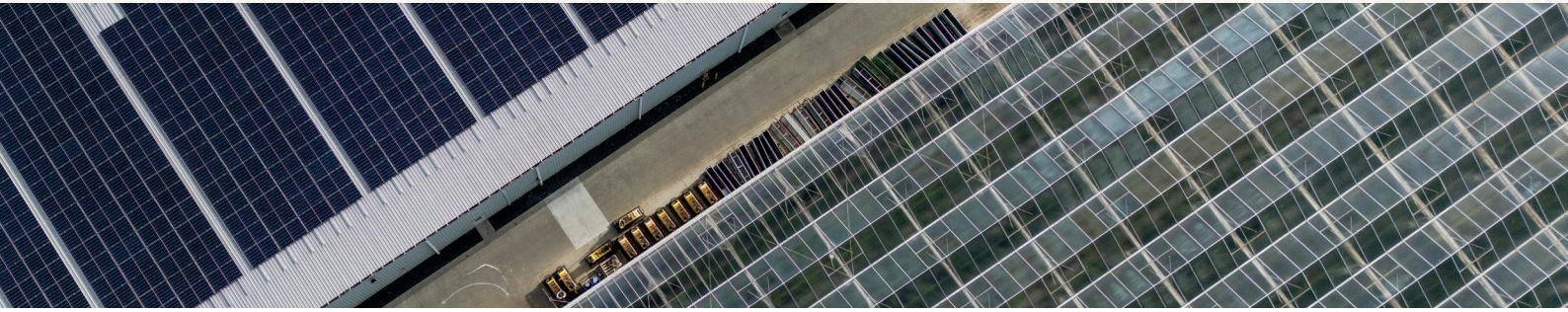


FLAVORITE GROUP

July 2026



CEO Update

Hi Flavorite Team,

It's hard to believe we're already halfway through 2026. Looking across the business, what stands out most is the momentum we're building. The past six months haven't been defined by one major project, but by hundreds of improvements across the business that are making Flavorite stronger.

Our Strategy

Last year we developed our business strategy with input from people right across Flavorite. More importantly, we're now seeing that strategy come to life in the decisions we make every day.

Whether it's investing in technology, improving quality, developing our people, strengthening customer relationships or finding better ways to work together, we're making solid progress in the areas that matter most.

Innovation That Makes a Difference

Innovation continues to be one of Flavorite's greatest strengths. Our investment in automation, robotics and smarter systems is improving quality, consistency and efficiency across the business, with the new Tatura packing facility continuing to grow into an important part of our operations.

These investments aren't about replacing people—they're about giving our teams better tools, reducing manual handling and helping Flavorite remain competitive for the long term.

Quality and Our Customers

One of the achievements I'm most proud of is the continued improvement in the quality of our produce. Consistently producing premium fruit takes teamwork across growing, harvesting, packing, quality, logistics and sales. Every

improvement strengthens our reputation and creates opportunities to grow with our customers.

It's been pleasing to see our customer partnerships continue to strengthen through reliable supply, consistent quality and new product opportunities. The continued growth of products like Sugar Plum and Tinyberry reflects what can be achieved when our production, commercial and marketing teams work together.

Investing in Our People

Our people remain our greatest strength. We've continued investing in leadership, safety, wellbeing and career development, while also seeing stronger collaboration across our sites.

More people are sharing ideas, solving problems together and learning from one another. That willingness to help each other is becoming part of who we are, and it's making Flavorite a better business.

Looking Ahead

The second half of the year will bring both challenges and opportunities, but I'm confident we're well placed for what lies ahead.

We'll continue improving our operations, strengthening customer relationships, investing in innovation and, most importantly, developing our people.

Thank you for everything you've contributed so far this year. Every improvement, every suggestion and every job well done helps drive Flavorite's success.

Let's keep building on the momentum we've created together.

Stay safe.

Mike Nichol

Chief Operating Officer Update

Hi Team,

The past six months have been busy, productive and full of positive momentum across the Flavorite Group. Our operations teams have continued to deliver safe, efficient and high-quality outcomes while navigating the everyday challenges of protected cropping.

Across our farms, teams have stayed focused on crop performance, quality, labour efficiency and cost discipline. Even where conditions have been challenging, there has been great work to manage the controllables, respond quickly to crop pressures and keep improving consistency. Some of the key highlights include:

- Waste consistently maintained around 2.7%–2.9%.
- Rejection rates remained below 1%.
- Seconds rates maintained at 3%.
- Strong hygiene and biosecurity practices helping manage crop health risks across the business.

We have also made good progress on practical improvement projects, including energy and sustainability initiatives, stronger capital planning, and better operational

visibility. Our integrated pest management programs continue to support healthier crops and more sustainable growing practices across the group.

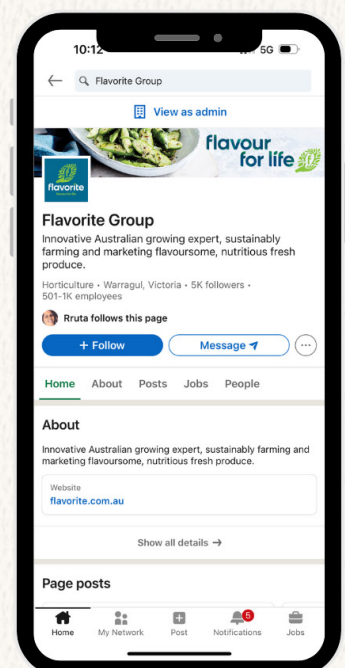
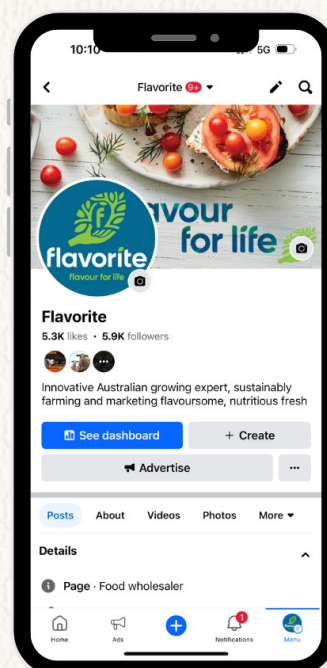
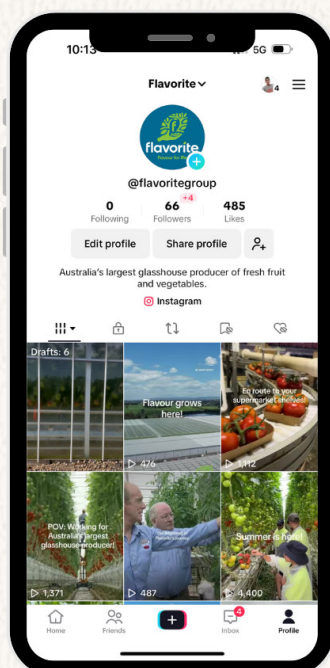
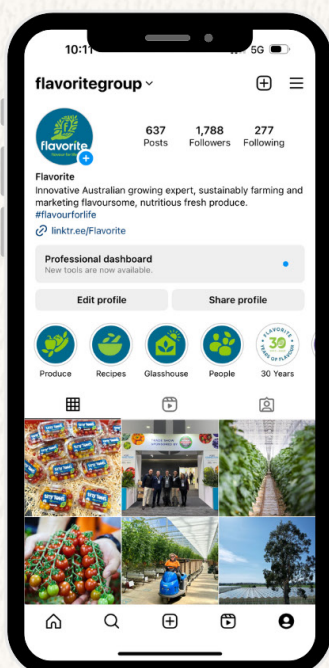
A key achievement has also been the continued strengthening of our site leadership structure, helping clarify accountabilities and support more focused execution. We have now implemented the new glasshouse operating model that combines crop care and harvest into one team. We are already seeing the benefits from this new way of working allowing leaders to react quicker to challenges and make decisions quickly on their own crops.

Looking ahead, we will keep building on this momentum by lifting consistency, supporting our teams, improving production reliability and progressing the sustainability and energy work that will help make Flavorite stronger for the future.

A big thank you to everyone across our farms and operational support teams for your commitment, adaptability and teamwork. The results from the past six months are a credit to the effort and care shown right across our operations.

Chris Millis

Are you following us?



@flavoritegroup

Flavorite Group

Sales & Marketing Update

Hi Everyone,

It's hard to believe another six months have already passed! The first half of the year has certainly kept the Sales and Marketing team busy, with changing market conditions, new customer opportunities and plenty of exciting projects happening across the business.

Market Update

As always, market conditions have kept us on our toes.

Tomatoes have experienced a mix of highs and lows throughout the period, with supply and demand continuing to shift across different categories. While some segments have faced pricing pressure at times, our premium programs and customer partnerships have remained strong, helping us continue to deliver value and growth.

Capsicums, cucumbers and eggplants have all seen encouraging demand and repeat commitments from our customers for this coming season.

Highlights from the Past Six Months

There have been plenty of wins worth celebrating, including:

- The second phase of the Wiggles promotion early in the year.
- Continuing to grow our premium tomato categories.
- Launching and supporting a range of consumer marketing and social media campaigns.

- Working closely with our production teams to align supply with customer demand.
- Welcoming customers and industry partners to our sites and showcasing the great work happening across Flavorite.
- In the coming week, starting supply with Belino in Aldi, which is great news.
- We will also be starting to supply Sugar Plum in Coles in the coming weeks.

Looking Ahead

There's plenty to be excited about in the months ahead. We'll continue focusing on:

- Growing our customer partnerships.
- Supporting new product and category opportunities.
- Delivering excellent service and quality.
- Building the Flavorite brand to make consumers want to pick it up every week.
- Exploring innovative ways to grow our business and support our customers.
- Most importantly, we'll continue working together across the business to ensure we remain a trusted supplier and partner for our customers.

Thank you to everyone for your support, collaboration and hard work over the past six months. The success we achieve is always a group effort, and we're looking forward to building on that momentum in the second half of the year.

Thanks,

Sam Kisvarda



People Update

Hi Team,

The second half of FY26 has been full of momentum as we've continued to strengthen the way we work together across Flavorite. From investing in leadership capability and technology to enhancing safety, talent development, communication, collaboration and recognition, our focus has remained the same - creating a workplace where our people can thrive.

A key highlight has been our continued investment in leadership development, supporting everyone from our Executive Team through to frontline leaders with the skills and confidence to build engaged, high-performing teams and a positive workplace culture.

It's encouraging to see these efforts reflected in the results of our FY26 Engagement Survey. Thank you to everyone who shared your feedback.

Together, we achieved:

- Engagement Score of 81%, an eNPS of +35 and 79% favourability across all engagement pillars.
- These results place Flavorite in the "Very Good" - Best in Class category, outperforming the ANZ regional benchmark by 23 points and the Agriculture sector median by 25 points.
- Our strongest results were in Safety & Compliance (83%), Diversity, Equity & Inclusion (83%), Engagement (81%), and Culture & Wellbeing (78%) - a testament to the commitment and care shown by our leaders and teams every day.

Over the past six months, we've also welcomed several new team members to our centralised People Team, strengthening our capability to better support our leaders and team. We're excited to have them on board as we continue to evolve our People function. Please join us in welcoming:

- Ayesha Saad - People Partner
- Darcey Kyreakou - People Operations Coordinator
- Kat Hao - People Operations Support
- Meg Kamod - People Partner
- Engela Buchler - Safety, Health & Wellbeing Partner

As we begin FY27, our focus remains firmly on continuous improvement. We'll continue building leadership capability, enhancing our operating models across the business and improving employee experience at every stage of the journey. We'll also be partnering with leaders and teams to turn your engagement survey feedback into meaningful action - strengthening career development opportunities, recognition, communication and learning so that together we continue to make Flavorite an even better place to work.

Thank you for your commitment and willingness to help shape our future. We look forward to another exciting year ahead.

Stay safe
Chari





Finance Update

Hi everyone,

As Flavorite continues to innovate and grow, so does our Finance team. Over the past 6 months, the team has put in a big effort to improve the quality and usefulness of our reporting. The focus has been on making information easier to access and help leaders across the business to make more informed decisions, and I think we've made some solid progress there. We've recently wrapped up a fairly complex Group consolidation, which will simplify our Group structure moving forward, and make our reporting clearer and more streamlined going ahead. Big thanks to everyone involved with that!

Looking ahead, we're gearing up for the annual financial audit once again, which will involve working closely with a lot of teams across the business as usual. Appreciate in advance everyone's support with that. Beyond the audit, there's still a lot happening in the background. Over the next 6 months, we'll keep pushing to modernise our ways of working, improving processes, tightening up reporting and making sure we're continuing to give people leaders in the business the information they need to make good decisions.

Jim Ilgoutz



Wholesale Report

There never seems to be as much to talk about in the market, unlike other sites—some are seeing transformations with industry leading robotics, expanding production, new packing sheds, and winning awards. It's impressive, and we're proud to see it recognised on Landline and through our socials.

But what's consistent everywhere is how we value our people. Every role matters in achieving success.

I want to acknowledge my amazing Epping team for their drive, tackling pre-midnight alarms and freezing mornings with a smile.

Thanks also to our People Team, especially Chari and Kate, for their support and training.

As we start a new financial year, we've seen team members step up. Congratulations to Mick, Jordan, and Aiden on their new roles.

Finally, our customers remain at the heart of what we do. While not much changes on the surface, our core values don't change: Our people, quality produce, strong relationships, and opportunities for those who put in the effort.

Stay Safe,
Grant



Production and Innovation Update

Hi Flavorite Team,

The past six months across Production and Innovation have been busy, productive and full of the usual mix of building, testing, improving and problem solving. A lot of our focus has been on making sure the major projects delivered through 2025 are now settling into practical, everyday use across the business.

New Tatura Packing area: At Tatura, the new packing shed continues to develop into a major piece of infrastructure for the farm. The team has been working through the commissioning and improvement phase, with a focus on getting the best out of the equipment, improving flow through the shed, and continuing to build confidence in the new fruit storage, packing and distribution systems. As expected with a project of this size, there has been plenty of learning along the way, but the progress has been positive and the shed is already showing its value.

The robot journey continues: Our world-first robotic 5kg Truss on Vine packing line at Tatura remains one of the most exciting innovation projects in the business. We are continuing to make progress, while also recognising there is still a lot of work to do as we refine the technology in a live production environment.

This was never going to be a simple plug-and-play solution. It involves new technology, new ways of working, and plenty of learning along the way. The long-term opportunity remains significant for Flavorite, particularly

around reducing manual handling, improving consistency, and shaping how we pack truss tomatoes into the future.

There is still plenty to work through, but we remain committed to pushing the technology as far as we can and understanding the role it can play for our business and the broader protected cropping industry.

Fruit quality still remains our main game: While new equipment and automation get plenty of attention, fruit quality still remains the real measure of how successful a season we can have, as good quality equals high production efficiency and happy customers. The work done across growing, harvesting, packing, maintenance and quality is continuing to pay off, with stronger processes, better decision making and a continued focus on reducing waste, seconds and customer issues. This has been a genuine team effort across all sites. Well done everyone!

Systems behind the scenes: A lot of important work has continued behind the scenes across labour management, product management, harvest forecasting, fruit quality reporting, IT and cybersecurity. These projects do not always get the same attention as new shiny equipment, but they are critical to how the business keeps improving.

Over the past 12 months, teams across the business have strengthened the systems, reporting and compliance foundations that help us operate more effectively and securely. I want to call out the great work done in this space. Much of it happens quietly in the background, but it makes a real difference every day.

Jim Madden



Maddie's Month Wins MOYA

We're excited to share that we won the Marketer of the Year Award at Hort Connections 2026 for our Maddie's Month campaign. The award celebrates the impact of our decade-long partnership with Coles and Maddie Riewoldt's Vision, which has now raised \$1 million to support research into Bone Marrow Failure Syndromes. A heartfelt thank you to every member of the Flavorite team whose hard work and collaboration contributed to this proud achievement.



Meet the Quality Team!

Meet Flavorite's Quality Assurance team! Based across Ravenhall, Tatura and Warragul, our team of eight full-time staff, supported by casual inspectors, works across all Flavorite sites to help make sure our fruit meets customer expectations and our food safety systems remain on track. From checking product quality and investigating customer feedback through to maintaining Freshcare and HARPS compliance, the team plays an important role in helping Flavorite consistently deliver safe, high-quality fruit.

No two days are quite the same. A typical day might include product inspections,

sampling and reporting, following up on a customer quality issue, working with growers or production teams, or preparing for an upcoming audit. Around 30% of the team's work is unplanned, so there is always something new to respond to. The team also manages the Corrective Action Register (CAR) to help track issues, actions and improvements across the business. We've recently launched the new CAR Register and are now focused on preparing for upcoming food safety audits and implementing the new Freshcare Version 5 requirements. There are some perks too, including getting to sample plenty of new fruit varieties along the way!

Get to know 3 Quality Team Members

Mike



1. How long have you worked at Flavorite for? 3 years
2. What is your favourite Flavorite product? Blueberries (Last Call!)
3. What is your favourite sport? I don't really have a favourite. I'll watch or do anything that isn't likely to kill me
4. Do you have any pets? I have a cat
5. Favourite holiday destination? So far: China and Japan tie for food, variety, and beauty, but China wins on ease of transport. Belize (Caye Caulker) for beach time and snorkeling/scuba
6. When you were a kid, what did you want to be when you grew up? Music artist (vocalist)
7. Favourite food? Langzhou Ramen or authentic tacos
8. What is the best advice you've ever been given? Do what works, then do what works
9. If you had to pick one age permanently which age, would you choose? Why? 35. Plenty of life experience while still having a decent metabolism

Anastasiia



1. How long have you worked at Flavorite for? 7 years
2. What is your favourite Flavorite product? Sweet pointed capsicums & cherry tomatoes
3. Which new product do you think Flavorite should grow next? Have another try at snacking cucumbers
4. What is your favourite sport? Cycling
5. Favourite holiday destination? Wilsons Promontary National Park
6. If you could trade places with anyone for one day, who would you choose? Don't have anyone in mind, maybe an astronaut
7. Favourite food? Fresh bakery and pasta
8. What's the best advice you were ever given? Be kind to yourself
9. If you had to pick one age permanently which age, would you choose? Why? 30s - I am in my early 30s now and this is the best age I've ever been. I don't know yet how it feels to be older
10. If you could live anywhere in the world, where would you live? Australia, somewhere close to mountains

Ivy



1. How long have you worked at Flavorite for? 9 years
2. What is your favourite Flavorite product? Mini romas
3. Which new product do you think Flavorite should grow next? Zucchini
4. Do you have any pets? Fishes that go on involuntary fasting diets when my parents aren't home
5. Favourite holiday destination? Korea or anywhere with good food
6. When you were a kid, what did you want to be when you grew up? Typical Asian answer, Doctor
7. If you could trade places with anyone for one day, who would you choose? Would love to trade places with my 18 month old nephew. Can sleep and eat all day while bossing everyone around!
8. Favourite food? Depends on the day and mood, currently cheese
9. What is the best advice you've ever been given? "Not liking something after trying it once doesn't mean you don't like it, just means you are unfamiliar with it"
10. If you could be one age permanently which age would you choose? Why? 27, that was the age where I was travelling a lot with very little responsibilities although the retirement life of 68 sounds great to the introvert me too
11. If you could live anywhere in the world, where would you live? Melbourne will always be home

Safety, Health & Wellbeing

With winter well underway, it's a timely reminder that safety and wellbeing start with each of us. Taking care of our own health, looking out for our teammates and speaking up when something isn't right all contribute to a workplace where everyone can go home safe and well each day.

Be Winter Ready

Colder weather can impact more than just our physical health. Shorter days, disrupted sleep, seasonal illnesses and reduced energy levels can all affect how we feel and perform at work.

Being "winter ready" means checking in with yourself before starting your shift:

- Have I had enough quality sleep?
- Have I eaten and hydrated adequately?
- Am I well enough to be at work, or should I seek medical advice and recover at home?
- Am I focused and ready to perform my tasks safely?
- Do I need support, or have I noticed a teammate who might need a check-in?

If you're not feeling your best, speak with your leader early. Looking after your health helps keep everyone safe.

Near Miss Reporting: Learning Before Someone Gets Hurt

Not every safety event results in an injury or damage. Sometimes, something happens that had the potential to cause harm but, thankfully, didn't. These events are called near misses.

What is a Near Miss?

A near miss is an unplanned event that could have resulted in injury, illness, damage or loss, but didn't happen this time.

Examples include:

- A person slips but regains their balance before falling.
- A box falls from a shelf but misses anyone nearby.
- A forklift and pedestrian come unexpectedly close to each other.
- Equipment malfunctions but is identified before causing harm.
- Someone notices a missing guard or damaged tool before it is used.

Why Report Near Misses?

Reporting near misses gives us the opportunity to learn and improve before someone is seriously injured.

By reporting near misses, we can:

- Identify risks early.
- Prevent future incidents.
- Improve our systems and processes.
- Share lessons across teams.
- Strengthen our safety culture.

When Should I Report?

If you experience, witness or become aware of a near miss, report it to your supervisor or manager as soon as possible.

How Do I Report?

Near misses can be reported to anyone in a leadership role. The more information we have, the better we can understand what happened and prevent it from happening again. Every near miss reported is an opportunity to make our workplace safer.

Together, by looking after our own wellbeing and speaking up about the things we see, we can help ensure everyone goes home safe and well every day.



Special Team News!



Congratulations to Thomas Meng from our Tatura site and Mery on the safe arrival of baby Julian born 23/04/2026.



Congratulations to Ella Perry from our Warragul site and Ivan on the safe arrival of baby Paige born 09/01/2026.



Congratulations to Bako Bakiev from our Warragul site and Dilrabo on the safe arrival of baby Ahmadali born 27/02/2026.

Congratulations to Sami Ghimire from our Tatura site on the safe arrival of her baby boy born 20/01/2026.

Congratulations to Peter Bavaro from our Warragul site and Prudee on the safe arrival of baby Addison born 12/05/2026.

Congratulations for Years of Service!

5 YEARS

Angela Child
Austin Mackay
Peter Allan
Vee Tsai
Ruvini Mihindukulasuriya
Rohan Harvey
Prisy Velasquez
Jaytee Singh
Abdul Rehman
Matthew Dwyer
Phillip Sutherland

Bobby Shanmugam
Lorence Antonio
Danny Ceeney
Benjamin Nicholas
Kathrine Medrano
Dominic Cole
Sean Howell
Peter Bavaro

10 YEARS

Amy Boyington
Janelle Vidler

Flurry Wong
Tristan Wallace
Ana Aiono

15 YEARS

David Parrington
Leigh Butterworth
Orlan Buensalido

17 YEARS

Joel Cabena

Flavorite Executive Team



Mike Nichol
Chief Executive Officer



Chris Millis
Chief Operating Officer



Chari Hall
Chief People Officer



Sam Kisvarda
Chief Marketing Officer



Grant Nichol
Chief Wholesale Trading Officer



Jim Ilgoutz
Chief Financial Officer



Jim Madden
Chief Production and Innovation Officer

Flavorite *featured* on ABC Landline



Flavorite was proudly featured on ABC Landline, with a story showcasing our partnership with Applied Horticultural Research (AHR) and Hort Innovation, and the introduction of Australia's first R-LAP robotic pollination system in a commercial glasshouse. The national feature highlighted how innovation and collaboration are helping shape the future of Australian protected cropping. Scan the QR code to watch the story.

Thank you to Matt Patten for leading this and to everyone across the business who helped bring it to life. This recognition reflects the innovation, expertise and teamwork of the entire Flavorite team.

