

MADE

Modern Slavery Statement



MADE

Registered Office: 14 Rodeo Drive,
Dandenong South, Victoria 3175.

MODERN SLAVERY STATEMENT

UNDER THE MODERN SLAVERY ACT 2018 (CTH)
REPORTING PERIOD: 1 July 2023 – 30 June 2024

Contents

CEO Report	3
Reporting entity	4
MADE, structure, operations and supply chain	5
Our history and brands	6
Our structure and operations	7
Our team and supply chain	8
Supplier profile and supplier locations	9
Risks of modern slavery practices in MADE operations and supply	10
Risk analysis findings	11
Highest-risk areas to monitor, risk in our operations and supply chain	12
MADE approach, actions and effectiveness of actions	13
MADE Governance	14
Other actions taken, ongoing monitoring and due diligence	15
Supplier screening improvements	16
Our immediate priorities and assessing the effectiveness of MADE's actions	17
Consultation with entities that MADE owns or controls	18





CEO Report

MADE is pleased to share our first annual Modern Slavery Statement, which represents our commitments and practices for the financial year 1 July 2023 to 30 June 2024.

MADE dedicates itself to 'Making healthy happy'. As such, we are proudly a responsible business committed to positively impacting the people we connect with, from our employees and customers to our suppliers and their communities.

MADE became a reporting entity under the Modern Slavery Act 2018 (Cth) in 2022.

FY24 marks the baseline year for our journey of continuous improvement in managing modern slavery risks in our operations and supply chain, and we are pleased to report on existing actions taken to address modern slavery risk. This also includes several practices in place prior to the reporting period. We acknowledge, given the food and beverage sector's overall elevated modern slavery risk, our responsibility to strengthen protections for workers in our supply chain.

Key achievements in 2024

We have a multi-front strategy to identify, address, and mitigate modern slavery risks in our business. Made did not become aware of any actual incidences of modern slavery in our supply chain or operations during the reporting period.

While we are pleased with our progress, we acknowledge that we still have work to do, particularly around working with our suppliers to address areas where workers may be exposed to increased risk.

We recognise that addressing modern slavery is critical to effective human rights protection and sustainable development, as such:

- We have initiated an education program for our leaders and front-line team as well as a high-level awareness briefing for all team members.
- We have in place supplier screening for new suppliers.
- We have instigated a third-party review of our responsible business practices, which includes modern slavery risk management.

Continuous improvement and future commitments.

In partnership with a third-party specialist, we are also building on our progress to date and forming a phased, multi-year improvement plan prioritising the highest-risk and highest-impact measures.

I look forward to providing a progress update in our 2025 Modern Slavery Statement.

Amanda Butler
CEO – MADE

Reporting entity

This Modern Slavery Statement has been prepared by MADE (Aust) Pty Ltd. It covers all fully owned, and operational, subsidiaries within the MADE group of companies which are ultimately owned by Tucker HoldCo Pty, an Australian registered company.

MADE (Aust.) Pty Ltd leads all other entities within the group, which each share common Directors, key management personnel and counter-slavery practices.

The MADE Board, an Australian registered business, is the group's highest governing entity and, in this capacity, oversees all practices. This Statement has been approved by the Board and signed by Amanda Butler as CEO and as a duly authorised responsible person under the Act.

Made, structure, operations and supply chain



Our history



MADE was founded in 2005, in Melbourne Australia with a goal to bring innovative better for you products to health focused consumers. Since then, we have grown our product portfolio across four major brands. We have continued to invest in product innovation and in our manufacturing facilities with state-of-the-art technology.

We continue to be an Australian-owned and based business that believes in sourcing the best products, both locally and from trusted international partners. Ultimately, we were founded and continue to focus on 'making healthy happy'.

We can only do this by being a people-and-planet-conscious, responsible business and business partner.

Our brands

MADE brands are described here to outline the sectors and geographies we consider when looking for practices that indicate people at risk of modern slavery.



NutrientWater is a naturally flavoured, nutrient enhanced water beverage. It was our first product in 2005, made and consumed in Australia.



Rokeby is our range of dairy products made with fresh milk focusing on natural dairy nutrition. The product range includes high protein smoothies, probiotic yoghurt, and 'fit milk' all made from fresh milk sourced from Victoria.



Cocobella is Australia's number 1 coconut water and coconut yoghurt. It was created in 2010 using high quality coconuts to produce the purest coconut water, which we found in Indonesia and Thailand.



Impressed is our range of premium cold-pressed juices made with fresh fruits and vegetables sourced from Australian growers.

Our products are sold within Australia and throughout Southeast Asia. Within Australia these are widely distributed across national stores such as Coles, Woolworths, and IGA and as expected, MADE must meet these organisations' human rights standards.

Our structure

MADE is a group of companies that ladder to a holding company. For operational and due diligence responsibilities, Made (Aust.) Pty Ltd (ACN 009 936 574) is the lead Australian operating company, owning all fixed assets and employing Australian-based staff. The entities this covers includes the below;

- Made Aust Pty Ltd ACN 009 936 574
- Made Brands Pty Ltd ACN 147 273 514
- Made Innovations Pty Ltd ACN 619 007 313
- Made Manufacturing Pty Ltd ACN 164 389 011

Our operations

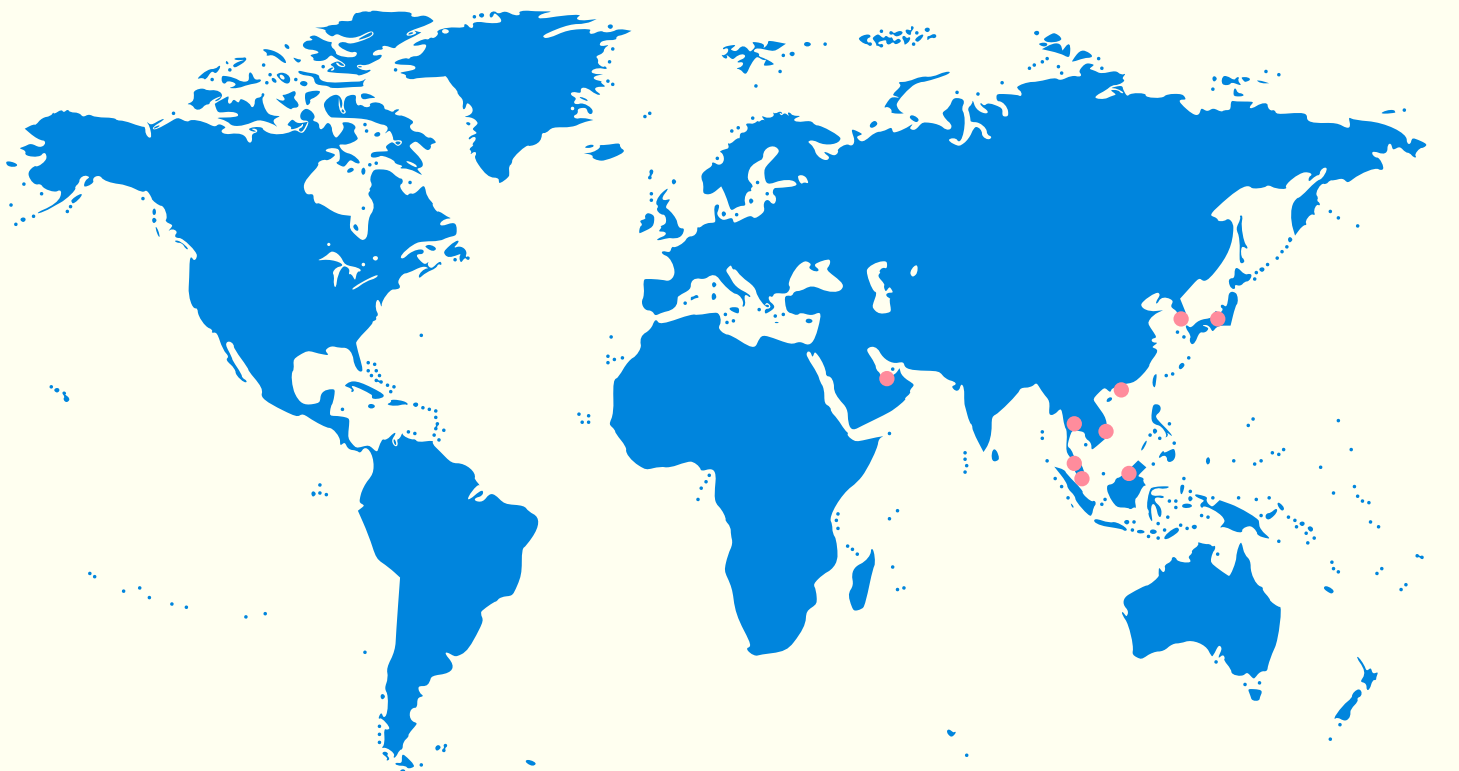
Made's core business is manufacturing and distributing health-focused food and beverages under its portfolio of leading brands.

In 2019, as part of our commitment to local production, we established our Head Office and state-of-the-art manufacturing facility in Dandenong South, Victoria. This facility is where we co-locate our commercial and operations team and produce most of our products. Reflecting our growth, in 2024, we expanded our Dandenong presence with an additional warehousing and logistics site.

Outside of our principal sites in Victoria, we have offices and warehouses in NSW, QLD and WA. Additionally, we have an office in Singapore that supports our Asia Pacific expansion.

Throughout FY24, MADE manufactured its products in Victoria and exported them to 9 countries. Including Singapore, Malaysia, Hong Kong, South Korea, Brunei, Japan, Thailand, Vietnam and UAE.

Made’s distribution by market



Our team



On 30 June 2024, MADE employed 230 full-time equivalents (FTE). 93% are employed in Australia and 7% in Singapore.

Within Australia, we have 43 employees on working visas. In the majority of cases these employees were based in Australia prior to joining MADE and are covered by our standard contracts that meet all Australian standards as well as being covered by MADE's group policies and procedures.

On occasion we also contract temporary labour for warehousing and driver hire through third-party labour agencies. Whilst the use of third-party agencies has been identified as a risk, we are reasonably satisfied that we use reputable Australian agencies that are required to adhere to all legal requirements in Australia.

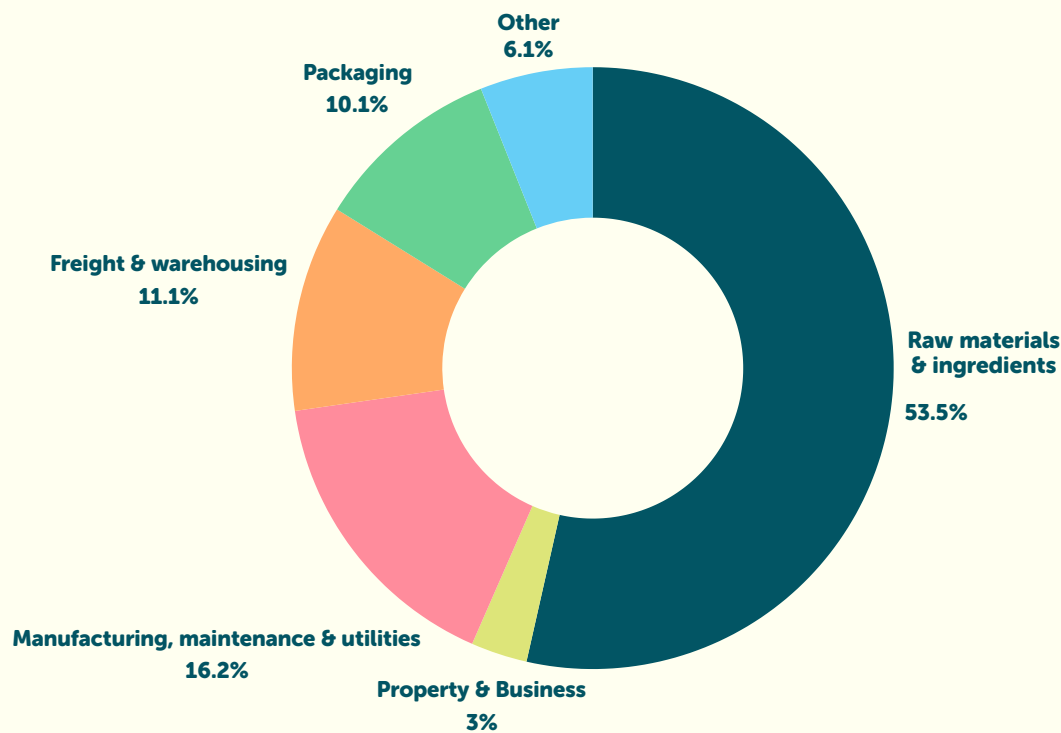
Our supply chain

MADE's suppliers fall into six categories in order of modern slavery risk potential:

1. Raw materials and ingredients: milk; fruit and vegetables including coconut, apple, banana, blueberry, lemon, mango, orange, passionfruit, pineapple, raspberry, strawberry, carrots, kale, cucumber, celery and spinach; herbs and spices including cinnamon, ginger, mint, turmeric and vanilla; coffee, and cocoa.
2. Freight and warehousing: MADE owns warehousing and delivery driver operations and hires some outsourced staff recruited by third-party agencies. We also have freight and transport suppliers.
3. Packaging: for our food and beverage products, as well as packaging for their transportation.
4. Manufacturing equipment, maintenance and utilities: for our production machinery and locations.
5. Property and business services: facilities management and professional service providers.
6. Other.

Supplier profile

SUPPLIER SPEND BY CATEGORY



MADE has 556 suppliers.

366 of those suppliers account for 99% of our spending and are the focus of our risk analysis, the outcomes of which are outlined in our Statement.

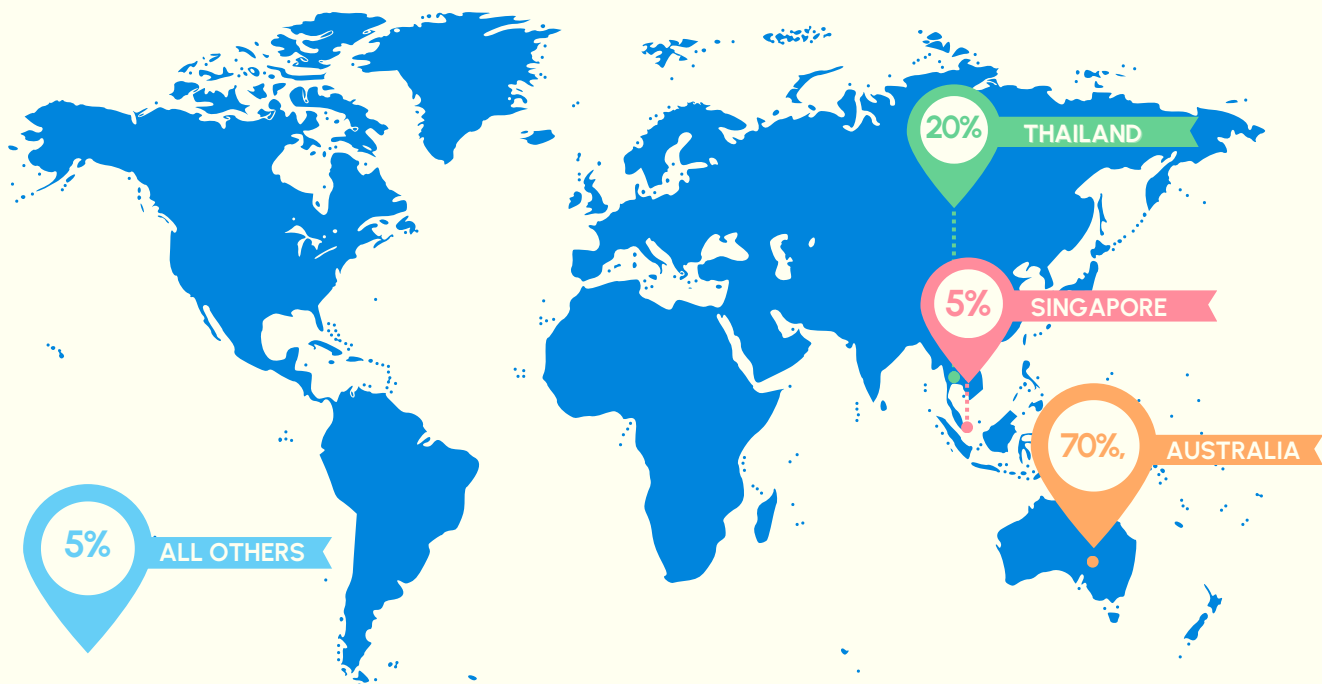
Of those, 23% or 85 of our suppliers account for 89% of our spend.

Each of the remaining suppliers represents under \$10,000 annual spend.

Supplier locations - concentration by country

Our suppliers are located geographically across thirteen countries, with over 341 (70% of spend) located in Australia.

MADE's suppliers by country



Risks of modern slavery practices in operations & supply chain



Risk analysis findings

Process to baseline risks in operations and supply chain

In FY24, we conducted separate risk assessments against both our operations and supply chain.

An analysis of key operations areas to assess our practices with respect to modern slavery risk identification and management, included:

1. Human resources and recruitment: We reviewed our workforce profile and hiring practices to identify areas of potential risk.
2. Procurement and supply chain: We reviewed internal practices to ensure teams responsible for supplier screening are conducting appropriate assessments for multiple risks, including modern slavery. We also monitored ongoing relationship management and reporting frameworks.
3. Risk management: We conducted a review of our enterprise risk management approach and the need to integrate modern slavery risk identification and management within this framework.

Our analysis of supply chain risk included in-house analysis drawing on globally respected data from:

- the Walk Free Foundation
- our interaction with the Sustainable Coconut Partnership
- conversations with our largest partners, and
- input from an external specialist in ESG consultancy.

We examined potential risk hot spots in our supply chain through three high-risk lenses identified by groups like Walk Free Foundation:

1. Sector risk
2. Temporary worker risk, and
3. Geographic risk

We have organised the information into a modern slavery risk register.

We also adhere to Australian regulatory requirements, internal policies and governance processes and whilst we have found no incidents of modern slavery, we acknowledge that our operations may have risks and vulnerabilities, for example temporary labour, geographic and sector risk. This could include potential risks ie. co-manufacturing arrangements and through procurement of goods and services across extended supply chains, particularly from suppliers in countries identified as higher risk for modern slavery.

The objective of these analyses was to form a data-grounded baseline of our risk hotspots and review our practices, with the aim to set a course for continuous improvement in modern slavery risk identification. For instance, findings from our FY24 analysis directly inform our priorities for managing modern slavery responsibilities in 2025 and beyond.

While we are pleased with our progress, we acknowledge that we still have work to do, by continuing to work with our suppliers, especially raw materials and ingredients where workers may be exposed to increased risk.

Three highest risk areas to monitor

1. Sector/commodity risk: Agricultural sector risk.

In Australia, we are proud to source raw ingredients direct from over 31 partners and continue to invest in long-term relationships with key suppliers of fresh milk and other produce.

In Thailand, we also source some ingredients, including coconut water, that can carry a higher risk of modern slavery, human trafficking, and debt bondage than the overall agriculture sector. We have partnered for over 14 years with our trusted co-manufacturing partner in Thailand, where we source our coconut water. We also source other ingredients from Singapore, India and South Korea

The agriculture sector is susceptible to modern slavery risks, with multiple factors to be monitored because they can contribute to the problem. These can include, labour supply shortages, remote and isolated work environments, seasonal work and vulnerable populations

2. Temporary worker risk

Temporary workers can be at risk of modern slavery, in particular when they are recruited through intermediaries or agencies. Specific risks to temporary workers, to monitor, can include, debt bondage, withholding of passports, poor living conditions and wage theft.

3. Geographic risk

MADE analysed its operational and supply chain risks associated with the country in which suppliers are based using the Walk Free Foundation Global Slavery Index 2023 (GSI). The methodology estimates the number of people in slavery conditions per 1,000 people. When the GSI figure is applied, our top three geographic risk locations are India, Thailand, and South Korea.

Risks in our operations

Temporary workers

We engaged the equivalent of 17 FTE throughout the course of FY24 to undertake warehouse and delivery driver tasks. These were sourced from two Australian based labour hire agencies. Since this time, we have significantly reduced the requirement for any third-party labour. We can also confirm that the agencies we have engaged have modern slavery statements and risk controls that cover policies, training, reporting and auditing.

In 2025, we will continue to work with our major suppliers and contractors to ensure they operate under ethical labour practices and that workers are empowered to report and act on issues that concern them.

Risks in our supply chain

The areas of potential risk highlighted above; agricultural, temporary worker and geographic sector risk, are present within our supply chain.

Across future reporting periods, we plan to examine material product volumes from originating markets such as our coconut cream that is sourced from Indonesia, which has an elevated estimated modern slavery incidence of 7.1 per thousand.

We commit to investigating these risks further via supplier self-assessment questionnaires that will augment existing SEDEX audits in place for our largest suppliers.

Made's approach, actions and assessment effectiveness



MADE governance

The MADE Leadership Team has governance oversight and accountability for all group practices, including our human rights risks and responsibilities. We manage this via our governing policies, education programs and operational interaction with our teams and suppliers.

Our Quality, Purchasing and Logistics teams are assigned specific responsibilities for managing the day-to-day risks of Modern Slavery via our Supplier Ethics Screening questionnaire, which has been in place since 2021 and includes questions relating to modern slavery risks. By the end of 2024, this will be extended to include further questions to assist in identifying modern slavery risk flags.

These teams are well-placed to examine supplier practices because they lead raw materials sourcing and services that enable us to deliver products to our consumers.

The teams also work directly with our suppliers to ensure they meet our policy and procedures standards. Nonetheless, executive and fiduciary accountability resides with the Leadership Team and our Board.

Engagement and advocacy on issues

MADE actively contributes and advocates for best practices.

For example, through ongoing engagement with the Sustainable Coconut Partnership, an industry-funded body supporting the coconut industry's sustainability.

We attended the annual coconut roundtable event in 2024, which brought together key stakeholders from across the industry to "explore innovative strategies, share best practices, and foster collaborations aimed at ensuring the long-term sustainability of the coconut industry."



Other actions taken, ongoing monitoring and due diligence

- **Detailed audits for our leading suppliers and highest-risk sector:** Sedex SMETA audits for two major coconut suppliers, representing 25% of all MADE spending, a requirement set by MADE in 2022.
- **Inhouse awareness and capability:** Instigated education about modern slavery and risk flags, starting with the leadership and procurement teams with the most direct insight into operational and supply chain practices.
 - Training by the CEO to the senior leadership team, board of directors and the broader business update was completed in 2024.
 - Run in-house, the content was drawn from our external ESG specialist, information from key global partners and associations such as the Sustainable Coconut Partnership.
 - A formal Whistleblower policy was created and shared with all employees via Employment Hero.

Third-party review to improve our practices.

MADE partnered with external ESG strategy consultants, to complete a whole-of-business assessment of our broad ESG practices using the B Lab Business Impact Assessment diagnostic audit, which includes flags for human rights and slavery risks. For example, practices include preventing free association, excessive involuntary overtime, or insufficient grievance mechanisms for workers in our operations and supply chain.

Their guidance includes reviewing our Modern Slavery risk identification and remediation practices to recommend a phased, multi-year improvement plan.



Supplier screening practice improvements

Supplier assessments and risk analysis

In 2024, MADE instigated a new supplier self-assessment questionnaire specifically focused on uncovering modern slavery 'red flag' practices and positive practices such as reporting mechanisms. We also updated our Supplier Code of Conduct to reflect these changes. These will commence rollout during Q4 2024.

The assessment process:

MADE's Quality team manages supplier screening and approval. When new vendors are established, a Purchasing, Innovation, Packaging or Logistics department representative will ask the Supplier to complete our Approved Supplier Questionnaire. The Quality team reviews the responses, assesses and follows up any discrepancies and creates a record for each supplier.

- **Mechanisms to identify and action incidents.**

- A whistleblower policy and incident reporting mechanism are in place for our operations. The whistleblower policy is fully compliant with the Australian requirements and applies to:
 - all current and past employees or officers of MADE
 - a current or former contractor or supplier of goods or services to Made, including current or former employees of the contractor or supplier an associate of MADE, or
 - a relative, dependent or spouse of an individual referred to above.

- **Due Diligence: policies to manage Modern Slavery Risks.**

- To effectively manage and mitigate the risk of modern slavery within our operations and supply chains, MADE is reviewing and tightening its internal policies and Code of Conduct. This will include information about the risks and management of modern slavery risks.



Our immediate priorities

In the financial year 2025, we will continue to build upon our current program.

We will:

- Instigate a phased, multi-year program of improvements and report progress each year.
- Review our stated values to confirm our commitment to people's safety and human rights, which will extend to individuals' KPIs and into our Enterprise Risk Management approach.
- Extend education and training programs within the group.
- Update existing and instigate additional policies where needed,
- Undertake a review of our Tier 1 supplier practices, including rolling out a new supplier screening and existing supplier self-assessment program.

How MADE assesses the effectiveness of its actions

During this reporting period, our focus was on better understanding our modern slavery risks and how such risks may be present in our operations and supply chains.

At this early stage, we cannot accurately assess the full effectiveness of the measures we have undertaken. However, we have commenced and will continue developing frameworks and processes to ensure we can review the effectiveness of our actions to assess and address modern slavery risks in our operations and supply chains.

This will include evolving our framework to focus on higher risk areas versus a spend-based framework.



Consultation with entities that MADE owns or controls

This is a joint statement submitted by MADE, with our headquarters in Australia.

The operating entities work closely together and share many of the same vendors and are subject to the same policies and procedures.

There has been consultation between the MADE Executive Team and Operations team to prepare this statement.

This Modern Slavery statement was approved on behalf of MADE by the board of directors in December 2024.



AMANDA BUTLER
CHIEF EXECUTIVE OFFICER
Made (Aust.) Pty Ltd registered address:
14 Rodeo Drive, Dandenong South, Victoria 3175.