



MODERN SLAVERY STATEMENT FY2025

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This is the sixth Modern Slavery Statement to be issued by Consolidated Pastoral Company Pty Ltd (“CPC”) in accordance with the Modern Slavery Act 2018 (Cth) and applies to the financial year ending 31 March 2025.

CPC is committed to maintaining high standards of ethics and integrity in all aspects of our business operations and relationships. We strive to implement effective systems and controls to prevent and address modern slavery within our organisation and across our global supply chains.

CPC conducts its business with honesty and accountability, and strive to provide a safe, healthy, and sustainable workplace for all employees. We do not tolerate any instances of modern slavery within our operations.

1. Our Business

CPC is a leading Australian managed, UK owned Agribusiness with a strong commitment to Environmental, Social and Governance (ESG) principles. The company owns and operates nine station aggregations across northern Australia and two industry leading feedlots in Indonesia. Spanning more than 3.2m hectares of land, the CPC team can care for over 300,000 head of cattle, 50,000 goats, and produce of a diverse range of crops. With an asset base exceeding AUD\$1 billion, CPC supplies a variety of customers in both domestic and international markets.

The company also holds a 90% interest in PT Juang Jaya Abdi Alam (JJAA) which owns and operates two feedlot businesses in Indonesia, the other 10% being owned by our Indonesian Joint Venture partner.

CPC is committed to becoming a globally significant and diversified agribusiness – building on previous successes in the carbon space through formal and informal markets, securing large-scale water licences, developing large-scale cropping programs and capturing value through renewable energy sources.

2. Structure at 31 March 2025

CPC is owned by Guy and Julia Hands through the Hands Family Office. Terra Firma (UK) (owned by Guy Hands) is the investment manager of CPC for the Hands Family Office.

CPC Group Holdings Pty Ltd is the Australian parent company of several controlled entities in Australia including CPC. A full listing of the controlled entities can be found in Annexure A. CPC oversees business operations within Australia, while the other Australian entities exist only for historical reasons. In Indonesia, business operations are managed by JJAA. Throughout this report, the term “CPC” encompasses all businesses within the group.

Operations and Supply Chain

The CPC Australian operations are located across northern Australia with nine cattle station aggregations supporting the breeding and growing of beef cattle, goats and production of a diverse range of crops. CPC has a program of emissions reduction and carbon capture that is integrated into its business operations, reflecting a commitment to sustainability.

CPC’s administrative office is based in Brisbane, Queensland.

CPC Australia maintains a strong customer focus, with direct sales channels centred on supplying cattle and beef to Asian consumer markets, domestic feedlots and processors, as well as exporting live cattle.

The Hands Family Office, as owners, has ambitious growth aspirations for the business. Their vision is to continue evolving CPC beyond traditional cattle and cropping operations, maximising the use of land and pursuing new opportunities in areas such as emissions reduction, carbon capture, renewable energy, and biodiversity



The feedlots in Indonesia are located in Lampung (South Sumatera) and Medan (North Sumatera). The Lampung feedlot has an optimal capacity of 19,800 head, while the Medan feedlot has a capacity of 7,200 head; both facilities are “best in class” operations. Cattle from these feedlots are sold to customers for processing. CPC maintains close relationships throughout the supply chain, with animal welfare and marketing officers regularly visiting customers and processing facilities to ensure standards are maintained and engagement is ongoing.

Further information on operations available at: <https://www.pastoral.com>

3. Risks of Modern Slavery Practices in Our Operations and Supply Chain

Our operations

CPC considers the risk of modern slavery within our directly employed teams in Australia and Indonesia to be low, supported by robust HR processes, a comprehensive Code of Conduct, and well-established company policies that help further mitigate this risk. However, we recognise that our greatest exposure to modern slavery is indirect, arising primarily through our supply chain relationships.

Supply Chain

CPC continues to work with our suppliers to review and assess risks within our supply chain, with the aim of identifying and addressing any potential exposure to modern slavery. We recognise the importance of supplier due diligence and seek to engage with partners who share our values and demonstrate ethical and socially responsible practices.

Through this ongoing process, we have identified several areas where modern slavery risks may arise indirectly through our supply chain relationships, including:

- (i) Limited traceability and transparency within certain segments of the supply chain;
- (ii) Procurement of materials, products, services, and equipment (such as solar panels, and imported animal feed supplements) from countries with a higher risk profile for modern slavery; and
- (iii) The use of contracted labour hire services, which may be associated with unfavorable employment practices.

Our cropping activity is largely fodder crops which are primarily used internally and remain entirely within Australia and therefore considered to present a low risk of modern slavery.

We acknowledge that limited supply chain traceability and transparency can present challenges in ensuring ethical practices are upheld at all levels of the supply chain, and we remain focused on improving visibility and integrity throughout our operations.

4. Our Actions Taken to Assess and Address Modern Slavery Risks

Corporate Governance

CPC has a culture of strong corporate governance, with a focus on our ESG commitments and goals. One of CPC’s social goals is to work with our team at CPC, our customers and suppliers to understand and minimise the risk of modern slavery.

CPC has a comprehensive policy framework and operating procedures in place to ensure that our employees and contractors clearly understand our expectations plus also provide them with our commitments to how they will be treated at CPC. Our corporate policies are on a regular review cycle and presented to our Boards for approval as part of the review process, including a complete legal review of the Whistleblower Policy during 2025.



4 Modern Slavery Statement

The CPC Anti Modern Slavery Policy is available to all CPC employees and is included in the induction documentation for all employees and contractors. An Anti-Modern Slavery policy statement is available on CPC's website.

The board approved CPC Remuneration Policy was published in December 2024.

Policy/Procedure	Purpose
Remuneration Policy	Outlines the principles and guidelines for the remuneration of employees of CPC, and outlines CPC's policy and strategy for ensuring equal remuneration in the workplace that supports gender equality.
Anti-Modern Slavery Policy	Affirms CPC's commitment to addressing modern slavery practices and risks through identifying, preventing and reporting on such risks and practices within CPC's operations and supply chain.
Code of Conduct	Outlines a minimum set of standards and behaviour required of all CPC Employees, Contractors and Directors.
Supplier Code of Conduct	Outlines CPC's expectations of its suppliers regarding their activities in the production and delivery of goods and services supplied to CPC. The Code supports CPC's commitment to high standards of ESG responsibilities, and to promoting and supporting a culture of honest and ethical behaviour in business.
Anti-Bribery Policy	Affirms that CPC has never tolerated, and will not tolerate, any form of bribery and corruption within its business.
Anti-discrimination, Bullying and Harassment Policy	Outlines the relevant definitions, principles and obligations in relation to unlawful discrimination, bullying and harassment, as well as CPC's expected standard of conduct in these areas.
Whistleblower Policy	Encourages the reporting of any instances of suspected unethical, illegal, fraudulent or undesirable conduct involving CPC and provides protections and measures so that those persons who make a report may do so confidentially and without fear of intimidation, disadvantage or reprisal.
Recruitment and Selection Policy	To make certain that the recruitment and selection processes conducted by CPC are efficient, robust and delivered in a manner that ensures candidates are treated fairly, equitably and in a manner that is consistent with legislative requirements and stakeholder expectations.
Privacy Policy	Explains how CPC handles personal information.
Enterprise Agreement	Over 60% of the Australian team are covered by an Enterprise Agreement. Renewed in June 2021, the current agreement achieved 100% vote of support from employees.



Contractors/Service Providers

CPC is continually enhancing its online contractor induction and evaluation process to further strengthen contractor management. As part of this process, contractors are required to confirm their compliance with all applicable employment laws and workplace health and safety legislation.

Our CPC team

CPC's team of employees consists of approximately 180 employees in Australia, all engaged by employment contracts and approximately 180 full time employees and 440 part time and contract employees in Indonesia who are engaged by employment contracts or negotiated agreements.

The people & safety team and the payroll team ensure compliance to the Consolidated Pastoral Company Enterprise Agreement 2021 and employment contracts.

The HR and payroll team ensures compliance to the Consolidated Pastoral Company Enterprise Agreement 2021 and employment contracts.

CPC Team Training

CPC provides modern slavery training to its executive and senior management teams, to maintain awareness and capability. This training addresses a broad spectrum of topics, including the identification of modern slavery practices, key risk factors, reporting requirements, and the appropriate procedures for escalating concerns or suspected instances.

Beyond compliance, CPC is dedicated to fostering the growth and wellbeing of every team member. We place a strong emphasis on leadership development and offer comprehensive health and wellness programs for our teams in both Australia and Indonesia, supporting a positive and resilient workplace culture.

Suppliers

Regarding the inclusion of modern slavery clauses, as contracts are due for renewal, we will work with suppliers to include modern slavery clauses as required.

We will continue to use a self-assessment questionnaire for CPC suppliers of high-risk products and geographical locations, which assists in providing further information on supply chain processes regarding modern slavery and the associated risks.

5. Measuring Our Effectiveness

As CPC's modern slavery framework continues to evolve, we remain committed to regularly reviewing and evaluating the effectiveness of our actions to identify and manage modern slavery risks across our operations and supply chain. This ongoing assessment is carried out through our risk management and assessment processes, policy reviews, supply chain disclosures, site visits, and ongoing team engagement and training. The outcomes of these reviews are reported annually in CPC's Modern Slavery Statement.

6. Consultation with Our Controlled Entities

Of the Australian entities listed in Appendix A, only Consolidated Pastoral Company Pty Ltd employs and conducts business operations; as such, consultation with the other Australian entities was not required. All Australian entities share a common Company Secretary, who has been actively involved in preparing this statement.

Our international subsidiary, JJAA, was consulted during the preparation of this statement, and its Directors have knowledge of its contents. We have engaged with JJAA to discuss the reporting requirements under the Modern Slavery Act 2018, provided information on our actions to address these obligations, and supply relevant materials and training to support their understanding and compliance.



6 Modern Slavery Statement

7. Our Commitment

At CPC, we have a company commitment to leave the world a better place. We undertake to continue to develop and improve our modern slavery framework to advance our ability to identify and manage modern slavery risks within our business operations and the supply chain. We are committed to engaging collaboratively with our suppliers, customers, employees, and external stakeholders to deepen our understanding of modern slavery risks and to identify effective strategies for addressing them.

8. Board Approval

This statement is our sixth Modern Slavery Statement, being for the financial year ending 31 March 2025 made pursuant to the Modern Slavery Act (2018). It has been approved by the board of CPC Group Holdings Pty Ltd in their capacity as principal governing board of CPC Group Holdings Pty Ltd on 15 October 2025.

Signed in accordance with a resolution of directors.



Troy Setter
Director and CEO
Dated 15 October 2025



Annexure A

Wholly Owned Subsidiaries of CPC Group Holdings Pty Ltd (ACN 644 449 758)

Registered office:

Newcastle Waters Station, Drovers Drive,
Newcastle Waters, Northern Territory, Australia 0862.

Company Name	ACN
Baines River Cattle Company Pty Ltd	009 603 516
Consolidated Pastoral Company Pty Ltd	010 080 654
Consolidated Pastoral Group Pty Ltd	644 450 457
Consolidated Pastoral Property Pty Ltd	009 624 159
CPC (China) Pty Ltd (deregistered 7th September 2025)	153 136 951
CPC Exploration Pty Ltd	604 035 225
Crosswalk Pty Ltd	009 448 739
Lake Woods Acquisitions Pty Ltd (deregistered 7th September 2025)	134 353 192
Lake Woods Group Pty Ltd (deregistered 7th September 2025)	134 352 104
Lake Woods Holdings Pty Ltd	134 351 134
Laverton Nominees Pty Ltd	009 639 623

International Subsidiary

Company Name	Country of Registration	Company Number
PT Juang Jaya Abdi Alam	Indonesia	8120 20372 2061



