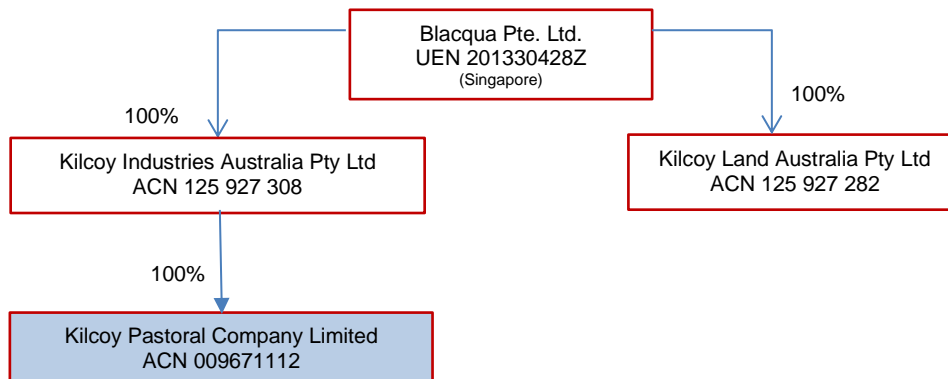


MODERN SLAVERY STATEMENT 2020

Introduction

This statement is made pursuant to the *Modern Slavery Act 2018 (Cth)* (**the Act**) in respect of the financial year ending 31 December 2020 for the following group of companies (**KGF AU Group**):



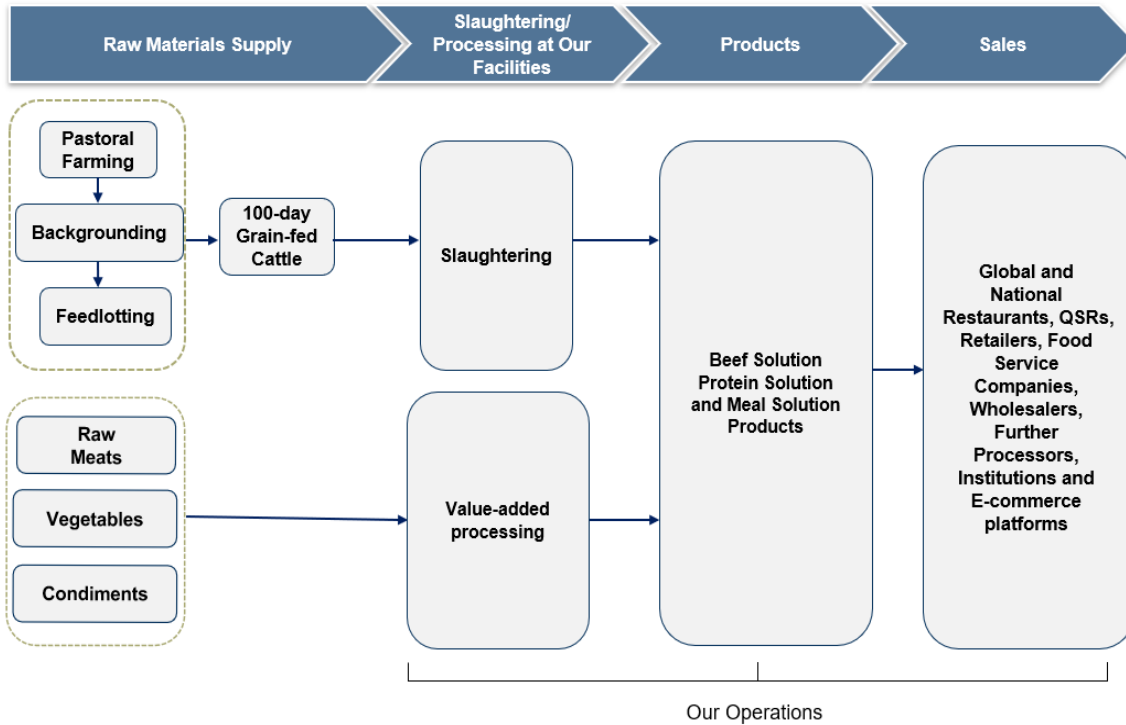
The KGF AU Group are subsidiaries of Kilcoy Global Foods Ltd which is the parent of a multinational group of companies (**the Kilcoy Global Foods Group**). The Kilcoy Global Foods Group is a leading global premium food solutions provider that develops, produces and delivers an extensive range of premium protein products included branded beef products and value-added solution products, such as value-added fresh products, ready to cook products, ready to eat products and meal kits.

Operations and Supply Chains

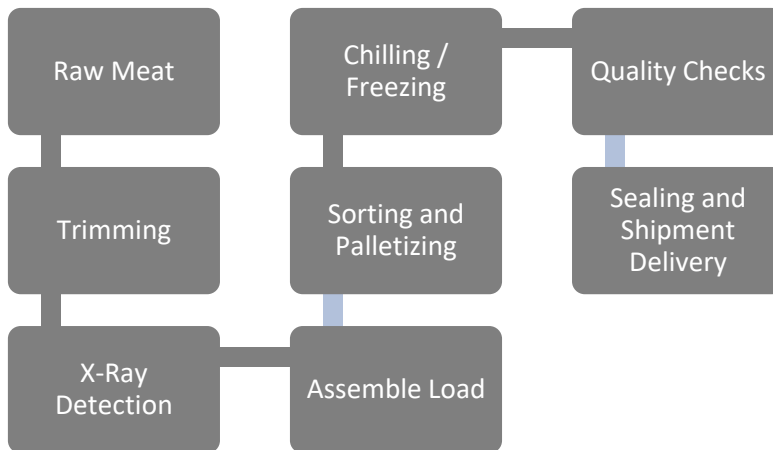
Kilcoy Pastoral Company Limited trading as Kilcoy Global Foods Australia (**KGF AU**) is the trading company of the KGF AU Group with its slaughtering and beef processing facility in Winya, Queensland. Established in 1953, KGF AU is now one of Australia’s largest beef processors with a world-class production facility capable of processing 2000 head of cattle per day and 230,000 metric tonnes of beef per year. KGF AU employs over 1,600 people.

The following flowchart illustrates the Kilcoy Global Foods Group business model with respect to food solution products within the industry value chain:

MODERN SLAVERY STATEMENT 2020



KGF AU’s operations relate to beef and protein solution products. KGF AU’s operations post slaughter are illustrated in the following flow chart:



KGF AU purchases from approximately 150 third party feedlots across Queensland and, to a lesser extent, New South Wales to secure and obtain a stable supply of high-quality cattle livestock. KGF AU’s feedlot partners comprise a mix of large companies, private-equity backed feedlots, as well as independent, family-owned feedlots. For a portion of KGF AU’s cattle, it also transacts with station agents who act on behalf of numerous feedlot providers, and who receive a commission fee paid by the feedlots.

MODERN SLAVERY STATEMENT 2020



KGF AU uses packaging material such as cartons, bulk bins, plastic bags, and soaker pads. KGF AU maintains a panel of suppliers of major packaging raw materials across its operations. KGF AU's criteria for including any new supplier on its panel includes, but is not limited to, the supplier's industry ranking, creditworthiness, operational scale, and stable product quality. When KGF AU explores partnership opportunities with a potential new supplier, it carries out a stringent risk assessment including site inspections when necessary. KGF AU's major packaging suppliers have operations with a global imprint each of which are addressing Modern Slavery risk within their operations and supply chains.

Blacqua Pte. Ltd is a holding company and head of the Australia tax group. Kilcoy Industries Australia Pty Ltd and Kilcoy Land Australia Pty Ltd are related non-operating companies which hold shares in KGF AU and landholdings, respectively. Kilcoy Land Australia Pty Ltd is the only entity within the KGF AU Group that not a reporting entity under the Act.

Policies

KGF AU's code of conduct and company policies set out the company's values and expectations as to how workers should conduct themselves and embeds respect for human rights, labour rights, and ethical behaviour across the business. Relevant policies include Sexual Harassment, Bullying, Anti-Discrimination/Equal Opportunity, Performance & Behavioural Standards, Work Health and Safety Policy and most relevantly:

- Child Labour Policy and
- Forced Labour (Modern Slavery) Policy.

Child Labour in this context consists of work by children that is economically exploitative or likely to be hazardous or to interfere with the child's education, or to be harmful to the child's health or physical, mental, spiritual, moral, or social development.

KGF AU has a zero tolerance for the engagement of Child or Forced Labour or known trafficked persons, in respect of which it requires the exercise of diligence to avoid benefit or financial gain from these practices occurring in the KGF AU supply chain and where workers are engaged by third parties to perform KGF AU core business processes.

KGF AU's Grievance and Whistleblower Policies provide mechanisms to hold the company and the KGF AU Group accountable for any conduct that amounts to modern slavery.

Due Diligence and Risk Management

KGF AU management and staff are trained in relation to KGF AU policies and non-negotiable business principles, including policies with respect to modern slavery.

During the reporting period KGF AU developed a Supplier Code of Conduct which includes confirmation that suppliers are compliant with principles underpinning KGF AU's Forced Labour (Modern Slavery) and

MODERN SLAVERY STATEMENT 2020

Child Labour Policies. This compliance will be enforced in supply contracts and monitored with questionnaires issued to and/or statements received from suppliers.

The above policies and procedures provide a framework that minimises the risks of modern slavery practices arising.

The KGF AU Group is not aware of any Modern Slavery within its operations or supply chains, however if so detected will require corrective action be taken to mitigate or, if practicable, eliminate the risk.

Impact of COVID-19

The COVID-19 pandemic has required KGF AU's management to focus their efforts on crisis response, adapting to rapidly changing conditions and taking decisive action. KGF AU established a COVID-19 Steering Committee to develop and oversee the implementation of a COVID-19 Management Plan by the COVID-19 Action Group. Both the Committee and Action Group were necessarily comprised of key management personnel.

The COVID-19 Action Group was required to prioritise the implementation and policing of agreed protection controls, to source PPE, engage with Government and industry, and ensure a high level of communication with all staff, contractors and suppliers to safeguard all personnel and sustainability of the business as an essential service.

As a result, some of the intended activities to strengthen KGF AU's approach to modern slavery were delayed. However, this work has recommenced in 2021 and KGF AU will continue to mature its risk assessment and due diligence processes to identify and respond to any identified heightened modern slavery risks within its operations and supply chains.

Future commitments

KGF AU is committed to the following actions in 2021:

- Questionnaire: Incorporate Modern Slavery questionnaire into onboarding process for new suppliers. Commence and progressively utilise the questionnaire with existing suppliers.
- Supplier Code of Conduct: Incorporate Supplier Code of Conduct in all purchase orders and template supplier agreements.
- Internal Audit: Annual internal audit and review of working conditions related to any children employed.
- Annual Review: Modern Slavery Steering Committee annual review of KGF AU's response to modern slavery.

Group Consultation

KGF AU prepared this joint statement in consultation with the other entities within the KGF AU Group. This consultation process included engagement by the Company Secretary of KGF AU with the common Board members across the Group.



MODERN SLAVERY STATEMENT 2020

This Statement was approved by the Boards of each company within the KGF AU Group.

Signed


Dean R Goode
Group CEO