Hewitt
Creating Sustainable Foods

Sustainability Report

2025





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ACKNOWLEDGEMENT OF COUNTRY

Our collective family at Hewitt, was raised across many places and communities across Australia. These lands hold special significance as the ancestral territories of Aboriginal and Torres Strait Islander language groups and peoples, many of whom our ancestors worked alongside throughout history.

In recognition of this, we respectfully acknowledge the Traditional Custodians and their enduring connections to the land, sea, and community. We also honour the ongoing cultural, spiritual, and educational practices of First Nations people and express gratitude for their continuing dedication to caring for this land.

We commit to upholding and honouring these values into the future. We commit to strengthening historical ties by seeking to advance our nation collectively. And we commit to walk together towards reconciliation, side by side on this land, addressing the issues that can bring us closer as a nation.



ABOUT THE 2025 SUSTAINABILITY REPORT

Hewitt is a privately owned and operated primary sector producer, processor, manufacturer and distributor with operations in Australia, South America and the United States (US). In late 2025, Hewitt assumed full control of HF Vermont (formerly NPC Processing), joining with our administrative and sales function in Hewitt Foods USA (formerly Oasis International Services). As this occurred at the end of 2025, this report is primarily based on data collected from Australian operations. References to the expansion of HF Vermont and Hewitt Foods US (Oasis) are included where relevant.

This report covers the sustainability performance using our internal operating and governance framework of People, Environment, Performance and Product (PEPP) across the fiscal year of Jan 2025 to December 2025. The Sustainability report has been developed with guidance from the Global Reporting Initiative (GRI) standards for the agricultural sector (13). We aim to provide reliable and transparent disclosures representing our operations, commitments and third-party producers, for customers and key stakeholders.

The Hewitt board has reviewed the 2025 Sustainability Report and approved its publication. All content within this report is based on information available prior to the date of publication. The content has not been independently verified but has been subject to detailed internal review, using all reasonable care to state accurate facts and reasonable opinions.

The content includes some forward-looking statements which, by their nature, may change and no representation or warranty is made as to the fairness, accuracy or completeness of the information and opinions contained in this Report.

We value feedback. Please forward any comments on this report or requests for additional information to info@hewittfoods.com.

The legal entities incorporated into this report, unless otherwise stated, include:

- **"Hewitt"** refers to Sapphire Cattle Company Pty Ltd and its controlled entitles within Australia at a group level as at 31 December 2025 including Hewitt Agribusiness and Hewitt Foods.
- **"Hewitt Agribusiness"** refers to Hewitt Agribusiness Pty Ltd.
- **"Hewitt Foods"** refers to Hewitt Foods Pty Ltd.

The following entities are within the Hewitt group, but excluded from the reporting period:

- **"Hewitt Foods USA"** refers to Hewitt Foods USA LLC.
- **"HF Vermont"** refers to HF Vermont LLC.



“We’re on a journey to be the world’s most sustainable meat producer.”

01

CEO message

At Hewitt, our commitment to feeding the world with a system that lasts forever shapes the choices we make every day.
Across our ethical supply chain, one simple approach guides us: treat the land well, treat people well and treat animals well. This philosophy continues to drive our growth and support our customers, partners, and communities.

Sustainability is integrated into everything we do. It underpins how we manage risk, how we invest and how we plan for the future. Our sustainability strategies guide our decisions and strengthen the long-term value we create for our stakeholders.

In 2025, we continued to build on this commitment. We advanced animal welfare, expanded sustainable farming practices and invested in systems that improve transparency and traceability. We also made progress in sustainable packaging and waste reduction, helping us better understand our impacts and improve the way we operate.

Thank you to our dedicated teams and partners around the world who share our commitment and responsibility to sustainable practices and progress.

This year’s Sustainability Report highlights the actions we are taking to bring our sustainability vision to life, protecting our environment today while building a positive legacy for the communities we serve.

With a clear purpose and a strong foundation, we move into our next strategy cycle (2026–2028) with confidence. We remain focused on sustainable growth, building a system that lasts forever, and advancing our ambition to grow tenfold in ten years.

Mick Hewitt

Group Chief Executive Officer and Managing Director

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Who we are

Hewitt has its roots in Central Queensland, where two brothers built the foundations of what has grown into the global, integrated meat producer it is today. Guided by strong values and a long-term vision, Hewitt has evolved from family-based operations into a diversified, international business.



Today, Hewitt operates a multi-protein, vertically integrated supply chain, with operations spanning Australia, the United States and South America. This integrated model enables greater oversight, consistency and resilience.

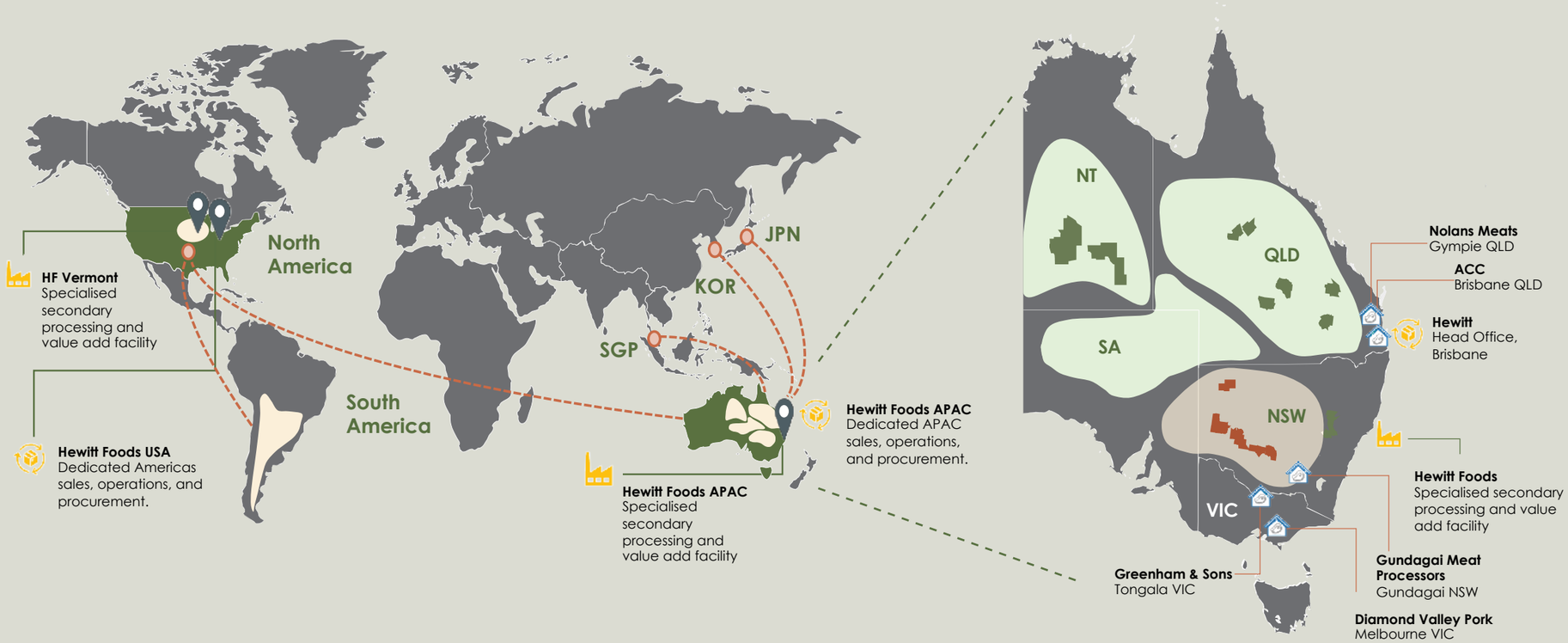
Australia's variable climate and diverse landscapes require adaptive and region-specific management approaches. Hewitt operating systems are tailored to local conditions. These practices support animal health and welfare, promote resilience and consistency across all operating environments.

This approach is reflected across our Australian supply chain. More than 70 per cent of our Australian supply chain meets accredited Organic standards. In 2025, the business experienced significant expansion within our South American supply chain. This expansion was undertaken to support increasing demand from United States customers and to further strengthen capacity at a global level.

Hewitt remains grounded in its local production while operating at a global scale, creating a supply chain that is resilient, well-governed and aligned with a long-term vision for a food system that lasts forever.

WHERE WE OPERATE

2025 ESG Reporting Boundary: Hewitt comprises a strategic global network with diversified high claims procurement coverage and dedicated manufacturing capabilities.



Legend

- Hewitt Foods Operations
- Sales Regions
- Production/Procurement Regions
- Cattle Procurement Regions
- Sheep Procurement Region
- Key Operating Countries
- Sales/Export Regions
- Hewitt Cattle Properties
- Hewitt Sheep Properties
- Primary Processing Partners
- Value Add Facility

Hewitt's agricultural footprint extends across approximately 2.4 million hectares in Australia, with operations located throughout Queensland, New South Wales and the Northern Territory.

Sheep operations are primarily based in New South Wales, while cattle properties are located across Queensland and the Northern Territory, allowing for geographic diversity and year-round production.

Hewitt has experienced significant growth in 2025, with expansion in both scale and geographic presence. Headquartered in Brisbane, Australia, Hewitt operates an integrated livestock supply chain across four Australian states, South America and the US with operational teams also engaging with customers across the Asia Pacific region.

US growth

The year 2025 marked an important milestone for Hewitt, with the integration of HF Vermont into the broader business. This operation plays a complementary role within Hewitt's global platform, strengthening the company's presence in the US and supporting a more integrated, end-to-end international supply chain.

HF Vermont operates as a multi-protein secondary processing and manufacturing business located in Burlington, Vermont, USA. The facility specialises in the processing, cooking and preparation of retail-ready protein products. Teams also provide support across sales, clearance and distribution. This capability enables closer customer engagement and the efficient movement of chilled and processed products across the US.

Asia Pacific and South America

Hewitt continues to expand its footprint across South America and Asia Pacific, strengthening our global supply operations and strategic trading partnerships to meet rising customer demand for high-claims protein.

Our brand license program is extending our reach across South East Asia, supported by new importer and retail partners in Vietnam, Singapore, Thailand and the Philippines.

We are growing our third-party supplier network in South America, through procurement partnerships with organic cattle producers in Paraguay and Uruguay.

Across all regions, our producers meet Hewitt's global standards for quality and animal welfare and work closely with us to uphold these standards throughout the supply chain.



WHAT WE DELIVER

Hewitt delivers responsibly produced protein across retail, independent butchers and the foodservice sector. Our consumer brands include Cleaver's Organic, Organic Rancher, Roundstone, Borrowdale Free Range Pork, Warilba Organic Lamb and The Organic Meat Co. The portfolio meets a variety of customer and consumer needs while sharing a common commitment to animal welfare, traceability and product quality.

- BEEF
- PORK
- LAMB
- CHICKEN

Hewitt supplies tens of thousands of tonnes of protein annually across a range of species and formats, including beef, pork, lamb and poultry. Beef represents the largest share. A significant proportion of the portfolio is produced under certified organic, free-range or welfare aligned systems, supported by recognised certification schemes. All products are underpinned by end-to-end traceability, with animals tracked from farm through processing and distribution, and by robust food safety and animal welfare protocols.

Products are primarily supplied to customers across Australia and the US, with selected brands also distributed to other international markets. Sustainability is embedded in product design and delivery through clear production standards, independent verification and ongoing investment in quality systems and supply chain oversight.

Our consumer brands

Cleaver's Organic
Australian Raised Borrowdale Free Range Pork
Warilba Grass Fed Organic Lamb
The Organic Meat Co.
Roundstone Established 1908
Organic Rancher

03
People

We are committed to fostering a positive and inclusive workplace culture, guided by our values of excellence, integrity and resourcefulness. As Hewitt's global footprint expands, the health, safety and wellbeing of our people remain our highest priority across every part of our operations.

We continue to invest in the systems needed to support our growth and strengthen our culture. Building on our strong family heritage, we focus on attracting and retaining top talent and supporting their development.

Our team represents several nationalities and languages, reflecting the communities we serve and the regions where we operate. We are proud of the strong female representation across our operations and remain committed to equal opportunity at every level of the organisation.

Our connection to regional, rural and remote Australia is central to who we are. We partner with local communities to strengthen social and economic wellbeing and honour local heritage.



OCCUPATIONAL HEALTH AND SAFETY

We are committed to ensuring the health and safety of our workforce, partners and stakeholders. Safety is a top priority for our business and we continue to pursue continuous improvement across all of our sites.

Recordable work-related injuries halved over the past 12 months, resulting in our lowest rate in five years. This improvement is noted in the context of 2024, when the safety team actively encouraged increased incident reporting, resulting in a higher number of injuries being recorded regardless of severity.

Table 1: Occupational health and safety across all Australian sites from 2021-2025

Topics	2021	2022	2023	2024	2025
Number of fatalities as a result of work-related injuries	0	0	0	0	0
Number of high-consequence work related injuries (excluding fatalities)	1	1	0	2	0
Number of recordable work-related injuries	44	72	63	92	39
Number of lost time incidents (LTI)	9	5	8	6	8
Number of hours worked	NA	331,637	527,600	536,135	472,940

Recorded work-related injuries halved over the past 12 months - our lowest rate in five years.

We developed new animated training videos focused on Fatal Risks and Critical Controls, tailored for both Hewitt Agribusiness and Hewitt Foods. We also rolled out additional learning opportunities identified through mid-year reviews to further support and develop our teams.

A key highlight was the launch of Your Reason Why, a safety campaign connecting good decision making to the people and passions that employees go home to.

We continued to deliver our annual safety programs, supporting consistent awareness and engagement across Hewitt. These initiatives have contributed to measurable improvements in safety performance.



SPOTLIGHT

Safety Leader of the Year

Tony Truelson

Property Manager for Alpha and Oakwood, Tony Truelson has been recognised as Hewitt's Safety Leader of the Year for the strong safety culture he builds across both properties.

Tony models good practices to his peers, pauses work when conditions change, and supports his team to speak up early. His approach reflects a commitment to doing work the right way, not the fast way.

In 2025 Tony guided a mostly beginner horse team and reshaped the daily program to build capability. Low-pressure, Gymkhana-style practice sessions created space for staff to learn skills gradually. He also invests one-on-one time to help individuals take on new responsibilities in a supported way.

Tony fosters an environment where people feel prepared, respected and safe. His leadership sets a benchmark for Agribusiness and demonstrates how a positive safety culture is built.

BUILDING OUR CAPABILITIES

Hewitt strengthened our leadership team across People, Safety and Operations. We welcomed to our Executive Team a new Chief People Officer, who is leading the development of our three-year People and Safety Strategy and overseeing organisational structure and workforce capability.

The company strengthened the safety leadership, welcoming a Head of Safety, alongside new State Safety Managers in the Northern Territory and Queensland.

We also advanced recruitment across Asia Pacific (APAC) and the Americas for senior roles including CEO Foods, Senior Vice President Foods - Americas, General Manager Commercial - Australia, VP Commercial - North America, and key finance leadership positions. These appointments reflect our commitment to building a strong leadership team.

DEFINING OUR EMPLOYEE VALUE PROPOSITION (EVP)

In 2025, we also commenced the development of Hewitt's EVP to define how Hewitt differentiates itself as an employer within the agribusiness sector. This work will guide a targeted 2026 retention strategy aimed at improving tenure, strengthening career pathways and reducing recruitment pressure.



2025 Future Leadership Scholarship Award winner Xavier McCluskey

STRENGTHENING PERFORMANCE, DEVELOPMENT AND REWARD

To support workforce stability and prepare for our next phase of growth, we advanced several initiatives during the year:

- developing a new performance and reward framework aligned to best practice
- designing a long-term incentive program
- benchmarking remuneration through the Korn Ferry global remuneration database
- rolling out individual performance plans to strengthen goal alignment and regular performance conversations
- expanding learning and development opportunities identified through the midyear review process
- shining a light on rising stars through the Hewitt Future Leadership Scholarship program.

EMPLOYEE PRACTICES

Hewitt recognises that our people are essential to the success and resilience of the business. We operate in a demanding sector and place strong emphasis on fair employment practices, capability and supportive working environments.

We pride ourselves on attracting and retaining subject matter experts across agriculture, processing, sustainability, food safety and supply chain operations. This depth of expertise supports high standards across our operations and helps us meet evolving customer and regulatory expectations.

Table 2: Employment movements from 2021 to 2025 across all Australian sites

Topics	2021	2022	2023	2024	2025
Average headcount	235	272	234	239	264
Leavers	136	184	139	99	134
New hires	173	178	182	92	152
Employee turnover rate	57.9	67.6	59.4	41.4	50.76

We continued our quarterly People & Safety Pulse Surveys throughout 2025 to maintain a regular feedback loop on safety and wellbeing.

NON-DISCRIMINATION AND EQUAL OPPORTUNITY

We take pride that our workforce reflects the customers we serve and the communities where we work. In 2025, we continued to build an inclusive culture that supports equal opportunity, flexible work and fair representation across all levels of the organisation.

Table 3: Age and gender across employee group

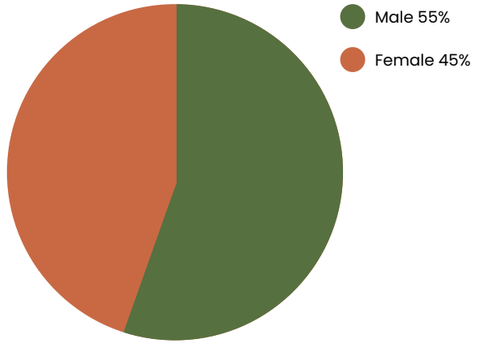
	Directors	Executive team	Senior foods leadership	Senior agri leadership	All other employees
Male	4	4	2	5	132
Female	1	1	2	1	115
Under 30	0	0	0	0	97
30-50	2	2	3	4	97
50-60	2	3	1	1	39
60-70	0	0	0	0	14
Above 70	1	0	0	0	0

Female representation - Executive team

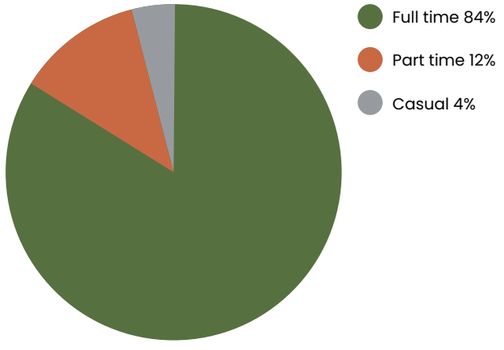
20%

We are proud to have 20% female representation at the executive level.

Gender representation



Employment type



CASE STUDY

Behind every safe choice is a strong reason why

Our Reason Why is a Hewitt safety initiative that links safe decision making to the personal motivations of our team.

The campaign invites everyone at Team Hewitt to share their reasons for getting home safely at the end of each day, from family and friends, to personal goals and interests.

Across Team Hewitt, sites created their own visual 'Reason Why' walls featuring photos and messages contributed by employees. These installations have become a consistent reminder that safety is grounded in real lives and reasons, not just rules and procedures. The campaign also came to life during our Agribusiness inductions for new station crew, helping to establish shared expectations and a people-centred approach from day one.

Since its launch, the initiative has supported stronger engagement in daily safety discussions. As a new program introduced this year, Your Reason Why is strengthening Hewitt's safety culture and supports our commitment to wellbeing and responsible operations.



LOCAL COMMUNITIES

How we contribute

We understand that we have an important role to play in the continued success of our communities and have a strong track record of investing time and resources to support regional communities and development.

We focus on practical support that makes a real difference:

- Local sporting clubs
- Rural events
- Community initiatives
- Infrastructure and equipment
- Volunteer time
- Prize funding and inkind support

More than

$500,000

invested in our communities each year.

Supporting the communities where we live and work

Our community investment starts where our story begins, on our properties and across regional and rural Australia. As we continue to grow our global footprint, we look forward to expanding our social impact around the world.



ORGANISATIONS AND EVENTS WE SUPPORTED IN 2025

We support more than 30 regional and rural events every year, from campdrafts and rodeos to local shows and community days, helping keep communities connected and local traditions alive.

Regional and rural events
- Comet Campdraft
- Red Centre Campdraft & Rodeo Association
- Augathella Diggers Campdraft Association
- Blackall Campdraft Association
- Barcaldine Campdraft Association
- Julia Creek Campdraft Association
- Centralian Beef Breeders Association
- Alpha Jockey Club
- Mudgee Show Society
- Augathella Race Club
- Eumamurrin Association
- Cattle Australia event donation



Local sporting clubs
- Dawson Valley Rugby Club
- Coleambally Football Netball Club
- Brayden Deemal Baseball sponsorship
- Muttley Crue – Goldfield Ashe

Education and youth programs
- Bauhinia State School P&C
- Scots PGC College
- Alice Springs School of the Air
- Hay Inc Rural Education Program
- Marcus Oldham Meat Judging Team
- Isolated Children's Parents' Association (ICPA)
- ICPA Federal Conference

Community groups and associations
- Packsaddle Progress Association
- Augathella & District Progress Association
- Eumamurrin Association

Health and emergency services
- Royal Flying Doctor Service (RFDS)
- Rescue 300
- Brain Foundation
- Cancer Council
- St Vincent de Paul CEO Sleepout

Industry and sector support
- Australian Organic Awareness
- Mulwara Export – Dubai Service Promotion

Royal Flying Doctor Service (RFDS)
Hewitt has partnered with the Royal Flying Doctor Service, committing $750,000 over five years to support operations across Queensland, the Northern Territory and New South Wales.

Clontarf and Stars Foundation
We contribute annually to the Clontarf and Stars Foundation to support Aboriginal and Torres Strait Islander girls and young women to realise their full potential.

Youngcare
This year, we continued our partnership with Youngcare through the 2025 Ribs & Red Lunch in Brisbane. The event brought together more than 200 business and government leaders to raise funds for young Australians with high physical support needs. We contributed premium organic meat for the lunch and donated a major auction experience hosted on one of our stations. The prize drew strong interest and helped contribute to another successful fundraising year for Youngcare.

Our community highlights

$750k committed to RFDS over 5 years

40+ community organisations and events supported in 2025

3x RFDS service regions supported (QLD, NT, NSW)

SUPPORT FOR:

First Nations youth programs
through the Clontarf and Stars Foundation

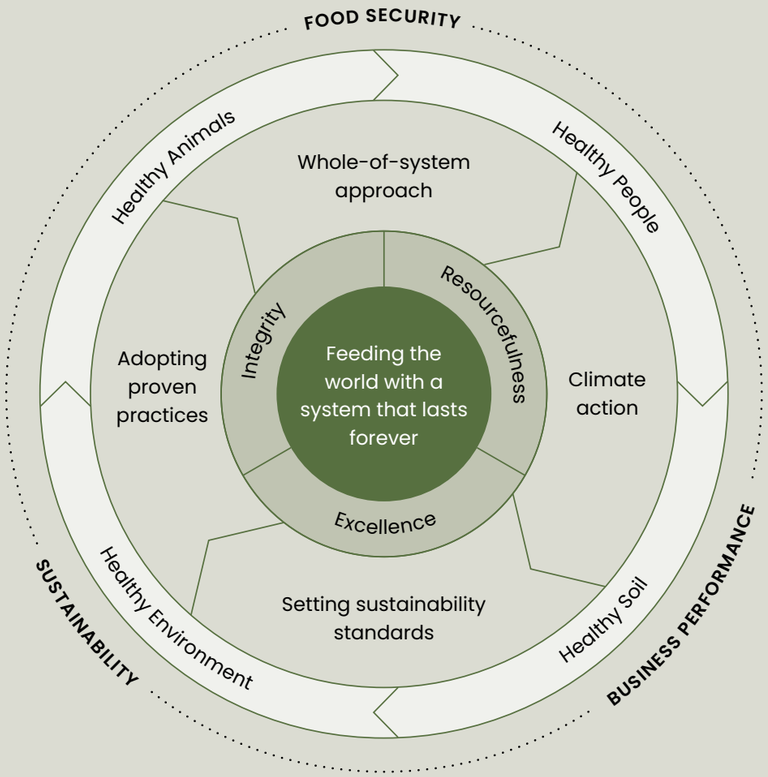
Rural education programs
including Hay Inc and School of the Air

Regional sporting clubs
including rugby, football and netball

IN-KIND CONTRIBUTIONS
including premium meat donations for community events

04
Environment

At Hewitt, our relationship with the environment starts with the land itself. Healthy landscapes are the foundation of animal wellbeing and sustainable operations. By investing in soil, water and biodiversity, we aim to leave every property stronger than we found it.



WHAT WE BELIEVE

The Hewitt mission is at the heart of everything we do: feeding the world with a system that lasts forever.

In 2025, we expanded on this philosophy by developing our guiding principles to articulate why this ambition matters and what it requires in practice.

Summarised in a document called Hewitt Environmental Guiding Principles, these principles ensure our philosophy is embedded within our systems and will become a core consideration in the day-to-day decisions.

The guiding principle of our belief system is to balance food security and sustainability. We believe food security, sustainability and business performance are inseparable.

This strategic framework expands into four guiding principles:

Commitment to climate action

We believe climate change affects agriculture, and agriculture contributes to climate change.

Farm by fact not by fiction

We believe in combining the latest science and technology with the wisdom of experience to achieve long-term sustainability.

Setting the standard for sustainable agriculture

We believe agriculture must lead in sustainability, through action, innovation and continuous improvement.

A whole-of-system approach to climate, nature and production

We believe in managing agriculture as a living system where nature, climate, production and people are deeply connected.

EMISSIONS DATA

Understanding and managing greenhouse gas (GHG) emissions is a critical part of Hewitt's commitment to sustainability and resilience.

As a vertically integrated agricultural and food business, emissions occur across our entire value chain, from livestock production and land management through to processing, logistics and market delivery.

For the 2025 reporting year, Hewitt reports emissions across Scope 1, Scope 2 and relevant Scope 3 categories, in line with the Greenhouse Gas Protocol and GRI requirements. This approach enables transparency and provides a consistent foundation for tracking performance over time.

Emissions data remains an evolving area. During 2025, we continued to refine our data collection processes, methodologies, and internal governance to improve data quality and consistency. Where methodologies have changed or data has been refined, prior-year figures have been reviewed and updated to ensure comparability and accuracy.

As a livestock-based business, the majority of Hewitt's emissions are associated with biological processes within agricultural production. We recognise the complexity of emissions reduction in red meat supply chains and remain focused on continuous improvement through measurement, operational efficiency, technological innovations and industry collaborations. We developed an emissions reduction pathway focused on productivity, genetics, pasture/crop management, soil carbon and vegetation-based regeneration (regrowth). Some potential methane-reduction additives are limited by organic standards, so we prioritise levers that fit our settings.

Please also note the variation in emissions between the years. The increase from 2021 to 2022 reflects growth in Hewitt assets and operations, especially through acquisition, creating a gross-level increase across Scope 1, 2 and 3.

As our business grows across the globe we expect to see such one-off increases followed by periods of reduction as we bring new operations into the Hewitt emissions reduction pathway.

Emissions intensity is an important data point for Hewitt. As we grow, through acquisition or operational success, our total footprint will increase. At the same time, by implementing all the measures in our reductions pathway, we expect to see emissions per unit (intensity) to fall (see the Bylong case study).



CASE STUDY

Breeding them better at Bylong

Hewitt continues the genetic selection program focusing on breeding more efficient cattle to improve productivity while reducing environmental impact. At our seedstock property at Bylong Station in New South Wales, the program targets improved feed efficiency, fertility, resilience, animal wellbeing and calmer temperament in wholly grassfed, organic systems.

By breeding cattle that reach target weights earlier, Hewitt aims to reduce enteric methane emissions per kilogram of beef, embedding emissions efficiency directly into each generation. This supports lower emissions intensity while delivering consistent animal welfare and productivity outcomes in grassfed systems.

Elite genetics are sourced both internally and externally, including through artificial insemination, to accelerate improvement while maintaining genetic diversity. While breeding outcomes take time, this long-term approach reflects Hewitt's commitment to science based, durable sustainability outcomes across its production system. Improvements are expected to be demonstrated over time through reductions in production greenhouse gas emissions, driven by quicker turnoff of stock and reduced time on farm.



EMISSIONS BY YEAR

Table 4: Total GHG emissions
As measured in kgCO2-e



	2022	2023	2024	2025
Scope 1*	213,800	208,111	198,891	196,499
Scope 2	1,984	2,075	1,986	2,796
Total Emissions (Scope 1&2)	215,784	210,186	200,877	199,295
Scope 3	863,659	515,546	667,814	888,661

*Eclud LULUC

In 2025, the Group has achieved a 7.6 per cent reduction in Scope 1 and Scope 2 emissions relative to its 2022 baseline, equivalent to an absolute reduction of approximately 16.5 kt CO_2e. Previous years' calculations have been adjusted through the change of emission factors making all years scope 1, 2 and 3 data updated to current state.

In 2025, Hewitt Agribusiness accounted for approximately 98 per cent of total Scope 1 and 2 emissions, with beef enterprises alone representing around 90 per cent of the Group total. Corporate and processing emissions within Hewitt Foods contributed less than two per cent.

Table 5 Boxed meat - GHG product carbon footprint for each of Hewitt's proteins products
As measured in kgCO_2-e/kg

Protein	2023	2024	2025
Beef	25.5	25.9	25.9
Lamb	17.9	18.2	17.2
Pork	5.0	5.2	5.2
Chicken	3.5	3.5	3.5

*Results represent direct Hewitt supply chain inputs for beef and lamb. Pork and chicken are sourced from external suppliers.

CASE STUDY

Food for the Future

Building a credible, sustainability baseline for the future of food

Food for the Future is our flagship program designed to put science and decades of experience behind our ambition to feed the world with a system that lasts forever.

Rather than starting with targets or claims, Food for the Future began with measurement. The program, co-funded by Meat & Livestock Australia (MLA), was established to understand, at scale, how carbon, nature, productivity and farming practices interact across real livestock systems, from our own properties through to the wider supply chain.

Delivered over multiple years with leading industry and science partners, Food for the Future is one of the most comprehensive sustainability assessments undertaken in Australian agriculture. Its purpose is simple: create a credible baseline that supports meaningful improvement, transparent reporting and genuine collaboration with industry and producers.



A WHOLE-OF-SYSTEM APPROACH

Food for the Future spans:

- Hewitt's livestock properties across Queensland, the Northern Territory and New South Wales
- A vertically integrated supply chain, including third party producers
- Carbon, biodiversity, natural capital, productivity and operational practices.

Across the program, Hewitt completed a broad suite of activities, including greenhouse gas baselining, product carbon footprints, natural capital and biodiversity assessments, and detailed evaluations of productivity drivers such as weight for age, pasture condition and herd performance. Importantly, the work focused on creating consistent, comparable baselines that can be tracked and improved over time.

What we did on Hewitt properties

On Hewitt owned properties, the focus was on building a clear, evidence-based picture of current performance.

This included:

- Full carbon accounting across livestock, land and operations
- Large-scale biodiversity and vegetation condition assessments using Australian specific, internationally recognised methods
- Mapping of natural capital assets, risks and opportunities across different land types
- Evaluation of practical on farm actions such as pasture systems, water infrastructure, energy investments and regenerative land management.

These assessments provide a common reference point across different production environments, from extensive rangelands to mixed farming systems. They allow Hewitt to connect environmental outcomes directly with productivity, resilience and long-term business value.

Working with suppliers and lifting the supply chain

Food for the Future extends well beyond Hewitt's own fence line. A core part of the program was supplier engagement, extension and adoption.

Through workshops, field days and one on one engagement, Hewitt worked with producers across its supply chain to:

- Share carbon footprint results and explain key drivers of variability
- Build understanding of soil health, drought resilience and regenerative practices
- Identify productivity led pathways to lower emissions intensity
- Provide practical tools and reports that suppliers can use in day-to-day decision making.

A platform for credible customer partnerships

For retailers and brand partners, Food for the Future provides a transparent foundation for:

- Credible sustainability claims
- Clear communication of progress over time.

CASE STUDY

Soil benefits from our Leucaena Program

At one of Hewitt's breeding properties, Pegunny, in central Queensland, we have been using deep-rooted perennial legumes, including Leucaena and Progardes (Desmanthus), as part of a program to better understand the benefits of legumes on soil, productivity and the reduction of emissions.

We are working with Queensland University of Technology (QUT) to further understand our soil benefits with over 190 core soil samples (1 metre deep) to see what is truly happening under the surface. These legumes have strengthened soil function through improved structure, nitrogen fixation and ground cover, supporting healthier soils and more stable pasture systems over time.

The soil benefits are flowing through to animal performance. Higher quality, protein-rich forage has lifted carrying capacity and delivered liveweight gains of up to 20–25 per cent per day, while research shows Leucaena can reduce enteric methane emissions intensity by around 10–40 per cent per animal. By the end of 2025, 6,200 hectares had been established, with further planting planned. Learnings from Pegunny are being used to guide future expansion across suitable properties and to share knowledge across Hewitt's broader production system.



PARTNERING WITH INDUSTRY SPECIALISTS

IntegrityAg

GHG accounting
Emissions Reduction Strategy development
Feedback into industry research
7 In person producer workshops
30 producer carbon account reports

Bush Heritage Australia

Over 800,000 drone images
Over 1000 plants species
600 plots
2,000,000 hectares covered
Over 100,000 field observations recorded

SOIL LAND FOOD
ECOLOGICAL AGRICULTURE

9 workshops
10 webinars
436 participants
62 soil samples across QLD/NSW
32 total extension activities

SOIL HEALTH AND BIODIVERSITY

Food for the Future strengthened our understanding of the role of healthy soils and biodiversity in supporting resilient grazing systems. We worked with suppliers across our supply chain who participate in recognised assurance and certification frameworks aligned with Hewitt's sustainability expectations. As our supply chain evolves, Hewitt is also building its understanding of different production environments, including climates and ecosystems.

CASE STUDY

Natural capital in practice

In 2025, Hewitt undertook property level natural capital assessments across its operations to better understand the landscapes that support our production systems. Using a desktop approach informed by satellite imagery and publicly available environmental data, the assessments examined key living components of each property, including air, water, soil, plants and animals, recognising their role in both ecological function and long-term productivity.

The assessments focused on two core questions: what agricultural production depends on, such as soil function, pasture productivity and water availability; and what influence production has on vegetation, biodiversity and broader ecological condition. This work provides a consistent baseline and shared evidence base to support land management, resilience planning and future sustainability initiatives. Importantly, the assessments are not intended to judge or compare properties, but to build understanding, identify potential risks and opportunities, and strengthen how natural capital is considered across Hewitt's operations and supply chain.

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Product

Hewitt prides itself on delivering high-quality protein to market.

From on-farm production through to processing, distribution and customer delivery, product integrity is supported by strong traceability systems, recognised certification schemes and well-established food safety and animal welfare standards. This approach builds trust with customers and consumers and underpins the quality and consistency of the products Hewitt brings to market.

PRODUCTS

Table 7: Our consumer brands and regions

Brand	Channel	Region	Ownership	Product type
The Organic Meat Co.	Wholesale/BTG*	Australia, Asia, Middle East, USA	Hewitt Foods	Organic beef
Organic Rancher	Retail	USA	Hewitt Foods, exclusive to WFM	Organic beef
Cleaver's Organic	Retail	Australia	Hewitt Foods	Organic beef, lamb & chicken
Macro Organic	Retail	Australia	Private Label	Organic beef
Borrowdale Pork	Retail/BTG/Wholesale	Australia, Asia	Hewitt Foods	Free-range pork
Warilba	Retail/BTG/Wholesale	Australia, Asia, Middle East, USA	Hewitt Foods	Organic grass ted lamb
Roundstone	Retail/ Wholesale	Australia, Asia, Middle East, USA	Hewitt Foods	Grass fed beef
The Organic Meat Co (Heritage)	Retail	USA	Hewitt Foods	Organic beef & lamb
The Organic Meat Co. (Generation)	Retail	Japan	Hewitt Foods	Organic beef & lamb

*BTG: "Behind the glass", e.g. butchers

CERTIFICATIONS

Third-party certification is central to how we operate, ensuring that every claim is independently assured. We take pride in being certified from start to finish, holding ourselves to the highest standards across every stage of the supply chain.

Hewitt adheres to the following certfications:

- Regenerative Organic Certification (ROC)
- Certified Organic (USDA NOP, JAS, Australian Certified Organic)
- Global Animal Partnership (GAP – Step 4)
- Australian Pork Industry Quality Assurance Program (APIQ)

Certifications proudly held by Hewitt in 2025 include:



REGENERATIVE ORGANIC STATUS

A milestone in Hewitt's vision "to be the world's most sustainable meat producer" was becoming Australia's first beef and lamb producer to achieve Regenerative Organic Certified (ROC) status. The initial certification was achieved in November 2022, and since early 2023, all internal Hewitt Beef and Lamb properties have been certified under the ROC standard.

Since then, we have expanded ROC certification across our broader supply group in Australia, with over 20 million hectares now certified to ROC , a scale we are immensely proud of and one we are committed to growing further.

ROC is significant because it represents the highest standard in regenerative agriculture, independently substantiated practices that go beyond sustainability to manage soil health, biodiversity and animal welfare across the landscape. This third party certification provides assurance for our customers and markets around the world that our regenerative claims are real, rigorous, and credible.

OTHER PROGRAMS

Certifications such as Organic (USDA NOP, JAS, Australian certified organic), Global Animal Partnership (GAP) and Regenerative Organic Certified (ROC) are applied across our cattle and sheep Australian supply chain, and the Australian Pork Industry Quality Assurance Program (APIQ) for pigs. They serve as independently substantiated evidence that our suppliers maintain ongoing compliance with each program's requirements. These are not one-time achievements; each certification is subject to rigorous annual auditing, with multiple layers of independent verification to ensure what is being produced, processed and consumed is genuinely certified and fully traceable.

This auditing framework gives us confidence that our suppliers consistently meet the high standards demanded by each certification, and allows Hewitt to go beyond regulatory compliance, proactively demonstrating responsible, transparent livestock management across the entire supply chain.

The same expectations extend to our supply partners globally. Our supplier and processing partners must not only hold the relevant certifications but must also be genuinely aligned with Hewitt's values, both at a plant and a producer level. Certification alignment is a non-negotiable condition of doing business with Hewitt, ensuring the integrity we uphold internally is matched by every partner in our supply chain.

ANIMAL WELFARE

The health and wellbeing of our livestock is a core value. We adhere to the Farm Animal Welfare Council's Five Freedoms and Five Domains, a globally recognised standard that addresses the physical and mental wellbeing of animals.

We hold Global Animal Partnership (GAP) Step 4 certification across our beef and lamb operations, one of the highest levels achievable for a pasture-fed grazing operation. GAP Step 4 sets a rigorous standard for how our animals are handled, managed, transported and harvested. Importantly, it does not stop at the farm gate, it follows the animal through the supply chain to processing. The standard is independently audited, annually substantiated, and backed by one of the most credible animal welfare programs in the world.

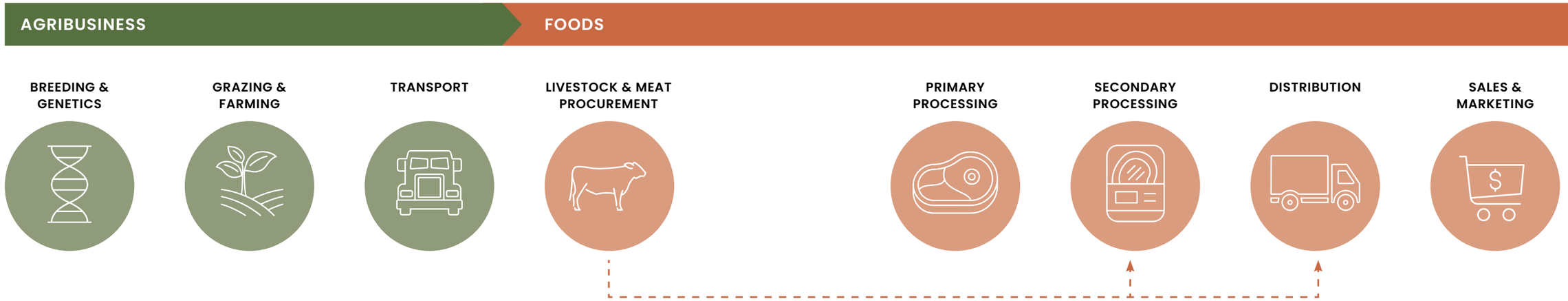


SUSTAINABILITY ACROSS THE HEWITT VALUE CHAIN

We are strengthening sustainability across every stage of the Hewitt value chain, from breeding and farming through to processing, distribution and customer delivery.

Our focus is on practical improvements that reduce impact, improve efficiency and support long-term resilience. This includes improving animal welfare and traceability, reducing emissions across transport and logistics, cutting waste in processing and shifting to more sustainable packaging formats.

Figure 1: Our value chain



Highlights

BREEDING & GENETICS

- Livestock genetics suited to pasture-based, organic and regenerative systems
- Breeding supports animal health, welfare, performance and resilience

GRAZING & FARMING

- Organic and regenerative farming practices
- Focus on soil health, biodiversity and long-term land condition
- Investment in renewable energy across Hewitt properties

TRANSPORT

- Transport planned to reduce animal stress and time in transit
- Efficient logistics to reduce fuel use and emissions

LIVESTOCK & MEAT PROCUREMENT

- Strict supplier standards for animal welfare and traceability
- Regular supply chain audits
- Global certifications for high claim proteins (e.g. Organic, GAP, ROC)

PRIMARY PROCESSING

- Facility audits ensure high food safety and animal welfare standards
- Farm to plate traceability systems

SECONDARY PROCESSING

- Sustainable packaging design
- Food waste reduction through improved yield and portioning
- Energy efficient refrigeration and processing lines

DISTRIBUTION

- Logistics planning supports product quality, food safety and efficiency
- Efficient global distribution channels deliver reliable customer supply

SALES & MARKETING

- Clear sustainability labelling and consumer information
- Transparency on food safety, animal welfare, emissions and sourcing

FOOD SAFETY

Food safety remains a core commitment of Hewitt Foods.



Robust, science-based food safety management systems are implemented across all facilities and are aligned with Hazard Analysis and Critical Control Point (HACCP) principles. Our preventative, risk-based approach is designed to identify and control food safety hazards alongside Good Manufacturing Practices (GMP) and internal governance frameworks.

At the HF Vermont meat processing facility, recent enhancements to food safety practices have focused on strengthening system efficiency, traceability and risk management. Improvements include streamlining sample submission and testing procedures, aligning testing schedules with dispatch days, and achieving rapid turnaround of pathogen results within 24 hours. These processes are supported by expedited courier services, continuous monitoring of laboratory communications, and clear protocols governing product release and order processing.

Across all operations, comprehensive traceability systems enable products to be tracked from in-take through processing and distribution. System effectiveness is regularly verified through internal audits, management review processes and independent third-party certification.

Continuous improvement is central to Hewitt's food safety framework. Ongoing investment in systems, oversight and certification including compliance with internationally recognised standards such as Safe Quality Food (SQF) supports the consistent delivery of safe, high-quality products and reinforces trust across domestic and international markets. Maintaining the highest standards of food safety and procedure remains a fundamental requirement across all Hewitt Foods facilities.

REDUCING OUR PACKAGING IMPACT

We continue to reduce the amount of packaging we use and move to more recyclable formats.

In 2024, we progressed the transition of Borrowdale products to sustainable packaging, shifting approximately 10 tonnes of product into new packaging. This transition is now close to completion.

Total plastic use has fallen by more than 70% since 2021, reflecting our transition away from plastic-heavy packaging solutions. Overall, total packaging volumes have reduced by more than a third since 2021.



Figure 2:

Reducing our packaging footprint 2021-2025

Reduction in total plastic used

↓ 71%

(156 —> 45 tonnes)

Reduction in recycled plastic used

↓ 52%

(85 —> 40.8 tonnes)

Reduction in total packaging footprint

↓ 35%

(441 —> 287.7 tonnes)

Table 8: Breakdown of materials used for packaging, excluding private label, 2021 to 2025*
As measured in tonnes

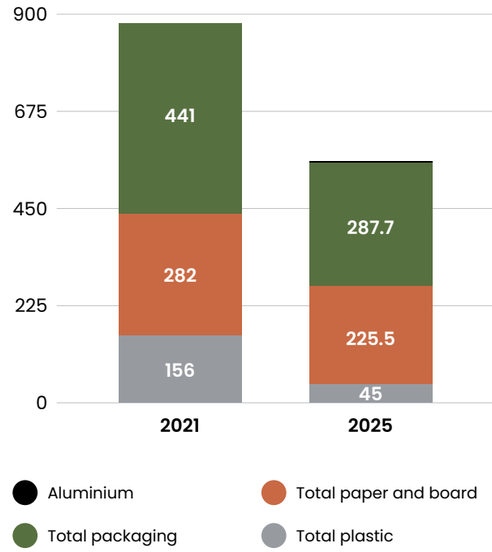
	2021	2022	2023	2024	2025
Total plastic	156	112	66	44.2	45
Recycling plastic	85	71	65	43.1	40.8
Total paper and board	282	180.3	153.1	191.7	225.5
Recyclable paper/cardboard	279	179	152	191.3	225.2
Aluminum	1.5	1.7	2.0	2.3	2.6
Total packaging	441	391.9	265.1	255.4	287.7

* Historical paper and board figures have been corrected to address a rounding error, ensuring a more accurate baseline for future reporting.

This data relates to packaging used at Hewitt's Australian secondary processing facility. Reducing plastic use is a key focus for the business, supporting waste reduction, improved recyclability outcomes and alignment with evolving customer and regulatory expectations. Where plastic is required, it is used sparingly and with a focus on efficiency and responsibility.

From 2025, recyclable plastics are reported against a higher standard, with materials required to meet the CEFLEX recyclability criteria. While this approach results in a more conservative view of recyclable plastics, it provides a clearer and more credible representation of our packaging performance and will continue to be applied in future reporting. Corrections have also been made to earlier paper and cardboard data to reflect improved data accuracy.

Figure 3: Reduction in Hewitt branded retail packaging 2021-2025. As measured in tonnes



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Performance

SUSTAINABILITY GOVERNANCE

In 2025, Hewitt reshaped its governance framework to better reflect our expanding footprint and global presence.

Hewitt's Board of Directors retained its overall responsibility for corporate governance of the group, with the assistance of new Committees with specific and focused remits.

One of these committees is the Operations, Sustainability and Risk (OSR) Committee, which meets four times a year. Among other functions, the OSR Committee provides oversight on sustainability-related processes, informs decision-making on sustainability initiatives, and identifies key risks to the business both within the area of sustainability and without.

The OSR Committee is chaired by the Chairman of the Board. The other members include the Group Chief Executive Officer and the Chief Executive Agribusiness, with standing invites to the Executive Committee and subject-matter experts as required. These invitees include the Chief Marketing & Sustainability Officer, supported by the Head of Environment and Sustainability. The outcomes from the OSR Committee are reported at the following Board meeting to ensure that the Directors are kept informed of developments in this key space.

Board of Directors			
People and Safety Committee	Audit Committee	**Operations, Sustainability and Risk Committee**	Nominations and Remuneration Committee

ETHICS AND BUSINESS CONDUCT

One of Hewitt's values is Integrity.

This means that Hewitt and its employees are expected to operate with integrity and responsibility in pursuing our purpose of feeding the world with a system which lasts forever. With an expanding international presence and employees operating in a variety of different jurisdictions, Hewitt strives to uphold the ethical standard expected of an influential global meat producer.

Hewitt recognises the importance of complying with the legislative requirements of the various jurisdictions and industries in which we operate. In addition to that legislation, Hewitt employees must adhere to the framework of policies and procedures Hewitt has in place to set the business' expectations when it comes to matters such as ethical conduct, lawful behaviour and discrimination. In 2025, Hewitt introduced a new Code of Conduct which both simplified and reinforced Hewitt's expectations. This document captures the broad, overarching principles of ethical conduct, supported by a framework of more specific policies (for example, our Gift and Hospitality policy). We also maintain a Whistleblower Platform for anonymous reporting of complaints relating to unethical conduct.

SOCIAL RESPONSIBILITY

Hewitt acknowledges the social, economic and environmental responsibilities we owe to our employees, customers, suppliers, shareholders and community.

Hewitt is committed to conducting business and meeting our social licence expectations in accordance with the highest ethical standards. This is reinforced in the policies and procedures we have in place and revise annually, including:

- Environment and Sustainability Policy
- Social Responsibility Policy
- Modern Slavery Policy
- Children and Young Workers in the Workplace Procedure
- Harassment Prevention and Response Plan
- Responding to Reports of Harmful Workplace Behaviour & Resolution of Grievances Procedure
- Whistleblower Policy



RISK MANAGEMENT

2025 saw Hewitt formulate and implement its first formal Enterprise Risk Management framework (ERM).

Hewitt has always been vigilant and informed about risks posed to the business – both big and small. The ERM has put structure around this process which allows for more effective prioritisation, clearer decision-making, and enhanced reporting to both internal and external stakeholders on enterprise-level risk.

The ERM is maintained by the General Counsel and Head of Risk. It is reviewed every quarter, with subject-matter experts throughout the business providing both qualitative and quantitative updates to keep Hewitt's assessment of risk both current and useful. Once updated, an ERM report is provided to the OSR Committee each quarter, and subsequently to the Board of Directors. With this structure, the responsible Hewitt subject matter expert utilises their ERM reporting requirements as a method of identifying areas for continuous improvement in their area of expertise, while the Board is kept up-to-date and briefed on the enterprise-level risks Hewitt is managing.

INDUSTRY ASSOCIATIONS

Hewitt engages with relevant industry associations, certifiers, memberships and organisations.

Participation in these bodies supports knowledge sharing on sustainability, animal welfare, food safety, workplace health and safety, and regulatory developments, and provides an opportunity for Hewitt to engage constructively on policy and industry standards that affect our operations and value chain.



CASE STUDY

Warren Jensen Memorial Award for Business Excellence

Award Recipient: Jye Diessel, Planning & Purchasing Manager

"My success has come from being willing to keep moving and taking the opportunities to try new things."

Since joining Hewitt in 2018, Jye Diessel has built a career shaped by continuous learning and hands-on experience across multiple departments.

Starting on the production line before moving into dispatch on his first day, he has progressed through a series of roles that now see him leading our Planning & Purchasing team at our Gosford facility.

Jye is a key link between primary and secondary operations, helping drive improvements in service levels and DIFOT through stronger planning, communication and cross-site coordination. Known for his calm, practical approach, he is respected for stepping in wherever needed and for building strong relationships across teams.

A major part of Jye's impact comes from his people-first leadership style. He credits Hewitt's training and mentoring programs for shaping his approach and now applies the same philosophy with emerging leaders.

"If you want to grow, you've got to branch out and understand different parts of the business."

Jye has contributed to several key operational improvements, including the introduction of fixed-weight steaks and the transition to paper packaging. His willingness to learn, adapt and challenge assumptions has helped lift performance and strengthen capability across the Gosford team.

His journey reflects the spirit of the Warren Jensen Memorial Award for Business Excellence: continuous improvement, hands-on leadership and a commitment to delivering better outcomes for customers and colleagues.

I would like to thank the entire Hewitt team, along with our partners, customers and broader stakeholders, for their ongoing commitment and support throughout 2025.

The progress outlined in this report reflects the collective effort across the business. We are proud of the progress made during the year and as we look ahead to 2026, we will build on this momentum to improve operations across our value chain.

Mick Hewitt

Group Chief Executive Officer and Managing Director



Hewitt
Creating Sustainable Foods

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