

2025 JOINT MODERN SLAVERY STATEMENT



for Cement Australia Holdings Pty Ltd and Cement Australia Partnership

A close-up photograph of a white cement truck with "CEMENT AUSTRALIA" written on its side in large, stylized letters. The truck is parked outdoors, and the background shows some greenery and a clear sky.


MADE
Right Here

AN AUSTRALIAN ICON...

Cement Australia has provided the cement for many of Australia's most significant projects.

Introduction

Cement Australia Holdings Pty Ltd (ACN 001 085 561) and the Cement Australia Partnership ("Cement Australia") are each reporting entities under the *Modern Slavery Act 2018 (Cth)* ("Modern Slavery Act").

This Modern Slavery Statement is made by Cement Australia for the year ended 31 December 2025.

Our Core Values

Cement Australia's core values of trust, honesty, courage, respect, fairness and caring provide a platform of doing business with suppliers, customers, and stakeholders.

Being the leading supplier of cement products and services in Australia, it is important we never lose sight of our customers, our people, and our communities. With a world-class reputation and an unmatched depth of experience, we deliver a broad range of competitive products and services – from bulk and packaged cement products to alternative fuels and waste management.

Our Modern Slavery Commitment

Our suppliers play a critical role in supporting Cement Australia to be responsive, reliable and deliver results.

We work with suppliers who collaborate with us and share our core values.

It is Cement Australia's Policy to conduct business ethically, respecting the rights of all to be free from the practices of Modern Slavery.

We aim to:

- ✓ raise awareness of modern slavery practices to internal and external stakeholders through communication and training;
- ✓ implement systems designed to understand and monitor the risk of modern slavery;
- ✓ promote the use of our Whistleblower Framework as a mechanism for employees, suppliers, and contractors to report grievances confidentially; and
- ✓ engage suppliers and other stakeholders who share and uphold our commitment to mitigating modern slavery.

Structure, Operations & Supply Chain

Structure

Cement Australia Holdings Pty Ltd is owned by controlled entities of Holcim Group Ltd (Switzerland) and HeidelbergCement AG (Germany) in the proportions of 50% and 50% respectively.

Separately, a partnership has been formed between controlled entities of Holcim Group Ltd and HeidelbergCement AG with interests held in the Cement Australia Partnership in the same proportions of 50% and 50% respectively.

Cement Australia Holdings Pty Ltd and the Cement Australia Partnership operate under the same policies, procedures and systems including human resources, procurement, and risk management. They also contract with the same suppliers of goods and services. Accordingly, they will be referred to as Cement Australia throughout this Statement. A reference to Cement Australia also refers to their respective controlled entities.

In order to prepare this joint statement, we engaged with each of the reporting entities covered by this Modern Slavery Statement and consulted the entities we own or control.

This includes the following entities:

Joint Ventures

- ✓ Port Kembla Milling Pty Ltd
- ✓ Ecocem Pty Ltd
- ✓ Ecocem Operations Pty Ltd

Cement Australia Holdings Pty Ltd controlled entities

- ✓ Cement Australia (Coal) Pty Ltd
- ✓ Cement Australia (Darra) Pty Ltd
- ✓ Cement Australia (Exploration) Pty Ltd
- ✓ Cement Australia (Goliath) Pty Ltd
- ✓ Cement Australia (Queensland) Pty Ltd
- ✓ Cement Australia Packaged Products Pty Ltd
- ✓ Geocycle SBF Pty Ltd
- ✓ Kimbolton Coal Pty Ltd
- ✓ Pacific Lime Pty Ltd
- ✓ Pozzolanac Enterprises Pty Ltd
- ✓ The Cornwall Coal Company Pty Ltd
- ✓ DGH Design Fabrication Services Pty Ltd

DARRA

Registered Office:
18 Station Ave
Darra, Queensland

1,175+
EMPLOYEES
across Australia

Our National Network

MT ISA

- Cement & Lime Distribution



DARWIN

- Cement Distribution



KALGOORLIE

- Cement & Slag Distribution



NORTHERN
TERRITORY

QUEENSLAND

WESTERN
AUSTRALIA

SOUTH
AUSTRALIA

NEW SOUTH
WALES

VIC

PERTH

- Cement & Slag Grinding Mills
- Cement & Slag Distribution
- Packaged Products Production



OSBORNE

- Cement & Fly Ash Distribution



ADELAIDE

- Cement Distribution



LEGEND

--- Rail Transport

--- Shipping Transport

* Joint Venture Operation



SILOS

PRODUCTION FACILITY

FLY ASH OPERATIONS

DISTRIBUTION BY ROAD

DISTRIBUTION BY RAIL

DISTRIBUTION BY SEA

PACKAGED PRODUCT PRODUCTION

ALTERNATIVE FUELS

LABORATORY

HEAD OFFICE

DEVONPORT

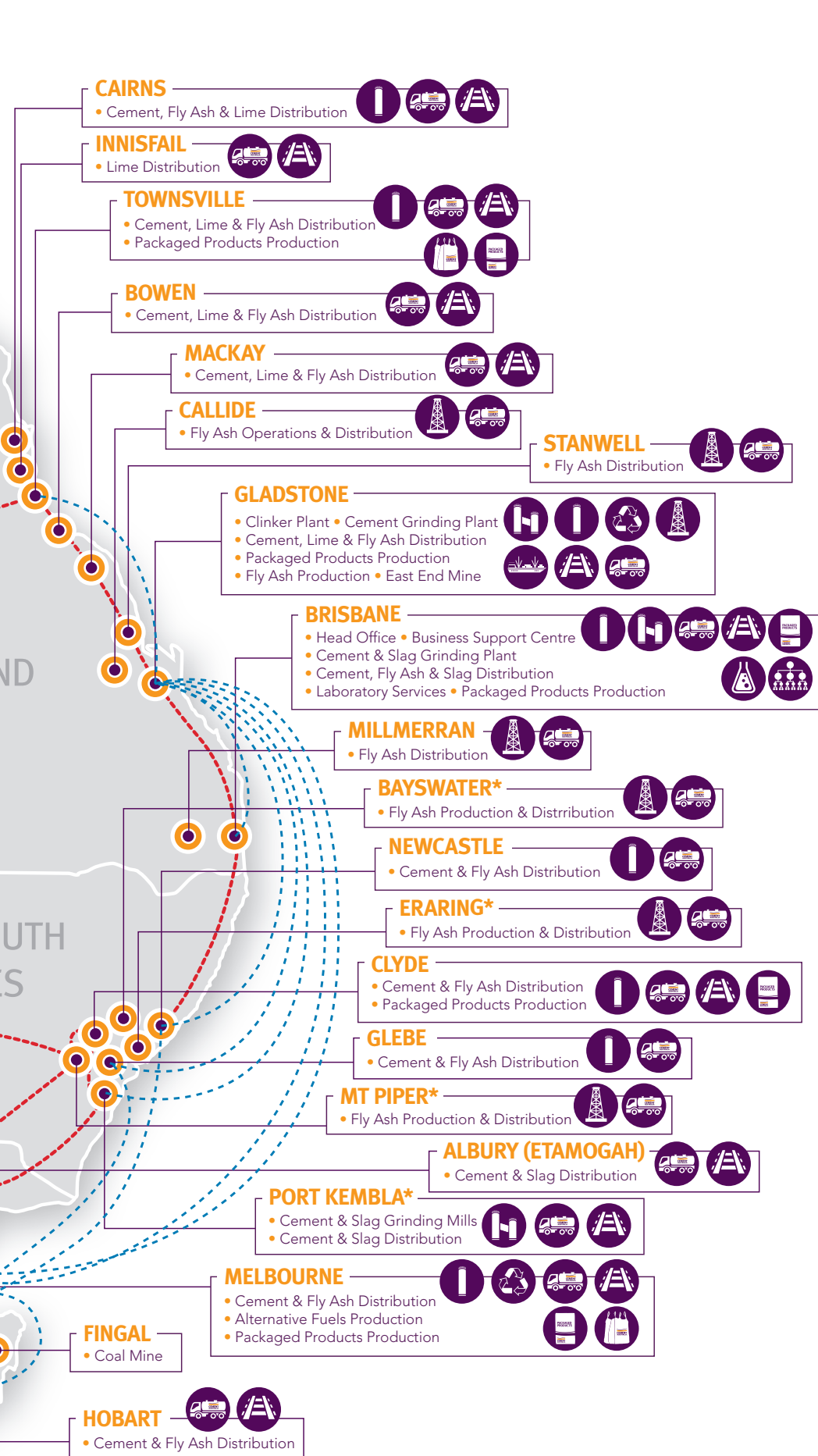
- Cement Distribution



RAILTON

- Clinker Plant
- Cement Grinding Plant
- Cement Distribution
- Packaged Products Production






26 SITES
across Australia

56 + SILOS
holding bulk product

30 DISTRIBUTION CENTRES
across Australia

6 MILLION TONNES +
of cementitious material processed each year

A worker in a blue and white striped shirt and blue gloves is working on a metal part. The worker is wearing a blue long-sleeved shirt with white vertical stripes and blue nitrile gloves. They are focused on a task, possibly inspecting or working on a metal component. The background is slightly blurred, showing an industrial setting.

Operations

Cement Australia's main business involves the manufacture and sale of cement and cementitious products in Australia.

Cement Australia manufacture high performance general purpose cement and general blended cements including customised blends for special applications. In addition, we supply concrete-grade fly ash and Ground Granulated Blast Furnace Slag along with high-grade lime products in bulk and packaged forms.

Cement Australia expanded its operations in 2025, with its acquisition of assets in Western Australia, and now has manufacturing plants located in Queensland, New South Wales, Western Australia and Tasmania as well as numerous distribution depots up and down the East Coast of Australia. Cement Australia only operates in Australia and does not have any operations overseas.

Cement Australia also operates:

- ✓ an environmentally friendly industrial waste business under the legal entity Geocycle SBF Pty Ltd. The waste is processed at our facility in Dandenong, Victoria and destroyed in our two clinker kilns located in Gladstone, Queensland and Railton, Tasmania; and
- ✓ a fabrication, machinery and mechanical services business under the legal entity DGH Design Fabrication Services Pty Ltd. DGH provides services in Queensland from its offices in Mackay, Townsville and Emerald to other Cement Australia entities and the public.

Supply Chains

Cement Australia has a mix of short term and long term contracts with suppliers depending on the type of goods or services being procured.

These include contracts for supply of raw materials, employment contracts, procurement contracts for the supply of goods and services to Cement Australia's operating sites and contracts with transport, rail, and shipping companies.

Cement Australia sources the majority of its raw materials, such as the limestone used in cement manufacturing, from within Australia.

In some instances, where Australia does not have the manufacturing capacity, Cement Australia sources plant and equipment for our manufacturing sites from overseas countries. This plant and equipment is sourced mainly from Europe. Cement Australia undertakes due diligence on suppliers of overseas plant and equipment to ensure that the workshops where the goods are fabricated, and the materials used are reputable.

Cement Australia also has a large distribution network for the distribution of our products to the market. This network includes contracts with rail, transport and shipping operators.

Cement Australia also has a large distribution network for the distribution of our products to the market. This includes rail contracts, contracts with road transport operators and contracts with shipping provider companies.

Risks of Modern Slavery Practices

in the Operations & Supply Chains of Cement Australia

Operations

Cement Australia consider our operations to be low risk on account of the strong employment procedures and processes followed by Cement Australia.

This includes a Recruitment, Selection and Appointment Procedure which:

- ✓ sets out the process to be used when employing staff members appointed from overseas including holding the required work visas;
- ✓ requires any recruitment agencies used by Cement Australia to have signed written contracts in place; and
- ✓ provides for an in-depth Pre-Employment Screening process.

Cement Australia also has in place a Remuneration Procedure that applies to all employees, including fixed or maximum term contractors, and provides for annual remuneration reviews for employees.

In addition, Cement Australia has a Whistleblower Framework in place that provides confidential access to advice and guidance to all employees or officers of Cement Australia, any other individuals that provide goods or service to Cement Australia, and their families and dependents.

Supply Chains

2023

In 2023 Cement Australia continued to improve its processes to reduce the risk of modern slavery practices in its operations and supply chain, including by:

- ✓ updating its procurement procedure to incorporate the new Supplier's Guide to Modern Slavery pamphlet in its new supplier onboarding pack as well as distributing to all current suppliers of Cement Australia;
- ✓ expanding the Cement Australia Modern Slavery online training module to additional staff;
- ✓ conducting due diligence for recruitment agencies engaged by Cement Australia including improved terms and conditions to cover modern slavery risks;
- ✓ updating its procurement procedure to ensure team members engage in ongoing monitoring of modern slavery questionnaire responses;
- ✓ working with suppliers who predated the introduction of the Modern Slavery Questionnaire to ensure they were supplied with and completed the Questionnaire, resulting in full coverage of our supplier network; and
- ✓ initiating a deep dive into import shipping supply chains from high-risk countries.

2024

In 2024 Cement Australia further developed its systems to better conduct due diligence on its operations and supply chain, by:

- ✓ reviewing its Modern Slavery Questionnaire and distribution process to identify areas for improvement with a focus on increasing efficiency and clarity when engaging with suppliers to ensure ongoing supplier engagement;
- ✓ completed its deep dive into import shipping supply chains for materials from high-risk countries;
- ✓ developed a comprehensive procurement process for responding to any suspected or reported incidents of modern slavery with Cement Australia's supply chain;
- ✓ assessed the effectiveness of Cement Australia's current Modern Slavery training for employees with an update session presented by the legal team;
- ✓ completed the mapping of a key supplier's tier 2 supply chain to identify any downstream risks of modern slavery practices;
- ✓ reviewed and updated Cement Australia's "Suppliers Guide to Modern Slavery" to ensure it remains fit for purpose and to provide greater clarity around whistleblower reporting by suppliers; and
- ✓ included a link to the whistleblower reporting process on the front page of the Cement Australia website

Cement Australia Actions

to Address Modern Slavery Risk 2025

In 2025 Cement Australia completed the following actions to address the risks of modern slavery practices in its operations and supply chains:

- ✓ implemented a new multi-tiered modern slavery questionnaire, incorporating the improvements identified in Cement Australia's 2024 review to increase supplier engagement and reporting clarity;
- ✓ conducted a deep dive into a key Service Provider's business and supply chain, in a high-risk industry;
- ✓ updated our Modern Slavery Questionnaire with specific sets of questions applicable to small (less than \$1m revenue or less than 5 employees) and large suppliers;
- ✓ updated our Modern Slavery Questionnaire submission due diligence process by implementing automated alerts to our procurement team for any high-risk responses;
- ✓ conducted a deep dive into a contracted high-volume consumables supplier to identify key risk areas and assess the effectiveness of current mitigation measures; and
- ✓ updated our Modern Slavery Policy which is published on our website to ensure it remains fit for purpose.



Looking Forward



Cement Australia acknowledges that the *Modern Slavery Act* is intended to allow companies to take a continuous improvement approach to Modern Slavery risks.

Cement Australia will continue to work with internal and external stakeholders as well as suppliers to assess the effectiveness of our approach in 2026, with a focus in 2026 on embedding our modern slavery process in our recent acquisitions.

In 2026 Cement Australia plans to:

- ✓ review and update precedent contracts and templates utilised in our recently acquired businesses to ensure they align with our Modern Slavery Policy;
- ✓ deliver training sessions to our recently acquired businesses to raise awareness of modern slavery and the mitigation measures adopted by Cement Australia;
- ✓ implement additional reporting on our Modern Slavery Questionnaire, including the tracking of response rates and establish a formalised process to follow up on suppliers yet to complete the questionnaire;
- ✓ undertake an audit of supplier responses to the Modern Slavery Questionnaire, to ensure accuracy of responses and to identify any areas for improvement or clarity; and
- ✓ issue and review the Modern Slavery and Due Diligence Questionnaire to all key tier 1 suppliers (spend >\$1,000,000 per calendar year) of the recently acquired Cement Australia Naval Base operation in Western Australia.

Approval of the Modern Slavery Statement

This Modern Slavery Statement has been approved by the Board of Cement Australia Holdings Pty Limited and the Cement Australia Partnership.

Rob Davies, CEO of Cement Australia, has been authorised to sign the Modern Slavery Statement as the responsible member.

Signed:



Rob Davies
CEO Cement Australia

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