

FY25 Modern Slavery Statement

Acknowledgement of Country

FMH Group respectfully acknowledges the Traditional Custodians of the lands on which we operate, including the Bunurong Boon Wurrung people of the Eastern Kulin Nation, on whose Country our head office in Moorabbin, Melbourne is located.

We also acknowledge and pay respect to the Traditional Custodians of all lands across Australia where FMH Group operations, facilities, and services are situated. We honour Elders past, present, and emerging, and extend that respect to all Aboriginal, Torres Strait Islander and First Nations Peoples.

Message from Our Chief Financial Officer

This document reflects our ongoing journey to strengthen our approach to identifying, mitigating, and addressing modern slavery risks. It outlines the progress achieved to date and priority initiatives underway to further embed robust risk management and governance practices across our operations and supply chains.

FMH Group remains committed to building a sustainable logistics ecosystem underpinned by transparency, accountability, and ethical conduct. We recognise the significant risks modern slavery poses to businesses and communities and understand that addressing these risks requires continuous and proactive effort. While progress has been made, we acknowledge ongoing work is essential to advance our commitments.

As we enter a new financial year, FMH Group views this as a strategic opportunity to harmonise policies and embed best practices across all controlled entities. Through enhanced alignment, collaboration, and engagement with our suppliers, we aim to deliver ethical, sustainable, and equitable outcomes for all stakeholders, further advancing our modern slavery framework.

Chris Linnett
FMH Group CFO

Director, CouriersPlease Pty Ltd (ACN 006 144 734)

Director, FMH Group Holdings Pty Ltd ACN 646 430 408 (formerly known as SingPost Australia Investments Pty Ltd)

Introduction

This Statement describes the actions taken by FMH Group Holdings Pty Ltd ACN 646 430 408 (formerly known as SingPost Australia Investments Pty Ltd) (**FMH Group Holdings**), Freight Management Holdings Pty Ltd (ACN 144 724 532) (**FMH**) and its controlled entities (**FMH Group**), including EFM Logistics Pty Ltd (EFM), to assess and address modern slavery in our operations and supply chains in compliance with the Modern Slavery Act 2018 (Cth) (**Modern Slavery Laws**) for the reporting period 1 April 2024 to 31 March 2025. Where we refer to “our,” “we,” “group” or “us” in this statement, it means the reporting entities and their subsidiaries.

Modern slavery refers to situations where coercion, threats, or deception are used to exploit individuals and undermine their freedom. It includes practices such as human trafficking, slavery, servitude, forced marriage, forced labour, debt bondage, deceptive recruiting for labour or services, and the worst forms of child labour.

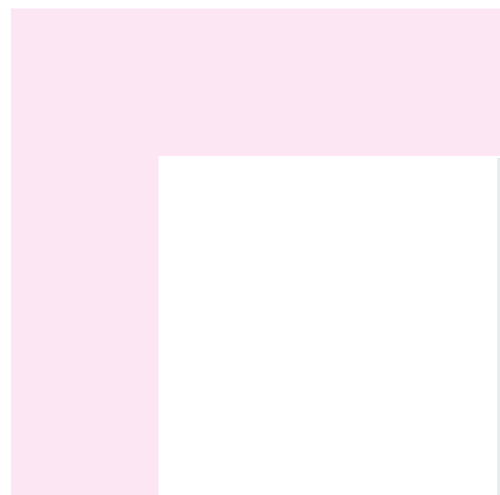
FMH Group has a zero-tolerance approach to human rights abuses, including modern slavery. We are committed to assessing and addressing these risks within our operations and supply chains. We expect all employees, suppliers, and subcontractors to uphold the highest standards of integrity, and ethical conduct.

On 27 March 2025, private equity firm, Pacific Equity Partners (**PEP**) acquired FMH Group from Singapore Post Limited (**SingPost**), becoming the majority shareholder alongside two private investors. This acquisition marks a significant milestone in FMH Group’s growth and strategic evolution. FMH Group continues to strengthen its governance, resources, and operational oversight, positioning itself to further advance ethical sourcing practices, improve supply chain transparency, and enhance frameworks to identify and mitigate modern slavery risks across its operations and extended value chain.

During the reporting period, FMH Group began harmonising its governance framework and initiatives across all entities. This collective effort is focused on aligning group-wide policies to strengthen the integration and management of modern slavery processes, enhancing risk identification and mitigation.

Looking ahead, we will maintain our focus on completing this integration to establish a streamlined and consistent approach across the Group. While Border Express Pty Ltd and Couriers Please Pty Ltd will continue to publish independent Modern Slavery Statements for this reporting period, FMH Group remains committed to delivering a unified and effective framework for managing modern slavery risks across all operations.

In FY21, FMH Group established a cross-functional Modern Slavery Working Group, comprising representatives from Legal, Procurement, People & Culture, Sustainability, Compliance across all operating entities. The Working Group oversees the implementation of FMH’s Modern Slavery Framework, ensuring alignment with our ESG and risk management strategies. It is responsible for identifying and mitigating modern slavery risks across business operations and its supply chain. The Working Group also ensures executive oversight and accountability for the management of modern slavery risks throughout the FMH Group.



Our Structure, Operations and Supply Chain

FMH Group is a diversified logistics holding company with interests across transportation, warehousing, technology and fourth-party logistics. Through the integration of our technology, people, and physical assets, we strive to enable a truly efficient and sustainable supply chain.

FMH Group has built a diversified client base across a broad range of industries over the last 25 years.

It provides a range of services through the following subsidiaries:

Entity	ACN	Industry	Operations
 <small>NO BETTER EXPERIENCE</small>	efm Logistics Pty Ltd	144 724 685	Logistics
			<p>As a 4PL provider, efm provides logistics and supply chain services to customers, including:</p> <ul style="list-style-type: none"> • Solution design • Data intelligence & reporting • Transportation • Warehousing • Implementation • Management <p>EFM also provides tailored warehousing solutions covering a diverse range of services including contract warehousing, pick and pack, storage and distribution</p>
	BagTrans Pty Limited	078 742 588	Logistics
			<p>A specialised national less-than-truck-load express pallet carrier servicing mainly the fast-moving consumer goods sector which comprises mainly Grocery, Retail and Pharmacy distribution centres. (acquired January 2021)</p>
	Niche Logistics Pty Ltd	122 953 833	Logistics
			<p>Specialist provider of East-West rail services and Full Truck Load (FTL) movements. (acquired December 2020)</p>
	Flemington Fields Pty Ltd trading as GKR Transport	009 240 635	Logistics
			<p>Specialised general freight road carrier providing transit capability across the East-West-East Lane (acquired 30 June 2021)</p>
	Andromeda Nominees Pty Ltd trading as Formby Logistics	071 818 061	Logistics
			<p>Specialised general freight provider servicing the Bass Strait and Western corridor. (acquired 01 March 2022)</p>
	Spectrum Transport QLD Pty Ltd	634 455 468	Logistics
	Spectrum Transport NSW Pty Ltd	634 455 708	
	Spectrum Transport VIC Pty Ltd	647 405 221	
			<p>Specialised carrier providing B2B metro distribution in Brisbane, Sydney, and Melbourne with a focus on FMCG products. (acquired 30 June 2022)</p>
	Flip Group Technologies Pty Ltd	607 246 042	Information Technology
	Flip Technologies Pty Ltd	607 245 956	
			<p>Product and software development engineering company.</p>
	Border Express Pty Ltd*	000 533 880	Logistics
			<p>National Freight Transport provider with a strong metropolitan and regional network throughout Australia. (acquired 1 March 2024)</p>
	Couriers Please Ptd Ltd*	006 144 734	Logistics
			<p>A B2C parcel delivery specialist offering tailored and flexible delivery services through 800+ franchise territories and an extensive network of partners (merger completed 27 June 2024)</p>

*This FY25 Modern Slavery Statement applies to all companies in the FMH Group with the exception of Border Express and CouriersPlease, which will both submit separate Modern Slavery Statements for the reporting period of 1 March 2024 – 30 April 2025.

FMH Group and its controlled entities are based in Australia.

About us



Our Vision

To create a new kind of logistics ecosystem, where our people and physical assets are connected through a ubiquitous technology platform, enabling true supply chain efficiency.



Our Mission

To use next generation technology to optimise visibility and minimise waste across a connected and integrated logistics ecosystem.



Corporate Responsibility

We are committed to meeting our economic, safety and social responsibilities. We are committed to ethical behaviour and creating a balance between the needs of shareholders, the needs of the community and the environment in which we operate.

Our Guiding Principles

We do not compromise on safety

Our priority is the safety of our employees, our carrier partners, our customers, and our communities.

Respect tomorrow

We're not just here for now, but for tomorrow too. Our disruptive business model creates long-term value for all stakeholders, including customers, employees, shareholders, the community and the planet.

Our Values

Customer-led growth

From strategy to operations we are led by the customer. We leverage customer insights to understand their challenges and we find new and increasingly better ways to optimise the end-to-end customer experience.

Do the right thing, always

We're honest, transparent and act with integrity and good governance. We respect each other and we do not tolerate deception or dishonesty in any form.

Think Big

We find smarter, better ways of working to achieve goals others consider too difficult or too ambitious.

What we do, we do well

We are high performers and set the standard for excellence in the industry. We strive to improve on our own success and we rise to every challenge.

Where we source

FMH Group works with a diverse supplier and subcontractor network, with most goods and services sourced from Australia and New Zealand.



Freight carriers

- Freight carriers and transport companies, including subcontractors and agents.



Machinery & Equipment

- Machinery and equipment including trucks and trailers used in transportation.
- General equipment (i.e., forklifts, printers, corporate clothing, uniforms, personal protective equipment (PPE))



Human Resources

- Human Resources, including labour hire agencies and recruitment service providers.



General corporate

- Property services including cleaning, rubbish removal, waste management services.
- Consultancy and professional services
- IT, including infrastructure, hardware, and software.
- Hospitality, including travel, venue and entertainment hire, catering/food, and drinks.
- Insurance

Risks of Modern Slavery in Operations and Supply Chain

FMH Group adopts an enterprise risk management framework that covers all risk categories, including modern slavery.

Our approach involves:

- Risk Assessment – Reviewing Modern Slavery Questionnaire (MSQ) responses to identify potential risks
- Prioritisation – Focusing on higher-risk categories and suppliers
- Risk Mitigation – Implementing actions to address identified risks
- Governance – Maintaining policies and procedures to set clear expectations of conduct for directors, employees, contractors and relevant third parties
- Effectiveness Review – Regularly evaluating and refining our approach

FMH Group recognises that its business activities include risks that it may directly or indirectly cause, contribute to, or be linked with modern slavery. We acknowledge that such risks may extend into our customer network, particularly regarding the transportation or storage of goods potentially produced under exploitative conditions.

Our focus areas include:

- Operations: The direct management of our wholly owned subsidiaries, including the working conditions of our employees.
- Supply Chain: The procurement of goods and services, including labour hire arrangements.

Following the Environment, Social and Governance (ESG) review in 2021, we conducted a baseline assessment of modern slavery risks to understand vulnerabilities and prioritise actions. This assessment, combined with continued monitoring, informs our strategy and due diligence processes.

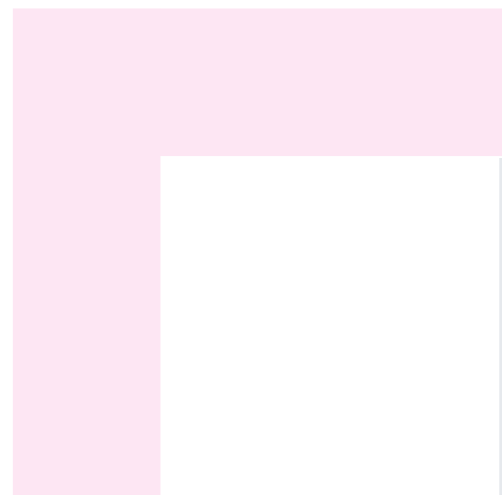
To identify high-risk areas, we consider risk factors related to geographies (as identified by the Global Slavery Index), products, services, industries, and sectors.

During the reporting period, we did not identify any instances of modern slavery in our operations or supply chain, nor were any cases reported through our due diligence processes or grievance mechanisms.

While progress has been made, we acknowledge that further work is required given the scale and growth of our operations.

Based on current assessments, key observations include:

- 1. Low geographic risk** – Most suppliers are based in Australia, which is generally considered low risk for modern slavery.
- 2. High-risk supplier categories:**
 - Cleaning, waste management, and property services
 - Freight carriers, including subcontractors and agents, due to multiple outsourcing layers
 - Labour hire and recruitment services
 - Certain product categories such as uniforms, PPE, operating equipment, and renewable energy components (e.g., solar panels, batteries), where sourcing locations may present higher risk
- 3. Operational risks** – Modern slavery risk within our direct workforce is considered low due to strong governance, clear employment terms, and compliance processes. However, inherent risks remain in the indirect workforce, such as contractors and labour-hire arrangements.



Actions taken to assess and address Modern Slavery risks

A summary of key initiatives undertaken to strengthen governance, identify emerging risks, and adapt our framework is outlined in the table below:

Priority Area	FY25 Actions
Governance	<ul style="list-style-type: none"> Ongoing supplier oversight and compliance, supported by the Supplier Relationship Management (SRM) platform launched in 2023 and our established suppliers onboarding process. Expanded the Modern Slavery Working Group to include broader stakeholder representation, strengthening cross-functional collaboration and responsiveness to emerging risks. Ongoing review and harmonisation of FMH Group policies, ensuring alignment with national and international standards and industry best practices.
Risk Assessment	<ul style="list-style-type: none"> Continued monitoring of high-risk supplier groups to enhance oversight and refine risk management strategies. Broadened focus to emerging risk categories, including sectors such as renewable energy, to proactively identify potential vulnerabilities.
Due Diligence	<ul style="list-style-type: none"> Embedded supplier engagement and audit activities within the procurement and onboarding process, supported by FMH Group Supplier Code of Conduct. Ongoing analysis of Modern Slavery Questionnaire (MSQ) responses to identify higher-risk categories, enabling targeted follow-up and risk mitigation.
Grievance and remediation	<ul style="list-style-type: none"> Grievance and remediation mechanisms are in place to ensure they remain effective, accessible, and suitable for addressing any concerns (if any) promptly and in an appropriate manner. Reinforced governance expectations through policies such as the Code of Conduct, Anti-Bribery & Corruption Policy, and Workplace Health, Safety, and Environment Policy.
Training	<ul style="list-style-type: none"> Employee modern slavery awareness training was delivered through the induction program, and where applicable, supported by videos and guides to build ongoing capability. Employee education remained a priority, reinforcing awareness, accountability, and a culture of ethical responsibility.
Monitoring and Reporting	<ul style="list-style-type: none"> Assessed supplier MSQ responses against risk criteria, with results indicating that suppliers completing the MSQ generally present a low level of modern slavery risk.

Assessing the effectiveness of our actions

FMH Group is committed to continuously improving the effectiveness of our response to modern slavery risks. We recognise that a strong and sustainable approach requires proactively identifying potential or actual risks within our operations and supply chain and implementing appropriate mitigation and remediation actions.

Throughout FY25, a key focus has been consolidating policies and modern slavery mechanisms across the Group. This integration ensures consistency in governance, strengthens risk identification processes, and enhances our ability to respond effectively.

To assess and improve the effectiveness of our framework, FMH Group leverages several strategies:

- **Policy Reviews:** Regular evaluations of group-wide policies and procedures to ensure alignment with legislative requirements and industry best practice, and to maintain consistency across the FMH Group.

- **Cross-Functional Collaboration:** Engagement with the Modern Slavery Working Group and other internal experts to provide insights, set priorities, and agree on next steps for continuous improvement.
- **Supplier Engagement:** Strengthening communication channels with suppliers to set clear expectations, provide guidance, and raise awareness of modern slavery risks.
- **Industry Benchmarking:** Ongoing research and integration of industry best practices to refine our approach and enhance compliance mechanisms.

By embedding these practices, FMH Group aims to strengthen governance and due diligence processes, reinforcing our commitment to minimising modern slavery risks across our operations and supply chain.

Key Areas of Future Actions

Looking ahead, FMH Group will focus on strengthening its modern slavery framework by aligning policies and practices across all entities. A unified approach will enable us to take consistent, group-wide action to reduce modern slavery risks.

Priority Area	FY25 Actions
Governance	<ul style="list-style-type: none"> • Finalise and implement the FMH Group Procurement Policy. • Complete the review and rollout of an updated FMH Group Whistleblower Policy, aligning reporting processes and hotlines to enhance accessibility and streamline mechanisms, supported by awareness campaigns across the wider FMH Group. • Standardise supplier assessment and engagement by integrating a new Work Health and Safety (WHS) system to manage MSQs, improving compliance and oversight. • Continue expanding the Modern Slavery Working Group with targeted workstreams to strengthen cross-functional collaboration and align initiatives with governance framework and initiatives.
Risk Assessment	<ul style="list-style-type: none"> • Expand desktop risk assessments to identify emerging material risk areas, update risk classifications, and prioritise additional sectors for review, where applicable. • Prioritise supplier segments based on risk profiles, evaluating the significance of high-risk vendors within the wider supplier base. • Maintain continuous engagement with material high-risk suppliers, collecting and analysing information to guide remediation and compliance efforts as required.
Due Diligence	<ul style="list-style-type: none"> • Review due diligence procedures for high-risk suppliers to enable thorough evaluation and validation of their modern slavery practices.
Grievance and remediation	<ul style="list-style-type: none"> • Consolidate and harmonise grievance mechanisms across the Group as part of a comprehensive policy review to ensure consistency and standardisation. • Strengthen escalation, investigation, and response protocols for potential breaches or complaints through streamlined, accessible processes. • Where appropriate, extend communication of grievance and remediation mechanisms to external stakeholders.
Training	<ul style="list-style-type: none"> • Sustain engagement through internal communications, including newsletters and awareness campaigns.
Monitoring and Reporting	<ul style="list-style-type: none"> • Identify and track key performance indicators, aligned with our ESG strategy, to assess the effectiveness of the modern slavery framework and risk-mitigation actions across operations and supply chains.

Consultation process

FMH Group Holdings, FMH Group and EFM Logistics Pty Ltd are considered reporting entities under the Modern Slavery Act 2018 (Cth). This Statement has been made on behalf of these entities as well as all other controlled entities of FMH Group including those detailed above and various subsidiaries that are non – operational or employee servicing entities.

Border Express and Couriers Please will submit separate Modern Slavery Statements for their reporting period of 1 March 2024 – 30 April 2025.

This joint Statement has been prepared in consultation with key stakeholders from the FMH Group, and its subsidiaries including the Board to ensure alignment with our governance framework, including the management of modern slavery risks. Senior management from each reporting entity has reviewed and approved this Statement and remains committed to ongoing engagement and accountability in addressing modern slavery risks and responsibilities.

This joint Statement was approved on 28 August 2025 by the Board of Directors of FMH Group's ultimate holdings company and on or before 29 September 2025 by the Board of Directors of each FMH subsidiary that is a reporting entity.

Chris Linnett, as FMH Group CFO and Director was authorised to sign this joint Statement on behalf of EFM, FMH Group and its controlled entities.

A handwritten signature in black ink, appearing to read "Chris Linnett".

Chris Linnett
FMH Group CFO

Director, Freight Management Holdings Pty Ltd (ACN 144 724 532)

Director, EFM Logistics Pty Ltd (ACN 144 724 685)

Date: 29 September 2025