



Every coffee, every moment

Modern Slavery Statement

For the Full Year 2025

Modern Slavery Statement

UCC Coffee Australia Limited & Toby's Estate Coffee Pty Limited

For the Full Year 2025

I am pleased to publish our Modern Slavery Statement (MSS) (under the Modern Slavery Act 2018 (Cth) Act) (Act), for UCC Coffee Australia Limited (UCC Coffee) and Toby's Estate Coffee Pty Limited (Toby's Estate).

The following outlines the steps we have taken to identify and mitigate modern slavery risks in our business, operations and supply chains in the period since our last statement. We continue to make solid advancements towards strengthening our processes and controls regarding modern slavery risk mitigation.

We have implemented all planned improvements in controls and are pleased to have increased our green coffee bean certified levels to 97% of purchases for the 2025 calendar year. We continue to challenge ourselves to increase certification levels and continue to work actively with employees, suppliers and coffee farmers to build awareness and reduce the risk of modern slavery across our supply chain and wider business.

We make this statement in accordance with section 13 of the Act. This Modern Slavery Statement (MSS) was considered and approved by resolution of the Governing Board for UCC Coffee and Toby's Estate on the 01 June 2026 for the 2025 calendar year.

Dean Divehall, Chairman

Our Commitment

UCC Coffee respects the basic and fundamental human rights of all individuals and does not condone any form of modern slavery, human trafficking, or exploitation within its business or supply chains. We are committed to those rights as set out in the Universal Declaration of Human Rights and the United Nations Guiding Principles on Business and Human Rights. We recognize that modern slavery is a global issue, and that businesses can be inadvertently implicated within their business structures and supply chains. Through internal governance and review, we strive to continue learning and building rigor into our business policies and practices and to help ensure our employees, suppliers, and business partners understand our commitment. This commitment is expressed through a variety of policies, controls, and practices which are produced and implemented throughout the businesses.

1. Our Organisation and Supply Chains

Our Organisation

UCC Coffee is a leading fresh coffee business operating across retail, hospitality and foodservice markets, with operations in Australia, New Zealand and Singapore. UCC Coffee is headquartered in Sydney Australia. UCC Coffee is the reporting entity on behalf of UCC Coffee and Toby's Estate for the purpose of this MSS.

This report covers both UCC Coffee and its subsidiary Toby's Estate, and their roasting operations in Melbourne and Sydney respectively. Both businesses are actively involved in the roasting and sale of fresh coffee, employing approximately 475 people across ANZ. Incorporation for both entities is in the state of New South Wales.

UCC Coffee is a subsidiary of UCC Holdings Pte Ltd. Singapore. (UCC Holdings) The UCC parent company operates a global coffee business which provides the ANZ entities significant access to global procurement standards and modern slavery control best practices.

Our Supply Chains

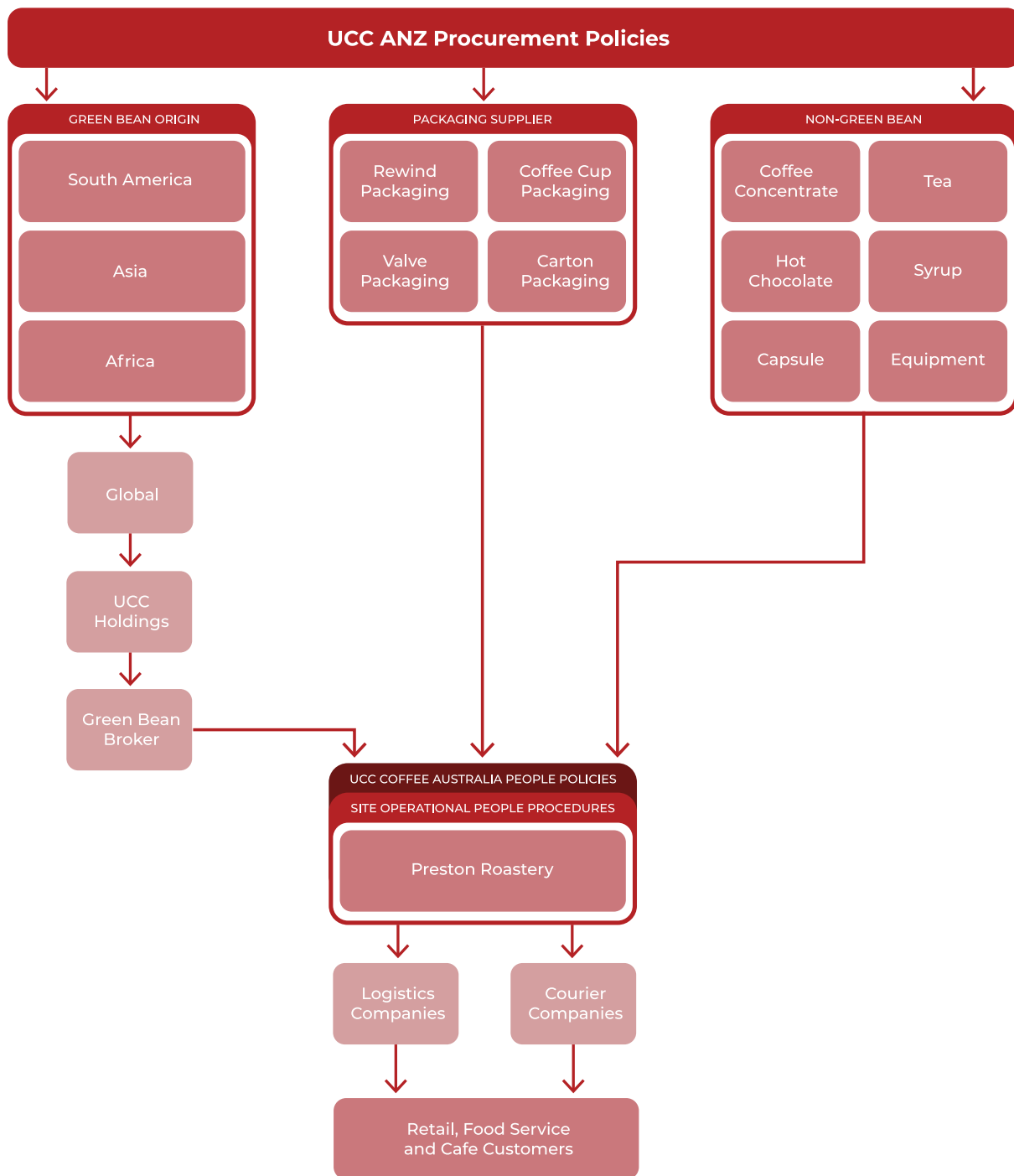
We operate in the coffee industry procuring and roasting coffee beans for key accounts and café customers in both the food service and retail sectors. To support our coffee customers, we also sell and service coffee equipment. We operate across roasteries and warehouses in Victoria and New South Wales along with secondary warehouse facilities in Queensland, and Perth.

Our operations include green coffee bean procurement, coffee roasting, packaging and branding, and supply chain logistics through to our customers supply chains. Our operations also include several contract packers used to offer a full portfolio of products to complement our roasted coffee proposition. In addition, we import, sell and service coffee machine equipment from Europe.

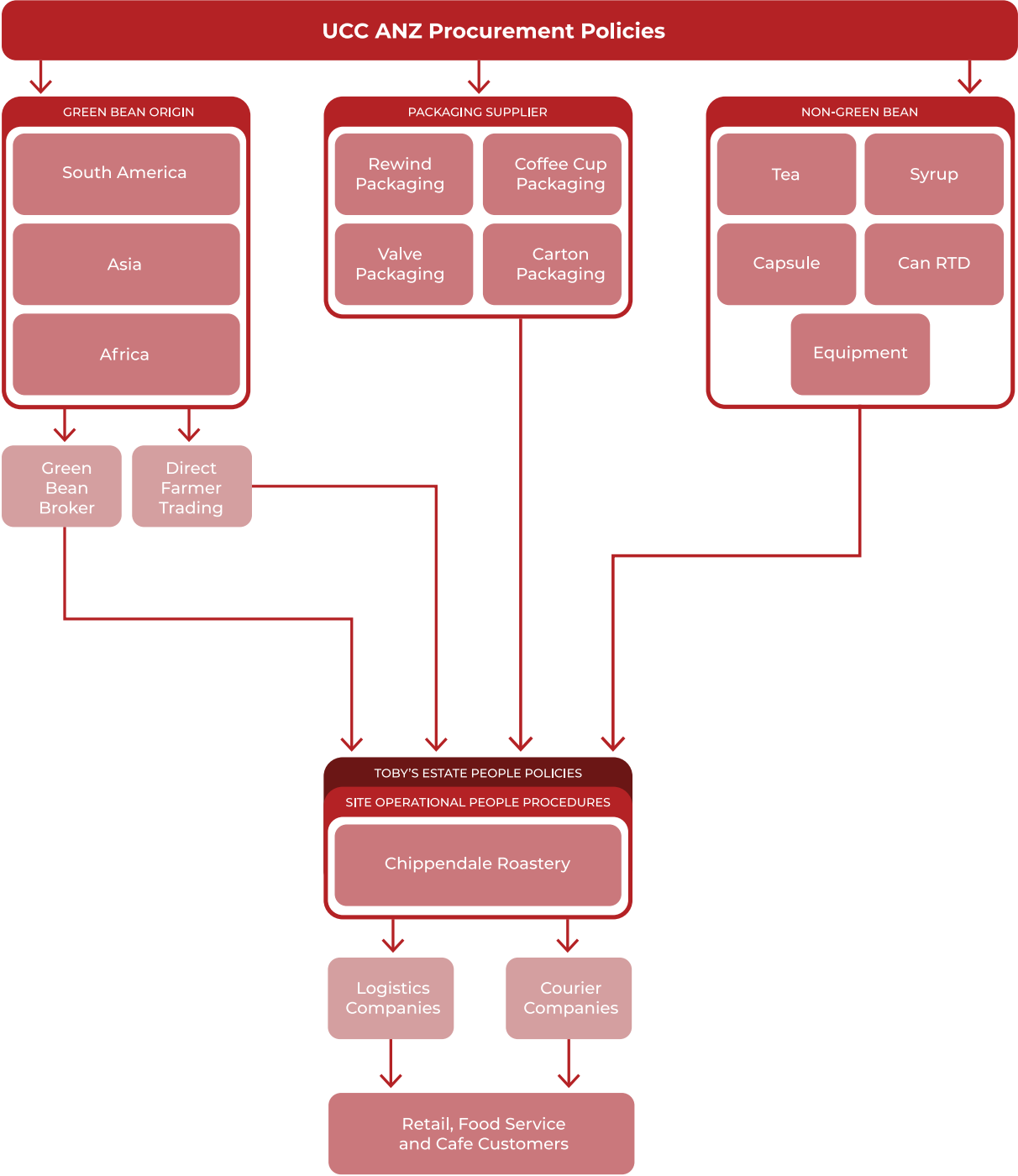
Our supply chain and procurement activities fall mainly into the following areas:

- Sourcing raw green coffee beans from approximately 15 producing origins across Central and South America, Asia, Africa through a central procurement function that aligns with global UCC procurement.
- Purchasing of packing materials, and other factory-related ingredients, goods and services (including utilities) essential to the manufacturing and distribution of our product range.
- Procuring, distribution and servicing professional coffee machines and beverage equipment including the associated spare part and ancillary products such as machine cleaning products.

Company Structure and Supply Chain Overview - UCC ANZ



Company Structure and Supply Chain Overview - Toby's Estate



2. Risks & Mitigation

Key Risks Identified

We conduct annual and ongoing assessments of modern slavery risks across our supply chain and operations.

Consistent with prior periods, the current annual review has identified two key risks across our supply chains and Australian operations as follows:

- The procurement of green beans from offshore farms.
- The use of third-party labour hire staff used in our facilities.

Throughout 2025 the following actions were taken to address these risks

Supply Chain Mitigation

1. We have increased our certified blends to 97%, a 1% increase, since the last reporting period. Certification of green beans provides assurance against global reporting standards under Fair Trade, Trade Aid or Rainforest Alliance organizations and all certification bodies include key elements of modern slavery assessments as part of their audit process. We were re-certified to the latest Rainforest Alliance standard in our Preston Roastery and our UCC Holdings office was certified to the same standard. Whilst there has not been a net increase in the levels of certified coffee, in the context of increased volume and the challenges in sourcing certified coffee, we are pleased to maintain this level. We now have all our major customers using certified coffee and are targeting the independent café sector to close the remaining 3% over coming years.
2. We continue to run under a global procurement model operated by our global holding company (UCC Holdings). This provides the benefit of being part of the comprehensive supplier assessment and audit processes for green beans specific to the coffee industry. UCC Holdings conducts annual Corporate Social Responsibility supplier assessments across all green bean suppliers ranking suppliers against the following:
 - i. Human Rights
 - ii. Labour
 - iii. Environmental
 - iv. Anti-corruption

UCC Holdings also issue coffee specific expectations directed towards green bean suppliers as minimal expectations:

- i. Responsible Procurement Principle
- ii. Supplier Code of Conduct

3. In 2025, Toby's Estate continued to operate a direct to farm procurement model, including farm visits and assessments against key modern slavery criteria. The 2025 supplier visits brought total in-person assessed coffee origins to 50% as part of a rolling 2-3 year calendar. In 2025, supplier visits included Panama, Costa Rica, Colombia and Brazil, covering farms, milling statins and laboratories. In 2025, Toby's Estate sourced coffee from 11 major origin countries, with seven directly sourced. Since 2024, we have visited five of these seven directly sourced origins (approximately 70%), supporting ongoing assessment of labour practices and modern slavery risk through direct engagement.
4. In 2025, no instances of modern slavery were identified in any part of our supplier chain. If we identify any instances of modern slavery in our supply chains, our approach will be to work collaboratively with our suppliers and business partners to remediate and resolved the issue. A failure to remediate or demonstrate sufficient improvement will lead to disengagement of the business relationship.

Direct & Indirect Personnel Migitation:

1. Humanforce (formally Livehire) has now been embedded as our direct recruitment platform within our business for three years. This seamlessly and transparently ensures fairness across the total recruitment process, enabling:
 - a. Formal/documented cloud-based system.
 - b. Automatic worker eligibility filters.
 - c. Trending for Diversity KPIs.
 - d. Unbiased screening for gender, experience & background.
2. We continue to apply contract expectations to all third party labour providers ensuring:
 - a. Compliance for the right to work in Australia.
 - b. Prescreening and assessments to be formalized.
 - c. Meeting minimum labour award rates.
 - d. Specific clause relating to the Modern Slavery Act.
3. We participate in annual Workplace Gender Equality Agency (WGEA) reporting process as part of our ongoing commitment to workplace equity and transparency on a yearly basis. Through this participation, we continue to identify opportunities to strengthen fair and equitable employment practices across our operations.
4. All policies are current and were re-communicated to all staff in 2025 including the Code of Business Conduct, Code of Business Ethics & Disciplinary policy. Published policies also include whistleblower, privacy, disciplinary and respect at work guidelines and standards. In 2024 we also completed a full review of psychosocial risks and implementation of respect at work training across our organisation.
5. In 2026, we continued our focus on Diversity Equity and Inclusion (DEI) training and Respect at Work as part of our Capability Framework for our employees.

6. We continue to operate a Modern Slavery Reporting planning process to ensure consistency of approach year to year and to improve internal visibility to all staff to ensure risk identification and mitigation is everyone's responsibility. A robust routine ensuring that the Steering Committee can adequately review risks and develop mitigation plans is an important and wholistic part of the evolution of our ethical principles and practices.

3. Assessing the Effectiveness

Our main measure of effectiveness based on our risk assessment is in the percentage of certified green beans that are purchased; however, we consider other areas as described below as key performance indicators:

The table below provides an overview of our key measures of effectiveness:

2025 continuous improvement goals	Progress Status	Progress Summary
Maintain or increase the proportion of coffee sourced from certified schemes, in association with customer and own brand needs	Achieved	During 2025 continued stewardship of certified bean programs & benefits with key customers maintained all certifications. This has resulted in our sourcing of certified increasing to 97%
Continue to strengthen controls relating to management of direct and 3rd party labour	Achieved	In 2026 we shifted 23% workers from 3rd party labour hires to direct employment relationships. We also continue to shift from 3rd party labour hire in favour of direct employment.

4. Ongoing Commitments

We commit to continuously review and improve our identification, management and mitigation of the risk of slavery and human trafficking in our business operations and supply chains. Our 2026 goals include:

1. Increasing certification levels year on year with a path to 100% by 2030.
2. Increasing direct farm assessment across the Toby's Estate supply chain to ensure 100% coverage over a 3 year period.
3. Further leveraging our UCC Holdings controls via further integration and a focus on origin audits.
4. Where possible we will always ensure to continue enhancing our controls associated with temporary labour and convert temporary to permanent employees where possible.

5. Process of Consultation

In preparing this MSS, we have actively engaged and consulted with each of the entities it owns / controls, with a particular focus on:

- Procurement and coffee supply chain managers
- Broader coffee business personnel
- People & culture and legal departments
- Third party labour hire providers
- Logistics partners
- Sustainability partners
- Senior managers within the Group

We continue to maintain a Modern Slavery working committee and all authorised Directors have reviewed this statement prior to its publication.

6. Statement as Signed

UCC Coffee and Toby's Estate make this statement in accordance with section 13 of the Act. This Modern Slavery Statement (MSS) was considered and approved by resolution of the Governing Board for UCC Coffee and Toby's Estate on the date below, for the reporting year 1 January - 31 December 2025 and signed by:



Dean Divehall
Chairman - UCC Coffee Australia

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