

3 May 2024

Sustainability Report

Please find enclosed for release to the market Retail Food Group Limited's 2024 Sustainability Report.

This announcement has been authorised for release by the Board of Directors.

ENDS

Investor Enquiries:

Robert Shore, CFO

0401 229528

Robert.shore@rfg.com.au

About Retail Food Group Limited:

RFG is a global food and beverage company headquartered in Queensland. It is Australia's largest multi-brand retail food franchise manager, and is the owner of iconic brands including Gloria Jean's, Donut King, Brumby's Bakery, Crust Gourmet Pizza and Beefy's Pies. The Company is also a roaster and supplier of high-quality coffee products, supplied under the Di Bella Coffee brand. For more information about RFG visit: www.rfg.com.au

RETAIL FOOD GROUP



Sustainability Report
MAY 2024

CEO's Message

Matt Marshall, CEO

2023 represented an important turning point during which RFG transitioned to a firm focus on delivering solutions to unlock growth and drive enhanced profitability for both our Franchise Partners and shareholders. Our 1H24 performance demonstrated we are on the right track and has set the platform for a much stronger FY24.

Central to that platform is the conviction that the longevity of our business relies on the sustainability and responsiveness of our brands and business to the needs of our stakeholders.

This report therefore comes at an appropriate time - we continue to operate in an evolving and highly competitive retail environment but are committed to embracing the future and striving to unlock sustainable ways of growing for years to come.

Much has been achieved since our inaugural Sustainability Report was published.

We have built upon the foundational platform created in prior periods and implemented a variety of initiatives to drive positive change in our business. This includes the endorsement and refinement of our ESG framework at a brand system level having regard to the varying needs of our Franchise Partners and their customers. It has also driven positive change in our coffee business, with FY23 seeing our coffee operations transformed into one of Australia's largest buyers of certified coffee.

We recognize it is important for us to continue to share our sustainability journey and vision, to celebrate the positive steps we've taken in improving the sustainability of our business, and to acknowledge the opportunities that exist for us to pursue further change for the better.

We are therefore pleased to release this latest edition of our Sustainability Report, which is designed to provide an update regarding the progress and outcomes achieved pursuant to our Environmental, Social and Governance (ESG) strategy, without losing sight of our fundamental performance metrics. The following pages therefore bear testimony to our focus on our environmental, social and governance priorities and ensuring that our future remains a sustainable one.

That future will continue to be guided by our overarching principles: 'Franchisee First', 'Customer Obsessed', 'People Matter' and 'Future Focused'. These embody our unwavering commitment to driving sustainable growth consistent with our ESG framework and in a way that provides robust support for our franchise network, underscores brand strength, acknowledges the vital role of our people, and aligns success with that of our valued Franchise Partners.

Complementing these principles is our sustainable strategy framework which continues to guide considered and steady progress in connection with our ESG efforts, facilitating their enhanced relevance to our business and integration with our commercial priorities. We remain motivated by the prospect that a well-defined ESG strategy will create long-term value for all our stakeholders, recognize that our sustainability journey remains in its early stages, and wholly embrace the challenges that lay before us.

With these thoughts in mind, we look forward to unlocking the growth opportunity inherent in our business in lockstep with deliberate choices that integrate our ESG platform and deliver an enhanced commercial growth plan that maintains the relevance of our brands and delivers an improved customer experience, thereby ensuring we continue to create a prosperous organization for years to come.



Matt Marshall
Chief Executive Officer
Retail Food Group Limited



Table of Contents

CEO's Message	2	Healthier Customers, Healthier Communities.	36
Table of Contents	3	Our Quality Focus	37
RFG at a Glance	4	Improving our Systems	38
About RFG	5	Initiatives at Brumby's Bakery	39
Our Guiding Principles	6	LIVIN Donuts & Seasonal Menus	40
Our Business	7	Beefy's Gluten Free Range	41
Our Coffee Café Bakery Brands	8	Ensuring a Prosperous RFG	42
Our Quick Service Restaurant Brands	9	Ensuring a Prosperous RFG	43
Our ESG Commitment	10	Our Non-Executive Directors	44
Our Focus Areas	11	Our Non-Executive Directors (Continued)	45
Our ESG Pillars	12	Positioning for Sustainable Growth	46
Our Sustainability Strategy Framework	13	Key Governance Documents & Practices	47
Alignment with SDGs	14	Data Privacy & Security	48
Alignment with SDGs (Continued)	15	Important Note	49
Environmental Protection and Resource Conservation	16		
Action on Climate Change	17		
Action on Climate Change (Continued)	18		
Travel & Lighting	19		
Navigating the Packaging Puzzle	20		
Coffee Cups	21		
Our Australian Coffee Roasting Facility	22		
Our IT Environment	23		
Sustainable Marketing Practices	24		
Responsible Sourcing and Care for Our Supply Chain	25		
Evolving our Approach	26		
Principles Underpinning Our Supply Chain Management	27		
Our Coffee Operations	28		
Excellence in Well-Being Across All of Our People	29		
Our Goals	30		
Learning & Development	31		
Diversity & Gender Equality	32		
A Focus on Health, Safety & Well-Being	33		
Reward & Recognition	34		
Our Franchise Partners & Their Teams	35		

QUICK LINKS

[CEO's Message](#)

[RFG at a Glance](#)

[Our ESG Commitment](#)

[Environmental Protection and Resource Conservation](#)

[Responsible Sourcing and Care for Our Supply Chain](#)

[Excellence in Well-Being Across All of Our People](#)

[Healthier Customers, Healthier Communities](#)

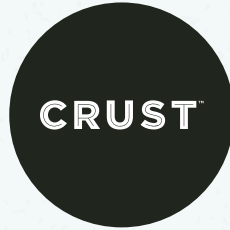
[Ensuring a Prosperous RFG](#)



RFG at a Glance

About RFG

We are a global food and beverage company listed on the Australian Securities Exchange (ASX) and headquartered in Queensland. We are Australia's largest multi-brand retail food and beverage franchise owner with a portfolio of brands including:



We are also a roaster and supplier of high-quality coffee products under the Di Bella Coffee brand.

Our portfolio includes

11
BRANDS

Which in FY23 were represented in

33
COUNTRIES

Our global network comprises

c. **1300**
TRADING OUTLETS

During FY23 our domestic network generated

>\$500m
NETWORK SALES

and included an estimated

6800
EMPLOYEES



**DURING FY23,
11 BRANDS
OPERATING IN
33 COUNTRIES
USED THE RFG
RECIPE FOR SUCCESS**

Our Guiding Principles



FRANCHISEE FIRST

We recognise that the success of our Franchise Partners fuels our collective growth.



CUSTOMER OBSESSED

We understand that our customers are the driving force behind our endeavours, and we strive to exceed their expectations at every touchpoint.



PEOPLE MATTER

We are committed to fostering a supportive and inclusive environment, valuing the contributions of every individual within our community.



FUTURE FOCUSED

As we journey forward, we embrace innovation and adaptability to stay ahead in a rapidly evolving landscape.

Our Business

In FY24 we simplified our reporting segments, merging our former Bakery Café and Coffee Retail Divisions into a singular Café, Coffee & Bakery (CCB) segment. We also commenced a non-core brand consolidation project, with our Mobile brands (Cafe2U and The Coffee Guy) to convert to Gloria Jean's branding.

Our CCB Brands



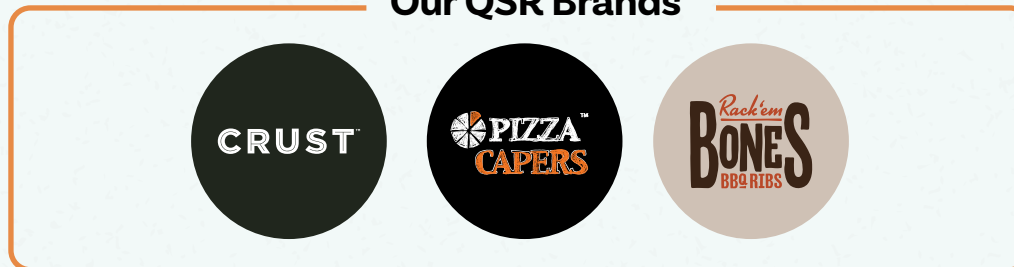
Cafe Coffee and Bakery (CCB) FY23 performance metrics:

504 TRADING OUTLETS	+18.4% SAME STORE SALES	\$9.11 AVERAGE TRANSACTION VALUE	\$349m NETWORK SALES	\$38.3m CUSTOMER COUNT	\$86.5m REVENUE	\$20.2m UNDERLYING EBITDA CONTRIBUTION
-------------------------------	-----------------------------------	--	--------------------------------	----------------------------------	---------------------------	--

All metrics refer to domestic FY23 data relative to PCP

Our QSR segment services the takeaway evening meal occasion. Consistent with prior reporting periods it includes our pizza networks, Crust Gourmet Pizza and Pizza Capers, along with Rack 'em Bones BBQ Ribs, a new brand system established in FY23.

Our QSR Brands



Quick Service Restaurants (QSR) FY23 performance metrics:

195 TRADING OUTLETS	+0.7% SAME STORE SALES	\$40.91 AVERAGE TRANSACTION VALUE	\$153m NETWORK SALES	\$3.7m CUSTOMER COUNT	\$13.1m REVENUE	\$5.8m UNDERLYING EBITDA CONTRIBUTION
-------------------------------	----------------------------------	---	--------------------------------	---------------------------------	---------------------------	---

All metrics refer to domestic FY23 data relative to PCP

Our Coffee Café Bakery Brands



Donut King

As the 'home of the hot cinnamon donut', Donut King has established an enviable reputation as an iconic treat favourite amongst Australian consumers. Originating in Sydney, NSW, in 1981, Donut King now boasts more than 200 stores and is Australia's largest specialty donut retailer. With a proven passion for sweet treats, the Donut King mission is to add a little joy into the lives of its customers via its signature hot cinnamon donuts, hot dogs, toasties, milkshakes, frappés and 100% Arabica coffee. Millions of Aussies have grown up sharing the Donut King experience – it's a place for the young, and the young at heart.



Gloria Jean's

For more than 40 years Gloria Jean's has been setting the standard when it comes to sourcing quality beans, training baristas and serving up great coffee, chilled drinks and delicious food. Gloria Jean's originated in a small town outside Chicago in 1979 before being introduced to Australia in 1996. It has since grown to a global network of over 600 stores across 33 countries. Gloria Jean's sources high grade, Rainforest Alliance certified premium green beans from some of the world's most famous growing regions. These are then expertly roasted in our state-of-the-art roasting facility in Sydney, NSW, to create a range of single-origin, blended and signature flavour infused blends.



Brumby's Bakery

Tracing its roots to 1975, Brumby's Bakery takes pride in creating authentic baked goods, following the tried and tested methods of artisan bakers, with a fresh and creative approach. At Brumby's, the 'homemade' promise starts with simple ingredients. Wholemeal, sourdough, ciabatta and damper headline the menu, joined by a huge array of sweet and savoury pastries, sandwiches and vegan treats.



Beefy's Pies

Hailing from Queensland's Sunshine Coast, Beefy's has grown into a much-loved brand in its Sunshine Coast heartland, serving families, tradies, surfers, office workers, and pie enthusiasts alike. With a dedicated team and a loyal customer base in south-east Queensland, Beefy's has become a leading manufacturer and award-winning retailer of pies and bakery goods across the Sunshine Coast, having grown to a footprint of nine company-owned stores in the region.



Di Bella Coffee

From humble start-up beginnings in a small suburban Brisbane warehouse in 2002, Di Bella Coffee has grown to be one of Australia's largest coffee roasters and suppliers. Di Bella Coffee takes pride in the superior quality of its award-winning coffee, which is derived from sourcing only premium green beans from around the world. With an emphasis on sustainability, Di Bella Coffee sources Rainforest Alliance certified green coffee from many different farms of all types and sizes, which provides comfort that suppliers look after both their workers and the environment.



Michel's

Founded in 1982, Michel's is a chain of patisserie-style retail and café outlets offering delicious, sweet treats and warming savouries, light meals and a range of personalised cakes. The award-winning Michel's espresso coffee has a smooth, balanced flavour with rich notes of chocolate underpinned by subtle berry tones. Trained baristas expertly craft the perfect cup to ensure Michel's delivers a unique and memorable coffee experience every time.

Our Quick Service Restaurant Brands

CRUST

Crust

In 2001, the first Crust store opened in Annandale, NSW. It still operates today as part of a network of more than 130 stores Australia-wide. Taking the pizza industry by storm, Crust became known for its innovative product offering and famous gourmet pizza flavours, made using the freshest and tastiest ingredients. Dominating market trends, Crust introduced gluten-free and low-carb bases in 2015, and vegan cheese in 2016. It is now a market leader in plant-based protein and vegan pizza ranges.

PIZZA
CAPERS

Pizza Capers

One of the first players in the pizza market to offer gourmet takeaway, Pizza Capers opened its first shop in Brisbane in 1996. With a focus on quality food made with fresh ingredients, the menu showcases a huge range of gourmet pizzas – from Meat the Devil to Plant Based Firebird – alongside pasta, salads, sides, bread and desserts. Pizza Capers' dough is made on-site using fresh yeast to ensure customers enjoy the most delicious meal possible on every single occasion.

Rack'em
BONES
BBQ RIBS

Rack'em Bones BBQ Ribs

Rack'em Bones BBQ Ribs is our youngest brand, created for those who love the taste of juicy, succulent, smokey, melt-in-your-mouth barbecue ribs. Just like our flavoursome rubs and recipes, our ingredients are top notch and keep customers coming back for more. Flavour and uncompromised quality are at the forefront of what we do and our BBQ racks, tender oven-roasted wings and delicious sides are a testament to that.



QUICK LINKS

[CEO's Message](#)

[RFG at a Glance](#)

[Our ESG Commitment](#)

[Environmental Protection and Resource Conservation](#)

[Responsible Sourcing and Care for Our Supply Chain](#)

[Excellence in Well-Being Across All of Our People](#)

[Healthier Customers, Healthier Communities](#)

[Ensuring a Prosperous RFG](#)

Our ESG Commitment



Our Focus Areas

Materiality Assessment

Following a materiality assessment conducted in 2021 and informed by internal and external stakeholder feedback as well as industry benchmarking and analysis, we identified the environmental, social and governance subjects most relevant to our business and used these to help guide our sustainable strategy framework. Over the course of 2023 we continued this work, developing a materiality matrix for each of our brands that we believe highlights the key subjects that resonate with our business and stakeholders.

We are committed to addressing the priority topics established by this work and to ongoing monitoring and reporting in relation to them.

Key ESG Related Matters:

Carbon footprint

Create a clear picture of our carbon footprint; optimise the supply chain to reduce greenhouse gas emissions.

Modern slavery

Facilitate more internal training on modern slavery practices; review supplier assessment and selection processes.

Coffee

Drive enhanced sustainable sourcing and green (raw) bean traceability standards.

Packaging

Reduce and ultimately eliminate single-use plastics; migrate to compostable and/or recyclable packaging where feasible and enhance on-pack labelling providing end-user recycling or disposal information.

Product development

Review ingredients and production methods to develop more inclusive and health-conscious consumer offers and menus.

Waste

Reduce waste via a combination of product development, production, commercialisation, transportation and disposal methods; seek to roll out initiatives to our Franchise Partners' operations



Our ESG Pillars

Our ESG Framework

Building upon the foundation laid in prior periods, our ESG framework continues to serve as a clear 'north star' to guide our journey towards a more sustainable future. While our commitment to 'Inspiring Towards a Health and Prosperous Planet and People' remains unchanged, we maintain an evolving approach to ESG matters as we engage with diverse stakeholders and continuously evaluate our impact and opportunities. Our framework affords us flexibility to meet the evolving needs of our business, stakeholders, planet and people and is underpinned by the following five key pillars:



Environmental Protection and Resource Conservation

As we move towards reducing our overall environmental footprint, our short-term goal is to have clarity on where that impact lies across our organisation. Establishing this benchmark will be fundamental to establishing commercially viable goals and targets in the future.



Responsible Sourcing & Care for our Supply Chain

We are aware of the impact our sourcing decisions have on people and planet both within the markets we operate in, and amongst international supply chains, particularly coffee. We are aiming to ensure we positively impact the economic and social aspects across our supply chains.



Excellence in Well-Being Across All of Our People

We understand we have a responsibility to care for our employees, Franchise Partners and their people. We are seeking to build and extend current environments of care where all of our people can thrive, mentally and physically.



Healthier Customers, Healthier Communities

We recognise that modern customers demand greater choice, with selected options that cater to vegan, vegetarian, gluten-free, dairy-free reduced sugar, or reduced fat. We also recognise the need for our customers to also choose traditional alternatives, whether that be the occasional sweet treat or splurge on a 'cheat meal'. Balancing these demands while providing our customers with greater nutritional options and enhanced choice is our ambition to ensure our reputational excellence is maintained, while creating healthier customers and healthier communities.



Ensuring a Prosperous RFG

We cannot be a positive role model for sustainability and change if it is not profitable. A commercially viable RFG, guided by strong and transparent governance, ensures we can continue to operate as an ethical and sustainable business, with sustainability practices aligned to our business strategy for now and for the future.

Our Sustainability Strategy Framework

We have leveraged our overarching ESG framework as the foundation for developing tailored ESG frameworks for each of the diverse brands within our portfolio. These brand-specific frameworks align with our vision for sustainability and provide a clear roadmap for achieving our ESG goals, ensuring that each brand's unique identity thrives within the broader context of our commitment to a healthier and more prosperous planet and people.

Our ESG Commitment: Inspiring Towards a Healthy and Prosperous Planet and People

Our Vision: Our vision is to become a leader in sustainable practices and to foster and inspire our staff and stakeholders towards enhanced social responsibility, ethical behavior and environmentally conscious decision making.

Mission: We are committed to fostering a culture of ethical behaviour and social responsibility and to supporting every individual's right to live and work freely.

Our Purpose: Igniting the power of collaboration to influence all around us for a better planet, people and profit.



Environmental Protection and Resource Conservation



Responsible Sourcing & Care for our Supply Chain



Excellence in Well-Being Across All of Our People



Healthier Customers, Healthier Communities



Ensuring a Prosperous RFG

PILLARS

Our Guiding Ambitions

We aim to minimise our environmental impact and ensure resources are conserved for future generations.

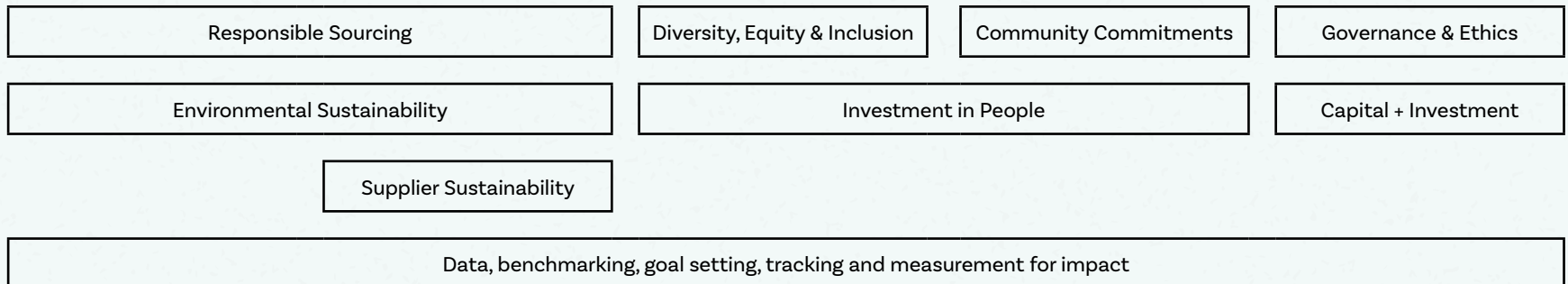
We commit to transparency and ethical sourcing in our supply chains.

Supporting physical, mental and economic well-being across all team members, Franchise Partners and their people.

Ensuring individual choice, inclusion and nutrition are provided for, while giving back to the communities where we live and work.

Ensuring an appropriate governance framework that incorporates the highest standards of behaviour and ethics to continue delivering a prosperous organisation.

Core Elements



Alignment with SDGs

We are Guided by the UN Sustainable Development Goals

The United Nations' Sustainable Development Goals (SDGs) establish an agenda designed to put an end to global poverty and to protect our planet while ensuring future prosperity. The UN's 17 goals represent a global blueprint, encompassing the developed and developing world, intended to strategically address economic, social and environmental challenges. Our ESG framework and strategies align with several of the SDGs.



SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

We are strong believers in the importance of education, training and the provision of learning opportunities for our team members, Master Franchise Partners, Franchise Partners and their teams – providing them with the skills, information and support necessary to create opportunities for them to thrive in the workforce or as small business operators.

In order to upskill our Master Franchise Partners, Franchise Partners and their teams, together with our own retail staff, in the modes and methods of operating retail outlets identified by our many brands, we maintain a purpose-built training facility on the Gold Coast, Queensland.

We've also implemented several programs which respond to this SDG, including an Internal Leadership and Capability Program to foster future leadership talent; and internal training and learning based opportunities for support office personnel.

New and ongoing training opportunities are being provided to all staff with a view to substantially increasing the number of people who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.



SDG 5: Achieve gender equality and empower all women and girls.

We are committed to fostering gender equality within our workforce and recognize:

- The competitive advantages able to be derived from the variety of thought, experience and perspective held by a talented and diverse workforce which is aligned to our values and core behaviours;
- That our past and future success is a reflection of the quality, skill and diversity of our team; and, that
- Our team members are more likely to be engaged where working in a diverse environment which is open and fair to all participants.

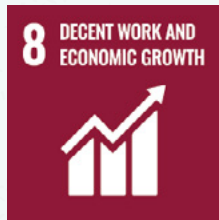
We have implemented reward and recognition programs that provide equal access for all team members, irrespective of gender, to opportunities for career advancement, remuneration and promotions. Adopting transparent and merit-based processes that identify talent and dedication as the primary criteria for progression within our organization, we champion equal opportunities and fair treatment for all. Ultimately, our aim is to cultivate a culture of inclusivity and excellence, where every individual can thrive and contribute to our collective success.

This is reflected in the make-up of our workforce. During the 2022-2023 WGEA⁽¹⁾ reporting period, females represented 73% of our total workforce and more than 50% of our managers. 75% of promotions during the same period were females, and our median total remuneration gender pay gap was 16.5%, a c.40% reduction on the prior corresponding period. As at the date of this report, the composition of our Board of Directors reflects 40% females, exceeding the 30 June 2023 average amongst ASX300 companies of 35.6%⁽²⁾.

¹ Workplace Gender Equality Agency

² "Gender Diversity Progress Report: March 2023 to June 2023", Australian Institute of Company Directors

Alignment with SDGs (Continued)



SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

We recognize that without a healthy franchise network afforded the opportunity to grow sustainably, the fifth pillar of our framework, 'Ensuring a Prosperous RFG', is unachievable. We therefore invest significant resources to drive increased sales and profitability at outlet level, which in turn affords opportunity for enhanced work opportunities, employment and work satisfaction for our employees, Franchise Partners and their teams.

During FY23 we also migrated over 94% of our domestic green coffee bean requirements to certified coffee, expanding our partnership with Rainforest Alliance, an international non-profit organization working at the intersection of business, agriculture and forests to, among other things, improve working conditions for those in the coffee industry.



SDG 12: Ensure sustainable consumption and production patterns.

The second pillar of our ESG framework, 'Responsible Sourcing & Care for our Supply Chain', aligns with SDG 12.

We appreciate the environmental and social impacts our sourcing decisions can have. Consistent with our commitment to positively affect those impacts, we've implemented a range of initiatives and governance measures to promote sustainability in our supply chains. This includes the implementation and regular review and update of our Supply Partner Code of Conduct and the adoption of our Sustainable Packaging Policy. We are also a member of APCO and regularly report to it in relation to our packaging sustainability journey. We are also a member of SEDEX and leverage its global platform to better inform sourcing decisions and oversight.



SDG 13: Take urgent action to combat climate change and its impacts.

Consistent with our commitment to minimizing the environmental impact of our operations and supply chain, during 2022 we commissioned our inaugural carbon footprint calculation using an operational control approach that excluded the operations of our Franchise Partners, Master Franchise Partners and their subfranchisees.

During 2023 we revised our approach to carbon calculation having regard to the future application of mandatory climate related reporting and third party guidance. When calculating our FY23 carbon footprint, we expanded our operational boundaries to include the scope 1 and 2 emissions associated with our franchised operations (i.e. our scope 3, category 14 emissions).

While our efforts to establish emissions reduction targets are in their early stages, throughout 2023 we took a number of proactive measures to reduce or offset carbon emissions or positively address climate change, including enhanced waste management practices, adoption of green energy and more environmentally friendly lighting options, contribution to emission reduction projects that offset our travel related emissions, and growing our relationship with Rainforest Alliance.

QUICK LINKS

[CEO's Message](#)

[RFG at a Glance](#)

[Our ESG Commitment](#)

[Environmental Protection and Resource Conservation](#)

[Responsible Sourcing and Care for Our Supply Chain](#)

[Excellence in Well-Being Across All of Our People](#)

[Healthier Customers, Healthier Communities](#)

[Ensuring a Prosperous RFG](#)



Environmental Protection and Resource Conservation



Action on Climate Change



Our Ambition

'Environmental protection and resource conservation' is a fundamental pillar of our sustainability strategy framework and is aligned with our ambition to minimize our environmental impact and better conserve resources for future generations.

Our Carbon Footprint

We recognise the urgency of addressing climate change and want to be part of the solution.

During 2022 we engaged a leading climate change consultancy to help us conduct our inaugural carbon footprint calculation. Establishing our emissions baseline helped to inform a credible starting point for determining the steps we will need to take in the future as part of our environmental strategy.

While that initiative represented an important first step in providing a reliable greenhouse gas emissions profile from an organisational perspective, the operational control approach applied to it excluded the operations of our Franchise Partners, Master Franchise Partners and their subfranchisees ('franchised operations').

During 2023 we revised our approach to carbon calculation having regard to the future application of mandatory climate related reporting and third party guidance. When calculating our FY23 carbon footprint, we expanded our operational boundaries to include the scope 1 and 2 emissions associated with our franchised operations (i.e. our scope 3, category 14 emissions).

This approach enabled consistent quantification of our emissions since FY22, whilst also identifying the scope 1 and 2 emissions attributable to Franchise Partner and Master Franchise Partner operations. This will provide more appropriate baseline measurements to inform greenhouse gas emissions reduction targets and initiatives in the future. It also signifies our commitment to taking responsibility for emissions sources associated with our broader business model whilst providing enhanced motivation to take a more proactive approach in guiding our Franchise Partners and Master Franchise Partners to reduce the scope 1 and 2 emissions within their own businesses.





Action on Climate Change (Continued)

Improving Data Accuracy

During FY23, we refined our carbon footprint calculation methodology, transitioning from spend-based data to volumetric data for key emissions sources where available to enable a more targeted focus on material emissions sources. FY23 emissions relating to franchised operations (refer prior page) were calculated using a combination of available physical and spend-based activity data and extrapolations informed by corporate store data and Franchise Partner and Master Franchise Partner surveys.

Whilst this approach provides valuable insights into the scale and sources of scope 1 and 2 emissions evident amongst franchised operations, there is an opportunity to improve the data granularity and accuracy. These are focus areas for us as we continue to identify priorities aligned with budget constraints and the potential impacts on stakeholders.

We also recognise that potential changes to third-party guidance, or technologies that were utilized to inform our calculation methodologies and the strategies that flow from them, have the potential to impact our ability to set emissions reduction targets. Consequently, we acknowledge it may be necessary to revise assumptions, calculations and targets in the future based on evolving standards and measurement capabilities.

Our Roadmap

Our journey towards establishing formal emissions reduction targets remains in its early stages as we continue to evolve and refine our approach to carbon footprint calculation.

Pending the establishment of our targets, we continue to explore various opportunities to reduce our carbon footprint, including exploration of renewable energy procurement, improving waste practices and ongoing engagement with our green coffee and cacao suppliers. This has led to various initiatives or actionable next steps that target emissions reductions, many of which are further explored in this report.





Travel & Lighting

Taking responsibility for Corporate Travel

Emissions

In July 2022, we joined the climate action program developed by our then corporate travel partner. That program provided an interim solution to businesses to address the carbon emissions arising from their corporate travel while they implement policies and interventions to decarbonise their operations. By purchasing carbon credits to finance climate action outside our value chain, we are helping to finance lower carbon technologies and supporting environmental sustainability initiatives such as the Mount Sandy Conservation project in South Australia through purchasing biodiversity units.

As we transition to new travel partners in FY24, we remain committed to taking responsibility for our travel emissions and supporting projects that contribute to a more sustainable future. We have purchased EcoAustralia credits, which blend government-accredited Australian Biodiversity Units with international carbon credits from high-quality, Gold Standard projects.

Transition to LED Lighting

Addressing energy consumption is an element of our greenhouse gas emissions reduction strategy.

During FY23 we fully transitioned the lighting systems at our Sydney, NSW, coffee roasting facility to energy-efficient LED lights with the assistance of leading green energy partner Shine On, and continue to explore further opportunities for upgrades within our other facilities.





Navigating the Packaging Puzzle

A Holistic Approach

In the pursuit of ensuring food safety and providing convenience for consumers, packaging plays a critical role for our business. It also presents a complex challenge as it can contribute to waste and be harmful to the environment. During FY23 we demonstrated our commitment to navigating this complexity by adopting our Sustainable Packaging Policy, which seeks practical, accessible and equitable ways to achieve sustainable packaging outcomes that reduce our impact on the environment, result in the more efficient use of resources, minimise landfill, and which better informs our customers.

We are also a member of APCO (The Australian Packaging Covenant Organisation) and a signatory to the Australian Packaging Covenant, and support its aim to reduce the environmental impacts of consumer packaging⁽¹⁾. We are also a member of the National Retail Association (NRA) and actively participate in its packaging related forums, both learning from industry peers and contributing insights and practical experience that will help to inform government policy decisions, including those concerning single-use plastic bans. While we support the phase-out of problematic single-use plastics, we also recognize the importance of well-considered, evidence-based, commercially viable decisions, coupled with consumer education.

Key Initiatives:

Since our last Sustainability Report, some of the key steps we've taken in connection with packaging include:

- The adoption and implementation of our Sustainable Packaging Policy, setting clear expectations in connection with the development of new packaging for our business;
- Assessment of 100% of our packaging products against the Sustainable Packaging Guidelines (SPGs), spanning 340 items across 15 key suppliers to our packaging estate;
- A comprehensive market review of our beverage packaging, resolving an 'in principle' transition plan to a more sustainable supply solution across both compostability and recyclability;
- We successfully switched to 100% white coffee cup lids in 2023, enhancing recyclability (black lids can go unnoticed at recycling facilities and may end up in landfill);
- We continued to use 100% recycled paperboard for pizza boxes within our Crust and Pizza Capers networks, sourced, recycled and manufactured at Opal Fibre Packaging's Australian facilities (our pizza boxes adhere to food-grade safety standards and boast a PFAS-free composition);
- The gradual upgrade of our on-pack labelling, consistent with our commitment to have the ARL (Australasian Recycling Label) logo on 100% of applicable branded packaging items by 2025; and
- We removed a number of problematic single-use plastic items from our supply chain.



¹A copy of our APCO Annual Report & Action Plan is available on our website at www.rfg.com.au. Unless otherwise indicated, the data in that report is attributable to our Australian businesses. RFG's international franchises are independently owned and operate under their respective packaging legislation which can differ depending on, for instance, the recycling systems available.



Coffee Cups

Coffee is a big deal for us, and we see it as a chance to do better for the environment. It is estimated that over 1 billion take-away coffee cups end up in landfill in Australia every year. The plastic lining on the inside of traditional take-away cups prevents them from being recycled through normal processes. That's a big environmental issue, and we're committed to being part of the solution.

Reusable Cups

By continuing to promote reusable cups in our franchises, we estimate we have kept more than 150,000 single-use coffee cups out of Australia's landfills in the last five years⁽¹⁾. It's a small step, but collectively, it makes a significant impact.



Gloria Jean's Reusables Range

Gloria Jean's commitment to sustainability goes beyond just coffee. The franchise's continuous efforts to reduce its environmental impact led to the 2023 introduction in its international network of a range of branded reusable coffee cups, chiller cups, thermos, drink bottles, reusable straws and stamps.

These alternatives align with Gloria Jean's commitment to do its part to help improve the environment, and also present new revenue opportunities for its valued Master Franchise Partners and their subfranchisees. By embracing reusable solutions, Gloria Jean's aims to inspire a positive change in consumer behaviour while contributing to a greener and more sustainable future.

Together with its Franchise Partners and Master Franchise Partners, Gloria Jean's is embarking on a journey to not only serve exceptional coffee, but also to make a lasting difference in the world by offering solutions for customers to sip responsibly and pave the way for a more sustainable tomorrow.

¹ Based on unaudited sales reported by Franchise Partners and corporate outlets during 2019-2023



Our Australian Coffee Roasting Facility

In a significant move toward enhanced sustainability, our Sydney, NSW, coffee roasting facility, responsible for supplying coffee to our Franchise Partners, undertook some pivotal initiatives during FY23 to mitigate impacts on the environment:

Packaging Efficiencies: Consistent with our APCO commitments, we initiated a transition to 1.2kg coffee bags for coffee supplied to our franchise network. This was achieved by filling the empty headspace within our coffee packaging with an extra 200g of roasted coffee. This change is predicted to remove c.26,000 single-use aluminium foil laminated bags and c.2.3t of cardboard boxes during FY24. Additionally, this transition has also increased our transportation efficiencies by reducing the number of coffee shipments to the domestic network by 20% for roasted coffee sales.

Transitioning to recycled cardboard with coffee packaging: During FY23, we began transitioning to 100% recycled cardboard for supply across our franchise network and independent food service (IFS) customer base. This cardboard is manufactured in Opal Fibre's state-of-the-art recycling and manufacturing facility located at Botany, NSW.

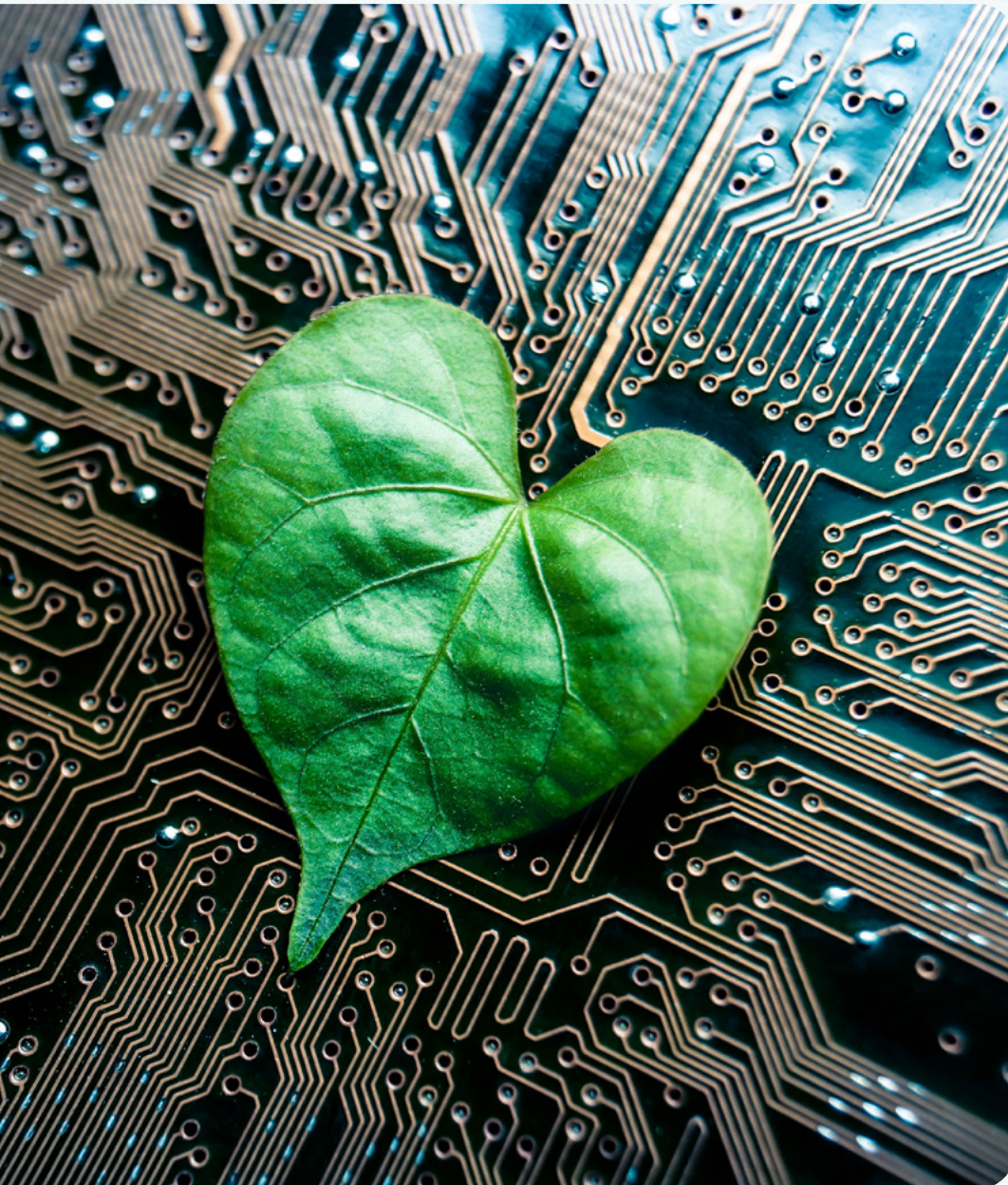
Enhanced Waste Management: During FY23 we collaborated with environmental waste management solutions firm WasteFree to channel all waste through their material resource facility in Sydney, with a particular focus on plastic and organics. Notably, the organic collection now includes coffee husks, a by-product of roasting coffee. These husks are redirected to EarthPower, where they are processed and transformed into green energy. This innovative approach is set to divert c.7,800 kg of coffee husks from landfills per year.

Carbon Neutral Natural Gas: In FY23, we transitioned to sourcing carbon neutral gas in collaboration with Origin Energy through their Origin Go Zero initiative. This change is estimated to have offset c.91.59 tCO₂ of carbon emissions from our Castle Hill coffee roastery since the start of the program. Origin Go Zero Natural Gas products are certified by Climate Active, a government-backed program for carbon neutrality.

Green Energy Adoption: In response to our commitment to reduce our carbon footprint, we have commenced purchasing green energy for our corporate sites that are not part of embedded networks, including our coffee roasting facility. Additionally, we actively encourage our partners to embrace similar green energy practices, fostering a collective effort towards sustainability.



Our IT Environment



As a multi-brand retail food franchise manager with a portfolio of differing brands, we recognize the pivotal role of Information & Technology in driving initiatives and advancing our commitment to promote sustainable operations.

Some key environmental initiatives undertaken include:

- **Energy-efficient Data Centres:** We have optimized our data centres hosted on Microsoft Azure and Amazon Web Services to maximize energy efficiency, reducing energy consumption and carbon emissions associated with our IT infrastructure;
- **Virtualization and Cloud Computing:** Through virtualization and cloud computing technologies, we have consolidated our IT resources, leading to reduced hardware requirements and energy consumption while improving operational efficiency and facilitating improved workplace flexibility; and
- **Green IT Procurement:** Our IT procurement policies prioritize the purchase of energy-efficient hardware and equipment, networking devices and personal computers, to minimize environmental impact throughout their lifecycle.



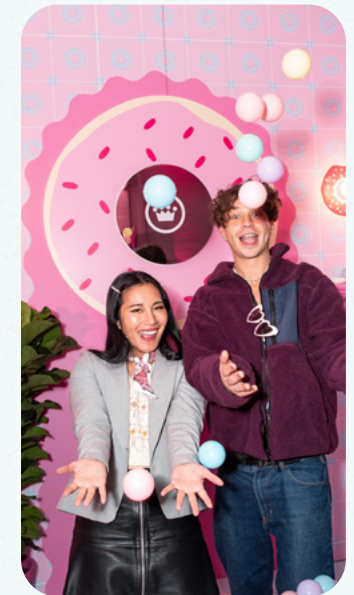


Sustainable Marketing Practices

Our marketing teams, spanning all brands, have integrated Environmental, Social and Governance (ESG) considerations into event briefing processes. A study of Donut King's annual Hot Cinnamon Donut Event in June 2023 illustrates the practical application of these principles:

- **Recycling Practices:** Room set backdrops were recycled for sustainability;
- **Responsible Disposal:** Styling elements and props were either recycled, donated or responsibly disposed of;
- **Reusable Assets:** Furniture, props and styling elements were hired for reusability, eliminating the need for outright purchases;
- **Reducing Single-Use Plastics:** Catering prioritized reusable glassware and cardboard trays for hot cinnamon donuts, minimizing single-use plastics;
- **Post-Event Sustainability Updates:** All event elements, including props, flooring, AV and lighting were hired, promoting circularity and cost-effectiveness. Paper and cardboard materials were also recycled for responsible waste management;
- **Waste Reduction:** Careful catering tailored to the event's capacity minimized oversupply and limited food waste. Glassware and bottles for styling were responsibly handled and recycled;
- **Transportation Considerations:** The centrally located venue in Sydney's inner-city suburbs ensured diverse accessibility options for guests;
- **Workplace Health and Safety Compliance:** The Workplace Health and Safety Plan was diligently followed during all event phases, with no reported incidents; and
- **Diversity, Inclusion, and Representation:** Our Agency actively ensured diverse and inclusive representation amongst event guests.

This approach not only demonstrates our commitment to ESG values but also establishes a benchmark for sustainable event management practices across our diverse portfolio.



QUICK LINKS

[CEO's Message](#)

[RFG at a Glance](#)

[Our ESG Commitment](#)

[Environmental Protection and Resource Conservation](#)

[Responsible Sourcing and Care for Our Supply Chain](#)

[Excellence in Well-Being Across All of Our People](#)

[Healthier Customers, Healthier Communities](#)

[Ensuring a Prosperous RFG](#)



Responsible Sourcing and Care for Our Supply Chain

Evolving our Approach

We're committed to transparency and ethical sourcing across our supply chains. An ethical supply chain is about doing things right – treating workers and the environment with care. We expect our partners to share our values, emphasizing environmental protection, animal welfare and positively impacting the livelihoods of those contributing to the creation of the goods and services we use or sell.

This commitment is reinforced through our supply agreements, which mandate that our partners comply with modern slavery laws, our Policy Regarding Modern Slavery Practices and our Supply Partner Code of Conduct (Code).

Our Code clearly outlines our expectations for supply partners and is a non-negotiable component for all new supply agreements. It covers topics such as governance, risk management, labour and human rights, health and safety, and environmental sustainability. For example, we only use or serve cage-free eggs in our stores (those of our brands that do this are members of the RSPCA 'cage free & proud' register) and, for this purpose, require our supply partners commit to only selling us and our franchise partners fresh shell eggs that meet Australian cage-free or barn-laid certification standards as a minimum.

Additionally, our Code also includes an expectation that supply partners continuously improve their business operations beyond the minimum requirements outlined therein.

During FY23 we updated our Code to more closely align our relationship with supply partners via the SEDEX platform (refer below). Our focus is on straightforward communication and ethical practices benefiting all stakeholders involved.

Supply Partner Corporate Responsibility

We believe every person working in our supply chain should be able to expect equality, safety at work and the means to support themselves and their families. We've taken steps to evolve and strengthen our knowledge of, and response to, potential modern slavery risks within our supply chain by joining SEDEX, one of the world's largest online platforms for collecting and sharing ethical supply chain information.

We are also consistently exploring ways to improve ethical sourcing of key supply chain inputs, via enhanced product certification options and transparency. We strive to improve the sustainability of our supply chain and help our customers make responsible purchasing decisions.



SEDEX

Since our last report, we've enhanced our use of the SEDEX platform to better connect and evolve our key supplier relationships.

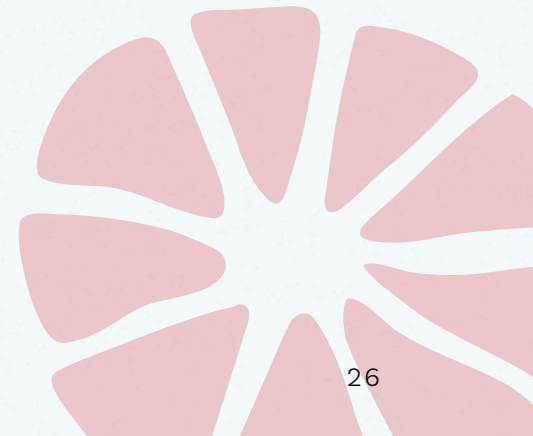
SEDEX continues to be one of the world's largest online platforms for collecting and sharing ethical supply chain information. It provides ethical trade tools and services to improve responsible sourcing practices together with risk assessment across the pillars of labour, health and safety, environment and business ethics. SEDEX has nearly 20 years of experience and almost 75,000 members in 180 countries.

Throughout 2023, we initiated connections through 60 key supply partners across our Australian network, with 46 key connections now live and active across both direct and indirect vendor relationships. Leveraging our SEDEX membership provides improved transparency and visibility across suppliers' SEDEX self-assessment, including work undertaken across labour standards, health and safety, business ethics and environment, as well as access to Sedex Member Ethical Trading Audits (SMETA) that may have been completed.

Our focus remains with key supply partners we've classified into inherent or spend-based risk, and reviewing their SEDEX status, audits and actions during our business review process, and peering upstream into the relevant supply chains to assess and discuss potential areas of concern, allowing us to evolve further through our ambitions and ongoing principles.



Member



Principles Underpinning Our Supply Chain Management



The following principles continue to underpin our approach to supply chain management:

(i) Prioritise:

- Pre-screen our purchasing categories based on commodity/location and brand ('inherent risk') in order to prioritise onboarding at relevant tier levels;

(ii) Assess:

- Undertake a detailed supply partner risk assessment based on priority, spend and strategic positioning;
- Engage and communicate with supply partners regarding their onboarding based on the 'Prioritise' phase above;
- Issue self-assessment questionnaires (SAQs) to existing supply partners and modify our tendering prequalification requirements to include initial assessment documentation; and
- Assess and review the risk assessment outcomes and develop action and audit plans based on those outcomes;

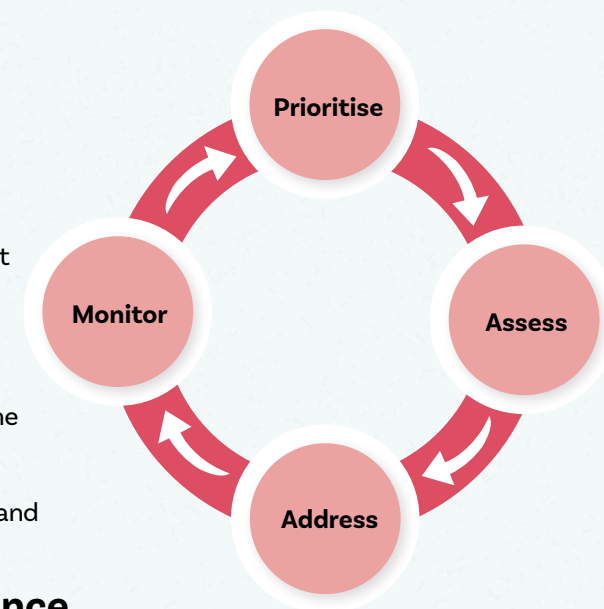
(iii) Address:

- Leverage strategic importance in supplier relationships to determine supplier specific approaches, and apply the controls deemed necessary to mitigate or remove real or perceived risk where identified; and
- Execute supplier action/audit plans;

(iv) Monitor:

- Develop and mature our ongoing due diligence across our supply chain, undertaking wider SMETA⁽¹⁾ auditing programs with key and/or high-risk supply partners where required, and reinforcing our commitment to the membership status at SEDEX to trade with us.

As we continue to develop and refine our approach, we will continue to work closely with Franchise Partners, internal stakeholders and industry bodies such as SEDEX to ensure our timeline of activities, reporting format and action-oriented procurement activities align with Australian and global best practice. Whilst we acknowledge much work remains to be done, we've an ambition to lead the field in Australian retail and franchise services when it comes to a safe, secure and responsible supply chain and related operations.



Vendor Quality Assurance

We work with some of Australia's most iconic and recognisable manufacturing brands. Across our national footprint, we partner with suppliers that are leaders in their own spaces, chosen for their innovative approach to retail and product design as well as their relentless approach to food safety, risk management and ethical business relationship management. Working with us, our supply partners can expect a customer with the utmost regard for ethical dealings, fair commercial frameworks and a robust Australian business primed for growth. In return, we expect the highest standards from our supply partners across food safety, ethics, cultural diversity and a drive for both financial and non-financial benefits.

Suppliers brought into our trading environment are subject to our onboarding protocols, which cover risk assessment, environmental health and safety, modern slavery and a signed commitment to our Supply Partner Code of Conduct. We remain committed to migrating our onboarding processes online with our CRM partner, Salesforce, and have commenced preliminary steps in this regard. It is anticipated that this initiative will bring additional rigour and visibility to our total supply chain, which currently spans circa 750 supply partners.

¹Sedex Members Ethical Trade Audit

Our Coffee Operations

Green (Raw) Coffee Bean Procurement

During FY23 we maintained the trajectory of our green coffee bean sourcing initiative, expanding our existing partnership with Rainforest Alliance and migrating over 94% of our domestic green coffee bean requirements to certified coffee - establishing us as one of Australia's largest buyers of certified coffee.

The Rainforest Alliance standard has four key themes focusing on preventing deforestation, improving farmer livelihoods, improving climate resilience and advancing the human rights of rural communities. The Rainforest Alliance standard operates on an 'assess and address' basis, which requires certificate holders to establish internal committees responsible for assessing and mitigating human rights violations. The role of these committees includes monitoring the farm or farming group for violations, and it has access to training to remediate issues if identified.

Previously we set a goal to transition the entirety of our global green coffee requirements to certified coffee by the end of FY24. Whilst we remain motivated to achieve this outcome, given the increasing global demand for certified coffee, we have modified our expectations. We anticipate our Australian operations' FY24 green coffee bean requirements will be fulfilled by >95% certified coffee.

We also remain committed to further improving our green coffee bean sourcing standards across the entirety of our global operations. During FY23 we commenced work with our international roasting partners to transition our international coffee range to Rainforest Alliance certified coffee, however, supply constraints have delayed progress.

During FY24 we will continue to work with our partners to transition green coffee requirements to Rainforest Alliance certified coffee. Where this is not possible, we will look to partner with reputable suppliers and certification bodies to ensure our standards are maintained.

Single Origins to Support International Women's Day

To celebrate International Women's Day and promote awareness of women in coffee, in 2023 Di Bella Coffee released a single-origin coffee grown and harvested by the Ukani Women's Association from the highlands of Papua New Guinea. Formed in 2010 with the goal of empowering and supporting women to strengthen their communities and promote sustainable farming practices, this association is inspiring a new wave of women in the coffee industry. This initiative was maintained in 2024, with Di Bella Coffee partnering with female farmers from Heuheutenango, Guatemala, to release the La Morena single origin for International Women's Day.

Di Bella Coffee is also proud to be a member of the Australian Chapter of the International Women's Coffee Alliance, which is an organisation that promotes the diversity of women within the coffee value chain.



PEOPLE, PLANET, PROFIT- HOW TO SUMMARIZE THE IMPACT OF RAINFOREST ALLIANCE CERTIFICATION



Source: Rainforest Alliance

QUICK LINKS

[CEO's Message](#)

[RFG at a Glance](#)

[Our ESG Commitment](#)

[Environmental Protection and Resource Conservation](#)

[Responsible Sourcing and Care for Our Supply Chain](#)

[Excellence in Well-Being Across All of Our People](#)

[Healthier Customers, Healthier Communities](#)

[Ensuring a Prosperous RFG](#)



Excellence in Well-Being Across All of Our People



Our Goals

Continuous Improvement

Core to a robust approach to sustainability is a process of continual improvement. While some of our initiatives have deep roots in our culture, others represent more recent steps in our ESG journey. Our objective is to channel our most significant efforts and resources into specific areas where we can create the most positive impact and realise our ambition of ‘supporting the physical, mental, and economic well-being of our team members, Franchise Partners, and their staff’, recognizing that the achievement of our objectives is intricately tied to the well-being of our people.

At the heart of our commitment lies an investment in training and the development of a diverse and inclusive workforce. We strive to mirror our communities, fostering a team passionate about serving and giving back to the very communities we work and live in. Our commitment extends beyond our immediate goals and aligns with the multifaceted aspects of work health and well-being, including cultural considerations, the physical environment, and guiding policies. Our sustainability strategy prioritizes these elements, underscoring their relevance to our business.

Our long-term success and the creation of sustainable shareholder value hinges on our ability to attract, retain and motivate personnel to effectively lead, manage and serve the company in an ever-evolving marketplace. By fostering a workplace and culture that promotes career growth and enables everyone to contribute their full potential, we value the strategic advantages derived from diverse perspectives aligned with our core values and provide enhanced opportunities to realise sustainable success.

Key Performance Indicators

We understand that, in today’s corporate landscape, there is a growing appreciation for sustainability achievements in addition to traditional key performance indicators (KPIs). We have incorporated ESG metrics into all executive management remuneration packages and acknowledge this is a means to bridge the ‘say-do’ gap for a skeptical audience. We are confident that aligning financial incentives with our ESG goals will lead to meaningful progress towards a more sustainable and responsible future for our business.





Learning & Development

Career Growth and Learning

We prioritize sustainability through continuous learning and growth. Our bespoke Internal Leadership & Capability Program empowers employees with tailored training in Leadership, Communication and Negotiation Skills along with several other modules directly relating to both personal and professional development. Through shared activities and ongoing feedback, we measure success by participant engagement and alignment with organisational goals, ensuring a strong future for our team members.

This program not only seeks to elevate team member morale and retention but also aims to cultivate more cohesive teams, boost productivity, and to train future leaders in a manner conducive to a positive working environment. Additional heads of department may suggest specific training to build skills required within their teams fostering a culture of continuous improvement and adaptability. These initiatives are complemented by online and other compliance related training that focuses on the many complexities that exist within the retail and franchising industries our business operates within.

New Academy Day

In order to better bridge the experiential gap between our corporate store teams and Franchise Partners, in 2023 we introduced an initiative that offers our team members the opportunity to gain hands-on experience in connection with the core functions of our retail outlets, such as making donuts, pizza and coffee. This initiative allows team members to fully immerse themselves in brand system culture and operations in a fun and engaging way.

We believe this initiative is likely to contribute to higher employee satisfaction, an improved understanding of our retail operations and the challenges faced at outlet level, together with stronger team cohesion. It's a win-win for both our employees and the company.



Diversity & Gender Equality

We are committed to fostering an inclusive workplace and culture that affords all participants the opportunity to contribute their full potential. Since 2014, our Diversity Policy has encompassed acceptance and respect for both the visible and invisible characteristics that distinguish one individual from another.

We are dedicated to maintaining an inclusive environment free of discrimination, harassment or victimization. We reward excellence based on merit, irrespective of gender, age, cultural or religious background, ethnicity, sexual orientation, disability, or marital/family status. Our focus is on enhancing opportunities for all employees, promoting awareness of the value of diversity, and making unbiased decisions. We support flexible working options, diverse recruitment, and aim to be an employer of choice with structures fostering diversity.

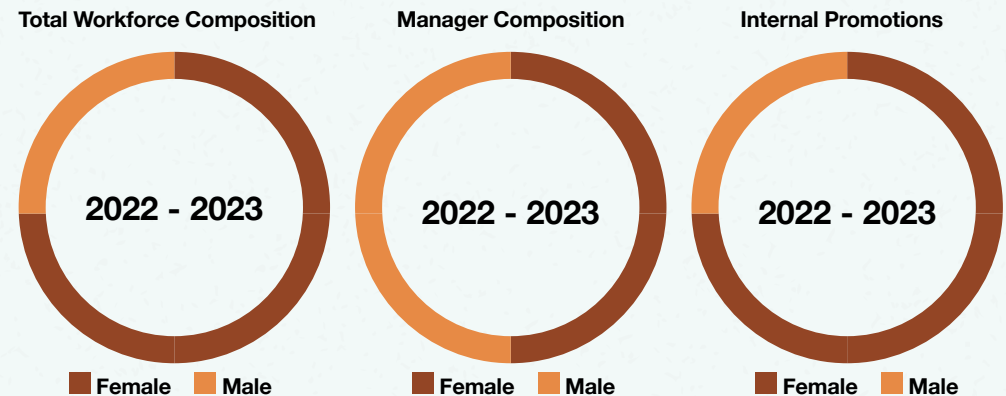
We treat others, including Franchise Partners and other stakeholders, with courtesy and respect, and we actively promote and publish our commitment to diversity on our intranet and website.

Consistent with the principles outlined above:

- All our employees, whatever their gender, have access to the same rewards and recognition, opportunities and resources within our organization. This includes equal remuneration, benefits and allowances for comparable roles with similar responsibilities and equal opportunities for promotions and career progression; and
- We are committed to retaining our best and most talented people regardless of gender, and are proud to confirm that of all internal promotions during the 2022-2023 WGEA⁽¹⁾ reporting period, 75% were female, many of whom work flexibly or remotely in some capacity.

See our Diversity Policy in full [here](#)

During the 2022-2023 WGEA reporting period, women made up 73% of our total workforce and over 50% of our managers. Our median total remuneration gender pay gap was 16.5%, a c.40% reduction on the prior corresponding period.



As well, consistent with the voluntary target recommended by the Australian Institute of Company Directors (AICD), we maintain an objective that the Board of Directors comprise at least 30% female representation. As at the date of this report, the composition of our Board reflects 40% females, exceeding the 30 June 2023 average amongst ASX300 companies of 35.6%⁽²⁾.

Work Flexibility Program

The evolving landscape of work dynamics, influenced by broader societal shifts, has created new opportunities for businesses and employees alike. Embracing flexible work arrangements has moved well beyond a response to the COVID-19 pandemic and now represents a strategic opportunity for unlocking mutual benefits. It involves fostering a culture that recognizes the diverse needs of employees, encourages a healthy work-life balance, and taps into the potential for increased productivity and job satisfaction. By adopting these progressive work practices, we not only enhance adaptability but also cultivate a more resilient and engaged workforce, ultimately contributing to long-term sustainable success.

¹Workplace Gender Equality Agency

²"Gender Diversity Progress Report: March 2023 to June 2023", Australian Institute of Company Directors



A Focus on Health, Safety & Well-Being

Our Offices

Our support office in Robina, QLD, is conveniently located near retail, dining and transportation hubs, facilitating sustainable commuting options. Complimentary end-of-trip facilities, inclusive of showers and bicycle amenities with CCTV coverage, embody our commitment to fostering a healthy and eco-conscious workplace, contributing to our overall sustainability efforts.

To help reduce excessive travel, during 2023 we opened our new Brisbane office as a convenient satellite hub for collaboration. The office is located close to public transport, and to encourage its use, we've not leased any parking spaces in connection with the site.

Attracting Talent Aligned with Our Values

We employ a Recruitment Selection Policy to ensure fair and consistent hiring decisions, fostering a high-quality team crucial for achieving strategic goals. Our talent acquisition strategy integrates traditional recruitment processes with strategic elements like planning, employer branding and internal talent management, prioritizing internal applicants when possible.

Volunteering

We value the positive impact of volunteering on team engagement and well-being, as well as its contribution to our local and global communities. Our commitment extends to facilitating volunteering initiatives, aiming to deliver tangible benefits to both our team members and the communities they live in, aligning with our focus on well-being and sustainability.

Flu Vaccinations and Skin Cancer Checks

As part of our commitment to prioritizing the health and wellbeing of our staff, we offer annual influenza vaccines during the winter months. Given the heightened prevalence of flu in our community during this time, these vaccinations not only aim to protect our employees from potential illness but also contribute to a healthier workplace environment overall.

Living in Australia, where exposure to skin cancer is a significant risk, the importance of proactive skin care measures are necessary. By offering skin cancer checks, we not only address immediate health concerns but also promote a culture of prevention and proactive health management among our staff, ensuring their well-being year-round.

Health, Safety and Well-Being

We strive to promote and embed our 'Think Safe, Work Safe, Home Safe' philosophy through strong leadership, a positive workplace health and safety (WHS) culture, and engaging all team members, contractors and visitors to incorporate WHS into everything they do. We've established robust WHS practices which incorporate induction procedures (for both support office and retail outlet personnel), regular worker consultation, incident management, first aid, ongoing training, emergency preparedness and response.



Reward & Recognition

Celebrating Success

We believe its important to celebrate success and therefore maintain a peer driven reward and recognition program to celebrate and recognize outstanding performance aligned with our guiding principles of 'franchisee first', 'customer obsessed', 'people matter' and 'future focused'.

Incorporating both quarterly and annual rewards programs, staff and internal teams are able to be nominated by their peers for recognition and reward. Winners are selected via a voting process conducted by an impartial committee that includes both senior leaders and volunteer participants sourced from our broader team.

We take pride in announcing our winners at scheduled quarterly and annual 'all team' meetings, where awardees are celebrated for their successes and rewarded for going above and beyond to help us achieve our goals.

Senior Manager Incentive Program

We understand that a quality senior management team is critical for our long-term success.

We therefore maintain a Senior Manager Incentive Program (SMIP) as an important enabler to attract, retain, motivate and ultimately reward key individuals within a framework that aligns their interests with those of our shareholders.

Incorporating both short-term and long-term incentive elements that offer opportunity to earn both cash and RFG shares based on satisfaction of relevant performance criteria, the SMIP has proven a valuable enabler that has assisted retention and recruitment.

Company Store Managers

Company stores are an important and growing part of our business. They offer our team members opportunities to learn new skills and develop their careers in a safe, vibrant and energetic environment focused on driving positive outcomes. They also contribute to our financial success and are intended to be examples of best practice within our franchise network.

We recognize that a quality retail management team is critical for our company stores to achieve successful outcomes and meet the expectations we've set for them. In 2022 we therefore implemented a Company Store Manager Incentive Program (CSMIP) that enables eligible participants to earn quarterly and annual rewards linked to criteria that reflects key drivers of company store performance, together with our operating values and principles. Driving improved outcomes at store level, this initiative has also assisted with retention of quality store managers.



Our Franchise Partners & Their Teams



Consistent with our ‘franchisee first’ philosophy, our commitment to ‘our people’ goes beyond our own workforce and encompasses our Franchise Partners and their teams.

In our pursuit of collective success, we have implemented various initiatives to support our Franchise Partner community and provide them the best opportunity for success. These include the introduction of compelling marketing strategies and new products to boost sales and profitability, a vigilant approach to managing supply chain dynamics and addressing cost of goods pressures, development of improved systems and network communications, together with ‘on the ground’ support.

Employment Laws Compliance

We also recognize the important contribution our Franchise Partners’ team members make to our business as representatives of our brands. We also appreciate that many of them are young, possibly working in their first jobs, and are therefore potentially more vulnerable than others in the workforce. All team members are entitled to fair wages, consistent with relevant Awards, for the work they perform.

In order to better assure us of this, we focus on educating and monitoring our Franchise Partner community, promoting awareness of employment responsibilities, providing communication channels for complaints, and addressing issues promptly and fairly. We integrate measures in our franchise agreements to enforce adherence to relevant employment laws, and provide our Franchise Partners access to third-party experts such as the National Retail Association.

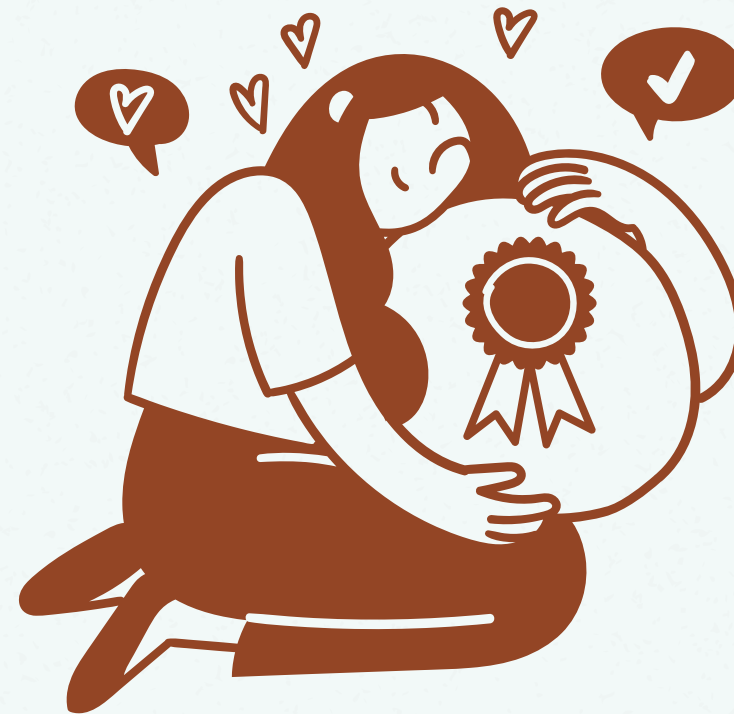
Our wage compliance monitoring framework encompasses fit-for-purpose training and support structures for all stakeholders, together with a robust wage compliance audit process designed to assist Franchise Partners with their obligations as employers. Since establishing this process, we’ve conducted over 1,150 outlet wage audits, with more than \$700,000 in lost wages being returned to team members as a consequence.

Franchise Partner Engagement

Our Franchise Advisory Committees play a pivotal role in the successful functioning of our franchise systems and serve as a key conduit for open communication, collaboration and feedback with and from our broader network. Through regular monthly engagement, their importance lies in providing a platform for Franchise Partners to voice their opinions, share insights and actively participate in decision-making processes that impact their entire franchise network.

Franchise Partner Appreciation Awards

We recognise and celebrate outstanding performance amongst our franchise network across the three key areas of customer service, campaign performance and sales growth via an awards program. Under this program, each quarter, our brand systems recognise performance based on the above criteria.



Experience Recognition

Since our last report, we have welcomed many new Franchise Partners to our brands, some of whom with current brand or industry experience who are moving into business ownership. In recognition of this, an internal skills and knowledge program was launched to recognise prior learning and ensure that individuals are not required to undergo unnecessary training for skills and knowledge they already possess, promoting inclusivity, flexibility and efficiency in education and workforce development.

QUICK LINKS

CEO's
Message

RFG at a
Glance

Our ESG
Commitment

Environmental Protection
and Resource Conservation

Responsible Sourcing and
Care for Our Supply Chain

Excellence in Well-Being
Across All of Our People

Healthier Customers,
Healthier Communities

Ensuring a Prosperous RFG



Healthier Customers, Healthier Communities



Our Quality Focus

Our business operations span diverse communities worldwide, covering various geographic and demographic landscapes. We recognize the significant role we can play in fostering positive outcomes for these global communities by integrating good corporate citizenship and a strong quality focus into our operations.

A crucial aspect of this commitment involves our emphasis on inclusive menus, designed to acknowledge and cater to the diverse nutritional needs and choices of communities across different countries and communities. Our 'Quality Focus' provides for excellence in product quality, food safety and standards, reinforcing our commitment to delivering 'top-notch' products while upholding the highest standards in food safety and giving back to the community.

Product Quality, Food Safety and Standards

We recognize that consumers and employees may be harmed if food safety and quality is compromised, or a health or safety incident arises. The safety of those impacted by our operations is therefore our highest priority. We maintain an experienced franchise management team which implements robust food safety and sanitation practices, occupational health and safety practices, audit programs, customer complaint processes and supplier and Franchise Partner selection protocols and monitoring activities to manage this risk.

Regular Standards Auditing

Ensuring store adherence to food safety and brand standards continues to be a paramount focus for us. We implement a regular cycle of auditing for all outlets, encompassing comprehensive assessments of both food safety protocols and adherence to our brand standards. This diligent approach underscores our commitment to maintaining the highest standards in every aspect of our operations. By consistently auditing and upholding these crucial elements, we not only better assure ourselves of compliance, but also reinforce our dedication to delivering a consistent and quality experience across all our outlets.

Support for New Food Safety Standards

In December 2023 new national food safety standards came into effect. Our outlets, Franchise Partners and their team members were supported by consistent and regular communication, updated guidelines and resources to ensure a seamless transition and compliance with the enhanced standards. We also provided modules on our learning system to better enable outlets to be compliant with food handler training requirements. This proactive measure reflects our commitment to upholding the highest levels of food safety across all our operations.





Improving our Systems

Taking Quality, Safety & Innovation to the Next Level

The work involved in managing the safety of our foods, the assurance of vendor quality from suppliers, and increasing legislative requirements is more important than ever following the introduction of new Plain English Allergen Labelling (PEAL) requirements. In 2023, we appointed a Senior Food Technical Specialist and an accredited practicing Dietician to support this important compliance area. These appointments have transformed how we deliver end-to-end product information flow from ingredient supplier through to product nutritional and advisory information to the consumer.



Using the FoodWorks online software platform as a central recipe and nutritional management engine, we are progressing towards automated integration of supplier specifications and the dynamic updating of all web and point of sale (POS) based information provision to customers. This initiative has provided significant improvement in available time for innovation and new product development by removing this work requirement from our highly skilled development team.

Amendments to the Food Standards Code have placed a new emphasis on mandatory food handler training at all stores. Our internally developed and provided training platform has received approval from a state government health department after a national roll out using our RIOT (RFG Information & Online Training) online training portal, which also captures outlet and employee level training compliance.

This upskilling and general food safety knowledge improvement for our entire business has been delivered through the development and company-wide publishing of a dedicated SharePoint communications site.



The site also hosts all company documentation in a controlled library and is designed to assist progression to SQF Food Safety Certification (A Global Food Safety Initiative - endorsed program)

Our Food Safety team has utilized existing internal business systems to map information and provide a dynamic picture of our customer satisfaction level and real time management of food related incidents directly with outlets or suppliers. The weekly review of performance drives longer term action all aimed at improving our customers' experience with our brands.





Initiatives at Brumby's Bakery

Movember and Brumby's 'Mo Loaf'

We've partnered with a number of charitable organizations in order to help raise awareness for the causes they support. During November 2023, Brumby's again partnered with Movember, inviting customers to 'break bread with a mate' and helping to shed light on men's mental health issues. A key component of the collaboration was the use of a Movember 'flour moustache' for a consecutive year, creating the 'Mo Loaf'. 30 cents from every Mo-Loaf was donated, helping to contribute \$75,000 for the cause. Over Brumby's three-year partnership with the charity, \$200,000 has been contributed to Movember.



Inclusive Menus - Brumby's "A Bread for Every Body"

Recent consumer insights and brand health tracking data has shown us that our consumers are hungry for more health focused options when it comes to bread loaves. When surveying our Brumby's Reward Club members, the top responses included bread loaves that are high in protein and/or fibre.

So, in September 2023, Brumby's launched the "A Bread for Every Body" campaign, which aims to highlight healthier bread choices for customers. The campaign featured three loaves from our Healthier Options menu: High Fibre Low GI, Mega Protein and Low Fodmap.

HIGH FIBRE LOW GI LOAF

The High Fibre Low GI Loaf, one of Brumby's most loved products, is perfect for school lunches. The High Fibre Low GI Loaf tastes just like a traditional white bread, however, is full of fibre for healthy digestion and is low GI for longer lasting energy.

MEGA PROTEIN LOAF

The Mega Protein Loaf is packed with 13.8g of protein per 100g, which is over 60% more protein than a standard white loaf. This loaf is perfectly suited to those who maintain an active lifestyle and are looking to add additional protein to their diet.

LOW FODMAP LOAF

Brumby's Quinoa & Linseed Loaf is Monash University Low FODMAP Certified™, giving customers the option to enjoy bread whilst following a low FODMAP diet.

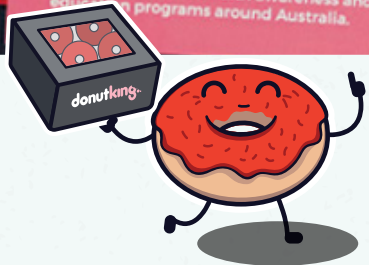




LIVIN Donuts & Seasonal Menus

LIVIN with Donut King

Donut King similarly partnered with LIVIN in 2023 to help raise mental health awareness and assist in raising funds to further educate the youth of Australia on this critical issue. Donut King turned its donuts LIVIN red for a month and pledged \$1 from every box pack sold, raising \$100,000 for this important cause. This donation went towards funding life-changing conversations through LIVIN's educational programs in schools, workplaces and community groups across Australia.



Crust - Seasonal Menus & Reduced Sugar Drinks

We prioritize offering diverse food options that respond to individual preferences and nutritional requirements. Our ongoing efforts include featuring more seasonal ingredients and toppings across the Crust menu and introducing a selection of reduced-sugar drinks.

In October 2023, Crust's Seasonal Menu emphasized in-season ingredients and toppings, along with our existing gluten-free, low-carb and plant-based alternatives. Additionally, in November, Crust expanded its reduced sugar drinks range with the introduction of Fanta Raspberry No Sugar. Looking ahead to later in 2024, Crust plans to continue expanding its reduced sugar drinks menu to provide more choices for customers.





Beefy's Gluten Free Range

Aligned with a commitment to provide nutritional choices and foster inclusivity while contributing to the well-being of communities, Beefy's Gluten-Free range stands as a noteworthy addition to our brand portfolio commitment to satisfying individual preferences and providing community support.

In 2013, Beefy's co-founder Mark Hobbs embarked on a mission to craft the perfect gluten-free meat pie and sausage roll.

Beefy's gluten-free steak pie clinched a prestigious gold medal at the 2014 Great Aussie Pie Competition, marking the start of a series of accolades for the brand's gluten-free range.

Over the years, Beefy's gluten-free offerings have expanded to include snack-size and lunch-size pies and sausage rolls, featuring flavors such as 'Signature Steak' and 'Steak, Bacon, and Cheese'. The gluten-free options extend beyond savory treats to encompass hot chips and sweet indulgences like gluten-free lamingtons.

All Beefy's gluten-free pies, sausage rolls and sweets adhere to stringent production practices. Produced on dedicated or carefully sanitized shared equipment that undergoes systematic cleaning and inspection before each production cycle, Beefy's gluten-free range is individually packaged to eliminate cross-contamination risks. Beefy's gluten-free products also proudly bear the endorsement of Coeliac Australia, underscoring a commitment to quality and safety.



QUICK LINKS

[CEO's Message](#)

[RFG at a Glance](#)

[Our ESG Commitment](#)

[Environmental Protection and Resource Conservation](#)

[Responsible Sourcing and Care for Our Supply Chain](#)

[Excellence in Well-Being Across All of Our People](#)

[Healthier Customers, Healthier Communities](#)

[Ensuring a Prosperous RFG](#)



Ensuring a Prosperous RFG



Ensuring a Prosperous RFG

Our Ambition

Ensuring an appropriate governance framework that incorporates the highest standards of behaviour and ethics to continue delivering a prosperous organisation.

We recognize that good corporate governance is critical to our success. The Board has in place governance practices it considers to be the most appropriate for RFG and its controlled entities, and is committed to holding the company to the highest standards in behaviour and ethics. Key documents relating to our corporate governance practices can be found on the Corporate Governance [webpage](#) in the Shareholders section of our website.

Corporate Governance Statement

We report annually on our corporate governance practices and response to the Australian Securities Exchange's Corporate Governance Council's Governance Principles & Recommendations. A copy of our most recent Corporate Governance Statement can be found [here](#).

Enhancing the Board

The Board seeks to ensure that its combination of members provides an appropriate range of experience, expertise, skills, diversity and attributes relevant to the company and its business to enable it to carry out its obligations and responsibilities. During 2023 the Board was enhanced by the appointments of Mick Bulley and Jacinta Caithness as non-executive Directors, each of whom complement the breadth of capability and experience on the Board and ensure RFG remains appropriately structured and resourced to support the strategic oversight and ongoing governance requirements of the group.

Board Composition

As at the date of this report, the RFG Board comprises 5 Directors, 3 of whom are considered independent:



Peter George: Executive Chairman

Mr George joined the Board as a non-executive Director in September 2018 and was appointed Executive Chairman on 7 November 2018. He has had a successful 30-year career as a senior executive and non-executive Director. Mr. George has previously led the restructuring and merger of PMP Limited as Managing Director from 2012-2017, and served as Executive Chairman of Nylex Limited from 2004-2008 and Managing Director of B Digital Limited from 2004-2006. Mr George was also a non-executive Director and Chair of the Audit and Risk Committee of Isentia Group Limited (between April and September 2021) and Asciano Limited (from 2007 - 2016), and a non-executive Director of Optus Communications from 1994 - 1998. He is currently also non-executive Chairman of Booktopia Group Limited (December 2022 to present).



Our Non-Executive Directors



David Grant: Independent Non-executive Director

Mr Grant was appointed a non-executive Director on 25 September 2018. He is an experienced public company director with a broad financial and commercial resume. He is currently a non-executive Director of EVT Limited (formerly Event Hospitality and Entertainment Limited) and The Reject Shop Limited. Former directorships include A2B Australia Limited (where he also briefly served as Executive Chairman), iiNet Limited, Consolidated Rutile Limited and Murray Goulburn Cooperative Limited (including its associated listed unit trust). Mr Grant has deep experience chairing key board subcommittees, especially in relation to audit and risk, and assumed Chairmanship of RFG's Audit & Risk Management Committee contemporaneously with his appointment to the Board. He is also Chairman of RFG's Nominations & Remuneration Committee. Mr Grant's executive career included extensive food industry experience through a range of accounting, finance and commercial roles with Goodman Fielder Limited, including the position of Group M&A Director. He was also Chief Financial Officer of Iluka Resources Limited



Kerry Ryan: Independent Non-executive Director

Ms Ryan joined the Board in August 2015. Ms Ryan holds a Bachelor of Laws and Bachelor of Arts from the University of Melbourne. She is an experienced non-executive director across listed, private, government and not-for-profit sectors and spanning a range of consumer facing industries which, besides retail, includes professional services, AFL, leisure management, and education. Ms Ryan's professional background is in commercial law, which she practised for over 20 years. She is a former partner at international law firm, Norton Rose Fulbright, where she worked predominantly in the consumer markets area with a focus on franchising. She has substantial international experience, including on-the-ground experience in Asia, and has worked with many well-known retail, food and beverage organisations in relation to their international business dealings. Ms Ryan is currently a non-executive director of building services company, A.G. Coombs, and is a former non-executive director of Aligned Leisure, a subsidiary of the Richmond Football Club, which runs its leisure management business. Ms Ryan is also an external member of the Parliament of Victoria's Audit and Risk Committee. In the not-for-profit sector, Ms Ryan is Vice President and non-executive director of Kids First Australia and is a non-executive director of Mental Health First Aid International. Previous board roles include Richmond Football Club and CPA Australia. Ms Ryan brings legal and regulatory, corporate governance and risk management skills to the Board, combined with a people and consumer focus. Ms Ryan is a member of both RFG's Audit and Risk Management Committee and Nomination and Remuneration Committee.



Our Non-Executive Directors (Continued)



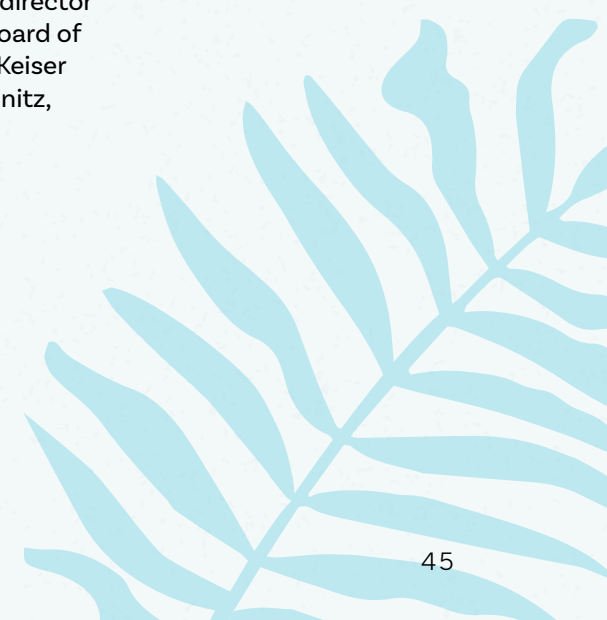
Michael Bulley: Non-Executive Director

Mr Bulley was appointed to the Board on 13 March 2023. Mr Bulley holds extensive retail and small business experience. Having established his first business venture in 1989, an independent doughnut shop, he grew that business to four stores over the following decade. He then identified enhanced scope for business growth under the Donut King brand system, and in 2002, commenced conversion of his stores to Donut King. Since that time, Mr Bulley has opened six new Donut King stores, and has reinvigorated a further six outlets across multiple RFG Brand Systems. He was also a founding member of the Donut King Franchise Advisory Council and is a qualified pastry chef. He is passionate about developing systems and processes to improve retail business performance, whilst empowering young team members to achieve success within his retail store portfolio.



Jacinta Caithness: Independent Non-Executive Director

Ms Caithness was appointed to the Board on 25 September 2023. Ms Caithness has over 20 years' experience in the retail industry and has worked with some of Australia's leading brands. She developed the franchise strategy and recruitment methodology for Boost Juice and Salsas at Retail Zoo, appointing over 160 franchisees within the domestic network over a five-year period. Later, as CEO International and Board member, Jacinta expanded the Boost business globally with the appointment of 18 master franchisees across 36 countries on 5 continents. Jacinta's achievements have been recognised independently with several awards, including AFR Boss Young Executive of the Year and Telstra Young Businesswoman of the Year. She is an experienced non-executive director having served on the board of Ventura Bus Lines since October 2016 and previously on the board of former ASX listed Silk Laser Australia Limited. Jacinta also serves on the Advisory Boards for Keiser Australia and Hattch, and was formerly a member of the Advisory Boards established by Schnitz, Empty Esky and Fuse Recruitment.



Positioning for Sustainable Growth



A Team to Harness Growth

One of our strengths has been the development of a strong management team and talented staffing complement. We were therefore fortunate to have been in a position to promote from within when selecting Matt Marshall as Chief Executive Officer in early 2023 (to take effect 1 July 2023). Matt is an exceptional leader and strategist who has played an integral role in implementing our 'franchisee first' and customer centric values and strategies, whilst driving strong operational outcomes in difficult retail environments. He is supported by a highly capable and experienced management team bolstered by recent appointments, including highly credentialled CFO Rob Shore, providing the Company with an appropriate blend of 'RFG tenure' and new perspectives that will serve it well as it seeks out sustainable value creation for the Company's stakeholders.

Sustainability Policy

We recognize the importance of implementing sustainable strategies to equitably meet our current needs without jeopardising the ability of future generations to meet their own needs. We also recognise that we can do this by taking appropriate steps to preserve and protect the ecosystem, natural resources and people impacted by our business and supply chain. See our Sustainability Policy in full [here](#).

Environmental Statement

We recognise the challenges and opportunities that environmental sustainability poses for the communities in which we operate. We acknowledge our responsibility to help protect the planet and are committed to building a more sustainable and inclusive world by minimising the impact of our activities on the environment. We are motivated to become a leader in sustainable practices and to foster a culture of ethical behaviour and social responsibility that inspires others to work towards a more socially responsible and environmentally conscious world. See our Environmental Statement in full [here](#).

Modern Slavery

We support every individual's right to live and work freely and oppose all forms of modern slavery. We also recognise the important role that all businesses can play in positively contributing to the reduction and ultimate elimination of modern slavery practices. We have developed a framework to better manage modern slavery risks within our business and supply chains, supported by our Policy Regarding Modern Slavery Practices which, among other things, demonstrates our opposition to all forms of modern slavery. See our 2023 Modern Slavery Statement [here](#).

Sustainable Packaging Policy

The March 2023 adoption and implementation of our Sustainable Packaging Policy represented a pivotal step in our commitment to responsible business practices. Acknowledging the significant role packaging plays in our operations, we are dedicated to achieving outcomes that not only reduce our environmental impact but also enhance resource efficiency, minimize landfill, and better inform our customers.

Our policy applies to all workplace participants, and we expect our Franchise Partners, Master Franchise Partners and supply partners to align with the principles it establishes. Emphasizing the importance of sustainable packaging design, we engage with stakeholders, encourage innovation and apply sustainable packaging guidelines to all new developments.

As a signatory to the Australian Packaging Covenant, we actively support its goals of optimizing resource recovery and preventing the impacts of fugitive packaging on the environment. Our commitment extends to observing our obligations as a member of APCO and playing our part to help achieve Australia's 2025 National Packaging Targets. See our APCO Annual Report and Action Plan [here](#).



Key Governance Documents & Practices

Internal Code of Conduct

We are committed to fostering a workplace environment that promotes best practice and ensures that all participants observe the highest standards of behaviour and conduct. Our Code of Conduct outlines the standards of behaviour and conduct expected from workplace participants having regard to our underlying desire to maintain a workplace culture incorporating the following values: respect for others; honesty, integrity and accountability; leadership and teamwork; diligence and care in the performance of duties; and an acknowledgment of the service-orientated nature of our core franchising and other businesses. Our Code of Conduct can be found [here](#).

Anti-Bribery Policy

We are committed to fostering a culture of ethical behaviour, corporate compliance and risk management. We expect our team members to do the right thing and to comply with applicable laws, codes and policies and maintain a zero-tolerance approach to bribery, corruption, fraud or dishonest conduct. Our policy also ensures that any breaches of this policy are reported to the Board (no such breaches occurred during FY23). View our Anti-Bribery & Corruption Policy in full [here](#).

Enhancing Our Compliance Framework

During 2023 we implemented a range of initiatives to improve compliance related governance and outcomes within our business and operations. This included the introduction of new policies (including a formal Competition & Consumer Law Compliance Policy to better demonstrate our commitment to compliance with key laws relevant to our operations, a Corporate Store Sale Policy to better regulate the processes associated with the sale of company stores, and a Marketing Fund Policy to enhance governance in connection with the Marketing Funds we operate) and internal training regimes, developed in partnership with a leading national law firm, in relation to the legal aspects of key parts of our business.

Payment Times Reporting and Compliance

As the franchisor for hundreds of small businesses operated by our Franchise Partners throughout Australia, we understand the importance of cash flow and prompt payment times to small business operators. We are fully compliant with lodgments under the Federal Government's Payment Times reporting Scheme which aims to improve payment times for Australian small businesses. The scheme requires large businesses and large government enterprises to report their small business payment terms and times and:

- Makes information about large businesses' payment performance available to the public;

- Helps small businesses decide whom to do business with; and
- Creates incentives for improved payment times and practices.

Our Complaints Handling Policy

Everyone has the right to complain and to be treated with respect when they do. Prompt resolution of complaints regarding our compliance with the Franchising Code of Conduct ('Code') and Australian Consumer Law ('ACL') is also a priority for us. Consequently, as part of a broader update to our compliance framework we established a Complaints Handling Policy in 2023 which is designed to ensure that such complaints are managed through an effective and consistent process that contemplates the following objectives:

- To set a standard for treating all complaints regarding our compliance with the Code or ACL with due care, fairness, integrity and objectivity;
- To promote confidence in our organization and the franchise systems which we manage;
- To reduce costs for relevant parties by resolving complaints as quickly and efficiently as possible;
- To develop and maintain a positive complaint management culture; and
- To protect our brands and reputation for the benefit of all stakeholders therein.

Shared with Franchise Partners and all employees, our Complaints Handling Policy establishes an effective means for Franchise Partners to raise complaints with us regarding our compliance with the Code and ACL and complements the dispute resolution procedures provided for in the Code.

Ethical Marketing Strategies

By observing appropriate marketing ethics, we strive to engage with credibility, encourage customer loyalty, increase market share, and improve sales and revenue in an ethical way. We abide by the various Codes of the self-regulated system established by the Australian Association of National Advertisers (AANA), which includes:

- a Code of Ethics;
- a Children's Advertising Code;
- a Food and Beverages Code; and
- an Environment Claims Code.

Whilst not an active member of the AANA, our brands and marketing material are subject to the referral and complaints process managed through its sister body, Ad Standards.



Data Privacy & Security

Building on our commitment to data privacy and security, since our last report we have continued to prioritize the safeguarding of personal information for our customers, Franchise Partners, staff and shareholders. In alignment with the Australian Cyber Security Centre principles and framework, we acknowledge the evolving landscape of cyber threats and our responsibility to stay ahead of potential risks.

To enhance our cyber security posture, we have consistently pursued a strategy of continuous improvement and risk reduction across all IT functions. Leveraging the latest available technology, we have streamlined our processes, human resources and financial efficiencies.

In our pursuit of environmentally responsible practices, our IT team has ensured the secure destruction of all end-of-life hardware via a secure destruction service provider who certifies the destruction before recycling or disposal. This proactive approach underscores our dedication to securely managing end-of-life IT assets and mitigating any potential risks associated with data storage devices.

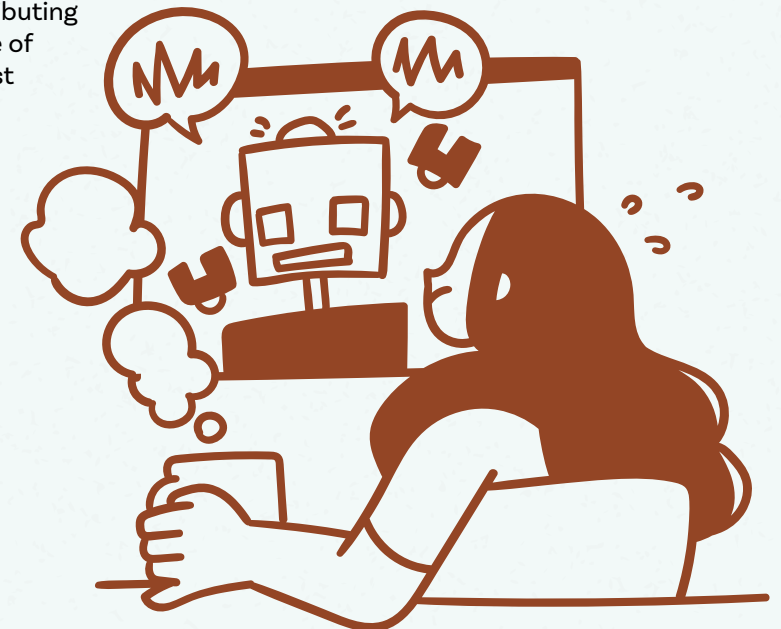
As we continue to evolve our digital customer experience across all our brands with a more personalized approach, we remain vigilant in maintaining responsible marketing practices and compliance with current laws and consumer data expectations. We reaffirm our commitment to providing customers with peace of mind, ensuring that any data shared with us remains confidential and secure.

Building upon our past successes, we remain dedicated to staying at the forefront of technological advancements, continuously evaluating and improving our systems to uphold the highest standards of data privacy and security. We are proud to report that, to date, there have been no material information security breaches, and we remain focused on sustaining this record through ongoing diligence and innovation. We invest in continuous training and development programs for our IT staff to enhance their skills and capabilities, fostering a culture of innovation and professional growth.

Our IT governance framework ensures transparency, accountability and ethical conduct in the management of IT resources and operations. Governance practices include:

- **Compliance and Risk Management:** We adhere to regulatory requirements and industry standards governing IT operations, implementing robust risk management processes to mitigate cybersecurity risks and ensure business continuity;
- **IT Governance Oversight:** Our IT governance structure includes regular audits, assessments and governance to provide oversight and guidance on IT strategy, policies and initiatives; and
- **Stakeholder Engagement:** We actively engage with stakeholders, including Franchise Partners, employees, regulators, and partners, to solicit feedback and input on IT-related matters, fostering trust and collaboration.

Furthermore, as part of our ongoing commitment to maintaining a robust cybersecurity posture, we prioritize the empowerment of our staff through continuous education. Recognizing the critical role employees play in safeguarding our systems and data, we consistently educate them about identifying and responding to potential threats. This proactive approach ensures that our team remains vigilant and well-prepared in the ever-evolving landscape of cybersecurity, contributing to the overall resilience of our organization against potential risks.



Important Note

This report contains summary information about current environmental, social and governance (ESG) activities of Retail Food Group Limited ACN 106 840 082 and its subsidiaries (RFG, the company or group) as at the date of publication of this report, unless otherwise stated. The information in this report is of a general nature and does not purport to contain all the information that a prospective investor may require in evaluating a possible investment in RFG. It should be read in conjunction with RFG's other periodic and continuous disclosure announcements lodged with the Australian Securities Exchange, which are available at www.asx.com.au.

NO RESPONSIBILITY FOR CONTENTS OF REPORT:

To the maximum extent permitted by law, RFG, its related bodies corporate and their respective directors, officers, employees, agents, advisers & representatives:

- Make no representation, warranty or undertaking, & accept no responsibility or liability, express or implied, as to the adequacy, accuracy, completeness or reasonableness of this report or any other written or verbal communication transmitted or made available to any recipient hereof; and
- Accept no responsibility for any errors in, or omissions from, this report, whether arising out of negligence or otherwise.

FORWARD LOOKING STATEMENTS:

This report contains forward-looking statements, including statements of current intention, statements of opinion, and predictions as to possible future events and prospects (including financial prospects). Forward-looking statements include those containing words such as "anticipate," "believe," "expect," "project," "forecast," "estimate," "likely," "intend," "should," "could," "may," "target," "plan," "consider," "foresee," "aim," "will" and other similar expressions. Such statements are not statements of fact, and there can be no certainty of outcome in relation to the matters to which the statements relate. Forward-looking statements involve known and unknown risks, uncertainties, assumptions and other important factors that could cause actual outcomes to be materially different from the events or results expressed or implied by such statements, and outcomes are not all within the control of RFG. Statements about past performance are not necessarily indicative of future performance. Neither RFG nor any of its subsidiaries, affiliates and associated companies, or any of its or their respective officers, employees or agents ("Relevant Persons") makes any representation, assurance or guarantee as to the accuracy or likelihood of fulfillment of any forward-looking statement or any outcomes expressed or implied in any forward-looking statement. The forward-looking statements in this report reflect views held only as at the date hereof, and except as required by applicable law or the ASX Listing Rules, the Relevant Persons disclaim any obligation or undertaking to publicly update any forward-looking statements, or discussion of future financial or other prospects, whether because of new information or future events.

NO OFFER TO SELL OR INVITATION TO BUY:

This report does not, & should not be considered to, constitute or form part of any offer to sell, or solicitation of an offer to buy, any shares in RFG in any jurisdiction, & no part of this report forms the basis of any contract or commitment whatsoever with any person. Distribution of this report in or from certain jurisdictions may be restricted or prohibited by law. Recipients must inform themselves of & comply with all restrictions or prohibitions in such jurisdictions. Nothing in this report is intended to be relied upon as advice to investors or potential investors, who should consider seeking independent professional advice depending upon their specific investment objectives, financial situation or particular needs.

