

OUR FEWER, BIGGER, BETTER STRATEGY

WHY WE'RE IN THIS THING

= FOR THE GREATER GOODNESS =

WE BELIEVE IN VALUE WITH VALUES



Proof we got there

HIGHEST RANKED GROCERY RETAILER, AS A "GREAT PLACE TO WORK"

#1 NPS FOR CUSTOMERS & SUPPLIERS, RANKED AMONGST COMPETITORS

Doubled customer transactions
FROM 15 TO 30 MILLION PER YEAR

B Corp certified

INCREASE EBITDA FROM \$50 TO \$100M P.A.

Our secret sauce

Freshest, most authentic, REAL food in-store and online

Differentiated unique and localised brands

Our Product Is The Hero
More market than supermarket

Bloody good products

The freshest, most authentic, REAL food with unique brands each with a story behind them

Building great stores

Building them for less, in bustling neighbourhoods that are willing to pay a premium for fresh

Brand that's loved

An Australian brand loved by its customers, grounded in family values and built on a rich history

Purpose in everything

Greater goodness isn't just what we stand for - it's how we trade, deliver, lead and win

A no-waste way of doing business

Not wasting our time, our people or product and making sure every cent invested makes a difference and delivers a return

Culture as a competitive edge

A loved and lived culture that powers performance, energising people to go further, stay longer, and build something better, together.

How well get there...

LIVING THE 'GREATER GOODNESS', STRONG & SUSTAINABLE BUSINESS

SMASHING IT FOR CUSTOMERS!!

AND IT'S OUR LEADERSHIP THAT WILL MAKE IT HAPPEN

GROWING LEGENDARY LEADERSHIP

TODAY'S BUSINESS, DONE BETTER

TOMORROW'S BUSINESS,
BUILT BETTER

We'll do things right from end-to-end.

Making us a strong business year on year, sustainable for our growers, suppliers' people and planet. Putting the greater goodness into action.

We'll win hearts and build loyalty by truly 'getting' our customers.

Reading between the barcodes, understanding baskets better and making a fresh food experience personal to every customer.

We'll be famous for our exceptional leaders, from the stores, warehouse into head office.

Creating an employee experience where our Harris Farmers love us as much as our customers do.

We'll make it easier to do business from pay to purchase.

Getting the way we get things done smarter and with less waste. So, we can grow more real relationships with the people behind the products.

We'll build a brilliant back-end with tech that earns it's keep.

From tools that talk, systems that serve to data we trust. Empowering our people with future-ready skills to put our tech to work

WHERE WE'LL BE IN 2030



AUSTRALIA'S MOST LOVED FRESH FOOD RETAILER INSIDE AND OUT

Our move to fewer, bigger, better

Many priorities, all at once, where nothing gets finished

Fewer initiatives that pack a bigger punch.

Everyone working hard in separate kitchens on different goals

A house in order, where everyone is on the same page

Putting out fires, and chasing patchy results

A strong business that delivers sustainable results, year on year



STRATEGIC PILLAR #1

We'll do things right, from end-to-end. Making us a strong business year on year, sustainable for our growers, suppliers' people and the planet. Putting the greater goodness into action.



LIVING THE
'GREATER
GOODNESS',
STRONG &
SUSTAINABLE



Strategic Initiatives

1.1 Activate our Purpose – ‘Greater Goodness’

We'll share the ‘For The Greater Goodness’ story right across Harris Farm and live it every day. Everyone knows how their work adds to it, guided by purpose champions in every team.

1.2 Purpose-Led Decisions

We'll make decisions big and small through a clear, backed by a new purpose-first framework, always backing ‘For The Greater Goodness’.

1.3 Beyond B-Corp – Best Purpose-Led Grocer

We'll build simple sustainability rules to guide choices, achieve and sustain B-Corp standards, and aim to be the best purpose-led grocer out there.

1.4 Governance with Purpose

We'll set up a governance framework so the Board, Capital, and Risk keep us on track and true to ‘For The Greater Goodness’.

Year 1 Outcomes

Outcome 1: The ‘Greater Goodness’ Manifesto is launched and understood across the business

Outcome 2: B-Corp Status is achieved & Top 100 understand it & are set up with scorecards to maintain it

Outcome 3: A decision framework in place for making decisions based on ‘Greater Goodness’.

Outcome 4: Our business is getting the most out of our Board decisions, for a stronger business

HIGHEST RANKED GROCERY RETAILER, AS A “GREAT PLACE TO WORK”

#1 NPS FOR CUSTOMERS & SUPPLIERS, RANKED AMONGST COMPETITORS

Doubled customer transactions
FROM 15 TO 30 MILLION PER YEAR

B Corp certified

INCREASE EBITDA FROM \$50 TO \$100M P.A.

STRATEGIC PILLAR #2

We'll take the 'you get me' feeling to a whole new level, deeply understanding the baskets better, reading between the barcodes and stacking loyalty. Making fresh food personal to every customer.



Strategic Initiatives

2.1 Purpose Activation – Smashing it for the customer

We'll bring our 'For The Greater Goodness' story to life with clear, simple storytelling that connects with customers everywhere.

2.2 Smarter Customer Insights, Better Customer Decisions

We'll use customer data, forums, and feedback to spot what really matters, then make sharper decisions, create better experiences, and find new ways to connect.

2.3 Every Harris Farm Job Is a 'Customer Job'

Everyone plays a part in delighting customers. From onboarding to daily habits, we'll keep customer-first thinking alive at every touchpoint.

2.4 Turning Value into Action and results

We'll turn customer value into real wins, across products, stores, online and in-person, so every interaction feels seamless and consistent.

Year 1 Outcomes

Outcome 1: The Greater Goodness 'manifesto' established (both inside & out) – plus trademarking

Outcome 2 'Relaunch (Pilot) Customer Loyalty' Plan completed

Outcome 3: 'Voice of Customer' data created & collated through agreed feedback channels

Proof Points:

HIGHEST RANKED GROCERY RETAILER, AS A "GREAT PLACE TO WORK"

#1 NPS FOR CUSTOMERS & SUPPLIERS, RANKED AMONGST COMPETITORS

Doubled customer transactions
FROM 15 TO 30 MILLION PER YEAR

B Corp certified

INCREASE EBITDA FROM \$50 TO \$100M P.A.

STRATEGIC PILLAR #3

We will be famous for attracting, developing, and retaining exceptional people who bring our vision to life (inside and out) everyday



Strategic Initiatives

3.1 Legendary Leadership – What Great Looks Like

We'll spell out what 'Legendary Leadership' means in our warehouses, stores, and support teams . Clear purpose aligned behaviours, standards, and goals everyone can rally behind.

3.2 Attract & Keep the Best – EVP & Talent Journey

We'll sharpen our promise to staff so the right people join and stay. Clear employee offerings, purpose-led messaging, and a smooth, people-first experience.

3.3 Build the Bench – Growing Great People

We'll grow future leaders with training, career paths, and hands-on coaching, building strong, capable teams ready to lead and perform.

3.4 The Place Harris Farmers Want to Work – Employer of Choice

We'll make Harris Farm a place people love to work, with wellbeing, inclusion, and leadership woven into everyday Harris Farm life.

Year 1 Outcomes

Outcome 1: Fewer-Bigger-Better strategy communicated across all stores by Top 100

Outcome 2: 'Legendary Leadership' defined (capabilities & behaviours and performance metrics)

Outcome 3: Multi-tiered Leadership Development Program developed (ready to commence)

Proof Points:

HIGHEST RANKED GROCERY RETAILER, AS A "GREAT PLACE TO WORK"

#1 NPS FOR CUSTOMERS & SUPPLIERS, RANKED AMONGST COMPETITORS

Doubled customer transactions
FROM 15 TO 30 MILLION PER YEAR

B Corp certified

INCREASE EBITDA FROM \$50 TO \$100M P.A.

STRATEGIC PILLAR #4

We will tidy up the supply chain, from pay to purchase. Making the way we get things done simpler, smarter and synced up. So, we can grow more real relationships with the people behind the products.



TODAY'S BUSINESS, DONE BETTER

Strategic Initiatives

4.1 Clean Up to Scale Up

We'll strip out the clutter with simpler processes, fewer pain points, and smart automation, so that things run smoother and sharper across the business end-to-end.

4.2 Goldilocks Levers for Growth

To grow towards 50 stores, we'll pull the right value levers through smarter buying, sustainable cost management, and better customer experience, driving growth and margins without losing quality for our Harris Farmers, customers and suppliers.

4.3 Invest in Our Suppliers That Matter Most

We'll double down on key supplier relationships, with smarter planning, regular check-ins, and real feedback loops, and unlocking greater levels of trust, innovation, and sustainable partnership growth.

Year 1 Outcomes

Outcome 1: 'Procure-Pay-Sell' Harris Farm Process Map (baseline 'current state') + improvement plan

Outcome 2: Buying, keeping waste within target bands, reduce out of stocks by 20%, range optimization and refresh

Outcome 3: Wages, data informed labour optimization delivering against financial targets and performance across retail, production and warehouses. Activity base costing to identify tasks and create efficiency.

Outcome 4: Logistics, optimise logistics to reduce the overall cost of doing business and drive profitability

Outcome 5: Efficiency dividend to deliver 2028 targets

Proof Points:

HIGHEST RANKED GROCERY RETAILER, AS A "GREAT PLACE TO WORK"

#1 NPS FOR CUSTOMERS & SUPPLIERS, RANKED AMONGST COMPETITORS

Doubled customer transactions
FROM 15 TO 30 MILLION PER YEAR

B Corp certified

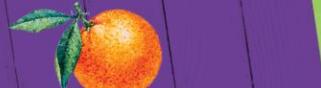
INCREASE EBITDA FROM \$50 TO \$100M P.A.



STRATEGIC PILLAR #5

We'll build a brilliant back-end with tools that talk, systems that serve, data we trust. Even more, we'll make sure Harris Farmers know their way around them and are always skilled for the future of the fresh business.

TOMORROW'S BUSINESS,
BUILT BETTER



Strategic Initiatives

5.1 Build the Business of the Future to Scale

We'll design tomorrow's Harris Farm, built to scale with smart digital tools and fresh ways of working – setting us up for 2030 and beyond.

5.2 Power Up Through our Tech Roadmap

We'll map out a clear tech roadmap to bring automation, faster decisions, and smarter operations, helping every part of the business run sharper and grow stronger.

5.3 AI as a Job Partner

We'll make AI our trusted sidekick, taking care of the repeat low value stuff, giving us better insights, and freeing people to focus on high value human-first work. With the right training and tools, AI will lift performance and value in every role, both inside and out.

Year 1 Outcomes

Outcome 1: Prototype of the '2030 Business of the Future' Operating model has been developed

Outcome 2: 'Tech Review' recommendations prioritised and actions agreed

Outcome 3: AI Centre of Excellence established, with a CoE lead (e.g. 'Head of AI') and progress across all Departments (minimum requirements met)

Proof Points:

HIGHEST RANKED GROCERY RETAILER, AS A "GREAT PLACE TO WORK"

#1 NPS FOR CUSTOMERS & SUPPLIERS, RANKED AMONGST COMPETITORS

Doubled customer transactions
FROM 15 TO 30 MILLION PER YEAR

B Corp certified

INCREASE EBITDA FROM \$50 TO \$100M P.A.