



KILCOY

Global Foods

MODERN SLAVERY
STATEMENT 2025

CONTENTS

- 01 PRESIDENT'S MESSAGE
- 02 OVERVIEW
- 03 REPORTING ENTITIES
- 04 OUR STRUCTURE, OPERATIONS AND
SUPPLY CHAINS
- 05 IDENTIFYING OUR MODERN SLAVERY
RISKS
- 06 ASSESSING AND ADDRESSING OUR
MODERN SLAVERY RISKS
- 07 ASSESSING THE EFFICACY OF OUR
RESPONSE
- 08 CONSULTATION AND APPROVAL



Food the world
loves to eat

01 PRESIDENT'S MESSAGE

Kilcoy Global Foods Australia (**KGF AU**) is built on a culture of integrity, respect and accountability. We maintain a clear expectation of zero tolerance for practices that exploit or harm people, including modern slavery.

This is KGF AU's sixth Modern Slavery Statement prepared under the *Modern Slavery Act 2018 (Cth)*. It outlines our approach to identifying, assessing and mitigating modern slavery risks within our operations and supply chains for the reporting period from 1 January 2025 to 31 December 2025 (**FY25**), and reflects the actions we have taken as well as our commitment to continuing to improve and strengthen our approach over time.

We are proud of the efforts of our teams across the business who continue to embed responsible practices into the way we operate. We remain committed to learning, improving and working collaboratively to help ensure that modern slavery has no place in our business or supply chains.



Jiah Falke
President Australia Division

70+
YEARS IN BUSINESS

45+
AWARDS WON

CUSTOMERS IN
50+
COUNTRIES



02 OVERVIEW

Established as a family-owned meat wholesaler in 1953, Kilcoy Global Foods Australia has grown to become a leading global premium food solutions provider renowned for exceptional quality, innovation and industry-leading sustainability practices. Headquartered at Birtinya on the Sunshine Coast in Queensland, Kilcoy Global Foods Australia develops, produces, and delivers an extensive range of protein products including branded beef products and value-add solution products enjoyed by customers across the globe.

Kilcoy Global Foods Australia procures products from a network of local producers, suppliers and Australian farmers to deliver responsibly raised, high-quality meat products.

The business adopts a zero-tolerance approach to modern slavery and human rights abuses across its operations and supply chain, with clear expectations that vendors and suppliers provide safe and fair working conditions and operate free from exploitation.

During FY25, the Kilcoy Global Foods Australia Group operated six sites in Australia located at:

- Kilcoy, Queensland
- Bells Creek, Queensland
- Kyneton, Victoria
- Epping, Victoria
- Lance Creek, Victoria
- Coominya, Queensland





03 REPORTING ENTITIES

This joint statement is made pursuant to section 14 of the *Modern Slavery Act 2018 (Cth)* in respect of the following reporting entities in the KGF AU Group:

- Blacqua Pte Ltd ARBN 169 810 011
- Kilcoy Industries Australia Pty Ltd ACN 125 927 308
- Kilcoy Pastoral Company Limited ACN 009 671 112
- Kyneton Food Solutions Pty Ltd ACN 650 391 530
- Hardwicks Meat Works Pty. Ltd. ACN 005 423 807 as trustee for the Hardwick Brothers Meatworks Trust ABN 48 001 844 734
- KGF Coominya Foods Pty Ltd ACN 077 185 481
- Australian Food Corporation Pty Limited ACN 077 256 430 as trustee for the Australian Food Corporation Trust ABN 85 610 208 080
- Tabro Meat Pty Ltd ACN 656 063 562

04 OUR STRUCTURE, OPERATIONS AND SUPPLY CHAIN

KGF AU's operations are supported by the procurement of livestock (including beef, lamb, sheep and goat), packaging, and other raw materials that underpin its slaughter, boning and further processing activities across its manufacturing facilities. These operations support the production and sale of beef and protein products for domestic and international markets. KGF AU supplies customers through a range of distribution channels, including restaurants, food retailers, wholesalers and distributors, further processors, quick-service restaurants and e-commerce platforms.

Finished products are supplied to customers in more than 50 countries worldwide, through a portfolio of international brands across three product categories; Primary Beef and Small Stock, Cuisine Solutions and Nutrition Solutions.



KILCOY

Kilcoy Pastoral Company Ltd (**KPC**) is one of the founding trading companies within the KGF AU group and operates a highly efficient, state-of-the-art facility at Kilcoy in the State of Queensland.

Established in 1953, KPC has grown into one of Australia's largest beef processors. Its world-class facility produces beef for domestic and export markets and employs approximately 1,600 people.

To ensure a consistent supply of high-quality cattle, KPC sources livestock from approximately 150 third-party feedlots located primarily across Queensland, and to a lesser extent New South Wales. These feedlot partners include a diverse mix of large corporate operators, and family-owned enterprises. In addition, KPC acquires a portion of its cattle through stock and station agents, who act on behalf of multiple feedlot suppliers and receive a commission paid by the relevant feedlots.





KYNETON

Hardwicks Meatworks Pty Ltd (**Kyneton**) is the main operating entity within the KGF AU group that operates a beef and small stock (lamb, sheep and goat) processing facility located at Kyneton in the State of Victoria. Supported by a workforce of approximately 500 people in FY25, the Kyneton operations provide livestock processing services and supply carcass and boxed meat, as well as skins and hides, to a range of domestic and export customers.

Livestock is sourced through a broad procurement network comprising saleyards, livestock agents and pastoral producers across Victoria, Tasmania, South Australia and New South Wales. Most livestock is delivered directly to the Kyneton facility for slaughter, while a portion is backgrounded or placed into contract feedlots to enhance quality and manage supply consistency.

LANCE CREEK

Tabro Meat Pty Ltd (**Lance Creek**) operates a Tier 2 export registered beef processing facility located at Lance Creek in the South Gippsland region of Victoria, an area renowned for its high-quality agricultural produce. The facility produces a range of premium grass-fed and grain-fed beef products, including Wagyu, servicing both domestic and export markets.

As the site matures, Lance Creek is focused on embedding robust operational, governance and supply chain practices that are appropriate for a growing export-oriented business, while maintaining a strong emphasis on product quality, regulatory compliance and responsible sourcing.

BELLS CREEK

Kilcoy Cuisine Solutions Pty Ltd (**Bells Creek**) operates a Tier 2 export registered facility in Bells Creek, Queensland to deliver multi-protein raw and cooked food solutions.

Supported by approximately 180 personnel in the 2025 reporting period, the Bells Creek site focuses on further processing activities, including portioning, packaging and the preparation of beef and protein products, supplying food solutions to domestic and export customers across retail, foodservice and food manufacturing channels.

COOMINYA

Australian Food Corporation Pty Ltd (**Coominya**) operates a food solutions and value-added processing site in Coominya, Queensland.

The facility at Coominya is Tier 2 export registered and delivers chilled and frozen food solutions, specialising in burger patties for major quick service restaurants and retail channels, in local and export markets.

In FY25, approximately 200 personnel were employed at the Coominya facility. Raw materials were sourced primarily from Australian suppliers with distribution supported by third-party logistics providers servicing domestic and export markets.





05 IDENTIFYING OUR MODERN SLAVERY RISKS

KGF AU recognises that modern slavery risks may be present within its operations and supply chains and that these risks may have the potential to cause, contribute to, or be directly linked to modern slavery practices.

Consistent with a risk-based approach, KGF AU has identified and assessed its modern slavery risks across multiple reporting periods. The principal categories of risk identified in FY24 were reassessed and reconfirmed during FY25 as remaining relevant. These risk categories relate to:

- employment and labour practices within operations; and
- the procurement of materials, services and inputs within the supply chain.

During FY25, KGF AU did not identify any new categories of material modern slavery risk within the operations or supply chains of the reporting entities.

EMPLOYMENT PRACTICES

The employment practices risk remained low in FY25, noting that KGF AU continued to utilise overseas employment programs during the year, including participation in the Pacific Australia Labour Mobility (**PALM**) Scheme that is regulated by the Australian Government's Department of Home Affairs.

KGF AU's participation in the PALM Scheme requires KGF AU's to follow specific risk mitigation measures. These measures included:

- engagement of specialist recruitment agencies to source suitable workers;
- deployment of company representatives to relevant source locations to verify worker suitability for available roles; and
- the provision of training, induction and ongoing support to workers on arrival in Australia and throughout their employment.

Domestic employment practices continued to be supported by KGF AU's internal policies and procedures, engagement with employee support agencies, applicable Enterprise Bargaining Agreements, and compliance with the *Fair Work Act 2009 (Cth)*.

The Enterprise Agreements negotiated for KPC and Kyneton in FY22, together with the in-term Enterprise Agreement covering the Coominya operation approved by the Fair Work Commission, remained in effect throughout FY25.

SUPPLY CHAIN

KGF AU assesses supply chain risk using a global, risk-based approach across its procurement activities, supported by its category management framework and Vendor Relationship Management program. As outlined elsewhere in this Statement, these processes were strengthened during FY25 through enhancements to supplier onboarding requirements and review controls, supporting more consistent identification of supply chain risks across KGF AU's operations.

Supply chain risk was assessed as low during FY25, reflecting KGF AU's predominantly Australian-based upstream supply chain, which provides a high degree of transparency and regulatory alignment across its core sourcing activities.

KGF AU's livestock procurement model remained unchanged during FY25, with 100% source traceability within Australia. This localised sourcing model continues to reduce exposure to the heightened supply chain and labour risks more commonly associated with offshore procurement.

KGF AU also maintained long-standing contractual arrangements with key domestic suppliers of raw materials and packaging across its operations. In addition to raw materials and packaging, KGF AU procures a range of indirect domestic goods and services essential to its operations, including logistics, maintenance and technical services, chemicals, utilities, personal protective equipment, and plant, equipment and information technology solutions. These categories are sourced through a mix of long-term contractual arrangements and shorter-term or project-based engagements. KGF AU also engages internationally based ocean freight carriers, which are subject to the same supplier onboarding and due diligence requirements applied across the vendor base, including relevant risk screening and contractual expectations.





06 ASSESSING AND ADDRESSING OUR MODERN SLAVERY RISKS

KGF AU continues to adopt a multi-prong approach to assess and address these risks, including due diligence and any remediation, the key elements of which are set out below.

GOVERNANCE

A cross-functional Modern Slavery Working Group continued to assess, monitor and identify modern slavery risks across KGF AU's operations and supply chains, consistent with the due diligence expectations set out in the UN Guiding Principles on Business and Human Rights. The Working Group comprises representatives from procurement, legal, operations, finance, livestock and human resources, supporting effective integration of risk assessment findings and mitigation actions.

Members of the Australian Leadership Team continued to act as the Steering Committee in FY25, providing senior-level direction, governance and executive oversight of KGF AU's modern slavery framework and activities, consistent with the expectation that responsibility for human rights risks is overseen at the most senior levels of the organisation.

Modern slavery awareness training continued during the year to support the embedding of modern slavery risk awareness across relevant business functions and operational roles. Training delivery was expanded in FY25 to include the Coominya business, further strengthening group-wide capability and awareness.

In the 2025 reporting period, the KGF AU Group Procurement Manager maintained oversight of procurement activities across entities, supporting alignment, strengthening supplier governance and embedding modern slavery considerations into procurement contracts and ensuring supplier onboarding requirements were consistently upheld.

SUPPLIER DUE DILIGENCE AND CONTROLS

The modern slavery supplier questionnaire continued to be issued to all new suppliers engaging with KGF AU to support the identification and assessment of risks within the supply chain and to inform supplier-level risk profiling. Similarly, KGF AU's Supplier Code of Conduct continued to be incorporated into purchase orders and supplier contracts across the group.

The Supplier Code of Conduct reflects KGF AU's expectations and commitment to fair dealings and high standards of ethical behaviour, including:

- zero tolerance for corruption;
- compliance with applicable anti-money laundering laws and regulations;
- avoidance and appropriate management of conflicts of interest;
- respect for human and labour rights in accordance with applicable laws and regulations, including workplace health and safety, prohibition of child labour and forced labour, equal opportunity, fair compensation, collective bargaining rights and a workplace free from harassment; and
- environmental responsibility, including an ESG commitment to carbon neutrality across operational sites.

During FY25, KGF AU strengthened its supplier onboarding requirements by mandating completion of the modern slavery supplier questionnaire prior to approval to transact, in accordance with updated guidelines and onboarding checklists for finance teams.

CULTURE

KGF AU retained Sedex SMETA certification across all Australian sites during FY25, with outcomes from prior Sedex audits continuing to inform ethical sourcing and continuous improvement initiatives.

During FY25, Board-level oversight reinforced leadership commitment to managing modern slavery risks. As part of the Sedex SMETA audit framework, employee age verification and working conditions for workers under 18 are routinely assessed. KGF AU employed a small number of employees aged 16 and 17 during FY25, including school-based apprentices. External audits, including Sedex and other social compliance audits, identified no non-conformances in relation to under-18 employment.



LIVESTOCK CONTROLS

During the 2025 reporting period, all cattle consigned to KGF AU continued to be identified and tracked through the National Livestock Identification System (NLIS). The NLIS enables the lifetime movement of cattle to be recorded and traced, supporting disease control, food safety and ongoing market access.

On arrival at processing sites, NLIS devices are scanned to verify livestock identification details, enabling KGF AU to confirm that livestock has been sourced from its known, approved suppliers. This serves as the primary control for assessing the livestock component of KGF AU's supply chain by linking each consignment to suppliers that have undergone onboarding and risk assessment processes.



POLICIES

In accordance with Principle 16 of the UN Guiding Principles on Business and Human Rights, KGF AU has formalised its ethical responsibilities, commitments and expectations through company policies, which are reviewed and updated biannually by KGF AU's Vice President of People and Culture. In addition, KGF AU has established a comprehensive framework of policies addressing workplace behaviour and responsibilities, which empower employees to speak up where they identify concerns and complement its targeted modern slavery-related policies. Together, these policies underpin KGF AU's processes for identifying, mitigating and addressing modern slavery risks

POLICY	DETAILS
CHILD LABOUR REMEDITION	This policy sets out KGF AU's zero-tolerance approach to child labour and its commitment to respecting human rights across its operations and supply chain. It prohibits the employment of children under 15, requires compliance with applicable child-employment laws, and establishes safeguards where young workers are lawfully employed.
FORCED LABOUR (MODERN SLAVERY)	This policy confirms KGF AU's zero-tolerance stance on involuntary or coerced labour and protects workers' rights by ensuring employment is freely chosen and lawfully managed.
GRIEVANCE	This policy sets out KGF AU's approach to managing workplace grievances. This supports the identification, escalation and remediation of potential modern slavery risks in the workplace.
ANTI-DISCRIMINATION/ EQUAL OPPORTUNITY	This policy sets out KGF AU's commitment to providing a workplace free from discrimination and vilification underpinning KGF AU's approach to preventing barriers to workers exercising their rights or seeking help.
RECRUITMENT	This policy sets out KGF AU's commitment to transparent recruitment processes by requiring all employees to have valid working rights and employment decisions to be aligned with KGF AU's child labour, forced labour and anti-discrimination policies.
WHISTLEBLOWER	This policy establishes KGF AU's whistleblower framework in accordance with the <i>Corporations Act 2001 (Cth)</i> and provides a safe and confidential mechanism for reporting corporate misconduct. It protects eligible whistleblowers from retaliation and supports the identification and escalation of serious risks, including potential modern slavery and human rights concerns.



FUTURE ACTIONS

KGF AU acknowledges that effective modern slavery risk management is a continuous, evolving process and remains committed to strengthening its approach over time in line with regulatory expectations, industry best practice and changes within its operations and supply chain.

During the next reporting period, KGF AU will continue to identify and pursue opportunities to enhance its modern slavery governance and risk management framework. Key focus areas will include:

01 REVIEWING EXISTING FRAMEWORK

KGF AU will undertake periodic reviews of its current policies, procedures and control measures relating to modern slavery risk management to ensure they remain effective and proportionate to the level of risk.

02 CONSIDERATION OF TECHNOLOGY-ENABLED CONTROLS AND SYSTEMS

KGF AU will explore opportunities to incorporate appropriate IT solutions to strengthen supplier onboarding, verification and ongoing monitoring processes. This may include systems to support improved supplier due diligence, enhanced payment controls and stronger data integrity across procurement and accounts payable functions with a view to improve transparency, traceability and oversight of supplier relationships and transactions across the supply chain.

03 TRAINING AND AWARENESS INITIATIVES

KGF AU will update and enhance its modern slavery awareness training to ensure that relevant teams remain informed about modern slavery risks, indicators and reporting obligations in the business. Where applicable, training content will be reviewed to reflect emerging risk trends with the aim of supporting early identification and escalation of potential concerns.

07 ASSESSING THE EFFICACY OF OUR RESPONSE

KGF AU adopts a risk-based approach to assessing the effectiveness of its actions to address modern slavery risks. Key elements of this approach include the maintenance of a two-tier governance structure, in addition to Board oversight, which enables both strategic direction and day-to-day operational oversight of risk management activities and outcomes. KGF AU also continues to participate in, and

submit to, social compliance audits, which provide independent assessment of labour practices and controls. Together, these governance and assurance mechanisms demonstrate KGF AU's ongoing commitment and diligence in maintaining high standards and in seeking to identify, prevent and address any potential indicators of modern slavery within its workforce and business practices.



08 CONSULTATION AND APPROVAL

This joint Modern Slavery Statement was prepared in consultation with each KGF AU reporting entity. The consultation process included oversight and input from the Boards of the reporting entities, the Australian Leadership Team, key senior leaders within each reporting entity, and the Steering Committee and Modern Slavery Working Group described above. Each reporting entity is represented on both the Steering Committee and the Working Group.

This statement was approved by the principal governing body, being the Board of each KGF AU reporting entity, on **18 June 2026**. Authority was delegated to the Group Chief Executive Officer (who is also a Director and Chair) to sign and submit this Modern Slavery Statement on behalf of each reporting entity.

SIGNED FOR AND ON BEHALF OF EACH REPORTING ENTITY.



DEAN GOODE
GROUP CHIEF EXECUTIVE OFFICER
KILCOY GLOBAL FOODS AUSTRALIA
DATE: 22 June 2026

