



**WITH HEART
AND MIND.**

**Diligence, responsibility, insight.
Our commitment to sustainable development.**

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We comply with the Equal Opportunity Act 2010 on Equal Treatment/Opportunity in effect at any given time. Male pronouns were used in most of the texts of this brochure, as opposed to making consistent use of both female and male pronouns. Male nouns and pronouns are used solely for the purpose of improving legibility and are in no way intended to imply inequality. For the purpose of improved legibility, we have generally avoided using both genders in this brochure.

FOREWORD

DEAR READERS,

More and more people are asking themselves: What will the future bring?

I can tell you one thing – even we do not have a precise answer to this question.

Global issues such as climate change, the scarcity of natural resources, ever shorter economic cycles, the increase in global population and demographic change have an impact on markets and patterns of demand, presenting new challenges for our business activities. As a customer, supplier, partner, employee or interested member of the public, you justifiably expect us to provide definite measures and responses. Because you pay more and more attention to how we deal with these new challenges and how sustainably we manage our environment.

This makes sustainably profitable business and growth one of our key issues. Sustainable economic activities go hand in hand with long-term healthy and reliable business relations. We believe that sustainability is a strategic factor of success, a significant competitive advantage and the basis of all our business relations.

As pioneers in the areas of sustainability and C-Parts management, we wish to continue successfully shaping our business and combine it with long-term future perspectives.

For us, sustainable, responsible action by all employees and high standards regarding the careful use of all resources in line with a company's economic objectives are more than just a fad or trend. Rather, they form the basis of our daily activities and are the foundation of our decisions. An elementary aspect of this is that we continue to develop our activities, standards and guidelines to suit the changing conditions.

In this brochure we present our contribution to making business relations with you successful in the long term and ensuring that tomorrow's world remains worth living in.



M. Romano

Marilena Romano
Managing Director



DILIGENCE

OUR APPROACH

An independent subsidiary of the Würth Group, we are responsible for global deliveries to industrial manufacturing companies. Our core competences include automated, productivity-optimised supply solutions, individually tailored logistics concepts and integrated supply strategies for DIN/standard parts, operating supplies, special parts and parts designed as per drawings.

We are available in person to our customers nationwide. Our main concern is to function as a completely reliable C-Parts partner for our customers as part of the "C-Parts. With Certainty." brand. People and our environment are at the centre of all these activities. This enables our corporate actions to accommodate economical, ecological and social issues.

This consistency is based on future-orientated and sustainable action across all levels of our business relations.

The core elements of our corporate and management culture are trust, respect, gratitude and recognition. Furthermore, our ability to assume responsibility for our own actions and to compare the concerns of all interest groups equally regarding profitability, community and the environment reflect our fundamental understanding of the issue of sustainability.

We don't just talk about these values.

In our eyes, responsible treatment of our customers, suppliers and employees, as well as the region, society and our environment, is indispensable.

We live these values – with heart and mind.



DILIGENCE

GROUND-BREAKING

"We are still right at the beginning. All our eyes should twinkle with boundless joy about what we can still create together in the future."

Prof. Dr. h.c. mult. Reinhold Würth



DILIGENCE

OUR STRUCTURES AND RESPONSIBILITIES

WÜRTH GROUP

The Würth Group is in principle a family business. Reinhold and Carmen Würth have transferred their equity rights to four family foundations. Rights, duties and tasks are distributed between the Supervisory Board, Advisory Board, Central Managing Board and division managers. This is bindingly regulated by the most current version of "Compendium of the Würth Group legal structure". This finely balanced power distribution system provides high security against undesirable developments of any kind. The highest body is the Supervisory Board with Prof. Dr. h. c. mult. Reinhold Würth as Chairman. Active business is monitored and supported by the Würth Group Advisory Board. Business policy guidelines are devised by the Central Managing Board and approved by the Advisory Board during annual planning. The Supervisory Board has the power of veto in accordance with the "Compendium of the Würth Group legal structure". Division managers are responsible for implementing strategic goals. In doing so, the Central Managing Board and division managers work closely with the Advisory Board.

THOMAS WARBURTON AND WÜRTH INDUSTRIAL NETWORK

All Managing Directors of Group companies, including those of Thomas Warburton and the companies of the Würth Industrial Network, are obliged to execute the directives originating from the places mentioned as precisely as possible. Corporate philosophy is binding corporate law in all Group companies at home and abroad. The entire treatise should be applied correspondingly to the operating procedures of each Group company.

SUSTAINABILITY RESPONSIBILITIES

Sustainability management is firmly embedded within the company and centrally located within Company Management. All departments and therefore all department managers are responsible for implementing sustainability issues in the relevant operating areas and developing corresponding objectives.

Equally, sustainability concepts and important current sustainability issues are discussed during Company Management meetings at regular intervals.

FAMILY BUSINESS

"We lead through visions and from them develop common objectives and principles."

Prof. Dr. h.c. mult. Reinhold Würth

DILIGENCE

Supervisory Board

Chairman: Prof. Dr. h. c. mult. Reinhold Würth

Advisory Board

10 members

Central Managing Board

4 members

Executive Vice Presidents

manage the strategic business areas

Managing Directors

of the operating companies (over 400 in over 80 countries)

Rainer Bürkert is one of the Executive Vice Presidents and is responsible for the Division Industry international.

Würth IGroup

Thomas Warburton Senior Management Team

7 members

Marilena Romano (Managing Director)
Michael Thurner (National Sales Manager)
Kerry Nicholl (Chief Finance Officer)
Simon Graham (Purchasing Manager)
Sina Brand (Head of Sales Controlling)
James McBrearty (Quality Manager)
Jordan Ladzik (Warehouse Manager)

Thomas Warburton

DILIGENCE

Corporate governance (principles)

- Corporate and management values
- Code of conduct
- Quality and process management
- Compliance
- Risk management
- Dialogue
- Data protection

→ Responsibility

Corporate social responsibility (profitability)

- Continuous growth and long-term corporate success
- High innovative capacity
- Enthusing customers
- Standardised systems, service and quality at an international level
- Global supplier structure

Corporate social responsibility (employees)

- Secure jobs, education and training
- Personnel development with vision
- Work-life balance
- Family and career
- Health management
- Flow of information and employee participation
- Diversity and equal opportunities
- Benefits

→ Insight

Corporate social responsibility (environment)

- DIN EN ISO 14001 certification
- Integrated environmental management
- Waste management and recycling
- Sustainable logistics
- Sustainable product and system environment

WHY FIELDS OF ACTION?

We have defined and structured our sustainability approach in various **fields of action**.

We are working on deriving **objectives for the future** from these fields of action in order to **systematically tackle the issue of sustainability**.

We view these fields of action in terms of **global responsibility** for Thomas Warburton and WINWORK® (Würth Industrial NetWORK, association for all companies responsible for industrial customers within the Würth Group) companies specialising in the industrial sector.

Corporate citizenship (community & region)

- Art and culture
- Social facilities
- Involvement in the region
- Active project work
- Education, cooperation with universities

DILIGENCE

OUR FIELDS OF ACTION

CORPORATE GOVERNANCE

Our business relations are based on reliability, trust and longevity. We wish to collaborate, grow and create values with our customers, employees and partners. Our business is based on legal compliance, both internally and externally, in accordance with national law and the values of the corporate philosophy and management culture as a company in the Würth Group. General codes of conduct and guidelines within each department result in conscious actions by every employee and the internalisation of values. Quality and process management, which concerns the optimisation of all internal processes, also represents one of our key principles.

PROFITABILITY

“Growth without profit is fatal.”

(Prof. Dr. h. c. Reinhold Würth)

We strive for continuous growth and a gain in market share accompanied by maximum returns and an appropriate equity ratio. Growth is the driving force for further investments in product and system innovations as well as new technologies. Innovations result in sustainable customer retention and the acquisition of new customers.

Due to our strong sales-orientation, we are able to recognise, respond to and perfectly satisfy specific needs. This proves to be a competitive advantage in difficult economic times, since the number of employees can be

maintained and the existing market share can be defended or even increased. In tough economic times we draw on our reserves and are able to continue to offer a high degree of supply security and dependability. Profitability also means continually enthusing customers with maximum supply security for their C-Parts as well as standardised systems, a uniform product range, a consistently high level of service and the best possible quality at an international level. A worldwide supplier structure and strategic supplier partnerships are essential for this.

EMPLOYEES

The focus is on people: employees are the head and heart of the company and the source of our success. Jobs are directly linked with economic objectives. Growth secures jobs and training positions and enables jobs and further training opportunities to be created and developed. However, we know that growth is not everything and that satisfaction requires more than just a secure job. For this reason, we supplement high degrees of freedom and responsibility with permanent contracts, flexible trust-based working hours, part-time work options and other additional benefits. We have taken these measures to maintain the feel-good factor of our employees in the long term. These measures target the well-being (work/life balance) of our employees and are intended to encourage them to assume personal responsibility in the areas of health, family and career and to give them the appropriate instruments to do so.

ENVIRONMENT

We are committed to an integrated approach to environmental protection and the responsible use of natural resources. For us, environmental protection includes measures that serve to prevent impact on the natural environment. This includes being aware of, documenting and observing legal requirements, the proper disposal of waste, sustainable land use, logistics and customer solutions and the increasing use of digital media, among other things. Since 2019, we are working to achieve the environmental management system standard DIN EN ISO 14001.

Receiving this certification according to the principle of continual improvement is an integral part of our business objectives.

COMMUNITY AND REGION

Corporate behaviour means future-oriented action. As a family business, we and the Würth Group have felt a commitment to this principle from the very beginning. Active promotion of non-profit, social organisations is close to our hearts. We also support numerous projects in the arts, culture, research, science, education and universities. We also aim to improve local conditions and support the local population.

RESPONSIBILITY



THE BEATING HEART

“The innermost core of Würth corporate culture is Würth management culture – it is the beating heart from which the whole Würth Group lives, grows and prospers.”

Prof. Dr. h.c. mult. Reinhold Würth

OUR GUIDELINES ARE

The Würth Group corporate culture is characterised by mutual trust, dependability, honesty and directness both inside and outside the company which is deployed in all areas of the business at Thomas Warburton.

We see the dignity of human beings as the top priority in business, as in the state and society. A humanistic business ethos underpins all our business activities.

We strive for growth and an increased market share.

We lead by example and adopt a task-targeted, results-oriented approach.

We lead through visions and from them develop common objectives.

We elevate the continuous development of the company to a principle that underpins our actions.

OUR SERVICE GUIDELINES ARE

We demand and encourage performance.

The greater the success, the greater the degree of freedom.

We love to sell.

We inspire our customers.

We consistently pursue successful strategies and get to grips with new things.

We strive for perfection in all areas of our business.

We work responsibly with mutual respect and are direct and dependable in everything we do.

We handle natural resources responsibly along the entire value chain and openly address conflicts of interest.

The most important phrase in our dealings with one another is “thank you”.

...taken from Würth Group Management Culture

RESPONSIBILITY

OUR CORPORATE AND MANAGEMENT CULTURE

Political, social and economic events have always been reflected in the culture of businesses and organisations, as well as in leadership behaviour. In times of demographic change, globalisation and increasing digitisation, a set of basic values and the associated management culture is more important than ever.

It is for this reason that the guidelines have formed the basis of our philosophy and our identity. We closely follow these guidelines on a daily basis in everything that we do across all departments. They are characterised by high degrees of freedom and personal responsibility, team spirit, respect, trust and mutual fairness. These values are recorded in the company guidelines and are freely accessible to every employee on the Intranet. They are also handed out to new employees during welcome days when starting at the company. In order to internalise this sustainable approach, the guidelines have been expanded to entrench responsible use of natural resources in people's heads. Conflicting interests can only be addressed openly and implemented as guidelines if employees understand sustainable business along the supply chain.

A separate exhibition concerning corporate and management culture is open for all employees all year round at the most modern logistics center of industrial supply at Würth Industrie Service in Germany. It presents the company and leadership guidelines during a tour and illustrates our culture and management style in real-world

situations within an interactive e-learning program. This contributes to the internalisation of our principles.

We are convinced that good managers do not just appear spontaneously and that good management cannot just be learned at weekend seminars.

That is why the Würth Group developed FOCUS Leadership. Colleagues with the potential for taking on leadership tasks are prepared for management tasks in 15 modular management modules. They are then monitored in the long term during their active management duties. Around 90% of management positions are filled by internal junior staff.



RESPONSIBILITY

VISIONS

"That which we call a result is just the beginning."

Ralph Waldo Emerson



RESPONSIBILITY



SUSTAINABLE, PROFITABLE GROWTH

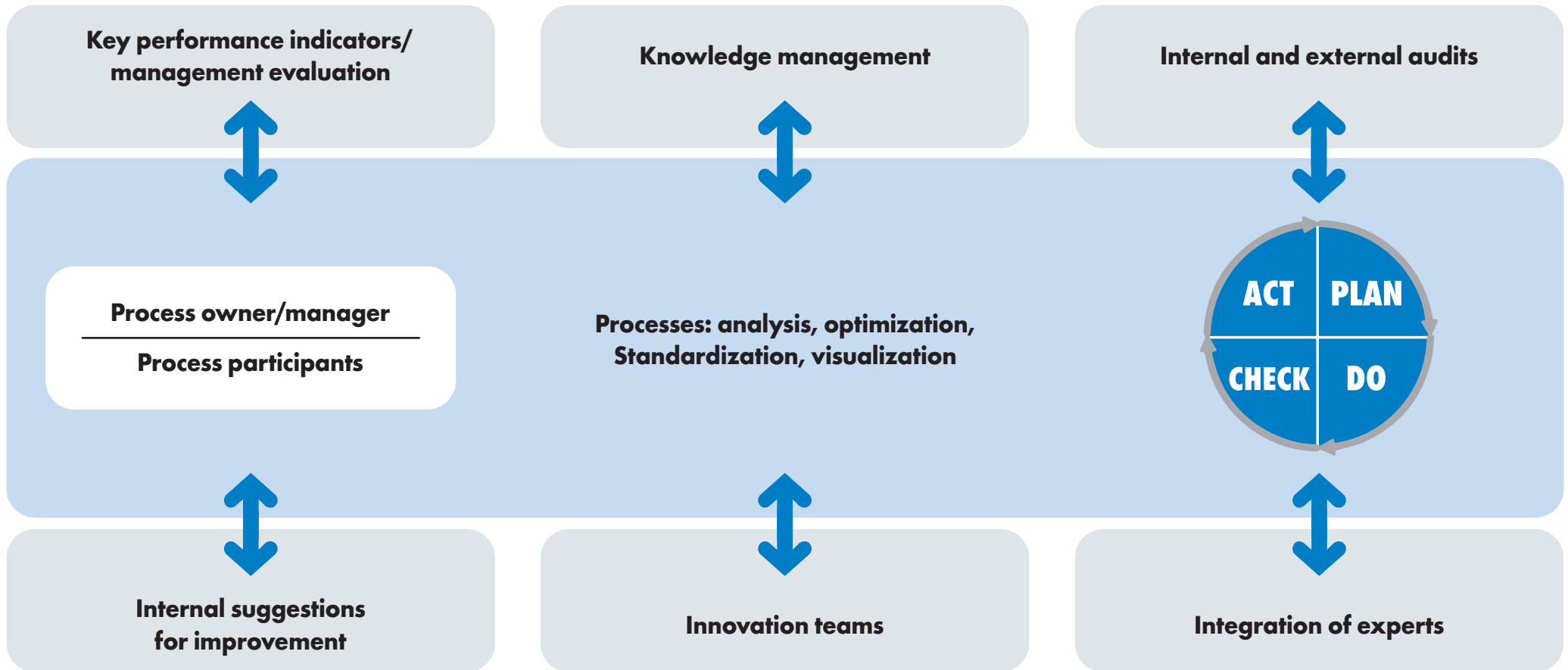
We are a company oriented towards growth and innovation that serves industrial customers across the world as a C-Parts partner. As a Würth Group company, all activities have the aim of increasing cost-effectiveness and profit. Capital resources for investments, securing our growth, innovations and new sustainable technologies can only be financed by company profits. The desire for innovation, taking pleasure in rapid implementation, the consequences of establishing standardised processes within the supply chain, the courage to assume business risks – people are the cornerstone of our business and growth strategy allowing the company to operate sustainably.

These purely commercial objectives can only be achieved by a corporate culture and growth strategy designed for the long term. All this must be covered by an integrated approach that deals with all partners, the environment and employees as well as taking global social developments into consideration.

That is why the company partitions large markets into sectors. Our products are similar, but the services that we provide along with them make the significant difference. They give customers the feeling of having a reliable partner on their side. We reinforce our position in the competitive environment through our wide product range and by purposefully maintaining close relationships with customers and suppliers.

Sustainable company business is therefore not incidental but rather an elementary foundation for our future. This is also very important for our **long-term, sustainable customer and supplier partnerships**.

RESPONSIBILITY



QUALITY

"Quality is not just a measurable process but essentially a philosophy."

Prof. Dr. h. c. mult. Reinhold Würth

RESPONSIBILITY

QUALITY AND PROCESS MANAGEMENT

Quality management is part of an integrated process management concept that includes all corporate processes. Therefore, the **process-oriented application of ISO 9001** is paramount. Clear documentation and specification of our business processes ensures reliable procedures, dependable supply and consistently high product quality. Quality is not just a feature relating to our products but also applies to all processes within our company and our employees. To fulfil the changing needs of our customers, we ensure continuous improvement and continuous further development of our processes using a variety of instruments.

KEY PERFORMANCE INDICATORS/ MANAGEMENT EVALUATION

Key performance indicators are compiled across our business and provide maximum transparency: they help to achieve comparability, identify strengths and weaknesses, derive improvement measures and enhance planning. We inform the wider public of defined economic, ecological and social key performance indicators both to disclose our capabilities and development and to define objectives.

KNOWLEDGE MANAGEMENT

We treat our employees' knowledge conscientiously and purposefully. The expansion and further development of knowledge resources is a central part of our process management concept.

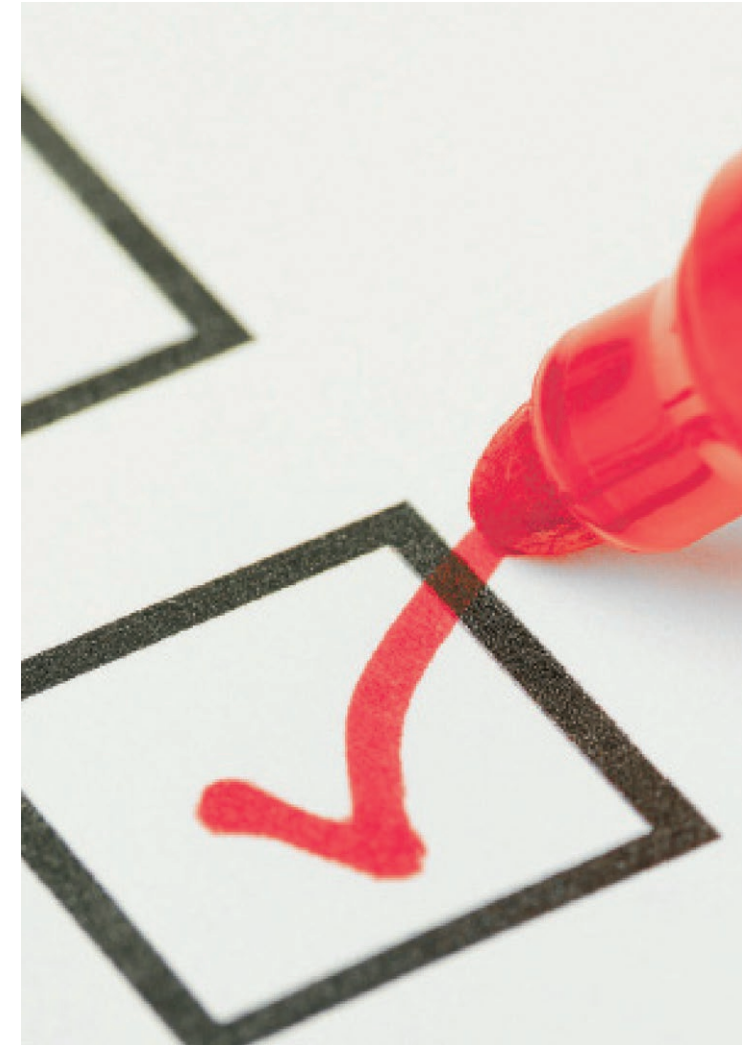
INTERNAL AUDITS

We regularly conduct internal audits to monitor compliance with defined processes within the company. We particularly examine levels of implementation and the interlocking of related processes and also initiate process changes.

EXTERNAL AUDITS

External audits with suppliers take place in accordance with an annual audit plan, which, however, is constantly adapted to the requirements. Here, the level of risk control of the supplier's processes is monitored in accordance with general and specially agreed standards, as well as general aspects, such as social compliance, energy management, etc. These external audits are important instruments for identifying future risks for new suppliers and identifying potential for improvement at existing suppliers do. Every year, we carry out around 800 supplier activities. Local auditors are on-site in our key procurement markets. This provides an immediate evaluation of suppliers and a tracking of measures.

The local activities are controlled and supported by a central supplier management from the Bad Mergentheim location. As part of the audits, measures are defined in order to stabilise the cooperation in the long term and to make it even more effective. All internal and external audit results are documented and important results discussed in the monthly meetings of the management.



RESPONSIBILITY

COMPLIANCE AND RISK MANAGEMENT

DIALOGUE

Collaborative and respectful exchange with all interest groups counts towards conscientious corporate action. The most important partners are our customers, suppliers and employees. To this end, we regularly conduct surveys and meetings. Customers receive an annual customer satisfaction survey, which is used to query their needs and derive optimisation measures. This is supplemented by regular customer visits. An international customer day is held twice a year for discussion and open dialogue with our customers. An annual employee survey ascertains how the employees perceive the company and managers. Once a month, the management informs employees about current developments and significant improvements. Every manager schedules monthly team meetings to communicate information specific to the department. Furthermore, we maintain close contact with the public and include the local population in location planning and public events.

COMPLIANCE

We have derived valid guidelines for all employees from our corporate and management values. These apply as binding regulations across all divisions and departments when dealing with one another and with all stakeholders. We have been represented as a company on social media since 2018. The social media guidelines created for this purpose serve as a guideline for responsible interaction with new forms of media and illustrate opportunities as well as risks. Our Code of

Conduct regulates cooperation with our suppliers. It defines the framework and standards for safety, health, environment, social issues and procurement. All these guidelines are in keeping with Thomas Warburton observing the principles of the United Nations' Global Compact.

The documents are provided to all new employees during their welcome days and can be called up at any time online by existing employees via the Intranet.

At Thomas Warburton we have a colleague that is responsible for the topic of compliance, so called Business Unit Compliance Officer.

Studies have demonstrated that reports received from third parties frequently helped to solve cases of economic crime. For this very reason, we have set up a system that allows both Würth Group employees and third parties to report criminal acts and other major compliance violations. This web-based tool is called the BKMS System (Business Keeper Monitoring System).

RISK MANAGEMENT

Opportunities and risks have always been part of all our business processes and company decisions.

The conscious and systematic confrontation of risks is inextricably linked to corporate action. Our actions are based on the Würth Group guideline for risk management. It defines the methodical and procedural framework conditions within the Würth Group in detail. Würth Group

risk policy principles are defined centrally by the Central Managing Board. These principles provide our minimum standard which is supplemented by relevant company-specific points.

DATA PROTECTION

Digital media, social networks and blogs are increasingly gaining in importance. However, due to the diverse number of communication channels that we use for customer support on a daily basis, our customer database containing contact details is a crucial foundation for optimum customer support. We act corresponding to the General Data Protection Regulation (GDPR) and have our own data protection officer for compliance and implementation has been appointed. Personal data is any data by the means of which our customers and business partners can personally be identified. You will find detailed information about the topic of data protection in our [Privacy Statement](#).

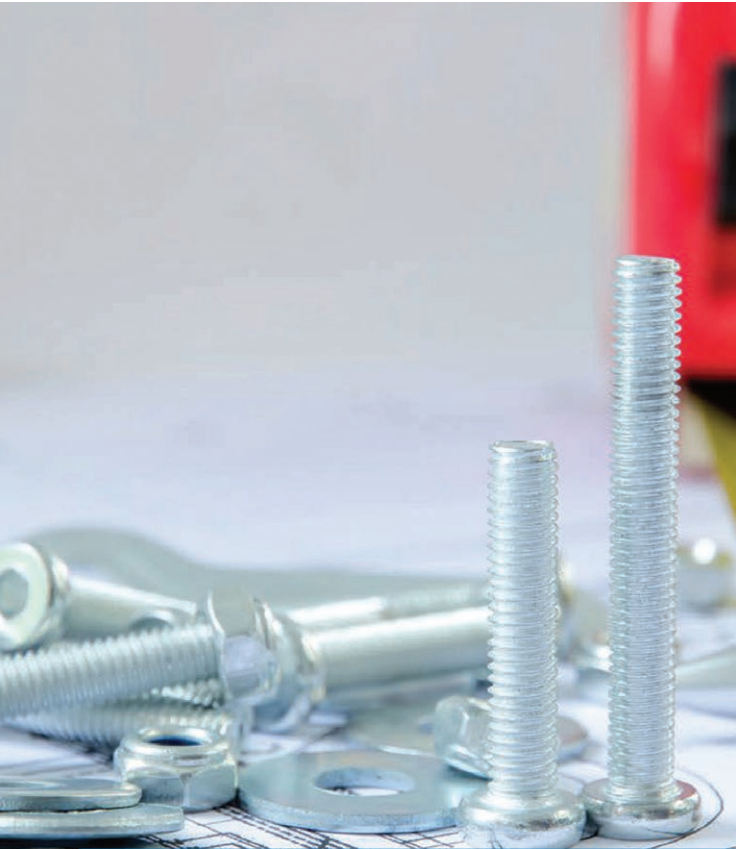
RESPONSIBILITY



DIRECTNESS

"We want performance, dependability, honesty and directness."

Prof. Dr. h. c. mult. Reinhold Würth



C-PARTS. WITH CERTAINTY.

We stand for “C-Parts. With Certainty.” and therefore for an absolutely reliable supply of the manufacturing industries with production material. True to the brand, we always provide our customers with C-Parts at the right time, in the right place and in the right quantities. A maximum of supply and process security as well as the best possible reliability of system and product quality are at the centre of all supply concepts. Being able to rely on a business partner in every situation is a feeling enjoyed by our customers and means:

- **QUALITY** of products and processes
- **RELIABILITY** of advice
- **SECURITY** of supply

The factor of security is not just an elementary component of customer support and processing. It is firmly anchored in our corporate philosophy at the core of every transaction with all stakeholders and with the values of trust, dependability, honesty and directness both internally and externally. Some examples follow:

SECURITY FOR EMPLOYEES

Job security, health care

SECURITY FOR SUPPLIERS

Strategic partnerships, audits, Code of Conduct

SECURITY REGARDING THE ENVIRONMENT

DIN EN ISO 14001 certification, conscientious treatment of natural resources

SECURITY REGARDING THE REGION

Social involvement

RELIABILITY FOR CUSTOMER SATISFACTION

“We ensure that our customers are provided with the right quantity of C-Parts in the right quality at the right time and at the right location. Our customers can rely on us as a long-term business partner and place trust in our inventory management solutions.”

Marilena Romano - Managing Director Thomas Warburton

CUSTOMERS AND CORE BUSINESS

Our customers' trust is crucial for our future. As a trading company and service provider for small parts and automated procurement systems, we are geared towards perceiving customer needs quickly and dealing with them flexibly. We see this as an opportunity to expand our spectrum of products and systems. All business divisions are therefore oriented towards long-term partnerships with our customers as this is the only way to create a supplier-customer relationship that is profitable for both sides. As an interface between manufacturer and customer, we can influence sustainability issues on both sides. Our obligation is to sensitise both suppliers and customers to sustainable products, systems and logistics and interest them in innovative solutions.

INNOVATIVE CAPACITY

We consider it our task to enable our customers to concentrate on their core competences without endangering production supply security. Therefore, the answer to the question of how we wish to be a sustainable and long-term industry partner is: through innovations in product and supply systems for our customers as well as complete customer orientation from all departments.

INTENSIVE CONSULTING

To enthruse our customers, we have established a specialist sales network that guarantees both geographically close support as well as specialist support in all sectors. In this way, customers are directly supported by a dual system of sales representatives and on-site internal sales staff. This duo knows all the customers in the country and region as well as their specific needs and can be on hand at the customers' sites very quickly. For more in-depth support from regional colleagues, specialist departments or divisions have been established that offer customers solutions for their field. These divisions are broken down into sector specialists with thorough understanding of the needs of the individual market segments, product specialists with detailed knowledge of specialist product ranges and system specialists with detailed knowledge of different logistic and planning system solutions. The internationalisation of activities of all industrial enterprises requires a flexible range of services to be offered worldwide (including by suppliers) to provide customers with a uniform level of quality. We fulfil this need through the integration of more than 56 Würth Group companies into the Würth Industrial NetWORK, WINWORK®. Closely networked cooperation between all companies is the basis for comprehensive, worldwide support of all customers with identical products and services.

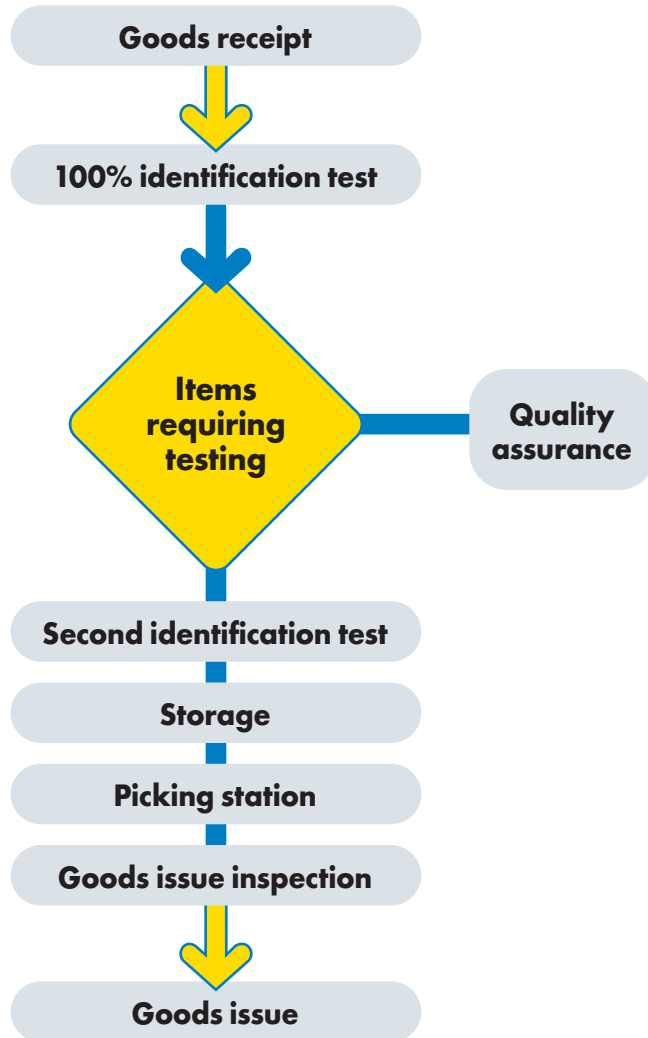
AUDITS BY CUSTOMERS

Our customers conduct audits regarding our procurement, products, processes and customer support in cooperation with authorised auditors at our logistics center for industrial supply in Dandenong South, Australia. The audits are used to determine deviations or observations and, if necessary, to derive internal action plans with deadlines for optimisation.

COMPLAINTS MANAGEMENT

Complaints affect all areas of the company and are an essential indicator of customer satisfaction and customer loyalty. We see complaints as an opportunity and not as a problem to be repulsed. Therefore, complaints management plays a strategic role for us. Our process-orientated complaints management system is based on the standard 8D Report to overcome underlying problems. In particular, the structured approach and consistent documentation of the 8D process steps enable complaints to be systematically processed with the customer and errors to be prevented in the long term. Management is informed of complaints processing statuses during the monthly meeting so that any necessary decisions can be quickly made. Internal errors are recorded in process management as part of continuous improvement and converted directly into actions. External errors are directly integrated into supplier management.

SUPPLIERS – WE ARE THE INTERFACE BETWEEN MANUFACTURERS AND CUSTOMERS



As an interface between manufacturers and customers, we are committed to a thorough understanding of the quality of our products at the logistics center for industrial supply in Dandenong South, Australia.

CONTINUOUS QUALITY TESTING

We consider continuous testing of items from the suppliers through to the customers to be a matter of course. It enables us to offer maximum reliability in the supply chain. Once incoming goods have been posted, a batch number is created automatically in SAP (ERP system) and the delivered batch is permanently fixed to the SAP batch. The batch number is carried along through every goods movement and is visible for the customer on the bin label in Kanban and/or on the delivery note. Our customers therefore have complete transparency and traceability.

Random weight testing during the process enables items and pick quantities to be verified. Finished processed items are additionally inspected using spot checks.

RESPONSIBILITY

Responsibility starts before goods receipt in collaboration with our manufacturers during the procurement process.

CODE OF CONDUCT

We attach great importance to responsible business conduct throughout the entire supply chain and cooperation based on mutual trust with our suppliers, advisers, brokers, commercial agents, distributors, contractors, agents and other suppliers of goods and services all over the world. We expect compliance with and observance of valid laws and regulations. This obligation applies to guidelines as well as recognised operational rules of the societies and countries around the world in which business partners who have signed our Code of Conduct operate. From these partners, we expect compliance with the conditions listed regarding laws and regulations, human dignity, employment laws, environmental protection, data protection, confidentiality, competition and cartel laws, procurement of raw materials, import/export and communication. Serious violations of the principles contained in this Code of Conduct will generally be considered breaches of a fundamental contractual obligation. Repeated violations without sufficient improvement of the situation will lead to the business relationship being terminated.

The Code of Conduct can be referred to at any time online on our website and applies as the binding Code of Conduct for all employees and business partners.

SUPPLIERS – WE ARE THE INTERFACE BETWEEN MANUFACTURERS AND CUSTOMERS (continued)

SUPPLIER MANAGEMENT

As a company, we are active on the international market; as an industrial central purchasing point for the procurement of C-Parts, we are globally active. We operate in a dynamic, competitive environment and are exposed to high cost pressure. Due to this market situation, we have developed a supplier management concept to structure relationships with our suppliers systematically and direct them strategically. We do not attach great importance to the lowest price, but promote strategic supplier partnerships under the following aspects:

- Quick and reliable response
- On-schedule deliveries of correct quantities
- Competitive value for money
- Well-developed quality system
- Passion for innovation
- Compliance with social and environmental standards (Code of conduct)

Supplier selection, supplier audits, supplier approval and contract administration, supplier evaluation, supplier development, supplier classification and supplier integration are important components of supplier management.

TECHNICAL SUPPLIER EVALUATION

Our suppliers are audited at regular intervals and evaluated once a year. The basis for every quality audit is a uniform, standardised survey concerning technical standards and social aspects.

Suppliers are classified as A, B or C suppliers depending on the score achieved.

C suppliers are required to suggest measures to improve the performance of criteria evaluated as poor. They are also requested to arrange a meeting with the participation of Management as part of an escalation strategy. If the suggested and introduced measures do not result in an improvement, the supplier will be blocked.

Our aim here is to systematically secure against risks regarding the performance and future security of new suppliers and to inspect existing partners regarding compliance with relevant points in the survey.

GLOBAL SUPPLIER STRUCTURE

The Würth Group and Thomas Warburton purchase goods in more than 35 countries worldwide and are therefore situated in an international procurement environment.

Compliance with social and environmental standards is regulated by law in most of our sourcing countries and violations are punished by the state. However, violations of human rights and employment laws cannot be excluded with certainty in some countries of origin. Our binding Code of conduct and quality audits are intended to prevent these kinds of risks.

Our technical supplier evaluation defines standards applied to our global supplier pool regarding technical quality and social compliance.

Our employees are given specialist product and market issue training and can gain long-term qualifications in the FOCUS Purchasing and technology training courses. A monthly purchasing and technology report containing key performance indicators from current developments serves as the basis for deriving actions.



SUSTAINABLE SYSTEM AND PRODUCT ENVIRONMENT

C-PARTS MANAGEMENT

C-Parts are production materials with secondary importance for the end product. A vast range of these parts is available. Although the purchasing volume of these C-Parts is very low, procurement costs are very high. Our modular C-Parts management concept can be adapted precisely and flexibly to the respective customer needs and sustainably secures the supply of production materials. We ensure that our customers are provided with the right quantity of small parts of the right quality for their production requirements at the right time and at the right location. It is precisely this reliability aspect that makes our customers trust our solutions. Our customers' aim is process simplification, transparency and the pooling of the suppliers to optimise transport logistics and deliveries. At the same time, production stock should be deliberately reduced to a minimum to tie up as little capital as possible and sustainably secure corporate success. A further focus is the transfer and build-up of knowledge, ranging from our technical support through to training courses and seminars on legal changes to joining technology.

INTELLIGENT SOLUTIONS

Modern IT technologies are already networked with classic production processes and are changing materials management. Therefore, it is important for us to sensitise our customers to new solutions designed for the long term and their additional value and to make them easily

accessible. When considering sustainability in C-Parts management, optimum, minimised use of storage, increased productivity and protection of human resources play vital roles. Therefore, in 2009, Würth Industrie Service developed its own small load carrier, the Würth small load carrier W-KLT® and the second generation W-KLT®2.0, which meet the VDA standard; available for the Australian market. Using this reusable container our customers can drastically cut packaging waste and reduce the area used in production by up to 50%. Therefore, approximately 65% of the items sent by us are transported in these reusable containers and container fill quantities are optimised for transport. Conscious and efficient use of natural resources by reducing delivery cycles and avoiding unnecessary transport routes is one of the objectives of automated procurement solutions. The top priority is concentration on core competences and the greatest possible relief in peripheral areas with maximum supply security. 80% of our customers already use automated delivery systems for these reasons. Examples of this include dispensing machines for operating supplies, e-commerce applications such as the Thomas Warburton eShop for paperless orders, the TW app, the TW Scanner, direct connections with customers' goods management systems, the online information system for a clear overview and transparency of containers, consumption and deliveries, paperless invoices etc. Using RFID (radio frequency identification) in Kanban enables automated repeat orders.

PRODUCT RANGE

Our product range is designed for the specific needs of the manufacturing industry and encompasses over 1,100,000 items worldwide. Within the Würth Group, ecologically optimised products are continually being developed to be able to offer environmentally friendly alternatives to existing items. One example of this is the product line ECO from the chemical range which was developed in 2012. We also provide our customers with expert technical support regarding the optimisation of surfaces used for fasteners - a further important issue. Switching from surfaces containing chromium VI to harmless surfaces with the same or improved properties was an important issue since the year 2017 and could be completed in 2018.

We advise our customers on which existing alternatives can be used. Our product managers also work in cooperation with manufacturers to develop new surfaces that should combine environmental, economic, performance and health aspects. In addition to product development, standardisation of the employed items also represents a pillar of future-oriented product strategy for customers. Using standardised fasteners often considerably reduces the variety of parts, which reduces complexity, optimises processes and gives our customers a competitive advantage. Our Sales and Product Management departments are constantly in contact with our customers to deal with this issue continuously, tap potential for the customers and achieve ongoing improvement.

INSIGHT

SUSTAINABLE SYSTEM AND PRODUCT ENVIRONMENT (continued)

PRODUCT COMPLIANCE

We regard the issue of product compliance in our industrial product range to be a great responsibility. This includes technical compliance of our products with European guidelines and conformity to regulations valid across Europe (including CE). In addition, Thomas Warburton follows the national guidelines regarding the environmental compatibility of our products and the corresponding recycling process that must be observed are just one example.

We are also subject to specialist restrictions regarding product approval and definition of, for example, corrosion protection (chrome VI, cadmium), safety-relevant features (12.9 electrolytically plated) and special product approvals for customers.

ASSOCIATIONS

Connectors and fastening elements are bulk materials used across the world in different areas of technology, mechanical engineering and plant engineering. Requirements, interchangeability, product range variety and designations are represented by uniform standards. We actively contribute to these technical standards in national and international specialist committees and associations and collaborate on developing statements, for instance regarding bans on certain materials. The work of these associations is important to us, not only to demand uniform standards from our global suppliers, but also to advance uniform standards at an international level.



INTELLIGENT SYSTEMS

“Digitisation is already beginning to change production processes and materials management. In the future, streamlined processes will no longer suffice. Individual solutions will be required that can be linked to a complete system and connect with human users.”

Arnaud Gay

SUSTAINABLE LOGISTICS

CENTRAL LOGISTICS

A central element of the corporate strategy pursued by Würth Industrie Service and all other companies in the WINWORK® (Würth Industrial NetWORK) Group is the direction of deliveries through a central logistics center: the most modern logistics center for industrial supply in Europe. This also entails the expansion and further development of the most modern logistics center for industrial supply in Europe at the Bad Mergentheim site in Germany. This strategy enables our customers to consolidate their suppliers as far as possible. This reduces the flow of goods by pooling C-Parts from one source and avoids freight-intensive small deliveries. All European industrial customers are supplied centrally from Germany. This enables us to implement pan-European service quality, sustainable investments in process technology, long-term logistics concepts and the qualification of specialist personnel.

This concept is extended to Australia where we have centralised our logistics hub at two locations. The main central hub is located in Dandenong South (Victoria, 31 km South West of Melbourne) delivering to VIC, ACT, SA, TAS and WA. An additional hub is located in Coopers Plains (Queensland, 15 km South of Brisbane) delivering to QLD, NSW and NT. These two hubs are located in strategic areas allowing Thomas Warburton to supply nationwide with a quick turnover.

Since 1858 we have constantly adapted our warehouses and logistics centres to fit the needs of our customers, and are always looking to improve our processes to be the most efficient in handling goods and maintaining a high level of customer satisfaction. The integration of the WS1 system and

the latest technologies available on the AUS market allow us to remain competitive and attractive in the industrial sector.

LOGISTIC OBJECTIVES

The objectives of the Logistics department are to produce the best possible performance and quality and to reduce costs. Logistics provides customer-oriented and process-oriented solutions for whole and partial systems in companies, groups and networks. Logistics objectives are based on the 6 Rs rule which is followed accordingly throughout the entire division and is being continually developed. The 6 Rs are: the right product in the right quantity at the right time in the right place at the right quality and at the right price. The aim of Central Logistics is to design intra-logistic processes within the supply chain in a manner that ensures corporate success and also conserves resources. In this respect, long-term investment in modular and flexibly expandable technologies and systems is important. Likewise, processes and functional units must be created with the best possible reliability, be decoupled from one another and be able to operate independently. Storage, buffer and drive systems are planned and selected taking these criteria into consideration.

TECHNOLOGIES

In Europe, the shuttle warehouse and the fully automated high rack warehouse work in the goods-to-man principle. This ensures that the right item is retrieved from the storage area and placed in the customer order. The advantage of this procedure is that shorter journeys and reduced physical activity (less lifting and stretching) relieve the order picker.

This achieves a comparably high picking performance. It also reduces the error rate. The shutter warehouse is a small parts buffer warehouse. It consists of 12 lanes which are designed to be independent of one another and redundant. Multiple lanes in the shuttle warehouse ensure maximum reliability and delivery capacity for customers as well as flexible parts availability. By storing items in different lanes, the same item can be accessed at different locations in the event of an emergency. All these applications have people at their centres, in practical combination with modern technology. Loading controls including through RFID good issue gates, and the introduction of a ramp management system, ensure that customers' items are loaded accurately and correctly. This is implemented by linking and automated feedback to the loading device and during bridge loading. The vehicles are steered on the premises via a pager solution to reduce internal goods movements and truck journeys to a necessary minimum. Since 2013, all incoming deliveries on the procurement side have been registered centrally via the Transport Management Information System (TMIS) and delivered to the respective storage area. Our role within the supply chain as an integrated C-Parts partner for supply concepts puts us at the forefront of transport logistics. The combination of economy, ecology and social responsibility is a task that we set ourselves and optimise every day, particularly in this field. Our approach is to be a total C-Parts partner to allow the greatest possible supplier consolidation. This reduces goods flows considerably as the items are pooled and transported from one source, instead of many freight-intensive small deliveries arriving in the usual way.

INSIGHT

SUSTAINABLE LOGISTICS (continued)

FLOW OF INFORMATION

Performance indicator systems are fundamental to the management of logistics divisions. To gain a quick overview of all areas, a central logistics balanced scorecard is recorded each month and measures derived for the individual divisions. Our employees receive regular information from the logistics department about the key figures, goals, construction progress and current projects/restructurings via our “intranet” as well as the in-house staff magazine. Within the logistics, there is a tool-box meeting once a month, as well as a logistics meeting on a weekly basis.

ERGONOMICS AND STAFF EMPLOYMENT

Targeted “FOCUS Logistics” training concepts in the Logistics departments ensure long-term improvement of specialist expertise, team spirit and motivation in the commercial sector. Demographic developments will make it even more important to automate physically demanding activities in the future. The technologies mentioned above have already made a big step towards ensuring the physical relief of employees in the commercial sector. A specialist logistics health concept is intended to discover how employees can work in a less stressful manner and therefore also avoid work accidents and absences as far as possible. The aim is to implement preventative measures for employees. This includes cross-functional employee training to guarantee a resource-conserving balance between areas making different physical demands. Multifunctional workstations enable Logistics employees to work flexibly, ergonomically and health-consciously. Every workstation is constructed identically and

is intended for different functions: picking, checking and filling and packing. Depending on requirements, goods receipt and goods issue tasks can be handled at the workstations.

AUTOMATION

In order to comply with the obligation to care for our employees as well as the constantly increasing demands on ergonomics, the goal is to further reduce the physical strain. Through robotisation, additional sub-processes could be automated. In addition to physical relief, the additional automation makes material flows more efficient, improves process quality and increases productivity.

In Germany, the first driver-less transport systems was already integrated into the logistics process in 2015 in the incoming goods department. The free-moving vehicles take over the in-house transport and supply of workplaces without optical or physical aids. The robot projects introduced in 2018 are to be supplemented by further systems in the course of further standardisation. The goal of logistics is to achieve a high-degree of automation as an ongoing basis.

BIN WASHING SYSTEM

The perfect condition of our reusable bins is also a prerequisite for a sustainable C-Parts supply. For this reason, all our bins are sent to an external bin washing facility, freeing the bins of dust, oils, chips and label residues and then dried drip-free to prevent damage or contamination in the next delivery cycle.



FLEXIBILITY

“Today, it is vital to recognise customer, sector and market trends at an early stage and estimate their effect on logistics. We should already be developing excellent future-oriented ideas and logistics solutions even now.”

Michael Thurner

CUSTOMER INDIVIDUALITY AND SUSTAINABLE LOGISTICS

As early as 2009, Würth Industrie Service, Adolf Würth GmbH & Co. KG and Würth Logistik GmbH & Co. KG were awarded a prize for the project "Modular logistics: The solution for multi-channel sales".

The individualisation of customer wishes, high product and service requirements, technological progress, increasing competitive dynamics and opening up new markets and countries requires a large variety of solutions and complex processes, in particular in our Logistics department. Over the years, these demands resulted in a modular system logistics model that can be specially customised for individual customer groups. Instead of one TW for all customers, we now have a Würth for every customer. This anchors us in our customers' operating structures with a scope of services that goes far beyond the normal range. Customers can concentrate on their core business and are relieved of the burden of procurement, storage and repeat ordering of C-Parts. We do not see this process as static but dynamic, as customer requirements are also subject to permanent change.

The many and various customer requirements result in an almost overwhelming number of complex individual processes. We therefore face the challenge of handling customer wishes, such as short delivery cycles, individual packaging or labelling, both productively and in parallel.

MODULAR LOGISTICS

At this point, our thoughts turn to modular logistics. This entails analysing complex individual customer requirements and splitting them into individual process steps (modules). These modules are clustered into the available standard processes for which routine actions already exist and split into special processes for which procedures must first be defined. Subsequently, the sequence and method of processing specialist and standard modules are determined. Complex requirements can be made manageable and simplified using this approach. It also improves process quality and optimises process costs, duration and routes.

SERVICE PROVIDER CATALOGUE

The service provider catalogue is a reference work of additional logistics services available as part of Kanban support. It uniformly defines deviations in the standard Kanban control process for all customers and lists prices. This can be used to guarantee equal treatment of all customers across all customer categories.

EXCELLENT AWARDED

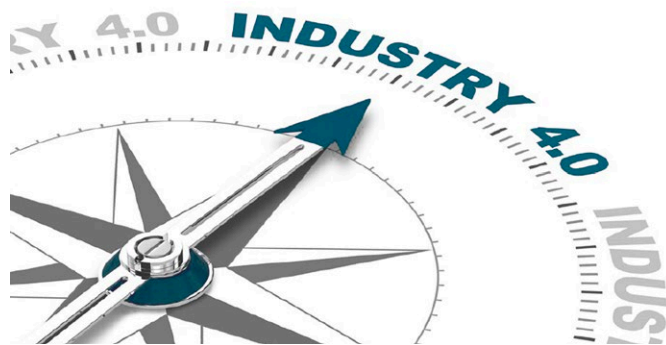
Thomas Warburton attaches great importance to innovations and continuous further development of its products, processes and services.

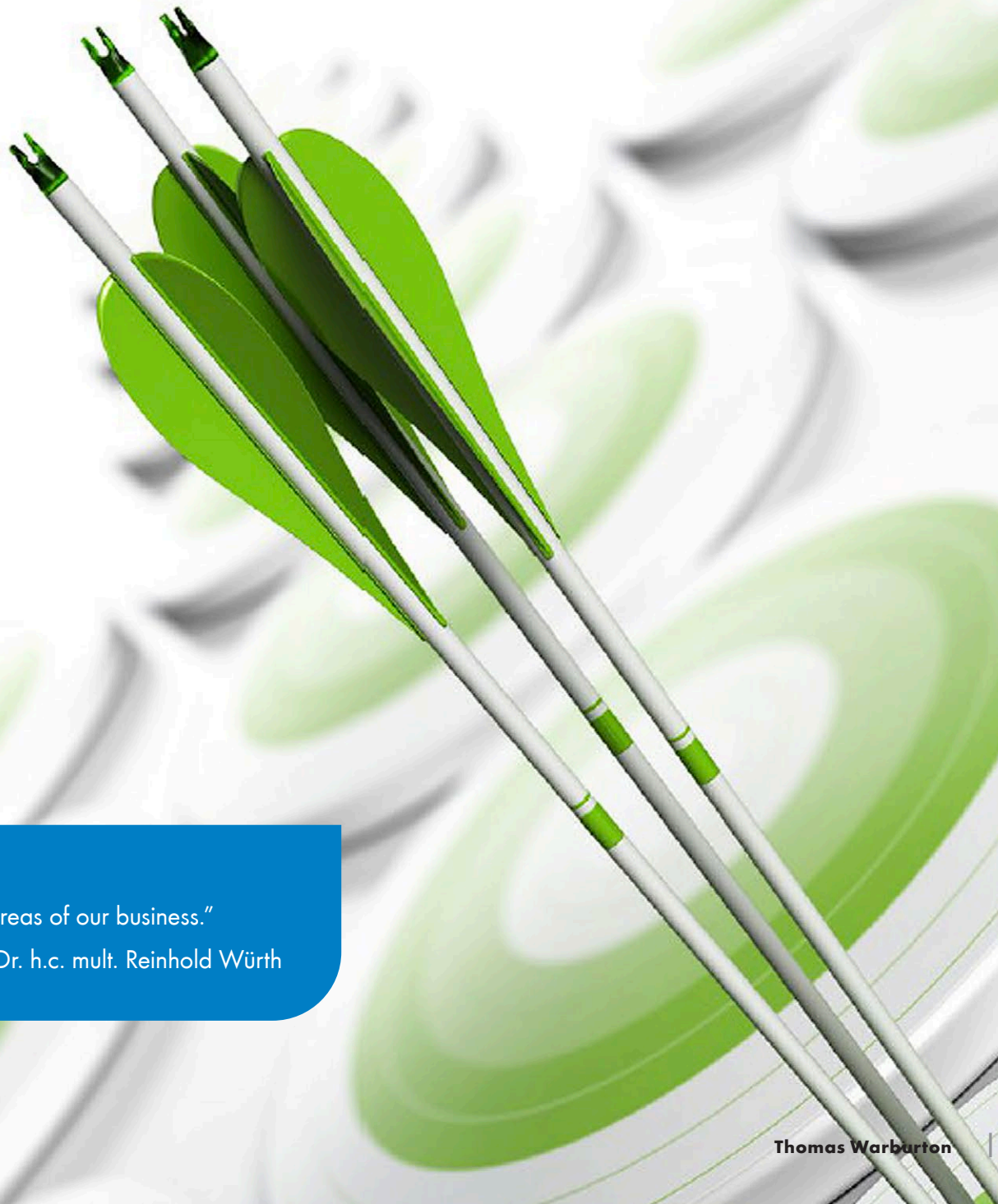
BEST LOGISTICS BRAND 2016 - 2ND PLACE IN THE BIN CATEGORY

Würth Industrie Service was one of numerous winners of the reader and expert vote „Best Logistics Brand 2016“ in Berlin (Germany). The award is presented by LOGISTIK HEUTE and the Bundesvereinigung Logistik (BVL) e.V.

PACKAGING AWARD HONORS THE BEST INNOVATIONS OF THE YEAR

From more than 200 submissions, an independent jury of experts determined the best packaging solutions. The Würth small load carrier (W-KLT®) made it to the top in 2016. At the trade fair FachPack in Nürnberg (Germany), the prize was awarded by the German Packaging Institute (dvi).





INDIVIDUALISATION

"We strive for perfection in all areas of our business."

Prof. Dr. h.c. mult. Reinhold Würth

ENVIRONMENTAL MANAGEMENT

Environmental management is a part of our integrated management approach. This approach encompasses both quality management and environmental management.

The systematic approach in line with the requirements of DIN EN ISO 14001 is firmly embedded in the environmental policy and environmental guidelines of Thomas Warburton. We also regularly test and revise our own environmental performance in line with the principle of continuous improvement.

Since 2019, we are working to achieve the environmental management system standard DIN EN ISO 14001.

ENVIRONMENTAL POLICY & ENVIRONMENTAL GUIDELINES

Our environmental policy is aligned to our corporate culture and philosophy.

The focus is a clear commitment to environmental protection as well as the responsibility for an integrated, long-term environmental management concept.

ENVIRONMENTAL PROGRAM

Our environmental program and individual specific environmental projects follow our environmental company guidelines:

- Our employees are the key to responsible and environmentally aware action. We therefore focus on sensitising, training and including all employees
- Our aim is to use available resources in an environmentally friendly manner. We aim to reduce or, where possible, eliminate waste, emissions and energy consumption
- We aim not to just comply with and fulfil the applicable laws and regulations but to exceed them, where possible and economically feasible.

The principles of our environmental policy are also reflected in the structure of the management handbook, which likewise incorporates the company's quality requirements. Against the background of an integrated approach, we strive to act responsibly, in a process-oriented manner and according to the principle of continuous improvement.

INSIGHT

ENVIRONMENTAL MANAGEMENT (continued)

ENVIRONMENTAL TARGETS

The environmental targets derived from our environmental policy, our environmental guidelines and the environmental aspects relevant to our company are continually monitored in suitable projects using targeted measures. Our primary environmental objectives are the careful use of available resources, compliance with applicable, relevant legislation, strengthening the environmental awareness of each individual employee and sustainable environmental protection. This is the only way to continually improve and develop our environmental management system as a whole. Ultimately, the fulfilment of our ecological objectives will be reflected in our certification according to ISO 14001. The achievement of our environmental targets is monitored, measured and managed using suitable key performance indicators along with annual management evaluation and is communicated to all our employees.

ENVIRONMENTAL PERFORMANCE

The environmental performance is regularly measured and tested using suitable and relevant environmental key performance indicators. In accordance with the defined environmental aspects and targets relevant for Thomas Warburton, the focus here is on key performance indicators for energy performance and waste disposal.

WORTHWHILE

“Let us do all we can to leave the next generation, today’s children, with a world that not only provides them with enough space to live in, but also an environment that allows life to flourish and makes life worth living.”

Richard von Weizsäcker



INSIGHT

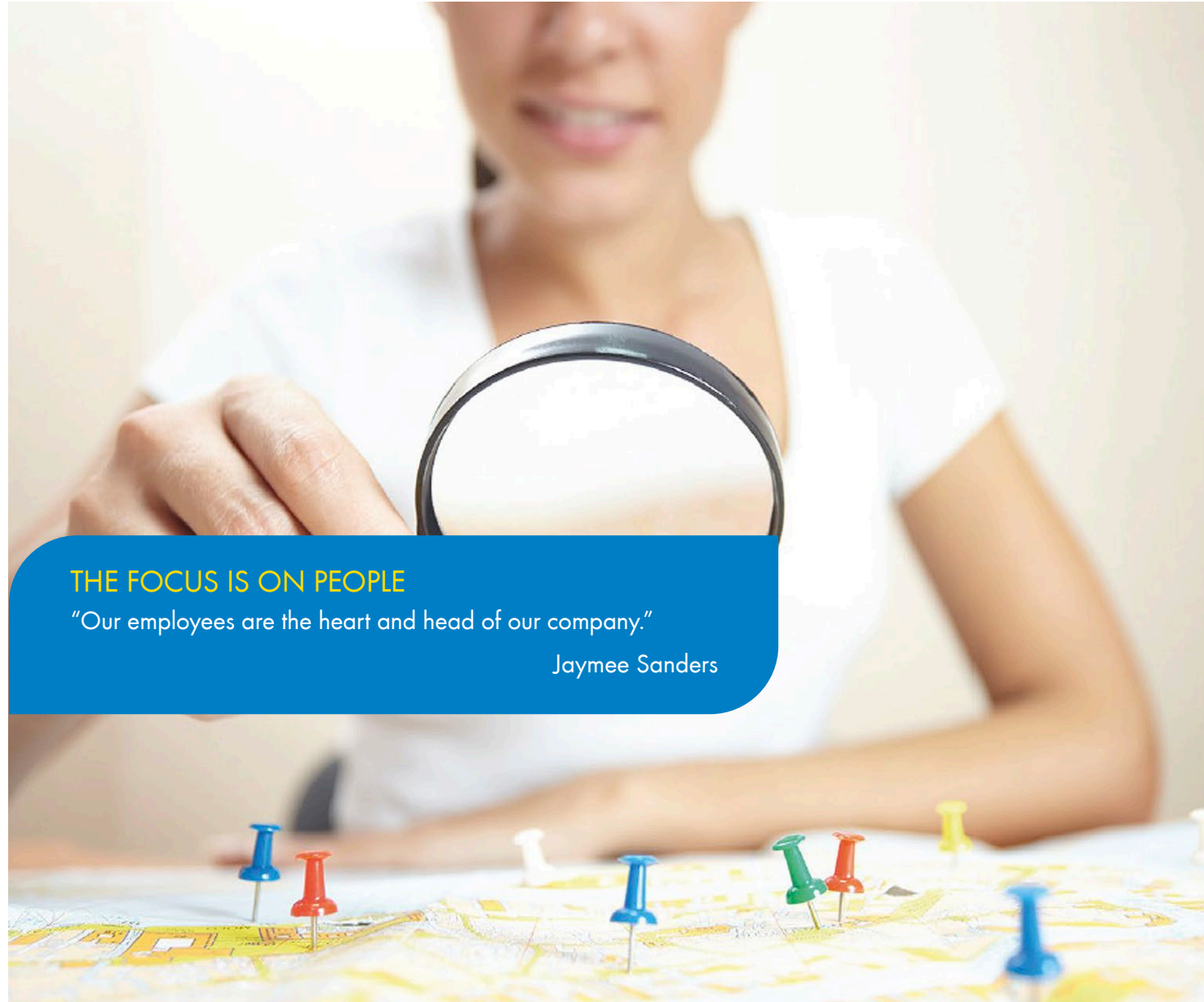
WHEN MANAGEMENT BECOMES A CULTURE

To us, responsibility for employees means job security first and foremost. However it also entails creating an atmosphere and environment in which employees can feel comfortable, flourish and develop innovative ideas. Management and corporate culture is more important than ever in this respect, and is a cornerstone for healthy growth. The guidelines have already been examined in detail on one of the previous pages.

INFORMATION AND DIALOGUE

An information policy is also an important element for involving employees in our values and goals and supporting decisions. All team leaders therefore hold regular team meetings to discuss issues that concern and influence events in the department. Within this framework, employees are asked to contribute ideas and actively participate in the company's activities.

With regard to personal and professional interests, the supervisor has a one-on-one appraisal and development meeting with each employee up to twice a year. This meeting is an opportunity for the employee to discuss how they feel about their team and tasks, but also to discuss agreements on objectives, the employee's own performance, opportunities for development and salary prospects. In addition, an employee survey takes place once a year in which the company in general, the management, the working environment, employee benefits and the supervisors are evaluated.



THE FOCUS IS ON PEOPLE

"Our employees are the heart and head of our company."

Jaymee Sanders

INSIGHT

WHEN MANAGEMENT BECOMES A CULTURE (continued)

All results are subsequently disclosed to all employees and measures specified for the future. If an employee leaves the company, an exit interview is always conducted to examine the reasons for the employee leaving and to derive plans of action. A consultative council, our company employee representatives, is available as a neutral point of contact for discussions and personal independent advice.

SECURITY

Security relates not only to providing our customers with C-Parts, products and suppliers, but also to job security. We follow the principle of success that enables employees to achieve personal fulfilment and gives the company a successful, long-term, secure future. We therefore give all employees permanent contracts from the very beginning. All employees are remunerated in accordance with the performance-related payment system and have the opportunity to influence their salary themselves, according to the objectives of the organisational unit.

FURTHER DEVELOPMENT

The structures of different generations and job descriptions in companies across all industries is becoming more and more diverse. This is precisely why it is so important that development opportunities for employees and apprentices are tailored exactly to individual strengths and departments within the company. We therefore place great importance on personnel development, because investing in our

employees, we are investing in our future. Almost every department offers the opportunity to participate in various training courses and to gain first-hand knowledge every day. In addition to the wide range of internal training courses, we provide financial assistance for external further development courses: in-service programs of study at the Würth Academy, seminars held by external partners such as consultancy services or educational institutions, and many more.

INTERNATIONAL INTEGRATION

With currently more than 10 different nationalities at Thomas Warburton, this is strong evidence of a colourful and cultural diversity.

FELLOW HUMAN BEINGS, SOCIAL ISSUES & EDUCATION

Corporate behaviour means future-oriented action. As a family business, the Würth Group, as well as the companies within the Würth Industrial Network, have felt obliged to this principle since the earliest years.

The Würth Group is dedicated not only to the areas of customer service, employees, environment and along the supply chain, but also to an integral approach for our fellow human beings. Active promotion of non-profit, social organisations and support of numerous projects in arts and culture, research and science, training and education are particularly close to our hearts. The Würth Group

works with regional associations in and around Bad Mergentheim and are actively involved in projects in social and educational facilities. We also provide substantial support for people in our social and cultural projects.

One of the Würth Group's special concerns is to open up the opportunities for young people with disabilities. We wish to enable them to participate within their abilities, to strengthen their self-esteem and thereby to improve their over-all quality of life and promote the coexistence of people with and without disabilities.

Developing specific, long-term project groups to give students deeper insight into their future career environment over a longer period. As part of a project team, students can participate in intensive internships over several semesters and also work on their own projects, to a large extent independently.



ACTIONS AND PROSPECTS

FIELDS OF ACTION

One of our most important tasks is to further intensify our individual fields of action in the medium term. A first step towards this has been taken by defining objectives and revising our Code of conduct. Defining useful key performance indicators and targets for these key performance indicators to guarantee measurability will play an important role in the medium term.

DIALOGUE/COMMUNICATION

It is also essential to continue developing the area of dialogue. Regular coordination within brand task forces is the first step in the right direction. Furthermore, obligatory training courses to sensitise employees, e.g. on the issue of environmental management, must become firmly established. They should become part of the introductory program for all new employees and also be included in the internal training program or in the form of an e-learning session. The aim is to provide the same, uniform information to all interest groups across all media and for this information to be quickly accessible.

SYSTEMS/PRODUCT

In the area of system and product solutions, we will continue developing automated procurement and digital networking for our customers to keep the processes simple and allow customers to concentrate on their core tasks. Maximum reliability in the C-Parts supply chain still has the highest priority of all delivery forms and thus maintains

long-term business relationships. Resources are optimally utilised through the use of reusable containers, load bundling, optimum container fill amounts and order pickers (to name just a few factors). Standardisation of items will remain the focus with regard to our product range. The development of ecological product groups and product compliance will continue to gain in importance. A further focus is the forming of strategic supplier partnerships and the related supplier development.

LOGISTICS

Mapping and processing individual and very different customer requirements will further increase the complexity of logistics. Our objective is to retain process flexibility despite the increasing complexity. In future, approaches such as modular logistics, which can make complex processes controllable and mappable, will be of central importance.

When investing in new buildings and technologies, the primary criteria of flexibility, redundancy and reliability will influence research, selection, planning and decision making.

ENVIRONMENT

Suitable key performance indicators for energy performance and waste disposal and constant monitoring are intended to make the area of environmental management even more transparent and manageable. Sensitisation of employees through training courses is another important tool for environmental management.

CONCLUSION

At Thomas Warburton, sustainable, future-oriented and environmentally conscious actions and productivity-oriented enterprise are integral components of our identity. The individual issues are embedded in every area of our company and are taken into account generally and in detail when making all decisions. Due to the complexity of these tasks and the cross-company aspects, it is primarily the task of management to embody and promote sustainability. To support the management, objectives have already been defined in all departments, action plans are being developed and improvement concepts monitored. Central process management and internal auditing are also tasked with continuously examining and optimising ongoing improvement and compliance with existing regulations. As a company with long-term orientation, we consider sustainability to be an important element for securing our future. We attach great importance to meeting all challenges in this area whilst taking economical objectives into consideration.

ACTIONS AND PROSPECTS



GROUND-BREAKING

"Paths are made by walking."

Franz Kafka

ISSUE 01.1/2023

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**WITH HEART
AND MIND.**

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