait Islander peoples. I feel privileged to collaborate with my colleagues across the business and our Indigenous Advisory Council as we continue to raise awareness, deepen respect, and create opportunities in the communities where we live and work."

We are fortunate to have worked with our Indigenous Advisory Committee (IAC) since 2021. Since inception, the IAC and the RAP Working Group have met quarterly to discuss how we can progress reconciliation in the key focus areas of employment, cultural capability, procurement and responsible consumption.



Phil Duncan

Phil Duncan is from Moree New South Wales. His homelands are Moree and Terry Hie Hie. Phil has extensive experience working with Aboriginal people and government to improve the lives of Aboriginal people through recognition of

our rich cultural history, the return of our lands, the improvement of our living conditions and education of our next generation through both his employment and active volunteer community work. Phil provides high level policy and strategic advice and leadership to key Indigenous Representative Organisations, universities, State and Federal government agencies as well as key external stakeholder groups. Phil has made significant contributions in a variety of domains from education and organisational reconciliation action through to areas of focus such as natural resource management, freshwater river management, forestry, native fish, water rights and allocations.



Toni Janke

Toni Janke is a First Nations woman with family connections to the Wuthathi, Yadhghana and Meriam peoples of Cape York and the Torres Strait. Toni runs her own business in Madandgin, Brisbane specialising in projects focusing on

First Nations leadership, executive coaching and mentoring. She is an arts/law and theology graduate who is passionate about social justice, reconciliation, cultural diversity and inclusion of First Nations people.

Toni Janke is also an accomplished singer/songwriter having recorded four original albums on her independent music label, Toni Janke Productions and has won national awards for her music performing at various festivals and events across Australia. Toni has also served on numerous Boards and Committees in a career spanning nearly four decades. She was Chief Executive Officer of the National Indigenous Media Association of Australia and served as a board member of the National Aboriginal and Islander Skills Development Association, Australia Council for the Arts - Indigenous Music Advisory Committee, Queensland Indigenous Arts Marketing and Export Agency and The Healing Foundation. She was the Coordinator of the Festival of the Dreaming, Sydney Olympic Games and Coordinator of Survival Indigenous Arts Music Festival, La Perouse Sydney, now Yabun Indigenous Music Festival, Sydney. Toni has also previously worked as the National Indigenous Coordinator for the Media Arts and Entertainment Alliance and as a Ministerial Adviser with the Federal Government, Parliament House, Canberra. She is the current Chair of the First Nations Advisory Committee of Brisbane Powerhouse and QMusic. She is also a member of the National Indigenous Music Awards (the NIMAs) Leadership Group.



Boe Rambaldini

Associate Professor Uncle Boe Rambaldini is a proud Bundjalung Elder from the north coast of NSW. He has worked in a range of positions in local, state and federal governments, and in the private and NGO sector for over 40 years, with

the majority of these positions in Aboriginal affairs. Uncle Boe leads academic research at Macquarie University, Melbourne University and at the University of Sydney. In 2023, Uncle Boe was named Sydney Inner West Council Adult Citizen of the year.



ARTWORK STORY: SOAKAGE

Water does not only move across the surface of this continent, it also travels beneath it soaking into ground, holding memory and sustaining life long before it is seen. In dry places it becomes a soakage. In other places it opens into creeks, rivers, wetlands and oceans. Each expression is shaped by Country, yet all are connected. This artwork follows water as a way of understanding connection across Australia. It speaks to the places where people gather around water, shared responsibility, and caring for Country and one another. The gathering places are not always loud or visible. Often, they are quiet places, where knowledge is carried forward and relationships are formed over time.

The pathways that move through this work represent journeys of partnership. They weave, meet, and continue on reflecting how communities walk together, never in isolation, but side by side. No single line stands alone. Strength is found in connection, from shared direction, and from the willingness to move together into the future. At key points along the travel lines, people and communities are represented as gatherings and celebrations, moments where decisions are made, traditions are practiced, and partnerships are formed.

Plant forms grow from these water places as a sign of what happens when care is taken seriously. Growth does not come from extraction, but from protection, listening and long-term thinking. Plant forms flourish where there is healthy water, fertile land, and respect for natural cycles. These forms speak to healthy, inclusive communities to raising one another up, amplifying voices, and creating space for knowledge to be valued rather than taken. Across the canvas, shifting land formations reflect the diversity of Country: desert landscapes, forested places, and open, bare ground. Each carries its own knowledge and demands its own care.

Water reminds us that everything is cyclical. What we protect today sustains tomorrow. What we hold now must be carried forward for those who come after us. In this way, water becomes a story of responsibility, to land, to people, and to future generations.

Ultimately, this artwork is about coming together. It is about recognising that across this continent, connection has always been possible when respect leads the way. When we work together grounded in place, guided by care, and committed to the future, the moment means more, not just now, but for what it makes possible for next.



About the Artist

Matt Everitt is a proud Taungurung man of the Kulin from Central Victoria, Australia. He is currently a board member of ACMI (Australian Centre of Moving Image). He served as president of the Aboriginal Art Association of Australia (AAAA) and its Cultural council. He was a former board member of Kinaway - Chamber of Commerce. He has had roles as a council member for the Department of Jobs, Precincts and Regions (DJPR), Victorian Aboriginal Employment and Economic Council (VAEEC), Victorian Chamber of Commerce and Industry (VCCI) Victorian Summit Future of Commerce and Industry Vision 2050 Thought Leadership reference group and graduate of Leadership Victoria Williamson Community Program and Australian Institute of Company Directors (governance).

Matt's mission is to play a positive and impactful role within First Nations communities and aspiring to be a great role model for other Aboriginal people and his children. He strongly advocates for First Nations voices to be heard, influence decision-making, and policy design, giving space, agency, equity, trust, respect and legacy allowing our people to lead our conversations and decision-making.



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CASE STUDIES FROM FIRST INNOVATE RAP

LION continues to support the work of DrinkWise

DrinkWise is a world-leading, not-for-profit organisation dedicated to creating a safer and healthier drinking culture in Australia. LION proudly helps fund DrinkWise, which allows them to develop and deliver independent, evidence-based national education initiatives that promote moderation, respect and responsible drinking for people who choose to consume alcohol. At LION, we continue to pursue a range of meaningful initiatives across our business and community partnerships, ensuring our reconciliation commitments are actioned with accountability and impact.

DrinkWise has played an important role in developing alcohol education campaigns for Indigenous communities, including those focused on responsible alcohol consumption and the risks of Fetal Alcohol Spectrum Disorder (FASD). To help ensure those campaigns reach the widest possible audience, including in remote and regional Indigenous communities, LION has provided additional media resources to allow DrinkWise to extend the reach and amplify these important health campaigns across remote and regional Indigenous communities, including through the Imparja television network.

Ahead of International FASD Awareness Day on 9 September - a date chosen to symbolise the nine months of pregnancy - DrinkWise works to remind mums, mums-to-be and their support networks (partners, friends and family) about the importance of not drinking alcohol when planning a pregnancy or when pregnant – and that it's safest not to drink alcohol when breastfeeding. An important part of ensuring this FASD awareness campaign resonates with Indigenous Australians is the television commercial featuring Indigenous actor and advocate Deb Mailman.

LION also played a key role in supporting DrinkWise's campaign featuring AFL footballer, Dan Rioli. This initiative reminded Indigenous Australians that help and support is available and encouraged individuals to reach out to 13YARN or visit the DrinkWise website if they or someone they knew was struggling with alcohol use.

The support of DrinkWise's programs reinforces LION's commitment to corporate social responsibility, Indigenous health and helping to create a safer and healthier drinking culture across the nation.



Promote respect and reconciliation – establishment of The Beverages Reconciliation Industry Network Group (RING)

During National Reconciliation Week in 2024, LION along with other industry representatives came together for an inaugural meeting to discuss a collaborative approach to strengthening reconciliation in Australia.



The purpose of the Beverages RING (Reconciliation Industry Network Group) is to work together as one industry representative group to discuss how we can promote reconciliation within our sphere of influence, share best practices and knowledge and provide support for industry partners seeking to advance reconciliation within their organisations and the communities in which they operate.

Representatives of the Beverages RING include, Endeavour Group, Coles, Australian Venue Co, Asahi, Treasury Wine Estate, Coca Cola Europacific Partners (CEP), Suntory and Diageo. From the first meeting, LION's Indigenous Advisory Council (IAC) – Toni Janke, Phil Duncan & Boe Rambaldini urged the group to "be bold" in working together to accelerate and amplify their collective impact towards self-determination of our First Nations Peoples.

In October 2025, the RING came together for an in-person strategy day to establish a formal action plan for the group. Subsequently, the focus areas for the RING include capability building, procurement, employment, responsible consumption and celebrating culturally significant events. The group meet regularly to discuss the progress of these focus areas.

This is a true demonstration of LION's leadership in the Reconciliation space and the importance of working with our major customers to accelerate and amplify impact.





Amplifying our impact - Meet the Supplier event

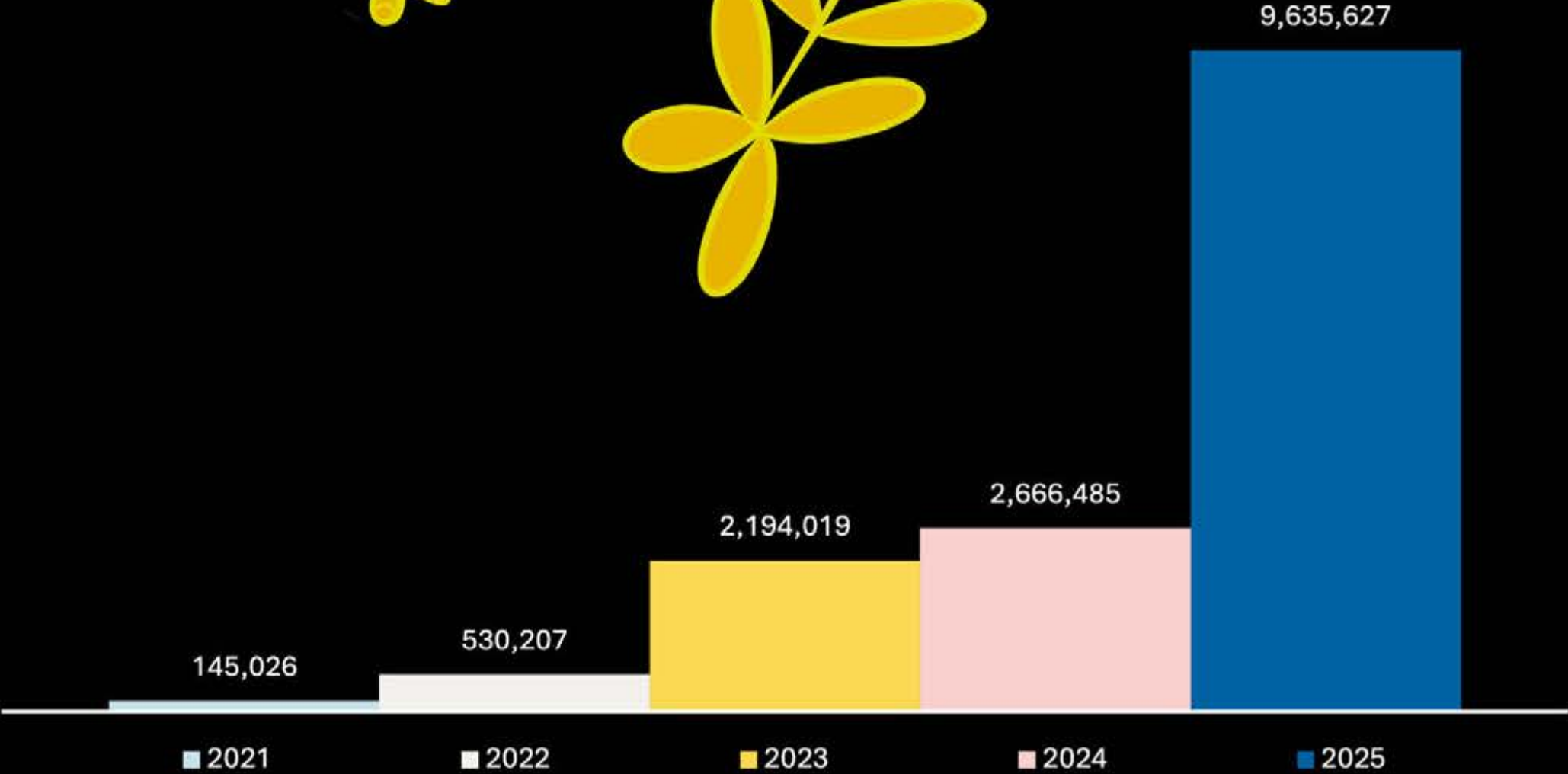
In October 2024, LION co-hosted an event with Australian Venue Co (AVC) **to celebrate Indigenous Business Month.**

The aim of the event was to create a forum for Indigenous suppliers to connect with willing corporate buyers. It provided all the buyers who participated with **an opportunity to support positive change** by engaging with Aboriginal and Torres Strait Islander business during Indigenous business month.

55 buyers from 32 companies including Endeavour Group, Coca-Cola Europacific Partners, Accenture, QBE and Stockland, listened to 10 Indigenous suppliers share an overview of their businesses. This is the third time LION has taken the lead in managing this event having previously co-hosted the event with Voyages Indigenous Tourism.

Indigenous Procurement

The supplier diversity program in place since 2021, focuses on Indigenous procurement. In 2025, LION spent \$9.6m with First nations businesses — our highest amount yet, reflecting year-on-year growth in spend'



Total Indigenous supplier spend \$AUD Year on Year

Supporting Female Rangers in the Northern Territory

LION has been in partnership with Karrkad Kandji Trust (KKT) since 2021. The KKT is a philanthropic trust that was established in 2010 by Traditional Owners of the Warddeken and Djelk Indigenous Protected Areas, to support their vision for healthy Country. As custodians of much of West and Central Arnhem Land—one of the largest Indigenous estates in Australia – they innovatively recognised the potential strength and increased freedom and flexibility of alternative funding sources.

LION's support has contributed to meaningful employment for 150 First Nation women (daluk) across two Indigenous Protected Areas (IPAs) of Warddeken and Mimal in Northern, West and Central Arnhem Land.

The programs extend beyond employment to include training and education opportunities. In 2024 Mimal women accessed 33 training, development and leadership opportunities.

Purposefully designed women's ranger programs, with dedicated support and training, provide opportunities for women to implement and transfer this knowledge in a workplace that is flexible, welcoming and culturally relevant. Moreover, when women are in visible positions of leadership they serve as strong and capable role models for other young women and girls. This is particularly transformative for remote First Nations women—a group profoundly impacted by colonisation and consistently underserved failed government policies, as demonstrated by inadequate access to health services, disproportionate rates of family violence, systemic residential overcrowding and limited employment opportunities.

"Knowing that what we're doing is making a change, that's the main thing. Getting everyone back on Country and looking after the Country. I love being outdoors... Meeting new people and sharing knowledge. It's good to be working on Country, it makes you feel good."

Jasmine Daly
Mimal Ranger





Volunteering with IndigiGrow

Through our partnership with Landcare Australia, we have created a valuable connection with IndigiGrow. IndigiGrow is 100% Aboriginal owned, run and staffed not-for-profit nursery which specialises in propagating and growing Australian native edible plants. The business employs local young Indigenous apprentices and senior staff in permanent, culturally safe and supportive jobs on country. It also educates the wider community about how they can help restore endangered plant species.

In the five years, since its inception, IndigiGrow has increased its staff from two to six and added six full time apprentices. Along with a retail nursery at La Perouse Public School, it operates an online shop and wholesale nursery at Matraville Sports High School. For the last four years, LION corporate volunteers have joined the IndigiGrow team to support with planting, propagating, weeding and mulching while also learning more about Indigenous culture and native plant restoration work. Speaking about the relationship IndigiGrow CEO Peter Cooley said "LION's volunteering program not only demonstrates commitment to environmental stewardship through weeding, mulching and potting activities but also showcases a genuine embrace of cultural awareness, fostering a deeper understanding of IndigiGrow's inspiring journey" Through LION's innovate RAP we are working towards building strong and respectful partnerships with Aboriginal and Torres Strait Islander peoples.

Brewing Brilliance – Dundee Rock partnership

In 2023, LION engaged Dundee Rock, a 100% Aboriginal-owned and managed construction contracting business certified by Supply Nation, holding unrestricted building and demolition licences nationally. Dundee Rock successfully upgraded the brewery tanks at Little Creatures Geelong with 2,437 contracted hours over six months. Fourteen site inductions took place, and six toolbox talks were conducted. The concrete and civil works included demolition works, concrete works, electrical works, drainage works, installation works, refurbishing works, tracking of material removal and asbestos removal. The project was completed on time and LION was impressed with the work carried out. The partnership has extended to new work including the completion of a canning line upgrade project at Little Creatures Brewery in 2024. Little Creatures, one of Australia's most cherished craft brewers, is proud to unveil its newly renovated brewery and hospitality venue in South Geelong. The \$4 million transformation seamlessly blends the brewery's rich heritage with an exciting new vision for the future.

Nestled within the iconic Valley Worsted Mills, the upgraded facility includes a \$3 million enhancement of brewing capabilities—introducing new ready-to-drink (RTD) production alongside its renowned craft beer operations. Additionally, the \$1 million redesign of the hospitality space offers an inviting, community-focused craft beer destination for locals and visitors alike.

LION is proud to work with Dundee Rock who support organisations that benefit Indigenous communities like Ansett Basketball and NQ Sistas Indigenous Rugby League Team. More recently, Dundee Rock supported Indigenous artist Josh Deane to bring his 'Wings of Wonder' art experience to life by crafting huge wooden cubes at locations across the city of Stonnington, in Victoria. This is a great example of how LION partners to accelerate and amplify Reconciliation.

For the second year running, Dundee Rock received the 2025 Diverse Supplier of the Year Award at the LION Supplier Awards evening.

More recently in 2025, Dundee Rock delivered the \$10 million Little Creatures Fremantle redevelopment, marking a significant milestone in the partnership and demonstrating capability at scale. The project expanded Indigenous procurement through the engagement of Supply Nation-certified business Jiga Jiga Paint for all internal wall painting. This progression reflects the strength of the partnership and LION's commitment to creating meaningful opportunities for Indigenous businesses.



LION Indigenous Academy

During the lifetime of Our Innovate RAP, we have increased the number of Indigenous team members at LION from 7 to 17 team members. This has been done through three ways:

- Current team members feeling safe to disclose their indigeneity by ensuring confidentiality and demonstrating that disclosure does not require cultural load. Our commitment to inclusivity is further demonstrated through physical assets including "The Inclusion Wall"
- Successful applicants through standard recruitment opportunities
- Targeted recruitment campaigns through the LION Indigenous Academy aimed at apprenticeship opportunities

We do acknowledge that there is an opportunity to increase this further and we see apprenticeships as a great way to support young Indigenous students as they are starting out their career. It is also a great way to 'build our own' as we pass on knowledge from our experienced team members to the next generation.

In 2023 we hosted our **first jobs expo for Indigenous students** from UNSW at our York St office. Attendees had an opportunity to learn about life at LION and heard from leaders across the business. In 2024 we appointed **our first two apprentice Indigenous team members as apprentice chefs** in our Little Creatures venue in WA. This was a significant development paving the way for further recruitment as part of the LION Indigenous Academy.

LION's Indigenous & Reconciliation Partnership Manager – Dr Todd Phillips visits Kirin

LION's Indigenous & Reconciliation Partnership Manager, Dr Todd Phillips took time out of his family holiday to Japan to visit the Kirin Head Office. During this visit, Todd delivered a presentation to the KIRIN Human Resources team, sharing insights into LION's Reconciliation Action Plan (RAP) and our ongoing Reconciliation journey. The presentation explored key aspects of Aboriginal and Torres Strait Islander culture, the historical and ongoing human rights violations faced by Indigenous peoples globally, and the challenges they continue to navigate. Todd's message highlighted the importance of reconciliation in fostering understanding, respect, and inclusion. The session was highly engaging and well-received by the KIRIN Human Resources team with deep discussion that followed.

As part of this cultural exchange, Todd presented a traditional Aboriginal wooden artifact to Takeshi Minakata, President, and COO of Kirin Holdings Company. The artifact, crafted from gidgee wood and hand-engraved with designs inspired by LION's Indigenous Advisory Council member, Phil Duncan's homelands on Kamilaroi country, was a meaningful gift from Phil. It symbolised the deep connections between land, culture, and reconciliation.

Reflecting on the visit, Todd said, *"The hospitality from the Kirin staff was amazing. It was inspiring to see such genuine interest and engagement in understanding our reconciliation efforts and the broader cultural context of Aboriginal and Torres Strait Islander peoples."*

This visit exemplifies LION's commitment to sharing our reconciliation story on a global stage, fostering meaningful relationships, and promoting cultural awareness.





RELATIONSHIPS

At LION, fostering sociability and supporting the wellbeing of our people is central to our purpose.

We are committed to building respectful, authentic, and enduring relationships with Aboriginal and Torres Strait Islander peoples. Through collaboration with our peers, suppliers, customers, and communities, we aim to create shared value and drive meaningful progress on our reconciliation journey. The following actions and deliverables are designed to strengthen existing relationships and forge new partnerships with First Nations individuals, organisations, and communities enabling the exchange of knowledge, mutual understanding, and collective action toward a more reconciled Australia.

Action		Deliverable	Timeline	Responsibility
01	Continue to develop partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations and peak bodies within LION's operational footprint.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	December 2026	Indigenous Partnerships and Reconciliation Manager
		Consistently review and update local engagement plans to work effectively with Aboriginal and Torres Strait Islander stakeholders and organisations in all areas where we have operations.	July 2027	Indigenous Partnerships and Reconciliation Manager
02	Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2026/2027	Sustainability Advisor
		RAP Working Group members to participate in an external NRW event.	27 May - 3 June, 2026/2027	Sustainability Advisor
		Encourage and support staff and senior leaders to participate in at least two external events to recognise and celebrate NRW.	27 May - 3 June, 2026/2027	Indigenous Partnerships and Reconciliation Manager
		Organise at least one NRW event each year across multiple sites	27 May - 3 June, 2026/2027	Sustainability Advisor
		Register all our NRW events on Reconciliation Australia's NRW website.	May 2026/2027	Sustainability Advisor
03	Promote reconciliation through our sphere of influence.	Refresh and implement strategies to engage our staff in reconciliation.	August 2026	Sustainability Advisor
		Communicate our commitment to reconciliation internally.	May 2026	Internal Communications & Digital Channels Leader
		Communicate our commitment to reconciliation publicly, with the guidance of our Indigenous Advisory Committee.	May 2026	Head of Corporate and Brand Communications
		Leverage opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	August 2027	Indigenous Partnerships and Reconciliation Manager
		Invite customers/partners to present to LION team members on their Reconciliation journey.	December 2026	Sustainability Leader
		Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation. As part of our commitment to collaboration, LION will continue to lead the beverage Reconciliation Industry Network Group (RING) and host an annual event in partnership with RING members to drive innovative, industry-wide approaches to advancing reconciliation.	August 2026/2027	Indigenous Partnerships and Reconciliation Manager
04	Promote positive race relations through anti-discrimination strategies.	Uphold our inclusive practices to ensure anti-discrimination is consistently embedded into our policies, procedures and practices. This will be done through an annual Respect at LION activation including leader led, team-based conversations, for all teams on respect and inclusion.	December 2026	Head of DE&I
		Ensure that our LION Respect and Conduct policy and LION Code of Conduct are consistently reviewed to address anti-discrimination and any updates are communicated to all LION team members.	December 2026	Head of DE&I
		Consult with Aboriginal and Torres Strait Islander team members and/or Aboriginal and Torres Strait Islander advisors on our LION Respect and Conduct policy and LION Code of Conduct.	December 2026	Head of DE&I
		Educate senior leaders on the effects of racism.	August 2026	Indigenous Partnerships and Reconciliation Manager



RESPECT

At LION, we acknowledge Aboriginal and Torres Strait Islander peoples as the First Australians and the Traditional Custodians of the lands on which we operate.

We pay our deepest respects to Elders past and present, and to emerging leaders who will shape the future. We recognise the enduring connection that First Nations peoples have to Country, and the deep cultural knowledge, histories, and traditions that have been nurtured for tens of thousands of years. Respect for these cultures and histories is essential to who we are and the way we do business. It fosters understanding, pride, and appreciation among our people and communities. Through ongoing learning, cultural education, and meaningful engagement, we seek to honour and celebrate First Nations contributions while strengthening our role as a respectful and inclusive organisation. By embedding respect at the heart of our work, we aim to walk alongside First Nations peoples in creating a reconciled, inclusive, and culturally safe future.

Action	Deliverable	Timeline	Responsibility	
05	Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Continue to increase our knowledge of Aboriginal and Torres Strait Islander culture through our cultural learning plan which includes the SBS cultural training module.	September 2027	Head of DE&I
		Continue to offer cultural immersion volunteering opportunities with a range of volunteering partners (eg. cultural walking tours, IndigiGrow).	September 2027	Sustainability Advisor
		Continue to consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors, including our Indigenous Advisory Committee on the development and implementation of a viable cultural learning strategy.	May 2026	Indigenous Partnerships and Reconciliation Manager
		Provide opportunities and encouragement for RAP Working Group members, P&C leaders and other key leadership team members to participate in formal and structured cultural learning.	December 2026	Head of DE&I
06	Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country.	May 2026	Indigenous Partnerships and Reconciliation Manager
		Annually review, update and communicate cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. Include guidance to staff on how to curate a meaningful personal acknowledgement.	October 2026/2027	Indigenous Partnerships and Reconciliation Manager
		Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	May 2026/2027	Indigenous Partnerships and Reconciliation Manager
		Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	March 2026	Indigenous Partnerships and Reconciliation Manager
07	Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	July 2026/2027	Sustainability Advisor
		Periodically review our People related policies and procedures ensure there are no barriers to staff participating in NAIDOC Week.	June 2026/2027	Head of DE&I
		Promote and encourage participation in external NAIDOC events to all staff.	July 2026/2027	Sustainability Advisor
08	Demonstrate respect to Aboriginal and Torres Strait Islander peoples by creating a culturally welcoming workplace environment.	Continue to investigate and implement opportunities to increase visibility of Aboriginal and Torres Strait Islander cultures across our breweries.	October 2026	Indigenous Partnerships and Reconciliation Manager
		Continue to educate all team members in their role of being an Upstander when they see inappropriate behaviour, through yearly team-based conversations.	December 2026	Head of DE&I
		Include Acknowledgment of Country in new starter/Induction program.	May 2026	Head of DE&I
		Establishing an Indigenous led yarnning circle and peer support network.	July 2026	Indigenous Partnerships and Reconciliation Manager



OPPORTUNITIES

LION is committed to creating meaningful and sustainable opportunities for Aboriginal and Torres Strait Islander peoples, organisations, and communities through employment, procurement, and professional development.

We recognise that enabling equitable access to our systems, processes, and supply chains is vital to fostering long-term economic participation and self-determination. Embedding Indigenous engagement into our core business activities strengthens our company, drives innovation, and builds a more inclusive and diverse workplace and industry. We are focused on attracting, supporting, and retaining First Nations talent, while building strong partnerships with Indigenous businesses that share our values. As a producer of alcoholic beverages, we also acknowledge the complex relationship between alcohol and some First Nations communities. We remain committed to listening and learning from community voices to ensure our actions support positive social impact, promote cultural safety, and contribute.

Action		Deliverable	Timeline	Responsibility
09	Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Continue to measure current Aboriginal and Torres Strait Islander representation to inform future employment and professional development opportunities.	June 2026	Head of DE&I
		Continue to engage with Aboriginal and Torres Strait Islander team members to consult on our recruitment, retention and professional development strategy.	December 2026	Head of DE&I
		Revise and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. This will include: - Increased support for First Nations applicants through the standard recruitment process - Targeted recruitment processes for First Nations people for identified roles - Employment through apprenticeships for example the LION Indigenous Academy	June 2027	Head of DE&I
		Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders with support from external recruitment agencies.	December 2027	Head of DE&I
		Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	June 2026	Head of DE&I
		Review communications and market strategy to ensure we include Aboriginal & Torres Strait people.	June 2026	Head of DE&I
		Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce year on year as a result of these strategies.	July 2027	Head of DE&I
10	Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Review and update our Procurement strategy and related policies to ensure they include and outline the process for inclusion of First Nations suppliers.	May 2026	Sustainability Specialist
		Maintain Supply Nation membership.	November 2026/2027	Sustainability Specialist
		Refresh and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	September 2026	Sustainability Specialist
		Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	December 2026	Sustainability Specialist
		Develop new and review options to grow current commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	August 2027	Sustainability Specialist
		Use our existing relationships – customer and supplier to amplify the impact of procurement through meet the supplier events.	August 2027	Sustainability Specialist
11	Leverage our relationship with DrinkWise to promote the responsible consumption of alcohol in Aboriginal and Torres Strait Islander communities and provide access to appropriate support services.	Work with DrinkWise to develop appropriate messaging & campaigns to Aboriginal and Torres Strait Islander communities of the importance of the responsible consumption of alcohol. Ensure appropriate support services, ie. 13 YARN are highlighted.	October 2026	Sustainability Leader
		Partner and collaborate with industry on how we can best address collectively the misuse of alcohol in communities.	January 2027	Sustainability Leader



GOVERNANCE

Action	Deliverable	Timeline	Responsibility
12 Maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	March, June, September & December annually	Sustainability Director
	Maintain and apply a Terms of Reference for the RWG.	June 2026/2027	Sustainability Leader
	RWG meet at least four times per year to drive and monitor RAP implementation.	March, June, September & December annually	Sustainability Director
13 Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	May 2026	Sustainability Director
	Engage our senior leaders and other staff in the delivery of RAP commitments.	May 2026	Indigenous Partnerships and Reconciliation Manager
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	May 2026/2027	Sustainability Director
	Appoint and maintain an internal RAP Champion from senior management.	March 2026/2027	Indigenous Partnerships and Reconciliation Manager
14 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	Sustainability Advisor
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	August annually	Sustainability Advisor
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Indigenous Partnerships and Reconciliation Manager
	Report RAP progress to all staff and senior leaders quarterly.	March, June, September & December annually	Indigenous Partnerships and Reconciliation Manager
	Publicly report our RAP achievements, challenges and learnings, annually.	December 2026	Indigenous Partnerships and Reconciliation Manager
	Participate in Reconciliation Australia's biennial Workplace RAP Barometer.	June 2026	Indigenous Partnerships and Reconciliation Manager
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	June 2027	Indigenous Partnerships and Reconciliation Manager
15 Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	January 2027	Indigenous Partnerships and Reconciliation Manager
16 Maintain the relationship with Indigenous Advisory Council to drive governance of the RAP.	Maintain the relationship with the members of the Indigenous Advisory Council for life of the second Innovate RAP.	March, June, September & December annually	Indigenous Partnerships and Reconciliation Manager
	Meet at least four times per year with RAP WG to drive and monitor RAP implementation.	March, June, September & December annually	Indigenous Partnerships and Reconciliation Manager
	Commit to an on-country experience with IAC and RAP WG members to learn from key Elders	July 2027	Indigenous Partnerships and Reconciliation Manager



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