

FLAVORITE GROUP

December 2025



CEO Update

Merry Christmas, Flavorite Family!

As 2025 comes to a close, it's a great time to reflect on a strong year and thank everyone for the role you've played. Flavorite continues to be built on our people, the pride we take in our work, and the way we support one another.

2025 Highlights

This year saw solid progress across the business. We launched a formal business strategy process, bringing teams together to help shape Flavorite's future. We also completed and commissioned the 1.3MW solar installation at Warragul, supporting our ongoing sustainability goals.

Quality improvements were delivered across our micro tomato category, with better yield, consistency and shelf life. The Tatura automated packing facility is now in its final stages of completion, including the world-first robotic truss line designed to reduce manual handling and improve efficiency. Pollination and spraying robots are now operating across multiple sites, improving consistency in critical growing activities.

We also strengthened our foundations, with a refreshed approach to Safety, Health & Wellbeing, continued rollout of leadership development programs, and stronger

collaboration and knowledge-sharing between sites.

Commercial Performance

2025 was a positive year commercially, with continued demand for Flavorite's premium produce. We expanded our business with ALDI and Costco, including the successful launch of Sugarplum tomatoes into Costco, strengthening key customer partnerships.

10 Years of Maddie's Month

This year marked 10 years of supporting Maddie Riewoldt's Vision. In 2025, we contributed \$100,000, bringing our total donation to \$1 million. We also partnered with The Wiggles and ALDI on a healthy eating campaign, helping promote fruit and vegetables to kids and families.

Sustainability

We released our fifth Sustainability Report, tracking progress across energy, water, waste and our people. We also began rolling out DoneSafe, our new digital safety management system, improving reporting, visibility and safety outcomes across all sites.

Thank you for your continued commitment and teamwork throughout the year. Wishing you and your families a safe, happy and restful Christmas.

Mike Nichol

Chief Operating Officer Update

Hi everyone,

As 2025 draws to a close, we're proud to share some of the key moments and achievements across our sites:

Celebrations across all sites

End-of-year events brought teams together to celebrate long service and outstanding performance. Congratulations to all well deserving recipients.

Quality Excellence

Our commitment to improving pollination and quality of work is paying off, with exceptionally low rejection rates recorded this season.

Product mix

All of our products have been reviewed for commercial performance and decisions have been made for product mix next season. Products we are increasing: Snacking capsicum, large truss. Products we are decreasing: Conti cucumbers, large capsicum.

Blueberry Improvements

The blueberry program is in the best position so far. We are looking forward to our biggest harvest season yet.

Warragul Upgrade

A massive electrical board upgrade at Warragul was executed flawlessly, ensuring stronger infrastructure for the future.

Tatura Milestone

The long-awaited chiller for the packing shed cooling at Tatura is finally operational, marking a significant step forward in site capability. Big thanks to Jon, Nathan and the team for getting this project finalised.

Merry Christmas to all.

In memoriam: James Mackay. I would also like to pause to remember James Mackay (Harvest Supervisor at Warragul), whose contribution and presence will be deeply missed.

Chris Millis



Marketing & Sales Update

Hi Flavorite Team,

The past six months have been busy for the Sales and Marketing team, with shifting market dynamics and a strong focus on brand, partnerships and customer growth.

Market Conditions

Tomatoes experienced strong pricing and demand through winter due to limited supply. As we moved into spring, conditions became more challenging, particularly for smaller tomatoes, as increased supply entered the market. Large tomatoes, however, continue to perform very well, with demand and pricing almost double this time last year, influenced in part by Woolworths industrial action. Capsicums had a slower start due to prolonged North Queensland supply impacting pricing, but conditions have since improved, with strong demand and pricing extending beyond November.

Key Projects & Highlights

- Transitioned Tomberry tomatoes into the new Tinyberry brand in Woolworths
- Maddie's Month milestone: \$1 million raised over the past 10 years
- Partnered with The Wiggles to promote fruit and veg consumption
- Trialling a new golden tomato variety (internationally known as the Tiki tomato)

- Christmas social media activity including influencer recipe content and a 7 Days of Christmas giveaway
- Commenced supplying Sugarplum tomatoes to Costco and Cocktail truss tomatoes to ALDI and Woolworths
- Secured additional business across key customers, including Duo capsicums with ALDI, up 97% in volume

Events & Engagement

- Exhibited at the Woolworths Christmas Trade Show
- Attended Woolworths End of Year Celebration & Supplier of the Year Awards
- Attended Coles End of Year Celebration & Supplier of the Year Awards
- Hosted several visitors to our site including celebrity chef Curtis Stone (Coles) and the Sunrise team from channel 7!

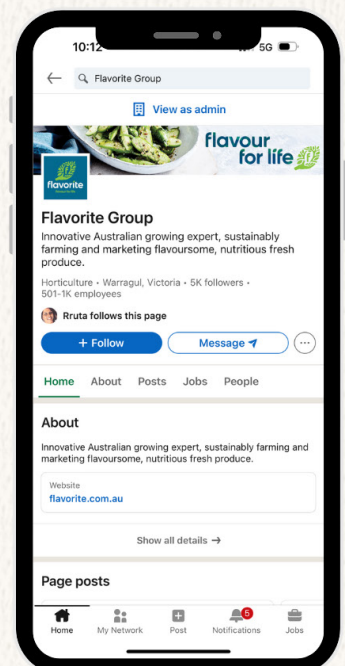
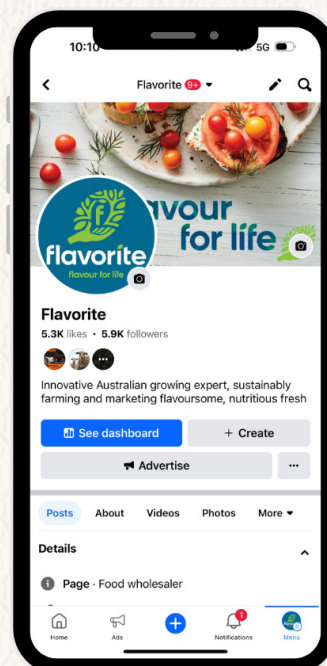
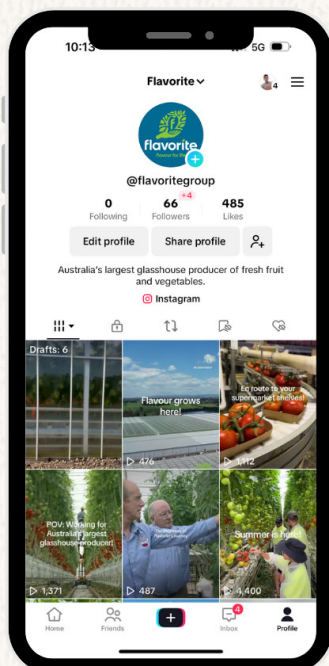
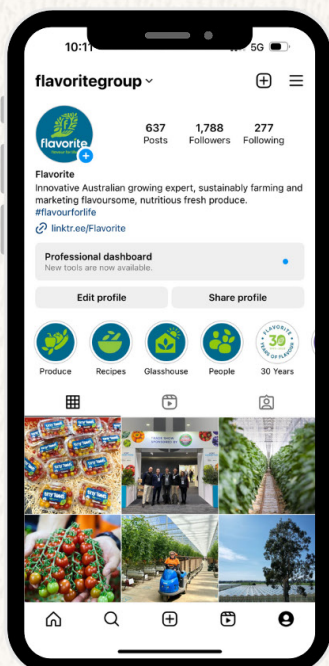
Looking Ahead

- Awarded supply of ALDI's Bellino premium snacking tomato, commencing July 2026
- Commenced FY27 production planning to meet customer demand and explore new opportunities
- Continuing the second phase of The Wiggles campaign, partnering with Harris Farm & Aldi for Back to School promotions

Have a safe and happy festive period!

Dave Parrington & Tom Millis

Are you following us?



@flavoritegroup

Flavorite Group

Chief HR Officer Update

Hi Team,

What a strong first half of FY26 it has been with a strategic focus on continuing to build on our solid people foundations across the Flavorite business. Some key highlights include:

Safety, Health & Wellbeing

In FY26, we've taken a strong step forward in Safety, Health & Wellbeing. With a new SHW team and operating model in place, we've deepened our focus during National Safe Work Month and strengthened our readiness for the VIC Psychological Health Regulations.

Key actions include an updated SHW Policy with psychosocial hazards embedded, a significant uplift in leadership capability through targeted training, and clearer communication of wellbeing support and reporting pathways. Behind the scenes, we're also strengthening how we manage risk, incidents and continuous improvement – all to create a safer, healthier workplace for everyone.

Team Engagement

Our latest engagement pulse shows great momentum, with team happiness up 4% and participation increasing by over 40%, giving us a stronger voice across the business. You told us our culture is supportive and welcoming, with a positive onboarding experience, while also highlighting opportunities around tools, work hours and supervisor leadership in some areas.

In response, we're investing in leadership development and improving how we plan and utilise hours to support meaningful work. We were also proud to celebrate our people at the recent end-of-year events across all our sites, with over 330 peer nominations and 44 Team Member Award winners recognised for living our values every day.

Talent Development & Growth

As part of our strategic transformation, we've continued to strengthen leadership capability across the business. Over recent months, leaders at all levels have participated in targeted development covering safety leadership, risk and incident management, change leadership, coaching and feedback, leading for wellbeing, and preventing bullying and harassment, supported by OHS due diligence training.

We've also been putting a strong focus on personal development planning to support ongoing growth and career development, helping our people build skills, explore opportunities, and reach their full potential at Flavorite.

Looking Ahead

In the second half of FY26, we're continuing to invest in our people and how we work:

- Talent & Leadership Development: Continued rollout of leadership programs, including piloting our new GROW leadership pathways program.
- Internal Careers Fair: Re-scheduled for April/May – an opportunity to explore internal roles and career growth.
- Digital Platforms: Ongoing optimisation of Donesafe and Employment Hero to streamline processes and simplify people data and insights.

As we wrap up the year, a huge thank you to our Leaders, the People Team, and every person across Flavorite for your commitment and contribution. Together, we're continuing to build a stronger, more supportive workplace where everyone can thrive.

Thank you for the effort you bring every day, and we wish you and your families a wonderful Christmas and a fantastic start to 2026.

Stay safe



End of Year Events



Finance Update

Hi all.

The past 6 months was, as expected, a busy period for the Finance Team. A huge effort went into completing our 2024/2025 Financial Statements accurately and on time. So well done to all involved with that!

Going forward, a major project in which the Team is engaged is the introduction of a new Sustainability Report. This report, primarily based around climate related risks

and opportunities faced by the business, will be a mandatory inclusion in our Financial Statements for the year of 2025/2026 and beyond.

Finally, we've had a personnel reorganisation within the Team, with Daryl and Abs now reporting directly to MartinC (who reports to me), which is aimed at streamlining the management of the various Finance related activities of the business.

Catch you later...Jim.



Wholesale Report

Hello everyone,

This year's lead-up to Christmas feels refreshingly different from the last, and that's something to be thankful for. A year ago, we were grappling with numerous quality issues and pricing challenges, but thanks to the tremendous effort from all of you, our quality has improved and this year we've seen much better market prices for our products. So many of these improvements have been a direct result of changes initiated as part of our five-year strategic goals all while following rigorous hygiene protocols to keep us free from Tomato Brown Rugose Fruit Virus. These could not have been achieved without the efforts of every single member of the Flavorite organisation... Fantastic effort, everyone!

It's never easy balancing the festive season's unpredictable demand with our goal of selling everything at the best price for the business and our investors.

Our team from Epping were fortunate enough to be given a tour around our Tatura site

earlier this month by Jon Murphy. The new packing facility is amazing and something for us to be very proud of.

I'd also like to acknowledge the team I have working with me at Epping. In the last twelve months, I've had two stints in hospital to treat two separate brain aneurysms. During this time, my team at Epping have worked tirelessly to ensure the business wasn't affected. This involved longer hours and taking on extra responsibility, all with nothing but assurances of "We're fine, just rest up and take it easy!" Thanks so much to all of you.

To our production team, thank you for your tireless work and for maintaining the high standards that make Flavorite so highly regarded by our customers and others in the industry. On behalf of the whole Epping team, I wish you all a Merry Christmas and a New Year filled with health, happiness, and prosperity.

Best regards,
Grant Nichol

Production and Innovation Update

Hi Favorite Team,

As we wrap up another huge year (and head into our busy Christmas season), I am excited to share where we have landed with some major wins, project status, and the momentum we are taking into 2026.

First on the list is fruit quality. We have finally cracked the micro tomato code! Wow, if ever a fruit was going to test a company's limits, from how to grow it, take care of the plants, harvesting styles, and complex high-tech packing machinery,...we have been through it all. Real character-building stuff, you might say. But we can finally say we did it, and we have a fantastic product to show for it. This has been a real triumph.

In terms of overall quality throughout all crops, the effort and commitment the wider team has put into achieving great fruit quality this year has really paid off. We are seeing lower waste and seconds, and minimal customer issues. Great job by all for working towards this team goal - let's keep it going!

After a long build, we have officially completed the first two phases of the Tatura packing shed, and it's now standing as a critical piece of infrastructure for the Tatura farm to continue to grow into. The commissioning process has been steady and positive, and the shed is already proving its value in workflow, space, and efficiency. A major highlight is seeing the progress on our world-first robotic 5kg Truss on Vine packing line. Over the past few months, the team has been working through early-stage testing,

and the results so far are very encouraging.

While there is still development to go, which is expected with technology at this level, the early results show real potential to reshape how we grade and pack truss well into the future.

Regarding the Warragul packing shed, this is the first year in quite a while where we haven't installed new equipment... and this is a good thing. This has meant the Warragul packing team has been able, in preparation for the season, to focus on getting the absolute most out of the equipment they have. Brodie and the team have really kicked some goals this season, and with help from Kurt (shoutout to the packing maintenance engineer), things are humming. Fruit quality is great, and packing speeds are looking good.

As we now move into the Christmas period, our busiest time of year, the focus turns to keeping things running smoothly, supporting each other, and continuing to deliver high-quality fruit to our customers. The systems and improvements we have put in place this year position us well for a strong finish.

Thank you to everyone for your hard work throughout 2025. It's been a year of building, testing, learning, and achieving, and we're entering 2026 with a solid foundation and some exciting opportunities ahead. Wishing you all a safe, productive, and enjoyable Christmas season. It's been a massive effort, and I want to acknowledge the patience, skill, and persistence of everyone involved.

Jim Madden



End of Year Events

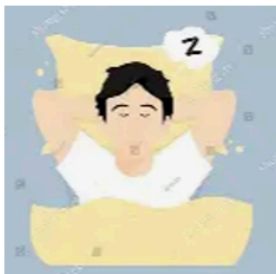


Safety, Health & Wellbeing

The safety, health and wellbeing of our team, contractors and visitors is always the top priority at Flavorite. We all play a vital part in continuing to create a safer workplace from a physical and mental health perspective and working towards an even stronger safety culture. Summer work can present unique challenges, especially working in the heat. Staying safe starts with you – by looking after your body at work, you're also helping yourself stay well and enjoy the festive season with friends and family.

For our farms sites in particular, the warmer weather means that snakes are more active. Stay aware and don't panic. Move away safely, keep your distance, and notify your supervisor immediately – safety always comes first.

Here are a few simple ways for all of us to stay fit for work this summer:



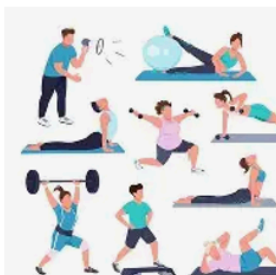
Sleep well - Get enough rest each night so you are focused at work.



Eat well - Eating healthy meals and snacks gives your body energy to work safely all day.



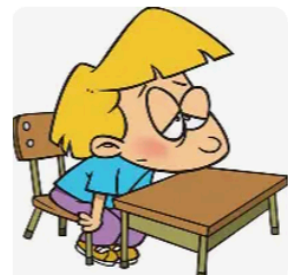
Drink water - Drink plenty of water, especially when it is hot.



Stay strong - Keep your body strong and active to avoid aches and pains



Take breaks - Use your breaks to rest, cool down, and recharge.



Be aware of yourself - If you feel tired, unwell, or unsafe, talk to your supervisor.

To stay safe, strong, and productive, it's important to remember that safety doesn't stop when you leave the workplace – it also depends on how you look after your body and mind outside of work.

Special Team News!



Congratulations to Joshua Campbell from our Tatura site and partner Zoe on the safe arrival of baby Billi born 04/09/2025.



Congratulations to Kurt Borsato from our Warragul site and partner Bridget on the safe arrival of baby Sierra Elizabeth Borsato born 01/09/2025.

Congratulations to Trang Nguyen from our Warragul site on the safe arrival baby Lucy Pham born 16/10/2025.



Congratulations for Years of Service!

5 YEARS

Tony Tran
Lelenga McDonald
Leony Ortega
Van Nguyen
Shane Young
Dino Divinagracia
Muditha Liyanagama
Erik Buxmann
Taylah O'Sullivan-Plaza
Samira Peisley
Thi Thuy An Nguyen
Jane Glisson

Mariah Lackie Herrera
Michael Horsfall
Kurt Baratilla
Brodie Wyatt

10 YEARS

Nutcharee Stoll
Brett Langmaid
Sebastian Falcone
Julie Boal
Edgar Parrilla
Kathryn Christian

15 YEARS

Tejinder Saggu
Albert Chaploutskyi
Oleksandr Kolesnikov

20 YEARS

John Willis

25 YEARS

Jon Murphy

30 YEARS

Matthew Henshall

Flavorite Executive Team



Mike Nichol
Chief Executive Officer



Chris Millis
Chief Operating Officer



Chari Hall
Chief Human Resources Officer



Sam Kisvarda
Chief Marketing Officer



Grant Nichol
Chief Wholesale Trading Officer



Jim Ilgoutz
Chief Financial Officer



Jim Madden
Chief Production and Innovation Officer

Watch our year in review



Scan the QR code to watch
Flavorite's recap of 2025.
Thank you for a successful year.



Team Member of the Year Awards

This November and December, we celebrated a number of high performing team members at our Christmas celebrations. Team Member of the Year Awards are designed to recognise, reward and celebrate the valuable contributions of our Talent at Flavorite Group who have displayed our values through their achievements during the year. Congratulations to all winners.

Warragul

Frank Vollmannshauser	Maintenance	Front-Line People Leader of the Year
Gary Angee	Maintenance	Outstanding Newcomer of the Year
I Chun Chen (Lisa)	Production	Outstanding Newcomer of the Year
Charles Pearce	Safety Health & Wellbeing	Outstanding Newcomer of the Year
Ting-Yu Chi (Tiffany)	Crop Care	Outstanding Newcomer of the Year
Kuljeet Kaur	Nursery	Outstanding Team Member of the Year
Tim Sorn	Crop Care	Outstanding Team Member of the Year
Praditpong Ardraska (Nin)	Crop Care	Outstanding Team Member of the Year
Josephine Melinda	Production	Outstanding Team Member of the Year
Daniel Domine	IT	Outstanding Team Member of the Year
Ni Wayan Astiti Rahayu	Production	Outstanding Team Member of the Year
Chia Hung Chen (Cyrus)	Production	Outstanding Team Member of the Year

Ravenhall

Tiffany Simoes	Sales & Marketing	Outstanding Team Member of the Year
Shannon Merlo	Finance	Outstanding Team Member of the Year
Aaron Massa	Production	Outstanding Team Member of the Year
Ivy Lam	Production	Outstanding Team Member of the Year

Katunga

Megan Wallis	Picking	Front-Line People Leader of the Year
Aksh Kumar	Crop Care	Outstanding Newcomer of the Year
Mario Wongso	Crop Care	Outstanding Newcomer of the Year
Alana Barrer	Picking	Outstanding Newcomer of the Year
Arindah Paramitha Dinda Kurnia	Picking	Outstanding Team Member of the Year
Herman Liu	Crop Care	Outstanding Team Member of the Year
Janin Fraser	IPM	Outstanding Team Member of the Year
Chia Chun Wu (Kasia)	Picking	Outstanding Team Member of the Year

Epping

Michael Rovetto	Outstanding Team Member of the Year
Aiden Elkington	Outstanding Team Member of the Year



Tatura

Kajal Pokhrel	IPM	Front-Line People Leader of the Year
Peter McIntyre	Maintenance	Innovation Award
Matteo Cimmino	Warehouse	Outstanding Newcomer of the Year
Patricia Marvell	Crop Care	Outstanding Newcomer of the Year
Thai Hung Pham (Ryan)	Picking	Outstanding Newcomer of the Year
Supawadi Tse (Hong)	Crop Care	Outstanding Team Member of the Year
Leonisa Ortega	Packing	Outstanding Team Member of the Year
Meilisuan Meilisuan (Meili)	Crop Care	Outstanding Team Member of the Year
Huynh Tuyet Van Nguyen	Crop Care	Outstanding Team Member of the Year
Lani Hepworth	People	Outstanding Team Member of the Year
Serhan Kutuk	Picking	Outstanding Team Member of the Year
Chia Chi Shen (Sherry)	Picking	Outstanding Team Member of the Year

Mansfield

Chathuranga Arachchige (Lahiru)	Picking	Front-Line People Leader of the Year
Jono Marcel Mawa	Crop Care	Outstanding Newcomer of the Year
Jubaidah Jubaidah (Aida)	Crop Care	Outstanding Newcomer of the Year
Ni Yong Chen	Picking	Outstanding Team Member of the Year
Levi Nauluiviti	Picking	Outstanding Team Member of the Year
Yu Jie Cheah	Picking	Outstanding Team Member of the Year



