



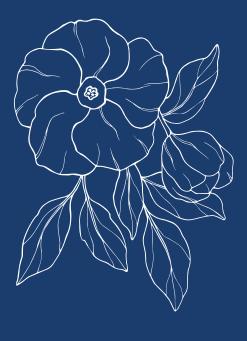




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Santos Organics respectfully acknowledges the Traditional Custodians of the land we work on, the people of the Bundjalung Nation, and acknowledge the ongoing living culture of Australia's First Peoples, paying respect to Elders past, present and emerging.

Key Events 2021/22



\$12.9M, up 1% from last year with a modest Net Profit result of \$81K



Focus on local

We proudly spent \$6.9M with local suppliers, up 11% from last year, totalling 77% of our purchases supporting local distributors, suppliers and artisans



Over 3763 online orders were shipped, our B2B sales increased by 20% and over 378,000 customers were served in our stores & cafes



We've donated over **\$330K** since 2016. This year we've donated **\$46K** towards flood relief, community needs and food security. Our team donated **\$11K** towards three local NFPs



We've invested seed money to be utilised for a food security localisation program



We won the 2021 Business NSW Regional Awards - Excellence in Sustainability for our use of renewable energy, waste reduction initiatives, support of organics and local suppliers, and donations to local environmental groups

Message from



Mark Napper Chair, Santos Organics



During this time the essence of Santos Organics was clearly demonstrated Immediately after the floods our Team sprang into action by donating food to local cook up hubs, distributing over a hundred organic hot pots, as well as creating amazing smoothies to nourish our community. Food, cleaning products, and other supplies were also donated to local support hubs. In a uniquely Santos Organics way, Rescue Remedy was donated free to our community, and with assistance from our Marketing Team, a GoFundMe campaign was established. Our Team members were not immune from the impacts of the floods. Emotional support was provided but we recognised that some of our team had suffered significant financial hardship. As a result, \$8,000 was donated to team members to help them get back on their feet after their homes were severely damaged by

We have become aware over the past 12 months of the need to strengthen our ties with the local community and of paramount importance are the ties with our Members. Following last year's Annual General Meeting, a Members Wisdom Council (MWC) was formed with Bharat Mitra, Helena Norberg-Hodge and Victoria Castles, as members. The purpose of the MWC is to promote and facilitate communication, information sharing, and consultation between Santos Organics and its members. I thank the members for making time available to participate in the MWC, for the spirit of cooperation, and joint desire to see Santos Organics maintain and deepen its impact. I welcome their ongoing wise advice and support.

Whilst remaining true to the essence of Santos Organics we can't ignore the need to address the pragmatic demands of running a business. Despite the external attacks of COVID and floods, our sales and total revenues were slightly more than last year at \$12.9m. We thank our members and our loyal customers for making this possible. The management of the business remained difficult with COVIDinduced global supply chain disruptions, exacerbated by the flood-induced disruptions to local supply chains. I congratulate the team for maintaining supplies without compromising our Santos Organics Care Check and compassionately working with our loyal suppliers. The team also managed the business efficiently, containing costs to enable us to deliver a profit of \$81K. Whilst it was below what was planned, it was pleasing, given the year.

As economic uncertainty increases and inflationary pressures mount, we must remain vigilant in our management of the pragmatic without compromising the essence. A challenge for the year ahead is funding the investment in the business with new information systems and store improvements.

During the year, recruitment of new directors occurred. The nominees, who will stand for election at the AGM, are highly experienced in key areas of need within our business. More importantly their values align with Santos Organics, as does their desire to see us succeed in being the "guiding light of conscious change for good food, healthy living and environmental action".

I wish to acknowledge Jolene Ryan, our General Manager, for her resilience in remaining true to our essence in the face of tumultuous times; the Team for their commitment to our Purpose in a difficult year for themselves; the community and our customers for believing in what we do, sustaining our business, and for enabling us to give back through our donations; to my directors for their support and wise counsel; for Paula Williams our Company Secretary who diligently looked after critical corporate governance issues; and to the members of Santos Organics for your continued support – it is greatly appreciated. The year ahead may be difficult due to the economy, but with support from all of you I know we will be successful in being "a catalyst for a better tomorrow."

With heartful thanks,

Mark



Message from THE GENERAL MANAGER



Jolene Ryan General Manager, Santos Organics

Resilience is based on compassion for ourselves as well as compassion for others - Sharon Salzberg

Uncertainty is definitely being served up on the menu of late. Maybe as a consequence of both the changes we have been seeing around us locally and what we have observed on a larger geo-political, social, economic, and environmental level. This uncertainty may feel negative to some, but it provides opportunities for us to self-reflect on how we are acting and the ripple effects it has on the world. What we do with that reflection is up to us individually, while knowing it affects the collective. Here at Santos Organics, we are determined more than ever to ensure our actions are leading us toward our purpose to be a catalyst for a better tomorrow.

We were unable to move forward on many important initiatives due to the COVID adversity and flood calamity. However, the team rallied and we achieved the following key highlights and strategic objectives:

- Our annual revenue was \$12.9M +1% to LY with a modest \$81K profit.
- To date, we have donated more than \$330K since 2016 including \$46K for this financial year. Read more details on page 24 on how shopping at Santos Organics supports our community. Thank you for your continued support!!!
- Our team contributions totalled \$11,000 and this directly supported three local NFP organisations that our team voted for - Brunswick Valley Landcare, Human Nature Adventure Therapy, and the Northern Rivers Community Foundation. Read more details on page 26.
- We have improved and maintained the safety of our work environment for our team to mitigate risks. We had no lost time injuries during this financial year.
- We replaced all of our old cooling equipment (excluding large backstock coolrooms). This was a year and half project juggled between COVID and floods. The team couldn't be happier working with this new equipment and our customers' feedback has been overwhelmingly positive. We have invested in the most efficient and environmentally friendly equipment
- We were the regional winners of the 2021 Business NSW Regional Awards - Excellence in Sustainability for our use of renewable energy, waste reduction initiatives, support of organics and local suppliers, and donations to local environmental groups.
- We are 2022 finalists for Best Customer Service in the Ricoh Customer Service Award; Retailer of the Year for the Australian Organic Industry Award; and Outstanding Community Organisation and Employer of Choice for Northern Rivers Regional Business Awards.
- We had over 3763 online orders, up 71 % from LY. While our number of B2B orders reduced, our revenue increased by 20% from LY. We served 378,000 customers in our stores and cafes, and while the total number of transactions were down to LY, the value of the transactions increased on average by \$2.
- We spent \$6.9m with local suppliers, up 11 % to LY, totalling 77% of our purchases - supporting local distributors, suppliers and artisans.
- Our operating costs remained flat year-on-year with award wage increases, electricity increases, significant WH&S costs incurred due to COVID risk mitigation, and a near 30% increase in insurance costs.





- We launched our first ever online portals that hold all of the key information our team and board of directors use to ensure we are being the best guardians we can be to sustain Santos Organics for years to come.
- We created our standard operating procedures manual and closed the gap on the remaining governance documents.

The Members Wisdom Council (MWC) was created out of last year's Annual General Meeting with our members. The objective of this group is to promote and facilitate communication, information sharing, and consultation between Santos Organics, and its members. We had a couple of meetings to clarify the MWC's Guiding Principles as well as familiarising the group with our current projects and thoughts around our future direction. We are looking forward to meeting each quarter during 22/23.

Shortly after the distressing floods in our region we donated \$8000 to our team who were flood affected and \$8000 to our community in supplies. A very big thank you to our amazing suppliers for all of their supply donations - we were all overwhelmed by your generosity and are immensely grateful!!!!

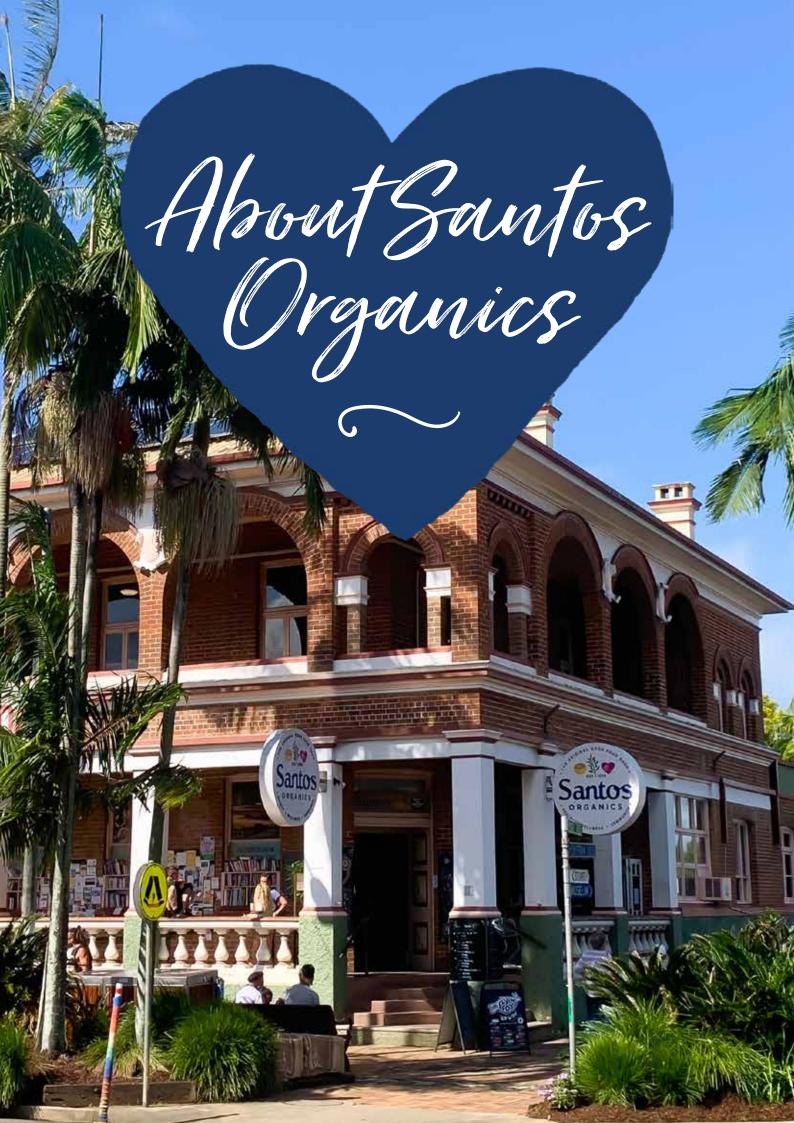
What's clearer than ever after the COVID- and flood-related supply issues we have experienced and cost of goods increases due to high fuel prices is that we need to put energy into food security through a localisation program. We've been doing the groundwork for this project the past two years, but there have been many obstacles keeping us from progressing forward as we'd hoped. However, we've made some good headwinds as we're moving into the new financial year and have provisioned \$25,000 as seed money to invest in this project for the coming year.

While we are still feeling the aftermath on our community due to COVID and back-to-back floods, it feels like our team and community are starting to feel more grounded and normal. I am so grateful for our team and community's resilience and wholeheartedness that has been so evident post-floods. I can't give enough thanks to our team and our directors as they have just kept giving over the last two years, with no complaints, rather with a deep resolve to make sure we have remained open to serve our loyal community. Our team feels stronger than ever and united in moving forward to support our objective to become more reliant on our local farmers and artisans to build a more resilient and adaptable community!

With compassion and gratitude,

Jolene





Our Story SPREADING WHOLEHEARTED GOODNESS

Here at Santos Organics we believe in the oneness and cycle of life. We believe in treading lightly and treating people and planet with kindness and respect. It's kinda hippy, but that's because we're kinda hippy ourselves!

Santos Organics was created from the original vision of 'the good life'... good vibes and good food, even our name is inspired by the Sanskrit word 'santosha' meaning contentment. Back in 1978 our founders Marco and Rob started selling bags of delicious whole food out of the back of their UTE, and their legacy to spread some wholehearted goodness lives on with us today.

In the true Santos spirit, we make the good stuff simple; wholesome, healthy food with heart. We source the best organic food and natural lifestyle products, and every single one goes through our Santos Organics Care-Check, so you can rest assured that if you shop with us, you're shopping consciously.

We're a little shop with a big heart and we believe that to care for ourselves is just as important as caring for Mother Earth. There is no divide. We've always been the good food shop, but now we're the good food shop that does good... as an environmental not-for-profit social enterprise, everytime time you shop with us, you're shopping for the good of people and planet.

We take care to give care and cherish Mother Earth as she cherishes us.

As our founders would say... that's pretty groovy stuff!





MOTHER EARTH & HUMANITY THRIVING IN HARMONY



BE THE GUIDING LIGHT OF CONSCIOUS CHANGE FOR GOOD FOOD, HARMONIOUS LIVING & ENVIRONMENTAL ACTION



Strategic Plan

- 100% of annual profit supports our community, planet and investments to improve services for our team and customers
- Increase our sales year on year by 5%
- Strong focus on further increasing our local product procurement
- Establish distinctive customer service throughout the organisation.
- Improve our retention by 60% through effective hiring, training and development
- Increase our eNPS (Employee Net Promoter Score) to 15 by living our values
- A new brand rollout will unify our look and feel to reflect our heritage, ethics and quirkiness
- Improved IT systems and centralised buying will enable our business to grow and meet strategic objectives
- Create and rollout out our Santos Organics Standard Operating Procedures (SOP) Manual
- Launch a new loyalty program for all shops/cafes/eCommerce



GOAL 1

Valuing People & Culture THROUGH EFFECTIVE HIRING, TRAINING & DEVELOPMENT

What this means: Provide an environment where our teams are productive while feeling safe, valued, inspired and engaged. To create a healthy culture of continuous learning to grow and develop our team to offer distinctive service and increase our profits to fund more projects

OBJECTIVE 1.1 CREATE A VALUE LED CULTURE

Focus on alignment of SO values with individuals to create an empowered team.

OBJECTIVE 1.2 REWARD THOUGHTFULLY

Link team accountability to incentives, rewards, and remuneration

OBJECTIVE 1.3 COMMITMENT THROUGH ENGAGEMENT

Improve team engagement to increase commitment and retention

OBJECTIVE 1.4 MOTIVATIONAL TRAINING

Provide relevant and accessible training and development to motivate our people

OBJECTIVE 1.5 STRATEGIC RECRUITMENT

Create an effective recruitment, induction and retention system

GOAL 2

Cultivating Identity STRENGTHENING OUR DISTINCTIVE OFFER & BUILDING LOYALTY

What this means: Cultivating our identity by clarifying our brand identity, essence, vision and mission. Strengthening our value proposition; developing key messages and a content strategy to communicate the improved brand identity across all touchpoints. Building and launching a digital loyalty program to nurture existing customer relationships and inspire advocacy

OBJECTIVE 2.1 DRIVE AWARENESS

Clarify brand essence, vision and mission + social impact strategy > increase brand awareness

OBJECTIVE 2.2 ENCOURAGE CONSIDERATION

Ensure customers consider us as a relevant option to competitors by debunking myths and communicating our unique offer

OBJECTIVE 2.3 INSPIRE CONVERSION

Create a simple and irresistible in store, cafe + online shopping experience to convert customers

OBJECTIVE 2.4 BUILD LOYALTY

Launch a loyalty program that truly adds value and encourages regular shopping + spreading the Santos love



GOAL 3

Regenerative Practices

What this means: Offering guidance to inspire people to action with our regenerative practices; growing our localisation plan; supporting our social impact strategy with our profits to fund environmental and wildlife causes; continue supporting our community with donations, while building lasting partnerships so we may leave a positive footprint on Mother Earth

OBJECTIVE 3.1 MATERIALISE OUR GROWTH POTENTIAL

Reach our potential through strategic planning, cultivating partnerships and leading market trends with more risk tolerance

OBJECTIVE 3.2 CULTIVATE A CIRCULAR ECONOMIC MODEL

Our organisation will benefit from underutilised assets by adapting current systems to create social, financial, environmental and ecological value while committing to more localisation

OBJECTIVE 3.3 SHAPE OUR SOCIAL IMPACT VISION

Cultivate long term partnerships who want to invest in a better tomorrow

OBJECTIVE 3.4 BUILD A RESILIENT & ADAPTABLE COMMUNITY

Through informative guidance and supportive partnerships

GOAL 4

Financial Stability & Growth

What this means: Establishing a strong financial footing through tried and tested procedures that enables consistency, confidence and growth with risk tolerance and strategic direction

OBJECTIVE 4.1 SAVVY FINANCIAL SYSTEMS

Formalise financial systems to provide consistent governance, prevent loss and promote gains

OBJECTIVE 4.2 GROWTH THROUGH ANALYSIS

Drive SO growth by initiating timely, detailed business analysis and reporting

OBJECTIVE 4.3 PROTECT OUR PRODUCT ASSETS

Establish an inventory management and control system that works across SO

OBJECTIVE 4.4 INTUITIVE IT INFRASTRUCTURES

Optimise our IT systems to support current and future goals

OBJECTIVE 4.5 INSIGHTFUL GOVERNANCE

Advance board governance by offering relevant knowledge and guidance to support executive management team to achieve strategic goals

GOAL 5

Building Blocks FOR OPERATIONAL EXCELLENCE

What this means: Formalising our standard operating procedures across all departments will link and advance the infrastructure and communication systems for the organisation. Saving time and money to provide more profit to support our purpose

OBJECTIVE 5.1 DEVELOP A STRATEGIC INTERNAL COMMUNICATION STRUCTURE

Implement a strategic communications plan that ensures our team will be informed to achieve our strategic plan

OBJECTIVE 5.2 CREATE, DOCUMENT & COLLATE SO IP

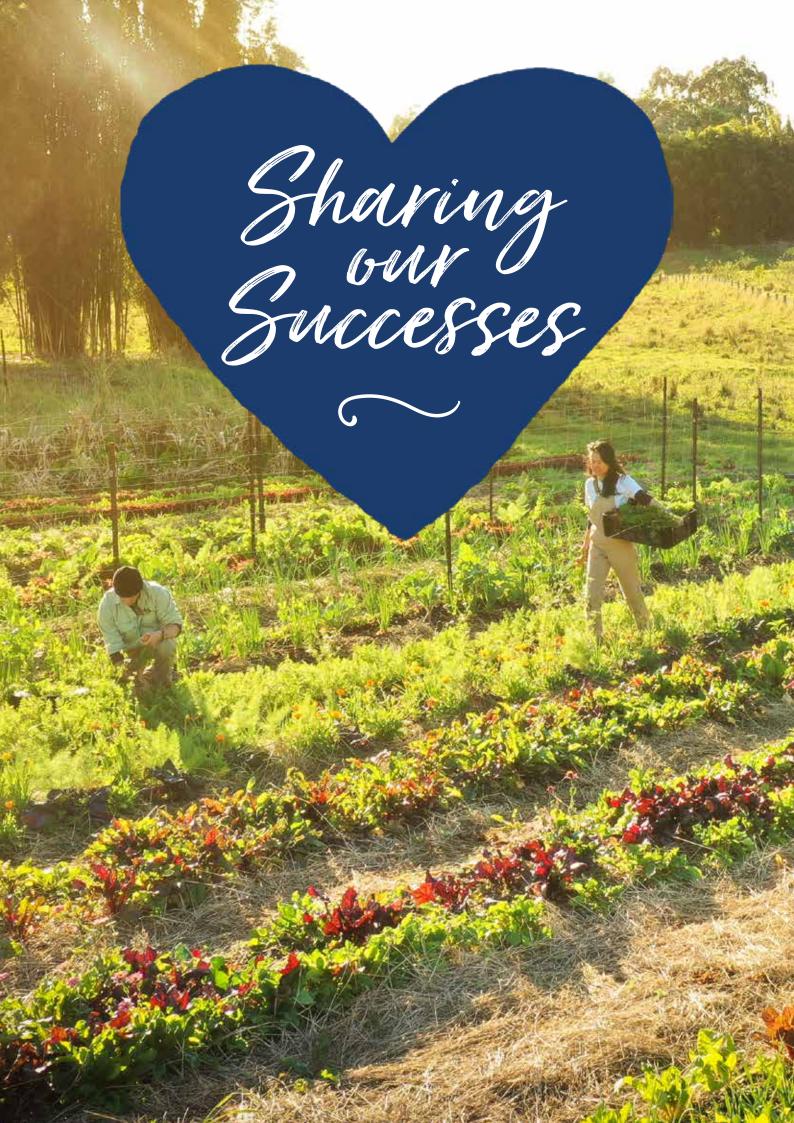
Document our standard operating procedures to secure SO IP while establishing all daily operational practices and procedures to imbue our teams with this knowledge to navigate improved profitability

OBJECTIVE 5.3 FORMALISE OUR PRODUCT MANAGEMENT PROCESSES

Consider all aspects of our products to ensure we represent our brand and purpose; achieve our margins and keep product on the shelves while minimising loss through inventory management

OBJECTIVE 5.4 CREATE A MEMORABLE & EDGY SHOP SETUP

Create a distinctive shopping experience that inspires our customers to keep coming back and spreading the word about our purpose



People & Culture HIGHLIGHTS

We are more thankful than ever for our strong and resilient team over this past year. On the back of a tough two years adapting to the changes brought about by COVID we witnessed the shocking impact of the February/March floods on our community. While our stores remained safe, some of our team members' homes didn't fare so well and we made an extra effort to support our team and their families as well as offering mental health support to all team members.

Our team held space for the community during this distressing time - taking time to listen and connect with our customers and offering naturopathic support. Our Marketing Manager and B2B Manager went the extra mile in organising donations to local cook-up hubs and free cleaning products for the community. Our Produce team volunteered at Green Goddess Farm to help with flood recovery and raised over \$7.5K via a GoFundMe campaign with the help of our Marketing team.

We acknowledge the efforts of the whole team during this time and the love and support they showed for our community. Our Santos Organics Culture Code of Wholehearted, Changemakers, Integrity, Learning, and Oneness shone especially brightly throughout the 2 months following the floods.

Team training and development over the past year has included our second annual Store Managers Conference, monthly team meetings, weekly or bi-weekly one on one meetings, product information sessions provided by some of our key suppliers, Adaptive Communication training, ongoing team development and training in relation to distinctive customer service, and building strong WH&S systems and a positive safety culture across our 3 locations. We had no lost time injuries during the year.









ighlights THE SHOPS, CAFES & DEPARTMENTS



Cristian Traub Store Manager, Mullumbimby



Picture this, it's the end of February and everything is good in the land of Mullumbimby, especially at Santos Organics! Customers are flowing in and are happy to find everything they want in an atmosphere that stands no contest - a community feel that is steadily healing after a hard couple of years due to the pandemic. At the same time, the teams' nervous systems are finally settling down after the storm we all endured being in the front line. As a store we are finally where we wanted to be. After an 8-month steady effort our sales average \$105K a week for the whole year just like the budget suggested! - and labour costs are nicely under control.

Then, overnight, nature takes a turn and reminds us that we can make all the plans we want, but at the end of the day, Mother Nature is in control. Our whole town goes under water, except for us, literally, as our building is much higher than the road. We are the only Café open the day after the floods which almost cost the arm of our baristas since the line of customers waiting for a coffee reached the street! We happily provided a sense of normality and high spirits in the middle of the chaos which was very appreciated by our community. We held space for each other in true Mullumbimby and Santos spirit.

Unfortunately, in the aftermath of this event, our sales took a downturn for many different reasons. Customers had to relocate, others were on a budget fixing their homes, and new competition entered the picture capturing part of our market. Fruit and Veg and Bulk departments struggled to get stock in for various reasons which further hurt our goals.

We all came together and gave our best at Santos Mullumbimby and we will come out stronger from this just as we have before in the face of a challenge. We love what we do, where we do it and the purpose in the effort. Dear team, I can't thank you enough for all you've done to keep us going and for all the energy, ideas, and humanness you bring into the picture. As you can see we have a new challenge cut out for us to think differently - outside the box - and bring our skills into the light like never before, serving our community to the highest standard. There is a new year ahead of us and it's in our hands to turn things around together!



Santos Organics - Byron Bay

Firstly, I'd like to thank the team at Santos Byron for remaining passionate and positive throughout another turbulent year. We've realised again how powerful our connection is to the community. We have positioned ourselves with a unique opportunity to spread good vibes and remain inclusive & wholehearted during quite divisive times.

Our team has worked relentlessly with enhanced cleanliness, keeping on top of our changing product mix, supported our customers and peers throughout periods of sick leave, and rebuilt and detoxified after the big wet.

Throughout the year our customer service has paid dividends, and our team's knowledge of health & wellbeing has proven invaluable in the community. We've had the good fortune to learn our local customers' names and grown close enough to be shoulders to lean on through tough times.

Recruitment has been a huge success this year. We've landed a few stellar employees who've strengthened our already robust team. Melinda and Lauren have been leading the ship nobly and have focussed on training and upskilling their peers.

We've seen a huge demographic shift and changes to purchasing patterns. We see Teslas replacing Toyotas, probiotic cashew cheeses, and sauerkrauts becoming staples. With all the wet weather mould killers hit our top 100! A year of rapid change has seen us welcoming new customers from interstate and truly embodying our 'love of learning' mindset.

In our Apothecary, our naturopaths have done an incredible job of holding space for the sick and vulnerable. They have remained on top of our ever-changing product range and supported our team with homeopathic tinctures and remedies.

The Byron Cafe team had a rock solid performance and managed to stabilise our bottom line for the year. Shani and Tee have created a very consistent offering and delivered excellent customer service to create repeat business. We are very proud of our achievements in the cafe and we're excited to see how our juice bar will evolve.

Again, a huge thank you to our team and customers for remaining loyal, patient, and striving to build a community based on love.



Robert Baldwin, Store Manager, Byron Bay

tighlights THE SHOPS, CAFES & DEPARTMENTS THE SHOPS, CAFES & DEPARTMENTS



Kat Photakis. Store Manager, Byron Industrial Estate

When I arrived in the Northern Rivers last October, it was the start of a new chapter in my life and I felt a part of the Santos family immediately. That initial introduction to the work that we do and the people who make up Santos was eye opening and mind blowing at the same time. I truly believe we have the best of the best when it comes to the teams at each store. Santos as a whole is an institution that strives for a better future for everyone. It doesn't get much better than that!

There have been a lot of challenges and obstacles to overcome, but having the support I've had in this time is what I am most thankful for. A few great humans have left the business but I feel very lucky to have met each of them, as they have taught me so much in such a short amount of time. It's the incredible humans we have in the stores that keep us opening the doors every day, not to mention the amazing and wonderful customers that we are so privileged to serve.

I have learned to take each day as it comes, be patient, trust the process and not rush, then we get to experience all of the wonderful things we are building. It feels like I have been here a great deal longer than a year but I think that's because so much has happened. With the floods affecting the area, it galvanised exactly what we need to be for our community and how much we mean to them. We have a great opportunity to provide nourishment for our people, not just with all of the beautiful products and food in our shops & cafes, but with our care and compassion for one another.

I am truly grateful to be a part of Santos and am looking forward to the journey ahead of us!



Renata Franco, eCommerce Manager

Santos Organics - Online Store

This year we celebrate the first year of our new website! The fresh new online store allows the sale of organic and healthy food to people all around Australia, which is in line with our mission to be the guiding light of conscious change for good food, healthy living, and environmental action. We are also seeing an increase in the number of returning customers. We love to see our online sales grow as this means we are able to spread our wholehearted goodness far and wide, knowing that every sale enables us to give back more to our community and local environment.

In the 21-22 financial year, we passed through hard times with COVID and and the Northern Rivers floods. Our online sales helped generate \$1700 over 3 months towards flood relief through the addition of a 'Donate' button, with the majority of the donations coming from customers living outside our local area. We are proud to have so many great clients that are part of the Santos Organics family and who cared so much about the devastation in our region.

A big thank you to the Online/ Warehouse teams that worked so hard in the region's challenging times. Also, thank you to our website's almost 1600 active customers and 2300 subscribers for your continued support of Santos Organics.



Leia Svoronos. Area Produce Manager

Santos Organics - Fresh Produce Department

This year has had its challenges - from natural disasters to the pandemic - but we've managed to rise to these challenges and have continued supporting and growing our local supply chain as a priority. Thanks to our local farmers for their hard work and reliability, which enabled us to provide the community with the freshest premium produce! When trucks couldn't drive into Mullum due to floods, local farmers found a way to support us and fill our shelves to reach our community.

Through unforeseen times we've grown stronger as a team within the community and are becoming more resilient with each lesson. Understanding how to support our farmers by seasonally planning together to meet our customers' needs, while keeping costs steady and consistent, has allowed us to reduce orders from the bigger markets. This has increased local food security, reduced food miles, and raised awareness in stores around seasonal eating and just how much these incredible farmers do for the community. It's always exciting for the team and our customers when a trolley of freshly harvested produce rolls out on the shop floor!

The year ahead is looking bright! With plans in place to expand our local networks connecting us to a broader range of growers and community members. By supporting local growers we're able to keep the costs of produce lower as it's straight from the farmer, through us, to the customer – minimising additional costs and food waste.

In the new year we hope to have local supplier continuity across all 3 stores to lead the movement of localisation by sustaining and developing our connections with local farmers and sharing their incredible vibrant Northern Rivers produce.







Andrew Haig, Wholesale & B2B Manager

Santos Organics - Bulk Food for shops and B2B

Another rollercoaster of a year marked with uncertainty around food availability as freight issues continued to bite with expensive freight costs and consistent delays within internal and external markets. This was coupled with floods crippling several local growers in NSW/Queensland, whom we would traditionally support for pecans, macadamias, rice, chickpeas, peanuts and other beans. Additionally, other suppliers are reporting the difficulty in keeping staff and/or the right staff in these testing times reflecting the strain felt across the whole sector.

Whilst our core product is Australian grown, imports are being further slowed –in particular, from India, China, Sri Lanka and the Middle East, putting further pressure on prices and supply. Whilst COVID benefited our online sales in 2021/22, we also increased our sales by 20% compared to last year and +1% to budget. The challenge presented by COVID has sharpened our focus on growing our wholesale business through our B2B online portal. More businesses are taking advantage of this as we continue to supply quality organic and biodynamic products. We see new wholesale customers coming onboard each month and we continue to work with the Santos Organics stores and online shop to grow these respective departments with an emphasis on quality and customer service.

We have seen many price rises and pressure on products that we offer and we continue to do our best to navigate these with forward orders, established supply channels, and contracts, but the reality is that some products are just not available and everyone has needed to adjust to this new situation. There is a lot of speculation in the market around pricing but with supply shortages, pressure on freight, and a general feeling of uncertainty, I can't see it getting better any time soon. Our standing in the market however remains positive and our dealing with suppliers, farms, mills, importers, and customers are all of a positive nature for which we are very thankful.



Rica Oliviera, Warehouse Manager

Santos Organics - Warehouse Operations

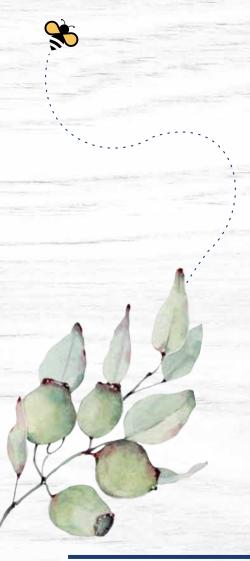
We had a great year at the Warehouse even with all the challenges we had like COVID, food shortages, and the floods. Sales for B2B were up, and consistent, and we managed to create a good relationship with customers and suppliers. We were able to secure food with our trusted suppliers. We had major issues with freight companies because of the consequences of the lockdowns and staff shortages but we navigated very well through all the challenges, thanks to a great team that was always ready to help.

We are looking forward to another year of growing the business focusing on our ethics and being a guiding light in this community by connecting with our customers and striving to meet their needs, and remaining purposeful, knowing that our work helps both people and the environment. I'm very proud and thankful to the Warehouse team for everyone's great effort and support during this year.

Marketing AND CAMPAIGNS



Mike Jahn,Brand & Marketing
Manager



What an exciting, yet challenging year...WOW! After being a long time supporter and customer of Santos Organics, it was an absolute pleasure to join this team of super passionate, enthusiastic, and community minded big hearted souls just before Christmas 2021.

After taking over as Marketing Manager and being thrown right into the deep end of the festive holiday season, which proved to be a big success thanks to our hard working team, it turned out that the "big sick" had other plans. Most of our team, including myself, got knocked about right after the new year, leaving us with months-long staff shortages and big gaps to fill. Then the devastating floods hit our region just as we were all recovering and getting back on track. Amidst the chaos that unfolded, our amazing team managed to keep our stores open, servicing our community wholeheartedly with essentials and also providing urgent on the ground support. We kept our community informed with constant timely social media and disaster relief website updates by our passionate, community loving and enthusiastic Social Media Manager Ash.

Throughout this tough first quarter of 2022, a highlight for our Santos team was that we were able to connect deeply with our community and assist with what we do best: provide essential wholehearted goodness with caring, knowledgeable, and compassionate support to nourish body & soul. This intrinsic connection to our community is a key component of our social & environmental Not-for-profit organisation and a brand message we have been focusing shining a light on with our small marketing team, including our amazing long standing and truly dedicated Ethics, Products & Research Manager, Olivia.

There were also many other highlights throughout the year, such as:

- Completion of branding and brand messaging with key activation campaigns continuing to evolve around 'Why Shop at SO?'
- Signage colour makeover to align with our hippy roots and engage with our loyal and colourful community whilst further strengthening our SO purpose, vision & mission, and values
- Google AdWord campaign refinements and commencement of social media ad strategies to reach new and existing audience demographics locally and nationally
- Strategic partnerships with well aligned local suppliers and successful brands for cross-promotions, giveaways, in-store sampling, special events, and activations, boosting local community engagement and building brand awareness
- Increased collaborations with health & wellness experts, farming consultants, as well
 as our ethics team and recipe content creators to create valuable and exclusive blog
 content and recipes to share via socials and newsletters, enhancing value and traffic
 of our website
- Consolidated efforts with our Store Managers and Sales & Ops teams to enhance monthly marketing activation efforts and merchandising for a more streamlined and proactive campaign rollout across all stores, cafes and online
- Commencement of new collaborative localisation initiative to increase local food security and community resilience in conjunction with other business stakeholders, supporting our local farming community and increasing fresh organic food production locally
- Rollout of ethics team working with our new buyer, operations and marketing to refine the new product approval process, financial viability, operational rollout, and promotions of new products.

It most definitely was a wild year, however it spotlighted the value of oneness and being able to see beyond ourselves, support anyone around us unconditionally, and choose a kinder and more community oriented world. A pivotal moment that helped us accelerate the development of a collaborative approach in working towards our community's food security. I am grateful to be spearheading a localisation project together with our super passionate Store Managers and F&V teams and in conjunction with other local businesses, the Byron Shire council, and local farmers. A collaborative effort like this might be the biggest move towards creating and inspiring conscious change on a much larger scale and beyond what our little shop could achieve by itself – many thanks to all who have generously given their time and vision to this project thus far.



Why shop at Santos Organics

SANTOS ORGANICS IS:

100% Not-for-profit Environmental Social Enterprise

Pioneering the health & bulk food movement since 1978

Always pushing the frontier, investing in ethics research, so you don't have to



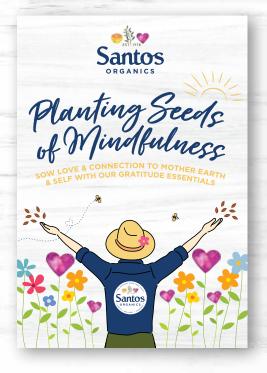
THIS MEANS:

- Our profits are funnelled straight back into the community, funding local, social & environmental projects
- Conscious shopping with Santos Organics supports Mother Earth & Humanity to thrive in harmony
- ♥ We are striving to be a catalyst for a better tomorrow, in all of our actions

MAKE A DIFFERENCE:

- ▼Invest in your health & wellbeing, your choices create a ripple effect
- Support local farmers & artisans to strengthen community resilience
- ▼ Vote with your wallet for a kinder tomorrow, prioritising people & planet

INSPIRED LEADERS IN HEALTHY ORGANIC FOOD, ETHICAL PRODUCTS AND ENVIRONMENTAL ACTION FOR OVER 40 YEARS!











Ethics, Sustainability and regenerative practices



Olivia Laws, Ethics Specialist, Santos Organics

The COVID challenges continued through the end of 2021, followed by catastrophic weather events in early 2022, which significantly impacted the transport of produce and products to our Stores. This has emphasised the importance of building and supporting a strong and resilient local economy to ensure that our community has a continuous supply of fresh produce, food, and supplies during these difficult times.

The key focus of the Ethics team in the last 12 months has therefore been on what actions we can take as a community hub and store to improve our care for the environment and to look after the health and wellbeing of our customers, suppliers, and wider community.

We have continued our discussions on how we can source more fresh produce in our local area directly from farmers who adopt organic, biodynamic, regenerative or syntropic farming methods. This project has developed further in the last 12 months with hopes to launch a collaborative localisation initiative during 22/23. While we are still in the creation and consultation phase of this project, we have had many interesting discussions with local farmers, consultants, independent certifiers and stakeholders to determine how we can all work together to make this happen.

The Ethics team has also played an important role in sharing information throughout our team and community with increased newsletters and blog content for our webpage. With the integration of our Ethics and New Products feature in the monthly internal and external newsletters, we have researched some interesting topics in the last 12 months, such as water filtration systems, palm derived ingredients, sustainable living choices, the health benefits of mushrooms and adaptogens, the NSW Plastics Ban, and the importance of our ethical and sustainable product sourcing.

In addition to this, we have continued to examine the best environmental packaging for Santos Organics pre-packed items as well as the packaging choices of our suppliers. We have continued to work with packaging consultants and Byron Shire Council to determine the best options currently available. Unfortunately, this has highlighted some logistical challenges with the disposal and processing of "greener" packaging within Australia and we are continuing our research into the most appropriate solution.



Product Research AND DEVELOPMENT



Olivia Laws, Ethics Specialist, Santos Organics



Keaonei McFarland, Buyer, Santos Organics

In the last 12 months, the Ethics team along with the Product Research and Development team have fine tuned the New Product Approval process for the consideration of incoming products, with the most significant and exciting development being the introduction of a Buyer to manage the financial and operational components of this process.

In April 2022, we welcomed Keaonei McFarlane to the team to develop product strategies, inform buying decisions, negotiate terms and discounts with suppliers, and ensure new products meet our margin requirements. We are planning to streamline the buying process across the business once the new operational system is implemented.

Another highlight has been the development of our monthly product strategy meetings for the consideration and discussion of new and existing products, improvements to our product range, ethics research updates, as well as product feedback from our customers and Store teams.

We have welcomed a large number of amazing local products to our Stores in the last year, with the most significant being the change of our retail and cafe coffee supplier to the local and newly started coffee roaster, Caldera Coffee. We have had an amazing response to our new coffee and we are so excited to be supporting such a wonderful local business.

Some other delicious local products we have introduced in the last year include the handmade vegan and gluten free dumplings made by Radiance Kitchen, the family owned Bisque Lupin Tempeh from Bellingen, and the Eat For Your Health Bars made at Kitz who returned 50% of company profits in food donations, community, and individual grants. The trend in collagen products has also gained momentum and we have introduced Imbibe Vegan Collagen made locally to offer a vegan alternative for our customers. We also restocked the delicious Crack Fox Habanero Hot Sauce plus the new Jalapeno flavour lovingly made with locally sourced ingredients by former Santos team member Chloe.







THANKS TO OUR COMMUNITY & TEAM MEMBERS

Santos Organics is a little shop with a big heart; and being a 100% not-for-profit social enterprise, we are not your ordinary health food store and cafe. Every purchase you make with us at Santos Organics helps fund social & environmental projects.

Since becoming established as an NFP in 2016, Santos Organics has donated more than \$330K to over 30 local community and environmental organisations in the Northern Rivers region. During recent years there has been strain on our profit due to the COVID-19 pandemic, and increased cost of goods and freight costs, in addition to natural disasters and fuel price increases, making our donation to profit ratio significantly greater.

Despite these challenging times, we are extremely proud to be able to continue with our major donations. These, alongside timely and much needed disaster relief donations, have supported some outstanding initiatives and projects by local environmental and social support organisations during 2021 and into 2022.

The challenge of devastating flooding and its social impact in our region was faced head on by our team who, amidst the chaos of blackouts, and phone and internet outages, kept our stores open to service our community with essentials. Our Marketing Manager and B2B Manager rallied with wholehearted support by providing and organising with our suppliers free cleaning products and donating food to various cook-up hubs (incl. Bangalow Food Hub, Conscious Ground, Beach Hotel Byron Bay, Bay Grocer/100 Mile Table, and Peace Love & Vegetables) and distribution centres (incl. The Mullumbimby Neighbourhood Centre/The Hub, Lismore Koori Mail, C3 Church Byron, and Lennox Head Community Centre). The amazing chefs in the prep kitchens and local businesses donated their time to prepare huge volumes of meals for those in need and for the emergency workers who worked so hard during the first few weeks after the floods. The Santos Organics chefs cooked over a hundred organic hot pots to fuel volunteers and people in need via Mullumbimby Civic Hall and we made smoothies to keep our community nourished with organic goodness.

A HUGE THANK YOU goes out to the following amazingly generous suppliers, some of which were impacted themselves - Eco Farms, Pure Harvest, Trade Winds, Slater Farms, Sanmik Food, Olive Green Organics, Desert Shadow, With Good Intentions, Soul Fresh, and Friday Hut Market Honey. These businesses stepped up

unconditionally for our community and donated food and essentials for the Lismore, Mullumbimby, Ballina, and Wardell areas.

Luckily, as well as being able to respond quickly with support we were able to allocate a significant donation budget amount of over \$41K towards our community for flood relief and recovery as well as building local food security networks.

Flood support equated to \$8K in material costs over a period of 2 months with close to \$2K spent on volunteer support (internal wage cost) for local farms and a further \$8K allocated to Santos Organics team members whose homes were inundated to help them get back on their feet. Our Santos Organics team also offered emotional support to customers on the shop floor and donated naturopathic remedies for flood-affected customers. Enough cannot be said about our team during this time who gave their all to be there for each other, our customers, and our community. We are incredibly proud to have such a passionate, caring, and resilient team.

A total of **\$25k** in seed money will be utilised for a food security localisation program in conjunction with other integral local stakeholders all working towards increasing food availability within the Northern Rivers and resilience for our community during destabilising times.



MAJOR DONATIONS UPDATE

Our biggest donation in 2021 funded two significant local wildlife projects by Wildbnb, in conjunction with Brunswick Valley Landcare with the following outcomes:

1ST PROJECT

Hand-crafted hollows, designed for Glossy Black and other large Cockatoos, were installed at five locations in Mullumbimby, Tyagarah, and on the Brunswick River half-way between Mullumbimby and Brunswick Heads. Six wildlife cameras were installed to monitor the action. This pioneering small-scale project has had a big impact and was the catalyst for major new investments into conserving Glossy Black Cockatoos in the Byron Shire and across the Northern Rivers, NSW. The project also provided the opportunity to explore and look for any big, old trees left in the Shire with some surprising discoveries. This effort had led to the development of the Big Tree, Feed Tree & Hollow Audit.

MAJOR FINDINGS

- Glossy Black-Cockatoos observed in Mullumbimby, Ocean Shores, The Pocket, Upper Main Arm and on the Koonyum Range
- Feed trees, predominantly Allocasuarina torulosa, identified and seed collected for propagation
- One confirmed nesting site identified at Koonyum Range
- 400-500 year-old trees were discovered with big hollows suited to the Glossy Black-Cockatoo

2ND PROJECT

Monitoring of Forest Owls and the Greater Glider including audio recordings, wildlife cameras, spotlighting, audio calls, and physical observations. Monitoring will continue as there is a lot more to discover.

MAJOR FINDINGS

- Greater Gliders have now been recorded in the Byron Shire for the first time in 19 years (BioNet Atlas)
- Squirrel Gliders sighted at Upper Main Arm
- Sooty Owls confirmed along the Byron Hinterland
- 400-500 year-old trees discovered with hollow habitats suited to the target species







FRIENDS OF THE KOALA

Another organisation that Santos Organics supported in 2021, Friends of the Koala were able to rescue a total of 325 koalas, of those 99 were released. The remaining either died while in care or were euthanised by yet staff.

Thanks to the Santos Organics donation, Friends of the Koala were also able to continue with the setup of their new volunteer and member CRM database (Airtable) that perfectly fits the organisations' needs. This new system is very versatile and will be able to be applied to a range of business processes around memberships and volunteers, as well as potentially other parts of the organisation in the future. By implementing this new CRM system, they can better support their 150+ volunteers who are the life force of Friends of the Koala.

REFOREST NOW

Lastly, the local ReForest Now NFP organisation allocated 2,000 trees with the Santos Organics donation to be planted with our team at their new site in Clunes (adjacent to Booyong Nature Reserve), where they'll be planting 300,000 rainforest trees in 2022/23!

This could be Australia's largest and most diverse rainforest planting ever and we can wait to finalise this super exciting tree planting project together with our team.



Team Contribution

We are incredibly proud of our Santos Organics team, many of whom choose to donate 1% of their wage each year to our Santos Organics Team Contribution Fund, supporting local not-for-profit organisations. This year the total contributions equated to \$11K, directly supporting three local NFP organisations that our team voted for Brunswick Valley Landcare, Human Nature Adventure Therapy and The Northern Rivers Community Foundation.

SPECIAL THANK YOU to our team and CONGRATULATIONS to these three winning organisations, which all have an incredible and impactful role to play in supporting our local community, wildlife, and planet.

BRUNSWICK VALLEY LANDCARE

Brunswick Valley Landcare is using the generous donation from Santos Organics to support the Tyagarah Landcare group. The group has been planting along Simpsons Creek for the past 20 years.

Brunswick Valley Landcare is a long-standing, valued community group and works to see the Northern Rivers region build on its attributes of diverse vegetation, sub-tropical rainforests, sclerophyll forests, coastal heathlands, beaches and dunes, and its pristine waters.



HUMAN NATURE ADVENTURE THERAPY

Human Nature Adventure Therapy is a not-for-profit organisation providing life-changing mental health support to young people in our region. The SO Team Contribution Fund will help provide Activ8 nature therapy sessions to young people in the Far North Coast who would otherwise miss out.





THE NORTHERN RIVERS COMMUNITY FOUNDATION

The Northern Rivers Community Foundation has a number of programs supporting our Northern Rivers Community. The donation from the Santos Organics team was directed to the Resilience and Regeneration Fund to help our Northern Rivers Communities recover from the recent devastating floods.

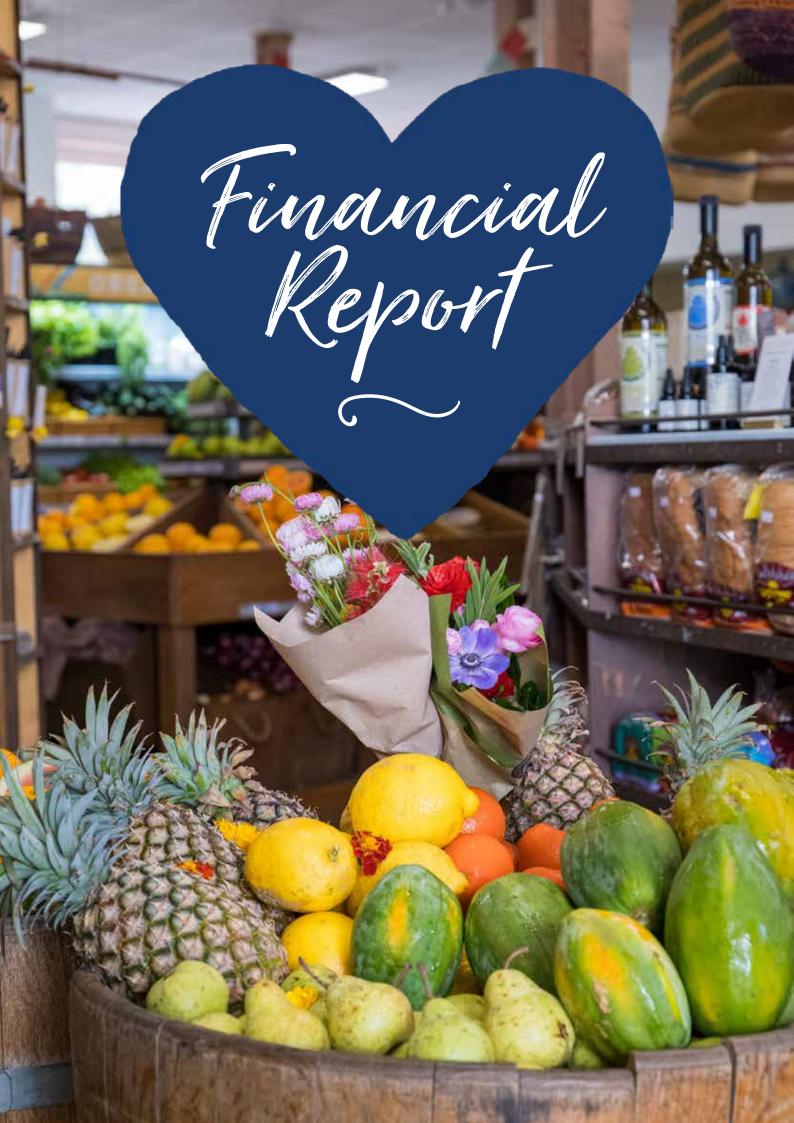
Flourishing Communities

Lastly, Santos Organics also made good use of our annual community donations budget of \$5,000 to support a range of local initiatives, events and other not-for-profits:

Story Dogs (education), Living School Excursion (built a native orchard), Spell (tree planting), Green Goddess Farm flood support (pre March Flood), Clean up Australia Day (money + volunteers), WIRES (animal welfare), Front up for Frontliners (health workers), and Future Feeders (farmers), to name few.

For Santos Organics, localisation is integral to the repair of our ecosystems and to building resilient communities. The social impact we can make goes beyond direct funding of NFP's and local projects. Santos Organics is committed to supporting the prosperity and well-being of local people and has contributed to the local economy on a consistent and ongoing basis. Last financial year alone we contributed in excess of \$3.4 million to the local economy through employment of our team. In addition to providing direct employment to over 90 team members, we support the local economy through prioritising local suppliers, organic farmers, makers, and artisans promoting a circular economy and building community resilience and local food networks, which contributed \$6.9 million in local products purchased in our community, up 11% to LY.





Finance Report 2021/22



Tonya Ranyard, Financial Controller Santos Organics

How could I write this report and not mention how turbulent the past 12 months have been for our community, team members and business? However, every day amazing people doing amazing things happened, and I was able to witness this within Santos Organics and within the Finance/IT team. Although our team endured floods and COVID, we managed to keep the doors open to keep providing our amazing products to the community, even when in short supply.

Over the past year, we have continued the finance journey to evolve our processes to support our values every day. During the year the team continued to focus on improving the following processes:

- Month End Process Balance sheet accounts were reconciled each month as part of the process to ensure accuracy & consistency
- Paperless Filing All invoices are now stored online so we have reduced our paper footprint as well as storage requirement
- In-store Gift Vouchers Going Paperless All Gift Vouchers purchased in-store are now traced through a module within the Ideal POS system. Previously we were tracing manually
- The Fruit & Veg Invoice process for Mullumbimby and A&I are now entered completely into the Ideal POS system. This removed the need for additional spreadsheets by Department managers
- Help Desk Support is traced via an online support system so we can prioritise Support issues

Change of Banks to Southern Cross Credit Union

During the early part of the financial year, we decided to move our Banking to Southern Cross Credit Union (SCCU) as their values and ethics are more aligned with ours. Their locations were a fit with our locations and the local service/ availability of staff were far superior. We managed to move most of our transactional banking to SCCU before the floods. Unfortunately, as a result of the floods, SCCU closed their Byron Bay branch and we were unable to completely move all our banking to SCCU. At the time of writing this, we are still working through our banking options.

Inventory System

During the year, our IT manager and myself, started investigations into moving our Inventory systems towards one system. We currently have two inventory systems and to move the business forward we need to move to one system. This will be an important next investment for SO.

I would like to thank all the team for their dedication and effort over the past year, in what has been a totally unprecedented year.

Balance Sheets 2021/22

Santos Organics Ltd A.C.N. 82 613 820 116

Statement of Comprehensive Income for the year ended 30 June 2022

	Note	2022 \$	2021 \$
Revenue from ordinary activities			
Sale of goods and services		12,793,372	12,691,273
Dividends received		45	29
Interest received		801	2,038
Rent received		20,922	16,900
Other income	4	85,598	89,235
Total revenue from ordinary activities		12,900,738	12,799,474
Expenses from ordinary activities			
Cost of goods sold		8,019,666	7,901,593
Employee benefits expense		3,389,955	3,527,020
Depreciation expenses		100,441	81,782
Depreciation of right-of-use assets AASB 16	15	384,217	380,573
Donations		46,243	7,558
Insurance		177,159	140,562
Interest		33,040	(4,399)
Interest and lease liabilities AASB 16	15	88,090	97,069
Rent and rates		12,401	24,641
Repairs and maintenance		45,811	52,888
Other staff costs		1,813	105,976
Other expenses		520,655	482,116
Total expenses from ordinary activities		12,819,491	12,797,381
Profit before income tax		81,247	2,093
Income tax expense			
Profit for the year		81,247	2,093
Other comprehensive income for the year, net of tax			
Total other comprehensive income		81,247	2,093
Total comprehensive profit for the year, net of tax		81,247	2,093

Balance Sheets 2021/22

Santos Organics Ltd A.C.N. 82 613 820 116

Balance Sheet as at 30 June 2022

	Note	2022	2021
		\$	\$
Current assets			
Cash and cash equivalents	5	606,767	826,353
Trade and other receivables	6	50,491	78,901
Inventories	7	1,010,865	978,543
Other current assets	9	206,609	127,261
Total current assets		1,874,732	2,011,059
Non-current Assets			
Other financial assets	8	5,442	5,442
Property, plant and equipment	10	551,902	410,150
Intangible assets	11	21,645	33,089
Right-of-use assets AASB 16	15	1,429,501	1,793,541
Total non-current assets		2,008,491	2,242,222
Total assets		3,883,223	4,253,281
Current liabilities			
Trade and other payables	12	599,925	850,500
Short-term borrowings	13	572,297	423,562
Short-term provisions	14	131,694	126,585
Deferred lease liabilities AASB 16	15	465,373	377,155
Total current liabilities		1,769,289	1,777,802
Non-current liabilities			
Long-term provisions	14	36,114	40,939
Deferred lease liabilities AASB 16	15	1,183,807	1,621,773
Total non-current liabilities		1,219,921	1,662,712
Total liabilities		2,989,209	3,440,514
Net assets		894,014	812,767
Equity			
Retained earnings		894,014	812,767
Total equity		894,014	812,767

Our Board of Directors DURING 2021/22



Mark Napper, Chair of Audit, Finance and Risk Committee

Mark has 34 years agribusiness experience in running companies, owning a fruit orchard, people and company change management, production and supply change management, and stakeholder engagement. Whilst having formal business qualifications, Mark is more known for his pragmatic and outward looking business approach.

Having run a horticultural marketing company (domestic and export), an agricultural processing and food manufacturer (importer and exporter), as well as owning a fruit orchard, Mark has practical experience, understanding and insight of supply chains, especially in fresh produce. Mark owns a business advisory firm providing business management and strategy advice and executive mentoring services.

As Chair of the Santos Organics Ltd Board, Mark leads the Board process and ensures a focus on the strategic outcomes and purposes of our organisation. He is also a director of the Australian Hemp Masonry Company, Chair Northern Rivers Food, a Director of AUSVEG Ltd, and a Director of Primary Industries Education Foundation Australia Ltd.



Helen Moore



Helen Moore is passionate about the importance of organic whole food to the health and wellbeing of our community and environment. In 2015, she was one of the founders of Bare Food Cafe in Paradise Point on the Gold Coast. Its ethos was about educating the local community, whilst feeding them amazing food and coffees! This successful business was sold in 2017.

Helen's professional qualifications are as an accountant and non executive company director. She is a Fellow of CPA Australia and a Graduate of the Australian Institute of Company Directors. Helen was the General Manager of Finance and Business Services for the organising committee of the Gold Coast 2018 Commonwealth Games. She held this position from the establishment of the entity in 2012 until its dissolution following the hosting of the event in 2018. This was the culmination of an extensive executive career predominantly with Queensland statutory authorities (such as Tourism Queensland and Seqwater) and local government. In these roles, Helen typically oversaw corporate services divisions including the finance, technology, workforce, legal, facilities management, legal, procurement and contract management functions.

As well as serving as a director of Santos Organics Ltd and the Audit, Finance and Risk Committee Chair, Helen sits on the audit committees of the Great Barrier Reef Foundation, Moreton Bay Regional Council, Indigenous Land and Sea Corporation, and the National Centre for Indigenous Excellence. Helen chairs the Audit and Risk Management Committee for the Queensland Department of Education and is a non-executive director of Binna Burra Lodge Ltd.

Our Board of Directors DURING 2021/22



Carolyn Parker & Dimitrios Bairaktaris

Long standing Santos Organics board directors Carolyn Parker, who held the Chair position during the 2020/21 financial year and Dimitrios Bairaktaris respectively resigned in the second quarter of the 2021/22 financial year.

We want to thank Carolyn and Dimitrios for their contributions, support and guidance.

Pam Brook stepped in as casual vacancy board director filling in the vacant positions until the next AGM in November 2022.







meals with family and friends.

- A Dentist for 25 years, then a move to Northern Rivers changed everything
- Co-founder Brookfarm with her husband Martin Brook (1999- present).
 Brookfarm is Australia's leading producer of gourmet macadamia products, granolas, mueslis and healthy snacks
- Brookfarm's CEO from 2000 to 2018 and having handed the CEO position to Will Brook she now heads up Product Development Innovation
- Co-Founder of Cape Byron Distillery (2016- present) with Eddie, Martin, Will and renowned Scottish distiller Jim McEwan
- Co-Founder Coolamon Community (2021- present) our purpose is to help make a difference to First Nations Mums and bubs at the very start of life
- Chair of Northern Rivers Food (2012-2021), a food industry group she helped establish, now with over 180 members in the Northern Rivers
- RFS Volunteer Firefighter 2020-present



Pam Brook

Our Team DURING 2021/22

BYRON SHOP & CAFE







MULLUM SHOP & CAFE

A&I SHOP & CAFE, WAREHOUSE & ECOM





ADMINISTRATION

Once again, I am in awe and inspired by our team after another trying year!! The team was so committed ensuring we remained open for our community in person and online to access wholefoods and remedies. Our team kept everyone informed about flood support and health recommendations in store and through our socials. All the while they were going through their own challenges. Thank you for your unwavering resilience, support, open hearts, and integrity!

JR xx

