

The background is a solid dark blue. In the top-left corner, there is a vertical strip of diagonal yellow lines. Scattered across the page are several gear icons: a large light blue gear in the upper left, a medium light blue gear in the lower center, a small light blue gear in the lower right, and a cluster of three yellow gears (one large, one medium, one small) in the upper right.

MADER

Modern Slavery Statement

FOR THE YEAR ENDED 30 JUNE 2025

MADER GROUP LIMITED
ABN 51 159 340 397

Modern Slavery Statement 2025

1. Introduction

This Modern Slavery Statement (**Statement**) is made pursuant to the Modern Slavery Act 2018 (Cth) (**Act**). This is the fifth modern slavery statement of Mader Group Limited ACN 159 340 397 (**Company**) under the Act. This Statement covers the operations and supply chains of the Company and its controlled entities (**Mader Group**).

The Mader Group remains firmly opposed to modern slavery in all its forms and is committed to upholding human dignity, fair employment practices and lawful business conduct. We recognise that modern slavery is a complex global issue and that the responsibility to identify and mitigate potential risks is ongoing.

This Statement outlines:

- the key risks of modern slavery that may exist within our operations and supply chain;
- actions taken during FY25;
- the effectiveness of those actions; and
- planned future improvements.

2. The Mader Group

Overview

The Mader Group is a leading global provider of technical services specialising in mobile and fixed plant equipment maintenance and support. Our people take pride in their work and the growth of the business over the past 20 years has been built on a culture of integrity, safety, workmanship and accountability.

We employ a highly skilled workforce operating across Australia, North America, Asia and Africa, providing labour and technical services across multiple industry verticals including the mining, resources and industrial sectors. During FY25, we provided services to over 640 sites and 490 customers globally and employed more than 3,900 personnel across our operations.

Structure and Operations

The Company is the ultimate parent company of the Mader Group. The Company is listed on the Australian Stock Exchange (ASX:MAD). All Mader Group entities operate under the direction and governance of the Company.

The Mader Group is headquartered in Perth (WA), with established operational offices in:

- Western Australia (Perth, Kalgoorlie);
- Queensland (Brisbane, Mackay);
- New South Wales (Singleton);
- North America (Fort Collins, Las Vegas, Calgary, Edmonton); and
- Africa and Asia (Solwezi, Hong Kong, Ulaanbaatar).

This operational footprint enables us to maintain close relationships with our customers and suppliers and maintains visibility across our supply chain.

Mader Group revenue for FY25 was \$872.2 million, comprising \$686.2 million in Australia, \$166.1 million in North America and \$19.9 million in all other countries.

3. Our Supply Chain

The nature of our business means that our highest expenditure categories relate to:

- vehicles and fleet;
- fuel, tools, tyres and consumables;
- parts and componentry;
- travel, transport and accommodation;
- corporate, IT and administrative services; and
- insurance and professional services.

We work with more than 2,300 suppliers across multiple regions. Our procurement profile remains relatively stable year on year, with approximately 81% of total spend to Australian suppliers, followed by 18% to North America suppliers and the remaining 1% to suppliers principally located in Asia and Africa.

4. Modern Slavery Risks

The Mader Group recognises that modern slavery risks have the potential to exist in a businesses' operations and supply chains through a variety of circumstances, including:

- complex sourcing arrangements;
- products originating from higher-risk countries;
- subcontracting or extended supply chains; and
- sectors known for exploitative labour practices.

We acknowledge that a small portion of our suppliers providing goods and services pose a higher risk for modern slavery practices and remain alert to them, even where our overall exposure is assessed as low. During FY25, we enhanced our understanding of these risks through benchmarking against industry practices, external guidance materials and direct engagement with suppliers.

No actual or suspected modern slavery instances were identified during the reporting period. We attribute this to the nature of our workforce, our direct employment model and our use of established suppliers in low-risk jurisdictions. Nevertheless, our assessment also highlighted opportunities to improve the depth and consistency of our visibility over certain categories, particularly where goods may be sourced from outside Australia or where sub-supply chains are more complex.

5. Actions Taken During FY25

During FY25, the Mader Group focused on enhancing the maturity and reach of its approach. Our actions concentrated on governance, engagement and the ongoing refinement of risk controls.

(a) Risk Assessment

We conducted an updated review of our operations and supply chains. Our assessment involved reviewing supplier locations and industry sectors, mapping categories of procurement spend and identifying priority areas for future attention. Consistent with prior years, no immediate concerns were raised as the majority of goods and services purchased by the Mader Group were sourced from low risk, first tier and domestic based suppliers. The process helped to highlight where improvements could be made, particularly around supplier onboarding and visibility.

(b) Supplier Engagement

We continued to engage directly with suppliers to understand their approach to modern slavery. While our supply chain is largely concentrated in low-risk regions, we continued to seek information from suppliers about their own operations, policies and controls. These engagements improved our understanding of the level of visibility that suppliers have over their own supply chains, and informed areas for further development.

(c) Policy and Governance Framework

Our policies provide clear expectations regarding ethical behaviour, standards of conduct and reporting of concerns. The Mader Group maintains a Modern Slavery Policy, Code of Conduct and Whistleblower Policy, all of which are available to employees and contractors. A review of the Modern Slavery Policy was undertaken as part of our broader policy governance activities. No changes were required, and the review confirmed that the policy remains suitable and reflective of our current operations.

(d) Contracting and Procurement

Our standard form agreements require suppliers to comply with modern slavery laws, notify us of any concerns and cooperate with enquiries or investigations. These provisions promote accountability and transparency across the supply chain. During FY25, we continued to apply these clauses to new agreements where appropriate and monitored their effectiveness through feedback from operational and commercial teams.

(e) Workforce Practices

Our people are central to our business. We ensure that all employees and contractors across the Mader Group's large workforce are able to demonstrate their eligibility to work in the applicable countries where services will be provided prior to commencing work. We also ensure that wages and conditions exceed statutory requirements and provide safe working environments across all sites. We maintain zero tolerance for exploitation or coercion and encourage anyone with concerns to report through our whistleblower channels. We did not become aware of any modern slavery practices in FY25. If such instances are discovered in the future, we commit to working with the affected party and appropriate authorities to ensure the breach is addressed as soon as practicable.

(f) Awareness and Training

We continued to raise awareness of modern slavery among relevant internal stakeholders. Employees in procurement, commercial and operational functions were reminded of the risk indicators associated with modern slavery and the internal pathways available to raise concerns. Our focus remained on ensuring that modern slavery is recognised not only as a compliance obligation but as a genuine ethical issue that requires attention across the organisation.

6. Future Actions

Our commitment to continuous improvement remains key to our approach. In FY26, we intend to further refine our risk assessment processes, expand supplier engagement and consider opportunities to deepen visibility over higher-risk categories. We will also review our training materials, assess whether additional modules may be beneficial for targeted roles and continue to monitor the effectiveness of our contractual controls.

Where issues or gaps are identified, they will be addressed promptly. Our approach will remain pragmatic and proportionate, recognising the nature of our business while acknowledging our responsibility to prevent, detect and respond to modern slavery risks.

7. Measuring Effectiveness

The Mader Group has undertaken a number of actions to date as set out in this Statement to identify, address and mitigate the risks of modern slavery in our operations and supply chains. The Mader Group is continuing to collect information regarding the modern slavery risks in our operations and supply chains.

We recognise that visibility across supply chains is an evolving challenge and that measuring effectiveness will require ongoing refinement and effort. Over time, we expect to further improve our assessment approaches, expand the data available to us, and continue to benchmark our practices against peers and emerging guidance.

8. Consultation with controlled entities

Each controlled entity in the Mader Group operates under the direction and governance of the Company. These entities were consulted in relation this Statement, the actions taken, and future commitments made in relation to modern slavery risks. The supply chains and operations of all controlled entities in the Mader Group were included in the risk assessment undertaken in FY24.

In accordance with section 14(1) of the Act, this Statement is given by the Company and covers the Company and the following reporting entities:

- Mader Contracting Pty Ltd (ACN 114 021 537)
- Mader Queensland Pty Ltd (ACN 611 004 552)

This Statement is made in accordance with section 14 of the *Modern Slavery Act 2018* (Cth) and has been approved by the Board of the Company.



Justin Nuich
Chief Executive Officer
Mader Group Limited

Dated: 15 December 2025