



Silk Logistics Holdings Limited

MODERN SLAVERY

STATEMENT

2024

MODERN SLAVERY ACT REPORTING CRITERIA

Identify the reporting entity	Page 4
Describe the reporting entity's structure, operations, and supply chains	Page 4
Describe the risks of modern slavery practices in the operations and supply chains of the reporting entity and any entities it owns or controls	Page 9
Describe the actions taken by the reporting entity and any entities it owns or controls to assess and address these risks, including due diligence and remediation processes	Page 13
Describe how the reporting entity assesses the effectiveness of such actions	Page 16
Describe the process of consultation with any entities the reporting entity owns or controls (a joint statement must also describe consultation with the entity giving the statement)	Page 18

Acknowledgment of Country

Silk acknowledges the Traditional Owners and Custodians of Country throughout Australia on which we live, work and operate. We pay our respects to Elders past and present, we recognise their strengths and resilience and acknowledge their continuing connection to waters, skies, seas and country.

INTRODUCTION

At Silk Logistics Holdings Limited (Silk), we are committed to upholding human rights across all aspects of our business. Our people are our most valuable asset, and they are at the core of what we do. Our commitment to modern slavery prevention and human rights protection is grounded in our core values: Safety, Respect, Integrity, Passion, Innovation, and Customer-centricity, which guide our approach to these crucial issues.

We are pleased to present Silk's fourth annual Modern Slavery Statement, reflecting our continued efforts to address modern slavery risks within our operations and supply chain. Silk is dedicated to ethical and responsible business practices to ensure that all aspects of our operations, supply chains, and connected networks remain free from any form of slavery. We adopt a zero-tolerance stance on all human rights abuses, including modern slavery, and expect our employees, suppliers, subcontractors, and agents to uphold these standards. Our operations are conducted in compliance with all applicable modern slavery laws.

While we have made significant strides, we continue to evolve. This statement provides an overview of our management of modern slavery risks, highlighting three key focus areas for the reporting period:

- Integrating modern slavery into risk management, including our commercial agreements.
- Engaging with customers and suppliers, current and future, to address modern slavery concerns.
- Broadening awareness across the business, helping everyone understand their role in preventing modern slavery.

In an intensely competitive industry, Silk remains committed to collaborating with our employees, customers, suppliers, and shareholders to strengthen our approach to modern slavery risks and protect fundamental human rights for all who interact with us. We welcome feedback as we continue this vital work.

Silk Values



SAFETY



INNOVATION



RESPECT



INTEGRITY



CUSTOMER-CENTRIC



PASSION

SECTION 1

REPORTING ENTITIES

This modern slavery statement (the Statement) is made by Silk Logistics Holdings Limited (ACN 165 867 372) as a statement on behalf of itself and the following entities:

- Silk Contract Logistics Pty Ltd (ACN 06 444 355)
- Rocke Brothers Pty Ltd (ACN 100 735 469)
- 101Warehousing Pty Ltd (ACN 154 887 715)
- Fremantle Freight & Storage Pty Ltd (ACN 079 923 327)
- Secon Freight Logistics Pty Ltd (ACN 619 650 609) as of 1 September 2023

References to 'our' and 'we' in this Statement refer to Silk Logistics Holdings Limited and its owned and controlled subsidiaries.

This Statement sets out information required by the Modern Slavery Act 2018 (Cth) (the Act) describing the risks of modern slavery in our business and actions we have taken to address those risks during the reporting period 1 July 2023 to 30 June 2024 (the reporting period or FY24).

SECTION 2

OUR STRUCTURE, OPERATIONS AND SUPPLY CHAIN

Company Overview

Silk's origins date back over a century in Victoria, Australia, with the establishment of two pioneering companies: Hoffman Transport and Kagan Logistics. In 2008, these entities merged to create Silk Logistics Group, which later underwent a Management Buyout (MBO) in 2014. This buyout was led by management shareholders Brendan Boyd (Co-Founder and Managing Director – retired 30 June 2024) and John Sood (Co-Founder and Managing Director/CEO appointed 22 May 2024), together with private investment partners.

Since the MBO, Silk's success has been driven by a steadfast commitment to a three-phase strategic plan focused on customer satisfaction, growth, and a strong mergers and acquisitions (M&A) strategy. This approach has expanded Silk's capabilities, scale, and geographic reach.

In FY22, Silk broadened its business-to-business (B2B) model to include e-commerce fulfillment through the acquisition of 101Warehousing. Early in FY23, Silk strengthened its Port Logistics capabilities in Western Australia by acquiring Fremantle Freight & Storage. September 2023, Silk acquired Secon Freight Logistics. These strategic acquisitions align with Silk's current roadmap, which envisions three growth horizons through to FY27.

Our Structure

Silk Logistics Holdings Limited (ACN 165 867 372) is a public company listed on the Australian Securities Exchange (ASX: SLH) with a head office located in Port Melbourne, Victoria.

Silk has several operating subsidiaries. As these businesses are owned by Silk, their operations are included in this Modern Slavery Statement for the reporting period.

Subsidiaries

Silk Contract Logistics Pty Ltd
ACN 006 444 355

Rocke Brothers Pty Ltd
ACN 100 734 469

101Warehousing Pty Ltd
ACN 154 887 715

Fremantle Freight & Storage Pty Ltd
ACN 079 923 327

Secon Freight Logistics Pty Ltd
ACN 619 650 609



Port Logistics

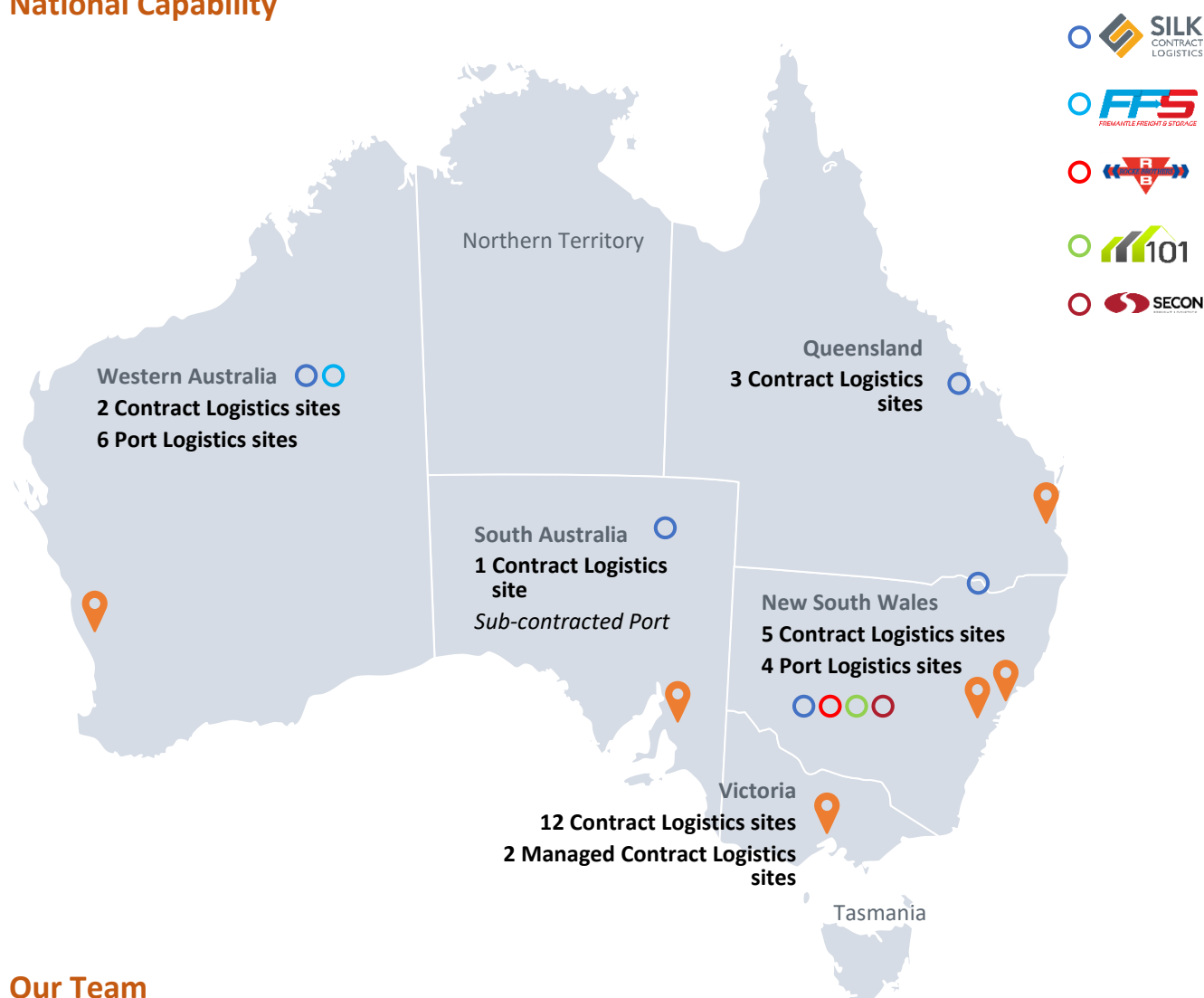
Contract Logistics

Our Operations

With facilities strategically positioned across all major Australian capital cities, Silk leverages prime access to key container ports, providing a distinct competitive edge that enables us to deliver efficient, cost-effective services to our national customer base.

Our extensive network of 46 sites nationally, through five leading businesses and a tier one partner network includes specialised capabilities to meet diverse customer needs. This includes five e-fulfillment warehouses (all located in Victoria), eight sites equipped with licenses to safely store dangerous goods, and eleven food-grade sites. Additionally, Silk operates container yard facilities in Victoria, New South Wales, Queensland, and Western Australia, situated on or near each state's major container ports. This comprehensive infrastructure allows us to consistently deliver high-quality services and solutions nationwide.

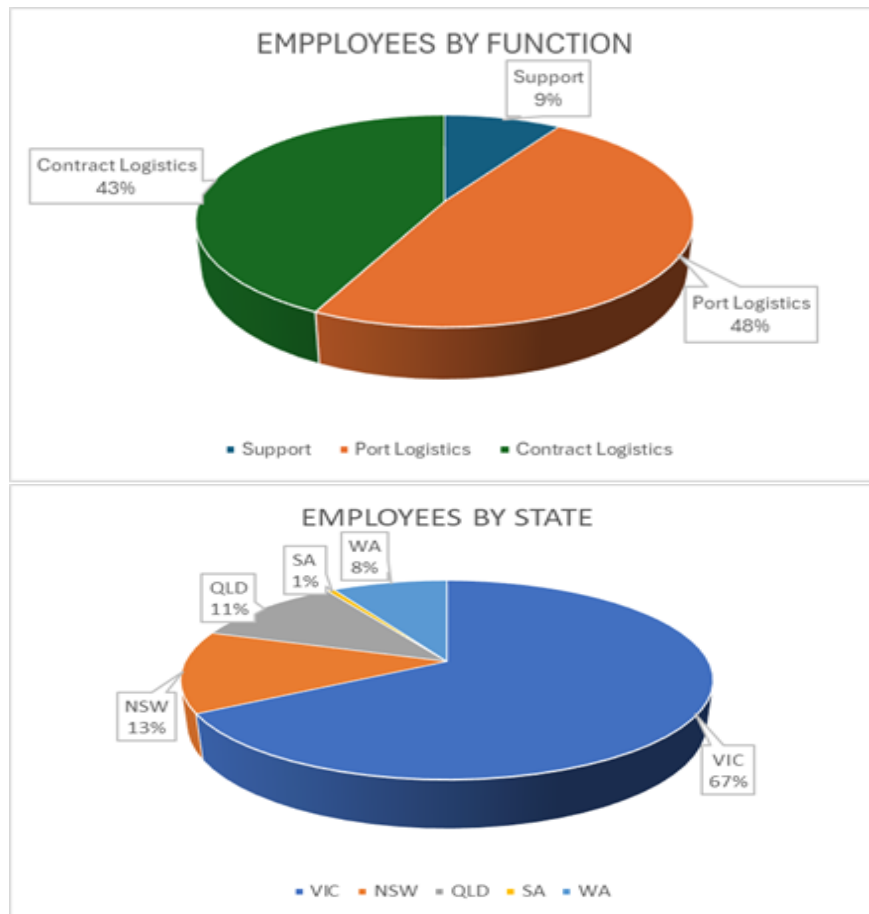
National Capability



Our Team

Our Silk workforce has over 1,000 people, which spans all our businesses and geographies, with 91% of our workforce employed on a full-time permanent basis. The remaining 9% are employed on a permanent part-time, temporary fixed term, or casual basis. Labour hire and contractors are an important part of the Silk's ability to scale up our operations when responding to business needs and

customer demands. We engage labour hire companies, sub-contractors and fleet operators to provide us with the service of contracted workers in Australia.



Our Supply Chain

Our supply chain is extensive and intricate, encompassing a wide array of customers and suppliers. It can be divided into two primary categories:

- **Customer Goods:** We manage, store, transport, and distribute a vast range of products for over 500 customers across sectors such as agriculture, consumer goods, food, light industrial, packaging, retail, freight forwarding, and more. These goods are intended for B2B, B2C, and e-commerce fulfillment and are stored and handled in QLD, NSW, VIC, SA, and WA, with distribution capabilities nationwide.
- **Non-Trade Procurement:** We source a wide range of non-trade goods and services from over 400 direct suppliers to support Silk's operations. This includes items and services such as PPE, uniforms, maintenance, fuel, infrastructure, installation services, hardware, technology, marketing, transport services, construction, labor hire, and subcontractors.

SECTION 3

OUR MODERN SLAVERY RISKS

As we continue to grow and evolve, Silk actively monitors our risk landscape using a comprehensive approach. This includes supplier screening, third-party assessments, audit programs, grievance management, regulatory requirements, and insights from industry trends and associations. These resources enable us to identify, assess, and prioritise responses to human rights and emerging risks.

Recognising modern slavery as a global issue, Silk is committed to contributing to its elimination. We align our strategy to assess and mitigate modern slavery risks with the United Nations Guiding Principles (UNGPs), embracing our responsibility to prevent and address modern slavery within our operations and supply chains.

Our approach to managing modern slavery risks is grounded in three key focus areas, aligned with the UNGPs:

1. Ensuring compliance with relevant laws and regulations, supported by robust internal procedures and controls.
2. Collaborating with suppliers to prevent modern slavery through clear communication and regular audits.
3. Assessing and risk-profiling our procurement partners to reduce modern slavery risks within our extended supply chain.

In FY25, we will update our risk assessment framework to enhance our focus on salient risks and strengthen our response efforts.

Risk Profile Operations

Silk's operations are based in Australia, with facilities in Victoria, New South Wales, Queensland, Western Australia, and South Australia.

Approximately 90% of our workforce is covered by an enterprise bargaining agreement or Award, and we handle most recruitment in-house. The protections and standards set by Australian labour laws contribute to a relatively low risk of modern slavery within our operations.

For specific projects or short-term specialist roles, such as IT, Business Development, or Solutions, we occasionally engage specialist contractors at our Support Office. Terms for these roles are negotiated between Silk and the contractor. Given the expertise and self-employment status of these contractors, as well as their strong knowledge of applicable laws, workplace safety, fair pay, and human rights, the risk of modern slavery in these engagements is relatively low.

When using contractors through labour hire firms, Silk requires these firms to verify compliance with modern slavery risk mitigation practices and to pay employees in accordance with applicable Awards. Although we consider modern slavery risk in these arrangements low, we recognise that the use of third-party labour providers, particularly in roles with higher numbers of migrant or low-skilled workers, may have elevated vulnerability to modern slavery risks.

While the presence of certain risk factors may indicate an increased vulnerability, it does not imply that modern slavery is occurring.

Purchase of goods necessary for client service delivery, including but not limited to PPE, uniforms, fuel and other related items such as:

- Direct labour
- Indirect labour (contractors, subcontractors, owner drivers, labour hire)
- Offshore services (e.g., data entry, administration)
- Facilities management (e.g., cleaning, maintenance)
- IT services

Risk Profile Supply Chain

Silk aligns its approach to modern slavery risk management with the United Nations Guiding Principles (UNGPs) on Business and Human Rights, which serve as the global benchmark for addressing modern slavery and other human rights issues within business operations.

In line with the Australian Government's guidance, we use the UNGPs to assess and address modern slavery risks by identifying areas of potential risk and analyzing our role in each: whether as a cause, a contributor, or through direct links to potential harm.

Cause: A business can cause modern slavery or other human rights harm when its actions directly lead to such outcomes.

Contributor: A business may contribute to modern slavery if its practices or omissions facilitate or encourage conditions that lead to exploitation.

Direct Links: A business may be directly linked to modern slavery risks through its services, products, or extended supply chain, even if it is not directly involved in exploitative practices.

By applying this framework, Silk can better understand and mitigate modern slavery risks across our operations and supply chains.

Potential modern slavery risks

Direct Labour

RISK – Cause (potential)

Australian labour laws provide strong standards, obligations, and worker protections, resulting in a relatively low risk of modern slavery within our direct labour operations of over 1,000 employees within Australia. These regulations include, but are not limited to:

- Fair Work Regulations 2009
- Fair Work Act 2009
- National Employment Standards (NES)
- National minimum wage
- Fair Work Amendment (Protecting Vulnerable Workers) Act 2017
- Fair Work Amendment (Family and Domestic Violence Leave) Act 2018
- Fair Work Amendment (Improving Unpaid Parental Leave for Parents of Stillborn Babies and Other Measures) Act 2020
- Fair Work Amendment (Supporting Australia's Jobs and Economic Recovery) Act 2021
- Sex Discrimination and Fair Work (Respect at Work) Amendment Act 2021
- Fair Work Amendment (Paid Family and Domestic Violence Leave) Act 2022

- Fair Work Legislation Amendment (Secure Jobs, Better Pay) Act 2022
- Fair Work Legislation Amendment (Protecting Worker Entitlements) Act 2023
- Fair Work Legislation Amendment (Closing Loopholes) Act 2023
- Fair Work Legislation Amendment (Closing Loopholes No. 2) Act 2024
- Independent Contractors Act 2006
- Registered Agreements
- Anti-Discrimination and Human Rights Legislation Amendment (Respect at Work) Bill 2022

Indirect Labour

RISK – Contributor and Direct Link (Potential)

Silk engages labour hire and contract service providers to support ongoing business needs, including warehousing, transport, and administration. Our assessments have confirmed that labour hire and service providers carry an inherently higher risk of modern slavery. There are two main categories of indirect workers performing tasks on our sites:

- Labour hire workers, who perform tasks such as picking, forklift operation, truck unloading, and container packing/unpacking, primarily within Silk's warehouses and fulfilment centres.
- Subcontractors and fleet operators, who provide truck and driving services to our port logistics and distribution operations.
- Administration services, such as general data entry and administrative tasks, which are outsourced to third-party providers.

The workforce provided by labour hire, contractors, and service providers often includes a higher proportion of migrant and lower-skilled workers who may be less familiar with their workplace rights. Additionally, subcontracting can result in low margins, and Silk has limited control over how these workers are engaged, treated, and compensated, as they are hired through external contractors, suppliers, or labour hire companies.

To mitigate modern slavery risks, we have established supplier agreements with all labour hire and service providers. These agreements set clear expectations for third parties and outline the measures to prevent exploitation. We will continue to review and strengthen these contractual terms to more effectively manage and reduce the risks associated with modern slavery.

Offshore Services

RISK – Contributor and Direct Link (Potential)

Silk engages a limited number of contractors for skilled white-collar labour in higher-risk countries, which presents unique risks. These workers are typically highly educated and specifically trained to perform specialised tasks. However, working overseas can limit Silk's visibility and control over their working conditions.

To address this, we maintain close communication with the organisations providing these services. In FY25 we will audit and assess pay practices and working conditions, ensuring they align with our standards and mitigating potential risks.

PPE & Uniform Supply

RISK – Contributor and Direct Link (Potential)

Silk recognises that it could contribute to modern slavery risks through the procurement of work uniforms and PPE, particularly when sourcing from countries with limited labour controls or from suppliers lacking traceability in their raw material sourcing. The absence of traceability raises concerns about the potential use of forced labor in production regions.

We acknowledge our role in promoting responsible supply chains through our purchasing practices. By engaging with our suppliers, we can influence their operations and encourage ethical practices. In FY25, we are committed to developing and implementing policies and procedures that safeguard against negative impacts on wages and working conditions within our supply chain.

This industry is vulnerable to high modern slavery risks due to certain business models and production regions. To address this, Silk plans to assess the feasibility of conducting an Ethical Trade Audit with its PPE and uniform suppliers and will closely monitor the outcomes.

Facilities Management

RISK – Contributor and Direct Link (Potential)

Facilities management services, including cleaning and maintenance, often involve labour that is primarily composed of migrant and lower-skilled workers who may be less informed about their workplace rights. Additionally, subcontracting can result in low margins, and the nature of the work may involve shift work and long hours.

Silk has limited control over how these workers are engaged, treated, and compensated, as they are hired through supplier or subcontractor arrangements.

To mitigate the risk of modern slavery, we have established supplier agreements with all service providers, which outline expectations and safeguards to prevent exploitation. We are committed to continuously reviewing and strengthening these contractual terms to effectively manage and reduce risks.

IT Services

RISK – Contributor and Direct Link (Potential)

Silk follows a practice of purchasing all IT equipment from reputable suppliers. However, some components within the finished goods may be sourced or manufactured in regions with higher risks of modern slavery.

In FY25, Silk will evaluate the feasibility of conducting an audit to assess these suppliers and will closely monitor their practices to ensure compliance with our ethical standards.

SECTION 4

MODERN SLAVERY ACTIONS, DUE DILIGENCE AND REMEDIATION

Silk is adopting a systematic approach to identifying and addressing potential modern slavery risks within our supply chain and operations. Our framework is designed to be flexible, with a focus on three key objectives:

- **Increasing Awareness:** We aim to foster a culture among employees and suppliers that prioritises the protection of people, ensuring that modern slavery risks are proactively prevented across our operations and supply chain.
- **Cultivating a Reporting Culture:** We empower individuals to report concerns related to modern slavery, ensuring they feel safe to speak up without fear of retaliation.
- **Effective Response:** We are committed to taking immediate and appropriate action when modern slavery issues are identified, ensuring timely remediation.

As part of our continuous improvement efforts, Silk has developed a specific approach to addressing and mitigating modern slavery risks. Our modern slavery framework is centred around three key areas: prevention, detection, and remediation. This approach will be periodically reviewed to assess the effectiveness of our actions and ensure ongoing improvement.

Our Governance Structure

Silk Board	
Responsible for approving key policies and the modern Slavery statement.	
Audit and Risk Committee Responsible for overseeing the Risk Management framework and internal risk controls.	CEO & SLT Responsible and accountable for the overall implementation of the framework and policies.
Sustainability Committee Oversees the Group level strategy, including framework and actions. Responsible for reviewing impacts and opportunities and recommending actions to the Board for approval.	
Modern Slavery Working Group Responsible for the day-to-day management of modern slavery risks. The working group consists of senior members from port logistics, contract logistics & fulfillment, distribution, legal, finance, procurement, IT, corporate development, and people & culture.	

Policy Framework and Expectations

Silk has a comprehensive set of policies that clearly outline our expectations regarding human rights and provide guidance on how our employees can raise workplace grievances. The implementation of these policies is supported by our People & Culture team, which helps with a wide range of people-related matters.

The following policies are particularly relevant to preventing modern slavery within our workforce:

Modern Slavery Policy	Silk is committed to eliminating the risk of modern slavery occurring within its own business and limiting the risk of modern slavery infiltrating its supply chains or through any other business relationship.
Anti-Bribery and Corruption Policy	This policy prohibits all forms of bribery and corruption and informs that Silk is committed to conducting its business legitimately, ethically and in compliance with the applicable laws.
Workplace Code of Conduct	Silk has also adopted a statement of values. The Statement of Values and the Code of Conduct outline how the Company expects its employees and representatives to behave and conduct business in the workplace on a range of issues. It includes legal compliance and guidelines on appropriate ethical standards.
Discrimination, Harassment & Bullying Policy	Sets out our expectations that all team members treat everyone with respect when at work, when representing our businesses or when interacting with team members outside of work.
Whistleblower Policy	Silk is committed to conducting business legitimately, ethically and in accordance with its core values of Integrity, Respect and Passion. Silk is committed to creating workplace culture which promotes employees and eligible whistleblowers to disclose improper conduct confidentially, anonymously and on reasonable grounds without fear of reprisal or detrimental action.
Recruitment Policy	The policy sets Silk's recruitment and selection practices to be fair, equitable and free from discrimination. This includes eligibility to work in Australia and compliance with applicable laws and legislation.
Remuneration Policy	The policy sets out the remuneration principles for employees, and our commitment to fair and equitable remuneration outcomes and practices.
Grievance & Dispute Resolution Policy	The Grievance & Dispute Resolution policy provides a framework for workplace grievances (such as discrimination, harassment or bullying in the workplace) to ensure the situation can be dealt with in an effective and prompt manner
Modern Slavery Supplier Code of Conduct	<p>Silk is committed to limiting the risk of modern slavery occurring within its own business, infiltrating its supply chains or through any other business relationship.</p> <p>Silk has adopted a principle-based governance framework designed to promote responsible management and conduct of our company across a range of disciplines.</p>

Modern Slavery Self-Assessment Questionnaire	This questionnaire highlights the supply chain's responsibility to comply with modern slavery laws. It is designed to identify potential risks through a series of questions addressing key aspects of modern slavery. All new suppliers must complete this questionnaire in order to be set-up in in Silk's Vendor system. If the responses indicate any risk, the supplier will not be approved as a Vendor. Additionally, this questionnaire is used for market reviews and tenders. Both incumbent and prospective suppliers are required to complete it.
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The policies are available either on the Silk website, Silk intranet and the 'Find a Policy' poster with QR code.

Awareness

Silk took steps to enhance the capability of new employees in the business and that of our frontline managers. The awareness training provided a deeper understanding of modern slavery and the potential impacts to the business.

Training	Overview
Induction Training (new employees)	The purpose of Modern Slavery Induction training is to educate new employees about the issue of modern slavery, its different forms, and the indicators to identify potential risks within supply chains and operations.
Awareness Training	The purpose of Modern Slavery Awareness training is to educate frontline managers about the issue of modern slavery, its different forms, and the indicators to identify potential risks within supply chains and operations. This training aims to raise awareness, increase understanding, and empower the team to recognise, and help prevent instances of modern slavery.

Silk is committed to continually raising the capability of the team, their awareness and how they can address modern slavery risks in our operations and supply chains.

Overview of our Grievance Mechanisms

Grievance Policy

At Silk, we believe it is essential for employees to have the opportunity to raise grievances, including those related to modern slavery or other labour rights issues. The purpose of our Grievance Policy is to maintain a positive working environment by providing a fair process for addressing conflicts and disputes in a timely and respectful manner, ensuring the satisfaction of all parties involved.

The policy outlines the steps for submitting grievances, details the resolution process—including options for mediation or conciliation—and emphasises the principles of confidentiality and accountability. If an investigation is required, Silk will appoint either an internal investigator or, if necessary, an external investigator, to conduct the inquiry impartially and with sensitivity. The policy

also identifies possible outcomes, which may include an apology, additional training, adjustments to working conditions, disciplinary action and potential termination of employment if deemed necessary.

Report Anonymously and Whistleblower Program

Our Report Anonymously and Whistleblower Policy provides a safe and confidential avenue for all Silk employees, as well as anyone connected to Silk—such as suppliers, contractors, consultants, business partners, and their families—to raise concerns. This program allows individuals to speak up without fear of retaliation, ensuring transparency and accountability in addressing any issues that may arise.

Effectiveness

Silk is committed to continuously evaluating the effectiveness of the initiatives outlined in this statement, along with broader business activities that impact human rights. We are also focused on refining a framework for ongoing performance assessment.

Our current methods for measuring effectiveness include:

Governance & Policy	We review key policies annually to evaluate whether they are fit for purpose. We ensure all team members have access to the Silk policies.
Risk Management	We have implemented processes to monitor our modern slavery risk framework to ensure it is fit for purpose. We communicate our grievance policy and how anyone working at Silk can speak up and report a grievance online, email, directly or by phone.
Monitoring	We participate in supply audits with our customers and seek feedback regarding key trends. Random audit surveys with our suppliers.
Training	We assess the effectiveness of our training through engagement with team members and where relevant all team members are appropriately licensed to operate.
Reporting	We have reviewed key third-party benchmarks to understand how our statement compares to wider reporting trends.
Grievance	We assess the effectiveness of our grievance mechanisms and remediation processes against the criteria set out in the United Nations Guiding Principles (UNGP).

SECTION 5

ASSESSING THE EFFECTIVENESS OF OUR ACTIONS

Focus Item	Action
Policy & Governance	<ul style="list-style-type: none">• Reviewed and updated the Modern Slavery Policy and Supplier Code.• Developed procurement documentation (supplier self-assessment) to identify and assess risks.• Communicated with contractors regarding their obligations and compliance requirements.• Tender documents include Modern Slavery compliance.• Commercial contractual clauses were developed regarding obligations and compliance.
Working Group	<ul style="list-style-type: none">• Modern Slavery working group and work plan was developed.
Risk Assessments	<ul style="list-style-type: none">• Risks have been identified and mapped as a focus for FY25.
Education & Training	<ul style="list-style-type: none">• Onboarding process updated to include broader Modern Slavery requirements.•
Collaboration	<ul style="list-style-type: none">• Modern Slavery is a regular agenda item at the Sustainability Committee.• The Modern Slavery Statement has been published on electronic platforms.

LOOKING AHEAD

Silk is dedicated to continuously evolving and implementing a unified approach to managing and mitigating the risks of modern slavery across our operations and supply chain. To enhance the effectiveness of Silk's efforts in reducing modern slavery risks, we have outlined the following initiatives for the upcoming FY25 period:

- Assess the top 25 suppliers and all offshore service providers and identify risk categories and controls.
- Implement a Procurement Policy to integrate human rights considerations including modern slavery.
- Expand our modern slavery education within the senior management and key roles through an e-learning platform.
- Enhance our grievance mechanism to ensure it provides an effective platform for workers to voice their concerns and seek resolution.
- Continue to collaborate with customers to identify opportunities and learnings for sector collaboration.

SECTION 6

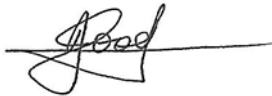
CONSULTATION

This Statement is made in accordance with the Modern Slavery Act (Commonwealth) 2018 and serves as the statement of Silk Logistics Holdings Limited. It covers the reporting period from 1 July 2023 to 30 June 2024 (FY24). The Statement was prepared in consultation with our controlled entities, including the reporting entities.

We maintain an ongoing process of consultation across the Group to identify and address the risks associated with modern slavery. The senior management team provides valuable input into the development of our Framework and Action Plan as well as the preparation of this Statement, through their regular duties. The Sustainability Committee, which includes representation from operations, legal, and people & culture teams, has reviewed this Statement.

As an integrated group of entities, Silk maintains operational control, common policies, systems, and governance processes. The consultation process occurs at the Silk Group level, involving both our reporting entities and their respective controlled entities. Key functional support staff, responsible for Silk's operations and supply chains, were consulted during the preparation of this Statement. The Statement was subsequently reviewed by Silk's Executive Leadership Team, who collectively oversee the management of our operations and supply chains. After their review, the Statement was presented to the Board for final approval.

This Statement was approved by the Board of Silk Logistics Holdings Limited on 12 December 2024 and signed by the CEO of Silk Logistics Holdings.



John Sood
CEO/Managing Director