

# Mackay Sugar Group - Modern Slavery Statement

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## About this Statement

Mackay Sugar Limited ACN 057 463 671, an unlisted public company, (**Mackay Sugar**) is subject to the *Modern Slavery Act 2018 (Act)*. This Modern Slavery Statement covers the operations of Mackay Sugar and its entities (**we**) for the period 1 March 2025 to 28 February 2026.

This statement outlines how we, and our third-party suppliers, have addressed the requirements of the Act by identifying and managing the risks of modern slavery in our supply chains and the purchase of raw materials and other products and services used in our business.

## Mandatory Criteria

This statement will address the seven criteria under the Act being:

- identify the reporting entities;
- describe the reporting structure, operations and supply chain;
- describe the risks of modern slavery practices in the operations and supply chains of the reporting entities;
- describe the actions taken to assess and address these risks including due diligence and remediation processes;
- describe how the reporting entities assess the effectiveness of the actions;
- describe the consultation processes for the reporting entities; and
- provide any other relevant information.

## Reporting Entities

This statement is made on behalf of Mackay Sugar and its wholly owned subsidiary – Queensland Commodity Services Pty Ltd ACN 163 077 601(**QCS**). Working with Mackay Sugar management, QCS has undertaken a review of its operations and suppliers on a similar basis to Mackay Sugar and this information has been included in this statement. In addition, the board of directors of QCS has separately approved the contents of this statement.

## Mackay Sugar

Mackay Sugar is Australia's second largest sugar manufacturer, with over 140 years' experience and an annual turnover for our financial year ending 28 February 2026 of \$474m. Our registered office is located at Racecourse Mill, Peak Downs Highway, Racecourse, via Mackay QLD 4740. We have three operating sugar mills - at Racecourse, Marian and Farleigh in the Mackay district in North Queensland, crushing around 5 million tonnes of cane annually.

We also hold a 25 per cent interest in sugar refining within Australia and New Zealand in a joint venture arrangement with Wilmar Sugar Australia Limited. Product from the refineries is marketed by Sugar Australia Pty Ltd (under the CSR Sugar brand) and New Zealand Sugar Company Limited (under the Chelsea Sugar brand). Both of these companies are market leaders in Australia and New Zealand respectively, supplying large multi-national companies that are household names.

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We proudly use a 'nothing is wasted' approach in our business – in other words we reuse and recycle our by-products to create various beneficial 'green' products. This cycle provides a platform for us to expand our future business activities and products sustainably.

## **QCS**

QCS undertakes the marketing and pricing of raw sugar on behalf of Mackay Sugar and various growers who have selected QCS as their chosen marketer. QCS also markets and prices molasses on behalf of Mackay Sugar and provides advice on electricity markets.

## **Nordzucker Group**

The Nordzucker Group, headquartered in Braunschweig, Germany, holds 70.9% of the shares in Mackay Sugar. Nordzucker is one of the leading sugar manufacturers worldwide. From beet and cane, they produce white sugar, raw sugar, refined sugar, specialities and liquid sugars. In addition, the company produces animal feed, molasses, fertilisers and fuels from renewable energies as well as electricity. Sustainability along the entire value chain has a high priority in Nordzucker Group and they stand for excellent products and services.

## **Mackay Sugar - Operations and Products**

Our products include raw sugar, molasses and renewable energy.

Our mills process sugar cane to produce raw sugar, our primary product. The raw sugar, and the by-product molasses produced, are sold to both the domestic market and for export.

With the increasing demand for renewable energy, we are working to introduce additional revenue streams into our business by improving the efficiency in our usage of bagasse which is also a valuable by-product of our sugar milling process. This will enable us to deliver prosperity to our stakeholders but also contribute to an environmentally sustainable future and the international shift away from fossil fuels.

Bagasse is a biomass which fuels our factory boilers, enabling us to produce enough renewable energy to be largely energy self-sufficient across our operations, and to provide energy to the refinery and other activities co-located on the Racecourse mill site. Any excess energy, generated from this process, is then supplied to the national electricity grid.

Molasses is also a biomass. Typically used as supplementary stockfeed, molasses also has increasing value as a feedstock for biofuels.

Mill mud and ash are also by-products of the milling process and these by-products are returned to the farms in the Mackay district.

Mackay Sugar has a small interest in Racecourse Projects Pty Ltd, the largest cane farming operation in the Mackay district, which produces around 160,000 tonnes of cane annually, for supply to the Mackay Sugar mills for processing into raw sugar. That farming operation also supplies other cane to a sugar mill in Sarina owned by Wilmar Sugar & Renewables.

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## Our People

We employ people in a variety of management, operational, planning, marketing, procurement, information technology, human resources, accounting, administrative, trade, technical and processing roles. We embrace and promote equal opportunity within the workforce. As at 28 February 2026, we employed 580 people in a variety of roles across our operations. Approximately 200 additional people are employed on a seasonal basis to assist permanent staff with our crushing season (June to November/December) operations. During the 2024 crushing season our total workforce was approximately 800 people.

We have in place an Enterprise Agreement that covers our various trades, processing and transport personnel. The remaining employees are engaged under individual contracts, which as a minimum, must meet National Employment Standards.

We have assessed our direct workforce as having a low risk to exposure of modern slavery.

## Modern Slavery Framework

In addressing our Modern Slavery commitment, we have adopted the following approach to assessing and addressing modern slavery risks:

1. Design - Policies, procedures, documentation and management framework.
2. Assess - review the supply chain, due diligence and risk analysis.
3. Mitigate – reporting mechanisms, plans and strategies to address identified risks.
4. Collaborate – engagement with business units, training and communication.
5. Review – the effectiveness of the framework and processes.
6. Report – both internal and external.

### 1. Design - Policies, procedures, documentation and management framework

We have:

- a. a Human Rights Policy;
- b. a Mackay Sugar Code of Conduct for staff and employees (**MSL Code of Conduct**). We also expect consultants, agents and other business partners to respect the MSL Code of Conduct; and
- c. Mackay Sugar Supplier Code of Conduct (**MSL Supplier Code of Conduct**)

to address human rights risks including, specifically, modern slavery risks in the business. After input into a revised Nordzucker Human Rights Policy, Mackay Sugar has adopted this policy during the reporting period which also addresses modern slavery risks. The Codes of Conduct are similar to the documentation adopted by Nordzucker in addressing its human rights policies and commitments in Europe.

Mackay Sugar is committed to safeguarding human rights across our operations and will only work with suppliers that share these same values.

Our Board, Senior Management and workforce recognise their responsibility in acting in accordance with the applicable modern slavery laws and will take steps to identify, report,

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address and eliminate human slavery, human trafficking, and child labour and more generally the exploitation of vulnerable people which our business may be involved with.

### **Human Rights Policy**

The Human Rights Policy establishes our commitment to developing an organisational culture and a general conduct of respect and support for internationally recognised human rights. It reinforces our aim to avoid complicity in any human rights abuse through our activities and business relationships. It also applies, as far as reasonably achievable, to our upstream and downstream supply chain through business partners (e.g. suppliers and third-party contractors).

### **MSL Code of Conduct**

The MSL Code of Conduct sets out our expectations of our workforce and acceptable workplace behaviours. The MSL Code of Conduct ensures that our workforce are aware of their obligations in respect of business integrity generally, human rights (including modern slavery) and our role in society.

We have existing grievance mechanisms and support systems designed to assist workers, including our Whistleblower policy, which is available to all staff and employees and other stakeholders. We continue to offer training programs as part of our policies and procedures rollout.

Expatriate employees on secondment from Nordzucker have specific visa conditions and working rights which are governed by contractual arrangements between Mackay Sugar and Nordzucker group. These staff members are also subject to the Australian policies and procedures.

### **Suppliers**

The MSL Supplier Code of Conduct sets out our expectation of suppliers in respect to modern slavery and social responsibility generally. Mackay Sugar may exclude future dealings with suppliers who do not meet our expectations.

These processes and controls are managed through our adoption of:

- a. the Human Rights Policy;
- b. the MSL Supplier Code of Conduct;
- c. supplier information requests; and
- d. contract documents and supplier terms and conditions.

These documents establish a framework to identify and address potential or actual risks of modern slavery in our supply chain and the expectations of our suppliers and workforce.

We are developing new contract templates which will continue to ensure suppliers are aware of our expectations. We expect our suppliers to comply with all relevant legislation and to notify us if they become aware of a modern slavery risk in their own supply chains.

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## **2. Assess - review the supply chain, due diligence and risk analysis**

### **Supply chains**

Our largest suppliers of goods are our growers who supply around 5 million tonnes of cane each year under a Cane Supply and Processing Agreement. The cane supplied is grown locally and growers are required to comply with the Australian legislation in their farming operations. We have engaged with the major grower representative organisations to assist in dealing with grower modern slavery issues, should they arise. We are also exploring additional methods to raise the awareness of our growers of modern slavery risks and the importance of working to mitigate these risks.

We also contract with various local, interstate and international companies for the supply of equipment, spare parts, chemicals, fuel, utilities, goods and services to support our operations and the maintenance and capital works on our factories and railway infrastructure.

In addition, our supply chains include third party suppliers of logistics; IT services; telecoms; marketing materials; professional services, such as auditing, accounting, legal and HR services; and facilities management services including, for example, cleaning, security and stationery.

We expect our business partners and third-party suppliers to have zero tolerance to any form of exploitation in their business operations or through any part of their own supply chain.

The majority of goods and services that we purchase, are from Australian suppliers, in keeping with our policy to source locally where possible. However, we have also identified some suppliers and supply chains from outside Australia, including China, India, Malaysia, Singapore England and South Korea being the predominant countries, measured by value.

In a number of cases suppliers provide the goods and services under sub-contract arrangements with our Australian suppliers.

### **Risk Analysis**

Due to the nature of our business and our third-party suppliers, our assessment shows that Mackay Sugar has a lower risk profile than in many other industries. However, we do recognise that through our third-party supplier and distribution chains, the risk of being exposed to modern slavery practices is increased. To address this, we have developed internal processes and controls to assist us in identifying and managing the risk that modern slavery may be taking place in our business or third-party supply chains.

We are continuing a program of conducting modern slavery risk assessments of our suppliers through the use of supplier questionnaires. This focuses on the type of goods and services provided, the value and the country of their operations, including any of their sub-contractors. From there we assess our suppliers to determine their modern slavery risk ratings.

In the reporting period there was a review of the effectiveness of the risk analysis process, as a result Nordzucker AG and Mackay Sugar, commenced using EcoVadis IQ which is a risk ranking assessment software that evaluates companies across environment, labour and human rights, ethics and sustainable procurement. This assessment tool allows us to complete targeted supplier specific desktop auditing and targeted supplier disclosure requests.

In the reporting period and in conjunction with our parent company Nordzucker AG, we completed an annual review of the human rights impact assessment on growers (that was

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completed by a third party in 2024). The original assessment identified several salient risks that could occur in the cane growing sector. We are continuing to develop mitigating actions that Mackay Sugar can introduce to address the human rights risks that were identified with our growers. The human rights risk assessment will be reviewed annually in conjunction with Nordzucker AG.

Whilst we are continuing to work towards completing the full supplier review process, we are using our standard contract documentation, supported by a tender information request (TIR) approach, to ascertain the relevant information from suppliers we propose to contract with. The TIR asks the supplier about the nature of their operations, their assessment of the modern slavery risks in their business and their policies and processes to identify, investigate and remedy modern slavery risks within their operations or those of their suppliers.

We consider the indicators of modern slavery, and the sectors that may be at higher risk due to the nature of the product or services supplied or the source of the supply. We expect that some suppliers may not be fully aware of modern slavery risks within their supply chains, and we will work with them through this process.

Mackay Sugar did not identify any instances of modern slavery occurring in its supply chain during the reporting period.

### **3. Mitigate – develop reporting mechanisms, plans and strategies to address identified risks**

Our ongoing due diligence of our existing and future suppliers will involve our assessment of their operating environments and supply chains. This will include supplier questionnaires and, where possible, site visits to review any concerns raised through our contractual processes or from grievance reporting mechanisms. Should any suppliers be identified as posing a potential modern slavery risk, we will work with them to develop a mitigation process. We will utilise a range of techniques and processes to seek to mitigate modern slavery risks and suggest remedial action where appropriate. This may result in the development of an action plan in conjunction with the supplier, which could include:

- a. an assessment of the risks relevant to the concern raised;
- b. a root cause analysis carried out in consultation with the supplier;
- c. a remediation plan, to seek to rectify the perceived shortcomings;
- d. requiring the supplier to agree to make changes to their systems and processes to address the shortcomings;
- e. an agreed review process to test the implementation of the changes; and/or
- f. regular communication on progress against the agreed actions.

We have a Whistleblower Policy which provides a confidential process for our staff, employees as well as external stakeholders such as suppliers and contractors to report concerns, including modern slavery concerns. Protections are afforded to such reports to ensure there is an avenue to raise concerns without fear of retribution. Whistleblower reports can be made through various channels including using our electronic whistleblower system SpeakUp.

### **4. Collaborate - engagement with business units, training and communication**

The processes and controls highlighted above are managed through our interactions within our business and supplier networks including:

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- a. Undertaking appropriate risk assessments to determine potential modern slavery risks in our third-party supplier chain and distribution networks with emphasis on high-risk arrangements and/or geographical locations;
  - b. Reviewing and amending internal policies to ensure that modern slavery requirements are included, where relevant;
  - c. Developing and delivery of training for relevant staff in modern slavery requirements;
  - d. Ensuring due diligence is conducted on local and global third-party supply chains;
  - e. Reviewing and amending Mackay Sugar initiated supplier contracts to ensure they contain terms that are consistent with the Act. Taking steps to address any potential modern slavery risks identified;
  - f. Setting up a program to monitor adherence to the modern slavery requirements;
  - g. The development and implementation of effective escalation processes in the event that modern slavery risks are identified; and
  - h. Development and implementation of appropriate governance and reporting to facilitate the preparation of an annual Modern Slavery Statement that meets the requirements of the Act, which is supported by appropriate assurance

All new staff and employees of Mackay Sugar are required to complete training on the Human Rights Policy, the MSL Code of Conduct and related human resource and compliance policies. Staff are required to agree to and adhere to our MSL Code of Conduct. Any matters of misconduct are reported to the Human Resource teams or Company Secretary, investigated and reported to the Mackay Sugar Board as required.

Mackay Sugar's Whistleblower Policy is supported by training and access to a reporting line for all staff, employees and other stakeholders, and encourages the reporting of all instances of wrongdoing. This is further supported by a comprehensive suite of Human Resource policies and the MSL Code of Conduct. The latter establishes a standard of behaviour expected of everyone who works for or with Mackay Sugar including directors, contractors, suppliers and service partners.

These are also addressed at employee induction sessions each year.

Additional specific modern slavery training is in the process of being rolled out for procurement staff which will be reported on in our Statement for financial year ending February 2027.

Mackay Sugar also ensures that it keeps informed on trends in relation to modern slavery risks in supply chains globally by reviewing relevant publications.

## **5. Review – the effectiveness of the framework and processes**

Mackay Sugar is committed to a culture of continuous improvement within our operations, with our workforce, suppliers and other stakeholders to identify and address modern slavery risks. The Human Rights Policy, MSL Code of Conduct, the MSL Supplier Code of Conduct and the Whistleblower Policy are part of the suite of policies which are reviewed annually by the Board.

Our risk criteria, existing supplier risk profiles and supplier selection processes are reviewed at appropriate intervals to take account of new or emerging modern slavery risks and to ensure they are effective in identifying the risk of modern slavery in our supply chains.

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We will continue to:

- a. share our Human Rights Policy and MSL Supplier Code of Conduct, and engage with suppliers and other external stakeholders;
- b. develop relationships which support open communication; and
- c. encourage suppliers, customers, our workforce and other stakeholders to report any instances or risks of modern slavery that they may be concerned about.

We will also continue to assess the effectiveness of our actions and to refine our approach as necessary.

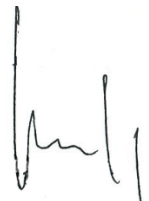
## **6. Report – both internal and external**

Regular reports will be made to the Board and progress will be updated as part of the annual reviews of policies and procedures.

Future developments both positive and negative will be addressed internally through Mackay Sugar newsletters, grower communications and with other suppliers through individual or group communications as appropriate.

Annual reporting via the Modern Slavery Statement will provide a further review opportunity of progress which is being made.

This statement was approved by the Board of Directors of Mackay Sugar Limited on 27 August 2026 and by the Board of Directors of Queensland Commodity Services Pty Ltd on 28 August 2026.



**Michael Gerloff**  
**CHAIRPERSON**  
**Mackay Sugar Limited**

**28 August 2026**