

Leo Australia Holding Pty. Ltd.

Modern Slavery Statement December 2025

The Company's action plan to address modern slavery risks continues to evolve, with all proposed actions for the current year scheduled for completion by June 2026. This plan includes targeted steps to strengthen our practices and enhance transparency throughout our operations and supply chain. The Company is dedicated to regularly updating our plan to comply with new legislative requirements and ensure our efforts remain effective, comprehensive, and aligned with evolving industry standards.

1. Identify the reporting entity.

Leo Australia Holding Pty Ltd (the "Company") is providing this statement in compliance with the Australia Modern Slavery Act 2018 (No. 153, 2018). The Company is incorporated in Australia as a private company with an ACN 682 814 848, and oversees the provision of commercial textile supply, laundry services and associated operations across Australia and New Zealand, through separate financing and operating entities in each country.

2. Describe the reporting entity's structure, operations and supply chains.

a) Structure

The Company was formed to acquire and manage the operations of the business of the Laundries previously owned by HT Holdco Pty Ltd through funds controlled by Adamantem Capital in Australia. It took over these assets in April 2025 and the Company's Board is represented by its shareholder, Macquarie Korea Opportunities Fund No. 6, a fund controlled by Macquarie Asset Management in Australia. The business has operated fully on its own systems and procedures since it was separated from the Spotless-Downer Group in April 2021. Other than the change in ownership, our operations and supply chain have remained the same since the last reporting period.

The Company as the parent holding entity incorporates a number of direct subsidiaries within the structure. The subsidiaries, all 100% owned are Leo Australia No. 1 Pty Ltd (ACN 682 815 872), Leo Australia Pty Ltd (ACN 682 270 695), HT Holdco Pty Ltd (ACN 645 356 903), HT MezzCo Pty Ltd (ACN 645 356 903), HT MidCo Pty Ltd (ACN 645 357 937), HT BidCo Pty Ltd (ACN 645 358 292), HT NZ BidCo Limited, Taylors Laundries Limited (NZBN 9429047831964), Ensign Services (Aust) Pty Ltd (ACN 006 254 306), HT PropCo1 Pty Ltd (ACN 645 958 407), HT PropCo2 Pty Ltd (ACN 645 958 550) and HT PropCo3 Pty Ltd (ACN 645 985 747).

Financing is managed through a direct subsidiary of the Company, being Leo Australia Pty Ltd (ACN 682 270 695). This company employs no staff and serves no function other than providing finance security for the operations.

This reporting entity is the ultimate parent company of the operating company of Ensign Services (Aust) Pty Ltd (“Ensign”) in Australia and Taylors Laundries Limited (“Taylors”) in New Zealand. These are the two legal entities that are the trading operational entities, employ staff for operations, hold contracts with our customers, supply the services to our customers and manage and procure products through the Supply Chains. Both have been operating in their respective countries for over 90 years.

Ensign trades under the trading names of Linen Services Australia for linen and Ensign Services for garments. Taylors trades across all segments under the one trading name, Taylors. The Executive works across these two entities to drive and pursue the business objectives and strategy and oversee the governance and compliance of modern slavery and other human rights risks.

Specifically, the day-to-day responsibility of Modern Slavery reporting and actions is managed by the Group’s Procurement Manager and reports through the Chief Financial Officer to the Executive on a regular basis or as necessity requires. The Procurement Manager is also involved in our Risk Register reviews to ensure Modern Slavery issues are included.

b) Operations

Ensign and Taylors are the leaders in Australia and New Zealand in providing textile management and laundry services to the Health, Hospitality, Commercial, Airlines and Industrial segments.

Ensign employs over 2,000 people in Australia and Taylors over 400 people in New Zealand. Most staff are employed directly in laundry processing facilities. The Company operates 10 laundry facilities in Australia and 2 in New Zealand.

The staff in the business are traditionally long-serving employees, with any permanent vacancies being filled through directly hiring new staff from applications received in response to vacancy advertisements. The business does, through periods of growth and expansion, utilize agency staff in some locations, but this is only as a short-term measure. Staff across Australia and New Zealand are employed under a variety of awards and agreements, with most of the staff being covered by formal enterprise agreements.

c) Supply Chains:

The major input for Ensign and Taylors is labour that is locally employed and managed at its laundry operating facilities, which primarily washes and manages the textile products owned by the Company or supplied by its customers. This labour is directly employed by the Company and managed by the Company's Policy and Procedures.

In addition to direct labour, the Company across Australia and New Zealand has over 875 suppliers with a total spend per annum of around \$165 million (excluding labour and associated costs and financing costs). The main suppliers for the raw materials purchased in the laundry business operations are in five categories, which are:

- i) Utility services such as gas, electricity and water
- ii) Chemicals
- iii) Laundry equipment associated parts and expertise, primarily from international laundry suppliers
- iv) Textiles being linen or garments, with the majority being from Simba (linen) and NCC (garments)
- v) S & D Contractors provide transport services for the delivery and pickup of linen between laundry facilities and customer locations

In aggregate the above five supplier categories represent 70% of our total external supplier spend. The Company spends less than \$75k per annum on average with over 650 of our suppliers.

The above four key categories are purchased from suppliers within either Australia or New Zealand that abide by the ethical and sustainability goals set forth by the Company, including our Modern Slavery Policy. The only exception is the purchase of major new laundry equipment, where purchase orders are negotiated directly with the overseas parent supplier.

Our purchasing decisions are based on safety, quality, service and price; opting to purchase on secure local contracts to minimize emissions from shipping materials overseas and support local economies.

The Company has analysed its Suppliers by risk category and spend level based on a risk matrix and adopted different strategies of management and interaction with the Suppliers depending on the identified risk. As an example, financial services such as Tax, Insurance or Workers Compensation were identified as minimal Supply Chain risk and no action was taken, however, suppliers of chemical and textiles were identified as high risk and a detailed interaction with these supplier categories has been undertaken.

A summary of the risk matrix used is detailed below:

Category	Type of Services
Nil	<ul style="list-style-type: none"> Federal or state government departments Small supplier with annual invoice value below \$250k Companies providing one-off services e.g. equipment installation
Low	<ul style="list-style-type: none"> Australian companies providing in-direct services, utilities to Ensign Services Companies Supplying Laundry equipment for one-off project work or general off-the-shelf products to Ensign Services
Medium	<ul style="list-style-type: none"> Companies with staff working at Ensign sites or processing Ensign products in Australia. S&D contractors provide transport services for products between the laundry plant and customer locations.
High	<ul style="list-style-type: none"> Companies with overseas manufacturing facilities (own or subcontractor) producing specialty products for Ensign services

3. Describe the risks of modern slavery practices in operations and supply chains.

a) Overview of modern slavery and the anti-slavery effort

An estimated 50 million people worldwide were living in modern slavery on any given day in 2021, an increase of 10 million people since 2016 (Walk Free Global Slavery Index), with Asia and the Pacific having the largest number in modern slavery estimated at 29.3 million people. The Walk Free Foundation, the United Nations' International Labour Organization ("ILO") and other non-profit and governmental entities have, through research over the past decade, identified countries and industries with elevated risks of modern slavery.

They have found that the risks of modern slavery are higher in countries where there is political instability, violent conflict or war, lack of basic needs, disenfranchised groups of people, and high levels of inequality among people, and they have published rankings identifying the highest risk countries and regions as well as the highest risk products and industries. The research completed by these organizations has enabled companies worldwide to conduct more targeted assessment of their operations and global supply chains in support of the effort to eliminate modern slavery.

b) Risks of modern slavery in Ensign and Taylors industry sector and operational locations

Ensign and Taylors operate directly only in Australia and New Zealand and comply with all rules and regulations of the respective countries. There is minimal risk associated with our industry sector and operational locations.

Ensign and Taylors main operational business lines have not been identified by the ILO, Walk Free or other organizations as high-risk industries (the five highest risk industries are identified as the computer/ mobile phone industry, the retail garment industry, and the fishing, cocoa and sugarcane industries).

c) Risks based on our suppliers' industries and locations

Ensign and Taylors have analyzed their suppliers and identified potential suppliers where there may be areas of concern as outlined above in our risk matrix applied across our suppliers.

The highest identified supply chain risk is the potential risk of the supply chains of our contracted Australian based Textile Suppliers in both Linen and Garments whose products are made overseas.

The textile suppliers' supply chains are likely to procure from direct and indirect suppliers operating in industries and countries where the risk of modern slavery is higher. In addition, labour supply within our Transport Suppliers is considered a potential medium to high risk. As such, additional precautions, such as audits of the operations, demonstration of rate of remuneration being paid and declarations of compliance, have been taken associated with these suppliers to ensure compliance.

4. Describe the actions taken to assess and address these risks.

a) Modern Slavery Policy

The Company and its two operating entities, Ensign and Taylors, reviewed and maintained through the year a Modern Slavery Policy (the "Policy") that forms the basis of the business' approach to combatting human trafficking and slavery. The Policy applies to all personnel, including Directors, Officers, and employees. The Policy applies equally to our agents, subcontractors, product suppliers, distributors, vendors, and other firms that furnish supplies or services to or for Ensign or Taylors ("Suppliers"). As has occurred in previous years, the policy is annually reviewed to ensure it remains current and this policy is presented to the Board for approval.

Under the Policy, as previously identified to minimise the risk of Modern Slavery, Ensign, Taylors and its Suppliers shall not:

- Engage in trafficking in persons or the recruitment, harboring, transportation, provision, or obtaining of a person for labour or services, through the use of force, fraud, or coercion for the purpose of subjection to involuntary servitude, peonage, debt bondage, or slavery;
- Procure commercial sex acts;
- Use forced labour in the performance of any contract;
- Destroy, conceal, confiscate, or otherwise deny access by an employee to the employee's identity or immigration documents, such as passports or drivers' licenses, regardless of issuing authority;
- Use misleading or fraudulent practices during the recruitment of employees or offering of employment, such as failing to disclose, in a format and language accessible to the worker, basic information or making material misrepresentations during the recruitment of employees regarding the key terms and conditions of employment, including wages and fringe benefits, the location of work, the living conditions, housing and associated costs (if employer or agent provided or arranged), any significant cost to be charged to the employee, and, if applicable, the hazardous nature of the work;
- Use recruiters that do not comply with local labour laws of Australia or New Zealand as applicable where the recruiting takes place;
- Charge any employee the cost of recruitment fees in their subsequent employment;
- If required by law or contract, fail to provide an employment contract, recruitment agreement, or other required work document in writing.

The Directors, Officers, employees, and Suppliers of the Company and its subsidiaries are responsible for complying with this Policy and for including the substance of this Policy in applicable contracts with Suppliers.

As in the prior years, the Company takes any violation of the Policy very seriously and will result in disciplinary action, up to and including removal from a contract, reduction in benefits, termination of a business relationship, or termination of employment. Any credible information regarding a potential

violation of this Policy, whether discovered by an employee or a Covered Entity, must be promptly reported to a Senior Manager and the Chief People Officer.

Alternatively, violations may be reported anonymously through the Company's Whistleblower pathway. Any Senior Manager receiving notification of a potential violation of this Policy must immediately report the matter to the Chief Executive Officer. The Policy also prohibits retaliation against those who make reports of misconduct and prohibits interfering with employees' cooperation with Government authorities investigating allegations of prohibited activity.

b) Verification of Supplier Practices.

To evaluate and address risks of human trafficking and slavery in its supply chains, Ensign and Taylors undertake formal and ethical assessment of Suppliers in parts of the business where there is an elevated risk of slavery and human trafficking in order to verify compliance with ethical sourcing requirements. This year a new more detailed approach was undertaken.

The company conducted its annual review of all suppliers (both existing and new) and updated their risk categories based on the previously introduced risk-based assessment, which identifies the potential risks of the products/services supplied and the level of expenditure with each supplier. This multi-level risk management approach ensures that the highest-risk suppliers are effectively targeted to minimise the likelihood of any risks. Each supplier assigned to a specific risk category was subject to a tailored risk mitigation plan for the year. The company expanded its list of high-risk suppliers to include S&D contractors, engineering and cleaning service providers alongside the previously identified categories of chemical and textile manufacturers. These suppliers are now required to complete a comprehensive questionnaire and undergo a thorough review assessment.

As part of the company's commitment to continuous improvement in mitigating identified risks, risk-based initiatives have been implemented, including the engagement of an external contractor to independently assess the company's actions and provide suggestions for ongoing improvement.

The assessment process involved direct engagement with suppliers, requiring them to complete a detailed questionnaire and submit copies of their policies and audit reports from their suppliers and sub-contractors.

Furthermore, Ensign plans to adopt industry best practice by conducting independent audits of selected overseas manufacturing facilities of its suppliers or their sub-contractors in the future. This ensures that these facilities have the necessary resources, systems, and audit plans to comply with local laws and the Australian Modern Slavery Act.

The company has been, and will continue to, actively monitor these suppliers throughout the year, adjusting and expanding the scope of those required to comply with the assessment as needed. Additionally, these assessments are now mandatory for any new suppliers identified as high-risk.

The company remains focused on the expanded list of high-risk suppliers, assessing not only their policies but also their management practices and specific performance related to protecting employees' human rights and preventing trafficking and slavery.

Suppliers in high-risk categories are required to complete the questionnaire annually, provide a copy of their Modern Slavery Policy (if available), and confirm compliance with this policy or Australian law. Additionally, all suppliers with overseas manufacturing facilities, including sub-contractors, must present independent audits of their supply chain.

The next tier of suppliers on the risk matrix, including those in the cleaning, staffing services, and engineering contractor categories (approximately 32 suppliers), are also considered potential risk categories. These suppliers are required to complete questionnaires detailing their business practices related to modern slavery and provide a copy of their Modern Slavery Policy (if available). They must also provide written confirmation of their compliance with all relevant Australian regulations and requirements.

The Company's Procurement Team continues to analyze the business suppliers and the potential supply chains to identify purchases that may be at risk. It has mapped out a plan for the coming 12 months to ensure on-going and review actions are completed in a timely manner.

c) Supplier, Contractor and Employee Accountability

Ensign and Taylors' employees continue to be, as in past years, held internally accountable for ensuring that the business meets its set standards regarding slavery and trafficking through our Code of Conduct and associated Policies. The Code of Conduct requires employees and

contractors to act ethically with a sustainable source selection. It also makes clear that compliance with applicable government regulations and Company policies and procedures is required of all suppliers, agents and consultants.

The company continued its policy of reviewing the payroll system to ensure all employees are correctly paid and to maintain independent accountability. This review was conducted by one of the Big Four accounting firms, which confirmed that all employees are being paid accurately.

All at risk Contractors are required to provide responses to our Modern Slavery Questionnaires, their Modern Slavery Policy and confirmation that they are meeting all Australian regulations annually. The Company has systems in place in the Procurement Team to ensure this accountability is measured and maintained.

d) Training

Over the past few years, the company has introduced comprehensive, business-wide training on key aspects of its Modern Slavery Statement and Policy. This training was delivered to the senior management teams at Ensign and Taylors and included a detailed presentation, video session, and an interactive Q&A segment led by the company. At the conclusion of the session, all senior management team members were required to complete a self-assessment questionnaire on modern slavery to evaluate their understanding and reinforce key learnings.

The training covered definitions and examples of modern slavery, identification of suppliers with potential risks, actions to be taken, and guidance on how to respond if modern slavery is identified. Participants were also briefed on the company's initiatives to minimise associated risks. The program additionally included the course "*No Place for Bribery*," which focused on preventing the bribery of foreign public officials and also required completion of a self-assessment questionnaire to strengthen awareness and accountability.

Going forward, the company will expand the training program by providing self-study training materials to all suppliers in high- and medium-risk categories to refresh and reinforce awareness of modern slavery risks.

5. Describe how the reporting entity assesses the effectiveness of these actions.

The Company has significantly strengthened awareness of modern slavery among its employees and across its supplier network. Legislation such as the Australian Modern Slavery Act has played an important role in focusing attention on this critical issue and driving greater accountability throughout the supply chain.

Over the past 24 months, Ensign and Taylors have engaged independent external consultants to assess the effectiveness of their actions in addressing modern slavery risks. The consultants reviewed the Company's Modern Slavery Policy and Statement, along with its processes for identifying supplier risks and the measures implemented to mitigate and educate stakeholders about these risks. As part of this assessment, the consultants benchmarked the Company's responses and initiatives against the requirements of the Modern Slavery Act and comparable businesses of similar size and scope.

To further assess the effectiveness of its initiatives, the Company has analysed the response rate and quality of information received through supplier questionnaires to gauge awareness and performance among suppliers. All suppliers with overseas manufacturing operations have

responded and demonstrated full compliance. The Company also monitors any reports made through its Whistleblower line or directly to senior management concerning modern slavery, with no incidents or reports recorded during the period. Additionally, a new Employee Assistance Program (EAP) provider has been introduced, offering an expanded range of services to better support employees. Engagement with this provider is actively encouraged, with any potential concerns reported confidentially to the Company.

Furthermore, the Company has undertaken additional rigorous benchmarking against other businesses associated with its primary shareholder to ensure that its policies, procedures, and action plans comprehensively address all requirements under the Modern Slavery Act. This benchmarking also extends to the Company's broader ESG-related policies and procedures, enabling a holistic assessment of their effectiveness and the identification of opportunities for continuous improvement.

6. Describe the process of consultation with any owned or controlled entities.

The Company has worked closely with its Senior Executives, Senior Management Team and its shareholder in developing this Statement. The detail associated in the Statement has been widely reviewed and considered and approved by the Board of Leo Australia Holding Pty Ltd.

This Statement will be continually reviewed throughout the year as circumstances require, and will be presented to the Board for review and discussion on an annual basis, with formal ratification at the November Board Meeting.

All entities in the Company Group are 100% owned subsidiaries and are controlled by the same shareholders and have appointed the same directors who have prepared, reviewed and adopted this Statement, as have the Management of the trading entities of Ensign and Taylors.

The entities owned or controlled by Leo Australia Holding Pty Ltd, other than Ensign and Taylors, are non-operational and thus do not have any independent supply chains to which the Modern Slavery Act would apply.

7. Provide any other relevant information

Leo Australia Holding Pty Ltd and its Australian and New Zealand subsidiaries are committed to combatting modern slavery and look forward to working with our suppliers, customers and governmental authorities worldwide to enhance the effectiveness of our efforts and, ultimately, to eradicate modern slavery.

This Australia Modern Slavery Act Statement was approved by the Board of Directors of Leo Australia Holding Pty Ltd, in their capacity as principal governing body of Leo Australia Holding Pty Ltd on Tuesday 11 November 2025.

Signed:



19/12/2025

Name:

John Danieli

Position:

Chairperson of Leo Australia Holding Pty. Ltd.