

Cranky Health Pty Ltd

Modern Slavery Statement

FY25

1. Introduction

This is the Cranky Health Modern Slavery Statement for the 2025 financial year which relates to the period 1st July 2024 to 30th June 2025 and is referenced as F25.

Cranky Health Pty Ltd (Cranky Health) is committed to acting ethically and with integrity, in all its business activities. This statement and prior year submissions present an opportunity for Cranky Health to demonstrate our commitment to eliminating modern slavery. The focus has been to embed supply chain processes and execute improvement initiatives, such that Cranky Health has a high level of confidence that our business activities are not inadvertently contributing to modern slavery.

The last 2 years have been a time of significant change for Cranky Health, with an upgrade to the production site in Southeast Queensland and subsequent organizational changes. Cranky Health continues to trade above the revenue threshold deemed necessary to report, set out by the Modern Slavery Act 2018 (Cth).

Modern Slavery is a term to describe human exploitation where coercion, threats and deception are used to exploit victims and undermine their freedom. Practices that may be relevant to our industry include human trafficking, forced labor, child labor and debt bondage.

This statement is made on behalf of:

- The Cranky Health entity, the brand owners of The Man Shake, The Lady Shake, The Kids Shake and
- Custom Foods, Custom Manufacturing and Custom Supplements entities, the manufacturing operations
- Private Label Foods Pty Ltd

It has been prepared and reviewed in consultation with relevant stakeholders within the organization and approved by the Board of Directors.

2. Structure, Operations and Supply Chains

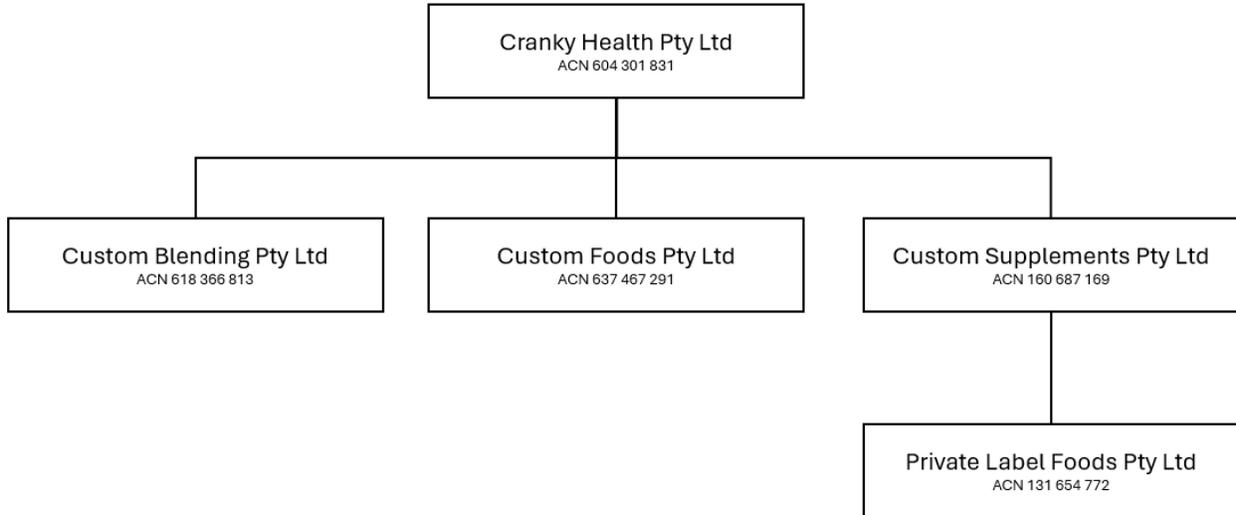
2.1. Company Structure

Cranky Health was founded by Adam and Belinda MacDougall in Newcastle, New South Wales. Both Adam and Belinda were inspired to start the business when one of their close friends, a time-poor father of three who struggled to get fit and lose weight, tragically died of a heart attack. The mission to create positive social change and help others improve their health and lifestyle, led to the creation of the brands The Man Shake, The Lady Shake and The Kids Shake.

Custom Blending Pty Ltd, Custom Foods Pty Ltd and Custom Supplements Pty Ltd (Custom Foods) were founded by Phil Eddy and Aiden Pennell and acquired by Cranky Health in 2022. Prior to the acquisition, Custom Foods was engaged to manufacture Cranky Health brands on a contract manufacturing basis.

Private Label Foods Pty Ltd was purchased in July 2023 and is the manufacturing facility for The Man Shake and The Lady Shake bars.

This structure is shown below:



2.2. Product Portfolio

As mentioned above, Cranky Health is the brand owner of The Man Shake, The Lady Shake and The Kids Shake. In addition, new brands recently launched, Famous Nutrition and Nutrabalance, are owned by the Cranky Health group. The products sold are shown in the illustration below.

Alongside these products, Cranky Health has developed recipes and fitness plans to build an inclusive, supportive community. Since launching, The Man Shake, The Lady Shake and The Kids Shake range have helped hundreds of thousands of Australians improve their health and change their lives. The entire team at Cranky Health are proud to acknowledge that our brands have a positive impact in people’s lives and on Australian society. All our products are proudly made in Australia.



2.3. Operations

Within Cranky Health there are three areas of operations:

2.3.1. Custom Foods, Brisbane

The site’s primary activity is world class powder manufacturing and blending, which is stored and distributed through in-house warehouse operations. Our industry recognized research and development team is also based at this site, along with support functions. This site was the consolidation of five separate operations, completed in 2023.

A second site has been established in Wacol to undertake the e-commerce fulfillment direct to consumer business. The site receives and stores goods primarily from Customs Foods manufacturing after which the team pick and pack to the end consumer. This operation was moved from Newcastle in June 2025.

2.3.2. Cranky Health, Newcastle

The previous e-commerce fulfilment site was moved to Brisbane in June 2025. The Newcastle site was exited at the end of November 2025.

2.3.3. Cranky Health, Sydney

The site's primary activities are sales support and head office functions within an office environment.

2.3.4 Private Label Foods, Gold Coast

This site's activity is bar manufacturing and packaging for The Man Shake and The Lady Shake. These finished goods are then transported to the main site in Brisbane where they are stored before being dispatched to customers.

2.4. Safety Culture

Cranky Health is committed to providing a safe and health-conscious workplace. Processes and ways of working are in place to continually improve and monitor our occupational health and safety (OHS) management systems aimed at minimizing and where possible, eliminating work-related injuries as well as ill health. Consistent with the principles of ISO 45001, Cranky Health adopted a risk-based proactive approach to identifying, eliminating and reducing hazards to ensure the safety of all employees, contractors, visitors and customers.

Leadership accountability for safety is embedded throughout Cranky Health. The Board and Executive team maintain clear oversight of workplace health and safety (WHS) performance, while the Head of Safety, Quality & Compliance centrally leads our OHS management systems, providing regular strategic reporting to the Executive team on emerging risks, performance, and improvement actions. Our safety specialists support implementation and monitoring across all sites to ensure consistency and compliance.

Cranky Health actively promotes a positive safety culture through participation and consultation with workers at all levels. Preventative and corrective initiatives—including the introduction of our safety management system, hazard identification and reporting, near-miss reporting, ongoing training as well as toolbox talks, and root-cause analysis of incidents—have driven sustained cultural and behavioral improvement.

Performance is monitored through a balanced set of indicators that support continual improvement and data-driven decision-making. **Lead indicators**, including near-miss and hazard reporting, site inspections, and action closure rates provide insight into the effectiveness of preventative controls. **Lag indicators**, including lost-time injuries, medically treated injuries, hours lost due to injury and total recordable injuries measure the outcomes of our safety performance.

Cranky Health remains committed to fulfilling our WHS obligations, meeting compliance requirements, and continuously improving our OHS management system by engaging our workforce, managing risk systematically, and striving for excellence in safety performance.

3. FY25 safety performance

Cranky Health F25 safety key performance indicators are below industry average.

4. Modern Slavery Practices, Controls and Processes

During the reporting period, Cranky Health has assessed categories of business activities using a risk-based approach. Factors used to assess the potential risk of modern slavery include geographic and industry-based risks based on reports set out in the Global Slavery Index.

The summary of our findings is set out below:

4.1. Our People

There is a zero-tolerance approach towards Modern Slavery in our recruitment and human resources management. All workers are employed within Australia and are represented by the Australian Fair Work Act and the National Employment standards.

As of 30th June 2025, Cranky Health, Custom Foods, and Private Label Foods employed 172 people. 34% of our workforce are salaried employees, with compensation aligned to market rates, managed by the People and Culture and Executive teams.

43% of employees are permanent full-time or part-time hourly workers, while 23% are casual employees, a figure that fluctuates depending on peak seasons and workflow. Casual employees are hired directly or through reputable industry agencies.

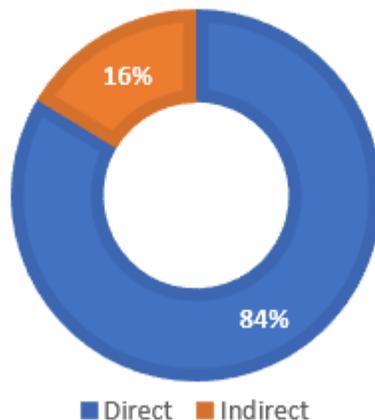
At Custom Foods and Private Label Foods, employees are typically governed under the Food, Beverage & Tobacco Manufacturing Award, while employees in Wacol and Bennetts Green are typically governed by the General Retail Industry Award.

4.2. Our Supply base

Cranky Health has a diverse supply base predominantly made up of direct suppliers. These direct suppliers provide raw materials and packaging items consumed in the manufacture of our finished product. Direct suppliers make up more than 80% of the addressable spend within the Cranky Health operations. Typically, Cranky Health sources from well-established suppliers operating governance frameworks or those that align with Cranky Health’s commitment to protecting human rights.

In F24 Cranky Health became an accredited member of SEDEX, one of the world’s leading ethical trade service providers with the ambition to improve the working conditions in global supply chains.

SUPPLY BASE



4.2.1. Direct Suppliers

Throughout the reporting period, a notable reduction in global supply chain volatility has been observed, underlining our commitment to ensuring stability and compliance within the Cranky Health supply chain. While challenges persisted, they presented themselves in distinct manners, with fewer instances of shortage interruptions. The prevailing focus remained centered on upholding the stability of our supply chain and adhering to regulatory requirements.

All suppliers are required to complete a supplier questionnaire and are added to the Supplier Certificate Register before they are on-boarded. The supplier questionnaire includes direct questions regarding labor and compliance with employment laws and was updated at the beginning of FY25. It is recognized that the honest completion of the supplier questionnaire is relied upon. Accordingly, Cranky Health undertakes an independent assessment of the risk of our direct raw material suppliers.

The table below shows the assessment which incorporates factors such as size & scale, attained accreditation, complexity of the route to market as well as the nature and length of the relationship.

Description	Country of Origin	Modern Slavery Risk Assessment
Milk Powder Concentrate	Australia and New Zealand	Low. <i>The most significant ingredient of The Man Shake, The Lady Shake and The Kids Shake. MPC is a derivative of milk and is supplied by reputable, well-known partners in the Australia and New Zealand dairy industry. A number of those partners are publicly listed and publish Modern Slavery statements.</i>
Whey Protein	USA, Australian and New Zealand	Low. <i>Suppliers in this category are large-scale operations within an established industry.</i>
Amino Acids	China	Low-medium. <i>Suppliers in this category are large-scale operations and have long-standing agreements with multinational corporate manufacturers.</i>
Vitamins	China	Low-medium. <i>There are multiple suppliers used within this category. Preference is given to those with international accreditation and professional operational standards. It is not unusual to work with agencies and/or wholesalers to procure specialized ingredients, which may increase risk.</i>
Flavors	USA, Australian and New Zealand	Medium. <i>Whilst flavorings are often processed in Australia, the ingredients are sourced from international markets. The complexity of the indirect supply chain and small scale creates a less certain view of Modern Slavery compliance.</i>
Corn-based derivatives	USA	Low risk. <i>Suppliers in this category are large-scale operations within an established industry.</i>
Packaging	China and AU	Low risk. <i>There are long-standing collaborative relationships with large-scale packaging suppliers.</i>

4.2.2. Indirect Suppliers

Indirect suppliers are classified as those suppliers who provide goods and services that are not directly consumed in the manufacture of Cranky Health products. Within our operational sites there are several areas of indirect suppliers:

- a. Transport and logistics companies
- b. Labour hire companies
- c. Site support including equipment hire
- d. Hardware and software

The onboarding of indirect suppliers involves an evaluation process prior to appointment which includes review of potential modern slavery risks. All indirect goods and services are secured within Australia and New Zealand, presenting a low risk for modern slavery.

4.3. Manufacturing Partners

Cranky Health leverage co-manufacturing partners, to transform primarily blended powder into secondary products such as bars and ready-to-drink products.

All manufacturing partners are within Australia and are regularly visited and audited by Cranky Health employees. These co-manufacturing partners present a low risk for modern slavery.

4.4. Customers

Cranky Health sales are generated through selling direct-to-consumer via our own websites and direct-to-businesses such as major supermarket retailers and pharmacies within Australia & New Zealand. The majority of our direct-to-business sales are with publicly listed companies as well as large private corporations with well-established modern slavery policies and practices in place.

Custom Foods also co-manufactures brands / products for other 3rd party customers. This 3rd party manufacturing contributed to approximately 30% of the production volume in FY25. Our 3rd party customers reside within Australia and typically do not meet the threshold for public modern slavery statements.

Direct-to-business customers and 3rd party manufacturing customers present a low modern slavery risk.

5. Assesses the effectiveness of these actions

This document represents the second Modern Slavery statement for Cranky Health. The first statement highlighted several areas for improvement, of which Cranky Health has made significant progress as captured below:

- a. Enhanced Safety Systems and Culture: Cranky Health has strengthened our safety systems and processes, aimed at embedding a safety conscious culture. This culture has assisted with improving awareness of modern slavery issues such as poor working conditions, excessive working hours and employee empowerment.
- b. Supplier Risk Assessment Framework: Introduced a risk assessment framework to evaluate suppliers' susceptibility to modern slavery.
- c. Employee Award Rate Review: Employee award rates are reviewed and updated as necessary to align with relevant statutory changes.

d. Modern Slavery clause integration: Modern Slavery clause has been included into new, relevant contractual agreements.

6. Process of Consultation

Cranky Health is responsible for the risk and compliance functions of the entire Group. This statement has been prepared in consultation with relevant subject-matter experts of Cranky Health and Custom Foods.

This statement has been reviewed and approved for publishing by the Cranky Health board.

1) Looking Ahead

Cranky Health is committed to continuously developing and strengthening its approach to modern slavery risk identification as well as mitigation. Key initiatives planned and in progress include the following:

- a) Implement a modern slavery training program for key roles (such as Safety and Procurement personnel) so these employees are better equipped to recognize, report and help mitigate any potential modern slavery red flags or risks. This training would also include an annual refresher.
- b) Include a modern slavery pack for new starters to heighten business awareness.
- c) Continue to leverage modern slavery clauses in contractual agreements and standardized terms documents.
- d) Further develop and refine modern slavery assessment processes through information obtained from SEDEX and encourage any potentially high-risk suppliers to obtain or hold SEDEX membership.
- e) Review the feasibility of on-the-ground audits of key international suppliers using external providers; and
- f) Continuing to build long-term relationships with key supply partners to enhance engagement, transparency and trust in their business operations and promote dialogue on modern slavery issues and Cranky Health's expectations.



Tony Duthie
Chairman



Anthony Mortimer
Chief Executive Officer