

SINCE 1978

Perfection
FRESH®



2026

Sustainability
REPORT



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PERFECTION FRESH

*A commitment to integrity,
sustainability and premium produce*

For nearly 50 years, Perfection Fresh has been a leader in delivering premium quality fresh produce to Australians. Built on strong horticultural expertise, innovation and trusted partnerships, our business continues to evolve while remaining focused on producing exceptional fruit and vegetables for customers across the country.

OUR PURPOSE IS DRIVEN BY A DESIRE FOR PERFECTION AND A COMMITMENT TO PROVIDING CONSUMERS WITH FRESH, FLAVOURFUL PRODUCE FOR EVERY OCCASION. THROUGH OUR DIVERSE RANGE OF HIGH QUALITY, NUTRITIOUS PRODUCTS, WE AIM TO HELP MAKE EVERY FOOD MOMENT SPECIAL.

Our business is built on people. Every role is important and everyone is treated with dignity and respect. We foster a culture where safety is paramount and where passionate and skilled teams work together to deliver excellence across our farms, packing facilities and national distribution network.

Since our founding in 1978, horticultural innovation has been central to our approach. Today we continue to build on this legacy through the use of data, modern farming practices and new technologies that improve productivity, sustainability and product quality.

Sustainability is embedded in the way we operate. Perfection Fresh is committed to ethical farming practices, sustainable horticulture, responsible sourcing and strong governance. These principles guide our decisions and support our goal of delivering positive outcomes for the environment, our people and the communities we serve.

Our network of Perfection Fresh farms, national distribution capability and partnerships with leading Australian growers allow us to supply premium produce year-round. Growers are the backbone of our business and we value long term relationships built on fairness, reliability and trust.

Through the Perfection Fresh Approved Supplier and Supplier Audit Program we work closely with our growers to maintain high standards in ethical practices, quality assurance and safety across our supply chain.

Our commitment to community partnerships extends beyond business. We continue to support organisations including Foodbank, Little Wings, OzHarvest, Camp Quality and Ronald McDonald House Charities as part of our broader commitment to making a positive contribution to the communities where we operate.

This report outlines Perfection Fresh's sustainability activities and performance for the period 1 January 2025 to 31 December 2025.





A message from our **CHIEF EXECUTIVE OFFICER**

For nearly 50 years, we have worked alongside growers, customers and partners to deliver premium fresh produce to Australians while strengthening our environmental, social and governance practices.

The fresh produce industry continues to operate in a dynamic and evolving environment. Changing climate conditions, biosecurity risks, shifting consumer expectations and the need for ongoing innovation require resilience and adaptability. Our focus remains on building a strong and sustainable business that supports and connects our growers, our people and our customers to consumers.

Sustainability at Perfection Fresh is built on a balanced approach that recognises the importance of environmental stewardship, responsible governance and strong economic performance. A resilient business allows us to continue investing in innovation, supporting our growers and delivering high quality produce to Australian consumers.

This year, we also strengthened our understanding of climate risk and resilience by completing a Climate Risk and Opportunity Assessment aligned to AASB S2, helping guide our long-term planning for issues such as heat and water security.

Pleasingly, we also reduced total waste to 12,867 tonnes, down from 14,941 on the previous year, representing a reduction of approximately 14%.

Innovation has long been a defining characteristic of our business. Since our founding in 1978, we have invested in horticultural innovation and continue to adopt modern technologies and data driven farming practices that support productivity, product quality and sustainability outcomes. This spirit has also underpinned our response to biosecurity challenges, including progress in strengthening controls and restoring national market access at our Two Wells glasshouse following Tomato brown rugose fruit virus impacts.

Equally important are the partnerships that underpin our business. Our growers remain fundamental to Perfection Fresh, and we are committed to maintaining fair and mutually beneficial relationships that support the long-term success of Australian horticulture. Internally, we continue to foster a culture where safety is prioritised and where every team member is valued for their contribution.

This report highlights the progress we are making across our sustainability priorities and reflects the collective efforts of our employees, growers and industry partners. Through continued collaboration and engagement across the supply chain, we aim to strengthen the resilience of our business and contribute positively to the communities in which we operate.

I would like to thank our employees, growers, customers and partners for their ongoing support and commitment. Together we will continue to build on Perfection Fresh's strong foundations and work towards a more sustainable future for Australian fresh produce.

Rod Quin
Chief Executive Officer



A message from our **CHIEF SUPPLY AND TECHNICAL OFFICER**

We are pleased to present Perfection Fresh's fourth annual Sustainability Report, outlining the progress we continue to make towards our long-term sustainability priorities.

Our approach to sustainability recognises that environmental stewardship, social responsibility and economic strength must work together. A resilient and successful business is essential to delivering meaningful sustainability outcomes for our people, our growers, our customers and the communities we serve.

The 2025 reporting year highlighted both the challenges and opportunities facing the horticulture sector. One of the most significant challenges in recent years has been the emergence of tomato brown rugose fruit virus, which impacted growers across the Australian tomato industry, including within the Perfection Fresh network.

Through a coordinated response across industry, government and research organisations, effective management practices have now been established. As a result, the industry is now in a much stronger position to manage the virus and maintain stable production. This experience reinforced the importance of collaboration, transparency and innovation in addressing complex biosecurity challenges.

Alongside this work, we continue to focus on strengthening our sustainability performance across our operations and supply chain. Our priorities include responsible resource management, supporting ethical and sustainable farming practices and investing in innovation that improves environmental and production outcomes.

We also recognise the critical role our growers and supply partners play in achieving these outcomes. By working closely with our partners across the value chain, we aim to support a resilient and sustainable Australian horticulture sector.

While there is always more work to be done, we are encouraged by the progress we continue to make. With ongoing investment in technology, strong industry partnerships and a shared commitment to responsible farming, we are confident in our ability to continue improving the sustainability of our operations.

I would like to thank our employees, growers and supply partners for their dedication and collaboration. Their contribution plays an important role in the progress we are making as we work towards a more sustainable future.

Andrew Redman
Chief Supply and Technical Officer



United Nations

SUSTAINABLE DEVELOPMENT GOALS (SDGs)

The United Nations Sustainable (SDGs) are a set of 17 interconnected global goals that provide a shared blueprint for achieving a more inclusive, resilient and sustainable future for us all.

The SDGs recognise that ending poverty and reducing inequality must occur alongside improvements in health, education and decent work, while also addressing climate change and protecting natural ecosystems. Progress across the goals is interdependent – social, environmental and economic outcomes cannot be achieved in isolation.

People

Protecting, human rights, safety and dignity

People are at the centre of Perfection Fresh's sustainability strategy. As a labour-intensive business operating within complex agricultural supply chains, we recognise our responsibility to uphold human rights, promote fair and safe working conditions, and protect vulnerable workers.

Planet

Responsible production and environmental stewardship

Perfection Fresh recognises that protecting the environment is essential to the long-term resilience of our business, our supply chains and the communities in which we operate. By promoting sustainable production and consumption, conserving ecosystems and responding to climate risks, Perfection Fresh seeks to ensure that economic and social progress does not come at the expense of environmental integrity.

Prosperity

Sustainable growth built on responsible business

Perfection Fresh's long-term success is guided by building a resilient, ethical and sustainable business that creates lasting shared value for workers, suppliers, customers and the communities we serve. We are committed to responsible economic growth, innovation and technological advancement that improve living standards, strengthen supply chain resilience and support long-term prosperity, while operating within environmental limits and upholding social equity.



Perfection Fresh Australia
SDG Progression*



- ↓ Regressing
- Challenges in progression
- ↗ Moderately progressing
- ↑ On track / maintaining

*Perfection Fresh self-assessment as of March 2026.

Strengthening Ethical Sourcing and Combating Modern Slavery

From Implementation to Maturity

Over the past reporting periods, Perfection Fresh has continued to strengthen and embed our approach to ethical sourcing and modern slavery risk management. Building on the foundations established during 2022/2023 reporting period, our focus in FY2024/2025 has shifted from implementation towards maturity, integration, and effectiveness. While earlier efforts focused on establishing baseline controls, audit coverage and policy frameworks, the past year has been characterised by deeper risk insight, stronger governance, enhanced worker voice mechanisms and measurable remediation outcomes. These advancements demonstrate our ongoing alignment with the United Nations Sustainable Development Goals (SDGs) and our commitment to continuous improvement under the *Modern Slavery Act 2018* (Cth).

Strengthening due diligence and compliance (SDGs 8, 12, 16, 17)

The following enhancements have strengthened accountability, reinforced SDG 8 (Decent Work) and support SDG 16 through improved governance and risk management.

- A tiered supplier risk segmentation model was introduced, enabling proportionate oversight and due diligence of high-risk suppliers.
- Sedex analytics were fully embedded into supplier risk profiling, improving visibility of geographic, sectoral, and workplace-related risks.
- 217 independent social audits were completed across the supply chain, including Perfection Fresh sites, with 98% of audit findings remediated and verified closed within required timeframes.
- Labour hire oversight was enhanced through continued 100% audit coverage, supplemented by internal wage reviews, VEVO checks, worker interviews and site observations.

Building awareness and ethical business practices (SDGs 4, 5, 8, 10)

Expanded from awareness-raising to capability-building and accessibility, this shift has strengthened workforce understanding and supplier ownership of ethical labour responsibilities.

- More than 600 workers and 120 supplier representatives participated in structured ethical sourcing and labour rights training.
- Training was delivered through on-site inductions, toolbox talks, assessments, and visual resources, improving consistency across operations.
- Key policies and worker rights information were translated into multiple languages, reflecting our culturally diverse workforce and advancing SDG 10 (reduced inequalities) and SDG 5 (gender equality).
- Ethical sourcing updates were reinforced through the quarterly “The Social” newsletter, supporting continuous engagement and knowledge sharing.

Risk Identification and Remediation (SDGs 1, 8, 16)

Our approach in FY2024/2025 reflects a more holistic and preventative risk management model.

- Risk identification was enhanced through the integration of audit trends, Sedex risk indicators and emerging worker feedback data.
- A formal remediation framework was developed and embedded into supplier requirements, ensuring consistent, worker-centred responses to non-compliance.
- Remediation outcomes included wage back-payments, policy amendments, supervisor training and strengthened onboarding and record-keeping controls.
- Ongoing collaboration with initiatives such as The Fair Hiring Initiative continues to inform our understanding of recruitment-related risks, supporting SDG 1 (No Poverty) and SDG 8.
- These measures ensure that risks are not only identified but addressed with durable, preventive outcomes.

Supporting Worker Welfare and Protection (SDGs 3, 8, 10, 16)

In FY2024-2025, Perfection Fresh strengthened worker voice and protection through improved accessibility and independence. These initiatives enhance trust, transparency and worker empowerment across our sites.

- Continued promotion of a 24/7 independent, multilingual whistleblower hotline, available to all workers, including labour hire, migrant and PALM workers.
- Development of a mobile-friendly Worker Voice Survey, designed to provide real-time, confidential feedback across sites and suppliers.
- Increased volumes of early-stage feedback, enabling quicker intervention and improved worker outcomes.
- Ongoing supervisor/management training to support all workers, reinforcing health, safety, and wellbeing in line with SDG3.

Looking forward: Continuous Improvement (SDGs 8, 12, 16, 17)

The progress achieved over the past year positions Perfection Fresh to continue advancing its ethical sourcing and modern slavery response.

Key FY2025/2026 commitment include:

- Expanding digital due diligence to integrate worker voice data across 100% Tier 1 suppliers
- Implementing an enhanced, independent Speak Up whistleblower service across all sites
- Delivering e-learning modules on ethical sourcing, forced labour indicators and positive duty obligations.
- Strengthening remediation tracking and documentation to further align with legislative and global standards
- Continuing collaboration with industry bodies, auditors, and certifications programs to drive shared progress.



Our ongoing commitment

Year-on-year, Perfection Fresh has progressed from establishing foundational controls to embedding a mature, data driven, and worker-centred ethical sourcing framework.

By aligning our approach with the United Nations Sustainable Development Goals and continuously strengthening our modern slavery response, we remain committed to safeguarding human rights and contributing to a more ethical, resilient, and sustainable global food system.

OUR ACTIONS DEMONSTRATE MEASURABLE IMPROVEMENTS IN GOVERNANCE, TRANSPARENCY, SUPPLIER ACCOUNTABILITY, AND WORKER PROTECTION.





A message from our **HEAD OF SUSTAINABILITY AND PACKAGING**

Perfection Fresh continues to focus on four key sustainability priorities:

- 1 Packaging**
- 2 Climate and energy**
- 3 Managing consumption and waste**
- 4 Ethical and Resilient Employment**

“DURING 2024/2025 A KEY ENVIRONMENTAL FOCUS AREA WAS EXAMINING CLIMATE RISK AND RESILIENCE ACROSS PERFECTION FRESH OPERATIONS”

Understanding and responding to physical climate risks

Perfection Fresh Australia operates a geographically diverse portfolio of farms, glasshouse facilities and manufacturing sites that are inherently exposed to a changing climate. As a land steward and long-term natural capital-dependent business, we recognise that physical climate risks have the potential to materially affect our operations, production systems and cost base over time.

In 2024/2025, we completed a Climate Risk and Opportunity Assessment to identify and assess the acute and chronic physical climate risks most relevant to our operations. The assessment was undertaken in line with the requirements of the Australian Sustainability Reporting Standard AASB S2, and considered multiple climate scenarios, emissions pathways and future time horizons (2030s, 2050s and 2080s).

Key climate-related insights

The assessment confirms that rising temperatures, shifting rainfall patterns and increasing water stress represent the most material physical climate drivers for Perfection Fresh’s farming and glasshouse operations.

- **Increasing heat extremes**

Projections indicate a higher frequency and intensity of extreme heat events across many growing regions. For berry and grape production, elevated temperatures during critical growth stages have the potential to reduce yield and fruit quality if not effectively managed. In some cooler regions, reduced frost risk may present limited opportunities, but these benefits are increasingly offset by earlier and more severe heat events.

- **Water stress and water availability**

Water stress presents a location-specific but strategically significant risk. The assessment identified very high projected water stress for the Emerald grape farm and increasing water stress for the Two Wells glasshouse region under future climate scenarios. Conversely, some regions—such as Farm Riana in Tasmania—are projected to maintain relatively low water stress, offering greater long-term water security. These findings reinforce the importance of diversified water sourcing and adaptive water management.

- **Changing precipitation patterns**

While extreme rainfall events are not projected to increase uniformly across all sites, declining total precipitation in some regions—particularly at Two Wells—may constrain water availability over time and place additional pressure on stored water resources and irrigation systems.



Glasshouse-specific risks and opportunities

The glasshouse is subject to detailed climate impact quantification due to its operational scale and high energy and water intensity.

The assessment indicates that:

- Heating energy demand is projected to decline as average temperatures increase, particularly during winter months; however,
- Cooling energy requirements are projected to increase significantly, driven by hotter and more humid summers and a higher frequency of extreme heat days.

Without proactive adaptation, rising cooling demand could partially or fully offset the benefits of reduced heating requirements and place pressure on both infrastructure and operating costs over the medium to long term. Water availability in the Two Wells region is also projected to become increasingly constrained, reinforcing the material link between water security, energy demand and operational resilience.

The Two Wells glasshouse, one of Perfection Fresh's most significant facilities, is therefore particularly exposed to these interrelated risks, underscoring the importance of integrated planning for water security, energy demand and long-term operational resilience.

Building climate resilience

The Climate Risk and Opportunity Assessment confirms that climate change presents both risks and strategic adaptation imperatives for Perfection Fresh. While some locations may remain comparatively advantaged, others will require targeted, site-specific responses to maintain productivity and manage cost and supply-chain impacts.

Key resilience themes emerging from the assessment include:

- Strengthening water security through alternative water sources, reclaimed water and onsite storage, particularly in water-stressed regions.
- Continuing to evaluate glasshouse cooling performance and efficiency as temperatures rise.
- Integrating climate risk insights into long-term capital planning, operational decision-making and climate transition planning.

By embedding climate risk considerations into our planning processes, we aim to enhance the resilience of our business model, safeguard production capability and support sustainable growth in a changing climate.

Michael Liddell

Head of Sustainability and Packaging



INTRODUCING SMETA 4-PILLAR AUDITS

across Perfection Fresh

PERFECTION FRESH IS PROGRESSIVELY INTRODUCING SMETA 4-PILLAR AUDITS ACROSS OUR OPERATIONS AS PART OF OUR COMMITMENT TO RESPONSIBLE SOURCING, ETHICAL BUSINESS PRACTICES AND CONTINUOUS IMPROVEMENT.

The 4-Pillar framework provides a comprehensive, independently verified assessment of labour standards, health and safety, environmental management and ethical business conduct across our operations and supply chain.

By adopting the full SMETA 4-Pillar methodology, we are strengthening our oversight of human rights, responsible business conduct and environmental stewardship. This approach supports credible, verifiable performance against internationally recognised standards, including the ETI Base Code, ILO Conventions and the UN Guiding Principles on Business and Human Rights. It enhances transparency, builds trust with customers and investors, and supports a consistently high standard of ethical and sustainable operations.

The audits complement our existing assurance programs and provide a structured way to benchmark current practices against recognised best practice. This includes identifying strengths, uncovering gaps and prioritising improvements across labour conditions, workplace safety, environmental performance and governance systems.

Through independent third-party verification, SMETA 4-Pillar assessments provide assurance that our policies and practices relating to human rights, labour standards, environmental management and ethical business conduct are effectively implemented and monitored. Findings are supported by corrective action plans and follow-up processes to ensure accountability and lasting improvement.

Introducing SMETA 4-Pillar audits is an important step in strengthening Perfection Fresh's integrated sustainability framework. It enables us to proactively manage risks, support a sustainable and ethically managed supply chain and continue building resilience across our business. As audits are rolled out, insights gained will inform decision-making, enhance internal capability and drive consistent standards across all operations.

This initiative reflects our ongoing commitment to transparency, responsible business practices and the long-term sustainability of Australia's fresh produce industry.



SUSTAINABILITY *metrics*

Perfection Fresh continues to focus on four key environmental, social, and governance (ESG) material topics, each with monitored and reported metrics. These metrics are reviewed annually and may change based on the importance placed by stakeholders or specific reporting requirements.

- 1 Packaging
- 2 Climate and energy
- 3 Managing consumption and waste
- 4 Ethical and resilient employment within Perfection Fresh and the supply chain

Material topic	Metric reported	Performance			Specific targets
		FY23	FY24	FY25	
Packaging	Packaging volumes by material type and submitted to APCO	91%	99%	99.00%	100% retail packaging recyclable, reusable or compostable, excludes B2B expanded polystyrene.
	Australian Recycling labels on packs	90%	96%	100%	100% by end 2025 – complete.
Climate and energy	Electricity usage (kWh)	14 million	21 million	21.6 million	Renewable energy plan completed by end 2025 delayed to 2027.
	Green House Gas (GHG) emissions				
	Total GHG emissions (tCO ₂ e) Scope 1 & 2 excluding biogenics	44,822.26	41,920.00	33,445.89	Transition plans implemented 2025 completed.
	Scope 1 (tCO₂e)				
	Fugitive emissions – refrigerants	411.14	631.46	655.84	Target net zero by 2050 on track.
	Fuel combustion – stationary	25,615.95	30,325.36	20,826.53	
	Fuel combustion – mobile	1,131.38	1,336.89	1,250.00	
	Biogenic emissions	4,170.95	3,565.97	2,517.27	
	Scope 2 (tCO₂e)				
	Electricity purchased (location based)	8,271.12	9,626.91	10,008.23	Establishing Scope 3 emissions 2026
	Electricity purchased (market based)	NA	NA	NA	
	Scope 3 Total estimate (tCO₂e)				
	Cat 1: Purchased goods and services	NA	NA	382,618.83	Cat 1, 2, 6 on track.
	Cat 2: Capital goods	NA	NA	273,655.81	
	Cat 3: Fuel and energy related emissions	NA	NA	90.81	
	Cat 4: Upstream transportation & distribution	NA	NA	8,864.56	
	Cat 5: Waste generated in operations	NA	NA	9,690.20	
	Cat 6: Business travel	21,119.24	1,560.77	12,984.13	
	Cat 7: Employee commute	557	525	280.36	
	Cat 8: Upstream leased assets	NA	NA	1,467.02	
Cat 9: Downstream transport & distribution	NA	NA	NA		
Cat 10: Processing of sold products	NA	NA	6,329.75		
Cat 11: Use of sold products	NA	NA	NA		
Cat 12: End of life treatment of sold products	NA	NA	NA		
Cat 13: Downstream leased assets	NA	NA	69,256.19		
Cat 14: Franchises	NA	NA	NA		
Cat 15: Investments	NA	NA	NA		
Scope 1 & 2 GHG emissions intensity (tCO ₂ e) per employee	61.65	58.94	66.10		
Scope 1 & 2 GHG farm emissions intensity (tCO ₂ e) per tonne of produce	1.83	1.79	1.47		
Water usage (KL)	4,812,721	4,687,697	3,853,231.70	Benchmark water efficiency 2026 – complete.	
Managing consumption and waste	Waste volumes by type (kg)				
	1. Landfill	8,131,436	8,885,506	9,914,412.00	Zero organic matter to leave the farms as landfill waste by 2030 on track.
	2. Recycling	292,874	676,800	983,984.00	
3. Organic	6,018,986	5,377,899	1,968,360.00		
Ethical and resilient employment	Health and wellbeing				
		LTIFR 7.7 TRIFR 13.7	LTIFR 5.7 TRIFR 8.6	LTIFR 1.5 TRIFR 5.8	
	Equality	14.7	10.2	13.3	
	Diversity	58% M	53% M	67% M	



WE PURSUE PERFECTION EVERY DAY BY COMMITTING TO HIGH STANDARDS IN EVERYTHING WE DO.

OUR FIVE VALUES GUIDE HOW WE WORK, COLLABORATE AND DELIVER FOR OUR CUSTOMERS, PARTNERS AND EACH OTHER.

THESE VALUES CONTINUE TO SHAPE OUR DECISIONS AND CULTURE IN 2026.

- ✓ PASSION
- ✓ RESPECT
- ✓ INNOVATION
- ✓ DISCIPLINE
- ✓ ETHICAL



STRENGTHENING WORKPLACE CULTURE

and meeting Positive Duty obligations



Since 2024, Perfection Fresh has been running an organisation-wide program to strengthen workplace culture, clarify behavioural expectations, and create consistent, reliable ways for people to raise concerns. This work has provided valuable insights into leadership consistency, psychological safety, and ways to help all workers feel confident speaking up when something isn't right. These insights have shaped a set of priority actions that continue to evolve, embedding stronger behaviours, clearer processes, and better communication across all sites and teams.

Strengthening worker voice and reporting

To ensure every worker can be heard, regardless of role, location or language, we have continued to develop two major initiatives:

- **Independent worker voice survey:** The annual, anonymous and mobile-friendly survey has continued to roll out across sites, providing workers a safe way to share experiences. The results are reviewed and assessed to identify trends, emerging risks, and opportunities to improve outcomes.
- **Independent whistleblower service (Speak Up):** Our 24/7 multilingual whistleblowing platform, run by an external provider, enables workers to raise concerns safely, anonymously and without fear of retaliation. Communication materials, toolbox talks, signage and QR codes continue to be refreshed to promote awareness and encourage uptake.

Together, these initiatives provide simple, accessible and consistent avenues for feedback, with ongoing review to improve processes and impact.

Positive Duty: prevention and response progress

To meet Australia's Positive Duty obligations, requiring proactive steps to prevent sexual harassment, discrimination and victimisation, we continue to implement and refine a detailed Prevention and Response Plan aligned with the seven standards set by the Australian Human Rights Commission.

Key areas of focus include:

- **Leadership and accountability:** Respectful behaviour expectations are reinforced through Town Halls, newsletters and site visits. Safety and psychosocial safety remain core KPIs. Oversight of these initiatives sits across the Board, C-Suite and senior managers, who regularly review progress, assess emerging risks, and guide improvements.
- **Policies and training:** Behavioural and complaint-handling policies are refreshed and translated where needed. Mandatory Safetrac training for leaders and employees continues, with tailored on-site sessions for workers without computer access.
- **Hazard identification and Risk Management:** Psychosocial hazard identification and risk management are ongoing across the group in consultation with relevant staff. Psychosocial hazards and risk assessments are regularly reviewed in alignment with safety systems.
- **Support for workers:** Access to the Employee Assistance Program continues to expand, ensuring all workers, including seasonal and labour hire teams, have confidential support available.
- **Safe reporting and monitoring:** The Speak Up platform and whistleblower policy remain embedded across the business, supported by ongoing communications and regular review. Reports are escalated to senior management and the Board where required.

Looking ahead

In 2026 and beyond, we will continue to build on this work, reviewing outcomes, assessing what's working and where further focus is needed, and refining our plans to strengthen impact. Our commitment remains clear: to maintain a workplace where every person feels safe, supported, and confident to speak up, supported by visible leadership and consistent expectations across all sites.



Robyn Francis
Ethical Sourcing Leader



MODERN SLAVERY

Report

PERFECTION FRESH CONTINUED TO STRENGTHEN ITS APPROACH TO HUMAN RIGHTS THIS YEAR, FOCUSING ON REDUCING MODERN SLAVERY RISKS ACROSS OUR OPERATIONS AND SUPPLY CHAINS. WE ALSO RELEASED OUR LATEST MODERN SLAVERY STATEMENT, WHICH SETS OUT THE ACTIONS TAKEN AND THE PROGRESS ACHIEVED OVER THE PAST YEAR.

As customers and communities place greater emphasis on ethical sourcing, this work reflects our commitment to responsible business practices and the expectations of those who rely on us.

We remain focused on transparency and continuous improvement.

Our goal is clear: modern slavery has no place in our operations or supply chains.

This commitment guides how we engage with workers, suppliers, industry partners, and policymakers.

Across the business, we continue to advance ethical farming practices, sustainable horticulture, strong governance, and responsible sourcing. Our work with supply chain partners is helping to lift standards across the sector and support a more resilient, ethical operating environment.

Key highlights from our latest Modern Slavery Statement include:

- auditing 100% of labour hire providers across our farms
- remediating more than 2,100 cases of non-compliance
- expanding grievance mechanisms and introducing an independent whistleblower hotline
- conducting third-party audits across more than 90% of identified high-risk suppliers.

Looking ahead, we are strengthening supplier education, enhancing digital risk-monitoring capabilities, and aiming for full annual third-party audit completions across all high-risk suppliers.

We remain committed to safeguarding human rights and raising standards across our industry.



**READ
THE REPORT**



PACKAGING VOLUMES

and sustainability progress



FY25 baseline

FY25 represents a step-change in how packaging volumes are measured and reported at Perfection Fresh Australia (PFA). As such, FY25 establishes a new baseline for future sustainability reporting and performance tracking.

Packaging types in Scope

Packaging volumes include plastics (PET, PP, PS, BOPP, LDPE), cardboard trays and cartons, paper and paperboard labels and tags, and minor volumes of aluminium and wood. FY25 expands reporting to include business-to-business (B2B) packaging such as pallet wrap, sleeves and shippers.

FY24 vs FY25 volume comparison

Total packaging volume increased by approximately 40% from FY24 to FY25. Key drivers include broader reporting scope, business growth, and improved capture of third-party packaging volumes.

Why FY25 is a new baseline

Direct year-on-year comparison should be interpreted with caution. FY25 introduces expanded scope covering all B2B packaging and improved data accuracy. This change provides a more complete view of PFA's total packaging footprint and establishes FY25 as the baseline for future sustainability targets and disclosures.

Perfection Fresh used **2.46 million Reusable Plastic Crates**. The environmental benefits of RPCs compared to single-use cardboard are outlined below.

Based on a crate size of 27L.

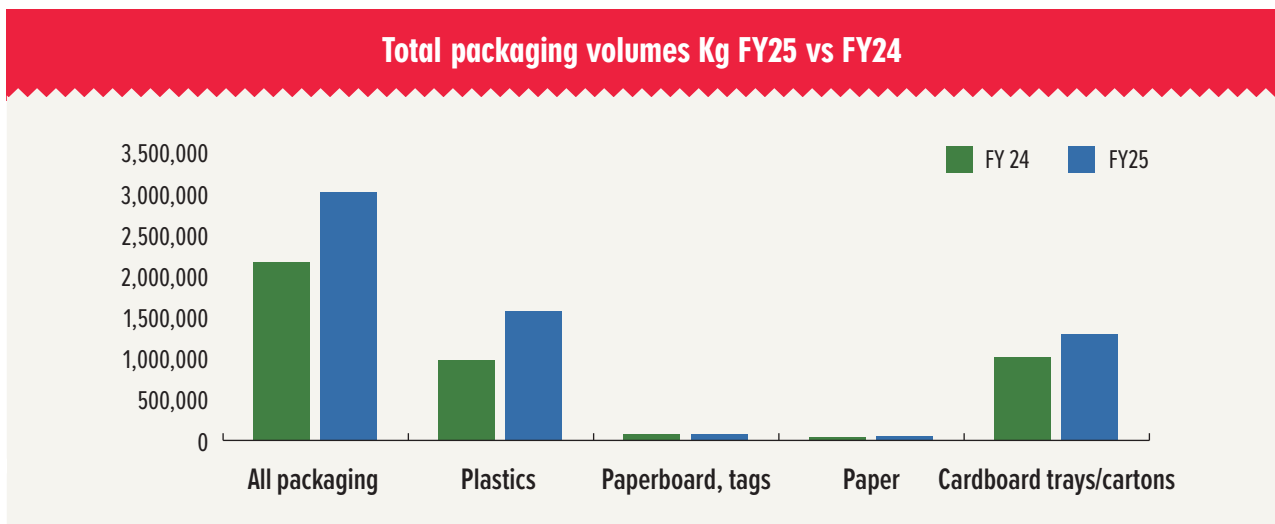
Indicator	Measure	Reduced by
Climate change	g CO ₂ e (g of CO ₂ equivalent)	1,187,246,206g CO ₂ e (79% reduction)
Particulate matter	mg PM2.5 eq (mg impact per mg of PM2.5 emitted)	408,218,200 mg PM2.5 eq (87% reduction)
Water scarcity	(L water eq) hot water use relative to local supply	11,488,200 L water eq (84% reduction)

Additional benefits: Almost 19,680 trees' worth, 831 gasoline-powered vehicles take off the road for one year, 76,260+ bathtubs full of water saved.

Sustainability Certificate
Perfection Fresh Aust Pty Ltd - SYD Mkt

- Carbon Emissions Saved: 8,126 tCO₂e
- Water Saved: 10,202 kilolitres
- Solid Waste Saved: 5,174 tonnes

Perfection Fresh Plastic Reusable Cartons (PRC) increased significantly across the business with close to 3.5 million crates being used.



FARM AND BUSINESS WASTE

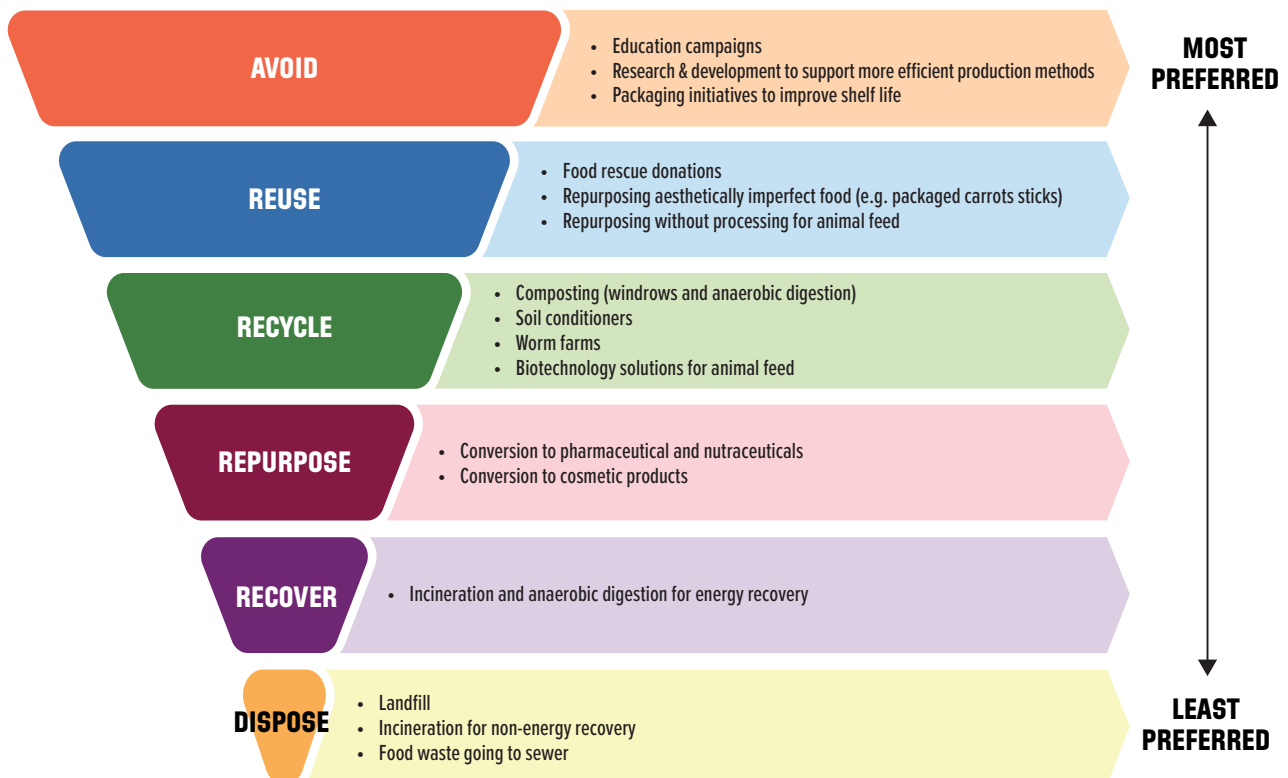
Perfection Fresh food and farm waste target:
NO ORGANIC WASTE TO LEAVE FARMS BY 2030

Waste (FY25)

In FY25, Perfection Fresh reduced total waste to 12,867 tonnes, down from 14,941 tonnes in FY24, representing a reduction of approximately 14%. This improvement was primarily driven by a significant decrease in organic material recorded as not leaving farm sites.

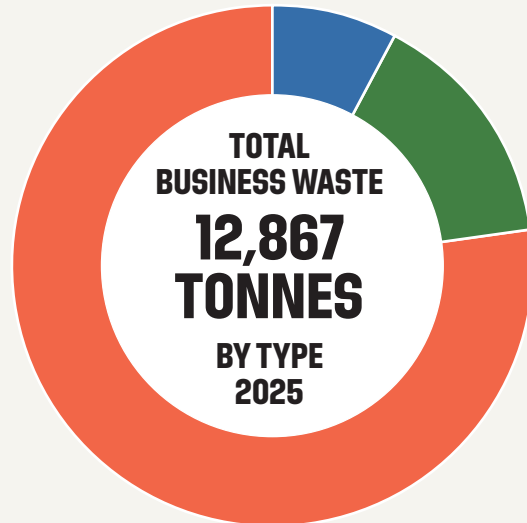
FY25 results were impacted by a tomato viral outbreak at the Two Wells site, which reduced production volumes and influenced waste management outcomes. In response to government quarantine requirements, some material was directed to landfill during the year. Importantly, all farms except Two Wells achieved the target of no organic material leaving site as landfill, demonstrating continued progress toward Perfection Fresh's longer-term organic-to-landfill reduction goals.

WASTE HIERARCHY





- Waste recycling kg **7.65%**
- Waste landfill kg **77.05%**
- Waste organic kg **15.30%**

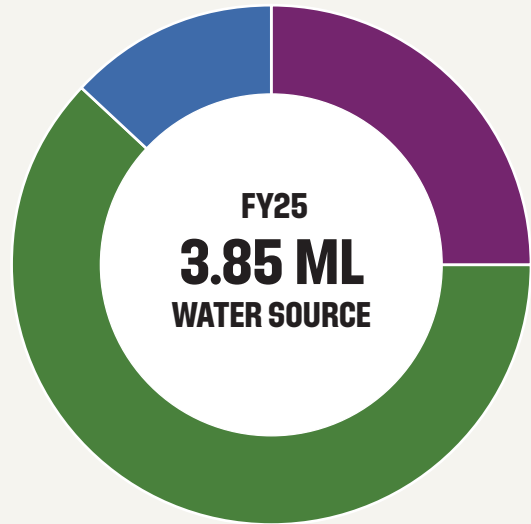


THE TWO WELLS TOMATOES AND QUKES SITE ACCOUNTED FOR APPROXIMATELY 76% OF TOTAL WASTE AND 88% OF THE GROUP'S LANDFILL IN FY25, HEAVILY INFLUENCING ORGANISATIONAL RESULTS AND HIGHLIGHTING THE NEED FOR CONTINUED INVESTMENT IN ORGANIC WASTE DIVERSION FROM LANDFILL.

WATER AND ELECTRICITY USAGE

across Perfection Fresh

In FY25,
**PERFECTION FRESH'S
 TOTAL WATER USAGE WAS
 3.85 MILLION KL**
 representing a
**6.8% DECREASE
 FROM FY24**
 and
7.6% LOWER THAN FY23



■ Reclaimed 25% ■ Irrigation 62% ■ Rain harvesting 13%

Water stewardship across Perfection Fresh sites (FY25)

In FY25, Perfection Fresh's total water usage was 3.85 million kL, representing a 6.8% decrease from FY24 and 7.6% lower than FY23. This reduction reflects continued focus on water efficiency and adaptive water management across our farming, glasshouse and facility operations.

Our FY25 performance aligns with findings from our Climate Risk and Opportunity Assessment, which identified increasing water stress and declining rainfall in certain regions as material long-term physical climate risks for horticulture in Australia. In particular, grape production at Emerald, Queensland and glasshouse operations at Two Wells, South Australia were identified as locations exposed to heightened future water stress, underscoring the importance of strengthening water resilience in high-use regions.

In response to these risks, our water source mix continues to shift toward more resilient supplies. In FY25, reclaimed water accounted for approximately 25% of total water use, while onsite dam and rainwater contributed around 13%, reducing reliance on offsite state dam and irrigation sources. This diversification is a key adaptation measure in the context of projected increases in water stress and reduced precipitation in parts of our operating footprint.

Water use remains concentrated in our largest growing regions. Emerald and Two Wells together represented just over half of total FY25 water usage, reflecting production scale as well as the need for ongoing investment in water security and climate adaptation at these sites. At Two Wells, where climate projections indicate increased regional water stress and lower future rainfall, improved access to reclaimed water and onsite storage will remain critical to sustaining glasshouse operations over the medium to long term. By late 2025, Perfection Fresh exited its farming presence in Emerald.

Looking ahead, our climate assessment confirms that maintaining reliable water availability in a warmer and drier operating environment is a key strategic priority. Continued investment in alternative water sources, water management plans and efficiency programs. Site-specific adaptation measures will support long-term production resilience and underpin our response to material physical climate risks identified under AASB S2.



ELECTRICITY

and on-site generation

FY25 performance update

Perfection Fresh continued to strengthen visibility of electricity consumption and supply arrangements across our national footprint in FY25. Total grid electricity consumption for the business was 21,642,068 kWh, compared with 21,134,435 kWh in FY24, an increase of 507,633 kWh (+2.4%) year-on-year.

How we source electricity: renewable vs non-renewable contracts

Across the Perfection Fresh portfolio, FY25 shows a shift in contractual supply mix due to consolidating sourcing contracts with preferred suppliers:

- **Renewable energy contracts: 11,159,894 kWh** in FY25 versus **11,563,465 kWh** in FY24 (a decrease of ~3.5%).
- **Non-renewable energy contracts: 10,482,174 kWh** in FY25 versus **9,570,970 kWh** in FY24 (an increase of ~9.5%).

On-site electricity generation

Recorded site electricity generation in FY25 totalled **4,588,367 kWh**.

Where electricity is used most (FY25)

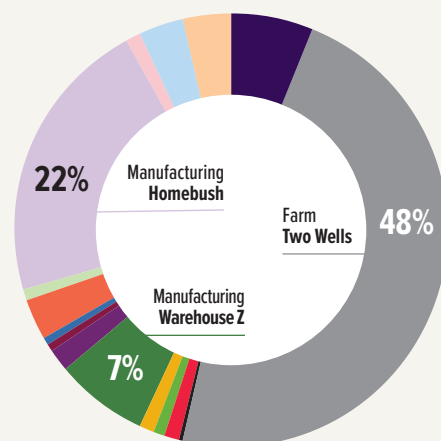
Electricity demand remains concentrated at a small number of large sites. In FY25, the top three electricity-consuming sites were:

- 1 **Glasshouse – Two Wells: 10,284,790 kWh**
- 2 **Manufacturing – Homebush: 4,658,695 kWh**
- 3 **Manufacturing – Warehouse Z: 1,482,707 kWh**

Looking ahead

FY25 reinforces the value of consolidating electricity data across farms, markets, distribution centres and manufacturing sites to support targeted efficiency and decarbonisation planning. With large sites continuing to dominate consumption, opportunities to reduce emissions intensity will remain focused on the highest-use operations while continuing to expand and validate on-site generation reporting.

PFA site electricity FY25 total and by site



GREENHOUSE GASES

emissions

Overview

Perfection Fresh Australia's total greenhouse gas (GHG) emissions decreased materially in FY25 compared with FY24. The year-on-year reduction was primarily driven by significantly lower production at the Two Wells facility, which was adversely affected during the year. As a result, FY25 emissions should be interpreted with caution, as they do not represent a normalised operating year.

In addition to this site-specific impact, smaller reductions were observed across several operations due to lower fertiliser application rates, changes in electricity grid emission factors, and incremental improvements in energy efficiency.

Top-Line Emissions Disclosure

All figures are reported in tonnes of CO₂-equivalent (tCO₂e).

- **Scope 1 (Non-Biogenic):** Direct emissions from owned or controlled sources, excluding biogenic sources (e.g. fossil fuel combustion, fugitive refrigerants, fertiliser-related emissions).

- **Scope 1 (Biogenic):** Emissions from biogenic sources, primarily biomass (wood chip) combustion.
- **Scope 2:** Indirect emissions from the generation of purchased electricity consumed across operations.

Key Drivers of Change

- **Two Wells facility:**

Two Wells remains the largest single contributor to total Scope 1 and Scope 2 emissions. In FY25, emissions from this site declined substantially due to reduced production, which materially skewed the Group's overall emissions profile.

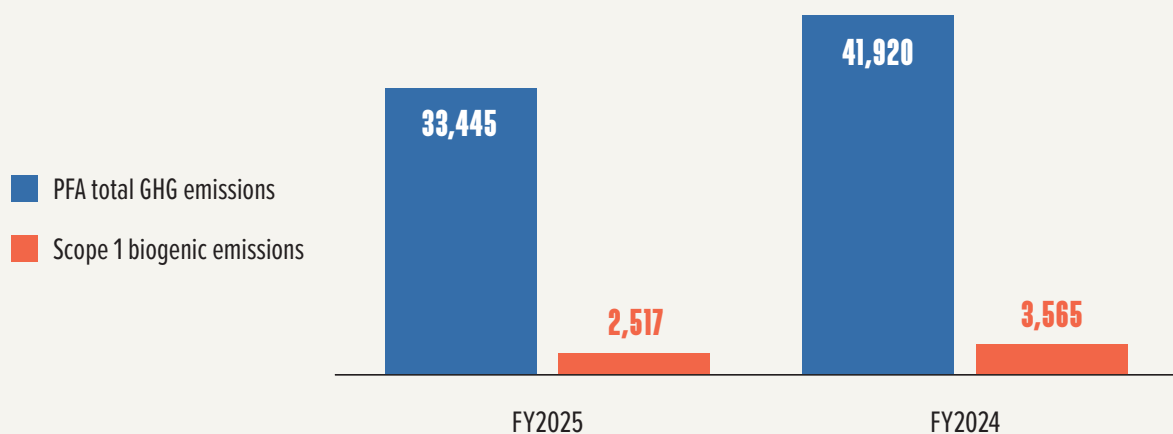
- **Biogenic emissions:**

Reported separately in line with best practice, Scope 1 biogenic emissions decreased in FY25, reflecting lower biomass combustion volumes, predominantly at Two Wells.

- **Electricity (Scope 2):**

Scope 2 emissions declined year-on-year, reflecting lower electricity consumption at key sites and changes in grid emission factors.

Perfection Fresh Australia total business GHG emissions tCO₂e:



Year-on-Year Change

- Total reported GHG emissions decreased by approximately 21% between FY24 and FY25.
- This reduction is **not solely attributable to structural decarbonisation initiatives** but is heavily influenced by reduced production at Two Wells during FY25.
- Excluding the impact of Two Wells, emissions across the remainder of the portfolio were broadly stable, with incremental efficiency-driven improvement.

Important context for FY25 emissions performance

FY25 greenhouse gas emissions are not directly comparable to FY24, as results were skewed by significantly reduced production at the Two Wells facility, which was adversely affected during the year. This led to atypically lower Scope 1 and Scope 2 emissions. Emissions may increase in future reporting periods as production returns to normal operating levels.





HORT360 REEF CERTIFICATION

at the Perfection Fresh Berry Farms, Bundaberg

PERFECTION FRESH'S BERRY FARMS IN BUNDABERG CONTINUE TO STRENGTHEN THEIR COMMITMENT TO RESPONSIBLE FARMING THROUGH ACTIVE PARTICIPATION IN THE HORT360 REEF CERTIFICATION PROGRAM.

This initiative plays a critical role in supporting the protection of the Great Barrier Reef by helping growers implement and demonstrate best-practice environmental management within Reef catchment areas.

What is Hort360 Reef Certification?

Hort360 Reef Certification is a recognised environmental best-practice program designed specifically for horticulture operations located in the Great Barrier Reef catchments. The framework provides growers with a credible, science-based approach to improving water quality, nutrient management and responsible chemical use, key factors influencing the health of the Reef.

The program also aligns with existing industry systems such as Freshcare, ensuring growers can integrate Reef-focused environmental standards without unnecessary duplication or administration.

Our certification journey

The Bundaberg berry farms commenced the certification process in 2022 and underwent a follow-up audit in December 2025.

Throughout this period, the farms engaged closely with Growcom and industry specialists to ensure compliance with the program's environmental expectations.

The certification pathway has provided a structured process for assessing on-farm environmental performance, identifying opportunities for improvement and embedding sustainable practices across nutrient planning, irrigation efficiency, erosion control and chemical management.

What certification means for the Great Barrier Reef and our produce

Maintaining Hort360 Reef Certification demonstrates that the Bundaberg berry farms are actively contributing to the long-term health of the Great Barrier Reef. Through the adoption of best-practice management, the farms are:

- preventing over-fertilisation
- ensuring responsible chemical use
- improving water efficiency
- reducing runoff into waterways that lead to the Reef

These actions directly improve water quality, helping to protect one of the world's most significant natural assets while supporting resilient, productive farming operations.

For customers and stakeholders, the certification provides assurance that berries grown in Bundaberg are produced under rigorous environmental standards that align with Reef protection goals.

Supporting a healthy reef and a sustainable future

Hort360 Reef Certification forms a key part of Perfection Fresh's ESG commitments. By embedding strong environmental stewardship practices into everyday operations, the Bundaberg berry farms are playing an active role in safeguarding the Great Barrier Reef and strengthening the long-term sustainability of Australian horticulture.



CASE STUDY UPDATE

Platypus conservation at Riana

In our previous sustainability report, we shared the discovery of a resident platypus population within the managed water bodies at our berries farm in Riana, North West Tasmania. Over the past year, we have continued to monitor this important indicator species through independent conservation research undertaken by the Ulverstone Veterinary Clinic / UVC Wild.

The latest update confirms that the dams and creeks on the property continue to provide reliable, high-quality habitat for platypuses. This ongoing work forms part of Perfection Fresh's commitment to protecting biodiversity and managing farm environments in a way that supports local ecosystems.

Key findings from the latest fieldwork

- Platypuses were detected at all three monitored dam and creek sites across the farm.
- Four adult platypuses were captured and assessed during fieldwork conducted in 2024 and 2025.
- All animals were in good health and have now been microchipped to support long-term monitoring.
- Sightings upstream and downstream indicate that the farm's water systems provide stable habitat for feeding, movement, and burrowing.

The research reinforces that well-managed farm water bodies, including consistent water levels, permanent water sources, and native vegetation, can play a meaningful role in supporting platypus populations. This continues to align with our sustainability objectives and our approach to environmental management at Riana.

By maintaining healthy waterways and surrounding habitat, we are supporting not only the production of high-quality Tasmanian berries but also the ongoing health of an important native species. The thriving platypus population remains a positive indicator of waterway condition and a strong example of how responsible farming practices can enhance local biodiversity.

**WATCH
RARE VIDEO
OF PLATYPUS
AT PERFECTION
FARM**





CASE STUDY:

Making every berry count

**FROM JUNE TO MID-OCTOBER 2025,
ONE PHRASE RESONATED ACROSS OUR
BLUEBERRY FIELDS IN BUNDABERG:
“MAKE EVERY BERRY COUNT.”**

It was more than a saying. It was a guiding principle that shaped how we grew, harvested, and cared for our berries.

That season, the principle produced remarkable results. By focusing on precision harvesting, careful packing, and minimising waste, the team achieved:

- higher yield efficiency with less than 1% of berries rejected
- optimised resource use, with picking costs below budget meaning less water and energy per kilogram of fruit
- consistently high-quality berries in size, flavour, and freshness throughout the season.

Every berry saved represented more than just a commercial win. It also meant fewer resources spent per fruit, less food waste, and a smaller environmental footprint. By ensuring every berry reached consumers, the team reduced the need for extra water, fertiliser, and energy, helping the farm operate more sustainably.

This approach was only possible through teamwork, clear communication, and a shared commitment to excellence. From the field to the packing shed, every part of the operation worked together to maximise value from the fruit while protecting the environment that sustains it.

The 2025 Bundaberg season demonstrated that care, coordination, and commitment did not just lead to excellent fruit. They also created positive environmental outcomes. Every berry counted contributed to better use of resources, less waste, and a more sustainable future. For the Perfection Fresh Bundaberg team, pictured on the following page, making every berry count was not just good business. It was good for the planet.



Meet Lexi

Alexis Pike, fondly known as Lexi, is a valued member of our Bundaberg blueberry operations team.

As Operational Coordinator, she plays a key role in orchestrating daily activities with precision and efficiency, helping ensure smooth workflows from early morning through to the end of each day. Beyond operational coordination, Lexi is a strong advocate for sustainability within the business. She has championed eco-friendly initiatives, including waste audits that have supported our achievement of a sub-1% rejection rate. By closely monitoring resource use and promoting recycling practices, she has helped significantly reduce unnecessary environmental impacts.

Lexi's passion for sustainable farming continues to inspire her team (pictured above). Through her leadership, she demonstrates how operational efficiency and environmental responsibility can work hand in hand, helping to advance inclusive and environmentally conscious farming practices at Perfection Fresh.

FROM PADDOCK TO PLATE:

The journey of Calypso® mangoes

EVER WONDERED HOW THE FRESH PRODUCE IN YOUR SUPERMARKET REACHES YOUR PLATE? THIS CASE STUDY FOLLOWS THE JOURNEY OF CALYPSO® MANGOES, FROM FLOWERING ON THE FARM TO THE SHELVES OF YOUR LOCAL SUPERMARKET.

Samantha Frolov, category manager for Calypso® mangoes, shares what it takes to deliver these iconic mangoes to your table.

From planting to flowering and then harvesting

The process begins on farms across Australia, where it takes approximately Calypso® mangoes 4-5 years from planting to reaching maturity. At this point, they are able to produce fruit.

Typically, once mature, mangoes are harvested (or picked) once a year, from late spring to early autumn, depending on the region in Australia in which they are grown.

It takes about 120 days from flowering to harvest. During this time, the fruit develops its distinct taste and appearance under the careful management of expert growers.

“When it’s time to harvest, Calypso® mangoes are picked with a minimum maturity indicator in field. This ensures a consistent flavour profile, delivering the quality consumers expect,” Samantha explains.

Packing and cooling for freshness

After picking, mangoes are washed and graded on the farm before being carefully packed into trays. “They are then pre-cooled and transported to ripening facilities across the country at temperatures between 13-16°C,” Samantha says.

The mangoes are ripened to order, reaching a golden yellow skin, with a minimum/optimal sugar level—an indicator of optimal sweetness and eating quality.





From farm to store

There has been a lot of work and research into freight efficiencies whilst ensuring the quality of the Calypso mango.

We track real-time data of truck temperatures in transit which has been an invaluable tool to maintain high fruit quality in our supply chain. One of Calypso's key attributes is its longer shelf life so this assists within ensuring good quality mangoes arrive to store.

Did you know that we pick mangoes when they are mature, but not ripe, and not yet ready to eat? They are transported at the 'hard green' stage where the mangoes are still firm to touch with a green skin.

Once at the market destination they are ripened by warming them at temperatures that converts their carbohydrates to sugars, turning them into the golden, sweet, and juicy Calypso we've come to recognise and love. Transporting them at the hard green stage ensures they don't get bruised or too soft before reaching your supermarket shelf.

It takes approximately 14 days for Calypso® mangoes to make their journey from the farm to the store shelf. This includes harvesting, packing, cooling, transportation, and ripening.

"Utilising innovative technology has allowed us to monitor truck temperatures in real-time during transit, minimising damage and ensuring mangoes arrive in perfect condition," Samantha notes.

At home: How to choose and store Calypso® mangoes

When choosing a Calypso® mango, look for its vibrant blush and ensure it feels firm but slightly yielding to the touch. Often, they will last for days in your fruit bowl out on the bench. Once ripe, they can be stored in the fridge for a chilled summer treat.

"The Calypso® mango was bred for its small seed, giving consumers more flesh, less fibre, and no stringy bits. Its longer shelf life also ensures great eating quality at home," Samantha adds.

A global success story

Calypso® mango farms produce over 50 million mangoes annually, catering to Australian households and export markets worldwide.

"Our recent expansion internationally has been a significant milestone," Samantha says. "We've celebrated success with our Mexican partner, delivering the first Mexican-grown Calypso® mangoes to the U.S. market and look forward to further growth in the coming years."

We're honoured to work closely with our growers and partners to ensure every Calypso® mango you enjoy meets the highest standards of quality and care.

NEW CALYPSO® MANGO 3-PACK CARDBOARD SLEEVE

In 2025, a new Calypso® Mango 3-pack cardboard sleeve was launched in selected stores across Victoria and NSW as part of a targeted sustainability trial. The fully recyclable packaging reduced plastic use, strengthened on-shelf branding, and improved the customer experience with cut-outs that allowed shoppers to see and touch the fruit.

The trial provided valuable insights into how cardboard performs operationally, in-store, and with customers at scale, guiding future decisions on transitioning more of our multipack range to sustainable packaging.

Key benefits of the cardboard 3-pack included:

- Improved sustainability – Switching from plastic to cardboard reduced plastic use while maintaining product protection throughout the supply chain.
- Enhanced brand impact at shelf – The bold design helped Calypso® Mangoes stand out and supported clearer, more consistent branding in-store.
- Better customer experience – Cut-outs allowed shoppers to see and touch the fruit, providing the transparency customers increasingly expect when choosing fresh produce.

The trial demonstrates Perfection Fresh's ongoing commitment to packaging innovation that supports sustainability, strengthens brands, and improves the shopping experience.





TOMATO BROWN RUGOSE

fruit virus

Perfection Fresh has continued to work closely with state governments, industry bodies and other fresh produce stakeholders to manage, contain and eradicate Tomato brown rugose fruit virus (ToBRFV), a highly infectious plant virus affecting tomatoes, capsicums and chillies.

A major milestone was achieved in 2025 when South Australia was formally declared ToBRFV-free. The State Government issued an Area Freedom Certificate after extensive testing across the state's tomato-growing regions confirmed no presence of the virus.

At our Two Wells Glasshouse alone, more than 100,000 tests were conducted on plants, seeds, surfaces and equipment, with zero virus detected. This comprehensive testing program, combined with world-class biosecurity and hygiene measures, rigorous on-farm controls, redesigned workflows and full decontamination, ensured the site is one of the most thoroughly monitored and virus-free production facilities in Australia.

The declaration of Area Freedom allowed Perfection Fresh to resume full tomato trade across the eastern seaboard and, in early 2026, Western Australia reopened to our produce, marking another important step in restoring national market access.

Operations at Two Wells remain stable, with strengthened biosecurity practices now embedded into everyday workflows. December 2025 marked one year since the final removal of the last of the solanaceous material from the site, and March 2026 marked one year since the completion of the final glasshouse decontamination across the site, providing confidence that our recovery and monitoring systems are operating effectively.

Consequently, the team has progressively regained market access into each state individually throughout the recovery process and we are now pleased that the site has market access restored in all states and territories nationally.

This achievement reflects the dedication, expertise and coordination of our growing, technical, biosecurity, compliance and government relations teams, reinforcing Perfection Fresh's leadership in plant health, biosecurity and responsible horticultural production.

We will continue to collaboratively partner with relevant regulatory agencies and provide updates as we move through the next phase of recovery and work with industry to strengthen national plant health and long-term biosecurity preparedness.



LABOUR HIRE

Partnerships

PERFECTION FRESH RELIES ON STRONG, LONG-TERM PARTNERSHIPS WITH SPECIALIST LABOUR HIRE PROVIDERS TO MEET THE HIGHLY SEASONAL WORKFORCE DEMANDS ACROSS OUR REGIONAL FARMS.

Like many growers, we operate in areas where local labour is limited, making access to dependable, trained workers essential to maintaining product quality, harvesting at the right time and operating sustainably.

A significant part of this workforce is sourced through the Pacific Australia Labour Mobility (PALM) Scheme, delivered in collaboration with our Labour Hire partners. Each year, PALM enables workers from Fiji, Vanuatu and Timor-Leste to join our teams, bringing skill, dedication and a strong sense of community to our farms.

All workers engaged through Labour Hire providers and PALM are paid in line with our Australian workforce and supported by Perfection Fresh's Ethical Sourcing and Modern Slavery policies, ensuring fair treatment, human rights protections and safe working conditions.

For PALM workers, the program delivers significant social and economic benefits. Many use their earnings to support extended families, build homes, improve village infrastructure and fund children's education.

This shared value—addressing critical labour shortages across regional Australia while creating meaningful, lasting benefits for workers and their communities—shows the strength of our labour hire model.

The following case study on Jin Chung highlights this impact at a personal level.

CASE STUDY:

Growing a career on the farm



MEET *Jin Chung*

This case study highlights the career pathway of Jin Chung, a valued member of the Caboolture Farm team.

Since joining Perfection Fresh in 2020 as a labour hire raspberry picker, Jin has progressed into the role of Agricultural Technician, applying his background in science and engineering to support innovation within the berry trial program.

His journey reflects both his dedication and the strong culture of support across the growing team including casual, seasonal and labour hire colleagues who contribute to high-quality outcomes in the field.

Jin Chung, Agricultural Technician – Caboolture Farm

My journey with Perfection Fresh began in 2020 as a raspberry picker at our Caboolture farm. Because of my background in science and engineering, I was given the opportunity to transition into our berry trial program.

“THIS PATH HAS BEEN FILLED WITH GROWTH AND SURPRISES, AND I AM SO GRATEFUL FOR THE INCREDIBLE SUPPORT OF MY COLLEAGUES AND SUPERVISORS.”

What do you do on a day-to-day basis?

As an Agricultural Technician, my role is a mix of agricultural research, digital systems, and data lifecycle management. My work changes throughout the year, but the goal is always the same: bridging the gap between field operations and technical innovation. Whether I’m streamlining our trial pipeline, improving propagation, or leading our dedicated team to ensure our data is spot-on, I love being able to contribute my skills to the company.

What do you like about your role?

What motivates me most is the diversity of the people I work with, the challenges we tackle, and simply being out in the field. There’s nothing quite like getting closer to Mother Nature while working under the Australian sun. I find it incredibly rewarding to watch our plants thrive and to see all that hard work in the paddock translate into clear results through our data and analysis.



FOOD SAFETY

at Perfection Fresh



FOOD SAFETY REMAINS ONE OF OUR MOST IMPORTANT RESPONSIBILITIES AND IS CENTRAL TO OUR REPUTATION AS A SUPPLIER OF PREMIUM, HIGH QUALITY FRESH PRODUCE.

It is more than a regulatory requirement. It is a non-negotiable commitment embedded in our culture, our systems and the way we work every day.

We continue to maintain rigorous food safety standards that reflect industry best practice and meet the expectations of our customers, growers and partners. Our processes are supported by strong governance, clear protocols and ongoing investment in technology, training and continuous improvement.

Every person across our business plays a vital role in upholding these standards. From senior leadership to frontline teams, we foster a culture where safety is prioritised and where individuals understand the importance of their contribution to delivering safe, flavourful and nutritious produce to Australian consumers.

Our leadership teams ensure that people have the resources, capability and support they need to identify, manage and reduce risk. This includes regular training, clear communication channels and access to modern systems that strengthen compliance and improve traceability.

By embedding food safety into everyday behaviours and decision making, we continue to uphold the quality and reliability that define our brand. This commitment reinforces our responsibility to customers and consumers and supports our long-standing reputation for excellence across the fresh produce sector.





MEET *Brendan Hayes*

Head of Technical

With more than 30 years of experience across retail, category management, operations, and technical leadership, I've worked in Australia, the UK, Europe, Israel, and South Africa, partnering with growers and supply chains across fruit, salad, and vegetable categories. This experience has given me a practical, hands-on understanding of food safety, responsible sourcing, and global growing standards.

As a Board Director for the Fresh Produce Safety Centre, I advocate for food safety and quality advancement, ensuring that Perfection Fresh continues to lead the industry in these critical areas. In leading the Technical Team, my priority is to align strategy across all parts of the business, driving initiatives that strengthen quality and technical performance while keeping consumer and customer needs at the centre of every decision we make.

"I'M COMMITTED TO LIFTING OUTCOMES ACROSS QUALITY, FOOD SAFETY, ETHICAL PRACTICE, AND SUSTAINABILITY BOTH FOR PERFECTION FRESH AND FOR CONSUMERS. MY APPROACH IS GROUNDED IN STRONG INDUSTRY RELATIONSHIPS AND CONTINUOUS IMPROVEMENT ACROSS THE SUPPLY CHAIN."



GROWING TALENT:

Women making an impact



We celebrate the talented women who contribute across every part of Perfection Fresh, from farms and glasshouses to markets and corporate offices. Their skills, dedication and leadership are essential to our success and reflect the diversity and strength of our teams.

Perfection Fresh is committed to creating opportunities for women to grow, lead and excel. Across our business, women are taking on roles in agronomy, operations, quality control,

marketing, supply chain and management, shaping the way we work and driving innovation in our industry.

By fostering an inclusive workplace and supporting career development, training and mentorship, we aim to empower women to reach their full potential. Their achievements inspire others, strengthen our culture and help Perfection Fresh continue to deliver excellence in fresh produce for our customers and communities.

LEE ATKINSON

Senior Product Technologist

**HI, I'M LEE ATKINSON, AND I'M A
SENIOR PRODUCT TECHNOLOGIST
AT PERFECTION FRESH.**



I've been with the business for four years.

My day-to-day work varies, but my main focus is new product development across our convenience and vegetable categories. I spend a lot of time formulating recipes, developing prototypes, and working closely with suppliers to source and create innovative inclusions. I'm also involved in packaging development to ensure the final product is both high-quality and visually appealing and meets sustainable packaging guidelines.

A key part of my role is collaborating with our production teams to run product scale-up trials. This helps ensure a smooth transition from development into manufacturing and confirms that the finished product meets both our quality standards and market expectations.

I genuinely enjoy what I do because it's dynamic, creative, and constantly evolving. The variety of projects keeps things exciting and gives me plenty of opportunities to innovate—something I really value. I also love working with food and feel incredibly fortunate to be part of such a supportive, fun, and talented team. The mix of creativity, variety, and great people makes my role truly fulfilling.

NAMUNA NEUPANE

Quality Assurance Officer

HI, I'M NAMUNA NEUPANE, AND I'M
A QUALITY ASSURANCE OFFICER
AT PERFECTION FRESH.



I've been part of the team for two years.

In my role, I'm responsible for completing all incoming and dispatch assessments for the chain stores in the Perth area, ensuring that every product we send out meets our quality specifications. I also make sure all daily QA tasks are completed and up to date, helping maintain the high standards our customers rely on.

What I enjoy most about my role is working with such a supportive and dedicated team. Communicating, collaborating, and problem-solving with others gives me great satisfaction, and it's rewarding knowing that our work helps deliver fresh, high-quality produce to customers across the region.

As a mother, I especially appreciate the flexibility and understanding I've received from the company. The support from both my team and management has helped me balance work and family life, keeping me motivated and happy in my role.

ANITA GISSANE

Graphic Designer

HI, I'M ANITA GISSANE, AND
I'M A GRAPHIC DESIGNER
AT PERFECTION FRESH.



I've been with the company for eight years.

On a daily basis, I support the marketing team by managing a wide range of graphic design projects that help strengthen our visual communications. This includes designing product packaging, creating assets for emails and websites, working on the occasional video project, and producing creative materials to support our campaigns.

A big part of my work is ensuring our designs help our products stand out on shelf, while also working with packaging that is environmentally safe and sustainable.

What I love most about my role is the variety — no two days are ever the same — and the incredible team I get to work with. They truly feel like family.

I also really appreciate the support I receive to balance work with my personal and family life when needed. That flexibility makes a big difference and allows me to give my best both at work and at home.

BUILDING STRONGER COMMUNITIES

through giving

GIVING BACK TO THE COMMUNITY IS A LONG-STANDING PART OF PERFECTION FRESH'S VALUES AND REMAINS CENTRAL TO HOW THE BUSINESS OPERATES.

For nearly 50 years, the organisation has invested in initiatives that support strong, resilient and inclusive communities.

Community support is guided by a simple principle: meaningful partnerships create lasting impact. Through charitable collaborations, sponsorships, local engagement activities and in-kind contributions, Perfection Fresh works with organisations that share a commitment to improving outcomes for the regions in which we operate.

These partnerships reflect a broader commitment to leadership, sustainability, innovation and ethical business practices. Engagement with supply chain partners, industry bodies and policymakers is an important part of this work and helps strengthen the fresh produce industry as a whole.

The focus is on making a positive difference in practical and purposeful ways. Whether contributing to food relief efforts, supporting regional fundraising events, or working with schools and community groups, these initiatives help build connection, goodwill and long-term value.

As the business continues to evolve, community partnerships remain a consistent priority and an important expression of Perfection Fresh's values and responsibilities.

Flying high with Little Wings and the Sydney Markets Foundation

Perfection Fresh supported the 44th Cherry Ball and Cherry Auction as a Bronze sponsor, joining industry partners from across the fresh produce sector. The event raised more than \$260,000 for Little Wings Ltd, helping provide essential flight and transport services for seriously ill children living in regional and rural areas.

Through our work with more than 500 growers across Australia's regional communities, we see firsthand how distance can make accessing critical medical care challenging. Little Wings plays a vital role in bridging that gap, offering families safe, reliable transport so their children can reach the treatment they need without the added burden of long, costly and stressful travel.

During the event, a family supported by Little Wings shared their experience, highlighting the profound impact this service has on households navigating complex medical situations far from major hospitals.

As a national business connected to regional communities, we recognise the responsibility we have to contribute to their wellbeing. Supporting initiatives like the Cherry Ball is one way we help strengthen the networks and services that underpin these communities.

We also acknowledge the work of the Sydney Markets Foundation, Freshmark and all partners, donors and bidders whose contributions made this year's event a success.



Supporting local clubs and charities

We support regional charities and sporting clubs that play a vital role in local communities. These clubs are essential hubs, bringing people together and helping to strengthen the social fabric of regional life.

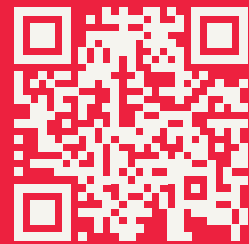
The Gatton Hawks Rugby League Club, based in Queensland's Lockyer Valley, has been part of our support network for 27 years. Similarly, the Two Wells Football & Netball Sporting Club, at the heart of Two Wells in South Australia, benefits from our ongoing backing.

These clubs provide more than just sport, they are spaces for connection, inclusion, and community spirit. By supporting these local initiatives, we are investing in the heart of our communities.



In a video highlighting the 2025 Cherry Ball and Cherry Auction, our team member Roy Napoli from our Sydney Markets stall speaks with Little Wings Ltd Ambassador Ava Canon and Josh Reynolds about the event.

He shares why the auction remains a long-standing community tradition and how initiatives like this support families in regional and rural areas by connecting children with life-saving medical care. The video reflects the generosity and spirit that make the fresh produce industry a strong and supportive community.



University scholarship support

Perfection Fresh supports the next generation of agricultural innovators through the Perfection Fresh Scholarship for Emerging Leaders in Protected Cropping at Western Sydney University.

This scholarship recognises students who demonstrate academic excellence, leadership potential, and a commitment to sustainable horticultural practices.

It is part of a broader initiative to back high-achieving students engaged in community service, sport, the arts, or leadership. By investing in future leaders, Perfection Fresh contributes to building a stronger, more sustainable fresh produce industry.



COMBATING HUNGER

with OzHarvest and Foodbank

ONE OF THE MOST REWARDING ASPECTS OF RESCUED FOOD IS KNOWING IT REACHES PEOPLE IN GENUINE NEED.

Each week, thousands of kilos of fresh produce leave our farms and glasshouses, not for supermarkets, but for Australians who are doing it tough.

Food insecurity affects households from all walks of life and is no longer limited to low-income families. According to the Foodbank Hunger Report 2025, one in five Australian households earning \$91,000 or more struggled to put food on the table this year, and 3.5 million households across the

country experienced food insecurity in the past 12 months. Reducing this issue through partnerships is a key way Perfection Fresh supports communities across Australia.

These figures highlight the scale and urgency of the challenge. In response, Perfection Fresh works closely with OzHarvest and Foodbank, two of the nation's leading food rescue and food relief organisations. Through these partnerships, we contribute fresh food, resources, and support to help ensure vulnerable Australians receive the nourishment they need.

By helping to deliver food to those who need it most, we aim to make a tangible difference in reducing food insecurity and strengthening communities across the country.



Ronald McDonald House Charities®
Australia



Supporting families through Ronald McDonald House

Perfection Fresh supported the 39th Annual Ronald McDonald House Charities Australia NSW Gala Ball on 24 September 2025 as a Silver Sponsor. We also donated 50 nights of accommodation to help families stay close to their children during some of the most challenging times of their lives.

The Ball raised \$1.55 million to provide vital support for seriously ill children and their families, ensuring they have access to a warm bed, hot meals, and care when it is needed most.

Perfection Fresh has partnered with RMHC for more than 15 years, and we are pleased to contribute to such a meaningful cause.

Special recognition goes to the volunteers whose dedication and compassion make RMHC's work possible. Their ongoing commitment helps ensure families receive the care and support they need.



OZHARVEST

Fighting Food Waste and Feeding Communities with OzHarvest

Perfection Fresh donated 50,235 kg of fresh produce to OzHarvest in 2025, averaging 966 kg each week. These donations have helped deliver more than 100,000 meals across the country. Much of this produce reaches people through OzHarvest Markets, such as the Waterloo Market, where communities can access nutritious fresh food for free. From Broccolini and Calypso mangoes to Quokes and Monterosa Heirloom tomatoes, our contributions ensure high-quality produce reaches those who need it most.

OzHarvest distributes rescued food through more than 1,500 charities, schools, and community organisations nationwide. The need continues to grow: the Foodbank Hunger Report 2025 found that one in five Australian households earning \$91,000 or more struggled to put food on the table this year, and 3.5 million households have experienced food insecurity in the past 12 months.

Through these partnerships, Perfection Fresh plays a small but meaningful role in supporting communities, helping ensure every rescued product nourishes people with dignity, quality, and care.



FOODBANK

Perfection Fresh donations to Foodbank increase 46% in 2025

In 2025, Perfection Fresh donated 296,173 kilograms of fresh produce to Foodbank Australia, providing the equivalent of 533,645 meals to Australians experiencing food insecurity. This was a 46% increase on 2024, when donations amounted to 365,793 meals.

These contributions came from our farms, packing facilities, and our presence at all the major fresh produce markets across Australia, ensuring high-quality, nutritious food reached those who need it most.

Foodbank Australia sourced the equivalent of 92 million meals nationally in 2025, and Perfection Fresh's donations form part of this collective effort to address food insecurity across the country.

Beyond these donations, Perfection Fresh continues to support initiatives that bring communities together, improve access to fresh food, and strengthen local connections across Australia.

Packing hampers, making a difference

The Marketing and Innovation team rolled up their sleeves for Foodbank NSW & ACT, helping pack hampers and move nearly 10,000kg of food, enough to create around 17,901 meals for individuals and families doing it tough. Every box packed and every kilo lifted helps put food on the table for someone in need.

Thank you, Perfection Fresh

In 2025, you've helped us source...

296,173 kilograms of food items = 533,645 equivalent in meals for people in need

Thanks to your support, we sourced the equivalent of 92 million meals for those in need in 2025. With rising costs hitting households hard and natural disasters devastating communities throughout the country, your generosity has never been more important. We couldn't do what we do without you.

"Generous partners like you and your team have enabled Foodbank Australia to support millions of people and families in need over the course of 2025. Your support has literally changed lives, thank you!"

Sincerely,
Kylea Fink
Chief Executive Officer
Foodbank Australia

SUSTAINABLE DEVELOPMENT GOALS





SAFETY FIRST, *always*

SAFETY REMAINS A SHARED RESPONSIBILITY AT PERFECTION FRESH, AND THE WORK SAFE HOME SAFE PROGRAM CONTINUED TO GUIDE OUR APPROACH THROUGHOUT 2025.

We commenced the development and initial rollout of a cloud-based safety platform. This system will strengthen key risk controls through prompt reporting of incidents and hazards, improved chemical management, clearer oversight of contractors and stronger control of plant and equipment.

It consolidates safety data in one place and supports safer work practices that reduce the risk of injury, environmental harm or property damage.

During 2025 we continued to expand our competency-based safety video library, delivered in multiple languages. These resources help ensure all workers, including labour hire, have the knowledge and skills required to perform their tasks safely.

WATCH OUR CEO'S
safety message



Total Separation Program

Traffic management remained a critical area of focus in 2025 due to the risks created when pedestrians and forklifts operate in shared spaces. The Total Separation Program, first established at Perfection Fresh Two Wells, was progressively adopted across our manufacturing sites during the year. The principle of the program is clear. Pedestrians and forklifts do not operate in the same area at the same time.

Implementation included staff education, redesigning workflows to eliminate interaction between pedestrians and mobile equipment, relocating workstations, installing physical barriers and controlled access points, establishing pedestrian safe zones, improving signage, conducting risk assessments and updating workflow procedures.

The success of the program in 2025 now provides a strong basis for expansion into other high-traffic areas across the business in 2026.

Building capability and strengthening performance

Training and education remained a priority in 2025, with a focus on ensuring work health and safety responsibilities are understood at all levels. Work Safe Home Safe contributed to a continued improvement in safety performance.

Our Total Recordable Incident Frequency Rate decreased from 6.5 in January 2025 to 5.8 in December 2025, reflecting steady progress.

The release of Perfection Fresh's third safety video in October 2025, presented by CEO Rod Quin, highlighted key safety achievements and reinforced our commitment to safe work practices.

Early intervention remained an important feature of our approach, providing employees and labour hire workers with timely access to telehealth triage and relevant treatment such as physiotherapy and imaging. Earlier intervention supported faster and safer return-to-work outcomes.

Mandatory toolbox talks were also introduced across all sites in 2025 to improve awareness and communication. Topics are tailored for manufacturing and agricultural settings, and sites can adapt content to ensure local relevance. The program has been well received and helps embed consistent safety messages.

Looking ahead to 2026

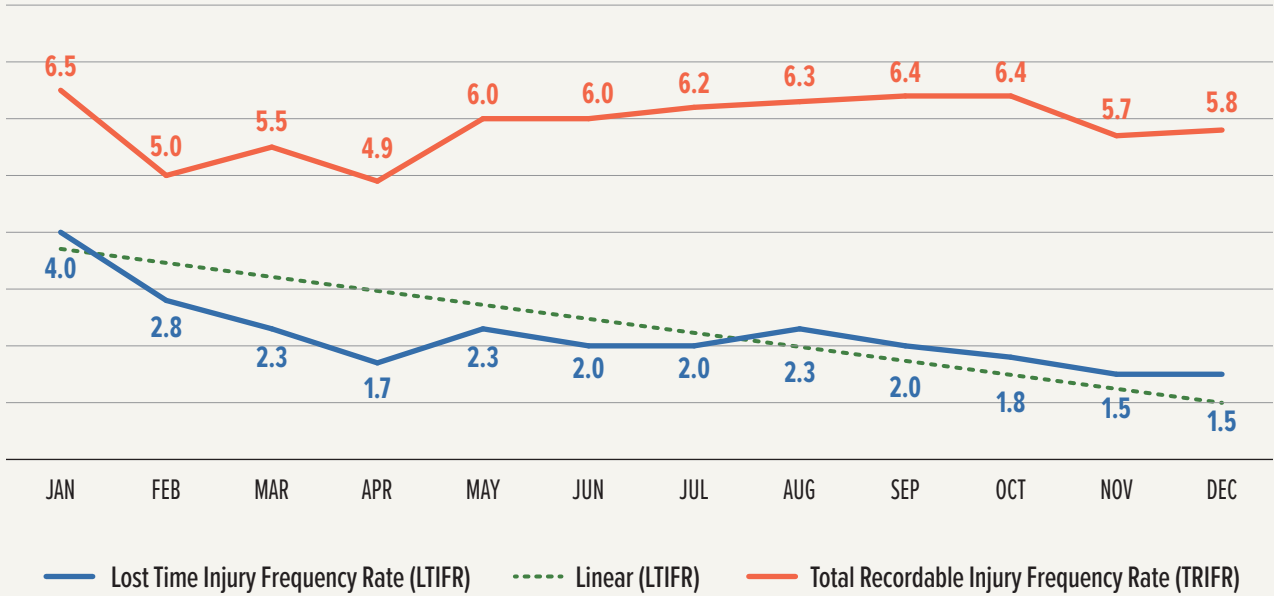
In 2026, we will move to full implementation of the cloud-based safety platform and use the data it provides to inform further improvement. There will also be a stronger focus on safety culture, including awareness of psychosocial hazards and the strengthening of lead indicators such as proactive safety conversations, inspections, audits and targeted training.

These efforts will continue to support safer and more sustainable operations as Perfection Fresh progresses the next stage of its Work Safe Home Safe journey.



Perfection Fresh Australia Group LTIFR and TRIFR

January to December 2025
PER MILLION HOURS WORKED



GROWING THE NEXT GENERATION OF TALENT

in horticulture



THE FRESH PRODUCE SECTOR CONTINUES TO CHANGE RAPIDLY, CREATING NEW POSSIBILITIES FOR PEOPLE WHO WANT TO BUILD MEANINGFUL CAREERS IN FOOD, FARMING AND INNOVATION. WHETHER IT IS IMPROVING CROP PERFORMANCE, SUPPORTING SUSTAINABLE GROWING SYSTEMS, STRENGTHENING SUPPLY CHAIN CAPABILITY OR CONNECTING CONSUMERS WITH HIGH-QUALITY AUSTRALIAN PRODUCE, THE INDUSTRY OFFERS A WIDE RANGE OF IMPACTFUL CAREER PATHS.

Perfection Fresh is committed to developing future capability, and the Graduate Program is a key part of this focus. The program provides an 18-month pathway for university graduates who want to build practical, real-world experience in agronomy, horticulture, business operations and consumer-led marketing.

Through diverse rotations and hands-on learning, graduates work closely with teams across farms, glasshouses and corporate operations. They gain insight into the full lifecycle of fresh produce from seed to shelf, supported by leaders who are dedicated to growing industry talent.

Jessica Ong graduate agronomist

As a graduate, I've had the opportunity to gain valuable experience across multiple departments at our Two Wells glasshouse and Sydney operations. Working with a wide range of teams and learning from their expertise has strengthened my understanding of both the company and the broader fresh-produce industry.

Some of the key highlights from this journey include developing a strong understanding of climate-control systems and plant-health and biosecurity practices within our glasshouses, along with the rigorous hygiene standards followed across our manufacturing sites. I also gained insight into how we manage supply and demand through my time with the Category team and at the Sydney Markets.

Working alongside the production and logistics teams across Two Wells, Direk and Homebush gave me a clear view of how growing, packing and transport come together to ensure our products reach consumers in the best possible condition.

Coming from a science background, I particularly valued spending time with the People and Culture team and the Financial Planning and Analysis team, where I learned about structured training frameworks and effective reporting practices. This helped broaden my perspective beyond technical operations.

Anju Koirala graduate agronomist

The Perfection Fresh Graduate Program has given me hands-on experience across farms, glasshouses, and corporate teams, including Category, Finance, Production, Quality, and Human Resources. I have learned how theory connects to real-world practice and gained insight into the challenges of growing and delivering fresh produce.

Rotating through different locations such as Two Wells, Sydney, Bundaberg and Tasmania has shown me the variety of growing conditions and practices across Australia. I have also enjoyed contributing to agricultural trials, solving problems, and making decisions that support crop and business outcomes.



This year, the program also includes a check-in with participants after their first 12 months, giving us useful insights into their development, experiences and future aspirations.

Interest in the program remains strong, and we look forward to welcoming another group of emerging professionals who will bring fresh thinking, curiosity and energy to the business. Their growth strengthens Perfection Fresh and contributes to the future of the Australian horticulture industry.

Left to right: Jessica Ong, Andreas Fragias, Anju Koirala



Working closely with experienced agronomists and leaders has helped me build my skills and confidence. The program has strengthened my understanding of the industry and prepared me to contribute to the future of Australian horticulture.

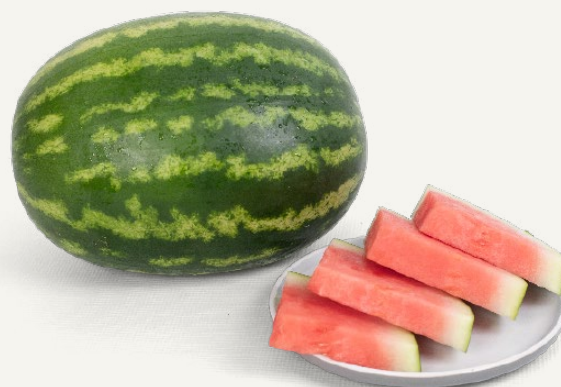
Andreas Fragias business graduate

As a Business Graduate I've gained hands-on experience across key business areas and developed a strong understanding of fresh produce operations. My first six months were in Human Resources, where I learned about recruitment, payroll, employee relations and workplace health and safety, a role where I contributed to projects including digital safety training modules.

I was then able to spend time at our Two Wells glasshouses, gaining exposure to growing processes, crop sustainability, pest management and end-to-end production and packing. As my first time in Adelaide, it was a milestone that stretched me professionally and personally.

Back in Sydney I rotated through Sydney Markets, Warehouse Z, Quality and Category, building knowledge in logistics, supply chain processes, product standards, audits and commercial decision-making. I also spent time with the Marketing/new product development team supporting campaigns and product launches, and took part in a Foodbank Day that helped provide 17,901 meals for those doing it tough.

I'm looking forward to continuing to grow and aim to secure a full-time role with Perfection Fresh.



SINCE 1978

Perfection
FRESH[®]

Perfection Fresh
Level 4, Building F, 1 Homebush Bay Drive
Rhodes NSW 2138
(+61 2) 9763 1877
fresh@perfection.com.au

PERFECTION.COM.AU