



RUSSELL
MINERAL EQUIPMENT

Russell Mineral Equipment

Modern Slavery Statement

Reporting Period: 1 July 2024 – 30 June 2025

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Introduction

About this Statement

Russell Mineral Equipment Pty Ltd (RME) is pleased to submit its modern slavery statement under the Modern Slavery Act 2018 (Cth) (Statement). The reporting period for this Statement is 1 July 2024 to 30 June 2025. This Statement covers RME only.

We are committed to preventing modern slavery and upholding human rights across our operations and supply chains.

We invite you to share your feedback by contacting us at hr@rmeglobal.com.

Structure, operations and supply chains

Our Promise



At RME, we are dedicated to help our customers to achieve the peak concentrator performance. We deliver on our promise to provide the best possible experience for our people and customers through exceptional care, technical support, and customised engineering solutions.

We understand that downtime is costly for our customers, so we are dedicated to reducing mill relining time as much as possible. Our Mill Relining System can save customers millions of dollars in downtime costs by reducing traditional mill relining time.

We are also committed to safety, and our Mill Relining System is designed to improve safety by reducing the need for manual labour and working at heights. Our team of experienced engineers and technicians is also dedicated to providing our customers with the best possible support and guidance.

At RME, we are committed to our customers and to the mining industry. We are proud to offer the best possible grinding mill relining technologies and services, and we look forward to helping our customers achieve their goals.



Fast

Leveraging verifiable, time-tested and cutting-edge technologies, systems engineering, progressive implementations and close collaboration with reline crews, we enable our Customers to achieve consistently faster relines and higher mill availability.



Reliable

To keep mills running smoothly, our durable technology solutions are built to last, and are supported by our skilled and dependable technicians. Our modular and future-proofed technology ecosystem means we can offer upgrades for enhanced performance.



Safe

In partnership with our Customers, we have set new industry-wide safety standards by mechanising hazardous, highly-fatiguing manual handling tasks. With safety continuing to drive our technology evolution, and through automation, we are now enabling liner exchange to be performed safer and faster from outside the mill. Upgrades, repairs and accessories maintain asset performance, further reducing safety risks.

Our Values



Safety

One of RME's Strategic focuses, is to be recognised, and to pave the way, for changing the mill relining industry through demonstrable safety leadership.



Innovation

We constantly challenge the status quo. We are never satisfied. We create new and better ways for RME and our Customers to be successful. We understand that innovation is crucial to the continuing success of our organisation.



Accountability

Is the heart of every highly productive workplace, promoting efficiency and harmony among our employees. Imagine a team full of people who didn't take responsibility for any task – nothing would ever get done!

Accountability in the workplace is about employees taking responsibility and ownership for their decisions, actions, performance and behaviour. Think of accountability like being your own boss – you lead yourself and hold yourself responsible.



Reliability

Our reliability is extremely important. Our colleagues and Customers depend on us to get it right – in our Customers' worlds, lives may depend on it! How we rise to the challenge of not letting down those people in our lives that depend on us is what separates us from the crowd. Our attention needs to be job focused 110 percent — no distractions.

Reliability is a key component of work performance. In fact, often "good quality work" will not be enough to make up for a lack of reliability. Reliability is one of those qualities that is either present or absent. You cannot be "partially reliable" or even "mostly reliable." To be reliable means to be consistent, regardless of the amount of extra effort it takes.



Juntos! (Spanish for 'together')

We believe that 'not one of us is as smart as all of us'. We believe that the best results are achieved through cross functional collaboration. We are characterised by cross functional respect. We don't tolerate a 'them and us' mentality. We celebrate brilliant people who are team players.

Our Key Behaviours

Our people are:



Safe &
Accountable



Imaginative &
Agile



Smart & Nice



Brave & Honest



Helpful & Fun



Our Products

RME designs and manufactures a suite of products to improve the safety and efficiency of mill relining. Our products include:

- Mill Relining Machines (Liner Exchange Machines)
- Mill Liner Handlers
- Feed Chute Transporters
- Liner Bolt Removal Hammers
- Suspension Systems

Our Services

RME provides a wide and diverse range of products and services globally. This includes on-site commissioning, major rebuilds, on-site maintenance, 24/7 service and training.

Risks of modern slavery

Operations

We assess our business operations as having a low risk of modern slavery. Although RME operates within the manufacturing industry, which is considered to have an elevated risk of modern slavery, RME's operations are predominantly based in Australia. According to the Global Slavery Index (2025), Australia has a low rate of modern slavery, with a vulnerability score of 7. For comparison, Switzerland and Norway have the lowest vulnerability scores at 1, indicating the least risk, while North Korea has the highest score at 67, representing the greatest risk of slavery.

As at 30 June 2025, RME employed 479 employees on a headcount basis. The majority of these employees are located in Australia, with the remaining based in North America, South America, Africa and United Kingdom. Regardless of locality, RME has individual employment contracts with each employee, offering competitive remuneration to attract and retain the best People.

Our employment contracts include employment terms and conditions in compliance with all applicable labour laws and regulations within the relevant country of employment. RME is passionate about providing personal development opportunities for employees including career progression. We maintain an employee turnover rate consistent with industry average and maintain a high level of engagement as assessed by our regular employee engagement surveys. For many drivers of engagement assessed within the engagement survey, RME places within the middle range of manufacturers world-wide. Our engagement score as at April 2025 (last survey in the 2024-2025 financial year) was 7.5 from a possible score of 10.

Supply Chain

Over the past 12 months, RME has prioritised strengthening relationships with our vendors to ensure ethical, sustainable, and compliant practices across our supply chain. This focus includes streamlining the availability of long-lead time items and reinforcing the rigour of our vendor selection process. RME has implemented a robust assessment framework to evaluate vendor suitability before engagement. Vendors that do not meet our stringent criteria are not approved, ensuring that our supply chain remains aligned with our compliance obligations and ethical standards.

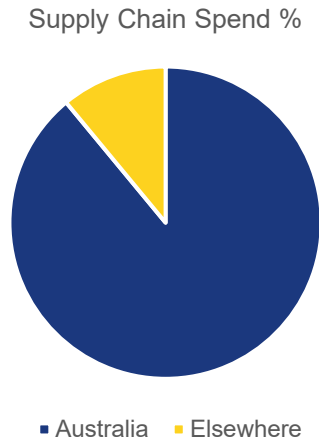
We maintain a global supplier base of more than 3,100 vendors recorded within our Enterprise Management System, representing over AUD\$34 million in supply chain spend. This spend is managed by our Global Procurement team, which collaborates with suppliers to manage complex global supply chains in ways that benefit our customers, our business, and the communities in which we operate.

As part of our commitment to human rights, we actively manage the risk of modern slavery within our supply chains. This includes ongoing engagement with suppliers to uphold responsible sourcing practices and compliance with relevant legislation.

RME supports local businesses, where possible, and employs local people. In 2024–25, we spent more than AUD\$30 million with Australian companies, accounting for 89.1% of our total supply chain spend.

Regional Summary of Employment & Procurement Spend

In the table below we show RME's workforce and supply chain spend summary. This data highlights that 89.1% of our supply chain spend is Australian based.



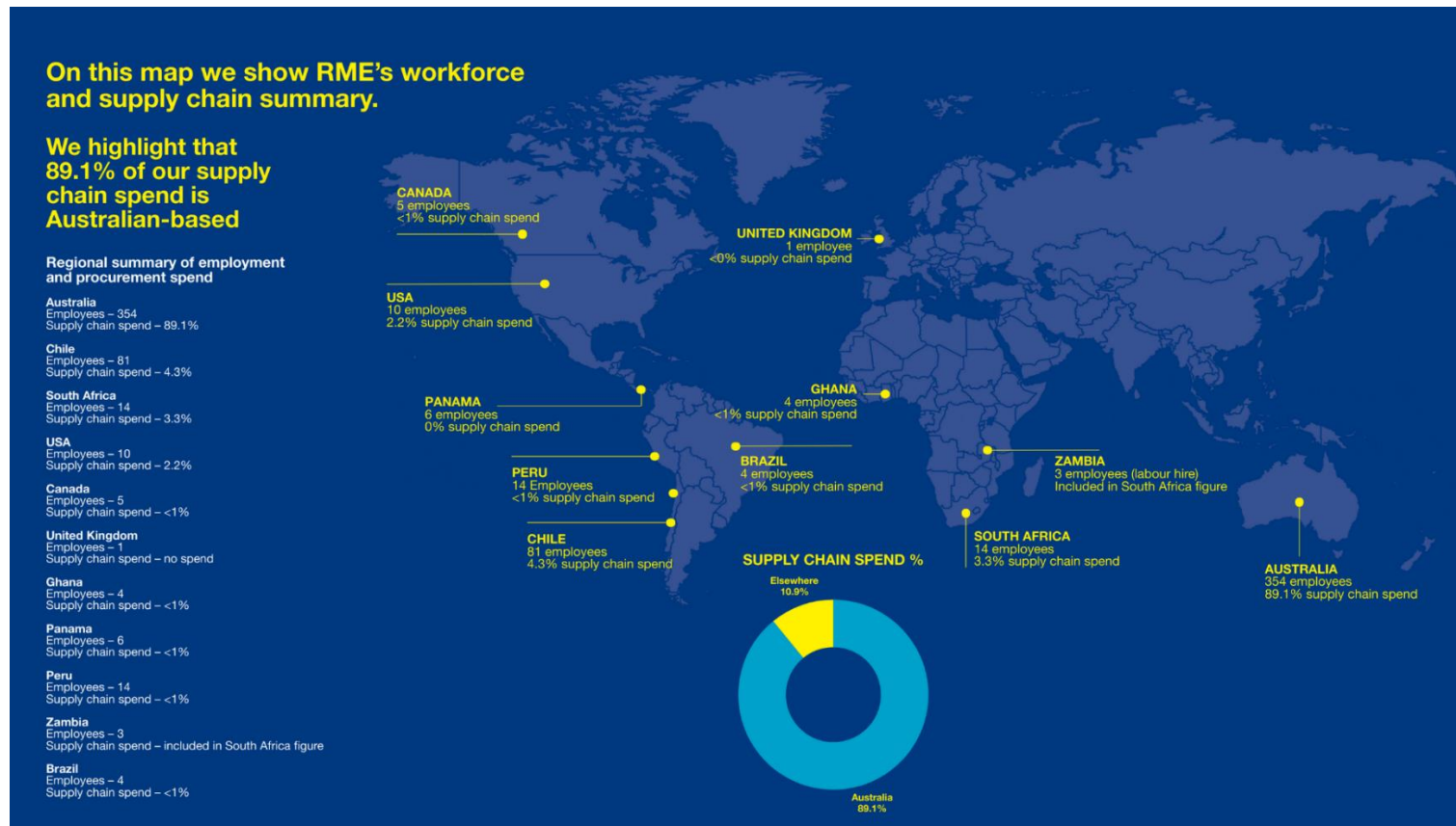
Country	Employee Numbers	% Spend
Australia	354	89.1%
Chile	81	4.3%
Brazil	4	<1%
Peru	14	<1%
South Africa	14	3.3%
Zambia	3	Included in South Africa
Ghana	4	<1%
USA	10	2.2%
Canada	5	<1%
Panama	6	<1%
United Kingdom	1	0%

Our People



Our people are integral to shaping and implementing RME’s approach to human rights and addressing the risks of modern slavery across our global operations and supply chains. We are committed to respecting and promoting human rights for all individuals connected to our business activities. We actively foster a diverse and inclusive workforce through robust recruitment and selection processes supported by clear policies. This commitment ensures equal opportunity and strengthens our organisational culture.

As at 30 June 2025, RME employed 479 full-time equivalent (FTE) employees, an increase from 451 FTE in the previous year. This growth reflects our ongoing investment in talent and capability to support our strategic objectives.



Please note: employee numbers are on headcount basis as at 30 June 2025

Identifying, assessing and addressing modern slavery risks

RME adopts a proactive approach to identifying and mitigating modern slavery risks across our operations and supply chain. We conduct risk assessments to determine which categories present higher vulnerability and apply appropriate controls to reduce exposure. Certain industries, such as cleaning services, are globally recognised as high-risk due to factors like the use of low-paid or vulnerable workers, outsourcing to subcontractors, and potential exploitation of migrant labour.

To manage these risks, RME integrates modern slavery considerations into our procurement and vendor onboarding processes. This includes requiring suppliers to disclose how they address modern slavery, mandating compliance with all applicable laws and regulations through our purchase order terms, and prioritising partnerships with ISO-accredited businesses. We also avoid, where possible, sourcing materials from regions identified as having elevated modern slavery risks.

These measures form part of our commitment to maintaining a responsible, transparent, and ethical supply chain.

Policies and Procedures

RME is committed to taking action to reduce the occurrence of modern slavery globally.

We commit to taking steps to mitigate the risks associated with modern slavery and to maintaining existing and implementing new frameworks, policies and procedures to deliver on this commitment.

A large portion of our existing framework is existing policies. The most critical and interrelating policies are referenced and summarised below.

Code of Conduct

RME is committed to operations embracing the core values of honesty, integrity and mutual respect for people. These values underpin everything we do and are the foundations of our Guiding Business Principles.

Recruitment and Selection Policy

RME is committed to remaining an employer of choice for both existing and prospective employees.

Critical to achieving this outcome is transparent, fair and equitable processes and systems which ensure the recruitment and selection of the most appropriately-qualified personnel, as well as compliance to all relevant legislation.

Whistleblowing Policy

RME is committed to conducting our business with honesty, fairness and integrity. We are committed to a culture where staff feel safe to report or raise concerns. RME takes unlawful and unethical behaviour very seriously. Where employees suspect something is not right, they are encouraged to speak up as soon as possible.

Employment law and payroll

RME operates in many different countries around the world. We meet our minimum obligations as an employer at all times. This includes employment law, policies, reporting and payroll.

In countries outside of Australia, we do this by using the support of local employment law and Human Resources consulting services along with the use of local payroll bureaus.

Employment policies

RMEs employment practices are modelled off best practice, developed from Australian law. Where minimum requirements in other countries are lower than Australia, Australian standards are conformed to. The policies include, but are not limited to:

- Health & Safety Responsibility Policy
- Learning & Development Policy
- Equal Opportunity Policy
- Anti-Discrimination Policy
- Dispute Resolution Policy
- Bullying Policy

Progress and Impact Evaluation

Progress on Modern Slavery Controls

2024 activities

Development of a Vendor Management Framework Policy

During the reporting period, RME strengthened its approach to managing modern slavery risks within our operations and supply chains. A key focus was the implementation of a rigorous vendor management framework to ensure suppliers meet our compliance and ethical standards before engagement.

Human Rights Training

In addition, we continued to deliver mandatory compliance and human rights training to employees, reinforcing awareness of legal obligations and ethical responsibilities across our workforce.

Grievance Policy Update

We also updated our grievance policy and implemented a formal written process to provide clear guidance for raising and addressing concerns. To further strengthen this framework, RME has an anonymous whistleblower hotline, enabling employees and suppliers to report unethical practices, including modern slavery, in a secure and confidential manner.

These initiatives support our commitment to maintaining a sustainable, transparent, and responsible supply chain, while embedding human rights considerations into everyday business practices.

Future Commitments



Strengthen supplier due diligence

RME will enhance its supplier due diligence processes to identify and mitigate modern slavery risks within our supply chain. This includes integrating risk-based assessments into our procurement practices and ensuring that all new suppliers meet our ethical and compliance standards before engagement.

**By the end of FY 2027, 100% of top tier suppliers will complete a modern slavery questionnaire**

RME will implement a mandatory modern slavery questionnaire for all top-tier suppliers, with a target of full completion by FY2027. This initiative will provide greater visibility into supplier practices and strengthen our ability to manage and reduce modern slavery risks.

**Develop a Supplier Code of Conduct & Vendor Management Policy**

RME will introduce a Supplier Code of Conduct that clearly outlines our expectations regarding ethical business practices, including the prohibition of modern slavery. All suppliers will be required to acknowledge and adhere to this Code as a condition of doing business with RME.

We will also continue to strengthen our Vendor Management Framework by introducing a Vendor Management Policy to further guide and manage our workflows and processes.

**Targeted Modern Slavery Training**

RME will deliver targeted modern slavery awareness training to employees in key roles such as procurement, HR, and operations. This training will equip our people with the knowledge to identify risk indicators and take appropriate action to uphold human rights across our supply chain.

Remediation

We are pleased to confirm that RME has not encountered any incidents related to modern slavery requiring management. If a human rights incident occurs despite our preventative measures, RME is committed to responding promptly and effectively. We will take all necessary steps to mitigate the impact in alignment with our values, ethical commitments, and established policies and standards. Our approach ensures accountability, transparency, and remediation consistent with our responsibility to uphold human rights across our operations and supply chain.

RME's Approach to Grievances

RME is committed to providing a transparent and accessible process for addressing concerns related to unethical practices, including modern slavery. We have updated our grievance policy to include a formal written procedure that clearly outlines how issues can be raised and managed. This process ensures that all reports are handled promptly, fairly, and in accordance with our compliance obligations. To further strengthen this framework, we have introduced an anonymous whistleblower hotline, enabling employees, suppliers, and other stakeholders to report concerns confidentially without fear of retaliation. These measures reinforce our commitment to accountability and continuous improvement in safeguarding human rights across our operations and supply chains.

Employee Engagement Survey

RME leverages its global employee engagement survey as an important platform for employees to raise concerns about modern slavery risks and unsuitable or non-compliant working conditions. This survey provides a confidential and accessible channel for feedback, ensuring that employees across all regions

have a voice in identifying potential issues. Responses are reviewed and analysed to detect trends or areas requiring attention, enabling RME to take timely and appropriate action. By integrating these questions into our engagement process, we reinforce our commitment to transparency, accountability, and the protection of human rights throughout our operations and supply chains.

EAP program

RME's Employee Assistance Program (EAP) provides confidential support services to employees globally and serves as an important remediation mechanism in our approach to managing modern slavery risks. Through the EAP, employees have access to counselling, guidance, and resources to address concerns related to workplace conditions, ethical practices, and personal wellbeing. This program ensures that individuals impacted by or exposed to potential modern slavery risks can seek help safely and discreetly. By integrating the EAP into our broader grievance and reporting framework, RME reinforces its commitment to protecting human rights and providing practical avenues for remediation and support.

Whistleblowers

RME has established an anonymous whistleblower policy and hotline as a critical component of our grievance and remediation framework. This mechanism provides employees, suppliers, and other stakeholders with a secure and confidential channel to report concerns related to unethical practices, including modern slavery, without fear of retaliation. Reports received through the hotline are managed in accordance with our formal grievance process, ensuring timely investigation and appropriate corrective action. By offering anonymity and protection, this policy reinforces RME's commitment to transparency, accountability, and safeguarding human rights across our operations and supply chains.

Assessing the effectiveness



Monitoring effectiveness

RME is committed to continuously reviewing and measuring the effectiveness of the company's modern slavery risk. This is undertaken through regular reporting to the Chief Executive Team and the Board and reviewing any opportunities for improvement that could be implemented into the business.

RME will monitor progress against our future commitments through clear, measurable indicators and regular reporting. Success will be assessed by tracking completion rates of supplier due diligence activities, including the percentage of top-tier suppliers that submit modern slavery questionnaires by FY2027.

We will also measure adoption of the Supplier Code of Conduct and participation in targeted modern slavery training across key roles. In addition, we will review the effectiveness of our grievance mechanisms by monitoring the volume of grievances raised and resolution outcomes.

These metrics will be reported annually to ensure transparency and continuous improvement in managing modern slavery risk.

Our strategy is subject to yearly review and revision, ensuring alignment with evolving risk profiles and incorporating pertinent stakeholder input.


Consultation

RME does not own further employing entities within Australia, however we do have subsidiary entities in the aforementioned countries (excluding Zambia). Whilst we have subsidiaries, there has been no consultation as supply chain and sourcing is managed directly from our head office in Australia globally.

No further entities within Australia are reported under this Statement.

Board sign off

This statement has been approved by the principle governing body of Russell Mineral Equipment. The principle governing body of Russell Mineral Equipment is the Board of Directors. This statement has been signed by Alan John Russell in his role as a Director of Russell Mineral Equipment on 19 December 2025.



ALAN JOHN RUSSELL
Founder and Director
for the Board of Directors, RME Holdings Pty Ltd



RUSSELL
MINERAL EQUIPMENT

RME delivers innovation to the world

RUSSELL MINERAL EQUIPMENT (RME) is the global leader in the manufacture and supply of grinding mill relining technologies, services and support.

RME operates across 12 international Sales and Service Centres with a global reach of over 440 mine site locations.

RME's commitment to industry is to visibly, defensibly and sustainably improve our Customers' concentrator performance. We enable our Customers to remove fatal risk through innovative solutions.



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