

Modern Slavery Statement



2025

Message from our CEO



This Modern Slavery Statement pertains to the period from April 1 2024 to March 31 2025 (FY25 or Reporting Period) and represents the third statement issued by Altor Ag HoldCo Pty Ltd (ABN 29 630 396 619) and its controlled entities, which are designated as reporting entities under the Australian Modern Slavery Act 2018 (Cth) (the Australian Act).

This Statement affirms Altor Ag's commitment to managing the ongoing risks associated with modern slavery within our operations and supply chains.

Altor Ag is dedicated to conducting business with honesty, integrity, and a commitment to ethical practices. We uphold human rights and strive to collaborate with suppliers who share our values and actively work to combat modern slavery practices.

Over the past year, we have reinforced our commitment by enhancing our systems, policies, and procedures to safeguard the rights of all employees and ensure rigorous checks to mitigate the risk of modern slavery.

The People and Safety Board Subcommittee continues to monitor regulatory and legislative developments, including the Australian Government's review of the Modern Slavery Act 2018 (Cth).

In FY26, we will persist in enhancing and refining our initiatives to ensure that, in partnership with our suppliers and service providers, we uphold the principles of the Act.

Shane Bird
Chief Executive Officer

Our story so far

Our Structure

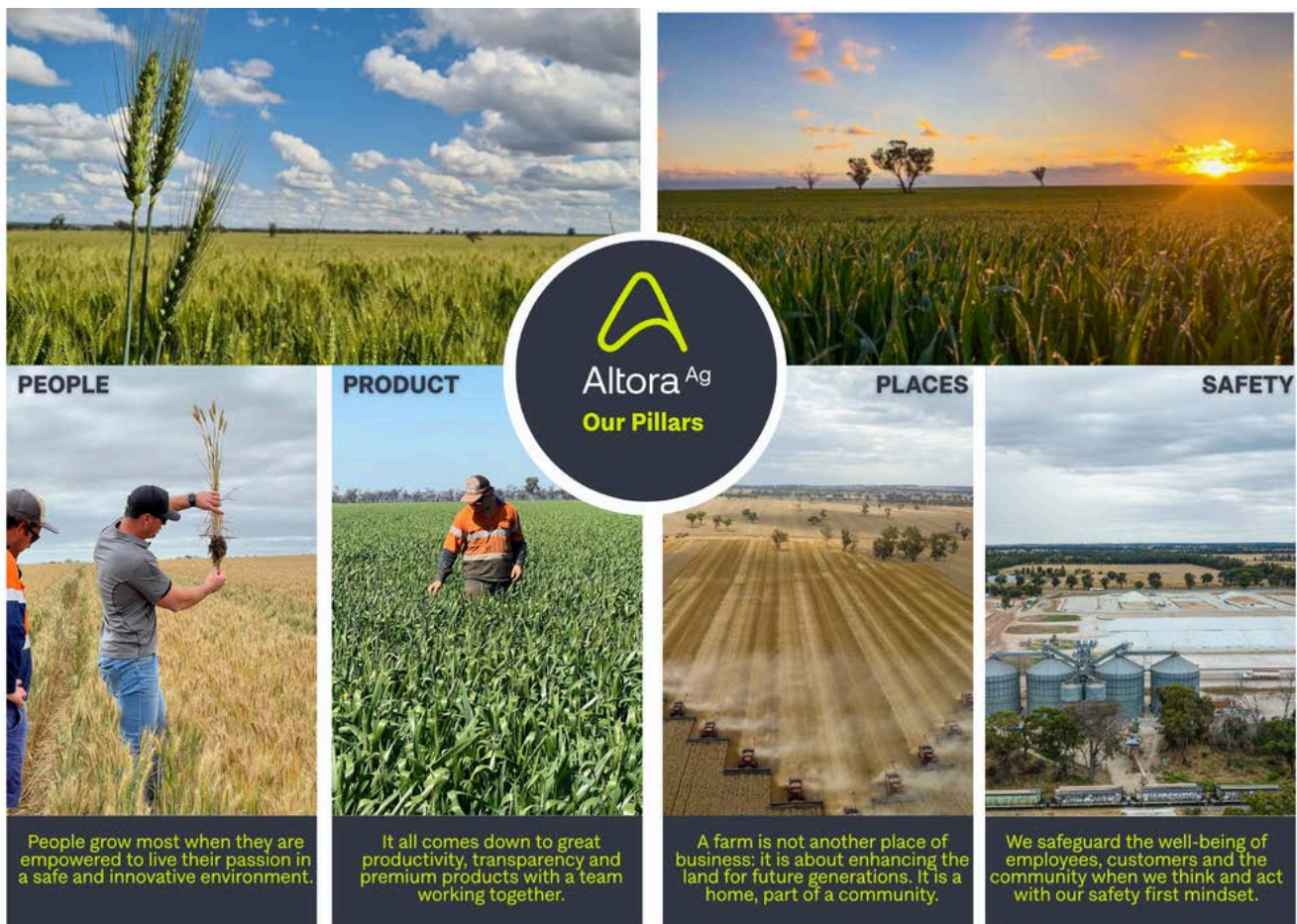
Entity and Ownership

Altora Ag Holdco Pty Ltd (ABN 29 630 396 619) is the parent entity that wholly owns the following entities:

- Altora Ag Services Pty Ltd (ABN 82 630 396 468)
- Altora Ag Pty Ltd (ABN 35 003 514 421)
- Altora Ag DB Pty Ltd (ABN 25 614 043 873)

Our Pillars

In Fiscal Year 2025, we revitalized our core principles to underscore the significance of safety as a fundamental aspect of our business operations.



Our Operations

Altora Ag is a prominent Australian agribusiness, deeply rooted in the farming communities we serve. Operating across 178,000 hectares and 15 strategically located sites, we manage every stage of the agricultural process, from grain storage and fertiliser distribution to agronomy services, crop production, and end-to-end logistics.

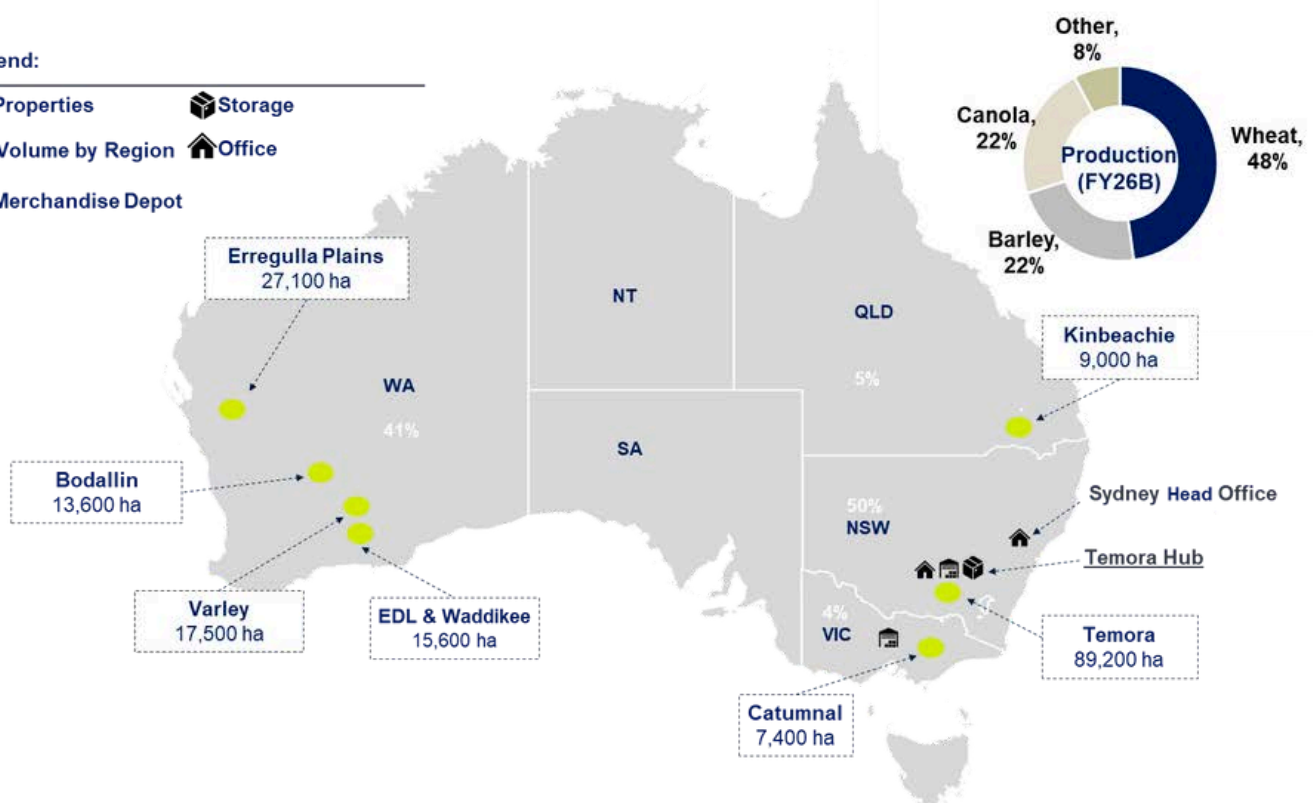
Our operations are supported by a highly skilled core team of more than 130 permanent employees, whose expertise ensures consistent quality and innovation. During peak agricultural periods, our workforce expands to over 250, combining the strengths of locally hired talent with seasonal workers from overseas who bring valuable skills and experience to our operations.

Our commitment extends beyond production to sustainability, community partnership, and regional growth. We actively engage with local contractors during critical farming cycles such as harvest and sowing, ensuring that economic benefits remain within the communities in which we operate.

Our places and products

Legend:

- Properties
- 🏠 Storage
- % Volume by Region
- 🏠 Office
- 🏢 Merchandise Depot



Our Supply chains

The agriculture sector operates within a dynamic and increasingly complex environment, shaped by evolving market demands, regulatory frameworks, and environmental conditions. Altor Ag's supply chain reflects this complexity, encompassing a broad spectrum of goods and services essential to its operations.

Altor Ag sources the following key inputs and services:

- **Production Inputs:** Fertilisers, agricultural chemicals, seeds, and fuel form the foundation of crop production and land management.
- **Logistics and Transport:** A road transport network of internal transport and third parties ensures timely delivery of goods across regional areas and our grains to ports to access international markets.
- **Farming Services:** Seasonal contracting with local farmers supports critical activities such as sowing and harvesting, enhancing operational flexibility and regional engagement.
- **Grain Handling and Equipment Operation:** Specialised machinery is deployed for grain management and field operations.
- **Plant and Equipment Maintenance:** This includes the provision of consumables, chemicals, and processing aids necessary to maintain operational efficiency and safety standards.
- **Bunker Consumables:** Items such as tarpaulins and fumigants are used to protect and preserve stored grain.
- **Safety and PPE:** Comprehensive safety gear—including clothing, footwear, and other protective equipment—ensures compliance with WHS standards and safeguards worker wellbeing.
- **Corporate and Technical Support Services:** Office infrastructure, legal and accounting services, consulting expertise, IT hardware and software support, and general administrative supplies.

This integrated supply chain enables Altor Ag to maintain resilience, efficiency, and compliance across its agricultural operations. It also reflects our reliance on diverse partnerships and services to deliver sustainable outcomes in a rapidly evolving landscape.



People Risks

We are dedicated to cultivating a fair, safe, and legally compliant working environment for all employees and contractors.

Our Human Resources team manages recruitment internally to ensure full adherence to the Fair Work Act, encompassing wage entitlements, employment conditions, and payroll protocols.

All employees receive remuneration consistent with the relevant Modern Awards or Enterprise Agreements registered with the Fair Work Commission, or above these entitlements.

A centralised payroll system guarantees accurate and timely payments, while contractors are compensated via invoice in accordance with mutually agreed terms.

To promote transparency and accountability, all staff and contractors are provided with Altor Ag's Code of Conduct and Policies and Procedures, which clearly delineate behavioral expectations for directors, employees, contractors, and third-party workers.

Our Work Health and Safety Management System (WHSMS) is specifically designed to ensure the well-being of all personnel, including seasonal workforce. Contractors engaged in seasonal on-farm work must complete prequalification questionnaires to verify WHS compliance and disclose any breaches of labour law.

We also conduct regular reviews of Fair Work matters to identify and address any concerns that may arise within our supply chain.

Altor Ag is firmly committed to ethical employment practices. We engage only those workers who have freely consented to employment, are of legal working age, and possess the appropriate status to work in Australia.

Supply Chain Risks

Altora Ag acknowledges that the risk of modern slavery within our operations and supply chains is shaped by various factors, including the geographic locations of suppliers, the nature of procured goods and services, and the industry practices prevalent in certain sectors. These elements are integrated into our risk assessment processes to enhance our understanding and management of potential vulnerabilities.

Given the extensive scale and geographic scope of Altora Ag's operations, we depend on a broad and diverse supplier network across critical categories such as seed supply, fertilisers, fuel, and contract services. This complexity may heighten the risk of modern slavery, particularly within extended supply chains and overseas procurement.

To mitigate these risks, Altora Ag has implemented several proactive measures:

- We have established a Supplier Code of Conduct that delineates clear expectations surrounding ethical business practices, labor standards, and human rights.
- A comprehensive supplier review and onboarding process has been instituted to assess compliance, which includes, when feasible, the evaluation of publicly available Modern Slavery Statements from large-scale suppliers subject to similar legislative requirements.
- Our revised Procurement process underscores our commitment to responsible and sustainable sourcing, explicitly factoring in modern slavery risks within our procurement decision-making process.

These initiatives are designed to enhance transparency, promote ethical behavior throughout our supply chain, and ensure that modern slavery risks are effectively managed.



Our effectiveness

Altora Ag's dedication to human rights is underscored by our Code of Conduct and Values, which were introduced earlier this year.

To support these critical components of our business, we have established a range of policies that will undergo review and retraining for staff through 2025.

It is imperative that our Supplier Code of Conduct and Modern Slavery Policy are either adhered to or integrated into the relevant policies specific to each business unit as appropriate.



Area	Actions Completed
Policies and Governance	Development and Launch of our Company values Board Meeting standard agenda item implemented on Modern Slavery initiatives and progress. Policies including our Code of Conduct and Respect in the Workplace refreshed and relaunched. Procurement processes reviewed Anti-Bribery and Corruption Policy. Enhancing Governance Reporting to Board Supply Chain.
Awareness and Training	Modern Slavery Policy training for managers developed
Risk and Due Diligence	Review of suppliers and ongoing relationships with suppliers

FY 26 Actions



Area	Actions Planned
Policies and Governance	Seek opportunities to showcase Altor Ag's dedication to eliminating modern slavery within the grain sector. Advocate for partnerships and procurement practices that align with and further the goals of the Modern Slavery Act. Altor Ag has successfully met the requirements of its Sexual Harassment Prevention Plan in Queensland this year, demonstrating its commitment to a safe and respectful workplace. Building on this success, the organisation is now preparing to deploy the plan across other states to ensure consistent standards nationwide.
Awareness and Training	Broaden the understanding of modern slavery issues within the agricultural sector among a wider group of managers and emerging leaders at Altor Ag. In addition we will confirm that all responsible officers have participated in a refresher program designed to promote practices that assess the risk of modern slavery in collaboration with our partners.
Risk and Due Diligence	Continuously evaluate and enhance our supplier due diligence efforts in high-risk categories, including exploring additional support to verify supplier self-assessments.

Policies supporting our commitment



Policy	Commitment
Code of Conduct	Our Code of Conduct outlines the expected standard of behaviour and applies to all direct employees and Directors.
Supplier Code of Conduct	Our Supplier Code of Conduct outlines Altor Ag's expectations of its suppliers regarding procurement and covers Human rights, Modern Slavery, Safety, Ethical behaviour and business practice.
Whistleblower Policy	Sets out the process for individuals to disclose concerns regarding potential wrongdoing or conduct suspected of being unethical, unlawful or undesirable.
Health and Safety Policy	This policy outlines our commitment to safe, healthy, and respectful workplaces for all. It also outlines our compliance with applicable laws and codes of practice and striving to ensure that all who work with Altor Ag, including employees, contractors, and visitors, return to their families and communities safely daily.
Our Values	Altor Ag has established its core values in FY 25. These values guide decision-making across operations, supply chains, and partnerships.
Respect in the workplace	Altor Ag's Respect in the Workplace Policy fosters a culture of dignity, inclusion, and professionalism, ensuring all individuals are treated fairly and without discrimination. The policy promotes safe, respectful interactions across all levels of the organisation, reinforcing our commitment to ethical and lawful conduct.

Consultation and approval



Altora Ag is dedicated to a comprehensive strategy for mitigating the risks associated with modern slavery. All entities operate under the direct management of the parent company, ensuring alignment with the senior management team and the board to uphold organizational policies, procedures, and operational standards.

This statement has been approved by the Board of Altora Ag Holdco Pty Ltd (ABN 29 630 396 619) on August 25, 2025, during a board meeting. It is signed by the CEO of the reporting entities on behalf of all directors.



Meeting our reporting requirements



Criteria	Location in report
Identify the reporting entity covered by the Statement.	Our Story - Page 3
Describe the structure, operations and supply chains of reporting entities in the Statement.	Our Story - Page 3 Our Operations - Page 4 Our Supply Chains - Page 5
Describe the risks of modern slavery practices in operations and supply chains.	Modern Slavery Risks - Page 6 Risks - Supply Chain - Page 7
Describe the actions taken to control, assessed and address risks	Modern Slavery Risks - Page 6 Risks - Supply Chain - Page 7 Our Effectiveness - Policy and Governance - Page 8
Describe the risks of modern slavery practices in operations and supply chains.	Our Effectiveness - Policy and Governance - Page 8
Describe the process of consultation with reporting entities covered by the joint Statement.	Consultation and Approval - Page 12



Altora Ag acknowledges Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia. In the spirit of reconciliation, we recognise, value, and respect Aboriginal and Torres Strait Islander peoples' connection and responsibility to land, waterways, and communities as central to their identity and culture.

This report was produced on the lands of the Gadigal People of the Eora Nation. We expressly acknowledge the traditional custodians of the lands on which our businesses reside and operate. We extend this recognition and respect to Indigenous peoples and communities worldwide.