

MODERN SLAVERY STATEMENT FY2026

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This is the seventh 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 2026.

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 identify, prevent and address modern slavery risks within our organisation and across our global supply chains.

CPC conducts its business with honesty and accountability and strives to provide a safe, healthy and sustainable workplace for all employees. We do not tolerate modern slavery within our operations or supply chains.

1. Our Business

CPC is a leading Australian-managed, UK-owned agribusiness with a strong commitment to Environmental, Social and Governance (ESG) principles. CPC owns and operates a diversified portfolio of eleven station aggregations across Australia and two feedlots in Indonesia. Across more than 6 million hectares of land, the CPC team are able to care for more than 400,000 head of cattle, 50,000 goats, 150,000 sheep and produce a diverse range of crops. CPC supplies domestic and international customers.

CPC also holds a 90% interest in PT Juang Jaya Abdi Alam (JJAA), which owns and operates two feedlots in Indonesia. The remaining 10% is owned by CPC's Indonesian joint venture partner.

During FY2026 and into FY2027, CPC expanded its Australian pastoral portfolio and diversified into sheep and wool production. CPC remains committed to becoming a globally significant and diversified agribusiness, building on its livestock and cropping operations and pursuing opportunities in emissions reduction, carbon capture, renewable energy, biodiversity and natural capital.

2. Our Structure, Operations and Supply Chain

Structure at 31 March 2026

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 the controlled entities listed in Annexure A, including CPC. Consolidated Pastoral Company Pty Ltd conducts the group's Australian business operations, while JJAA manages the Indonesian operations. In this statement, "CPC" refers collectively to the businesses within the group unless the context indicates otherwise.

Operations and Supply Chain

CPC's Australian operations comprise an extensive portfolio of cattle, sheep and goat enterprises, together with cropping activities, across northern, central and western Australia. CPC also integrates emissions reduction and carbon capture initiatives into its business operations as part of its sustainability strategy. CPC's administrative office is based in Brisbane, Queensland.

CPC Australia's direct sales channels include cattle and beef supplied to Asian consumer markets, domestic feedlots and processors, live cattle exports, and sheep and wool products. Crops are used both internally and for external sale.

The Hands Family Office has ambitious growth aspirations for the business. Its vision is to continue evolving CPC beyond traditional livestock and cropping operations.

JJAA's feedlots are located in Lampung (South Sumatera) and Medan (North Sumatera). The facilities have a combined capacity of 27,000 head and are regarded as best-in-class operations. Cattle from the feedlots are sold to customers for processing. CPC maintains close supply-chain relationships, with animal welfare and marketing officers visiting customers and processing facilities to monitor standards and maintain engagement.

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 among its directly employed workforce to be low. Employment contracts, payroll controls, the Code of Conduct, workplace policies, induction processes and reporting channels are used to mitigate these risks. Modern slavery risks may be heightened in parts of the supply chain where workers are recruited, supervised or paid by third parties, particularly where CPC has limited visibility over employment conditions and labour practices.

Supply Chain

CPC continues to review modern slavery risks within its supply chain and to engage with suppliers on ethical and socially responsible practices. Risk assessment considers the nature of the product or service, country of origin, workforce characteristics, use of subcontracting and the degree of supply-chain visibility.

Modern slavery risks may arise indirectly through CPC's supply chain relationships, including:

- Limited traceability and transparency beyond CPC's direct suppliers;
- Procurement of materials, products, services and equipment - including solar panels and imported animal feed supplements - from countries or sectors with a higher modern slavery risk profile;
- The use of labour hire, seasonal and casual labour, and contracted services where complex subcontracting or poor employment practices may increase risk.

CPC's cropping program includes crops used internally for livestock feed and crops produced for external sale. The modern slavery risk varies according to the inputs, services and downstream supply chains involved and is considered through CPC's supplier risk assessment processes.

CPC acknowledges that limited visibility at lower tiers of the supply chain can make it difficult to verify working conditions and ethical practices. CPC therefore remains focused on improving supplier information, risk-based due diligence and escalation processes.

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

Corporate Governance

CPC maintains a strong corporate governance culture and a focus on its ESG commitments. One of CPC's social goals is to work with employees, customers and suppliers to understand and minimise modern slavery risks.

CPC maintains a policy framework and operating procedures that communicate its expectations of employees, contractors and suppliers and its commitments to fair treatment. Policies are reviewed on a scheduled basis and material revisions are presented to the relevant boards for approval.

The CPC Anti-Modern Slavery Policy is available to employees and forms part of induction material for employees and contractors. CPC also publishes an Anti-Modern Slavery policy statement on its website.

Policy/Procedure	Purpose
Remuneration Policy	Outlines CPC's principles and guidelines for remuneration of employees of CPC, and outlines CPC's policy and strategy for ensuring its approach to equitable 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, addressing and reporting on such modern slavery risks and practices within CPC's operations and supply chains.
Code of Conduct	Sets the minimum standards of behaviour expected of CPC employees, contractors and directors.
Supplier Code of Conduct	Sets CPC's expectations of suppliers in producing and delivering goods and services, including ethical conduct, responsible employment practices and ESG responsibilities.
Anti-Bribery Policy	Confirms CPC's zero-tolerance approach to bribery and corruption.
Anti-discrimination, Bullying and Harassment Policy	Explains relevant definitions, obligations and CPC's expected standards concerning unlawful discrimination, bullying and harassment.
Whistleblower Policy	Encourages confidential reporting of suspected unethical, illegal, fraudulent or undesirable conduct and protects eligible whistleblowers from intimidation, disadvantage and reprisal.
Recruitment and Selection Policy	Requires recruitment and selection processes to be fair, equitable, robust and consistent with legal and stakeholder expectations.
Privacy Policy	Explains how CPC handles personal information.
Enterprise Agreement	CPC's enterprise agreement covers a substantial proportion of the Australian workforce and operates alongside individual employment contracts.

Contractors/Service Providers

CPC continues to enhance its online contractor induction and evaluation process with a new platform being rolled out in late 2026. Contractors are required to confirm compliance with applicable employment and workplace health and safety laws. CPC's contractor controls support risk identification, escalation and ongoing oversight of service providers.

Our CPC team

CPC directly employs people across Australia and Indonesia and also engages seasonal, casual and contract workers where required by its operations. Employees are engaged under employment contracts, enterprise agreement arrangements or negotiated employment arrangements, as applicable.

The People & Safety and payroll teams monitor compliance with applicable employment contracts, the Consolidated Pastoral Company Enterprise Agreement 2026, payroll obligations and CPC policies.

During 2026, CPC renewed the Consolidated Pastoral Company Enterprise Agreement, reinforcing transparent employment terms, wage arrangements and dispute resolution pathways for employees covered by the agreement. The renewed agreement supports CPC's anti-modern slavery framework by strengthening fair work practices, payroll compliance and employee awareness of workplace rights.

CPC Team Training

CPC provides modern slavery training to executive and senior management teams to maintain awareness and capability. Training covers forms of modern slavery, key risk indicators, reporting obligations and escalation channels.

CPC also invests in leadership development, health and wellbeing programs and a positive workplace culture for its Australian and Indonesian teams. These initiatives complement CPC's employment controls and support early identification and reporting of workplace concerns.

Suppliers

CPC uses its Supplier Code of Conduct to communicate minimum expectations to suppliers. Modern slavery clauses are considered for new and renewed contracts using a risk-based approach, with higher-risk suppliers prioritised for additional due diligence.

CPC uses supplier self-assessment questionnaires for higher-risk products, services and geographical locations. Responses assist CPC to understand supply-chain arrangements, identify gaps, request further information and determine whether follow-up or escalation is required.

5. Measuring Our Effectiveness

CPC assesses the effectiveness of its modern slavery controls through its risk management and assessment processes, scheduled policy reviews, supplier disclosures and questionnaires, contractor evaluations, site visits, workforce engagement and training.

Management review considers indicators such as training participation, supplier response and follow-up activity, the use of relevant contract clauses, concerns raised through grievance or whistleblower channels, identified incidents and any remediation undertaken. Findings inform priorities for the following reporting period and are reported through CPC's annual Modern Slavery Statement.

6. Consultation with Our Controlled Entities

Of the Australian controlled entities listed in Annexure A, Consolidated Pastoral Company Pty Ltd is the entity that employs people and conducts the group's Australian business operations. The Australian entities share a common Company Secretary, who coordinated consultation and preparation of this statement.

JJAA was consulted during preparation of this statement. Consultation included discussion of the reporting requirements under the Modern Slavery Act 2018 (Cth), the risks relevant to JJAA's operations and supply chains, and the actions and training used to address those risks. JJAA Directors were provided with the opportunity to review the statement and contribute relevant information.

7. Our Commitment

CPC is committed to leaving the world a better place. We will continue to develop and improve our modern slavery framework, strengthen supply-chain visibility and apply risk-based due diligence across our business operations and supply chains. CPC will continue working collaboratively with suppliers, customers, employees and external stakeholders to deepen its understanding of modern slavery risks and improve prevention, escalation and remediation responses.

8. Board Approval

This statement is CPC's seventh Modern Slavery Statement and relates to the financial year ending 31 March 2026. It is made pursuant to the Modern Slavery Act 2018 (Cth) and is to be approved by the board of CPC Group Holdings Pty Ltd, as the principal governing body, before submission to the Modern Slavery Statements Register.

Board approval date: 29 September 2026

To be signed in accordance with a resolution of directors.



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Troy Setter
Director and CEO
Dated: 29 September 2026

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
CPC Energy Group Holdings Pty Ltd (Registered 14/01/2026)	694 351 856
Consolidated Pastoral Group Pty Ltd	644 450 457
Consolidated Pastoral Property Pty Ltd	009 624 159
CPC Exploration Pty Ltd	604 035 225
Crosswalk Pty Ltd	009 448 739
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

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