

Flavorite Sustainability Report FY2025





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CEO MESSAGE

Dear Stakeholders,

I'm delighted to share Flavorite's fifth Annual Sustainability Report, a milestone that reflects how far we've come and highlights the exciting path ahead as we grow, innovate, and lead with purpose.

As Australia's leading glasshouse grower, we believe success comes from building for the future, investing in innovation, supporting our people, caring for the planet, and strengthening the communities we call home. This year has been about turning that belief into bold action.

Sustainability in Action

In FY2025, we brought major projects to life that are already shaping a brighter future:

- Our new 1.3MWh solar energy system at our Warragul farm, purpose-built to match the site's electrical load.
- Waste-to-energy trials underway at Mansfield with pleasing results, while targeting a 49% reduction in natural gas use at Katunga by December 2026.
- Approximately 30% of irrigation water recycled across all farms, showcasing leadership in water stewardship.

These are not just operational upgrades, they're clear steps toward reducing our footprint and setting new benchmarks in Australian horticulture.

Investing in Innovation

This year, we leaned further into innovation through the Hort Innovation Frontiers Program, piloting autonomous pollination and AI-driven packing systems that are reshaping how fresh produce is grown, packed, and delivered. At the same time, our trials with biodegradable and reusable growing materials are helping us build a more circular supply chain and reduce landfill.

Empowering People and Communities

Our people are at the heart of our success, and FY2025 has been a year of growth and recognition: 49 team members stepped into new roles, while many others celebrated long-standing service. Our injury rate fell by 32%, reflecting a proactive approach to training and safety. Leaders across the business completed Cultural Awareness and Mental Health Training, deepening our inclusive culture. Together, we also marked our 9th year supporting Maddie Riewoldt's Vision, taking our contributions to \$900,000, a cause that inspires and unites us. Through the Regional Matters Program, local partnerships, and Frankie's Community Kitchen, we've continued to grow alongside our communities, creating jobs, providing fresh food to those in need, and contributing to regional vitality.

Looking Ahead

The future excites us. As we approach the 10th anniversary of Maddie's Month in FY2026 and advance our expansion at Tatura and beyond, we remain committed to being accountable, resilient, and people-focused.

To our partners, customers, employees, suppliers, and communities: thank you. Your trust and collaboration fuel our ambition. Together, we're proving that sustainability isn't just a responsibility, it's an opportunity to build a stronger, more connected future. We look forward to continuing this journey with you.

Mike Nichol
Chief Executive Officer



ABOUT THIS REPORT

This sustainability report, approved for release by the Flavorite Board of Directors, covers the period from 1 July 2024 to 30 June 2025 (FY2025). The report offers an account of our contributions to sustainable development across the business in the State of Victoria, Australia.

It is with great pride that we present Flavorite’s fifth annual sustainability report on behalf of the Flavorite Board to our customers, stakeholders and shareholders. At Flavorite, sustainability has always been at the heart of how we grow, innovate and serve our customers and community. As Australia’s largest glasshouse business, we recognise both the privilege and responsibility that comes with producing fresh, high-quality produce in a sustainable and responsible manner.

This report reflects our ongoing commitment to create a future where sustainable food production thrives in balance with our environment and socially responsible principles. Throughout the year we made significant investment into energy efficient glasshouse technology, water stewardship initiatives and robotics to reduce our environmental footprint whilst at the same time improving our operational efficiency.

The challenges of climate change, resource efficiency and food security are complex, but they also present opportunities for innovation and leadership. Guided by our values and informed by global sustainability frameworks, we maintain our commitment to reporting our progress and improving our practices to the highest standards.

On behalf of the Board, we thank our employees, partners, customers and communities for their continued support. Together we will ensure that Flavorite continues to not only deliver fresh, sustainably grown Australian produce, but also contributes meaningfully to a resilient future.

For further information about our sustainability approach please visit our website: <https://www.flavorite.com.au>

To provide feedback about this report, please email reception@flavorite.com.au or contact +61 (3) 8372 5610.



Frank Barillaro
Investment Partner at
Roc Partners and Board
of Directors – Flavorite

ACKNOWLEDGEMENT OF COUNTRY

Flavorite acknowledges First Nations peoples as the Traditional Owners of Country throughout Australia. We recognise the unique cultural heritage of First Nations peoples and their continued connection to lands, waters, and communities. We offer our gratitude to the Gunaikurnai, Taungurung, Yorta Yorta, and Wurundjeri Peoples and their respective Country’s on which our operations reside. We pay our respects to all First Nations peoples, and to Elders past, present, and emerging leaders.





OUR OPERATIONS

Warragul – growing site, nursery and packing & logistics facility
264 Copelands Rd, Warragul VIC 3820

Mansfield – growing site and packing
1098 Mansfield-Whitfield Rd, Mansfield VIC 3722

Tatura – growing site and packing & logistics facility
6130 Midland Hwy, Tatura VIC 3616

Katunga – growing site, warehouse and packing
946 Numurkah Rd, Katunga VIC 3640

Epping Market – wholesale trading business
55 Produce Dr, Epping VIC 3076

Ravenhall – distribution centre, head office for Marketing, Sales, Finance, Administration & Warehouse
30/32 Riding Boundary Rd, Ravenhall VIC 3023



SUSTAINABILITY AT FLAVORITE

At Flavorite, sustainability is more than how we grow, it's who we are. For over 30 years, as second-generation Australian farmers, we've been guided by the belief that flavour and sustainability must go hand in hand. This means embracing innovation in glasshouse farming, investing in renewable energy, reducing waste, and trialling new technologies that help us tread more lightly on the environment while delivering the freshest produce to Australian families.

Our commitment goes beyond the glasshouse. We continue to invest in our people, creating safe, engaging workplaces and opportunities for growth across our regional communities. Looking ahead, we're excited to build on our progress, expanding solar generation, reducing natural gas use, advancing automation, and developing smarter packaging solutions. By working with industry partners and our own dedicated teams, we're shaping a future where great flavour and responsible farming grow together.



Environmental & Sustainability Award

In May 2025, Flavorite was proud to be recognised at the Ausveg Vic & Muirs Awards for Excellence, receiving the Environmental & Sustainability Award. This award acknowledged our significant progress over the past year, with key projects including the installation of a 1.3MWh solar PV system at our Warragul site, the commissioning of a new high-efficiency chiller unit, and the expansion of our Controlled Atmosphere Technology (CAT) energy initiative. Collectively, these investments are reducing our reliance on the grid, improving energy efficiency, and strengthening our commitment to responsible farming.

Alongside this achievement, Flavorite was also nominated for the Research

& Development Adoption and Industry Impact Award, and Jarrod Willemse was recognised as a finalist for Grower of the Year.

Our sustainability leadership was further acknowledged on the national stage, where Flavorite was named a finalist in the Environmental & Sustainability Award category at the National Awards for Excellence during Hort Connections in June (Hort Connections is Australia and New Zealand's premier horticulture conference and trade show, bringing together the entire fresh produce supply chain). This is great recognition for the Flavorite team who are dedicated to making a difference and see sustainability as a key enabler in our business wide strategy.

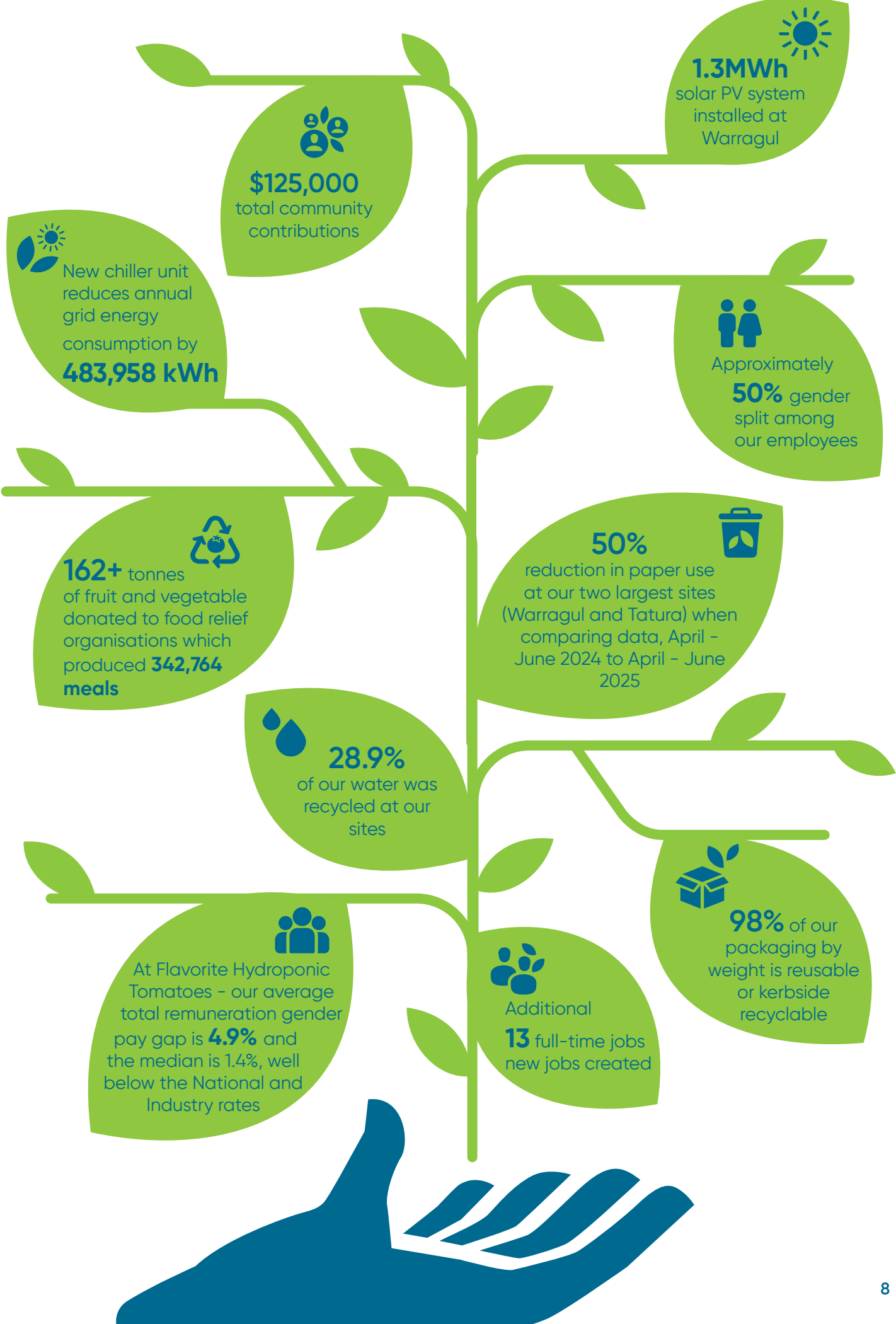
UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (SDGs)

The targets and goals that Flavorite have set are supported by the United Nations Sustainable Development Goals (SDGs). The SDGs aim to end poverty, protect the planet, and ensure prosperity for all, offering an all-encompassing strategy to help to create a more sustainable world. The eight goals we have aligned to all relate to different aspects of our business and coincide with our sustainability pillars: People, Environment and Community. Over the coming years we aim to meet our targets and continuously strive towards becoming a more sustainable business.

UN SDG	OUR TARGET AND GOALS	OUR CONTRIBUTIONS SO FAR
	End hunger, achieve food security, improved nutrition and promote sustainable agriculture.	• Less than 3.08% produce waste from all crops grown on our farms • Donate produce that does not meet customer specifications to food recycling organisations such as Foodbank or Second Bite
	Ensure healthy lives and promote well-being for all.	• Higher production waste (5.16%) during FY25 as a result of increase pest and disease pressure • In FY25, Flavorite donated over 162 tonnes (162,382 kg) of fresh fruit and vegetables. This donation equates to over 324,764 meals for Australians in need
	Achieve gender equality and empower all women and girls.	• Evolve our Safety, Health & Wellbeing strategy through programs and initiatives across four key pillars - Leadership & Culture, Capability & Engagement, Systems & Compliance and Risk & Operational Excellence, to strengthen our already strong safety culture and keep wellbeing at the heart of how we work • Develop Leading for Wellbeing capability in our People Leaders at all levels • Introduce new ways of working utilising a framework for better empowerment and decision making
	Promote sustained, inclusive, and sustainable economic growth, full and productive employment and decent work for all.	• At Flavorite Hydroponic Tomatoes - our average total remuneration gender pay gap is 4.9% and the median is 1.4%, well below the National and Industry rates • 40% women in leadership roles overall at Flavorite (this is an increase of 10% compared to FY24) • WGEA annual reporting completed for 2024-2025 reporting year: • Total Team: 52% Female: 48% Male (14% YoY improvement from FY24 to FY25) • Other Managers: 40% Female : 60% Male (33% YoY improvement from FY24 to FY25) • Senior Managers: 43% Female: 57% Male • Executive Team: 14% Female: 86% Male

	Ensure sustainable consumption and production patterns.	• Reduce food loss and waste throughout the supply chain	• Actively safeguarding against Tomato Brown Rugose Fruit Virus (ToBRFV), a highly infectious disease that can severely impact tomato crops, by trialling and transitioning to multiple resistant varieties and implementing enhanced hygiene protocols to mitigate risks • In FY25, all Flavorite packaging has the Australian Recycling Label (ARL), which guides consumers on the correct disposal of our packaging materials • Launched RLAP-POLLINATE, a groundbreaking automated pollination system designed to improve crop quality, consistency, and efficiency • In FY25, we achieved 98% of our packaging materials, by weight, being reusable or kerbside recyclable, building on our progress from previous years
	Take urgent action to combat climate change and its impacts.	• Take action to combat climate change and it's impacts • Undertake waste to energy trials to reduce natural gas usage	• Flavorite commissioned a fit for purpose 1.3MWh Solar PV system on the roof of our 12,000m2 packing and logistics facility in Warragul during May 2025, which will remove 1,580kWh from the grid per annum • Commissioned new chiller system at the Warragul site during September 2024, this will reduce the sites energy consumption by 483,958kWh • Flavorite have recieved approval for a development licence by the Eviroment Protection Authority (EPA) Victoria, and have conducted successful trial burning of agricultural waste products at our Mansfield site
	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation and halt biodiversity loss.	• Continue to develop our Integrated Pest Management (IPM) approach to protect our crops from pest and disease • Test biodegradable strings, clips, and arch supports, as well as reusing growing substrates and materials across multiple seasons	• In FY24 the IPM program spanned 12 hectares of production, it then expanded to 33 hectares in FY25 and now the program spans 74.3ha across our 4 sites, Warragul, Katunga, Tatura and Mansfield and significantly reduces the need for pesticides • In FY25, we trialled biodegradable string, clips, and arch supports across several hectares, with the aim of identifying practical and environmentally sound solutions

FY25 SUSTAINABILITY SNAPSHOT



OUR ENVIRONMENT

CLIMATE RISK & ENERGY

10 years ago Flavorite could produce 50kg a square meter of large truss tomatoes using 40 cubic meters of natural gas. Today we produce 80kg a square meter of large truss tomatoes using 30 cubic meters of natural gas. We are now growing more with less and we can do that through managing our climate and pollination strategy more effectively, selecting varieties with higher yields and greater resistance to pest and disease to name a few. Over the last 30 years the team has taken a continuous improvement mindset to the way we grow and this is a great example of how we can do more with less.

There is still more we can do to reduce our emissions and as the protected cropping industry faces evolving environmental

challenges, addressing climate risk has become more important than ever. Rising energy demands, coupled with increasingly unpredictable weather patterns, require innovative strategies to reduce emissions, improve efficiency, and protect crop production.

Goals

- By December 2026, achieve a 49% reduction in natural gas usage at our Katunga site
- By the end of FY2026, install thermal screens in all glasshouses at our Warragul and Katunga sites
- Complete Tatura site electrical load analysis by February 2026 to determine the size of the solar PV system
- Launch & commercialise new RLAP-Pollinate technology reducing pollination labour inputs by up to 80% required



Scan or click QR code to learn about glasshouse technology.





CAT Energy Project

We produce over 80 kilograms of truss tomatoes per square metre, making a reliable energy supply absolutely critical. Even a short power outage could result in significant losses. During peak summer demand, we are occasionally asked to operate off-grid to prevent grid overload, which requires a seamless transition from grid power to backup generators to maintain continuous operations.

To meet this challenge, we partnered with Energy Power Systems Australia (EPSA) to install two Cat® C32 1100kVA GC Range generator sets at our Warragul site in June 2025. Equipped with advanced microgrid systems, these units allow us to transition smoothly between grid and generator power during peak periods or unexpected outages, ensuring our operations continue without disruption.

The system is backed by Caterpillar's 10-year Extended Service Coverage (ESC) standby warranty, providing certainty over

unplanned costs, and supported through a Customer Value Agreement with our local servicing partner, William Adams. Remote initiation and monitoring via web browser or smartphone gives us complete control, while diagnostics allow us to respond quickly to any issues.

This advanced solution has transformed the way we manage energy reliability. Changeovers that once took considerable time can now be executed in just 10 minutes, stabilising operational costs and enabling uninterrupted, sustainable crop growth.

With this system in place, we can focus on what we do best: producing high-quality, premium tomatoes while maintaining operational efficiency, energy resilience, and sustainability. The CAT Energy Project at Warragul represents a key step in securing the future of our high-tech glasshouse operations.

Glasshouse Heating

Across our farms, we burn a combination of natural gas and agricultural waste products to heat water which is then pumped through a pipe system into our glasshouses which radiate heat to maintain an optimal growing temperature.

It's important to note we capture the Co2 that's created and return this to the glasshouse to promote plant photosynthesis

and in turn, plant growth. Without this Co2 we wouldn't be able to achieve the yields we require throughout the year, in fact, we gain approximately 15% more production by returning the Co2 to the crop.



Scan or click QR code to learn about our glasshouse heating system.



New Solar PV System - Warragul

Solar PV Installation

Flavorite has successfully installed a fit for purpose 1.3MWh Solar PV system on the roof of our 12,000m2 packing and logistics facility in Warragul. Completed in December 2024 and officially commissioned in May 2025, the project represents a significant advancement in our renewable energy efforts.

The size of the solar system matches the electrical load of the site and is already making a measurable difference. This not only reduces emissions but also demonstrates our focus on efficient energy management and resilience in our operations.

A key part of the project is the centralisation of energy, gas, and operational data, creating a single platform for real-time monitoring and comprehensive reporting.

This enables improved decision-making, optimisation of energy performance, and identification of further opportunities to enhance sustainability.

Looking ahead, our new state of the art Tatura packing and logistics facility will also be prepared for solar integration. Once all equipment is installed and fully operational, we will assess the site's electrical load to design a solar system tailored to its needs, ensuring maximum impact and efficiency.

The Warragul solar PV project highlights Flavorite's forward-thinking approach to sustainable agriculture. By integrating renewable technology with advanced energy monitoring, we are reducing our carbon footprint, strengthening operational efficiency, and setting a benchmark for energy management within the protected cropping industry.

Waste-to-Energy Project

Flavorite continues to advance its Waste to Energy Project, designed to convert agricultural waste products into heat for our glasshouses and reduce reliance on natural gas.

Following a thorough review of suppliers and fuel sources, we have decided to temporarily delay full implementation due to financial considerations and ongoing Tomato Brown Rugose Fruit Virus (ToBRFV) pressures. During FY26, we will continue to finalise fuel sourcing and operational plans to ensure the project delivers both environmental and commercial value.

The project has already achieved some

key milestones, including the approval of a development licence by the Environmental Protection Authority, and successful trial burning of biomass products at our Mansfield site. Once fully operational, the initiative aims to achieve a 49% reduction in natural gas usage at our Katunga site, significantly lowering emissions and supporting more sustainable energy practices.

By piloting this technology at Katunga, we are validating its effectiveness, integration potential, and environmental performance. The insights gained will inform the future expansion of sustainable heating solutions across other sites, supporting Flavorite's long-term commitment to energy efficiency and reduced carbon impact.



Chiller Unit Upgrade

The new chiller unit at our Warragul site is now fully operational and a great example of how replacing old and outdated equipment can deliver significant improvements in energy efficiency and performance. The system reduces annual grid energy consumption by 483,958 kWh, equivalent to the total yearly electricity usage of our head office and distribution centre in Ravenhall, Victoria. Handling around 20,500 tonnes of produce each year, the upgraded chiller maintains optimal temperatures throughout the supply chain, extending shelf life and ensuring our products stay fresher for longer.

With a Coefficient of Performance (COP) of 8 to 10, this system represents a major efficiency upgrade from previous units, which had a COP of 2 to 3, contributing to a 6.75% reduction in energy use at the Warragul site. This project highlights Flavorite's ongoing commitment to sustainable operations, and following this success, we plan on upgrading the chiller unit at our Tatura site to continue reducing energy consumption and environmental impact across our operations.



Reduces annual grid energy consumption by **483,958 kWh**

NATURAL CAPITAL

Protecting the ecosystems and resources we depend on is central to how Flavorite grows. Our farming operations are closely tied to the health of the land, water, and biodiversity around us, and we recognise our responsibility

to safeguard these for the long term. By embracing innovation and embedding sustainable practices across our sites, we continue to minimise our footprint while strengthening the natural systems that sustain our business and communities.



Smarter Pollination for a Sustainable Future

At Flavorite, innovation is at the heart of how we grow. A great example from our industry-led research and development project is the introduction of RLAP-POLLINATE, a groundbreaking automated pollination system designed to improve crop quality, consistency, and efficiency.

- Greater flexibility, allowing pollination windows to extend to weekends.
- Improved workplace safety and efficiency, as the autonomous units work seamlessly within glasshouse operations.
- Enhanced sustainability, by removing variables linked to natural pollination and reducing the risks of disease transmission

Traditionally, pollination in glasshouses has relied on natural or manual methods, both of which carry challenges such as labour intensity, inconsistency, and the potential for the spread of disease. RLAP-POLLINATE changes the game. Using advanced air-blower technology, the system gently vibrates flowers to encourage pollen release, replicating the natural pollination process in a way that is precise, efficient, and reliable.

- The benefits are clear:
- Stronger yields and better quality fruit thanks to more consistent pollination.
 - Labour savings of up to 75%, requiring only 1-2 people per 5 hectares instead of 16.

Following a successful trial, we have already expanded the rollout of RLAP-POLLINATE across multiple Flavorite sites. With additional spray attachments enabling autonomous crop spraying, the system is delivering even broader benefits by reducing both labour and chemical use. The results so far have shown not only improvements in productivity but also a more sustainable approach to pollination, helping us grow smarter while continuing to deliver high-quality produce to our customers.

This project is an exciting step in Flavorite's ongoing journey of innovation, ensuring our glasshouses remain at the forefront of sustainable growing practices.

Industry Led R&D with Hort Innovation

We continue to play a leading role in Hort Innovation's Frontiers program, a seven-year, \$52 million dollar initiative designed to accelerate innovation and strengthen the long-term sustainability of the protected cropping industry. With investment from government and commercial partners, the program is fast-tracking the development of solutions that address some of the most pressing challenges facing horticulture, including automation, sustainability, and workforce development.

As one of the program's core partners alongside Apex Greenhouses, Costa Group, Applied Horticultural Research, Agriculture Victoria (DEECA), and Polybee, Flavorite is helping shape the future of farming through collaborative research and on-site trials at our sites. Our seven current initiatives include:

Automated pollination

Designed to reduce labour, increase quality, and provide greater flexibility in pollination windows. This technology has the potential to reduce labour needs from 16 people to just 2, even enabling weekend pollination. The trial is progressing well, and work is now focused on determining the ROI and assessing the potential for a group-wide rollout.

Automated crop spraying

Aiming to reduce both labour and chemical use. We have purchased four units, with the first three months dedicated to mechanical testing and operator training. Once set up, crop trials will commence to evaluate performance in a production environment.

Automated truss packing

Focused on reducing labour, improving quality, lowering giveaway, and minimising human subjectivity in the packing of our

Truss on Vine Tomatoes. At our Tatura site, 60% of the machinery has been installed, and calibration of the robots to the vision system is underway. The first packing trial was completed in mid-May 2025 and automated packing and harvesting are expected to reduce employee requirements by up to 80% while improving fruit quality.

Workforce compliance automation

Developed to automatically track employee training compliance across the group, this system has already been built and rolled out in our Warragul production department and is now being trialled more broadly across the group for the coming season.

Perlite renewal system

Exploring sustainable solutions for rejuvenating used perlite growing media, the initial samples have been sent for testing, with potential sanitisation methods being assessed to clean and remove organic matter.

Supplemental LED lighting for Australian conditions

Planned to commence in FY2028, this initiative will evaluate advanced LED lighting solutions designed to optimise crop growth in local conditions.

Automated harvesting practices

Also planned to begin in FY2028, this project will explore robotics and automation in harvesting, aiming to reduce labour requirements while improving precision and consistency.

Through these initiatives, Flavorite is proud to be advancing automation, sustainability, and workforce solutions that will not only benefit our business but also help set new standards for the protected cropping industry.



GROWING MATERIALS

In FY25, we continued to refine and expand our trials of innovative growing materials to reduce waste, extend lifecycles, and lower our environmental footprint. This included testing biodegradable strings, clips, and arch supports, as well as reusing substrates and materials across multiple seasons. By combining local sourcing with rigorous on-site trials, we are embedding circular practices into our growing systems.

Although our first large-scale string trial did not achieve the results we hoped for, the learnings gained were invaluable. Building on this knowledge, we are preparing a new trial across 10 hectares of cherry tomato varieties, reflecting our commitment to persistence, innovation, and finding solutions that reduce waste and strengthen the resilience of our operations.



Sustainable Growing Mediums

We continue to explore innovative alternatives to traditional Rockwool growing substrates, with a strong focus on reusability, recyclability, and minimising environmental impact. Over the past year, we successfully completed trials of three alternative materials, each demonstrating positive results in durability and crop performance.

Building on these outcomes, we are now extending their use into second and third seasons, allowing us to better evaluate long-term performance and sustainability benefits. By reusing growing substrates across multiple crop cycles, we are reducing waste, improving resource efficiency, and lowering overall production costs, while ensuring the high-quality produce our customers expect.



Scan or click QR code to learn about the advantages of growing in glasshouses.

Recycling Stakes and Clips

Flavorite is extending the life of stakes and propagation clips used to support seedlings at the start of each season. Traditionally discarded after a short period, these materials are now being collected, stored, and reused, reducing waste and diverting them from landfill.

In FY25, our trials across capsicum crops were highly successful. Clips are now planned for their fourth season of use, while stakes

collected during the season will be reused in the following year. Proper labelling and handling ensure only healthy and safe items are retained.

This approach demonstrates how small operational changes can have a big environmental impact. By reusing these essential materials, we're minimising waste, maintaining crop support, and embedding circular practices into our glasshouse operations.

WATER

Water is one of the most valuable resources in farming, and at Flavorite we treat it with care. From precision irrigation to closed-loop recycling, our focus is on ensuring crops thrive while conserving resources for the future.

Each plant in our glasshouses is watered through an individual dripper, delivering exactly what it needs and preventing waste. Around 30% of irrigation water is captured via a gutter system, treated through UV sterilisation to remove microbes, and then returned safely back into the irrigation system. This process significantly reduces our reliance on external water sources and captures

excess nutrients and fertilizers that would have otherwise been lost in the soil.

In FY25, Flavorite used 1,036.9 megalitres of water across four sites, with **28.9% recycled** through our collection and sterilisation system. Only 8% of water was lost as waste, a great outcome given the scale of our operations.

Glasshouse farming is inherently more water-efficient, using about five times less water than open-field production for the same tomato yield. By combining advanced infrastructure with constant monitoring, we make every drop count – supporting healthy crops today while protecting resources for tomorrow.



Scan or click QR code to hear from our Head Grower Will Millis about how we use water at Flavorite.

Producing 1kg of glasshouse grown tomatoes requires **22** litres of water

Producing 1kg of field grown tomatoes requires **116** litres of water



Natural Water Capture

At Flavorite, we recognise the importance of making the most of naturally available resources. Across our Warragul, Tatura, and Mansfield sites, large on-site dams capture rainfall and runoff, which is then prioritised for production before drawing on supplementary sources such as bore water or town supply. In FY25, **44.96% of our total water use** was supplied through this natural capture system, a meaningful contribution to reducing reliance on external supplies and lightening our environmental footprint.

We're also working to improve how we measure and manage water across all sites. A

review of our recording systems has identified metering improvements that will ensure greater accuracy in data capture and reporting, giving us the insights needed to refine our practices even further.

Looking ahead, our team will extend this focus to Katunga, where bore water is currently the only available water source. By assessing the site's needs and opportunities for dam construction, we aim to expand our use of naturally captured water across the group. Strengthening our water resilience is not only about reducing demand on shared supplies, but also about building a more sustainable foundation for future growing.

INTERGRATED PEST MANAGEMENT

Integrated Pest Management (IPM) is a sustainable approach to controlling pests & insects that combines different methods to minimise chemical use while protecting crops, people, and the environment. It focuses on prevention first, using biological controls (beneficial insects), and healthy growing practices—then uses targeted, low-impact treatments only when needed. The goal is long-term pest control with minimal harm to ecosystems.

In the last 12 months Flavorite have taken significant strides in expanding our highly successful biological pest control program within our crops. In FY24 the IPM program spanned 12 hectares of production, it then expanded to 33 hectares in FY25 and now the program spans 74.3ha across our 4 sites, Warragul, Katunga, Tatura and Mansfield and significantly reduces the need for pesticides.

We have also had great success at our Katunga site this season in controlling a white fly outbreak with biological predators and parasitic wasps. We have been able to

reduce our pesticide use by 50% at this site and increase the quality of our produce at the same time. Our IPM strategy plays an important role in our production strategy, driving higher yields, and consistent quality for our customers.





Scan or click QR code to learn more about our IPM approach from our Group IPM Co-Ordinator Karen Swanepoel.



IPM program expanded and now spans **74.3 HA**

Tomato Brown Rugose Fruit Virus (ToBRFV)

Tomato brown rugose fruit virus (ToBRFV) was first detected in Australia in August 2024, posing a significant threat to tomato, capsicum, and chilli crops nationwide. In response, we quickly strengthened our biosecurity measures, introducing stricter hygiene protocols, targeted disinfection routines, team training, and close crop monitoring to prevent any risk of infection.

The risk level for ToBRFV has now formally moved from eradication to manage. This reflects the reality that complete exclusion is no longer practical, and growers are now expected to incorporate ToBRFV into their on-farm biosecurity and crop protection programs.

Throughout FY25, Flavorite has remained ToBRFV-free across all sites. Our enhanced protocols, combined with team awareness and rigorous monitoring, continue to protect our crops and reduce the risk of the virus spreading. In parallel, our new product development program has focused on identifying and trialling varieties resistant to ToBRFV, further strengthening our long-term crop resilience and supporting the broader industry in managing this evolving challenge.

The Flavorite team have demonstrated their ability to collaborate and respond to a risk quickly and effectively to keep the business operational and supplying our customers with premium fresh produce.



Industry Update: Managing ToBRFV and Driving Innovation – Phillip Ritchie, Rijk Zwaan

Tomato brown rugose fruit virus (ToBRFV) has become one of the most significant global challenges for tomato and capsicum producers. Since its first detection in Jordan and Israel in 2014–15, it has spread to more than 40 countries across Asia, Europe, Africa, and the Americas, and was most recently detected in Australia in 2024. Its rapid spread is linked to global seed distribution networks, highlighting the importance of working with reputable seed companies.

Rijk Zwaan has been at the forefront of tackling this virus through a combination of strict hygiene standards and the development of high resistance (HR) tomato varieties. All Rijk Zwaan tomato breeding programs now integrate High Resistance:ToBRFV, which has been rigorously tested in high-pressure environments worldwide and shown to deliver stable, long-term resistance without compromising fruit quality or yield. These

practices are reinforced through Good Seed and Plant Practices (GSPP), stringent international phytosanitary testing, and compliance with Biosecurity Import Conditions for all seeds entering Australia.

Beyond managing ToBRFV, Rijk Zwaan is heavily investing in innovation. Approximately 30% of its annual turnover is directed to R&D, with over 2,000 employees dedicated to developing new varieties, resistances, and technologies. This includes breeding for abiotic stress tolerance, machine-friendly crop architecture, and utilising advanced tools like marker-assisted breeding and AI.

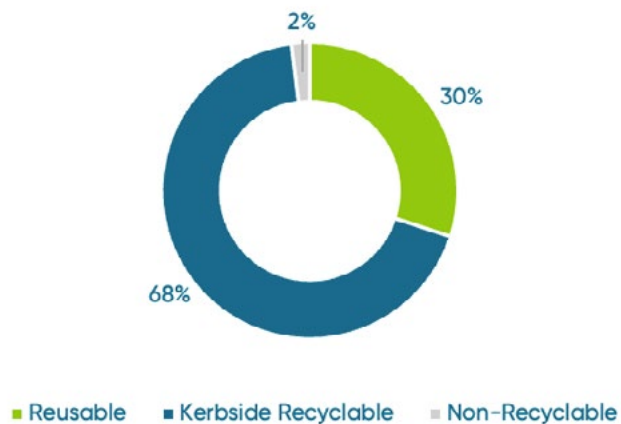
Through this commitment, Rijk Zwaan not only delivers robust solutions to today's biosecurity threats but also supports partners like Flavorite with early access to innovations that help shape the future of sustainable horticulture.

CIRCULAR ECONOMY

At Flavorite, we continue to strengthen our commitment to the circular economy by embedding sustainable packaging practices across our operations. In FY25, we achieved **98%** of our packaging materials, by weight, being reusable or kerbside recyclable. We also ensured that **76%** of our packaging was made from recycled content, exceeding our goal of **50%** and further reducing our reliance on virgin materials. These achievements highlight our ongoing focus on designing packaging that supports both environmental outcomes and consumer convenience.

Our efforts have also been recognised through a sustainability certificate from CHEP Australia,

Flavorite Packaging Materials FY25



Transitioned Woolworths Cocktail Truss Tomatoes into cardboard punnet

Manufactured in Australia

At Flavorite, backing Australian manufacturing continues to be an important focus. In FY25, 92% of our packaging materials by weight were produced in Australia, well above our target of 50%. While there are still certain packaging

reflecting the positive impact of our packaging resource-sharing initiatives. By utilising timber pallets and reusable plastic containers, we collectively saved **11,658 kiloLitres** of water, **diverted 1,702 tonnes** of waste from landfill, and **cut 3,676 tonnes** of CO2-e carbon emissions. This recognition demonstrates the measurable benefits of our collaborative approach and reinforces our role in driving sustainability outcomes across the supply chain.

Looking ahead to FY26, we will continue exploring alternative packaging solutions, with a major focus on reducing soft plastics and driving further innovation to support a truly circular economy.

100% Recyclable Packaging



needs that require sourcing from overseas, we remain committed to prioritising Australian-made wherever possible. This approach not only strengthens local industry, it helps create sustainable supply chains with fewer transport-related emissions.



Sugar Plum Tomatoes

Part of our Perfectly Picked premium range, Sugar Plum Tomatoes bring a distinctive shape and irresistible sweetness that make them perfect for every occasion. These vine-ripened tomatoes are carefully handpicked to deliver a premium eating experience, standing out as a versatile choice for salads, snacking, and entertaining.

Historically available at local greengrocers, in FY25, Flavorite expanded the supply of Sugar Plum Tomatoes into Costco, opening up access to a much wider consumer base. Importantly, the initial rollout at Costco was deliberately packed in existing obsolete packaging. By finding a meaningful use for this material, we prevented it from becoming waste and avoided sending it to recycling facilities, saving over 3 tonnes of material. This demonstrates our commitment to making responsible decisions even when it comes to transitional packaging. Building on this,

we are now actively exploring new fully recyclable packaging solutions to ensure this premium product aligns with our packaging sustainability goals.

Beyond packaging, we are also investing in the resilience of the product itself. Flavorite is trialling and transitioning to Tomato Brown Rugose Fruit Virus (ToBRFV) resistant varieties, ensuring the long-term sustainability of our crop while safeguarding quality, flavour, and supply for consumers.

Sugar Plum Tomatoes are not only a premium product, but also a nutritious one. They are an excellent source of vitamins, minerals, and antioxidants, supporting health and wellbeing. Best enjoyed at room temperature and left on the vine to continue ripening, they bring both exceptional taste and visual appeal to any occasion.

APCO Compliance

We are proud to be working with the Australian Packaging Covenant Organisation (APCO) since 2021 to advance sustainable packaging solutions. Through this partnership, we are aligning with national packaging targets, improving resource efficiency, and driving a circular economy.

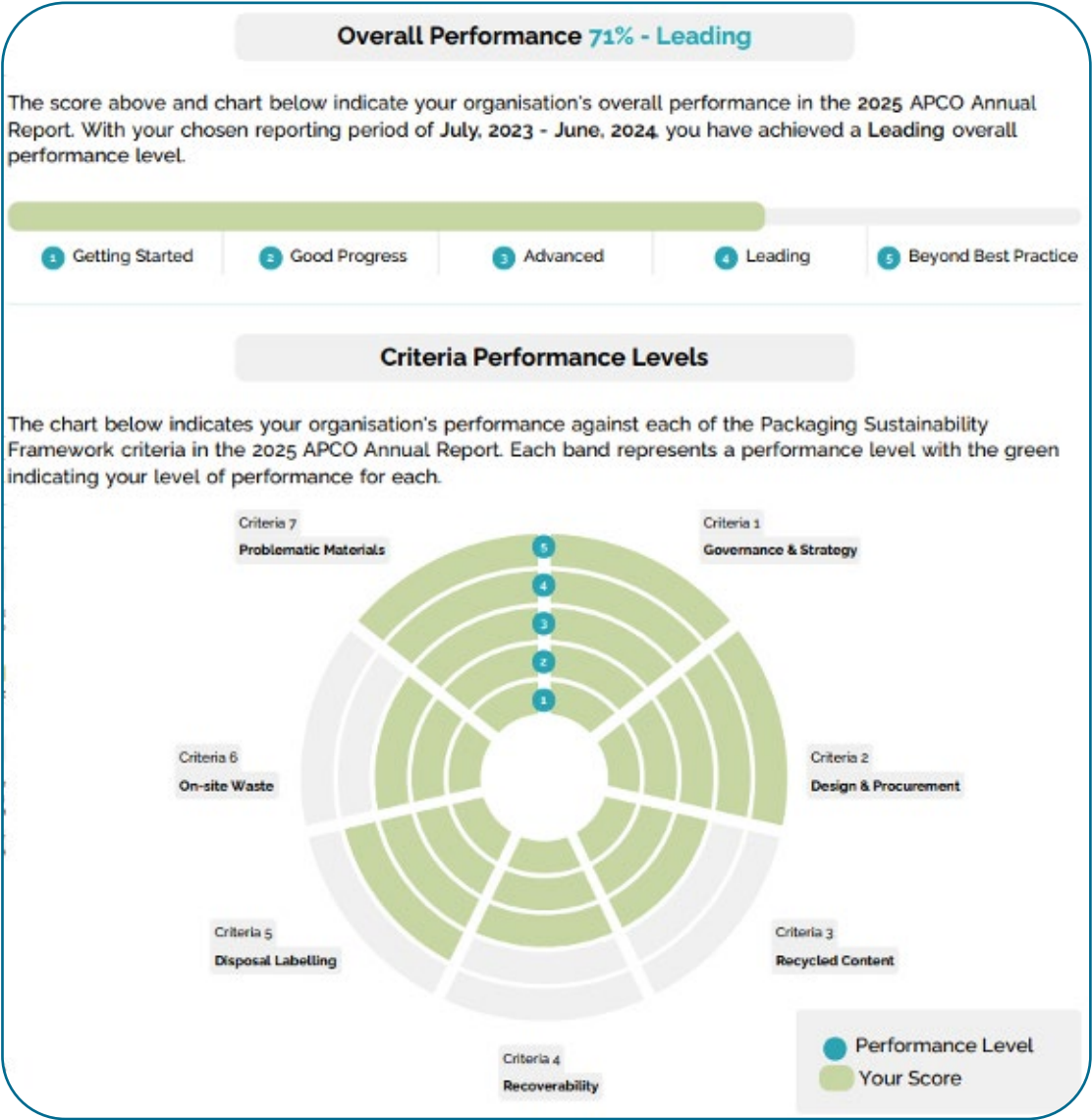
Flavorite has demonstrated it’s commitment to responsible packaging and consumer education through the use of the Packaging Recyclability Evaluation Portal (PREP tool) and the implementation of the Australian Recycling Label (ARL) on all of our product packaging, which guides consumers on the correct disposal of our packaging materials.

In FY25, our progress was formally recognised, with Flavorite categorised as “Leading”, an 8% improvement from last year and just one level below the highest classification in APCO’s

framework. We performed strongly in Criteria 1 “Governance & Strategy” and Criteria 2 “Design & Procurement”, reflecting the strength of our systems and investment in sustainable packaging design.

We did see Criteria 5 (On-Pack Labelling) drop from a rating of 5 to 4. After conducting a packaging stock-take we found existing packaging that had not yet been updated with the latest ARLs. This was a deliberate choice as part of our plan to responsibly use up obsolete packaging before transitioning to the new designs to avoid packaging going to landfill.

Looking ahead, we will continue to build on these results, with a focus on lifting our performance across all criteria while maintaining our commitment to transparency, consumer education, and packaging sustainability.



VISY Partnership

We partner with Visy, a local leader in sustainable packaging to make our cardboard trays. Visy operate a closed loop system, collecting wastepaper from Australian households, commercial and retail recycling bins and turning it into new paper and cardboard products. The trays that we purchase are Australian-made and Forest Stewardship Council (FSC®) certified, ensuring that the fibre used to make our packaging is sustainably sourced.

We have been sourcing cardboard trays from Visy for more than 20 years and have continuously worked together during this time to improve the sustainability of our packaging. As part of our most recent brand refresh, we decided to reduce our use of 'premium' trays and increase our use of more sustainable trays.

All of these changes result in a more sustainable cardboard tray that is still designed for our product’s exact needs but requires less energy, produces fewer

emissions and results in less waste. By purchasing cardboard trays from Visy, Flavorite is ensuring that our produce is transported in Australian-made, lightweight packaging, that is designed specifically for our products. With an average of 64% recycled content in CY24# and being kerbside recyclable, our corrugated packaging is helping support the circular economy and keep waste out of landfill. We look forward to continuing to work with Visy to reduce the environmental impacts of our corrugated packaging, while ensuring that our produce reaches our customers fresh and delicious.

*Based on the calculator developed from Life Cycle Analysis 'Carbon Footprint of Visy Paper' conducted by thinkstep-ANZ (May 2023).
^10 choices to build a more sustainable box
#CY24 MSR recycled content report (MSR-8345)

Old 'Premium' cardboard tray	New 'Standard' cardboard tray
	
White outer paper layer	Brown outer paper layer
More ink & more colours	Less ink & fewer colours
Higher resolution printing method	Lower resolution printing method
Requires larger printing runs	Suitable for smaller printing runs

Why?

White papers require deinking or bleaching meaning more chemical use. On average, Visy's brown recycled paper is approximately 15% less emissions intensive when compared to Visy's recycled white paper[^].

Using fewer ink colours and less ink overall reduces waste and uses less raw materials.

Higher resolution printing requires more mechanical processes meaning higher energy use. It also requires being printed at a separate site increasing transport distances.

Allows for greater flexibility in response to changes in volumes and design.



'Tomato Gate' - SecondBite

Flavorite has proudly partnered with SecondBite for many years, supporting their mission to provide fresh produce to make sure good food doesn't get wasted while people go hungry. In FY25, we donated 94,374 kg of produce to SecondBite alone, enough to create over 188,748 meals.

A highlight of this partnership came last summer with the donation famously known as "Tomato Gate." Just before Christmas, we delivered a large volume of fresh tomatoes that allowed the FareShare kitchen in Melbourne to pause regular operations and focus on turning our donation into passata. The cooked and frozen tomatoes became the base

for meals that sustained the kitchen's operations right through to July 2025. SecondBite recalled the impact of this donation, noting the challenge of finding a similar base for future meals and expressing their hope for another "Tomato Gate" donation in the future.

This example illustrates not only the scale of Flavorite's support but also the tangible difference our produce makes in helping feed communities across Australia. Our ongoing partnership with SecondBite is a testament to the power of collaboration in reducing food waste and providing healthy, fresh meals to those who need them most.

OUR PEOPLE

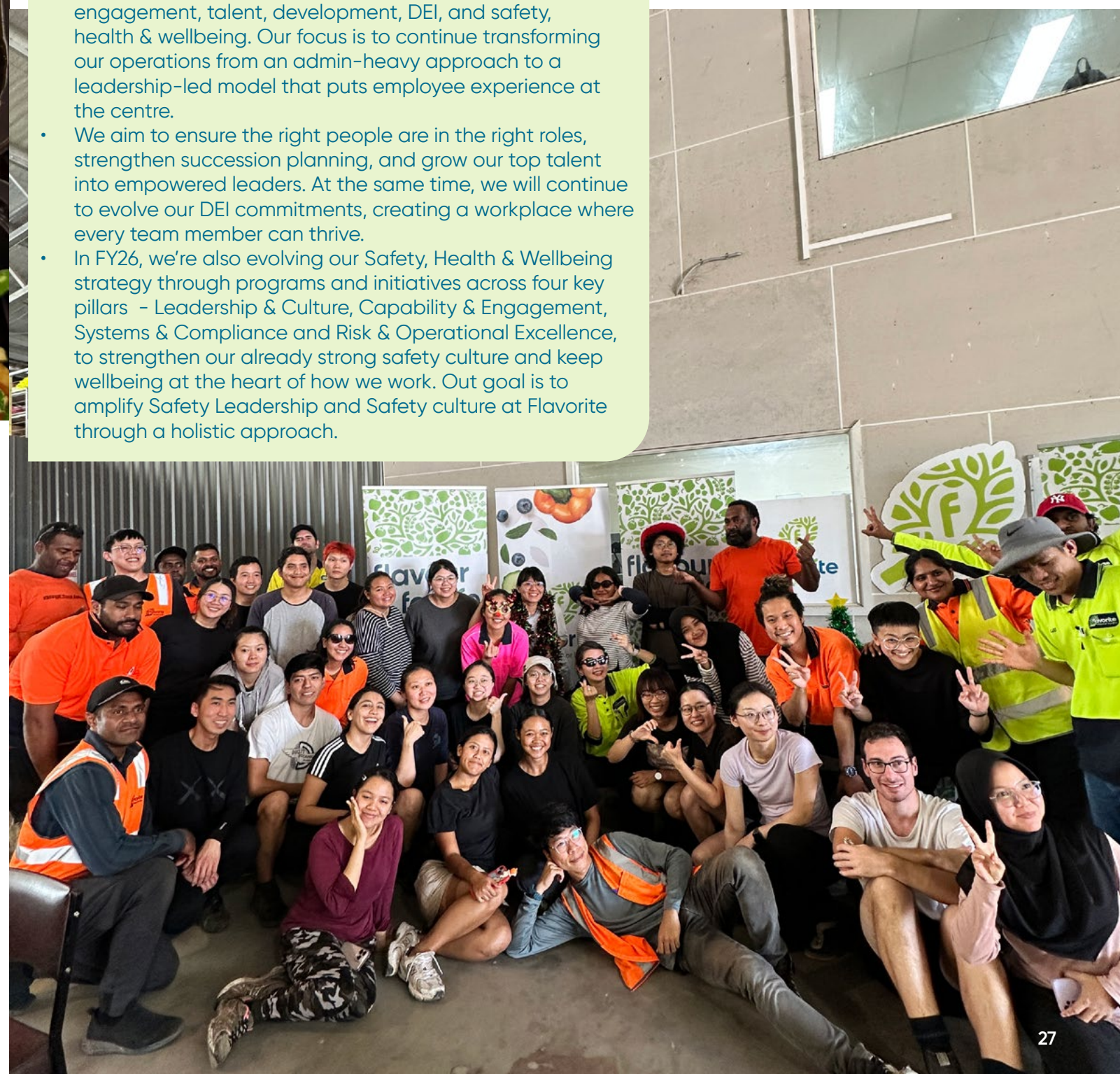
In FY25, at Flavorite we had a strong focus on our people, investing in employee experience, digitisation, and ways of working. By enhancing leadership capabilities and actively listening to our team, we have created a workplace that values collaboration, innovation, and engagement. These initiatives ensure our team are supported, empowered, and equipped to contribute to our ongoing growth and success.

This year saw the introduction of our new Talent Strategy and Framework, providing clearer pathways for growth and development for our Talent.

We also enhanced our ways of working through our investment in digitisation by introducing Donesafe and Employment Hero, to improve safety, efficiency, and the overall employee experience. Digitisation has also enabled us to fast-track the reduction of paper usage across our business.

Goals

- In FY26, we're building on our strong foundations in engagement, talent, development, DEI, and safety, health & wellbeing. Our focus is to continue transforming our operations from an admin-heavy approach to a leadership-led model that puts employee experience at the centre.
- We aim to ensure the right people are in the right roles, strengthen succession planning, and grow our top talent into empowered leaders. At the same time, we will continue to evolve our DEI commitments, creating a workplace where every team member can thrive.
- In FY26, we're also evolving our Safety, Health & Wellbeing strategy through programs and initiatives across four key pillars - Leadership & Culture, Capability & Engagement, Systems & Compliance and Risk & Operational Excellence, to strengthen our already strong safety culture and keep wellbeing at the heart of how we work. Our goal is to amplify Safety Leadership and Safety culture at Flavorite through a holistic approach.



Chari Hall - Chief Human Resources Officer



In FY25, Flavorite invested significantly in building a strong foundation for our people, recognising that our success as an organisation is driven by the strength, engagement, and growth of our team.

One of our top priorities was the launch of our new digitised Engagement Survey platform, enabling every team member to share their voice. We were proud to achieve an overall engagement score of 76% and employee net promoter score of +31 and, more importantly, to use the valuable feedback to design and implement initiatives that directly reflect the needs and ideas of our people.

This year also saw the introduction of our new Talent Strategy and Framework, providing clearer pathways for growth and development. Guided by input from across our organisation, we revisited our vision, values, and policies to further strengthen a culture built on respect, inclusivity, and diverse perspectives.

We enhanced our People Operating Model, adding greater specialisation to deliver more value across the business, while also digitising core platforms through Donesafe and Employment Hero, to improve safety, efficiency, and the overall employee experience.

Finally, we refined our ways of working, embedding new frameworks to support collaboration, agility, and effectiveness across teams.

Together, these steps mark an important chapter in our journey for a more connected, empowered, and sustainable future for our people and for Flavorite.

HEALTH & SAFETY

Evolving our People Operating Model

In FY25, we strengthened our People Operating Model by introducing a specialised Safety, Health & Wellbeing (SHW) team, comprising a Manager, Business Partner, and Officer. This change marked a shift away from the administrative aspects of safety, enabling the team to focus on safety leadership, continuous improvement, and operationalising our SHW

Strategy across the organisation. While their work still covers essential day-to-day activities, such as risk assessments, hazard management, and injury support, the team now also drives initiatives that foster safer, healthier, and more resilient workplaces, empowering leaders and teams to embed safety and wellbeing into everything they do at Flavorite.



DoneSafe

In FY25, Flavorite completed a significant digital transformation by transitioning from manual, paper-based safety and compliance processes to the cloud-based DoneSafe platform. This move was driven by our commitment to continuous improvement, operational efficiency, and environmental responsibility.

Previously, safety reporting, incident tracking, audits, and compliance checks were conducted using printed forms, spreadsheets, and siloed communication. This created challenges in visibility, data accuracy, and timely responses. By centralising these functions within DoneSafe, Flavorite now has real-time access to safety data across all six sites.

The transition has reduced paper usage across operations, streamlined reporting,

and improved accountability through automated workflows and mobile accessibility. Team members can now report hazards, log inspections, and track actions directly from the floor using smartphones or tablets, ensuring faster response times and better engagement.

This digitisation has also enhanced audit readiness and risk management by providing a clear, traceable system of record. Importantly, the platform empowers our teams to take greater ownership of safety outcomes, supporting our culture of care.

Moving forward, DoneSafe will play a key role in driving our broader sustainability goals, including reducing waste, increasing transparency, and keeping our people safe, informed, and connected.

WorkSafe Victoria Visit

In FY25 we welcomed the WorkSafe Victoria Board and Executive Leadership Team to our Tatura site as part of their annual regional

meeting. It was a great opportunity to showcase our commitment to building a safe, inclusive, and supportive workplace.



95% of all People leaders have completed Safety, Health & Wellbeing capability development workshops

EMPLOYEE ENGAGEMENT

FY25 marked the first year we captured valid and consistent engagement data at a Group level, providing our first reliable baseline for measuring engagement across Flavorite. With a **76%** engagement score and an **employee Net Promoter Score (eNPS) of +31**, these results highlight that our team is engaged, reflecting a generally motivated and supportive workforce that is aligned with the business. These outcomes reflect a strong start to our ongoing investment in leadership, career development, and employee experience. The data now enables us to set more targeted goals in FY26 and measure the direct impact of future people initiatives on culture and retention.

At a group-level, permanent employee annualised turnover reduced to 24.4% in FY25, down 1 percentage point from the

same period in FY24. The downward trend indicates steady progress in workforce stability, supported by initiatives focused on leadership effectiveness and employee retention.

Absenteeism also reduced significantly across FY25, dropping from 4.4% annualised in FY24 to **3.0%** annualised in FY25. This 1.4 percentage point improvement reflects better workforce wellbeing outcomes and supports business continuity.

We can also see that employee sentiment around Safety and Environment is at 89%. This reflects how connected our teams feel to the company’s purpose and values, how empowered they are to contribute ideas and actions, and how motivated they are to support environmental, social, and community outcomes as part of their everyday work.



Digitising Engagement

In FY25, we took a big step forward by digitising our team engagement survey for the first time, giving all 1,200+ team members a greater voice. The feedback was clear and insightful, our people want stronger communication and more opportunities for career development.

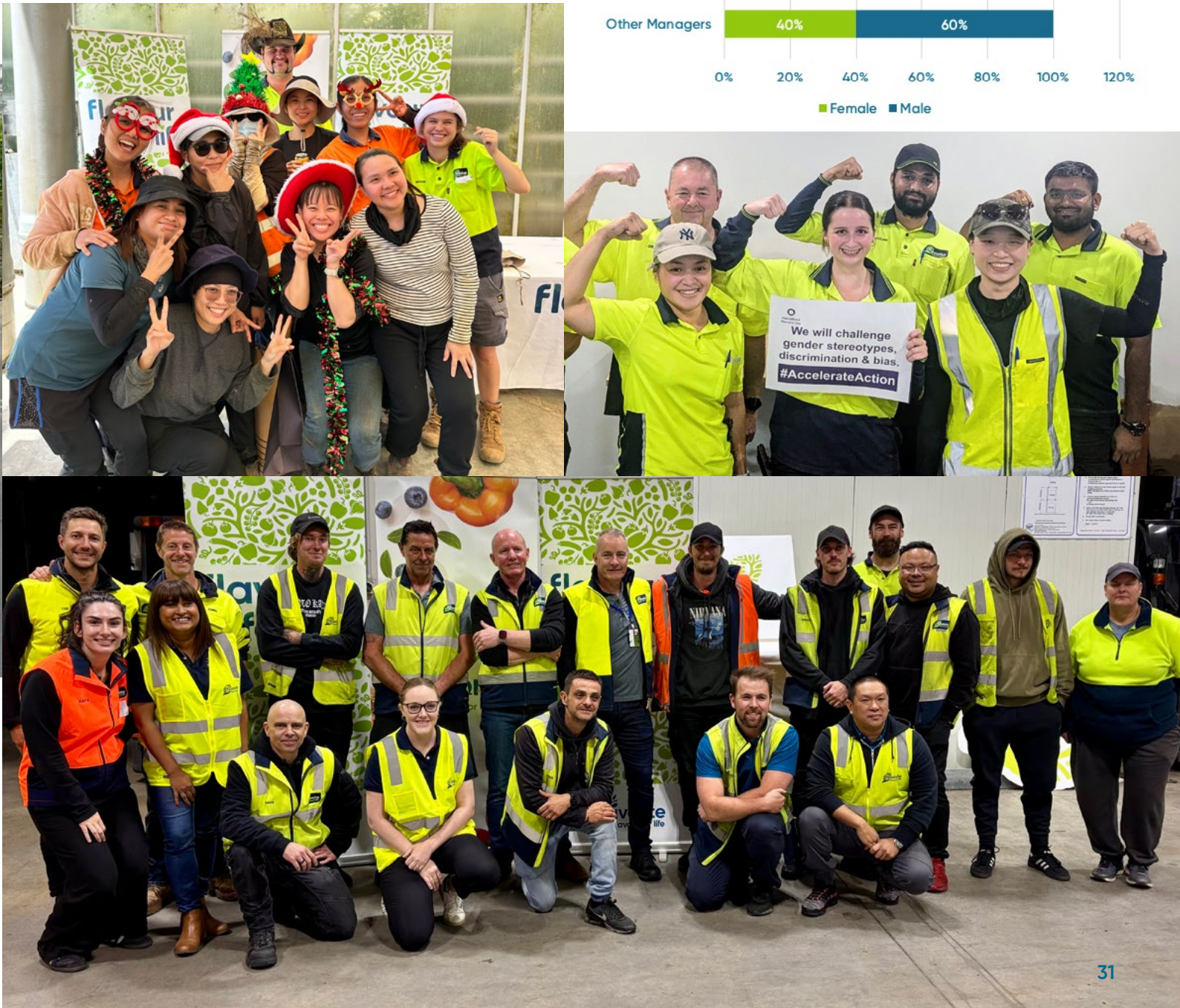
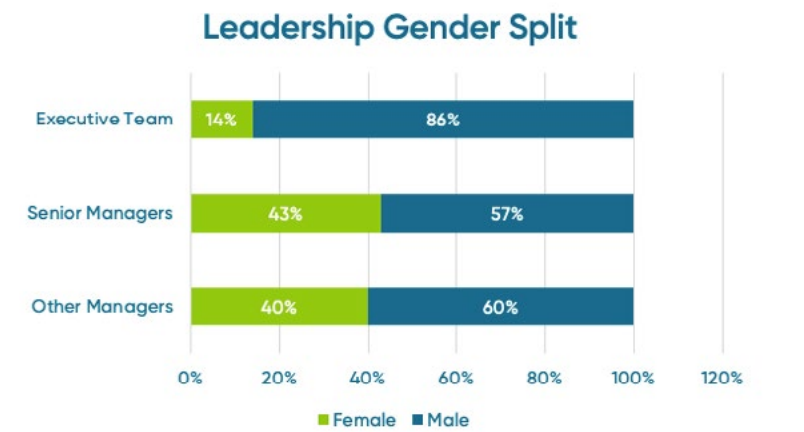
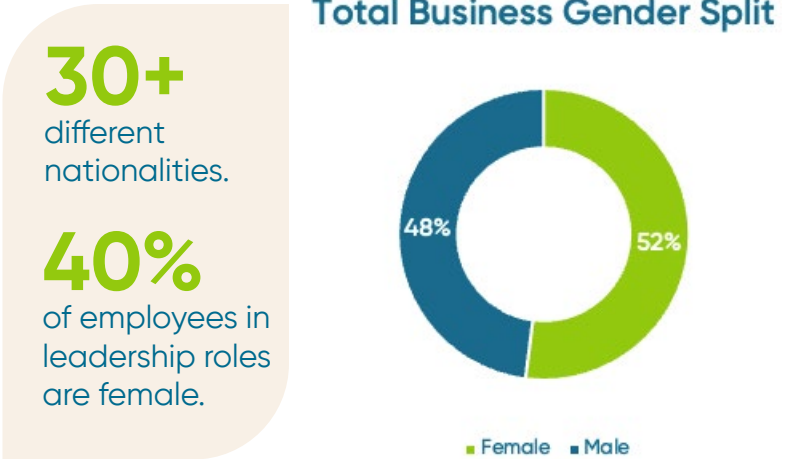
In response, we’ve focused on amplifying how we communicate across the business and with direct reports, while also strengthening our talent and development programs to better support career growth at Flavorite. This shift ensures we’re building a workplace where every voice counts and every career can thrive.

DIVERSITY

At Flavorite, Diversity, Equity and Inclusion (DEI) are core to who we are and how we operate. We continue to strengthen these foundations by embedding inclusive practices across recruitment, leadership, and daily operations.

Our focus is on shared responsibility, with DEI championed across teams and supported by clear goals, measurable outcomes, and transparent reporting. Through training, employee groups, and community initiatives, we foster a culture where diverse voices are valued and empowered.

By building on this strong foundation, we ensure our DEI efforts remain purposeful, sustainable, and impactful well into the future.



La Molina National Agrarian University Partnership



Last year, Flavorite began a partnership with La Molina National Agrarian University in Peru, through our connection established by our Grower, Andrea Bayona Caceres. The purpose of creating a partnership was to collaborate with leading international agricultural universities, attract talented graduates and increase our diversity. The goal?

- Attract qualified, skilled Working Holiday Visa holders to Flavorite; and
- Offer the potential for long-term, permanent career opportunities with Flavorite

Olenka Alberca's Journey:

Olenka's story is a perfect example of how curiosity and opportunity can come together.

After hearing about Flavorite from her university principal in September 2024, Olenka, a qualified agronomist, applied for a Working Holiday Visa in December 2024. She arrived in Australia in March 2025, starting her Flavorite journey as a casual

Crop Care Team Member at our Warragul site.

Olenka's background post-degree included two years working in plant disease and pathology, focusing on fungi and insects with fieldwork in open fields and greenhouses with tomatoes, capsicums, potatoes, blueberries, and other fruit.

It wasn't long before her curiosity led her to Flavorite's Integrated Pest Management (IPM) team. While taking on additional duties in our spray team, Olenka became curious and fascinated by the processes, pest identification, and disease control strategies. She asked questions, sought out knowledge from supervisors, and connected with the IPM leaders.

She assumed joining the IPM team full-time was out of reach for a visa holder until she asked how it could be possible. With encouragement from her supervisors, Olenka applied and was offered a full-time IPM Technician role at our Tatura site. Her passion for pest and disease management, combined with her skills and persistence, opened the door to a long-term career opportunity with Flavorite. Olenka is one of 10 graduates to join Flavorite this past year.

Looking Ahead

In September 2025, we will be presenting to another cohort of agricultural students from La Molina National Agrarian University. We have also initiated a connection with the National University of Litoral, Argentina, through our Grower, Erik Buxmann.

Key elements of our continued DEI journey

- Anchored in Core Values: We are embedding DEI within Flavorite's DNA, integrating these principles across hiring, leadership development, and performance management, to ensure they endure beyond any single champion or leadership change.
- Cross-Functional Ownership: DEI is managed across Flavorite teams, promoting shared responsibility and ensuring accountability at all levels.
- Concrete Goals and Transparent Reporting:

in FY26 we aim to establish clear DEI objectives tied to measurable outcomes and ESG commitments, and report progress with transparency using relevant KPIs and frameworks.

- Inclusive Culture & Participation: Through inclusive training, leadership engagement, and initiatives, we lead a culture where diverse voices contribute to solutions and growth. This approach ensures our DEI strategy not only guides our present actions but also sustains its impact for the future.



Celebrating International Women's Day (IWD)

As part of our DEI commitment, we marked International Women's Day in March 2025 with a thought-provoking panel discussion focused on gender equality and growth opportunities in the Horticulture industry. It was a great opportunity for some of our female and male leaders at Flavorite to talk through their own personal experiences through the years, reflect on the progress we've made, learn

from the opportunities, and explore how we can continue to support a more inclusive and equitable workplace.



At Flavorite Hydroponic Tomatoes – our average total remuneration gender pay gap is 4.9% and the median is 1.4%, well below the National and Industry rates

OUR COMMUNITY

At Flavorite, we recognise that the wellbeing of our regional communities is closely tied to the success of our business. With deep roots in regional Australia, we are committed not only to delivering fresh, high-quality produce but also to contributing to the growth and resilience of the communities where we operate.

We support these regions by creating meaningful employment opportunities, providing career pathways in agriculture, and supporting local talent. This commitment helps strengthen local economies and enables individuals and families to thrive.

Our efforts extend beyond employment, as we continue to invest in local infrastructure,

collaborate with regional partners, and back initiatives that build healthier, more vibrant communities. By doing so, we aim to create lasting positive impacts that go beyond our farms and operations.

Looking ahead, we remain dedicated to ensuring that our business not only nourishes consumers but also uplifts and empowers the regions we are proud to call home.

Goals

- Donate a total of \$100,000 to local community groups through our Regional Matters sponsorship program by FY2027
- Raise 1 million dollars for Maddie Riewoldt's Vision by FY2026



 **\$125,000**
total community contributions for FY25

COMMUNITY CONTRIBUTIONS



Maddie's Month

This year marks a momentous milestone for Flavorite as we celebrate our tenth year of partnership with Coles and Maddie Riewoldt's Vision. Each November Maddie's Month supports those living with Bone Marrow Failure Syndromes by raising vital funds to provide critical services and advance research to improve treatments and, ultimately, find a cure. Through our ongoing commitment to Australians living with these devastating conditions, Maddie's Month is set to reach an incredible \$1 million raised over the past decade.

Every 3 days, an Australian is diagnosed with a Bone Marrow Failure Syndrome. Tragically, most are children and young adults and 50% will not survive. Maddie Riewoldt's Vision is the only organisation in Australia dedicated to improving outcomes for these patients and their families by advancing research and delivering advocacy, education and critical support services.

Throughout November, our annual campaign transforms everyday grocery shopping into powerful acts of hope with 15 cents from every specially marked Flavorite product sold at Coles being donated to Maddie Riewoldt's Vision, with a goal to raise \$100,000. This year, we're honoured to

welcome celebrity chef, Andy Allen, and AFL great and co-founder of Maddie Riewoldt's Vision, Nick Riewoldt, as ambassadors to amplify our message across Australia.

Over the past ten years, our community's support has been transformational, contributing to:

- Launching the Australian Marrow Failure Biobank – the first of its kind in Australia
- Funding a 3-year Research Fellowship at the Peter MacCallum Cancer Centre driving new treatment discoveries, and
- Establishing the Fiona Riewoldt Nursing/ Allied Health Fellowship enhancing patient care and family support.

Reaching our \$1 million milestone in November 2025 will represent a decade of collective determination and scientific progress. As we embark on our next chapter with Maddie Riewoldt's Vision and Coles, every Flavorite product purchased during Maddie's Month continues to represent hope and belief that together, we can transform the future for patients and families facing Bone Marrow Failure Syndromes. Together, we're not just growing fresh produce, we're cultivating hope, advancing science, and saving lives.

Sponsorship Approach

Flavorite takes pride in supporting the regional communities where our people live and work. Through our Regional Matters Sponsorship Program, team members nominate the local organisations and initiatives that mean the most to them, ensuring our support reflects the priorities of our team.

In FY25, we contributed \$25,000 to a wide range of groups spanning sport, emergency services, and community wellbeing. Recipients included Frankie’s Community Kitchen, Olivia’s Place, Safe Steps, Tatura Football Netball Club, Tatura Rotary Club, Tatura Junior Soccer Club, Tatura CFA, SES Tatura, Cobram Junior Soccer Association, Cobram Roar, Strathmerton

Football Netball Club, Tolmie Sports, Mansfield Basketball Association, Mansfield Rotary Club, Mansfield Football Netball Club, and the Pat Cronin Foundation.

These contributions not only provide vital financial assistance but also strengthen the connections between our people and the communities they belong to. By backing initiatives that matter locally, from grassroots sport to essential services, we’re helping to create stronger, more resilient regional towns.

Looking ahead, we’re excited to see this program continue to evolve, with more opportunities for our team to shape Flavorite’s community impact.



Carpet Replacement - Tatura Rotary



Ready Meals - Frankie's Kitchen

Rotary Club of Tatura

One of our most valued partnerships exemplifies what Regional Matters is all about. The Rotary Club of Tatura, chartered over 60 years ago, has been a consistent force for good in their community, supporting local schools, youth groups, aged care facilities, and major infrastructure projects.

Through our sponsorship program, we’ve supported their vital work maintaining the Victory Hall complex, a community hub used extensively by locals, including many of our own employees. Our recent grant enabled them to upgrade the carpet in the hall’s foyer, a seemingly simple improvement that has made a significant difference. As one Rotary member shared a few months ago, “Tonight the hall is being used by a local karate instructor... In June, this was the venue for our

Rotary Art Show with over 1,000 people during the long weekend.”

The impact ripples outward in ways we couldn’t have anticipated. During their recent Art Show, our donated tomatoes and capsicums were transformed into minestrone soup, warming visitors on cold winter days.

But the partnership extends beyond funding and produce donations. For the past two years, Tatura Rotary has facilitated our annual Christmas BBQs at our local farms, serving hundreds of team members. It’s a beautiful example of how industry and community organisations can collaborate to strengthen the social fabric of regional towns.

It’s these connections between our produce, our people, and our communities that make regional business meaningful.



Fruit and Veggies Yummy Yummy

In FY25, Flavorite became a major partner in one of the most significant fresh produce campaigns ever launched in Australia: Fruit and Veggies Yummy Yummy. This nationwide initiative sees Australia’s most beloved children’s entertainers, The Wiggles, encouraging families to increase their fruit and vegetable consumption by making healthy eating fun, familiar, and exciting for children.

Research shows that while two-thirds of Australian parents say it’s very important their children eat the recommended daily amount of fruit and vegetables, less than half report that fruit and vegetables make up the majority of their children’s snacks. These findings highlight a critical gap in children’s diets, which the campaign is addressing with engaging and practical resources for families.

The initiative is being delivered across digital, social, and retail channels, live concerts, and colourful resources designed for young children, with retail partner ALDI helping bring the campaign into homes

nationwide through activations and promotions over the next 12 months.

Flavorite’s role as a funding and campaign partner reflects our commitment to inspiring life-long healthy eating habits while supporting increased demand for fresh produce. By working alongside other campaign partners – International Fresh Produce Association (Australia and New Zealand), AUSVEG, Hort Innovation, Perfection Fresh Australia, Mitolo Family Farms, Premier Fresh Australia, and Mackay’s Marketing, we are helping the industry unite behind the shared goal of improving children’s nutrition and supporting growers.

This unprecedented collaboration demonstrates how Flavorite is contributing to healthier communities while playing a central role in one of the country’s largest initiatives to boost fruit and vegetable consumption among the next generation. To explore activities, recipes, and resources for families, visit www.fruitandveggies.org

REGIONAL GROWTH

In FY2025, Flavorite continued to strengthen its presence in regional Victoria, with the Goulburn Valley playing a central role in our expansion. At our Tatura site, the fit-out of the new 14,400m2 packing and logistics facility progressed, with Stage 1 complete. This milestone enables us to pack and dispatch a wide variety of produce, including truss on vine tomatoes, cucumbers, snacking capsicums, sweet pointed capsicums, mini capsicums, and snacking tomatoes more efficiently across all our northern sites.

Looking ahead, Stage 2 of the facility has commenced, adding advanced fruit holding capabilities and greater automation to further improve efficiency. Beyond this, the Tatura site holds the capacity to expand by an additional 24 hectares, unlocking further opportunities

for growth and regional job creation. These developments are part of Flavorite's long-term vision to expand our footprint beyond 100 hectares over the next five years.

Regional Job Growth

In FY2025, we created hundreds of employment opportunities across our sites, with the majority based in regional communities. New roles included 13 salaried critical support positions, 32 permanent frontline team positions, and 682 seasonal roles across farm and production operations. These opportunities not only support our expanding operations but also play an important role in strengthening the economic resilience of regional areas such as the Goulburn Valley and South East Gippsland.

Tatura Packing and Logistics Facility

Our new state-of-the-art 14,400m2 Tatura packing and logistics facility is now nearing completion and is already transforming the way we work. Designed as our high-tech northern hub, the site is built to deliver excellence across every part of our supply chain, from growers, to customers, to consumers.

This facility represents a step change in efficiency and connectivity. By centralising operations in the north, we've reduced food mileage by approximately **443,000 kilometres** annually, directly supporting our goal of lowering emissions. At the same time, the facility provides a modern, safe, and collaborative working environment for our people, setting a new benchmark for Flavorite's workplace design and engagement.

Equipped with the latest technology, the Tatura facility enhances quality, efficiency, and customer service, while creating greater opportunities to collaborate with suppliers and partners. Importantly, it has been designed with the future in mind, supporting the expansion of our northern glasshouses and ensuring we can continue to grow sustainably.

In FY26, once all equipment is installed and operational loads are fully assessed, we will determine the scale of a tailored solar PV installation to maximise the environmental benefits of the site.

This development is more than just a new building, it is a cornerstone in Flavorite's long-term strategy to strengthen our operations, embrace innovation, and provide a thriving workplace for our team.

Tatura Site



OUR BUSINESS

At Flavorite, we believe that responsible business practices means more than compliance, it's about acting with integrity, safeguarding the environment, and supporting our people and communities. Guided by strong governance and independent oversight, we embed ethical practices and transparency into every decision.

We ensure accountability through regular internal and external audits across our

operations, alongside comprehensive employee training and clear policies that keep everyone aligned. Our board and independent directors provide robust oversight of strategy, risk, and compliance, while our partnerships with leading seed companies and rigorous biosecurity protocols protect Australia's fresh produce industry.

For us, responsible business is not an initiative, it's how we work, building trust today while securing a sustainable future for tomorrow.



Goals

- Establish ESG targets that are measurable and time-bound
- Integrate ESG criteria into strategic planning
- Improve governance transparency via established reporting frameworks
- Promote sustainable and ethical procurement with supplier oversight

Flavorite operations are underpinned by our new company values:

PEOPLE

Growing Together,
Safety Always

INNOVATION

Rethinking Today,
Creating Tomorrow

GROWTH

Empowering Potential,
Continuously Improving

Business Reporting

In FY25, our operations in Warragul, Tatura, Ravenhall and Pacific Blue underwent external audits, including SEDEX and Fair Farms. SEDEX is a global membership organisation that provides a platform for companies to manage and share data on ethical and responsible business practices in their supply chains. It helps businesses assess and improve performance across areas such as labour rights, health and safety, the environment, and business ethics.

Flavorite achieved positive outcomes across both, with minimal corrective actions identified, demonstrating the strength of our management systems and our commitment to continuous improvement in responsible business practices.

National Greenhouse and Energy Reporting (NGER)

As a registered reporter under Australia's National Greenhouse and Energy Reporting (NGER) scheme, Flavorite measures and

discloses our greenhouse gas emissions, energy production, and energy consumption each year to the Clean Energy Regulator. This reporting ensures transparency and accountability in how we manage our environmental footprint, while also providing accurate data to guide our own decarbonisation strategy.

From 1 January 2025, large Australian companies must comply with the Treasury Laws Amendment (Financial Market Infrastructure and Other Measures) Act 2024, requiring climate-related financial disclosures in line with the new Australian Sustainability Reporting Standards (ASRS) issued by the AASB. Flavorite are currently undergoing a review of the groups emissions boundary to determine the reporting group and in turn the timings for these disclosures. Flavorite have always taken a data based approach to business reporting and are well positioned to meet the requirements of the new ASRS.



RESPONSIBLE BUSINESS & GOVERNANCE

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Excellence in Food & Agribusiness – Tatura

Our Tatura team was honoured to win the Excellence in Food & Agribusiness Award at the 2024 Greater Shepparton Business Excellence Awards. Sponsored by Noumi, this award recognises businesses that are not only successful but also committed to innovation, excellence, and shaping the future of agribusiness in the region.

For us, this recognition is all about our people. The Tatura team has played a vital role in building Flavorite's presence in

the Goulburn Valley, bringing passion and commitment to everything they do, from growing high-quality produce to creating meaningful connections within the local community. Their dedication has helped deliver on our sustainability goals while supporting regional jobs and growth.

This award is a celebration of their hard work and a reminder of the important role agribusiness plays in strengthening Greater Shepparton's economy and community.



Tom Millis, Marketing & Communications Manager



Jim Madden, Chief Production & Innovation Officer

Sharing Insights

We're proud to continue playing an active role in shaping the future of horticulture by sharing our expertise across industry forums and events. In FY25, our leaders contributed to a range of important conversations on innovation, sustainability, and consumer trends.

- Our Chief Executive Officer, Mike Nichol, was proudly appointed as a Business and Community Member of the Goulburn Regional Partnership
- At the Protected Cropping Australia Conference in Adelaide, Chief Production and Innovation Officer Jim Madden joined the Hort Innovation Frontiers – Growing Horticulture through Protected Cropping Innovation panel, while Chief Operating Officer Chris Millis also

- participated in the event
- Chief Marketing and Sales Officer Sam Kisvarda spoke on the Growing Local Demand: Understanding the Changing Consumer panel for the International Fresh Produce Association
 - At the 2025 Australian Investment Conference, our Marketing and Communications Manager Tom Millis presented on the Creating Value in the Net Zero Transition panel
 - Flavorite also attended Hort Connections, engaging with industry peers on the latest trends and challenges
 - Alongside these speaking opportunities, we were honoured to host several industry visits, including a visit from the Governor of Victoria to our Katunga site further strengthening Flavorite's contribution to regional development and industry leadership

Flavorite Board of Directors

Mike Nichol
Chief Executive Officer
(Flavorite)



Brad Mytton
Managing Partner
(Roc Partners)



Chris Millis
Chief Operating Officer
(Flavorite)



Frank Barillaro
Partner
(Roc Partners)



MODERN SLAVERY & SUPPLY CHAIN

At Flavorite, we are committed to respecting and upholding human rights across our operations and supply chain. While we prioritise sourcing from Australian suppliers, particularly in regional communities, we also partner internationally when required, ensuring all suppliers align with our ethical standards.

All our People Leaders play a key role in embedding these principles across the business, and our Executive Leaders together with the Human Resources Team play a critical role in developing and implementing policies that promote ethical standards, fairness and respect. We publish an annual Modern Slavery report outlining our progress and actions in this area.

To strengthen awareness, 99% of our employees have now completed modern slavery training as part of our leadership development program. In FY25, we also assumed full responsibility for the PALM Program, bringing it entirely in-house to ensure it operates to the highest ethical standards

A Supplier Code of Conduct has now been developed and signed off by the Flavorite Executive team and we will now look to engage our top 10 suppliers over the next 6 months to share our new code, gain their understanding and feedback and ultimately their agreement and support.

Governor of Victoria, Margaret Elaine Gardner - Katunga Visit

