

Flavorite Sustainability Report FY2024





CEO MESSAGE

Dear Stakeholders,

I am pleased to present Flavorite's fourth Annual Sustainability Report, celebrating our continued commitment to sustainability, innovation, and leadership within the Australian agricultural sector. As we surpass three decades of operation, we reflect on our journey and the pioneering spirit that has driven us to become leaders in glasshouse-grown produce.

In the past year, we have made significant progress in our sustainability initiatives amidst ongoing global challenges such as climate change, rising energy costs, and the need for responsible resource management. Our glasshouse production methods continue to set the benchmark for efficiency, allowing us to maximise output while minimising our environmental footprint. From investing in industry-led research and development to advancing our trials of biodegradable growing materials, our focus remains on creating sustainable solutions that not only benefit our business but also contribute to broader environmental goals.



We are proud to share our latest achievements in energy efficiency, including the commissioning of a new chiller unit, the installation of thermal screens and a substantial solar installation at our Warragul site, which will significantly reduce our reliance on grid energy. Furthermore, our efforts in community engagement remain strong, highlighted by the upcoming 'Maddie's Month' campaign in partnership with Maddie Riewoldt's Vision and Coles this November. This campaign, in its ninth year and on track to bring our total donations to \$900,000, underscores our ongoing commitment to giving back. As we strive to make a meaningful impact in the lives of those affected by bone marrow failure, we look forward to our 10th year of the campaign in FY2026 where we are striving to achieve our long-term goal of reaching 1 million dollars in total donations.

This report provides a comprehensive overview of the steps we are taking to drive positive change across our operations and the broader industry. I invite you to explore our journey towards a more sustainable future and join us in our mission to lead the way in innovative, environmentally conscious agriculture.

Together, we will continue to push the boundaries of what is possible in glasshouse production, advancing sustainable practices, and contributing to a more resilient and responsible future.

Yours Sincerely

Mike Nichol
Chief Executive Officer

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ABOUT THIS REPORT

This sustainability report, approved for release by the Flavorite Board of Directors, covers the period from 1 July 2023 to 30 June 2024 (FY2024). The report offers an account of our contributions to sustainable development across the business in the State of Victoria, Australia.

Flavorite's annual sustainability report is but one example of the business' strong commitment to ESG performance improvement and transparency. By its very nature as a glasshouse producer, Flavorite has always been a sustainable business. However, the team has impressively built on those foundations to develop a sustainability program that extends beyond their growing systems, to encompass broader environment, people and responsible business practices. At Roc Partners, we are proud to partner with Flavorite and continue our support of their innovation and leadership in sustainability.

As members of the Flavorite Board of Directors, we are proud of the company's decision to voluntarily produce and share this sustainability report. This initiative not only highlights our responsible business practices but also sets a new benchmark in the Australian glasshouse industry. By openly sharing our progress and goals, we aim to encourage other companies to prioritise sustainability and drive positive change.

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.



Brad Mytton
Chairman of
Flavorite Board

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.



SUSTAINABILITY AT FLAVORITE

As second-generation Australian farmers, we have been growing fresh produce for over 30 years, and our journey is unpinned by flavour and sustainability. Our founders understood you couldn't deliver a product to market without great flavour for your consumer and you couldn't rely on traditional farming methods to deliver a quality product every day of the year.

As you will read throughout this report, we are dedicated to leading the way in sustainable agriculture with our glasshouse-grown produce and our investment in cutting-edge technology is what sets us apart. During FY2025/2026, Flavorite will lead an industry-first research and development program, looking at the automation of several key functions across the farms. Working with the wider industry, learning, and sharing insights has always been our approach, and we are excited about bringing new flavours to consumers in the most sustainable way.

OUR OPERATIONS

Warragul – growing site, nursery and packing & logistics facility (we pack and fulfill orders from this site)
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



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
 <p>2 ZERO HUNGER</p>	<p>End hunger, achieve food security, improved nutrition and promote sustainable agriculture.</p>	<ul style="list-style-type: none"> • Higher production waste percentage in FY2024 due to increased pest and disease threats across our sites • In FY2024 we have donated a total of 25,116 tonnes of fruit and vegetables which equates to over 50,300 meals produced for Australians in need
 <p>3 GOOD HEALTH AND WELL-BEING</p>	<p>Ensure healthy lives and promote well-being for all.</p>	<ul style="list-style-type: none"> • In FY2024 our lost time injury frequency rate (LTIFR) was 9.4, below the industry norm of 11.3 • In FY2024 we implemented our labour registration certificate system across our farms • Mental Health Wellbeing awareness training completed for approximately 100 People Leaders
 <p>5 GENDER EQUALITY</p>	<p>Achieve gender equality and empower all women and girls.</p>	<ul style="list-style-type: none"> • Workplace Gender Equality Agency (WGEA) annual reporting completed. FY2024 Results: our Median Base Salary gender pay gap (GPG) is at 1.8% (below the National Median Base Salary GPG of 14.5% and below the Industry Median Base Salary GPG of 7.2%) and our Median Total Remuneration GPG is currently at 6.4% (below the National Median Total Remuneration GPG of 19% and below the Industry Median Total Remuneration GPG of 10.2%) • FY2024 Data: 2023-2024 WGEA Data: <ul style="list-style-type: none"> • Total Team: 46% Female: 54% Male • Other Managers: 30% Female : 70% Male • Senior Managers: 22% Female: 78% Male (an increase in Women in Senior Leadership roles of 22% in FY2024 vs 20% in FY2023)
 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>Promote sustained, inclusive, and sustainable economic growth, full and productive employment and decent work for all.</p>	<ul style="list-style-type: none"> • By November 2024, we aim to raise a further \$100,000 for MRV, bringing our total donations to \$900,000 • Sponsored two prominent sporting organisations that reside in the same communities as our regional sites • 80 full time jobs will be created following the completion of new packing and logistics facility at our Flavorite Tatura site



Take urgent action to combat climate change and its impacts.

- Complete companywide energy audit & define key actions to reduce GHG emissions
- Expand Katunga trials of waste biomass sources for heating glasshouses and achieve a 49% reduction in natural gas usage by FY2026

- Energy audit complete and key projects identified:
 - Approaching completion of 1.3MWh Solar PV installation at Warragul site which will remove 1,580 MWh of energy consumption from the grid annually and increase our solar-generated power from 5.41% to 17.6% of the company's total energy consumption
 - Commissioned new chiller unit which will reduce annual grid energy consumption by 483,958 kWh
 - Implementing thermal screens by end of FY2025 to decrease gas usage by 25,315 GJ
- Katunga project is on track with the team sourcing certified biomass materials for trial



Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation and halt biodiversity loss.

- Expand our total production to 100HA by FY2029
- Increase the use of beneficial insects to combat pest and disease pressure
- Complete stage 2 of our state-of-the-art packing and logistics facility build at our Tatura site by FY2026

- Glasshouse 6 (6.27HA) completed and planted in October 2023 and Glasshouse 7 (6.27HA) completed and planted in April 2024. Total glasshouse footprint 73 HA
- Through our Integrated Pest Management approach, we have expanded our biological pest control program in tomatoes from 12ha to 33ha across 3 sites
- The new Tatura Pack shed (14,688m2) build was completed in April 2024, with the internal fit out of packing equipment being completed during FY2025 in 2 stages



FY2024 SUSTAINABILITY SNAPSHOT



OUR ENVIRONMENT

CLIMATE RISK & ENERGY

Managing climate risk is increasingly crucial in the context of energy consumption for the protected cropping industry. With climate change leading to more frequent extreme weather events and altering environmental conditions, it is essential to address how energy use within the sector contributes to and mitigates these risks.

In this report, we outline the significant initiatives our team has been implementing to address these challenges and enhance our energy practices.

Goals

- By September 2025, install new chiller unit at Warragul site
- By December 2025, achieve a 49% reduction in natural gas usage at our Katunga site
- By the end of FY2025 install thermal screens in selected glasshouses at our Warragul and Katunga sites



Chiller Unit Upgrade

As identified in our FY2023 Sustainability Report, we are excited to announce that a new chiller unit has been commissioned at our Warragul site in September 2024. This advanced system is expected to reduce our annual grid energy consumption by **483,958 kWh** which is equivalent to the total electrical usage per annum at our head office and distribution centre in Ravenhall, Victoria.

This project arose following an audit that identified a significant opportunity to enhance the efficiency of our chiller units at the Warragul site. These chillers play a crucial role in maintaining optimal temperatures for our produce throughout the supply chain, which helps slow the ripening process and extend the shelf life of our products, ensuring they stay fresh for longer.

To evaluate a chiller's effectiveness, we focus on its Coefficient of Performance (COP) ratio, which measures how efficiently it removes heat compared to the energy consumed. Our current chillers have a COP of 2 to 3, while the latest refrigerant systems boast a COP of 8 to 10, representing a substantial improvement in efficiency.

With approximately **20,500 tonnes** of produce passing through our chillers each year, this contributes to a notable energy consumption **reduction of 6.75%** at our Warragul site.

Following this significant upgrade, our next step is to focus on upgrading the chiller unit at our Tatura site. This will continue our commitment to enhancing energy efficiency and sustainability across our operations, ensuring that we maintain high standards of performance while minimising our environmental impact.

Glasshouse Heating

Throughout all of our farms, we employ two distinct heating methods—gas boilers and biomass boilers—to maintain optimal growing conditions in our glasshouses. As part of our comprehensive energy audit, we are actively exploring alternative heating solutions and technology to reduce overall usage.

Biomass-to-Energy Project

In our ongoing commitment to reducing carbon emissions and energy usage, Flavorite is advancing a new biomass-to-energy project at our Katunga site. This initiative aims to transition from natural gas to heat our glasshouses to sustainable biomass sources, utilising waste materials that would otherwise be destined for landfill. By December 2025, we aim to achieve a **49% reduction in natural gas** usage at our Katunga site by converting

waste into valuable heat energy for our glasshouses.

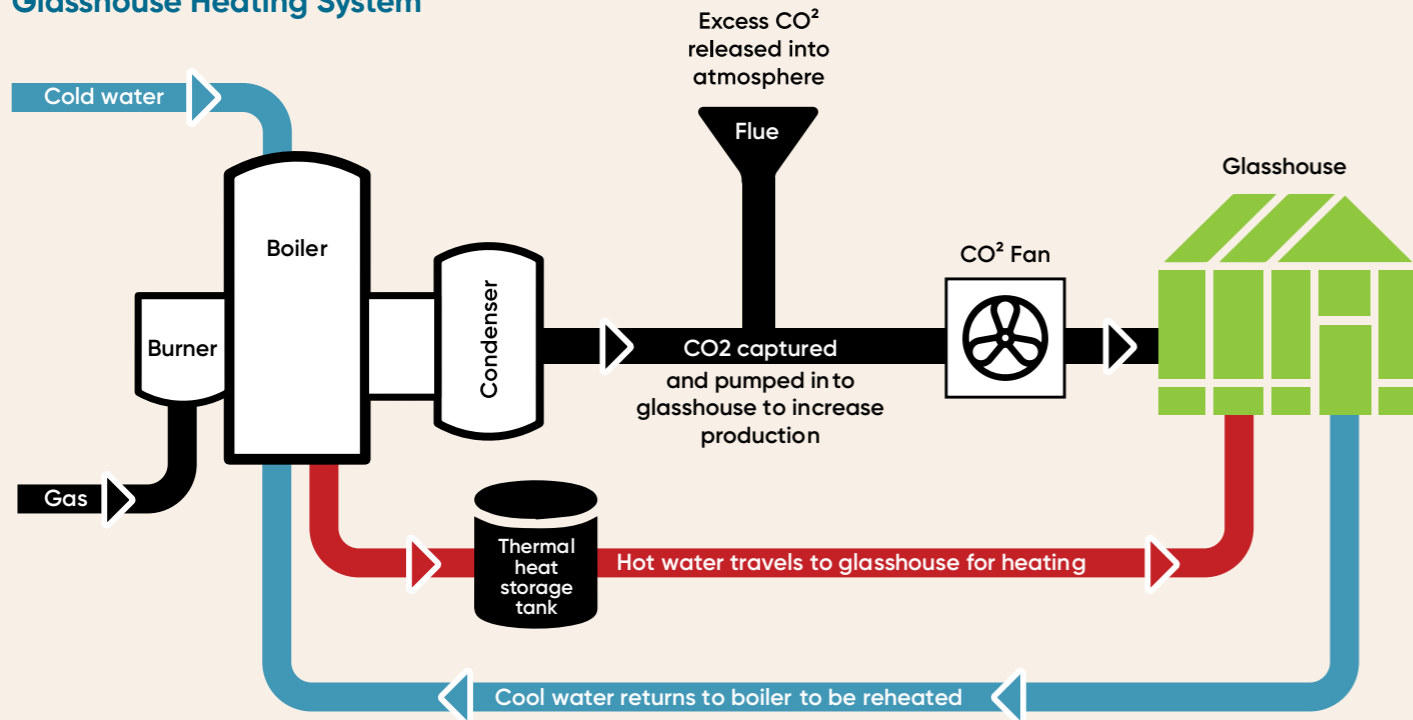
This project not only underscores our dedication to sustainable energy practices but also serves as a pilot to validate the effectiveness of biomass technology, including fuel sourcing, technological integration, and obtaining necessary environmental approvals.

If successful, the insights gained from the Katunga trial will be instrumental as we look to expand similar sustainable energy solutions to our Tatura site, further supporting our long-term vision of reducing our environmental impact across all Flavorite operations.



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

Glasshouse Heating System



Thermal Screens Installation

Thermal screens are an integral component of our glasshouses, serving as an effective physical barrier that reduces heat loss during cooler months and protects the top of our plants from excessive heat during summer. In FY2024, we took this initiative a step further by planning the installation of thermal screens in selected glasshouses at our Warragul and Katunga sites, with completion targeted by the end of FY2025.

This strategic investment aims to enhance thermal savings and further reduce our heating expenses and greenhouse gas emissions. Our goal is to **decrease gas usage by 25,315 GJ**, achieving approximately a **3% reduction in natural gas** consumption across the Flavorite group by the end of FY2025. This enhancement not only highlights our commitment to sustainability but also highlights our proactive approach to optimising energy efficiency within our operations.



Packing and Logistics Facility - Warragul

Solar PV Installation

In a landmark move towards energy sustainability, Flavorite is set to complete a **1.3MWh Solar PV installation** on our 12,000m2 packing and logistics facility at our Warragul site in December 2024. This solar project represents one of the most significant investments in renewable energy in our history and is a testament to our commitment to reducing our carbon footprint. By harnessing the power of the sun, this installation will remove **1,580 MWh** of energy consumption from the grid annually—the equivalent of powering hundreds of Australian homes each year.

This solar initiative is not just about reducing grid reliance; it is about transforming the way we approach energy management across our operations. Once operational, the Warragul site will see a substantial increase in solar energy utilisation, elevating our solar-generated power from **5.41%** to an impressive **17.6%** of the company's total energy consumption. This leap forward underscores our proactive stance in combating climate risk through innovative solutions.

Beyond the immediate benefits of reduced energy costs and lower emissions, the project will also include a comprehensive review, consolidation and upgrade of

our energy recording infrastructure. This initiative aims to create a centralised platform for energy reporting, enabling real-time tracking and analysis of our energy usage. With improved data accuracy and visibility, we will be better equipped to make strategic decisions, optimise energy performance, and identify further opportunities for improvement.

Looking ahead, we are also exploring the potential for a Solar PV installation at our Tatura site, planned for FY2026. To ensure the system is optimally sized, we will first conduct a thorough assessment of the site's electrical load. This strategic approach will enable us to tailor the solar solution to the Tatura site's unique energy needs, maximising the impact of our renewable energy investments.

The Warragul solar installation is more than just a sustainability measure—it is a strategic investment in the future of Flavorite. By integrating advanced renewable technology into our operations, we are setting new benchmarks for energy efficiency and sustainability within the protected cropping industry. This project reflects our unwavering commitment to environmental stewardship, positioning Flavorite at the forefront of sustainable agriculture in Australia.

NATURAL CAPITAL

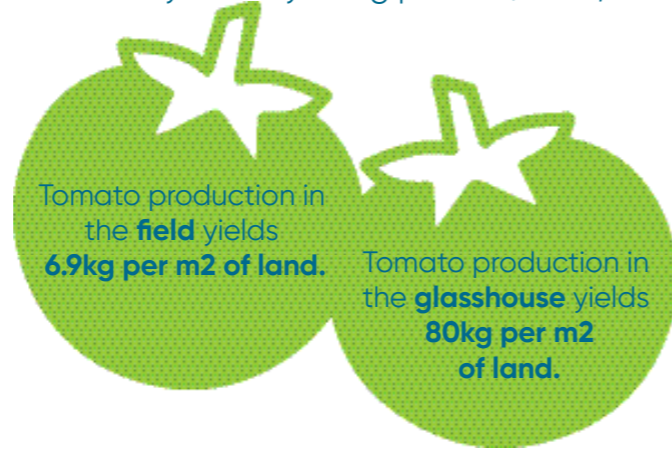
Safeguarding our ecosystems, biodiversity, and natural resources is an integral part of our business philosophy. We are committed to continuously exploring new technologies and sustainable practices that help us minimise our environmental footprint and protect the natural world through our farming operations.

Surplus Produce Trial

To address surplus produce and mitigate waste, we have conducted a comprehensive surplus produce audit. This audit involved calculating the percentage of waste production, measured in kilograms, for each product and glasshouse on a daily basis. Based on our findings, we have identified two types of value-added products that will help us utilise this surplus produce more effectively. We plan to assess the effectiveness of these value-added products at the end of each season, based on the volume of surplus produce. Moving forward, this audit process will be implemented annually to continuously improve our waste management and sustainability efforts.

Glasshouse vs Field

The glasshouse growing environment enables us to optimise our use of natural resources while minimising our environmental impact. At Flavorite, we leverage advanced technology, extensive growing experience, and a global network to drive innovation and explore cutting-edge initiatives within the protected-cropping industry. Compared to field production, glasshouse farming offers significantly higher production efficiency. For instance, glasshouse-grown tomatoes yield 80 kg per m² of land, whereas field-grown tomatoes yield only 6.9 kg per m² (Smith, 2021).



Industry Led R&D with Hort Innovation

Flavorite is proud to be a driving force in industry-leading research and development, as part of Hort Innovation's Frontiers program—a transformative initiative designed to revolutionise the protected cropping industry. This \$52 million program, led by Applied Horticultural Research and supported by protected cropping growers, aims to advance sustainability, automation, agronomy, and workforce skills, addressing the industry's most pressing challenges.

One of the key projects at Warragul is an autonomous pollination and spraying trial. We have partnered with technology innovators and this trial aims to assess the efficiency of automated spraying and pollination systems, potentially reducing labour requirements while improving precision in crop management. The program's focus on automation extends across other key operations, including harvesting and packing.

There is immense potential in these advancements, particularly in pollination, where mechanising the process could **reduce labour needs by up to 80%**. We currently pollinate 50 hectares of tomatoes six times per week, which requires

the equivalent of 45 full-time employees. With automated pollination, we could reduce this to just 10 employees. In packing, a traditionally labour-intensive operation, automation is expected to result in savings of up to \$2.4 million annually by reducing the number of workers from 44 to 6.

In addition to automation, the Frontiers program is exploring a wide range of innovative technologies, including advanced LED lighting systems and the recycling of growing mediums. These initiatives will deliver measurable improvements in energy efficiency, cost savings, and environmental impact, directly contributing to Flavorite's overarching sustainability goals.

With a major media event planned for early 2025 at our Warragul site, Flavorite is committed to demonstrating its leadership in the protected cropping sector. Our involvement in the Frontiers program represents not only an opportunity to strengthen our business but also a chance to set new benchmarks for sustainability and innovation across the industry. We are excited about the future of protected cropping and our role in shaping its direction.



GROWING MATERIALS

Our growing team continues to lead the way in exploring and trialling more sustainable and innovative growing materials. Building on our efforts in FY2023, we have expanded our focus to include a diverse range of environmentally friendly substrates, biodegradable materials, and alternative growing methods. Our priorities include sourcing materials locally within Australia, evaluating their reusability,

and minimising our environmental footprint. This year, we have conducted comprehensive trials to assess the effectiveness and sustainability of various substrates, including biodegradable strings, clips, and arch supports, as well as reusing growing materials for multiple seasons. These trials are crucial in our ongoing commitment to reducing waste, optimising resource use, and driving more sustainable practices across all aspects of our production.



Biodegradable Growing Materials

We are advancing our efforts to reduce our environmental impact by continuing to trial biodegradable growing materials. Following the completion of our annual grower's trial report, we are expanding our trials of biodegradable string. This year, we will increase the trial area to 6 hectares and are testing alternative suppliers to ensure the selection of the most effective and environmentally friendly option. In addition, we are extending our trials of biodegradable clips and arch supports.

These initiatives aim to minimise crop waste and decrease the amount of material sent to landfill, demonstrating our commitment to sustainable and environmentally conscious practices.

Metal Clipping

Last year, we successfully continued trialling metal clips in our tomato crops and as a result, have implemented metal clipping across 20.6 hectares of our tomato production at our Warragul farm. In FY2024, we completed an annual grower's trial report and are entering the second year of this initiative. This year, we are expanding the trial to include capsicums and are comparing metal clipping on 2 hectares with the traditional method of winding the plant around the string. We aim to achieve reduced crop damage, minimise waste, and decrease labour requirements.



Scan or click QR code to learn about glasshouse technology.

Sustainable Growing Mediums

While the majority of our plants are grown in Rockwool—a substrate made from molten rock spun into fibres and compressed into cubes—we are actively trialling a variety of sustainable growing substrates. Our priorities when sourcing alternative growing mediums include reusability (the number of seasons it can be used for), whether it is organic, recyclability, cost, and the origin of the material. Building on last year's initiative to explore cost savings and waste reduction, we began trials to assess the feasibility of using Rockwool slabs for multiple growing seasons.

This year, we expanded our efforts to test three additional, more environmentally friendly substrates. The material from the first trial is being reused for a second season to assess durability and reusability. The second trial material has been expanded to cover 2 hectares. The third trial material is being reused for a third season and has been implemented in two additional glasshouses, resulting in all of our tomato crops across all sites now being grown exclusively in this substrate. These trials are designed to enhance sustainability by reducing our environmental footprint and optimising the use of growing mediums.



Recycling Stakes and Clips

During planting, stakes and clips are used once per season to support young seedlings before they are tied in. However, after a week or two, once the plants are tied in, these stakes and clips become redundant. Although they are only needed for a short period, they can be reused if stored properly. Currently, stakes and clips often remain on the plants until our team can remove them, and clips are typically discarded into general waste, ultimately ending up in landfill.

This year, we continued a trial to assess the feasibility of collecting and reusing stakes and

propagation clips, focusing on our capsicum crops. The process involves collecting, storing, disinfecting, and reusing the stakes and clips for the following season. The trial has been successful, with some clips being reused for a third season and maintaining their flexibility. Proper labelling and distribution of stakes and clips ensure that we can quickly identify any compromised by disease, allowing us to determine whether to reuse or dispose of them responsibly. We plan to continue reusing stakes and clips in FY2025 as part of our ongoing commitment to reducing waste and enhancing sustainability.

WATER

Efficient water use is fundamental to Flavorite's commitment to sustainable farming, ensuring our crops receive the water they need for optimal growth and productivity. Our approach integrates advanced irrigation technologies and precise water management practices, significantly reducing our environmental impact and enhancing crop health.

We employ a state-of-the-art individual dripper system that delivers water directly to each plant, enabling precise control over water and nutrient distribution based on the specific needs of each crop. Excess water (approximately 30%) is captured by gutters installed throughout our glasshouses and treated using UV sterilisation—a process that uses ultraviolet light to disinfect water by eliminating harmful microbes without chemicals. This allows us to safely recycle and reuse water efficiently, minimising waste and the need for external water sources. In FY2024, our combined water use across all four

growing sites amounted to approximately **941 megalitres** and **28.94% of this was recycled** through our gutter system. Our total wasted water was 8.86%, a significant achievement in the context of our total usage.

By continuously measuring and monitoring water usage with sophisticated technology, our irrigation water is absorbed by the plants or recycled. This level of efficiency ensures that water is conserved throughout our operations, supporting the sustainable production of our crops.

Compared to traditional farming methods, our glasshouse systems are five times more water-efficient in tomato production, utilising significantly less water per kilogram of produce (Smith 2021). Through these innovations, Flavorite remains dedicated to responsible water stewardship, ensuring that every drop counts in our sustainable farming journey.

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

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

21 HA added to biological pest control program

28.94% of our water usage was recycled

Natural Water Capture

At our Warragul, Tatura, and Mansfield sites, we prioritise using water captured in our dams for production, before turning to any other water sources like town water or bore water. This proactive approach ensures that **32.6% of our total water usage** comes from naturally captured water, significantly reducing our reliance on external sources and minimising our environmental footprint.

To extend our commitment to natural water capture off our glasshouse roofs, during FY2025 the team will assess our water

INTEGRATED PEST MANAGEMENT

Our Integrated Pest Management (IPM) program continues to play a critical role in minimising pesticide use while ensuring the health of our crops. By employing a combination of cultural, biological, and preventative measures, we reduce the impact of harmful pests in our glasshouses. Given that our optimal growing environment can also attract pests, proactive action is essential to protect our crops from potential damage.

requirements at our Katunga site which is currently solely reliant on bore water. By enhancing our ability to utilise dam water first, we aim to further decrease dependence on other water sources, bolstering our sustainable practices across all Flavorite production sites.



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



In FY2024, Flavorite has made significant strides in expanding our highly successful biological pest control program within our tomato crops. Previously implemented across 12 hectares, the program now spans 33 hectares of tomatoes across our Warragul, Katunga, and Tatura sites, significantly reducing the need for pesticides. This biological approach, already applied to our capsicum and cucumber crops, has proven effective in eradicating harmful pests by introducing beneficial insects and reducing the reliance on broad-spectrum pesticides.

While implementing biological controls in tomatoes has historically been challenging due to potential impacts on production, repeated trials have enabled us to expand this program confidently. This expansion highlights our commitment to reducing chemical use and prioritising sustainable farming practices.



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

Tomato Brown Rugose Fruit Virus (ToBRFV)

In August 2024, Tomato Brown Rugose Fruit Virus (ToBRFV) was detected in Australia, posing a significant threat to the country's tomato, capsicum, and chilli crops. Recognising its potential impact on both the agricultural industry and our operations, Flavorite has implemented a comprehensive biosecurity and mitigation plan.

Our response includes enhanced hygiene protocols across all sites, focusing on strict disinfection practices, staff training, and careful monitoring of crops. We have also

introduced tighter controls to prevent the virus from entering our sites, ensuring full compliance with industry and government standards. Additionally, we are collaborating closely with key industry bodies and authorities to support ongoing research and risk management efforts.

As ToBRFV continues to evolve globally and spread within Australia, Flavorite remains vigilant and prepared to adapt our strategies, safeguarding the health of our crops and supporting Australia's broader agricultural resilience.



CIRCULAR ECONOMY

At Flavorite, we are committed to advancing a circular economy through sustainable packaging practices. As part of our packaging commitments, we have made significant strides in reducing our environmental impact. We have surpassed our target of 95% and improved on our FY2023 result of 98.7% by achieving **99% of our packaging materials, by weight, being reusable or kerbside recyclable**. Additionally, we have exceeded our goal of 50% by ensuring that **78% of our packaging is made from recycled content**.

Brand Relaunch

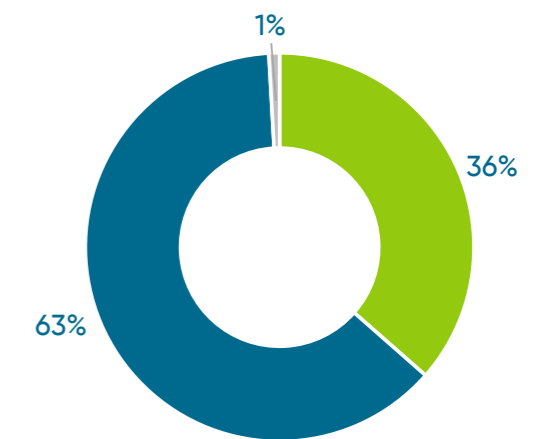
Flavorite's brand relaunch features a completely updated packaging suite, with a new look and feel in line with our new brand guidelines making it easy for consumers to find their trusted Flavorite products and ideas on how to use and store them. Our branding now caters for our commodity products, snacking & convenient varieties, and premium lines. We have also tailored our packaging to suit the range to ensure consumers are getting the experience, value and recyclability they desire.

Furthermore, we updated our digital channels such as our website which offers a range of resources, including recipe inspiration and storage tips, designed to help consumers utilise and store our products efficiently, thereby reducing in-home waste. As part of our ongoing efforts to find a suitable home for all products, we are actively engaged in new product development. This includes responding to the rising demand for convenient and snackable options, which not only limits water usage but also simplifies access to fresh fruit and vegetables.

These achievements reflect our dedication to circular economy principles and underscore our ongoing efforts to enhance sustainability throughout our operations.

Our dedication to sustainability has also been recognised with a sustainability certificate from CHEP Australia. Through the sharing and reusing of packaging resources, including timber pallets and reusable plastic containers, **we have saved 12,067 kiloLitres of water, reduced waste by 1,676 tonnes, and cut 3,685 tonnes of CO₂-e carbon emissions.**

Flavorite Packaging Materials FY2024



■ Reusable ■ Kerbside Recyclable ■ Non-Recyclable

99% of our packaging materials are reusable or kerbside recyclable



100% Recyclable Packaging



Sustainability Certificate

Flavorite Hydroponic Tomatoes Pty Ltd

Carbon Emissions Saved 3,685 tonnes CO ₂ -e Equivalent to 5,528 Trees planted	Water Saved 12,067 kiloLitres	Solid Waste Saved 1,676 tonnes Equivalent to 15,353 Wheelie Bins (240L)
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In recognition of your contribution to the circular economy for the 12 months ending in Jun-24, by sharing and reusing packaging resources, including Timber Pallets and Reusable Plastic Containers (RPCs) supplied by CHEP Australia. Together we are creating more sustainable supply chains by progressing the United Nations Sustainable Development Goals 12, 15 and 17.

SUSTAINABLE DEVELOPMENT GOALS

12 responsible consumption and production
15 life on land
17 partnership for sustainable development

To learn more about sustainability at CHEP Australia. [Click here](#)

APCO Compliance

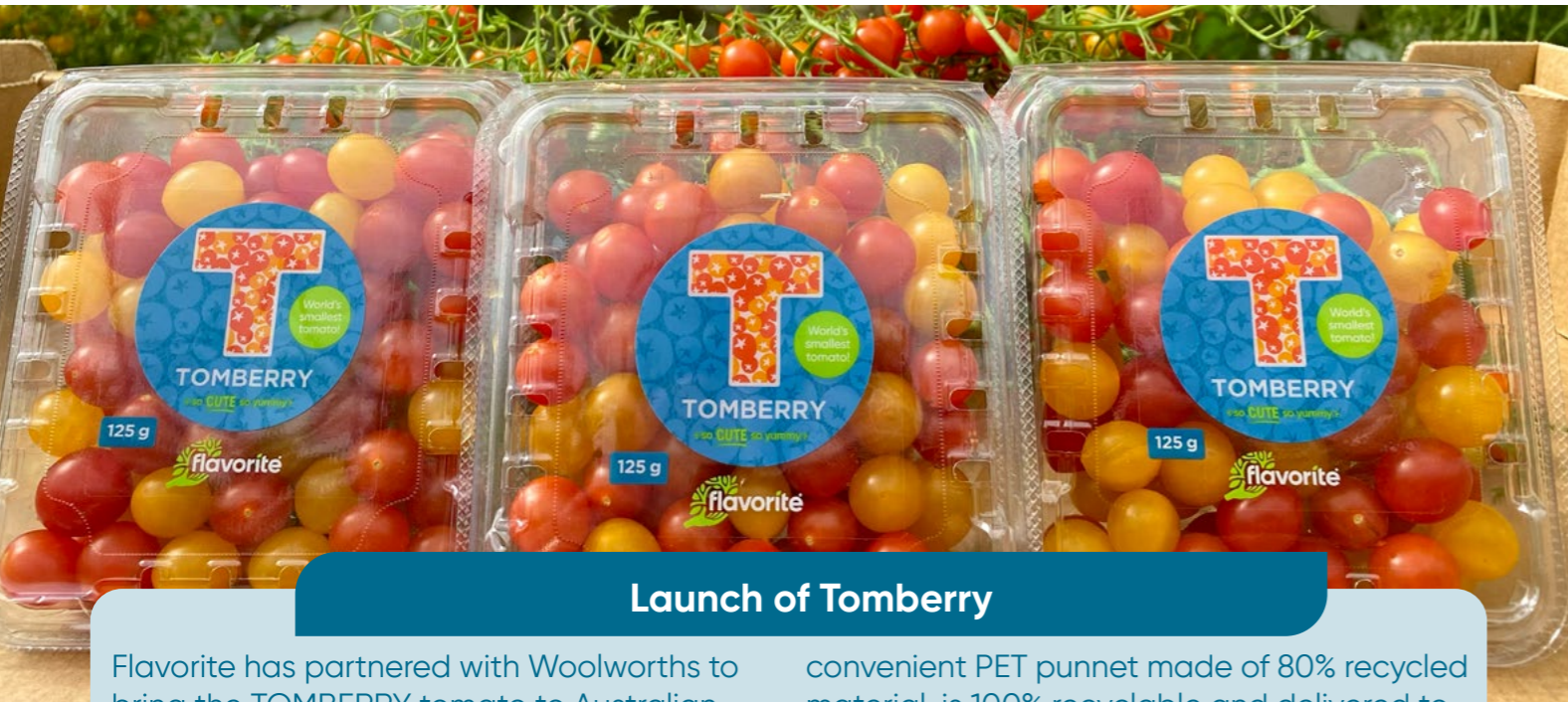
Flavorite is proud to be a member and signatory of the Australian Packaging Covenant Organisation (APCO) since 2021. As part of our commitment to sustainable packaging, by utilising the Packaging Recyclability Evaluation Portal (PREP tool), we have successfully updated all 42 of our Flavorite SKUs with the latest APCO Australian Recycling Label (ARL) to educate consumers on the correct disposal of product packaging. This significant achievement aligns our packaging with APCO's standards and fulfils our goal of 100% compliance across all packaging by FY2024.

Beyond signing up as a member, Flavorite is actively involved in APCO initiatives and has

developed a comprehensive action plan to further enhance our packaging practices.

Manufactured in Australia

Supporting local Australian businesses remains a priority for us, and we continue to aim for at least 50% of our pre-pack packaging content to be manufactured in Australia. We are proud to report that in FY2024, **94%** of our packaging material, by weight, was manufactured in Australia. While some specific circumstances still necessitate sourcing packaging from overseas, our commitment to prioritising Australian-made materials remains strong, demonstrating our support for local industry and reducing our environmental impact through minimised transportation.



Launch of Tomberry

Flavorite has partnered with Woolworths to bring the TOMBERRY tomato to Australian consumers. The Tomberry tomato comes in red and yellow colours, is 2 to 3 grams, and comes in a 125g punnet, which is great for pouring on a salad or snacking in the car. These tomatoes might be tiny, but their flavour is mighty, and they can be used for many different meals and occasions – no chopping or dicing is required! Whether it's a snack on the go, a healthy lunchbox addition for you or the kids or a splash of colour to your favourite pasta, Tomberry has you covered.

Tomberry won the Superior Taste award as part of the Brussels International Taste Institute Awards in 2024 and comes in a

convenient PET punnet made of 80% recycled material, is 100% recyclable and delivered to Woolworths in a cardboard tray (outer) which is made up of 67% recycled content. This means every component of the Tomberry packaging Flavorite supply has more than 50% recycled content in it.

Furthermore, the Flavorite team commissioned a new grading and packing machine in October 2023 to improve the packaging efficiency and fruit quality, through superior grading with the best available vision sorting technology on the market. This system has additional upgrades occurring in November 2024 which include new AI vision learning software to further improve its detection of poor-quality fruit.

REMOVING SINGLE USE PLASTIC

Cucumber Plastic Reduction

In FY2024, we have advanced our efforts to reduce plastic waste on our continental cucumbers by initiating two trials – biodegradable packaging options and varieties with a longer shelf life.

The innovative approach of biodegradable packaging removes the traditional single-use shrink wrap, a major contributor to our soft plastic waste. Biodegradable packaging options offer a number of benefits: they help protect the delicate skin of cucumbers during transportation and handling, increase the

cucumber's shelf life and break down at the end of its life.

We have also conducted a series of trials to discover a continental cucumber variety with a longer shelf life, ultimately, completely removing the requirement for packaging. By maintaining freshness and extending shelf life, we can ensure that cucumbers stay in optimal condition, all while minimising environmental impact. We are continuing these trials for FY2025.

These initiatives represent a potential first for Australia and highlight our commitment to sustainable and effective packaging solutions.



Home Compostable Film Trials

A major advancement in our packaging efforts is the trial of home compostable films to replace traditional soft plastic. Unlike plastic, home compostable film is derived from natural, renewable sources. This makes it biodegradable and compostable, significantly reducing its environmental impact. By pairing the home compostable film with our new cardboard punnets, we are eliminating soft plastic from our packaging. This combination not only ensures effective protection and extends the longevity of our produce but also reinforces our commitment to a circular economy. With a trial in place across a selection of our wholesale customers, we are keen to understand the performance of this packaging throughout the supply chain and consumer feedback both from in-store and at home.

Cherry on the Vine Tomatoes

As a key product in our range, cherry on the vine tomatoes has successfully undergone a packaging transition. Previously packaged on cardboard bases with soft plastic flow wrap, they are now sold in **100% recyclable** punnets, eliminating the use of soft plastics. In addition, each punnet is made from **80% recycled content**. Since we transitioned to the new packaging, we have removed more than **485 kilograms** of soft plastic from the supply chain, therefore, preventing it from entering landfill. This milestone reinforces our dedication to eco-friendly practices within the fresh produce industry. We are excited to extend these advancements to the rest of our product suite.



WASTE

Our commitment to reducing waste and enhancing recycling programs is a key part of our sustainability efforts. This year, we set an ambitious target of 2.33% or less for production waste. To achieve this, we focused on areas such as labour quality, pest and disease management and cool chain.

We are actively reviewing our processes and implementing new strategies to better manage and reduce waste during FY2025.

Food Donations

We are committed to supporting our community by donating surplus produce to local food relief organisations. This year, we **donated a total of 25,116kg** of fresh fruit and vegetables to a range of organisations, including SecondBite, Foodbank, Shepparton Access, Foodshare, Tatura Football Netball Club, Tatura Community House, Longwarry Food Relief, Baw Baw Food Relief, Neerim South Food Relief, and Frankie's Community Kitchen. These donations have provided over **50,332 meals to Australians in need**, demonstrating our ongoing commitment to reducing food waste and supporting those who are facing food insecurity.



Technological Advancements

Our investment in advanced grading equipment has significantly reduced produce waste. In October 2023, we commissioned a new grading and packing machine at our Warragul site to ensure that only premium produce reaches our customers while effectively sorting second-grade produce for donations and door sales. This upgrade improves the packaging efficiency and fruit quality, through superior grading with the best available vision sorting technology on the market. This system has additional upgrades occurring in November 2024 which include new Artificial Intelligence (AI) vision learning software to further improve its detection of poor-quality fruit. This technology not only helps us maintain high-quality standards but also supports our commitment to minimising waste and maximising the value of our produce. FY2025 will see various investments in new technology and equipment, especially at our brand-new packing and logistics facility in Tatura.

OUR WASTE INITIATIVES



drumMuster

We partner with the drum master council service to collect empty chemical containers to prevent potentially contaminated containers getting into the mainstream recycling process.



Buying in bulk

Purchase fertiliser in bulk to reduce the amount of plastic or mesh bags going to landfill.



Reuse

- Successful trial completed reusing wooden stakes for capsicum seedlings.
- Commenced trial of reusing arch supports in tomato crops.
- Commenced trial of reusing rockwool slabs for multiple growing seasons.

OUR PEOPLE

Chari Hall - Chief Human Resources Officer



As part of our ongoing commitment to investing in our team's future, we're thrilled to welcome our new Chief HR Officer, Chari Hall, who joined us in mid-June 2024. With over 15 years of experience leading transformational change in People, Capability, Wellbeing, and Safety across large-scale organisations in FMCG, retail, and e-Commerce, Chari is passionate about aligning HR strategies with business goals to ensure that our people are at the heart of everything we do.

As we head into FY2025, Chari's focus will be on building a solid foundation for our team through several key areas that are critical to our success as an organisation:

Employee Engagement

One of Chari's top priorities is making sure everyone feels valued, heard, and motivated. Our new initiatives will be aimed at improving engagement, where team member feedback and ideas will play a crucial role in shaping these programs.

Talent Development & Growth

We believe in fostering the growth of our internal talent. We will be rolling out enhanced training programs, career development opportunities, and pathways for growth to help each team member reach their full potential and achieve their career aspirations.

Diversity, Equity, and Inclusion (DEI)

Creating a welcoming and inclusive work-

place is a key priority. We plan to strengthen our DEI efforts by reviewing our vision, values, and policies to foster a culture of respect for diverse perspectives and experiences.

Health and Wellbeing

Our team members' health and well-being are at the forefront of our mission. We plan to introduce a more holistic approach to wellness, with programs and resources that support physical, mental, and overall well-being, helping our team to maintain a healthy harmony between work and life.

Looking ahead, these initiatives are just the start. With the support of our Leadership and HR team—and the collective effort of everyone in the organisation—we're confident we can create an even stronger, more supportive workplace where all can thrive.

We're committed to making sure that we continue to grow as a place where each of our team members feels valued and empowered as part of Flavorite.

We're excited for what the future holds under Chari's leadership!

Goals

- Improve overall employee engagement - aiming for employee engagement results (overall score) and employee satisfaction (eNPS) at 75% or higher
- DE&I - All People Leaders to complete training on Inclusive Leadership & Unconscious Bias
- Health & Safety:
 - Lost Time Injury Frequency Rate (LTIFR) to be below the industry average of 16.3
 - Notifiable Incidents: to be 4 or less over the 12 months
 - Increase near-miss and hazard reporting rate by 20% as an indicator of proactive safety culture

HEALTH & SAFETY

At Flavorite, we are fully committed to creating a safe work environment for all our Team. Safety is at the core of everything we do, and we take a proactive approach to ensure the well-being of our team across every aspect of our organisation. Through continuous improvement, safety leadership, and a culture of care, we work together to maintain a workplace where everyone can perform their best, knowing their health and safety is a top priority.

In FY2024 our performance rating of **0.742831**, indicates that we're outperforming the industry in terms of claims management and overall risk

95% of all People leaders have completed mental health awareness training



Workcover Insurance Below Industry Standard

In FY2024, we're also proud to report a lower-than-average workcover premium rate and claim cost ratio, along with a strong performance rating. These metrics highlight the effectiveness of our safety and risk management practices, reinforcing our commitment to maintaining a safe workplace. As we look ahead to FY2025, we aim to continue building on these practices, ensuring ongoing improvements and safety benefits across our organisation.

Proactive Approach to Safety and Quality

In FY2024 we're proud to report that the total number of injuries in our business was **down by 32%** compared to the previous year. This is a great indicator that our proactive approach to safety within our organisation is supporting us and our leaders to keep our people safe. In FY2024 in an effort to build capability, our people leaders at all levels also participated in mental health awareness training further enabling them to support their team members wellbeing. As we continue to evolve, Flavorite is committed to taking a proactive approach to both safety and quality. We're streamlining processes and embracing digitisation to enhance efficiency and improve workplace safety standards. This forward-thinking approach ensures we not only maintain but exceed industry standards, creating a safer, more productive environment for everyone.

External Group Safety Audit

We remain committed to doing the right thing for our people, our business and our community. To ensure our safety, quality, and operational processes meet industry standards, we will continue to conduct external safety audits and SEDEX (Supplier Ethical Data Exchange) audits. These ongoing evaluations help us maintain a high level of compliance and accountability, ensuring that our practices align with the best in the industry.

EMPLOYEE ENGAGEMENT

In FY2024, team engagement has been at the heart of everything we do. We've focused on celebrating and recognising the incredible contributions that have shaped our strong company culture. By nurturing leadership potential and providing growth and development opportunities for all, we've created an environment where our people can thrive. This commitment to our team's development has helped us grow together,

fostering a sense of belonging and pride in what we're building at Flavorite. We remain dedicated to investing in our people, their growth, and our shared success.

As we move into FY2025 we will continue to amplify our people programs and ensure everyone feels valued, heard, and motivated. Our new initiatives will be aimed at improving engagement, where team member feedback and ideas will play a crucial role in shaping these programs.



17 team members transitioned from temporary to permanent roles

Annual Employee Awards

Each year, we celebrate the outstanding contributions of our team through our annual employee recognition awards. These awards are designed to engage, acknowledge, and honour those who have truly embodied our company values and excelled in their roles.

In FY2024, we proudly recognised 44 team members across our sites for their exceptional innovation, high achievements, teamwork, leadership, and as outstanding newcomers. These individuals are part of the driving force behind our success, and we're proud to celebrate their dedication and impact.

Recognising Team's Service

In FY2024, we're proud to celebrate the incredible dedication of our long-standing team members. During the year, 18 team members reached 5 years of service, 3 celebrated 10 years, 6 reached 15 years, 3 marked 20 years, and 2 celebrated an inspiring 25 years with us. Their commitment and hard work are at the heart of what makes our organisation thrive, and we're grateful for their continued contributions to our success.

320 years of combined service contributed by the 32 long-standing team members

Frank Vollamannshauer – Maintenance Supervisor



Our company is proud to provide an environment where team members can grow and evolve in their careers, and Frank's journey with us over the past decade is a perfect example of this. Frank began his career as a Nursery Leading Hand, working with the early growth stages of our crops. With a background in wood machining and a natural inclination for fixing things, Frank was eager to expand his skills. In 2015, as the new Nursery glasshouse was being built, he asked the Maintenance Supervisor if he could help, and from there, his career took a new path.

His curiosity and willingness to learn led him to work more closely with the maintenance team. After consistently expressing his interest, he eventually secured a role as a Maintenance Trade Assistant. During one of his appraisals, Frank shared his

desire to pursue an apprenticeship, and just a few weeks later, he was offered the opportunity to become Flavorite's first adult apprentice, training as a Mechanical Fitter. Through hard work and dedication, he completed his apprenticeship and became a Maintenance Technician.

Frank's journey didn't stop there. He went on to supervise the construction of two major tomato glasshouse projects, which expanded his skills in project and people management. Through this experience, he developed strong relationships with mentors in the business, regularly engaging with them for guidance and support.

One of the most rewarding aspects of Frank's role has been the satisfaction of helping others across the business by providing vital services. Whether it's fixing equipment or finding proactive solutions to operational challenges, he enjoys working closely with different teams to keep things running smoothly. Watching his own team grow and develop has been another highlight of his journey, and he remains committed to supporting the next generation of talent at Flavorite.

Frank's story is a testament to the growth opportunities and support available at Flavorite, where team members are encouraged to continuously improve and pursue their passions.

 **49** team members transitioned into new roles within our business

DIVERSITY

Creating a welcoming and inclusive workplace has always been at the core of Flavorite's values. We are deeply committed to ensuring that every team member has equal access to benefits, resources, and opportunities to grow and thrive. With employees from over 30 countries, building strong, inclusive leadership is incredibly important to us.

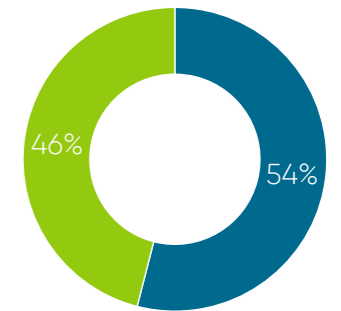
In FY2024, we took steps to enhance this by providing our people leaders with Cultural Awareness Training, broadening their perspectives and deepening our sense of community.

Looking ahead to FY2025, we're excited to amplify our efforts by reviewing our vision, values, policies and DEI programs to ensure we continue fostering a culture of respect for diverse perspectives and experiences.

30+ different nationalities.

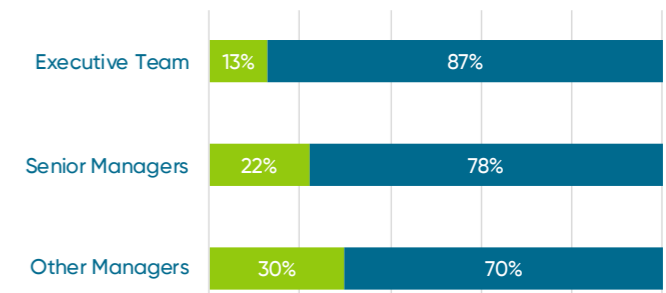
30% of employees in leadership roles are female.

Total Business Gender Split



■ Male ■ Female

Leadership Gender Split



■ Female ■ Male

Alex Bertram – Production Manager



Not a person to steer away from the challenges encountered in a growing organisation, Alex unwaveringly leads by example and is driven to develop her team, not only for their success but the success of the Flavorite business.

Alex has continued to share her experience in helping to commission several new product lines in our packing facility, as well as being heavily involved in the planning and establishment of the warehouse and distribution departments based at our Tatura site.

Alex looks forward to seeing all the planning and implementation that she has been involved in, come to fruition in the near future.

Alex has been a part of the Flavorite team since the company merged with the Murphy family in 2021, where she has played an instrumental role in the growth of Flavorite's Tatura site, with reference to the brand new 14,400m² packing and logistics facility that was recently commissioned.



Melanie Crowe - IPM Supervisor



Melanie Crowe joined the Flavorite team in 2018, first commencing as a part-time Cleaner at our Katunga site.

In a matter of months following Melanie's start with the business, her personal circumstances changed and her availability to work increased. As a result, Melanie actively sought out opportunities

where she could help and add value on our Katunga Farm. This is where Melanie was introduced to the world of Integrated Pest Management (IPM).

At first, the additional hours picked up by Melanie saw her assisting the IPM team by performing pest and disease control tasks including vermin and fungal disease deterrents, before gradually assisting and then running the Scouting programs at the Katunga Farm.

Over the course of the last 6 years, Melanie's interest in IPM and desire to enhance her knowledge in IPM, has seen her promoted to IPM Leading Hand in 2022, then to IPM Supervisor in 2023, to now, where Melanie leads a small IPM team and is able to share her knowledge and develop others within the team.

Gender Pay Gap

As part of our focus on gender pay equity we're proud to report that our Median Base Salary gender pay gap (GPG) is at 1.8% (below the National Median Base Salary GPG of 14.5% and below the Industry Median Base Salary GPG of 7.2%) and our Median Total Remuneration GPG is currently at 6.4% (below the National Median Total Remuneration GPG of 19% and below the Industry Median Total Remuneration GPG of 10.2%).

Cultural Awareness Training

In FY2024, we took steps to enhance our people leaders with Cultural Awareness Training, broadening their perspectives and deepening our sense of community. Looking ahead to FY2025, we're excited to amplify our efforts by reviewing our vision, values, policies and DEI programs to ensure we continue fostering a culture of respect for diverse perspectives and experiences.

Amy Rees - Head Grower



Amy has also been a part of the Flavorite team since the company merged with the Murphy family in 2021, where her career trajectory has been great to observe.

During Amy's time in the industry, she has worked her way up from the position of Crop Care Supervisor to Grower, Farm Manager, and Senior Grower and has recently returned from parental leave, into the role of Head Grower at our Tatura site.

Amy has returned to work in a part-time capacity in this senior role and is currently enjoying and navigating the complexities of learning her new role as well as balancing being a first-time mother with the support of her leadership team.



Embracing Diversity through the Seasonal Workers Program

In FY2024, our commitment to supporting diversity and inclusion extended through our participation in the Pacific Australia Labour Mobility (PALM) scheme, which allowed us to welcome team members from Pacific Island nations to our farms. This initiative not only helps our business by providing a steady pool of skilled workers to meet peak operational needs, but it also creates meaningful opportunities for personal growth and financial stability for the participants.

The program has had a profound impact on the lives of many, especially the women who joined us from the Pacific Islands. For these women, the wages they earned in Australia have allowed them to provide vital support for their families and communities back home. Many shared heartfelt stories about how their earnings helped siblings continue their education, or assisted family members in achieving their goals.

One participant, who left behind her electrical studies to work with us, was particularly emotional as she spoke about how this opportunity allowed her to earn money to support her family. She expressed her gratitude for the experience and shared her hopes of returning to further her career and continue making a positive impact on her loved ones.

Another participant, who hadn't had the opportunity to attend high school, emphasised how her time here helped her build valuable skills that she wouldn't have been able to gain otherwise.

The PALM scheme has been a powerful platform for fostering personal growth and supporting women in creating brighter futures for themselves and their families.

We look forward to continuing this program and supporting even more individuals on their journeys in FY2025.



OUR COMMUNITY

We believe that community well-being goes hand in hand with the success of our business. As a company deeply rooted in regional Australia, our goal is not only to provide fresh, flavoursome, high-quality produce to the communities we serve but to also contribute meaningfully to the wellbeing and prosperity of these regions.

Our commitment to holistic community well-being is centred around supporting the regional communities that are home to our farms and operations. We do this by creating meaningful employment opportunities, fostering local talent, and helping to strengthen the economic foundations of these towns. By offering stable jobs and career pathways within the agriculture industry, we're enabling individuals and families to thrive—contributing to the growth and sustainability of regional economies.

Beyond employment, we recognise that supporting our communities means providing more than just jobs. We are dedicated to investing in the development of local

infrastructure, collaborating with regional partners, and supporting initiatives that improve regional communities. We understand that a healthy, vibrant community is one where everyone has the opportunity to grow, contribute, and feel a sense of belonging.

Through these efforts, we aim to create lasting, positive impacts in the lives of our employees and the broader community. As we move forward, we are committed to continuing this journey, ensuring that our business practices not only nourish the people who consume our produce but also uplift and empower 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 FY2025
- Raise 1 million dollars for Maddie Riewoldt's Vision by FY2026



\$104,000
total community contributions

COMMUNITY CONTRIBUTIONS



15 cent
donation from
every specially
marked
pack sold.

Maddie's Month

This year, Flavorite celebrates nine years of partnering with Coles to support Maddie Riewoldt's Vision (MRV) in their mission to find a cure for Bone Marrow Failure Syndromes (BMFS).

BMFS are rare but life-changing conditions that predominantly affect children and young adults. An Australian is diagnosed every three days, predominantly children, and half of those diagnosed will not survive. Patients endure years of challenging treatments, including bone marrow transplants and blood transfusions. 15% of patients develop related conditions such as blood cancer. The rarity of these syndromes leaves many patients and families feeling isolated, highlighting the urgent need for research and support. Coupled with limited options when standard therapies fail, the importance of Maddie's Month and similar campaigns are vital in discovering new treatments and ultimately a cure.

We are excited to announce that, with another \$100,000 donation this year, **our total contributions will reach \$900,000**. Maddie's Month, our annual fundraising campaign in Coles Supermarkets, runs throughout November, with 15 cents from every specially marked pack of Flavorite produce sold going directly towards MRV's vital work.

We are thrilled to have celebrity chef and MasterChef judge Andy Allen on board as this year's ambassador. Andy's passion for making a difference aligns perfectly with

our mission, and he will be helping to raise awareness and inspire others to join the cause.

The generosity of our supporters during past Maddie's Month campaigns has enabled us to:

- Launch Australia's first Bone Marrow Failure Biobank, providing critical resources for cutting-edge research.
- Fund a 3-year Research Fellowship at the Peter MacCallum Cancer Institute, driving new treatment discoveries; and
- Establish the Fiona Riewoldt Nursing/Allied Health Fellowship, supporting patient care and family support.

These achievements underscore the powerful impact of our community's support in transforming the lives of Australians affected by BMFS.

Next year will mark ten years of partnership with MRV & Coles, and we aim to reach our \$1 million donation target. This exciting milestone will celebrate a decade of community-driven impact, contributing significantly to the search for new treatments and support for those living with BMFS.

By choosing Flavorite products at Coles, you're not just buying fresh produce—you are contributing to life-changing research and support. Let's continue to make a difference together as we look forward to our tenth year of impact.

Sponsorship Approach

Flavorite is dedicated to making a difference in the communities where our employees live and work. Our Regional Matters Sponsorship Program empowers our workforce by allowing them to nominate local community groups and charities for Flavorite to support. These grassroots sponsorships are driven by our employees, reflecting their commitment to giving back to the areas they call home.

This year, our Regional Matters Sponsorship Program provided funding for two local sporting organisations, demonstrating the power of community-driven support. Our

sponsorships included Tatura Football Netball Club and Strathmerton Football Netball Club

These contributions are more than just financial support—they are a testament to the values of our team members and their dedication to fostering strong, vibrant communities.

As we continue to grow, Flavorite is committed to expanding the reach and impact of our Regional Matters program. We look forward to building on our partnerships and supporting more local initiatives in the coming years.



Frankie's Community Kitchen

Flavorite is proud to partner with Frankie's Community Kitchen, a community-driven initiative dedicated to turning surplus food into nourishing meals for those in need. Based in Warragul, Frankie's Community Kitchen rescues quality ingredients that would otherwise go to waste, transforming them into wholesome, ready-to-eat meals through the dedication of volunteers and the generosity of suppliers.

In FY2024, Flavorite **donated 300kg of fresh produce** to Frankie's Community Kitchen, contributing to the **creation of over 600 meals** for vulnerable individuals in our community. Additionally, six Flavorite team members volunteered their time at Frankie's Community Kitchen, helping to prepare 840 meals that were distributed by local charities

and outreach organisations to those who need them most.

Our partnership with Frankie's Community Kitchen is more than a one-off initiative; it's the start of an ongoing relationship. We are committed to supporting their incredible work with future corporate volunteering sessions, reinforcing our shared values of reducing food waste and supporting those in need.

Flavorite's involvement with Frankie's Community Kitchen not only reflects our commitment to sustainability but also our dedication to making a tangible, positive impact in our community. Together, we are turning surplus into sustenance and fostering a culture of care and contribution.

REGIONAL GROWTH

In FY2024 we have made significant progress on our expansion at our Tatura site with Glasshouse 6 (6.27HA) completed and planted in October 2023 and Glasshouse 7 (6.27HA) completed and planted in April 2024, providing an additional **8,800 tonnes of tomatoes per annum**.

The new packing and logistics facility (14,400m²) build was also completed in April 2024, with the internal fit out of packing equipment being completed in FY2025 – stage 1 is due to be completed by December 2024, which will enable us to pack truss on vine tomatoes, cucumbers, snacking capsicums, sweet pointed capsicums, mini capsicums and snacking tomatoes. The stage 1 completion of the new facility will enable us to pack and dispatch produce for all our northern sites more efficiently, creating many new jobs in the region.

Stage 2 - the fit out of the new packing and logistics facility is scheduled for FY2026, commencing July 2025 – which will bring in more fruit holding capabilities and more automation.

Construction of Glasshouse 8 (6.27HA) and our Warehouse (4,400m²) is scheduled for FY2026. In the future we have the ability to expand

by a further 24 hectares at the Tatura site which would enable us to provide additional employment opportunities within the Goulburn Valley region.

We have exciting plans to grow and **expand our overall footprint beyond 100 hectares** over the next five years, and the Goulburn Valley region will play a key role in this expansion. At Flavorite we aim to offer people long term career opportunities and a testament to this is the number of employees with long tenured service at our organisation.

Regional Job Growth

During FY2024 we're **proud to have offered over 800+ opportunities of employment** across all our Flavorite sites. In particular, 97% of those roles being in regional areas such as the Goulburn Valley and Gippsland, playing our part in supporting the economic success of those regions, by providing communities with the opportunities to upskill and obtain ongoing employment.



Scan or click QR code to learn more about Claudia's career journey.

Claudia Wood - Harvest Supervisor



Claudia joined Flavorite in FY2024 as a Picking Leading Hand and during a five-month period she quickly advanced to a Harvest Supervisor role at one of our Northern sites. With a background in hospitality and retail nurseries, as well as a Cert III in horticulture, Claudia has embraced the growth opportunities and leadership training at Flavorite to fast-track her career. Her journey highlights the potential for rapid career progression at Flavorite and in the horticulture industry.

Interested in accelerating your career? Check out our Careers website!



Tatura Site

Tatura Packing and Logistics Facility

We are pleased to announce the forthcoming completion of our new 14,400m² packing and logistics facility at the Tatura site. This state-of-the-art facility is designed to have a significant impact on all divisions of our business.

In addition to its advanced technology, the facility will play a crucial role in minimising our environmental footprint by cutting food mileage from our northern sites—Tatura, Katunga, and Mansfield—by approximately **443,000 kilometres annually**. This reduction not only supports our commitment to reducing emissions but also enhances the efficiency of our operations. Additionally, during FY2026 we will assess the electrical load of the Tatura site, to determine how large a new solar

PV installation would need to be on the 14,400m² packing and logistics facility roof to meet the sites requirements.

The facility will also provide a modern, safe, and engaging environment for our team members and a space where we can easily and effectively work with our customers, suppliers, and community members. With new office spaces designed to foster collaboration and well-being, this development adheres to our dedication to creating a supportive work environment while advancing our operational capabilities.

This investment represents a key milestone in our journey towards greater sustainability and operational excellence.

Goals

- Maintain a high level of compliance & accountability across our Business to ensure our safety, quality, and operational processes meet & exceed industry standards.
- People Leader & Employee Compliance Training at 100% in FY2025
- Implement Executive Leadership Development & coaching program
- As we work towards FY2026, we are aiming to achieve ISO 45001 accreditation for Safety

OUR BUSINESS

RESPONSIBLE BUSINESS AND GOVERNANCE

At Flavorite, we believe that responsible business practices are about much more than just compliance – they’re about doing the right thing for our people, communities, and the environment. This commitment to ethical conduct, environmental care, and social responsibility drives everything we do and is key to our long-term success.

We’re dedicated to fostering a strong corporate culture where our values are at the heart of every decision. We regularly update and share our company policies and procedures, ensuring that all employees are informed and aligned from the moment they join us, through comprehensive inductions and annual compliance training.

Our board of directors plays an essential role in guiding our long-term strategy, ensuring sound financial management, managing risks, and upholding legal and regulatory compliance.

We’re proud to work alongside independent directors from Roc Partners, who bring an extra layer of oversight to ensure we’re always aligned with the best practices of leading organisations.

We’re also committed to protecting Australia’s fresh produce industry through robust biosecurity measures. Our strong partnerships with global seed companies mean that the seeds we use are rigorously tested and certified to meet Australian Border Security Standards. Beyond testing, we’re actively involved in the development of seed varieties that are more resistant to pests and diseases. In our glasshouses and nurseries, we maintain strict hygiene protocols, including disinfecting tools, equipment, and hands to prevent the spread of viruses or pests.

At Flavorite, responsible business isn’t just a goal – it’s the way we work, ensuring a sustainable future for all.

Sharing Insights

We're always proud and honoured to participate as industry leaders and subject matter experts in many forums to share our knowledge and insights with the wider business community. Some examples from 2024 include:

- Attending and participating in the Greater Shepparton Net Zero Circular Economy Workshop in partnership with CSIRO, MSDI and MDA;
- Participating in the Hydroponic Farmers Federation Conference where our Chief

Operations Officer, Chris Millis and Projects Manager, Jon Murphy were invited as experts on the panel to discuss Sustainable Growing; and

- In January 2024 we had the opportunity to contribute to a documentary with Charles Wooley on how to better manage the water resources around the Murray River. Flavorite Tatura featured in this documentary with an emphasis on how our technology enables us to produce more kgs with less water.

Industry Recognition

We are also very proud of the recognition we've received for our sustainability efforts in FY2024:

- In September, Flavorite Katunga was a finalist in the category of Excellence in Agriculture at the Moira Shire Business Awards; and
- In October, Flavorite Tatura was a finalist in the category of Environmental / Sustainable Business of the Year at the Shepparton Business Excellence Awards.

External Audits

We remain committed to doing the right thing by our people, our business and our community. To ensure our safety, quality, and operational processes meet industry standards, we will continue to conduct external safety audits and SEDEX (Supplier Ethical Data Exchange) audits. These ongoing evaluations help us maintain a high level of compliance and accountability, ensuring that our practices align with the best in the industry.



Flavorite operations are underpinned by our company values:

Teamwork

We consider everyone at Flavorite as our extended family and every member of our team is important. We share ideas and solve problems collaboratively.

Reliability

We can be relied upon to do what we say we will do and what we need to do.

Leadership

We lead ourselves and we lead others to deliver our vision.

Passion

We are passionate about Flavorite, and we are dedicated to sourcing and marketing high quality, fresh produce, in partnership with our suppliers.

Ethics

We have the highest ethical standards and value honesty, responsibility, and accountability in all we do.

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

It is Flavorite's intention to commit to conducting business in a way that respects and upholds human rights, both within our operations and across our entire supply chain. As we continue to grow, we work with a diverse range of suppliers, from seed companies to packaging providers. Whenever possible, we prioritise Australian suppliers, particularly those in neighbouring regional communities, to support local economies. However, for certain products and services, we sometimes need to look beyond Australia.

We take our responsibility seriously when it comes to ethical practices, ensuring that our

partners share our commitment to fairness and respect. Our Human Resources team is actively involved in reviewing, developing and implementing policies that embed ethical standards throughout our business. Each year, we produce a report that outlines our strategies and actions to ensure these principles are met.

As part of this ongoing effort, we've integrated a modern slavery awareness module into our leadership training program. This initiative has already reached **99% employees**, equipping them with the knowledge and tools to remain vigilant and address any potential ethical concerns.



In-House Seasonal Worker Program

By the end of FY2024, we are proud to have fully transitioned our Seasonal Worker Program in-house at Flavorite, ahead of the original goal set the previous year. This shift has allowed us to make significant improvements in how we manage the program, moving away from external agencies and enhancing the overall experience for our Pacific Islander team members.

Thanks to the efforts of Sebastian and Pauline, who lead our in-house Seasonal Worker Program, we've been able to make meaningful strides in supporting the entire life cycle of our team members—from the hiring process to their well-being and successful integration into the regional communities they call home. By fostering stronger relationships through community engagement programs, including

partnerships with local sporting clubs and churches, we've created deeper connections that go beyond the workplace.

We also place great importance on equipping our team with the knowledge and tools to thrive in Australia. We offer workshops in the community that provide important information on their local rights in the workplace, healthcare, and safe and healthy relationships, including consent and domestic violence awareness.

In addition, Flavorite supports our workers with accommodation options, arrival packs, and covers the cost of driver's assessments, ensuring they are set up for success from day one. This holistic approach is designed to ensure our seasonal workers feel welcomed, supported, and empowered to succeed both at work and within their new communities.

