



2025

MODERN SLAVERY STATEMENT

Modern Slavery Statement

Introduction

This Statement addresses the mandatory reporting criteria and outlines our actions during the reporting period to manage and mitigate modern slavery risks in our operations and supply chain.

At Thejo, we are committed to upholding the highest standards of ethical conduct and human rights. Our operational plan for addressing modern slavery reflects this commitment. We recognise that modern slavery, in all its forms, is a grave violation of human rights and a significant global issue that demands immediate and sustained action.

Our response plan is designed to identify, prevent, and mitigate the risks of modern slavery within our operations and supply chains. We are dedicated to fostering a culture of transparency, accountability, and continuous improvement.

This voluntary statement is our first under the Modern Slavery Act. During this reporting period, we focused on developing our modern slavery response with targeted programs of work.

We are confident that the foundations we are building in our modern slavery program will enable us to adapt to the evolving regulatory landscape both in Australia and internationally. This will also enhance our active participation in the broader conversation on addressing modern slavery risks. Combating modern slavery requires collaboration, a commitment to ethical practices, and taking transparent actions when risks are identified. Thejo Australia acknowledges the magnitude of this task but remains fully committed to driving meaningful change.

Reporting Entity & Structure

This Modern Slavery Statement ("Statement") identifies the steps taken by Thejo Australia Pty Limited ("Thejo") to identify, manage and mitigate the risk of modern slavery in supply chains and operations. Thejo Australia Pty Limited (ABN 75 155 690 645) is registered at 22 Tayet Link, Bibra Lake WA, Australia.

Thejo Australia is not required to report under the Modern Slavery Act 2018 (Cth) ("the Act") as an individual entity. However, Thejo has chosen to ethically become a voluntary reporting entity.

This Statement has been published in accordance with the Act and has been prepared in consultation with the Thejo Board of Directors. The Statement has been signed by a duly authorised corporate officer.

Our Operations

Thejo Australia was established in 2012, initially operating from Kalgoorlie to support the Goldfields Region. Since then, we have expanded our presence to Perth, Pilbara, and Bunbury. Our business now encompasses both Rubber and Mechanical Service Works, and we continually broaden our Product Range.

Thejo is a leading provider of Conveyor Belt Splicing using the Cold Vulcanizing Process, In-situ Pulley Lagging, and In-situ Recapping of Conveyor belts. Initially focused on Specialised Services, we soon established state-of-the-art manufacturing facilities to meet the growing demands of our business. This systematic and continuous growth has positioned Thejo as a significant player in both Domestic and Global markets. Our state-of-the-art R&D and Manufacturing Facilities are based in Chennai, India, and our objective is to establish ourselves as a renowned global technological leader.

To support our Australian network, we benefit from the backing of our Corporate owners, with a team of over 2,600 employees, including Engineers, Technicians, Manufacturing, R&D, Conveyor Maintenance, and Corporate Services. We are dedicated to ensuring that our workforce is treated with dignity and respect, and we are committed to ethical business practices.

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Thejo Australia operations primarily cover Australia, with offices and facilities in:

- Bibra Lake, Western Australia
- Port Hedland, Western Australia
- Bunbury, Western Australia
- Kalgoorlie, Western Australia

Our People

At Thejo, people are at the core of everything we do. We deliver on our commitment to our people by contributing to positive, impactful change in our communities and by empowering our people through actively ensuring that their voice is heard. At the conclusion of the reporting period, Thejo employed 41 people across our branches and support network.

Our workforce composition is:

As at 30 September 2025	Count	% Total Workforce
Employees	41	100%
Male Workforce	32	78%
Female Workforce	9	22%
Full-time employees	32	78%
Part-time employees	4	10%
Casual employees	5	12%

Our values

Thejo Australia's efforts to address modern slavery risks reflects our commitment to living our core values, which represent our Thejo way of working and our way of being.



Practice

High ethical standards with focus on safety to ensure we are exceeding industry expectations.



Respect

And protect the environment, all stakeholders, and the cultural heritage of the lands on which we operate.



Encourage

Professionalism, empowerment, continuous improvement, and accountability.



Satisfy

The everchanging demands of industry and customers through creative solutions.



Value

And nurture relationships with all stakeholders.

Our Supply Chain

Thejos' supply chains relate primarily to products and services procured directly from suppliers to carry out our business operations. A significant component of these products and services is the supply, installation, repair, and maintenance of rubber, polyurethane, and composite metal products and required equipment for bulk material handling, mineral processing, and corrosion protection industries.

The supply chain includes, among others, the following goods and services:

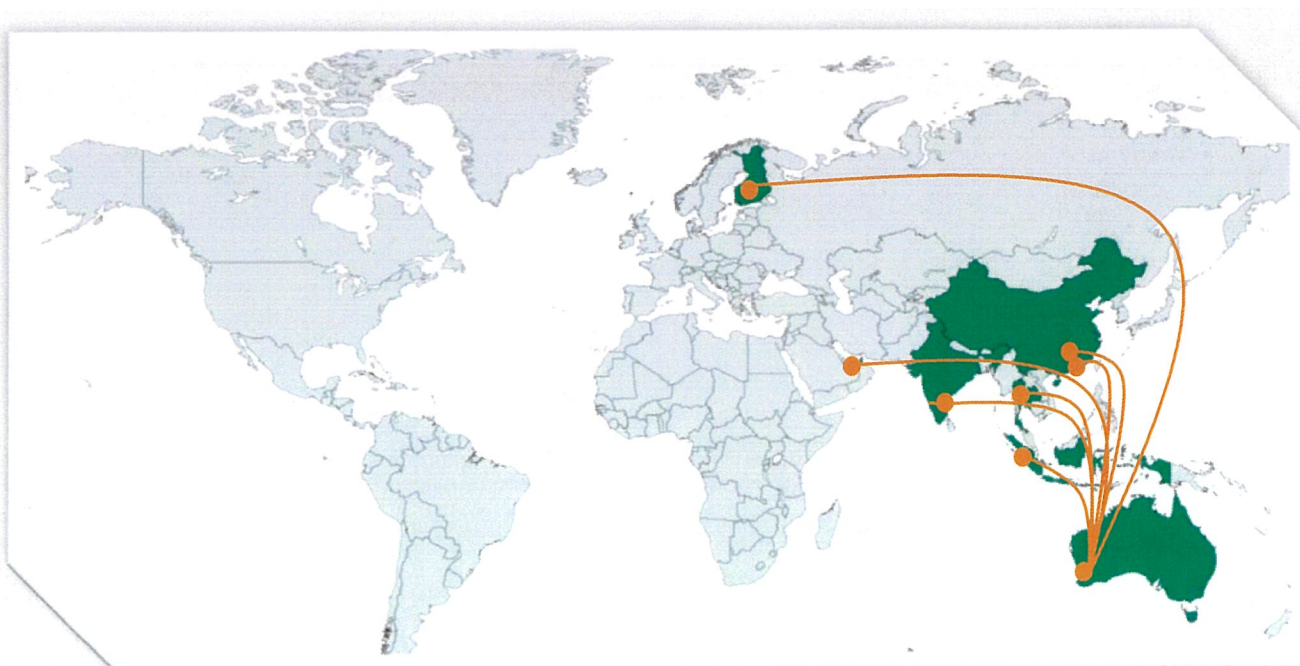
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- Manufacturing
- Fabrication and machining services
- Freight and logistics
- Components
- Professional services
- Temporary labour

In FY25 71% of our spend was with 369 direct suppliers based in Australia. However, these suppliers are likely to rely on, to varying degrees, operations and supply chains in overseas locations, such as US, India, Europe and China. We have increased our visibility of our indirect supply chain for our high-risk suppliers.

The below charts illustrate our key supply chain countries of origin.



Our Modern Slavery Risks

The UN Guiding Principles on Business and Human Rights (UNGP) are the authoritative global standard for preventing and addressing business-related human rights impacts, including modern slavery.

The UNGP expect businesses to respect human rights (including the right to freedom from slavery) through their business activities and business relationships across their value chain.

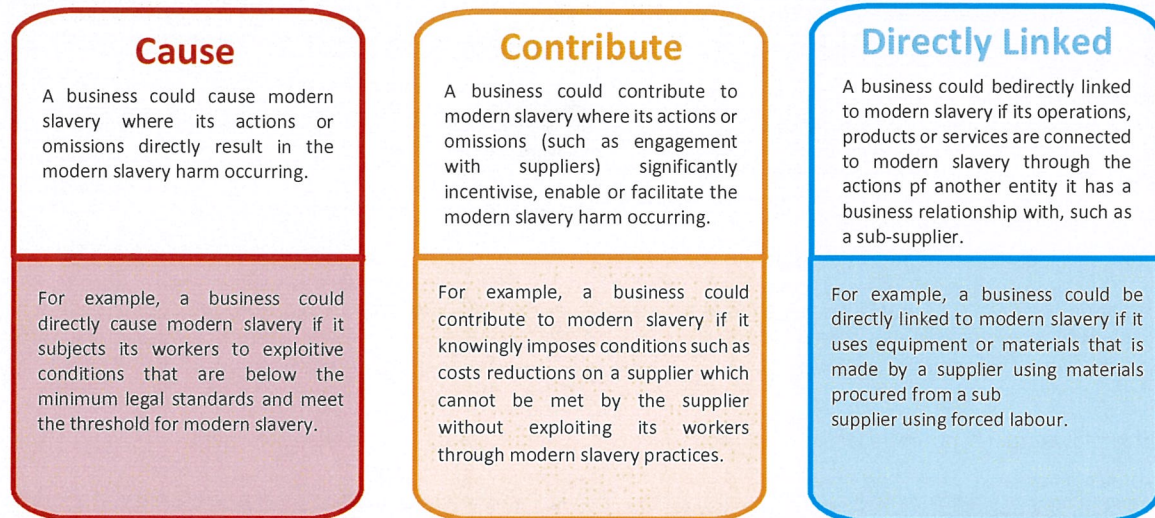
Eradicating modern slavery and advancing respect for human rights more broadly is a complex task that requires collaboration across a broad range of stakeholders. We recognise the importance of our role, and we remain committed to further improving our transparency, management and oversight of potential modern slavery risks in our operations and supply chain. We also recognise that modern slavery risks are not static, and it is important for us to continue to monitor risks across our supply chain and monitor areas of evolving risk.

In line with the Australian Government's official guidance about the Act, we define modern slavery risks as the potential for an organisation to *cause, contribute or be directly linked* to occurrences of modern slavery. These terms are explained in the below box.

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Understanding the risks

The UNGPs outline the three ways in which a business can negatively impact human rights – by causing, contributing to or being directly linked to adverse human rights impacts. We acknowledge our responsibility to avoid causing or contributing to modern slavery and other adverse human rights impacts and to address any potential risks and incidents as they are identified. We also seek to prevent and mitigate adverse human rights impacts such as modern slavery that we identify we may be directly linked to through our business relationships.

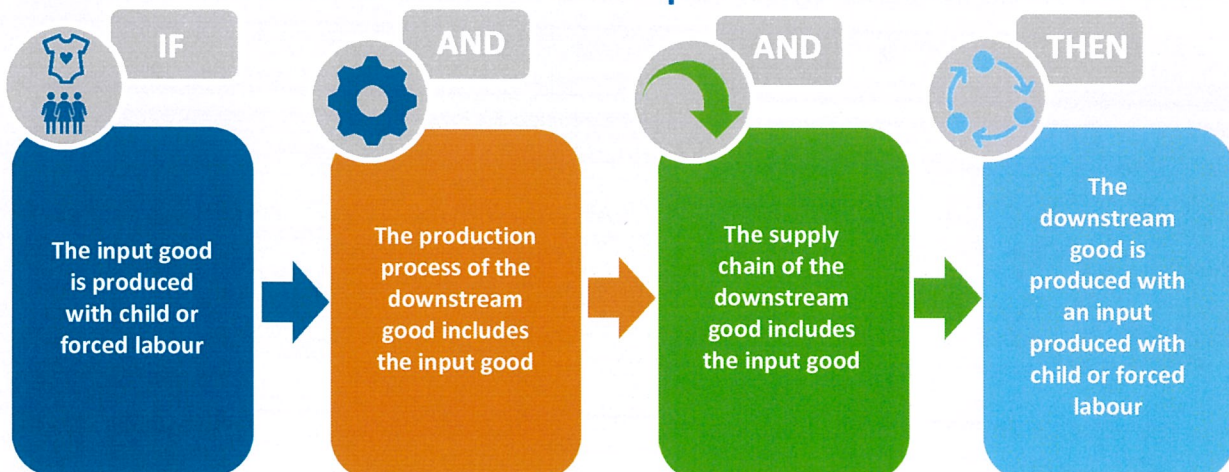


Thejo does not consider it likely to cause or contribute to modern slavery within the meaning of the UNGPs, due to the protections in place for our workforce, including young workers. The majority of Thejo's workforce is employed on a permanent or casual basis through enterprise agreements and individual employment contracts. We consider the risk of modern slavery in our operations to be low, as our workforce is based in Australia, we comply with all applicable legislative requirements regulating workplace relations, and we have well-defined internal policies and processes in place.

Potential modern slavery risks in our supply chain

Our supply chain complexity presents a unique set of challenges for identifying and responding to modern slavery risks. This section describes how modern slavery risks can arise, and the steps we've taken to understand the risks that may potentially exist in our own business. We will continue to monitor external reports for updated information around modern slavery risks in our industry and in countries we operate and source from.

Downstream Goods Produced with inputs with Child or Forced Labour



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We recognise that we could be directly linked to a range of modern slavery risks through our suppliers, including both goods and services. For example, Thejo may be directly linked to modern slavery through the sourcing and processing stages of raw materials that are ultimately supplied to us, and in the manufacturing plants located in higher-risk locations that supply goods to our customers. We understand that we could also potentially contribute to modern slavery if the controls outlined in this statement failed or were not fit for purpose. Modern slavery risks across our supply chains may reflect a range of risk factors, including those outlined in the diagram below.






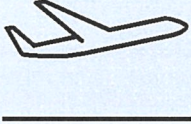
In this reporting period, we conducted a modern slavery risk profile analysis, which identified several key areas of concern where Thejo had the potential to be linked to modern slavery.

We performed the risk assessment described in the methodology section below across our updated supplier list, which comprises 71% of our total procurement spend. We acknowledge that the risks relevant to modern slavery are constantly evolving, and therefore, we continue to monitor these risks and our potential involvement.

The table below outlines potential areas of modern slavery risk we assess may be relevant to Thejo.

Supply Chain Risk	Risk Description	Potential Modern Slavery Risks
 <p>Clothing and personal protective equipment</p>	Thejo Australia procures uniforms for frontline staff, branded merchandise for internal and external use, and personal protective equipment for all team members.	<p>Thejo Australia could be directly linked to modern slavery in this risk area, including if:</p> <ul style="list-style-type: none"> Suppliers or sub-suppliers were to use raw materials produced using modern slavery in the manufacture and production of textiles and garments. Suppliers or sub-suppliers were to use manufacture textiles and garments using exploited labour. Raw materials or manufactured textiles and garments were stored using warehousing services provided by third parties using exploited labour.
 <p>Manufacturing of products</p>	Our procurement category refers to the supply of products, parts, materials or chemicals that are utilised by our Sales and Service team.	<p>Thejo Australia could be directly linked to modern slavery in this risk area, including if:</p> <ul style="list-style-type: none"> Suppliers or sub-suppliers were they use raw materials produced using modern slavery in the manufacturing of components or products. Raw materials or finished components were transported or stored using logistics services provided by third parties with exploited labour.
 <p>Fuel</p>	Fuel is critical to the supply of our services. We also require fuel-related products, such as oil and lubricants for our equipment to support our services.	<p>Thejo Australia could be directly linked to modern slavery in this risk area, including if:</p> <ul style="list-style-type: none"> Suppliers and sub-suppliers were to use exploited labour in sourcing raw materials. Suppliers and sub-suppliers were to use exploited contract workers in the construction and maintenance of oil and fuel production facilities. Suppliers and sub-suppliers were to use exploited workers in the transportation of fuel to storage facilities.

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 <p>Freight & logistics</p>	<p>Our procurement category refers to the use of freight and logistics being utilised by our Sales and Service team.</p>	<p>There is a risk that freight and logistics services provided by third parties (including warehousing) could involve the exploitation of base-skilled workers.</p> <p>These risks are likely to be higher where these services are provided overseas.</p> <p>There are also particular risks associated with working conditions for seafarers.</p>
 <p>Indirect workforce – outsourcing to third-party providers</p>	<p>Over 65% of our direct and indirect workforce are based in Australia, resulting in a lowered risk of modern slavery occurring in our operations.</p>	<p>Thejo Australia could be directly linked to modern slavery in this risk area, including if:</p> <ul style="list-style-type: none"> • Providers used third party recruiters which subjected workers to modern slavery practices. • Its workers to exploitive conditions that are below the minimum legal standards and meet the threshold for modern slavery.
 <p>IT hardware / software</p>	<p>Our procurement category refers to the supply of software and IT equipment that are utilised throughout our business and operations.</p>	<p>Modern slavery risks are present in the supply chains that provide IT companies with the necessary materials to produce electronic goods, and parts of those goods. Modern slavery risks may also be associated with our suppliers and the use of offshore contact centres and other services by telecommunications and software companies and the construction and maintenance of telecommunications infrastructure.</p>
 <p>Travel</p>	<p>Our procurement category refers to the travel and accommodation that is done in the process of conducting our operations.</p>	<p>The provision of travel and accommodation related services may involve modern slavery risks, including in relation to the use of base-skilled, subcontracted workers by accommodation providers. Thejo travel is primarily domestic and would not generally involve travel to countries where modern slavery is comparatively more prevalent.</p>

Due to the nature of our business and suppliers, as well as our approach to assurance and governance, we consider our risk of modern slavery to be very low. However, we continue to periodically review the effectiveness of the relevant policies and procedures that we have in place.

Our actions to assess and address modern slavery risks

We understand that identifying and addressing modern slavery risks requires a flexible, adaptive approach, underpinned by sound governance, policies and processes. During the next reporting period, we will take a targeted approach to improving how we identify and address modern slavery risks. Our key focus is on improving our processes for identifying supply chain risks and operational risks.

We proactively seek to identify, assess and address modern slavery risks through a set of frameworks and foundational principles.

Risk Management Framework: our risk management framework guides our approach and sets principles for risk management at the enterprise-wide level.

- **Modern Slavery Framework:** provides direction and a structure for addressing modern slavery risks across our operations and our supply chain.
- **Core areas:** we developed our annual action plans to address our four core areas:

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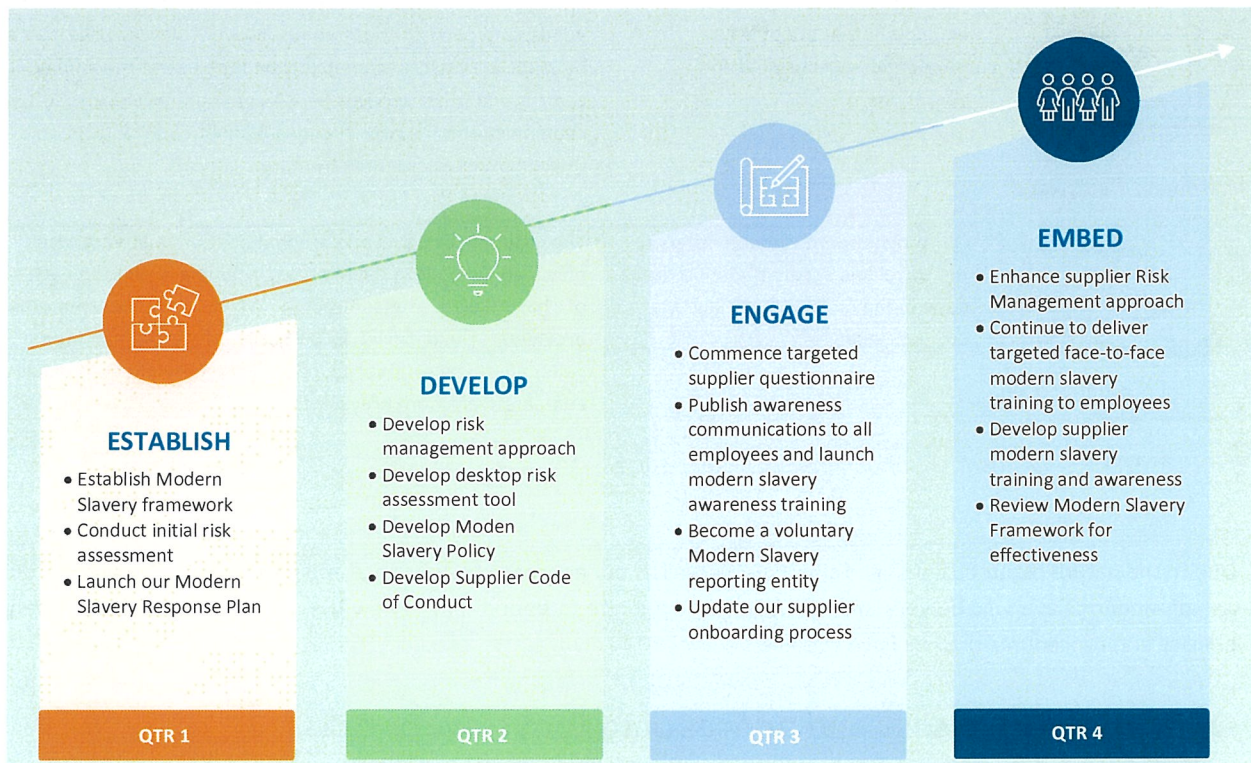
- Policy and process;
- Due diligence;
- Training, awareness and capacity building; and
- Grievance mechanisms.

Our Modern Slavery Framework

Thejo Australia remains firmly committed to ensuring that there is no form of slavery, servitude, forced or compulsory labour, or human trafficking in our operations. This commitment is reflected in our Modern Slavery Policy, Code of Conduct, and Human Rights Policy, all of which are shared and made available via our internal intranet-SharePoint.

Each year, we will use our risk assessment process to identify gaps in our modern slavery response and determine how we can address those gaps through the settings within our control. A 12-month action plan is then developed in collaboration with key internal stakeholders and approved by our Leadership Team.

Thejo is focused on refining our modern slavery response as we strengthen our understanding of how to effectively identify and manage modern slavery risks. The visual below explains how our modern slavery response for 2025 has been developed and highlights key milestones.



Our focus areas for FY25

During this reporting period, our actions will be focused on deepening our understanding of potential modern slavery risks in our operations and supply chain, enhancing our due diligence capabilities and strengthening our commitment to respect human rights.

Thejo accepts that modern slavery due diligence must go well beyond the first tier (direct) supply chain and seek maximum transparency as far back to the raw material / initial manufacturing stages as possible and we continue to develop our response accordingly.

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Development of modern slavery response plans Policies

Thejo Australia has a comprehensive set of policies which help us manage modern slavery and broader human rights risks in our operations and supply chain and set the standards of conduct we expect from our people, suppliers and other third parties we do business with.

Our policies apply across the organisation and are designed to ensure we provide a safe, diverse and inclusive workplace for our team members and third parties we do business with. A number of our policies extend beyond our own organisation and apply to our relevant suppliers and business partners (for example, the Supplier Code of Conduct and the Whistleblower Policy).

In FY25, we conducted a comprehensive update of our core conduct policies to include modern slavery operational and procedural considerations and controls. During this reporting period, we will work to embed our updated policies across our business operations and supply chains, including by engaging in a targeted communications program across our workplace communication channels to promote awareness of the updated policies.

POLICY/SUPPORTING CONTENT	HOW THIS POLICY IS RELEVANT TO MODERN SLAVERY	HOW WE IMPLEMENT THE POLICY
Human Rights Policy	Our Human Rights Policy communicates Thejo Australia's commitment to respect human rights and the expectations we set internally and for third parties who work with us, including our suppliers and other business partners.	Our Human Rights Policy is made available on our internal communication channel - sharepoint. The Policy encourages reporting of any conduct which breaches or is suspected to breach the Policy or concerns relating to human rights.
Code of Conduct	Our Code of Conduct sets out how we do business and outlines the standards of behaviour expected from our team members and leaders. The Code emphasises our commitment to operating ethically and with integrity. The Code outlines our commitment to conducting business practices that are fair and considerate of our worker. The Code also sets out our expectation that team members report any instances of non-compliance of this policy.	Our Code of Conducts is made available on our internal communications channel - sharepoint. We provide training to Team Members on the Code of Conduct as part of our onboarding process. Any breach or suspected breach of the Code of Conduct can be reported internally via our standard reporting channels or through our Whistleblower program.
Modern Slavery Policy	Provides team members with high-level guidance on identifying and reporting actual or potential instances of modern slavery in our operations and supply chain.	Our Modern Slavery Policy is published on our internal communication channel - sharepoint.
Supplier Code of Conduct	Articulates Thejo Australia's expectations of, and imposes obligations on, suppliers in relation to modern slavery, labour rights, and broader human rights. These include that Supplier's must comply with all applicable Modern Slavery Laws and have in place controls to ensure that the Supplier and its suppliers uphold the International Labour Organisation (ILO) and do not engage in Modern Slavery. A number of the obligations (including for anti-bribery and anti-corruption controls) also extend to the supplier's subcontractors.	Our Supplier Code of Conduct and Supplier Commitments are available on our internal communication channel - sharepoint. Thejo Australia's template contracts with suppliers include a requirement for suppliers to commit to complying with the Supplier Code of Conduct.
Whistleblower Policy	Our Whistleblower Policy outlines the processes in place to receive and manage reports regarding potential misconduct, which includes suspected or actual unethical, illegal, corrupt, fraudulent or undesirable conduct, as well as concerns that represent a potential breach of the Code of Conduct. This can include complaints relating to modern slavery.	Our Whistleblower Policy is available on our internal communication channel - sharepoint.

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Due Diligence – Assessing our risks in the supply chain

As outlined in our supplier risks section, we have identified seven procurement categories with higher exposure to modern slavery risks. During the next reporting period, we will conduct a deep dive analysis of suppliers within these categories to refine our understanding of Thejo Australia's potential exposure to modern slavery risks.

We will conduct an initial screening of our suppliers based on the following risk criteria: sector, product and service, geographic location, and governance. This analysis will help identify which of our suppliers may present higher modern slavery risks and how our level of leverage to influence supplier practices may vary across our supply chain.

Higher risk suppliers were also identified in procurement categories such as raw materials, fuel, transport, and freight services. The majority of suppliers in the medium category were manufacturers based in Australia and freight and transport service providers based in Australia and India.

Going forward, we will use the outputs of this assessment and other data and information sources to:

- Help inform which of our suppliers to approach for our supplier deep dive evaluations.
- Guide and facilitate broader engagement with our suppliers on modern slavery risk management.
- Tailor further modern slavery training and awareness activities for our procurement teams.

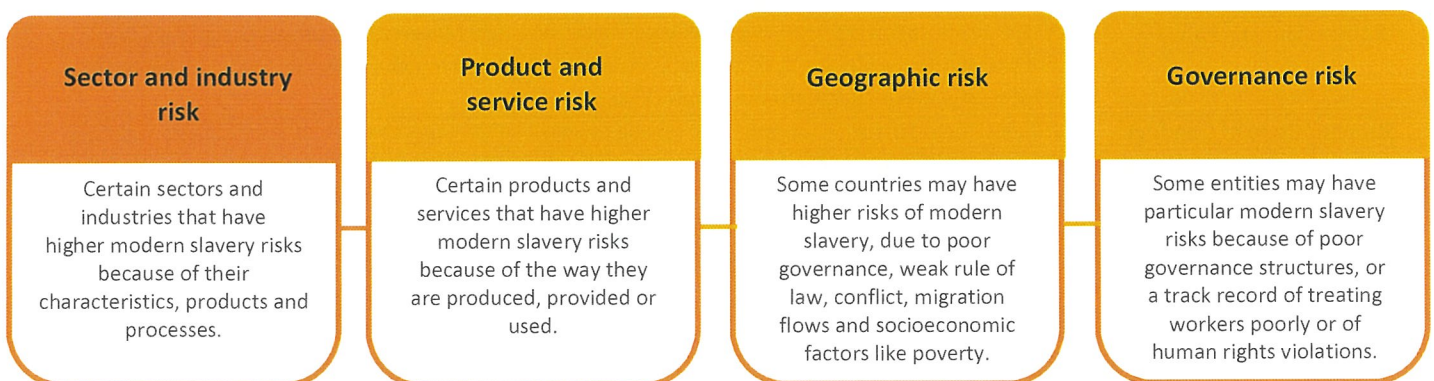
Supplier due diligence

We recognise the potential for modern slavery risks to exist in Thejo Australia's supply chain due to the requirement to procure a wide range of goods and services to support our operations, including in some instances from countries or sectors that are categorised as being exposed to higher prevalence of modern slavery risk. This is why Thejo Australia is committed to doing business with suppliers, partners and corporate customers that share our values.

Risk assessment methodology

Thejo Australia team members who are responsible for procurement and engaging third-party contracts are required to have suppliers complete an initial supplier engagement evaluation, so that key compliance and reputational risks (including modern slavery) can be identified and mitigated as part of Thejo Australia's due diligence processes.

Initial assessment is based on questionnaire responses, screening data, risk segmentation analysis and a weighted equation and scoring methodology based on several inputs:



The assessment results in an initial high, medium, low or no risk score. Based on the review above, the following further steps are taken based on level of inherent risk:

- **Medium and high-risk** third parties are subject to an enhanced risk assessment which is undertaken by our HSEQ team. During the manual review stage, the reviewer will consider additional factors such as country of manufacture (if known), specific industry risks and adverse media, which may result in the supplier being re-graded to a **high-risk** rating (and sent for further review) or **low-risk** rating. The third party may be required to answer more in-depth questions in respect of its operations and the site from where the product or service is manufactured or provided.
- **Low or no-risk** suppliers are not subject to further review.

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Supplier deep dive program

Our supplier deep dive program will enable us to focus our attention on suppliers who provide goods and services in our medium and high-risk procurement categories. Our deep dive methodology enables engagement with a key supplier in a collaborative and supportive setting to build our understanding of their modern slavery risks and controls and identify potential opportunities for further collaboration.

During the next reporting period we will undertake a response scoring exercise to identify suppliers with a relative highest risk based on their Supplier Modern Slavery Self-Assessment Questionnaire (SAQ) response. Where it was deemed necessary, we will then undertake subsequent direct engagement with suppliers to:

- Obtain updated responses;
- Discuss the Thejo Supplier Code of Conduct;
- Obtain additional information; and
- Establish appropriate contractual arrangement.

The Supplier Modern Slavery Self-Assessment Questionnaire (SAQ) includes detailed sections in relation to Modern Slavery requirements. This helps to ensure that staff follow the company processes to evaluate potential risks. As a result of these processes and the location of our suppliers, the overall risk level of Modern Slavery in our supply chains is low.

The following holds true for Thejo:

- Thejo does have suppliers based in countries that present a high risk of Modern Slavery.
- In relation to potential high-risk categories of supply to Thejo:
 - a) The majority of the categories of supply in Thejo's (by number of suppliers) are not in the top 5 high risk industries for imports into Australia (being, as presented by the Global Slavery Index 2024, electronics, garments, fish, rice and cocoa).
 - b) Whilst some specific scopes of supply to Thejo may fall within the Global Slavery Index 2024s high risk category for Australian imported goods (namely PPE and other garments, rubber, phone, computers, and accessories), several Thejo suppliers are based in high risk jurisdictions.
 - c) In any event, all suppliers to Thejo are subject to the mitigations and controls outlined in assessing our risks in the supply chain section above.

Assessing the effectiveness of these actions

Thejo will continue to conduct regular internal and external audits of its practices and business relationships to ensure adherence to our policies and regulatory compliance requirements. Thejo is ISO certified (ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018) and is audited annually by Bureau Veritas.

Audits conducted by Thejo Australia, along with any external audits, are reviewed annually by the Leadership Team through our Management Review process. This ensures that our Management System remains suitable, adequate, effective, and aligned with the strategic direction of the company.

Thejo will continually assess the effectiveness of our actions in identifying and managing modern slavery risks by tracking our actions and outcomes, partnering with suppliers and other external partners, and undertaking regular internal governance and external assurance processes. Based on the results of these processes, we will adapt and strengthen our actions to continually improve our response to modern slavery.

No incidents or practices that could be described as causing or contributing to modern slavery have been reported in any Thejo operations for this reporting year. While we are aware of the risks of contributing to or being linked to modern slavery practices through our supply chain, we are not aware of any such incidents for the reporting period.

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Based on this assessment framework and our learnings from this first reporting period, we have identified specific areas for enhancement outlined in our commitments below.

Our Commitment for FY26

In the next reporting period, Thejo Australia will strengthen its modern slavery risk management by:

- Completing deep-dive assessments of suppliers in identified higher-risk categories.
- Using assessment outcomes to prioritise supplier engagement and targeted due diligence.
- Expanding training and awareness for procurement teams to improve risk identification and response.

Through these actions, we aim to refine our understanding of modern slavery risks in our supply chain and take practical steps to address them.

Consultation

This Statement was prepared following a consultation process with Thejo Australia, Leadership and procurement personnel responsible for modern slavery compliance.

Approval

This Statement was approved by the Board of the applicable reporting entity, Thejo Australia.



Shine James

Managing Director

Approved: 30 September 2025

Revision No. 0



Modern Slavery Statement

Annexure 1

Mandatory Criteria

Modern Slavery Act requirements	Statement Reference
Identify the reporting entity	Page 2
Describe the reporting entity's structure, operations and supply chains	Page 2
Describe the risks of modern slavery practices in the operations and supply chains	Page 4
Describe the actions taken to assess and address those risks, including due diligence and remediation processes	Page 7
Describe how to assesses the effectiveness of these actions	Page 11
Describe the consultation process	Page 12
Provide any other relevant information	Page 12
Approvals	Page 12

