



2025 MODERN SLAVERY STATEMENT

CUE CLOTHING Co.

ACKNOWLEDGEMENT OF COUNTRY

Cue pays respect to all First Nations peoples, past and present, for their custodianship of the land which we operate, live and gather as a company. We demonstrate our respect for First Nations peoples through our commitment to sustainable business practices.



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INTRODUCTION

In accordance with the Australian Modern Slavery Act 2018, Cue & Co Pty Ltd presents this statement as an overview of our activities during the past year and the actions we have undertaken to reduce the risk of modern slavery.

This statement encompasses all aspects of our current business operations throughout FY25 and outlines our ongoing plans for future improvement.

We remain dedicated to supporting the Australian fashion sector, continuing our tradition of designing every product through our Australian in-house team. In addition, our membership with the Australian Fashion Council (AFC), the leading organisation for Australia's fashion and textile industry, further demonstrates our commitment to best practice within our sector.

Upholding ethical standards throughout our business, both now and going forward, has always been a priority for us, dating back to our founding in 1968.

OUR COMPANY

In April 2025, the business and subsidiary companies previously operating under the name Cue Clothing Co underwent a change of ownership and were sold to a new Owner within the entity, Cue & Co Pty Ltd (ABN 57 000 725 306). This transfer of ownership resulted in a formal change to the company's registered name and legal structure. The entity, Cue & Co Pty Ltd, has assumed responsibility for all ongoing business operations, including compliance with legislative requirements such as the Australian Modern Slavery Act 2018.

For the purposes of the 2025 annual report under the Australian Modern Slavery Act 2018, it is important to note that any references to Cue Clothing Co pertain to activities and operations prior to April 2025, while references to Cue & Co Pty Ltd relate to the period following the sale. This distinction ensures transparency in reporting, particularly for statements regarding governance, risk management, and actions taken to address modern slavery risks during the reporting period.

In addition, for reporting purposes, Cue NZ Pty Ltd (NZBN 9429037963163) and Cue International (NZ) Pty Ltd (ABN 97 640 585 904) are recognised as subsidiaries of Cue & Co Pty Ltd (ABN 57 000 725 306). Their activities and operations are included within the scope of the 2025 annual report under

the Australian Modern Slavery Act 2018, ensuring comprehensive coverage of all relevant entities associated with Cue & Co Pty Ltd during the reporting period. It is also noted Veronika Maine is a trading name, operating under the Cue & Co Pty Ltd (ABN 57 000 725 306) entity.

The new entity continues to uphold all obligations under the Australian Modern Slavery Act 2018, and this explanation is provided to maintain clarity and continuity in the company's annual reporting.

Cue & Co Pty Ltd is a privately held company that first launched in Sydney, Australia in 1968. Now operating under new ownership, we have 91 team members at our Sydney headquarters and employ a total of 609 team members throughout all our locations.

We operate 148 retail stores across Australia and New Zealand, with our workforce consisting of full-time (28%), part-time (19%), and casual (53%) team members across the business.

Our range of products primarily features apparel and accessories such as belts



OUR PRODUCTION

OUR PRODUCTION

Each Cue & Co Pty Ltd. Style for both Cue and the Veronika Maine brand is crafted in our Sydney studio. Our skilled in-house team handles all aspects of sourcing, design, patternmaking and sampling, ensuring the process is consistently managed - from initial samples through to the final design and fit.

FABRICS

We procure the fabrics used in our garments from leading fabric mills around the world. The majority of our materials are sourced from China (72%), Korea (15%), and Turkey (7%), with smaller volumes sourced from France, Japan, India, Italy, and Vietnam.

Due to our offshore manufacturing, fabrics and trims are held with nominated mills in sourcing markets by our suppliers, who purchase all fabrics on our behalf. Where required, suppliers also manage the storage of fabrics and trims at their factory facilities.

OPERATIONS

All products from around the world are delivered to our distribution centre in Sydney, Australia. This centre handles warehousing for our retail stores throughout Australia and New Zealand and manages direct online sales to Australian customers.



OUR PRODUCTION

MANUFACTURING

At Cue, we categorise our manufacturing activities into specific tiers to ensure each level of production is governed appropriately.

This structured approach enables us to pinpoint modern slavery risks within each tier, set clear targets for traceability, and establish expectations for the management of every manufacturing stage internally.

We organise each phase of production or manufacturing activity into the following tiers:

TIER 1

Cutting, making, trimming & final manufacturing processes.



TIER 2

Factories supplying processes such as washing, dyeing, printing, and embroidery.



TIER 3

Suppliers providing fabrics, yarns, trims, and accessories.



TIER 4

Initial raw materials and logistics providers.



OUR PRODUCTION

MANUFACTURING (Cont.)

Our production is supported by a range of countries internationally. Offshore manufacturing markets include China (15 suppliers responsible for 61% of production), Vietnam (2 suppliers producing 38% of production), and India (2 suppliers accounting for 1% of our production volume).

At Cue & Co Pty Ltd, we understand the significance of supplier consolidation across our business and continually strive to minimise the total number of suppliers we engage. Streamlining our supplier base helps reduce the risk of modern slavery and allows us to build stronger, more reliable relationships throughout our supply chain.

Over the past year, we have worked to consolidate our supply chain, reducing our Tier 1 supplier count to 16. Our supply chain model mandates that suppliers manufacture and deliver our products to designated freight forwarders in their respective country of production. Shipments then travel by sea freight to Sydney and are transported by road to our warehouse. While air freight may be used occasionally for urgent deliveries, our preference is to keep this to a minimum.

Within our business, we also collaborate with other service providers, including logistics partners, visual merchandising teams, suppliers of consumables (such as hangers and customer bags), cleaners, and maintenance service providers.

We acknowledge that modern slavery risks span our entire business operations, so we aim to partner with service providers who have internationally recognised programs dedicated to addressing and reducing modern slavery risk within their operations wherever possible.

Our governance framework involves assessing the modern slavery risk mitigation strategies of our service providers, including reviewing their internal policies on modern slavery where available.

A woman with long brown hair, wearing a black suit and a black and white polka-dot scarf, sits on a silver office chair. She is holding a red and white object, possibly a pen or a small device. The setting is a room with a grey wall, a metal cart with a blue base, and a wall of grey lockers. The floor is a light-colored, speckled concrete.

OUR OPERATIONS & SUPPLY CHAIN

OUR OPERATIONS & SUPPLY CHAIN

Risks of Modern Slavery

Manufacturing apparel and accessories involves a complex set of processes that require consistent oversight and governance. We are committed to regularly reviewing our production practices to reduce the risk of modern slavery throughout our supply chain and across all facets of our business operations. We acknowledge that each supplier's location presents unique modern slavery risks, necessitating tailored management approaches.

To identify potential modern slavery risks within our operations and supply chain, we use a range of tools and international indicators. By deepening our understanding of these risks, we recognise that our business may, either directly or indirectly, cause, contribute to, or be linked with modern slavery risk. Accordingly, we are continually implementing and refining strategies to address and mitigate these risks.

Our assessments have pinpointed several areas where the risk of modern slavery may be heightened due to particular human rights challenges in the supplier's country of operation. These risks include dependency on unskilled labour, recruitment via agencies, exploitation of female employees, reliance on seasonal or migrant workers, child and forced labour, wage issues, excessive working hours, lack of transparency in supply chains, discrimination, harassment, unsafe working conditions, and insufficient freedom of association or grievance procedures for workers.

Within our business, we require all tier 1 suppliers to complete a social compliance audit at least every two years for each tier 1 factory used to manufacture our products.



OUR OPERATIONS & SUPPLY CHAIN

Risks of Modern Slavery (Cont.)

Furthermore, we are currently working with our suppliers to establish grievance procedures for all suppliers and factories used for the manufacture of our products. These procedures will also include our expectations towards protecting workers and ensuring workers have the opportunity to raise concerns without fear of retaliation.

Our team remains steadfast to finding new ways to eradicate modern slavery risks and we remain committed to continuing to explore and implement additional risk mitigation initiatives to ensure the protection of workers across all our business operations.

Independent third-party auditors carry out the factory audits, aligning with our internal audit Mutual Recognition Program (MRP), which allows us to

recognise different audit formats, provided they adhere to international standards and meet our criteria for independence and timeliness.

The MRP has been designed to reduce audit burden on factories while keeping social compliance and modern slavery risk management at the forefront of our priorities.

We uphold strong global supply chain governance through our Modern Slavery Policy which governs our global sourcing program. In addition, we have implemented Discrimination and Whistle Blower policies which apply to all Australian operations. Our Modern Slavery Policy includes a remediation process to ensure that any worker experiencing modern slavery is protected and maintains control over their employment.





RISK ASSESSMENT
& DUE DILIGENCE



RISK ASSESSMENT & DUE DILIGENCE

Since its inception, Cue has operated as a business founded on partnerships.

We value open communication grounded in mutual respect and loyalty, whether working with our suppliers, retail team, or team members.

Our commitment extends to active involvement and membership in organisations that prioritise the protection of workers, such as the National Retail Association. We also focus on sustainability by sourcing an increasing proportion of ethical and sustainable raw materials, such as Good Earth Cotton, Australian Cotton and Fibre Trace®, to produce products using more sustainable fibres.

Throughout the years, we have maintained a small, professionally managed supply chain, enabling us to collaborate closely with our suppliers and effectively manage our expectations.

After categorising our suppliers and manufacturing facilities by their production tier, we use this system to assess areas where modern slavery risks are most prevalent, allowing us to concentrate our efforts on these high-risk zones. To simplify our supply chain and reduce the risk of modern slavery, we aim to partner with vertical production factories where all stages of production occur at one site.



RISK ASSESSMENT & DUE DILIGENCE

Thanks to our strong supplier relationships, we have comprehensive knowledge of our tier 1 factories (100%). We are also progressing with further traceability deeper into our supply chain, having currently traced 90% of our tier 2 suppliers, which cover processes such as washing, printing, and dyeing.

As a result of our growth towards a more global sourcing model, we also recognise we need to establish more defined expectations towards raw material sourcing by suppliers, who purchase fabrics on our behalf. We have set a timeline for 2026/2027 to further refine our sourcing model which includes clarifying our expectations for all levels of the supply chain. We also see this process helping to further extend the work we have completed on supply chain traceability.

Tier 4 remains an ongoing opportunity for improvement and remains an area of focused attention. We continue to participate in and support internal traceability initiatives, aiming to certify a higher percentage of our tier 4 raw materials in terms of both Country of Origin (COO) and fabric attributes.

RISK ASSESSMENT & DUE DILIGENCE

GOVERNANCE

Alongside maintaining a thorough understanding of our entire supply chain, it's essential that we uphold robust governance across our business and address our customers' expectations throughout the manufacturing process. We have rolled out our Code of Conduct and Supplier Agreements with all new and existing suppliers to clearly communicate our standards and the expectations we have for all product manufacture and sourcing.

If we suspect or uncover any instance of modern slavery, our Modern Slavery Policy outlines the remediation steps and responsibilities required to address the issue. This includes collaborating with the relevant supplier or factory to safeguard the affected worker immediately, investigating the underlying cause, and taking swift action to ensure their protection.

We recognise that some sub-contracting happens within our supply chain, particularly when specialist machinery is needed for certain garment production processes. Our preference is to work with suppliers who have the capability and capacity to manufacture our garments without relying on sub-contractors (also called vertical operations). This alignment with vertical operations gives us more confidence in the quality of our products and while we are aware this approach may increase the risk of unauthorized subcontracting, we have established clear expectations for our suppliers to mitigate this risk.

At Cue & Co Pty Ltd (and its subsidiaries), onboarding new suppliers is infrequent. When we do engage a new supplier or factory, we follow strict processes to ensure they meet the requirements outlined in our Supplier Agreement and Code of Conduct.



RISK ASSESSMENT & DUE DILIGENCE

GOVERNANCE (CONT.)

These processes include external third-party social compliance audits, reviewing factory images, and assessing supplier and factory capacity and capability.

Building strong relationships with our suppliers and factories is a priority. Our team members regularly visit suppliers or maintain close contact through frequent conference calls. These interactions encourage feedback from suppliers and factories, fostering open and trusted partnerships. Suppliers are assured they can raise concerns regarding our requirements or expectations directly with senior management.

Responsible sourcing is at the heart of our approach. We make sure our entire team follows best practice sourcing procedures, such as managing critical paths to avoid placing unrealistic demands on suppliers. Our sourcing team adheres to our Responsible Purchasing Practices document, and we continue to

engage external experts to educate our team and improve our sourcing model.

The significance of our supply chain is communicated to every team member from their first day—whether they work in our head office or in stores. All team members receive comprehensive training in the brand's history and operations during induction and throughout their employment, ensuring they understand Cue & Co Pty Ltd and can confidently communicate this knowledge to customers and business partners.

Our policies and core behavioral competencies reinforce a culture of inclusion, teamwork, and a solutions-driven mindset. Reports of discrimination, bullying, or harassment are treated with utmost seriousness, and we operate a zero-tolerance policy for such behavior. Under our Whistleblower Policy, employees can report concerns via formal Grievance channels, and these matters are investigated as a priority.



RISK ASSESSMENT & DUE DILIGENCE

TRAINING

Training is a critical component in addressing the risks associated with modern slavery, both within our own business operations and throughout our supply chain.

Our training initiatives are tailored to the specific roles and responsibilities of our team members, ensuring that those involved in procurement, human resources, and supply chain management are particularly well-informed about the unique risks relevant to their functions.

With the change in ownership, we have developed a new training program which includes a specific module on modern slavery risk. The modern slavery module is live with all existing team members currently completing mandatory training. In addition, this modern slavery training module will also extend to all new team members as part of their induction program. This ongoing education empowers our team members to take proactive steps in identifying, reporting, and addressing potential modern slavery risks, whether they arise internally or within our network of suppliers.

We encourage open dialogue and collaboration with our suppliers to raise awareness, share resources, and support them in meeting our standards. In doing so, we not only mitigate risks but also contribute to the broader effort to eradicate modern slavery from global supply chains.

Ultimately, our investment in training underscores our recognition that combating modern slavery is an ongoing process that requires continuous learning, engagement, and action at every level of our company and across our supply chain.

RISK ASSESSMENT & DUE DILIGENCE

SUPPLIER SCORECARD

Each quarter, our sourcing team conducts in-depth reviews of our suppliers and factories, focusing on key performance areas such as product quality, delivery reliability, compliance with ethical standards, and overall responsiveness. These quarterly meetings are more than just internal discussions—they also involve open dialogue with our suppliers to address any concerns, recognise outstanding performance, and collaboratively identify opportunities for improvement. This two-way communication ensures our suppliers have the chance to provide feedback and share their own perspectives, which helps build stronger, trust-based relationships.

During the year, we also recognised our approach to how we rate a supplier's performance required further review. We commenced an assessment to revisit and establish a new supplier matrix which introduces a number of key performance indicators used to manage global supply chains including social management.

As we complete supplier ratings, our aim is to use this data to revisit our supply chain and make more informed decisions on our future partners, allowing us to work towards achieving our sourcing strategy in a more concentrated approach.

Ultimately, strengthening our supplier Rating system reflects our commitment to ethical sourcing, product quality, and sustainable business partnerships. It also aligns with our broader business objectives of transparency, accountability, and continuous improvement within our supply chain.



ASSESSING THE EFFECTIVENESS

Evaluating the success of our modern slavery program is essential to confirm that our efforts are making a genuine impact. So far, we have not found any instances of modern slavery within our supply chain or business operations.

While we are pleased with this outcome, we recognise the importance of ongoing vigilance and greater transparency throughout all levels of our manufacturing processes, as this is key to ensuring that modern slavery is neither hidden nor missed.

Our factory social compliance audit program plays a vital role in this process, with regular monitoring of factories for adherence to internationally accepted human rights standards, including the prevention of modern slavery. All audits are conducted by independent third-party organisations, ensuring objective and thorough assessments on our behalf. During each audit, factory workers take part in both individual and group interviews covering various compliance areas, such as their rights, working hours, living and working conditions, and overall factory safety. Auditors are highly skilled in questioning and spotting any issues or concerns that may arise.

We value feedback from all factory workers and believe it's essential that participation in these interviews is entirely voluntary.

Looking ahead, we remain dedicated to identifying areas for improvement over the next year. This will involve conducting an annual review of suppliers, measuring their performance against defined deliverables and continuing to set clearer targets through key performance indicators against our sourcing program. These actions enable us to better measure how effectively we assess and manage modern slavery risk.



CONSULTATION

This Modern Slavery Statement has been collaboratively developed by Cue & Co Pty Ltd following consultations with its subsidiaries, including Cue NZ Pty Ltd and Cue International (NZ) Pty Ltd businesses.

Cue & Co Pty Ltd operates via a central Group head office management team, which employs a shared services approach to oversee the operations of all subsidiary companies. Management teams from each reporting entity work together to formulate and implement strategies to mitigate Modern Slavery risk throughout Cue & Co Pty Ltd and its associated entities.

APPROVAL

This Modern Slavery Statement was approved by the Board of Directors of Cue & Co Pty Ltd following consultations with its subsidiaries, including Cue NZ Pty Ltd and Cue International (NZ) Pty Ltd and signed by Mr. Eric Morris in his role as Director and Chairman, on behalf of the Board of Cue & Co Pty Ltd.

Mr. Eric Morris | Director/Executive Chairman

Signed 22/01/2026