



ARB CORPORATION LIMITED MODERN SLAVERY STATEMENT 2025



1. INTRODUCTION

This Modern Slavery Statement (“**Statement**”) is made pursuant to Section 13(l) of the Modern Slavery Act 2018 (*Cth*). The Statement constitutes the joint Statement of ARB Corporation Limited ABN 31 006 708 756 (“**ARB**”) and its related bodies corporate for the reporting period 1 July 2024 to 30 June 2025.

Key functional support staff responsible for ARB operations and supply chains were consulted and these teams contributed to the preparation of the Statement.

This Statement was prepared in consultation with our related bodies corporate and forms part of ARB’s risk management and corporate governance framework and has been approved by ARB’s Board of Directors.

ARB recognises the role that businesses play in understanding, addressing and mitigating modern slavery practices through business operations and supply chains. ARB is committed to working with its employees, suppliers, contractors and external stakeholders to improve its understanding of modern slavery risks and to address such risks with the implementation of frameworks and procedures to respond appropriately.

While ARB seeks to assist and consult with its suppliers, contractors and external stakeholders on issues of modern slavery, including through training and knowledge sharing, ARB is reliant on the representations made by those trading partners.

ARB’s existing corporate governance and risk management framework includes a suite of policies and procedures that is intended to promote ethical and legally compliant business conduct, including the ARB Code of Conduct and ARB Whistleblowing Policy. Both of these policies apply to all individuals working for ARB and seek to embed a safe and fair working environment, free from victimisation or abuse. ARB’s Modern Slavery Statement is a core tenant of ARB’s corporate governance policy documents.

The aim of this Statement is to demonstrate ARB’s commitment to creating awareness and effectively managing risks posed by modern slavery and to protect those most vulnerable, safeguard human rights and uphold ethical conduct across all ARB operations and supply chains.

ARB continues to implement processes to identify priority risk areas through improvements in vendor due diligence and its approach to supply chains with a view to driving positive impact and outcomes in the future.

2. ARB BUSINESS SUMMARY

ARB is Australia’s largest manufacturer, marketer and distributor of four-wheel drive vehicle accessories. In addition to its Australian operations, ARB has a vast international presence, with offices in New Zealand, Thailand, USA, Europe and the Middle East, and an export network that extends through more than 100 countries around the globe. The Company’s philosophy, however, has never wavered from its original course – quality, reliability and practicality above all else.

ARB is a publicly listed company on the Australian Securities Exchange, incorporated in Australia and headquartered in Melbourne. ARB’s main operations include the manufacture of automotive accessories, and the distribution, wholesale and retail trade of those products. ARB directly employs approximately 1,240 staff in Australia, and an estimated 1,150 staff in overseas jurisdictions, including in Europe, North America and Asia.

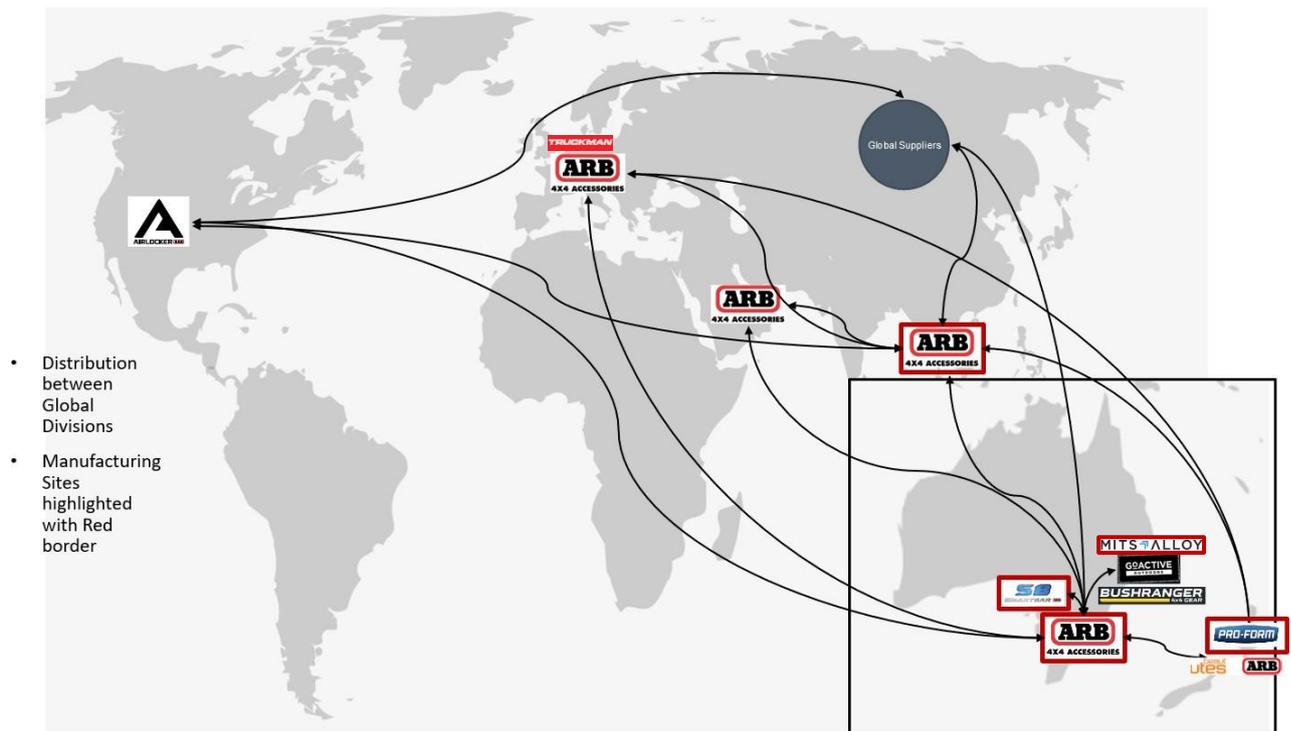
ARB owns a number of subsidiary entities, incorporated both in Australia and in other jurisdictions. A complete list of the controlled entities of ARB can be found in ARB's FY2025 Annual Report at Note 26 to the Financial Statements (<https://www.arb.com.au/about/annual-reports/>).

3. ARB STRUCTURE, OPERATIONS AND SUPPLY CHAIN

As a manufacturer ARB has a complex supply chain, purchasing raw materials, components and sub-assemblies from a variety of sources in a number of countries. These inputs are then transformed into finished goods at one of ARB's five manufacturing sites located in Australia, Thailand and New Zealand. The finished goods are distributed worldwide through a combination of company owned distribution centres and retail outlets, and third-party wholesale or retail distributors.

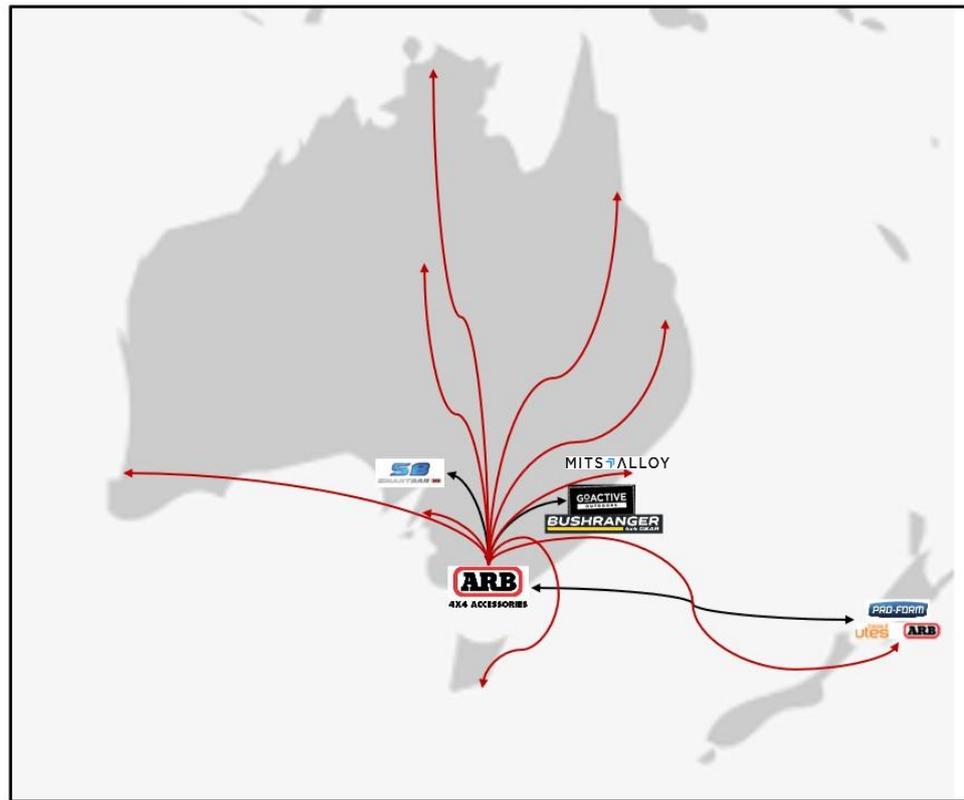
In addition to the main 'ARB' branded products, ARB operates a number of wholly owned brands, selling specialty four-wheel drive products. These brands include *Bushranger 4x4*, *GoActive Outdoors*, *SmartBar*, *MITS Alloy*, *Pro-Form*, *Beaut Utes*, *Truckman* & *Air Locker*.

A pictorial representation of the flow of inputs into ARB's manufacturing facilities and outflow of goods to global retail and wholesale operations is shown below.



Further, the below picture identifies the national and Trans-Tasman flows of goods between the core ARB branded network of distribution centres, and the distribution between the different operating divisions of the ARB group.

- Black lines show distributions between Divisions
- Red lines show national network to Distribution Centres



4. RISK EXPOSURE

ARB recognises the potential to cause, contribute to, or be directly linked to modern slavery through its operations and supply chains. ARB strives to ensure that its business operates in ways that aim to prevent and address modern slavery.

As a manufacturer and distributor of products and services globally, ARB’s exposure to modern slavery is diverse and complex. A global supply chain, procurement of raw materials, an international workforce and trade in countries of varying degrees of regulatory governance all present their own challenges.

ARB aims to create a culture of accountability and transparency around addressing potential modern slavery risks by:

- Ensuring its internal operations comply with relevant laws and regulations through procedures and controls.
- Engaging in on-going dialogue and maintaining strong relationships with suppliers to minimise modern slavery risks in supply chains.
- Identifying and assessing high risk procurement categories and geographies within the extended ARB supply chain to prioritise high risk areas.

ARB understands that there are data limitations and recognises the need for quality data from its supply chain to support on-going analysis and improvement.

The table below outlines the key areas of ARB’s supply chain or operations where modern slavery risks may be present and the details and remedial action that has or is being taken to address these risks.

Specific Risk	Modern Slavery Risk	Remedial Action
Sector and Industry Risk	<ul style="list-style-type: none"> • Manufacturing operations & global distribution of products The manufacture of goods (both domestically and in foreign jurisdictions) requires the use of manual and low-skilled labour, and the global distribution relies on external service providers, both exposing ARB to modern slavery risks. 	<ul style="list-style-type: none"> • Strong internal governance on employment conditions and procurement practices ARB's manual labour workforce is highly regulated and organised. Employment conditions are routinely assessed for best practice and safety conditions. ARB has established trusted relationships with reputable logistics and freight carriers that are subject to periodic assessment.
Product and Services Risk	<ul style="list-style-type: none"> • Procurement of high-risk services ARB engages third-party service providers in foreign jurisdictions, in potentially higher risk categories. 	<ul style="list-style-type: none"> • Due Diligence and market reputation ARB seeks to engage service providers only of good standing, with a proven track record of legal compliance. ARB's due diligence program aims to ensure that ethical principles are upheld in third party employment conditions and sub-contracting. This includes assessing suppliers as part of the selection process.
	<ul style="list-style-type: none"> • Procurement of high-risk products ARB sources the supply of components in potentially higher risk categories for inputs in production for finished goods. 	<ul style="list-style-type: none"> • Supplier engagement & long-standing relationships ARB maintains the practice of using reputable suppliers that do not engage or use child or prison labour or other sources that would be categorised as a modern slavery risk in their manufacturing operations. ARB has implemented an assessment process as part of the process of selecting suppliers.
Geographic Risk	<ul style="list-style-type: none"> • Employment in multiple countries Direct employment of individuals in countries with varying regulatory governance. 	<ul style="list-style-type: none"> • Experienced HR department and strong oversight of governance in foreign jurisdictions ARB's robust corporate governance and policy processes apply equally to all staff in all jurisdictions in which ARB operates. Human resources oversight of foreign operations ensures compliance with legal and ethical treatment of staff.
Entity Risk	<ul style="list-style-type: none"> • Subsidiary Risk Risk in general regulatory compliance and operational risks of ARB subsidiaries operating in multiple jurisdictions. 	<ul style="list-style-type: none"> • Experienced HR department and strong oversight of governance in foreign jurisdictions ARB has implemented policies and procedures for strategic decision making and areas of high risk are supported by direction from ARB's head office in Australia. Continuing engagement with management of subsidiaries to ensure level of responsibility is matched with capabilities.

5. ARB ACTIONS

ARB has an internal working group which aims to identify and address modern slavery risks within ARB's operations and supply chains. The main tasks of the working group are to:

- Identify potential risk areas with an emphasis on the specific risk areas identified in the table above;
- Assess the identified risks;
- Adopt appropriate controls and remedial actions to mitigate the risks; and
- Monitor the effectiveness of controls and report to the ARB Board.
- Consider the results of suppliers' modern slavery risk assessment as part of the supplier selection process.

ARB's assessment of its current policies and procedures confirms the Company does promote ethical and legally compliant business conduct, however in line with the requirements of the Act, ARB has developed more specific actions in relation to the procurement of goods and services that require ARB's suppliers to acknowledge modern slavery risks and request they also have controls in place to eliminate or report any known instances of, or exposures to, modern slavery.

During 2025, ARB continued to review its procurement processes and supplier base to ensure its risk management process and strategies are robust and adaptable to the changes and growth in the ARB business.

ARB primarily surveys suppliers using a questionnaire designed to be a detailed self-audit by the supplier which has been updated to capture the latest information from the Global Slavery Index 2023. ARB requests the suppliers to provide specific information relating to their awareness of, policies to address, and controls to mitigate, modern slavery within their business and their own supply chain.

During the 2025 reporting period, ARB continued to invite and encourage suppliers' completion of its Modern Slavery survey.

The responses to the survey are used by ARB to undertake a supplier specific assessment of the likelihood of modern slavery practices being present within these suppliers' businesses. Based on this assessment, no modern slavery practices were identified in the FY2025 period. ARB will, however, continue to monitor these suppliers for changes that may impact its exposure to modern slavery, and will also use this approach of surveying any new suppliers that may be engaged within higher-risk categories to assess modern slavery risks prior to the award of business to those suppliers.

ARB also recognises that its employees play an important part in driving compliance and mitigating modern slavery risks. ARB has issued a Modern Slavery policy and deployed an on-line training module via ARB's learning management system to educate and assist employees across the ARB business units to understand and identify modern slavery risks within ARB's business, and to understand how they can support ARB to ensure modern slavery risks are mitigated throughout the Company's business practices. Completion of the Modern Slavery training module is compulsory for managers and employees involved in the Company's supply chain.

6. ASSESSMENT

Acknowledging that the task of minimising modern slavery risks in ARB's operations and supply chain is a complex and ongoing task, ARB has resolved to conduct periodic assessments of the actions outlined in this Statement to maximise its success in reducing these risks.

A review of the actions outlined in this Statement will occur on a regular basis by ARB's internal working group and this statement is approved by ARB's Board of Directors on an annual basis. ARB envisages that the task of evaluating and improving its approach to reduce modern slavery risks will continue to evolve as ARB's supply chain acknowledges the expectations that is being placed upon them by ARB and other business partners with which they engage.

7. ARB GROUP CONSULTATION

ARB has engaged with its subsidiaries to promote awareness of the Act and has considered their supply base as part of the overall assessment of the higher risk suppliers that ARB has identified. Ongoing consultation with the subsidiaries will continue as part of the extended surveying activity that ARB will continue to undertake.

The varying risk profiles of the ARB subsidiaries based on geographic location, supply chain and operations dictate that heightened consultation with some subsidiaries may be required more than with others. Ultimately, ARB remains confident that areas of risk are being appropriately identified and managed as required.

It is expected that ARB will maintain regular consultation with its subsidiaries to identify risk areas and to support them with actions and processes to be able to deal with identification and resolution of any modern slavery practices identified within their businesses. Staff members of the subsidiaries are also required to complete the online Modern Slavery training module.

8. FUTURE ACTIONS

In the coming year, ARB will continue to focus on pursuing responses from the suppliers yet to complete the survey. ARB has refined and updated the supplier questionnaire to an on-line document making it easier for suppliers to respond, thus increasing the response rate.

ARB intends to improve its Modern Slavery on-line learning tool to reflect the latest data from survey results and Modern Slavery Index produced and maintained by Walk Free. ARB plans to implement a "re-certification" requirement on the modern slavery module within ARB's learning management system that requires employees to complete the modern slavery training module every two years.

ARB will continue to update and review this Statement on an annual basis and to integrate and embed the Statement within the existing ARB risk management framework.

This statement is approved by the Board of ARB Corporation Limited



Andrew Brown

Director of the Board

Approved 18 December 2025