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# H&H Group Sustainability Report

**Health and Happiness (H&H) International Holdings Limited**

健合(H&H)國際控股有限公司 *(Incorporated in the Cayman Islands with limited liability)*

(於開曼群島註冊成立之有限公司) (Stock Code 股份代號:1112)

**H&H Group**  
Proud to be B Corp™

Certified



Corporation

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# About this Report

H&H stands for Health and Happiness. It's in our name. It's in our every day. It's in everything we do.

This Sustainability Report (the "Sustainability Report" or the "Report") has been prepared by Health and Happiness (H&H) International Holdings Limited (the "Company", together with its subsidiaries, the "Group", "H&H" or "H&H Group"), an entity incorporated in the Cayman Islands with limited liability.

The Group is globally headquartered in Hong Kong SAR and has a second head office in London. It has been listed on the Hong Kong Stock Exchange (HKEx) since 2010.

## Reporting period and content

This Report provides a comprehensive overview of H&H Group's vision, strategic approach, and performance aligned with the sustainability issues that are material to our business and relevant to our stakeholders,

as identified through our materiality assessment. This Report provides an update on our ambitions, actions, targets, and ongoing work to measure our sustainability progress.

The content and data presented in this Report is for the 2024 calendar year, from 1 January 2024 to 31 December 2024, in line with the Group's financial reporting period. The Report covers H&H's global operations, including our brands, and associated manufacturing, warehouse and distribution facilities and corporate offices. The Report also covers H&H operational entities included in the Group's financial reporting and excludes minority interests. 'We' in this Report refers to H&H Group.

Details on the operational entities, financial performance and corporate governance of the Group can be found in our 2024 Annual Report (which includes the Corporate Governance Report), that was released concurrently with this Report on 3 April 2025.

## Reporting frequency and access to the Report

We have reported annually on the sustainability performance of the Group since 2016. This is the ninth Group-wide edition. To access this 2024 Sustainability Report and our previous Sustainability Reports, please [click here](#).

A Chinese translation of this Report (and previous years' Sustainability Reports) is also available on our website. In case of discrepancies between the Chinese translation and the English version of this Report, the English version shall prevail.

## Reporting principles and external standards

H&H Group has reported in accordance with the Global Reporting Initiative (GRI) Standards and Appendix C2: Environmental, Social and Governance Reporting Guide of the Main Board Listing Rules of the HKEx (the "HKEx ESG Reporting Guide") for the reporting period.

Please refer to our Disclosure Index detailed in Appendix 5 for a complete listing of GRI disclosures included in this Report. The GRI has not verified the contents of this Report, nor does it take a position on the reliability of information reported herein. For further information about the GRI, please visit [www.globalreporting.org](http://www.globalreporting.org)

In addition, this Report references the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) for climate-related disclosure. Please refer to our TCFD Recommendations Disclosure Index in Appendix 6 for more details.

## Get in touch

We are happy to speak with you about the content of this Report and how sustainability is integral to H&H's business growth. Please reach out to:

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## A message from our Chairman

As we unveil our latest Sustainability Report and celebrate our 25th anniversary, we remain deeply committed to responsible business practices and to creating long-term value for all our stakeholders.

Founded with a strong social purpose, H&H Group was built on the ambition to improve the health and wellbeing of infants since our very first product, a scientifically backed children's probiotic. Today, we are proud to champion that heritage and expand upon it by embedding sustainability at the heart of our business, setting clear goals and maintaining a strong focus on measuring progress.

Sustainability drives our everyday actions – from our supply chain partnerships to our product formulations, it is woven into the fabric of how we operate. In 2024, we reached a major milestone by achieving B Corp certification across our entire Group – one year ahead of our 2025 target. This certification underscores our belief that businesses can be a force for good, delivering positive impact across the entire value chain. Since making our ambitious B Corp commitment in 2019, we have made great progress, and this certification reflects our dedication to conducting business in a way that benefits both people, pets and the planet, fully aligning with our mission to bring health and happiness to all.

In 2024, we have also taken an important step in integrating sustainability into

our financial strategy by securing a new Sustainability-Linked Loan structured around three Key Performance Indicators (KPIs) that are aligned with the Science Based Targets Initiative (SBTi). By tying our financing to measurable Environmental, Social, and Governance (ESG) outcomes, we reinforce our accountability and ensure that sustainability remains at the core of our business decisions.

Throughout the year, our teams across all departments advanced our 'Cost-Out, Sustainability-In' (COSI) programme, which combines cost efficiencies with sustainability improvements by optimising formulations, packaging, and raw material use. By applying the COSI mindset, we strengthened our efforts to reduce waste, enhance recyclability, and align with our clean-label objectives – resulting in lower costs, a reduced environmental impact, and an improved consumer experience.

Strong governance is the foundation of our sustainability efforts. Our Board of Directors plays a critical role in ensuring that ESG principles are embedded in our strategy and operations, while our ESG Committee leads the way in assessing and managing our impact. In 2024, the Board actively contributed to updating our materiality assessment. This update sharpened our focus on impact assessment and financial materiality, allowing us to better identify opportunities to drive shared value. As a result, we identified 14 material topics that will guide our efforts toward sustainable growth that benefits all stakeholders.

We recognise that our greatest strength lies in our people and the diversity of thought they bring. At H&H Group, we understand that complex problem-solving and innovation thrive when diverse perspectives come together. That is why we are committed to fostering an inclusive culture where every team member feels valued and empowered to share their unique viewpoints. This commitment extends to our leadership, and as of 1 January 2024, we are proud to have welcomed a new female Board member, increasing female representation to 33% at the Board level. Looking ahead, we are committed to maintaining this level of representation in 2025 and beyond.

As we look to the future, our commitment to sustainability has never been stronger. Making real progress on sustainability is not simple, but we face these challenges with the same pioneering spirit that has defined our Company for 25 years.

On behalf of the Board, I want to express my sincere gratitude to our One Big Team, our partners, and our stakeholders. Your trust and engagement mean everything, and together, we will continue shaping a future that is not only sustainable but also inclusive, impactful, and inspiring for generations to come.

FEI LUO  
Chairman

At H&H, we believe in the meaningful difference that health and happiness can have on people, pets, communities, and the planet.



## A message from our CEO

I am delighted to present our 2024 Sustainability Report as the current CEO of H&H Group. At H&H, sustainability is not just what we do, it is who we are. It shapes our product development, influences our operational decisions, and drives our relationships with partners across our entire value chain. Our sustainability strategy is built around four core impact areas – Advancing the Story of Good Health, Reducing our Footprint on the Planet, Honouring Human Rights and Fairness, and Supporting Good Governance – which encompass our material topics and shape our long-term vision. These four impact areas guide how we allocate resources, evaluate opportunities, and measure performance, making sustainability an integral part of H&H’s business approach.

It is impossible to reflect on 2024 without highlighting a key milestone in our sustainability journey: achieving Group-wide B Corp certification, one year ahead of our initial target. With a score of 92.5 points, this certification shows that our social and environmental considerations are integrated throughout our operations and decision-making processes. While B Corp certification marks an important achievement, we see it as a starting point rather than a destination. We are proud to share this milestone, which reflects the tangible results of our sustainability efforts and the dedication of our entire team. In addition, we successfully maintained our Hang Seng/HKQAA ESG rating at A+ and renewed our MSCI ESG rating at AA, demonstrating consistent performance across multiple sustainability frameworks.

### Advancing Nutritional and Health Innovation for every life stage

As part of our commitment to addressing critical global health challenges, including the rise in allergies, an ageing population, and growing immune health, we continue to advance scientific breakthroughs to develop solutions with lasting impact.

With a strong foundation in clinical research and scientific validation, strengthened by the 10th anniversary of our Biostime Institute of Nutrition and Care (BINC), our innovations not only deliver tangible health benefits but also drive sustainable business growth. Leveraging our in-house R&D capabilities, our scientists and researchers created innovative formulations across our Adult Nutrition & Care (ANC), Baby Nutrition & Care (BNC) and Pet Nutrition & Care (PNC) categories. This year, we expanded our early-life nutrition portfolio, further rolling out our new GB (Guobiao) infant milk formula (IMF) range in China; and introduced ‘Inostime AR’ in France, a specialised formula designed to support infants experiencing regurgitation, offering parents a trusted solution for digestive comfort.

Beyond paediatric nutrition, we introduced several innovative wellness products focused on ageing and holistic health. In Hong Kong SAR, we launched ‘Swisse Beauty Cellular Reactivation NMN’, a next-generation formula designed to promote cellular regeneration and longevity. At the same time, we reinforced our commitment to transparency and quality by applying

third-party clean label screening to our entire ANC portfolio in Australia and New Zealand (ANZ) and Italy, ensuring our products meet the highest global clean label standards.

For 2025, our R&D teams will be focused on benefit-led solutions in healthy longevity and allergy care, building on our scientific heritage to address evolving consumer needs.

### Advancing global commitments: emissions reduction and sustainable packaging initiatives

When it comes to our impact on the planet, we made significant progress in reducing our environmental footprint and driving meaningful change across our operations and value chain. In 2024, we achieved a 4% reduction in greenhouse gas (GHG) emissions across our operations compared with 2023, reflecting the tangible results of our ongoing decarbonisation efforts. Building on this momentum, we continued to advance the implementation of our emissions reduction roadmap, which was validated by the Science Based Targets initiative (SBTi) at the end of 2023.



At H&H, sustainability is not just what we do, it is who we are. It shapes our product development, influences our operational decisions, & drives our relationships with partners across our entire value chain.

As part of this commitment, we also engaged our largest supplier in the development of a decarbonisation strategy aligned with SBTi standards, extending our climate action beyond our own operations. Furthermore, we successfully maintained our internationally recognised PAS 2060 carbon neutrality certification for the second consecutive year across our two owned facilities in mainland China.

We reduced our packaging consumption by 5.7% year-over-year, cutting waste and improving circularity within our supply chain. In North America, we launched our recycle-ready pouch for Zesty Paws, supported by an online consumer education campaign to promote recycling awareness. Our efforts to reduce packaging impact continued through lightweighting initiatives, including optimising the size of Swisse and Zesty Paws jars.

In 2024, we launched our 'No Deforestation Policy' covering our key commodities, palm oil and cardboard. This Policy sets strict sourcing requirements to eliminate deforestation risks, protect biodiversity and promote responsible supply chains. It marks a crucial step toward achieving our goal of zero deforestation across our primary deforestation-linked commodities by 2025.

#### Fostering a DE&I culture among our One Big Team

At H&H Group, we believe diversity is not just a value, it is a driver of performance. By bringing together different experiences, backgrounds, and perspectives, we strengthen our ability to innovate, solve problems, and adapt to a fast-changing world. In 2024, we elevated our commitment to Diversity, Equity, and

Inclusion (DE&I) by launching our first female leadership program to empower women in leadership. It is one way we are making our culture more open, supportive and fair. Today, women hold 62% of management positions across our Group, a clear step forward. We also delivered DE&I training to 100% of our Executive Committee members, including our Chairman, to further embed inclusive leadership at the top.

#### Our impact on communities with our H&H Foundation

As we mark the H&H Foundation's 10th anniversary, we continue to actively contribute to positive change in the communities we serve through the H&H Foundation. In 2024, we expanded our community investment programmes by supporting initiatives that address critical social issues through our Nutrition, Movement and Mind lens. Our commitment extends beyond financial contributions (in-kind and cash donations), as our team members volunteer their time and skills, amplifying our impact and engagement at a local level.

#### Advancing Good Governance with a focus on Responsible Supply Chain

As one of the Group's most material topics, improving our Responsible Supply Chain remained a key focus in 2024. Ensuring visibility and control over our supply chain, along with the traceability of our raw materials, continues to be a priority. By the end of 2024, we had assessed the environmental and social risks of our key suppliers and evaluated 90% (by spend and volume) of the raw materials used in our BNC range. In 2024, we further enhanced

our supply chain oversight by mapping key suppliers' carbon footprint to identify SBTi-aligned reduction pathways. Building on this progress, we will collaborate with suppliers representing 35% of our total spend by 2025, to drive higher standards across our value chain.

Looking ahead, sustainable practices are becoming central to our business success. We will keep tracking our progress, staying accountable, and pushing for solutions that create both commercial and environmental value. The journey ahead will take innovation and collaboration, but this year's results show we are on the right track.



**Nick Mann**  
Chief Executive Officer

# Driving positive change: Highlights from our 2024 sustainability performance

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H&H Group 100% B Corp™ certified with a score of 92.5 points



Validation of our GHG emissions reduction targets by SBTi



6 Great Place To Work® certified countries, including China for the first year



Hang Seng/ KHQAA A+ rating renewed

-4%

GHG emissions reduction group-wide compared with 2023

62%

of management positions held by women



MSCI AA rating renewed

-5.7%

reduction in packaging consumption compared with 2023



Third-party certified societal impact

# The world of H&H

H&H Group is a global premium health and nutrition company. Dynamic, courageous, and ambitious in our mission to make people and their pets healthier and happier, we strive to inspire wellness while contributing positively to the needs of society and the planet.

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## Our people

Our people and our passion are the reason we prosper.

Team members by gender



## Our global presence and markets

H&H Group is globally headquartered in Hong Kong SAR. We established a second head office in London in 2022 to support our strategy to grow and globalise our business.

### Our countries of operation

Our team members are located across 16 countries – Australia, New Zealand, Greater China, Singapore, India, Thailand, Malaysia, Indonesia, Vietnam, Switzerland, France, Italy, Ireland, the United Kingdom (UK), the United States (US) and Canada.

	Team members
Mainland China	2,084 (74%)
Australia and New Zealand	295 (10%)
Europe	230 (8%)
North America	136 (5%)
Asia excluding mainland China	84 (3%)

## Our markets (revenue contribution across markets)

We have established market positions in China, Australia, New Zealand, the US, France, Italy, Singapore, Hong Kong SAR and the UK, and increasing market recognition in other international markets. In 2024, we expanded our brand presence into new markets, introducing our Zesty Paws brand in the UK, France and Italy.

<b>Total global revenue</b>	<b>RMB13,051.7 million</b>
Mainland China	RMB8,685.4 million
Australia and New Zealand	RMB2,012.7 million
North America	RMB1,621.7 million
Other territories (including Europe and Asia, excluding mainland China)	RMB731.9 million

Product units sold in total = 150,580,109



Our team's global reach: locations at a glance

H&H global headquarters H&H team members' presence















## Our brands and business segments

Our premium brands – Biostime, Swisse, Zesty Paws, Solid Gold, Dodie, Good Goût and Aurelia London – provide nutrition and wellness solutions backed by science to the whole family (including pets).

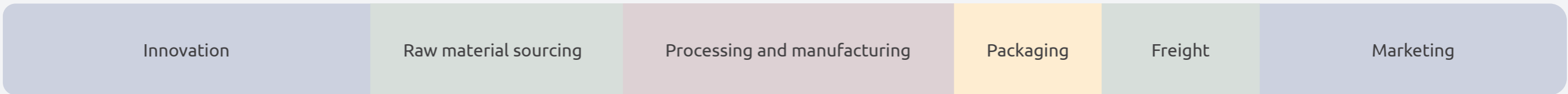
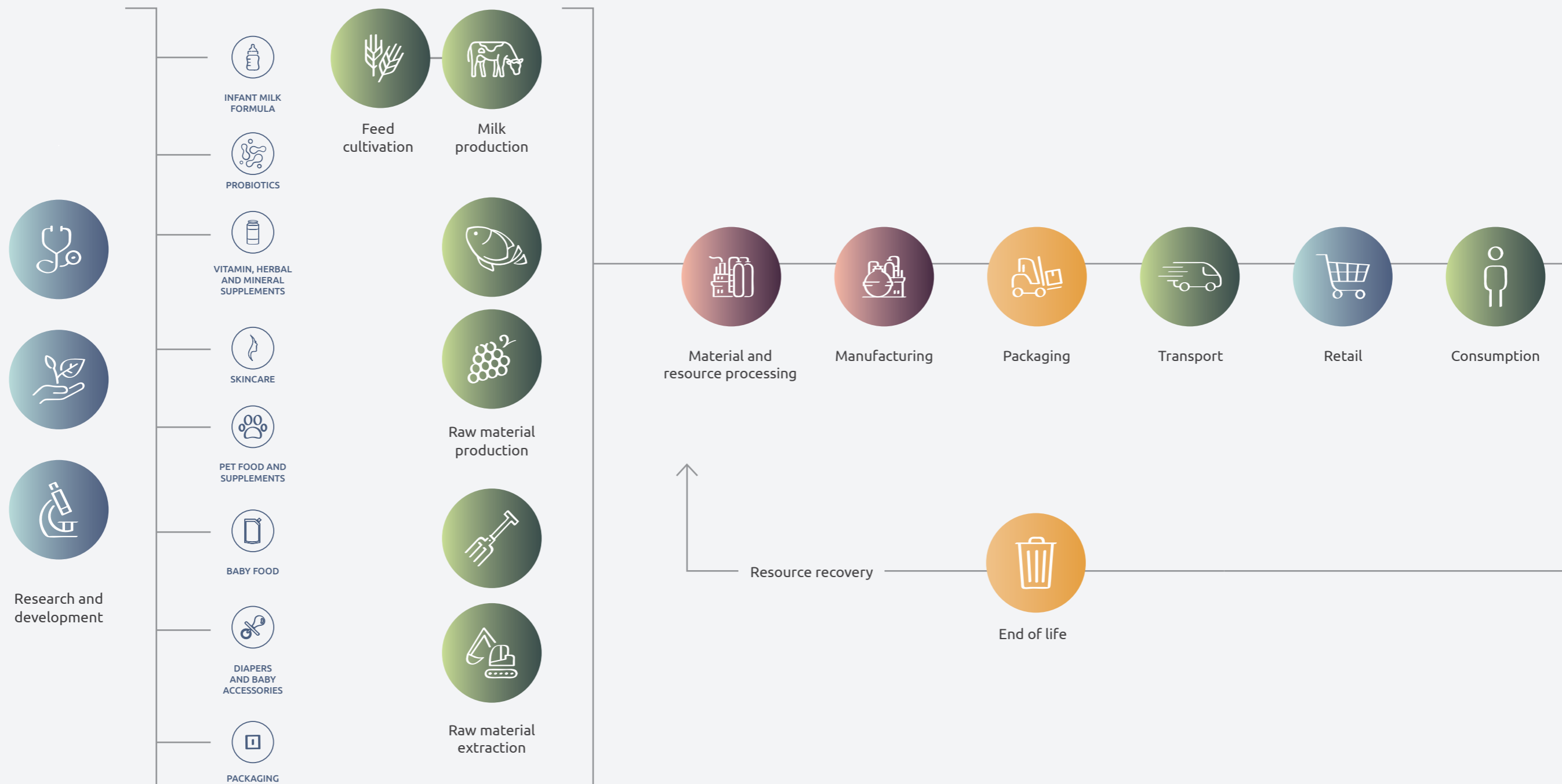
Our business operations consist of three strategic business pillars – Baby Nutrition & Care, Adult Nutrition & Care, and Pet Nutrition & Care.

Our product segments consist of nutritional supplements (including vitamin, herbal

and mineral supplements (“VHMS”) products, paediatric probiotic and nutritional supplements, pet supplements), infant formulas and other products (including pet food, baby food and snacks, baby accessories and other skincare products).

ADULT NUTRITION & CARE (ANC)		BABY NUTRITION & CARE (BNC)		PET NUTRITION & CARE (PNC)	
RMB6,696.2 million Revenue contribution		RMB4,382.3 million Revenue contribution		RMB1,973.2 million Revenue contribution	
	<p>Vitamins, Supplements, Functional Food and Skincare</p> 		<p>Children's Probiotics, Prebiotics, Supplements and Infant Milk Formula</p> 		<p>Dog and Cat Nutrition and Supplements</p> 
	<p>Skincare and Supplements</p> 		<p>Baby Bottles, Diapers, Accessories and Skincare</p> 		<p>Dog and Cat Nutrition</p> 
			<p>Organic Baby and Children's Food</p> 		

# Our value chain



## Our business strategy and vision

Our Group strategy is anchored in our desire to create long-term value for all our stakeholders, including shareholders.

Our consumer-centric growth model underpins an 'outside in' approach which drives a greater emphasis on making considered choices in the way we expand based on consumer needs and our right to win.

Our primary growth contributors remain organic growth across our three business pillars of BNC, ANC and PNC in our existing markets, together, with expanding our core brands Biostime, Swisse and Zesty Paws into new markets with strong growth potential. We believe we can continue to build from our core business pillars and, in particular, scale-up our PNC business, which is further fuelled by targeted innovation in product development and new technology.

When faced with both challenges and opportunities, we have always positioned H&H Group as a mission-driven and sustainable company that is committed to investing for the future, creating shared value to both business and society, and building a platform for sustainable and profitable growth.

We also strongly believe that sustainable development is not only a business imperative but also a winning strategic opportunity - a chance to infuse purpose into our operations, to spark innovation and deliver meaningful impact with our brands.



## 2024 marked the 25<sup>th</sup> anniversary of H&H Group

In 2024, our Group reached a significant milestone of a quarter century of operation – providing an opportunity to reflect on our long-standing commitment to sustainability and corporate responsibility.

From humble beginnings with one brand in a single market, we have grown into a diverse portfolio of seven brands across 16 markets.

Over the past 25 years, we have consistently focused on making a positive impact on people, pets, and the planet, striving to create healthier and happier lives through our premium products, while leading the way in sustainable nutrition and wellness. This journey is just the beginning as we continue to prioritise sustainability in all aspects of our business, from innovation to community engagement and environmental stewardship.



## The H&H framework of growth

To become a global leader in premium nutrition and wellness through superior products and aspirational brands

Biostime

Swisse

Zesty Paws

solid gold

dodie

GOOD GOÛT

AURELIA LONDON

### WINNING IN CORE

### GLOBALISATION AND DIVERSIFICATION

### INVESTING FOR THE FUTURE

Driving growth in high-margin nutritional supplements, maintaining healthy profitability for Infant Milk Formula (IMF), and healthy growth for Solid Gold pet food

Expanding our core brands into new markets

Seeding new business models with a long-term vision

- Swisse, mainland China and Australia and New Zealand
- Biostime, mainland China
- Zesty Paws, North America
- Solid Gold, mainland China and North America

- Swisse, Asia and Europe
- Zesty Paws, Asia, Europe, and Australia and New Zealand
- Biostime, Australia and New Zealand and Europe

- Digitalisation , including Direct-To-Consumer (DTC) model
- Sustainability embedded in innovation
- Breakthrough innovation through partnerships

PROFITABLE SUSTAINABLE GROWTH

THE CORRECT STRATEGY

CONSUMER - CENTRIC

SUSTAINABILITY AS SUCCESS DRIVER

+

EFFECTIVE CAPITAL MANAGEMENT

## Our framework for growing shared value

At the core of our business purpose lies the belief in the symbiotic connection of Health and Happiness as a catalyst for progress.

We recognise that our sustainability efforts must encompass the wellbeing of our people, pets, and the planet to truly make a positive impact. By prioritising the holistic nature of our mission, we understand that our business success is deeply intertwined with meeting the needs of society and safeguarding the health of our environment. Additionally, we place great value on the role of communities in fostering sustainable development, as they are essential partners in creating a better future.

This commitment to a holistic approach to sustainability is the driving force that shapes our business purpose, as we strive to deliver long-term growth that not only benefits our team members and stakeholders but also contributes to the wellbeing of the wider society.





## Growing our impact with the B Corp™ framework

We have embraced the B Corp framework as a pivotal step towards expanding and amplifying our impact. Recognised as one of the most demanding certifications that evaluates brands' social and environmental impact and governance, B Corp provides a robust framework through which we can uphold our belief in the symbiotic connection of Health and Happiness as a catalyst for progress.

Our journey towards B Corp certification has been both rigorous and rewarding, reflecting our commitment to reshaping business to benefit society. Since initiating this process in 2019, we have worked collectively as a global team to meet the stringent standards of social and environmental performance, transparency, and accountability required for certification.

At the end of 2023, we reached our first milestone, with five of our entities - H&H China, H&H Australia and New Zealand, H&H North America, H&H France, and H&H UK - achieving B Corp certification. In November 2024, H&H Group proudly achieved Group-wide B Corp certification, with 100% of our revenues now certified.

This certification reflects years of collective effort by all our H&H teams across the globe. Achieving 92.5 points - well above the 80-point threshold - demonstrates our dedication to sustainable and ethical practices and positions us among a global movement of over 9,000 organisations using business as a force for good. This milestone, achieved a year ahead of our initial target, underscores our strategic sustainability priorities and inspires us to continue driving positive local and global impacts.

Guided by the principles of the B Corp framework, we have integrated Environmental, Social and Governance (ESG) considerations across all operations,

including setting science-based GHG reduction targets, launching wellness programmes for our teams, advancing DE&I initiatives, and innovating in sustainable packaging and health solutions for families and pets. With a decade-long tradition of giving back to community initiatives, we remain steadfast in our purpose-driven mission to align business success with positive societal and environmental impact.

B Corp certification is not just a recognition of our progress, but a catalyst for the next chapter in our sustainability journey, reaffirming our commitment to putting people and the planet at the heart of everything we do and always striving to create a positive impact that extends far beyond this moment.

### Proudly certified

H&H Group achieved an overall B Impact Score of 92.5 points.



As part of our ongoing commitment to transparency, our B Impact Assessment (BIA) is available on the B Lab Directory [here](#).

### Why B Corp?

Certified B Corporations are a community of leaders driving a global movement of people using business as a force for good.

For H&H Group, being part of the B Corp community and being B Corp certified is an integral part of our sustainability strategy. We introduced our commitment to becoming a Group-wide B Corp by 2025 to our internal and external stakeholders in 2019, as we recognised the importance of creating a positive impact. By voluntarily meeting high standards of transparency, accountability, and performance through certification, we ensure that our business delivers value and relevance to society and the planet.

**H&H Group**  
Proud to be B Corp™





“We are incredibly proud to achieve B Corp certification at Group level, reaching this goal one year ahead of our initial target set in 2019. This milestone was driven by the hard work of our One Big Team and aligns with our strategic sustainability priorities.”

**Nick Mann**

Group CEO and CEO for Asia, Australia and New Zealand at H&H Group

## Our membership associations

In 2024, we took on significant roles with various industry associations and hold memberships where we see shared value within certain topics, require certification, or have opportunities for collaboration – whether it be in science, innovation, quality, operations, or broader advocacy. We do this with an awareness of our responsibility as a multinational company that has the ability to enhance the social and economic environment in which we operate.



# Sustainability at H&H

Embedding sustainability into our core strategy and corporate governance is central to our mission. By aligning sustainability with our decision-making processes, we aim to drive long-term growth and resilience. Our governance framework - comprising codes, policies, processes, and review systems - lays the foundation for our continued progress toward a sustainable future.

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# Sustainability governance

At H&H, we firmly believe that integrating sustainability into our core strategy and corporate governance is paramount. We recognise that a robust sustainability governance structure enhances our ability to identify and respond to sustainability-related opportunities and risks. By embedding sustainability into our decision-making processes, we aim to foster long-term growth and resilience.

## The Board

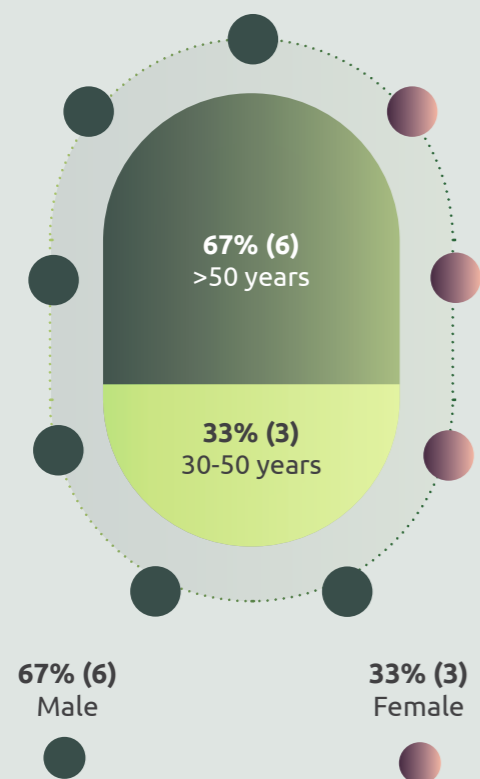
The Board of Directors (the “Board”) has ultimate responsibility for sustainability strategy and reporting. The Group’s sustainability strategy, performance and governance is a standing item on the agenda of Board meetings.

The Board has delegated the responsibility for overseeing particular aspects of the Group’s affairs to four committees – the Audit Committee, the Nomination

Committee, the Remuneration Committee (these all consist of a majority of Independent Non-executive Directors) and the ESG Committee.

Please refer to our H&H Group 2024 Annual Report and the sustainability governance section on our Group website for more details on our Directors’ roles and responsibilities, and the Group’s corporate governance.

Board members\* by age group and by gender



## A new female Director joined our Board

Since 1 January 2024, H&H has made a significant step towards diversity by welcoming a new female Director to the Board. This appointment has raised the proportion of female representation on the Board to 33%.

This accomplishment holds importance as it signifies an achievement for H&H, surpassing the threshold of 30% female composition on the Board for the first time. It also shows that H&H is following through on the commitment, made in 2022, to increase the number of women on the Board to at least 30%.



**Fei Luo**  
Executive Director  
Chairman of the Board  
14 years tenure



**Yidong Wang**  
Executive Director  
7 years tenure



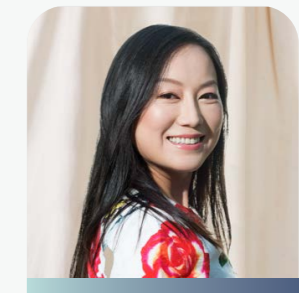
**Laetitia Albertini**  
Non-executive Director  
7 years tenure



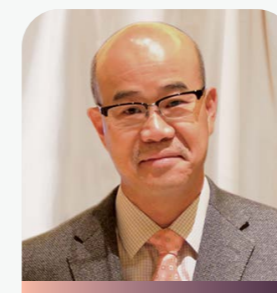
**Wenhui Zhang**  
Non-executive Director  
14 years tenure



**Yun Luo**  
Non-executive Director  
14 years tenure



**Mingshu Zhao Wiggins\***  
Non-executive Director  
1 year tenure



**Wee Seng Tan**  
Independent Non-executive Director  
14 years tenure



**Yin Ching Lok Lau**  
Independent Non-executive Director  
5 years tenure



**Yuan Ding**  
Independent Non-executive Director  
2 years tenure



\*The Board appointed Mrs. Mingshu Zhao Wiggins as a non-executive Director on 29 December 2023, effective from 1 January 2024.

## The committees of the Board

The Board has delegated its powers, authorities and discretions to the four following committees, consisting of Directors or Directors and other persons as it thinks fit:

- the Audit Committee
- the Nomination Committee
- the Remuneration Committee
- the ESG Committee.

### The ESG committee

The ESG Committee is a cornerstone in the Group’s sustainability strategy and management of impacts. It leads the Group’s sustainability strategy by:

- assisting the Board in overseeing, reviewing and monitoring the progress made against targets on sustainability, as well as making recommendations to the Board on the establishment and development of the Group’s vision, objectives, targets and strategies on sustainability
- developing, reviewing and overseeing the implementation of the sustainability policies and procedures of the Group

- on their effectiveness and make recommendations to the Board
- identifying the relevant sustainability issues and relevant circumstances that significantly affect the operations of the Group and/or the interest of other important stakeholders
- reviewing major trends in sustainability and related risks and opportunities for alignment of the Group’s position and performance on the sustainability issues with relevant requirements and standards, and making recommendations to the Board
- managing the risks associated with the sustainable development of the Group
- improving the quality of sustainability information disclosure.

The ESG Committee is supported by an ESG Working Group consisting of experienced senior executives and Directors from domains that have a substantial impact on the sustainability strategy of the Group (including, Quality, R&D, Innovation, Supply Chain, Finance, People and Culture, Risk and Governance). The primary role of the ESG Working Group is to work with the ESG Committee to improve the quality of sustainability information disclosure and more generally to assist the ESG

Committee in its missions. Since its creation in 2022, the ESG Committee has become a cornerstone of the Group’s sustainability strategy, driving forward key decisions and commitments.

In 2023, the ESG Committee was instrumental in shaping the Group’s sustainability roadmap, including adopting critical commitments and aligning efforts with key material topics. It established a groundbreaking link between the CEO’s remuneration and sustainability goals, embedding accountability for sustainable practices at the highest levels of leadership. In 2024, the ESG Committee built on these strong foundations, further advancing the Group’s ambition within the Science-Based Targets initiative (SBTi) and making significant progress toward achieving carbon-neutral certification for H&H’s in-house manufacturing facilities.

Additionally, the Committee continued to champion Diversity, Equity, and Inclusion (DE&I) through the development of a robust and comprehensive approach, reinforcing its dedication to creating an inclusive and equitable work environment.

### The other committees

The Audit Committee, Remuneration Committee and Nomination Committee of the Board all have important roles to play in the sustainability governance of the Group. Among other functions, including but not limited to:

- the Audit Committee oversees the Group’s anti-fraud system (including its whistleblowing reporting system)
- the Nomination Committee is in charge of applying the Board Diversity Policy
- the Remuneration Committee is responsible for establishing a formal and transparent procedure for developing the remuneration policy and structure for all Directors’ and senior management’s remuneration.

*Please refer to our H&H Group 2024 Annual Report and the terms of reference of each of the Board committees uploaded on our Group website for more details on their respective attributions.*

As the Chairwoman of the ESG Committee, I am incredibly proud to reflect on our sustainability journey in 2024 - a year marked by a major milestone: achieving our Group-wide B Corp certification. This recognition reaffirms our commitment to high standards of social and environmental responsibility, with sustainability firmly embedded in our business strategy. Our ESG Committee has been instrumental in driving ESG excellence across the Group and will continue to drive meaningful progress in the future.

**Laetitia Albertini,**  
Chairwoman of the ESG Committee

### Our ESG committee is composed of:



**Fei Luo**

Executive Director  
Chairman of the Board



**Laetitia Albertini**

Non-executive Director  
Chairwoman of the ESG  
Committee



**Pascale Laborde**

Chief Growth and  
Sustainability Officer



### Chief Executive office

Established in November 2023, the CEO Office continues to demonstrate its value in providing consistent and sustainable leadership across the Group. This innovative governance model includes a Rotating CEO role, held sequentially by the regional CEOs of North America and Europe, Asia, Australia and New Zealand, and China for nine-month terms, supported by standing members: the Group's Chief Financial and Operations Officer (CFOO), the Group's Chief People Officer and the Chairman of the Board. The Rotating CEO reports directly to the Chairman of the Board, ensuring accountability and transparency.

In 2024, this structure has continued to drive progress in sustainability by fostering diverse leadership perspectives, enabling holistic decision-making, and facilitating the transfer of best practices. With standing members ensuring continuity, the CEO Office remains crucial in addressing both global and regional challenges while advancing the Group's sustainability goals effectively.

### Senior executive team

The H&H senior executive team\* manages business performance in line with our financial and ESG goals and objectives.

The senior executives sponsor, and are accountable for, the sustainability-linked projects in their respective areas of responsibility. They also represent the Group's sustainability position and approach to external audiences, e.g. through articles, opinion pieces, media interviews and/or presenting at conferences. All senior executives have specific sustainability KPIs set at the beginning of the year and incorporated into their reward scheme. Fifteen percent of the 2024 CEO and senior executives' short-term incentive plans were formally linked to ESG KPIs\*\*.

### Global Sustainability team

Our Global Sustainability team leads the implementation of our sustainability strategy, collaborating with relevant functional teams to develop actionable and tangible action plans and ensuring their effective execution. The team monitors progress and performance, regularly reviewing the Group's commitments and objectives alongside relevant senior executives and their respective teams.

Additionally, the Sustainability team serves as the Group's voice on sustainability topics, engaging with all relevant stakeholders such as investors, suppliers, and team members. The team is headed by our Chief Growth and Sustainability Officer who is part of the H&H senior executive team and reports directly to the Rotating CEO.

### All team members

All team members play an integral role in advancing our sustainability journey by actively contributing to impactful initiatives. They implement the sustainability action plan while providing valuable insights to refine and enhance its effectiveness.

Since 2022, sustainability KPIs have been embedded into the incentive plans for senior managers, underscoring the Group's commitment to accountability and leadership in driving sustainable practices.

*\*To review the composition of this team, please see the 'Biography of Directors and Senior Management' section (Senior management sub-section) in the 2024 H&H Group Annual Report.*

*\*\*The Board retains the authority to adjust the plan according to bonus scheme and the business development.*

### Innovative governance supporting sustainability: the Rotating CEO/CEO office model

Since end of 2023, our Group has adopted an innovative governance structure that revolves around a Rotating CEO model, supported by standing members including the CFOO, Chief People Officer, and the Chairman of the Board. We firmly believe that this approach brings several benefits to our sustainability strategy, including:

- **diverse leadership:** rotation among regional CEOs ensures diverse perspectives, addressing global and regional sustainability challenges effectively
- **holistic decision-making:** the governance structure ensures a holistic approach to the Group's sustainability strategy
- **accountability and reporting:** the Rotating CEO reports to the Chairman, establishing clear accountability and transparent reporting of sustainability goals
- **knowledge transfer and learning:** rotation facilitates the exchange of best practices, accelerating the adoption of sustainable initiatives
- **continuity:** the standing members of the CEO Office provide stability and ensure that initiatives and progress continue seamlessly between CEO transitions.

# Our sustainability impact areas

Since 2018, we have been participating in the UN Global Compact. This is a global call to companies to align strategies and operations with universal principles (the “Ten Principles”) regarding human rights, labour, environment, and anti-corruption, and to take actions that advance societal goals.

These principles are derived from the Universal Declaration of Human Rights, the International Labour Organisation’s Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the UN Convention against Corruption.

We incorporate the UN Global Compact and its Ten Principles into H&H Group’s strategy, culture and day-to-day operations. We also contribute to the UN Sustainable Development Goals (SDGs) which define global sustainable development priorities and aspirations for 2030.

Our sustainability roadmap lies on three strategic pillars (listed below) that are built upon our four sustainability impact areas that were first introduced in our 2017 Sustainability Report.

## Products (Advancing the Story of Good Health)

We offer premium nutrition and wellness through high-quality science-based products and aspirational brands.

## Planet (Reducing our Footprint on the Planet)

We use resources efficiently and act on climate change to preserve our home planet for future generations.

## People and Pets (Honouring Human Rights and Fairness)

We do business in an ethical, fair and inclusive way for our employees, our partners across our value chain and the communities we serve.

Our **Governance (Supporting Good Governance)** and responsible principles underpin every aspect of our approach.

Our strategic pillars and sustainability impact areas encompass the material topics identified during our materiality process and guide our sustainability commitments and strategy.

They are closely linked to the Ten Principles of the UN Global Compact, and the eight SDGs we have particularly identified as priority areas of focus and where our Group can have the most impact.



### Advancing the Story of Good Health

We empower individuals worldwide with improved health, wellbeing, and a shared commitment to a healthy lifestyle through our products, advocacy, education, and partnerships.



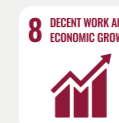
### Reducing our Footprint on the Planet

We use resources efficiently and act on climate change to preserve our environment for future generations.



### Honouring Human Rights and Fairness

We protect human rights as the foundation of health and happiness.



### Supporting Good Governance

We positively influence environmental, social and economic development through our governance practices, creating long-term value for our stakeholders.



## Our sustainability-related policies

Our sustainability governance is supported by various codes, policies or statements. The following are the key codes, policies and statements that contribute to our sustainability framework. Each policy refers to the relevant corporate body in charge of its approval.

Our Group-level policies are communicated to team members through email and are accessible via our internal Policy Portal. The Anti-fraud Policy and Whistleblower Protection Policy are regularly shared with key business partners via email. Our Supplier Code of Conduct is provided to new suppliers and included in our annual H&H Suppliers Sustainability Assessment. The policies relevant to external stakeholders are published on our Group’s website [here](#).

### Embedding the protection of human rights in our policy commitments

We protect human rights as the foundation of health and happiness and believe we cannot deliver on our mission without first ensuring individuals touched by our business are granted basic rights and fundamental freedoms to which all human beings are entitled. As members of the UN Global Compact, we recognise the commitment we have made to the Ten Principles including the UN Guiding Principles on Business and Human Rights. The process of materiality and mapping to the UN SDGs identified ‘Goal 8 – Decent Work and Economic Growth’ as one of our eight focus SDGs that we can have an impact on.

Our H&H Code of Conduct, which refers to the Universal Declaration of Human Rights and our Supplier Code of Conduct (that refers to several authoritative intergovernmental instruments, including International Labour Organisation (ILO) Standards, Fair Labour Association Code

of Conduct, and the Universal Declaration on Human Rights), set out our global standards that must be followed by our team members and suppliers.

### Our Global Human Rights Policy Statement

We developed our Global Human Rights Policy Statement, highlighting our commitment to protecting human rights for all involved across our business operations. We recognise that businesses must respect and contribute to positive human rights impacts in order for our team members, shareholders, customers, business partners and communities to prosper. The policy statement outlines our ethical conduct, compliance with laws, and support for the rights expressed in the internationally recognised human rights standards. Our Human Rights Policy Statement is aligned with our H&H Code of Conduct and Supplier Code of Conduct, requiring our principles to be embedded throughout the entire supply chain, including our suppliers and business partners.



### Advancing the Story of Good Health

- Global Health and Safety Policy
- Responsible Marketing of Breast-Milk Substitutes Policy
- Animal Welfare Policy
- Animal Testing Policy



### Reducing our Footprint on the Planet

- Raw Material Sourcing Policy
- No Deforestation Policy



### Honouring Human Rights and Fairness

- Global Human Rights Policy Statement
- Diversity, Equity and Inclusion Statement
- Global Parental Leave Policy Statement
- Community Investment Policy



### Supporting Good Governance

- H&H Code of Conduct
- Supplier Code of Conduct
- Anti-fraud Policy
- Whistleblower Protection Policy
- Inside Information and Securities Dealing Compliance Manual
- Group Information Security Management Policy
- Group Crisis Management Policy
- Group Risk Management Framework
- Group Trade Compliance Policy
- Group Internal Control Manual
- Responsible Advertising & Marketing Guidelines

## Engaging with our stakeholders

Stakeholder engagement is key to understanding our impact and achieving our transformational commitments. This is why we actively and regularly engage with our stakeholders.

Our key stakeholder groups, which were identified since our 2019 Sustainability Report remain relevant, are captured in the diagram on the right.



How we regularly engage with our key stakeholder groups is presented in detail in Appendix 3.

## Keeping our materiality up to date

Regular, open and transparent communication with our stakeholders is essential in sustaining responsible growth and progress across the Group. We conduct a formal comprehensive materiality assessment at least every two years, which we review on an ongoing basis as part of our daily activities and regular engagement with our internal and external stakeholders.

We use our materiality assessment to identify our priority sustainability topics and ensure that our commitments and strategy are aligned accordingly. This also allows us to identify our sustainability challenges and opportunities. The assessment also informs our reporting strategy.

In 2022, we conducted a formal materiality assessment which allowed us to analyse the relevance of our materiality matrix based on a revised approach and update it accordingly. We integrated a 'double materiality' approach in our exercise in order to understand: how sustainability impacts our Group ("Financial Materiality"); and our most significant impacts on the economy, the environment and people ("Impact Materiality"). According to this approach, ESG topics create risks and opportunities that are material from a financial and/or impact perspective.

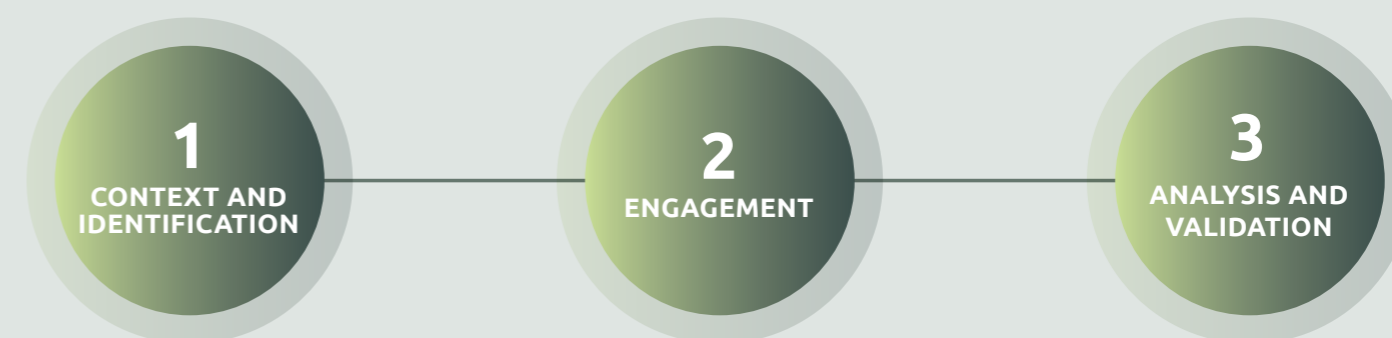
To ensure that our sustainability strategy effectively captures our impact on the world, incorporates

stakeholder perspectives, and addresses the evolving risks and opportunities for our business, we updated our materiality assessment in 2024. To achieve this, we conducted comprehensive research that leveraged various internal analyses and external inputs, including stakeholder consultations, to determine the materiality of relevant sustainability topics for the Group, from both financial and business perspectives. Through this in-house process, we refined and/or merged previously identified material topics, consolidating those that now appear more relevant and aligned with our current sustainability priorities. As a result, we have identified 14 sustainability issues that are material to both our business and stakeholders, ensuring that our ESG strategy remains aligned with the evolving landscape of sustainability and responsible business practices.

Our updated materiality matrix was reviewed by the Board of Directors and approved during the Board Meeting held on 19 December 2024.

### Our formal materiality process

In 2024, we conducted our formal materiality update in three stages:



#### 1. Context and identification

The initial phase of our assessment involved a thorough review of available sustainability materials to identify the current scope of ESG considerations within our Group and their relevance to our business strategy.

**Desktop review and peer benchmarking (against 18 global and 'local' publicly listed peers):** research into macroeconomic forces, analysis of sustainability megatrends, peer benchmarking, review of the latest industry trends and identification of the topics that are material to our industry.

**Examination of our 2023 material topics list:** our 2023 list of material topics was compared to the outcome of the desktop review and peer benchmarking for further consideration in the stakeholder engagement.

This analysis was then supplemented by a review of consumer studies and regulatory updates to ensure a holistic view. The identified topics were consolidated, leading to an updated list.

#### 2. Engagement

Subsequently, we assessed the materiality of the identified topics, utilising third-party research and engaging with senior management to gauge the significance of these topics. The results of this assessment, along with insights

from stakeholder engagement exercises and additional research, are consolidated to create a materiality matrix, prioritising the most impactful topics.

**Online survey with stakeholders:** to prioritise our material topics, we conducted a dedicated online survey with key internal stakeholders. We incorporated insights from senior leaders who engage in continuous dialogue with external stakeholders and therefore have a strong understanding of their interests and views. Additionally, the analysis incorporated data from our 2022 "Impact Materiality" survey of 118 team members and insights from external stakeholders, including investors, suppliers, and other key partners.

**Review and discussion with stakeholders:** during our ESG Working Group meeting, we reviewed the proposed materiality matrix and made necessary adjustments before presenting it to the ESG Committee for further evaluation.

#### 3. Analysis and validation

The results of the assessment phase were first presented to, and discussed by, the ESG Committee in December 2024.

Finally, the Board granted final approval on 19 December 2024 and the updated materiality matrix is incorporated into the 2024 Sustainability Report. It serves as a roadmap for our sustainability initiatives.

# Our materiality matrix

Our materiality matrix (depicted below) includes 14 topics that have been identified as material to the long-term growth of H&H. These material topics are also listed and defined in Appendix 2. The topics in the top right quadrants of the matrix are considered both material in impact and on the Group’s enterprise value:

- **Product Safety and Quality**
- **Responsible Supply Chain**
- **Nutritional and Health Innovation.**

They are our highest priority topics. In this new matrix, we have clustered our material topics into the following four clusters:

### Differentiators

- Unique initiatives that create distinct market value
- Capabilities driving competitive advantage
- Priorities that set us apart in the market

### Accelerators

- Strategic levers for transformative change
- Initiatives propelling market leadership
- Enablers of sustainable growth

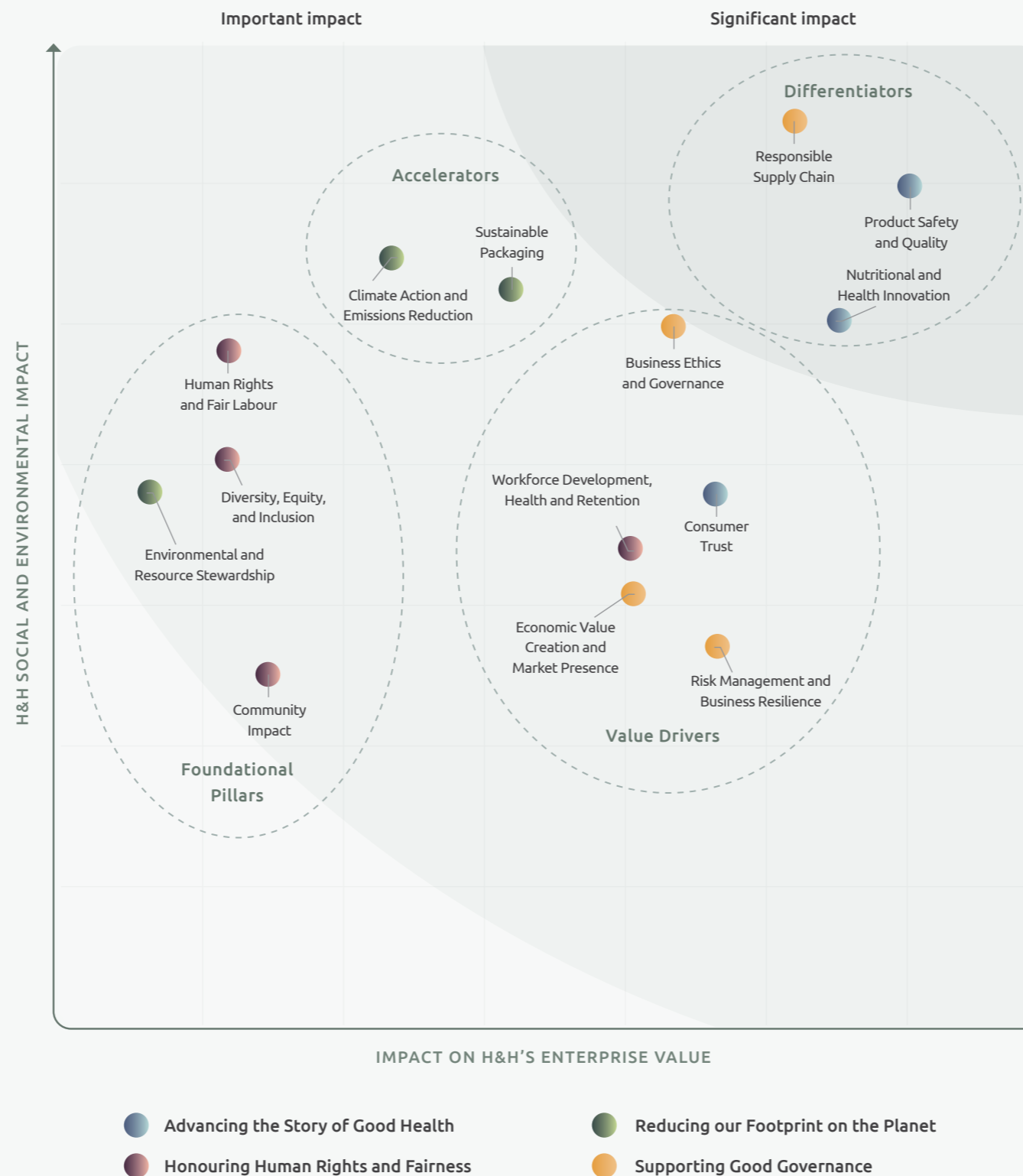
### Value drivers

- Core elements powering business performance
- Initiatives fostering stakeholder confidence
- Drivers of long-term, sustainable success

### Foundational pillars

- Non-negotiable commitments that define our identity
- Active promises, not just passive standards
- The essential foundation of our license to operate

This structured approach clarifies our focus and aligns our ESG strategy with our business objectives.



















## Elevating Nutritional and Health Innovation as a top material topic

Aligned with our mission to deliver health and happiness for the whole family across the life span, “Nutritional and Health Innovation” has been elevated to a top three material topic in our latest materiality assessment.

This elevation responds to urgent global health trends-rising allergy prevalence, ageing populations, and increasing immune challenges-creating unprecedented market opportunities. Our integrated R&D organisation is uniquely positioned to address these needs through pioneering solutions across ANC, BNC, and PNC categories.

By investing strategically in immunity, allergy management, and healthy longevity, we are not only addressing critical consumer concerns but creating significant competitive differentiation. Our science-backed approach, validated through clinical studies, enables us to deliver measurable health outcomes that transform lives and drive sustainable business growth-embodiment our commitment to meaningful innovation for families and pets throughout their health journey.

# Our sustainability commitments: progress and targets

 <b>Advancing the Story of Good Health</b>	 <b>Reducing our Footprint on the Planet</b>	 <b>Honouring Human Rights and Fairness</b>	 <b>Supporting Good Governance</b>
<p><b>2024</b></p> <ul style="list-style-type: none"> <li> Develop next-gen infant formula with human-like ingredients via precision fermentation</li> <li> Build multi-year pipeline to support healthy longevity for seniors</li> <li> Secure adherence to the WHO Code through an external audit of our BMS marketing practices in France</li> </ul>	<p><b>2024</b></p> <ul style="list-style-type: none"> <li> Reduce freight greenhouse gas emissions by 31.6%, validated by the Science Based Targets initiative (SBTi)</li> <li> Secure carbon neutrality in Chinese factories, verified by Bureau Veritas against PAS 2060 standards</li> <li> Launch an innovative US-recycle ready pouch for Zesty Paws</li> </ul>	<p><b>2024</b></p> <ul style="list-style-type: none"> <li> Perform an annual DE&amp;I training for our Executive Committee</li> <li> Empower female leaders through High Potential program</li> <li> Invest USD3 million in community programs promoting healthy nutrition, movement and mental wellbeing</li> </ul>	<p><b>2024</b></p> <ul style="list-style-type: none"> <li> Ensure full team compliance with key company policies through training</li> <li> Map key supplier's carbon footprint to identify SBTi-aligned reduction pathways</li> <li> Evaluate 90% of BNC ingredients for environmental and social impact</li> </ul>

 = Completed     = In progress

# 2025–2031 sustainability commitments

**Advancing the Story of Good Health**

**2025**

- Expand the BNC range for allergies by launching new products
- Advance healthy longevity by launching new products that support a healthy lifespan

**Reducing our Footprint on the Planet**

**2025**

- Increasing recycled content in plastic and cardboard packaging to 2.5%
- Covering 100% of electricity with renewable sources and maintain it through 2030
- Having no-deforestation across our primary deforestation-linked commodities

**Honouring Human Rights and Fairness**

**2025**

- 100% of regions being Great Place To Work certified or equivalent
- 100% of senior leaders receiving DE&I training
- At least 33% of women on the Board of Directors

**Supporting Good Governance**

**2025**

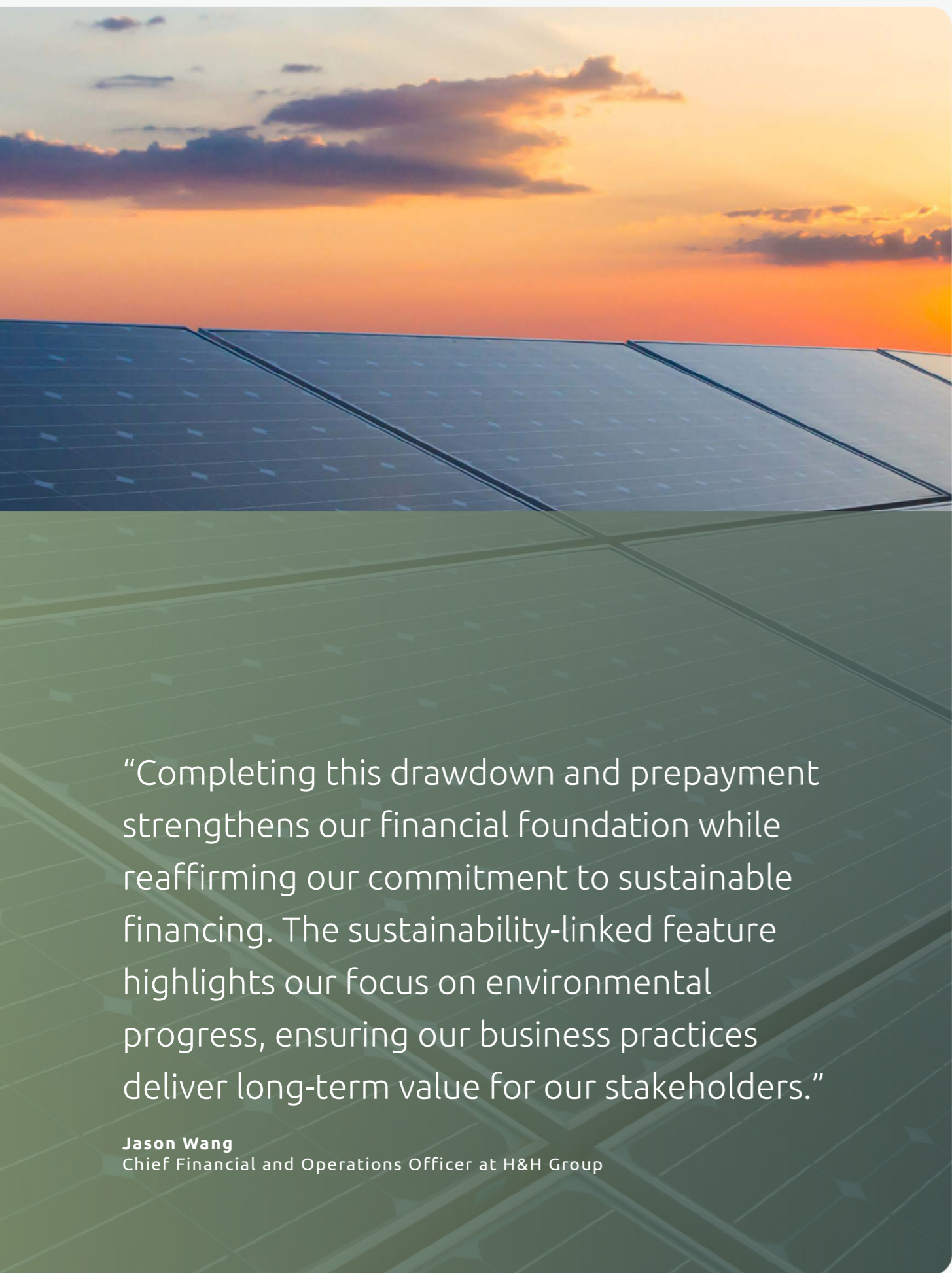
- 100% of new employees completing our Global Compliance Training on ethical behaviours and other compliance topics
- 35% of our suppliers having science-based GHG emissions reduction targets

**SCIENCE BASED TARGETS**  
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

**2031**

- Reduce absolute Scope 1 greenhouse gas (GHG) emissions by 46.2% from a 2022 base year
- Reduce freight-related Scope 3 greenhouse gas (GHG) emissions by 31.6% compared to 2022 base year

⋯ = In progress



## Connecting sustainability performance with finance: our new Sustainability-Linked Loan

In November 2024, we successfully completed a USD540 million term loan drawdown incorporating a sustainability-linked component, marking another key milestone in our ongoing efforts to strengthen our environmental, social, and governance credentials.

This Sustainability-Linked Loan (SLL) supports our strategic financing objectives, with a clear focus on sustainability. The loan is structured around KPIs that are aligned with the Science Based Targets Initiative (SBTi). These KPIs focus on three key areas:

- reducing Scope 3 emissions through enhanced supplier engagement
- transitioning to renewable energy
- advancing sustainable packaging practices.

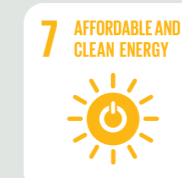
By incorporating these KPIs, we are taking decisive steps to address the growing scrutiny around Scope 3 emissions, particularly those originating from our supply chain and we are reinforcing our supplier engagement programme, ensuring our suppliers set science-based targets and demonstrating a proactive approach to decarbonisation.

Furthermore, the loan has received an independent second-party opinion from Sustainable Fitch, with our KPI selection earning an “Excellent” rating, which reflects our strong commitment to responsible business practices.

This SLL reinforces our commitment to delivering positive environmental and social outcomes. It enables us to create long-term value for all our stakeholders, further embedding sustainability in our growth strategy.

“Completing this drawdown and prepayment strengthens our financial foundation while reaffirming our commitment to sustainable financing. The sustainability-linked feature highlights our focus on environmental progress, ensuring our business practices deliver long-term value for our stakeholders.”

**Jason Wang**  
Chief Financial and Operations Officer at H&H Group



### Energy Management

Continue active annual sourcing of 100% renewable electricity



### Sustainable Supply Chain

% of suppliers by spend with science-based targets that meet SBTi criteria



### Sustainable Packaging

% of recycled content in packaging, scope plastics and cardboard



## Our extra-financial ratings

For several years, H&H Group has been committed to continuously enhancing its ESG performance with a clear focus on integrating sustainability into our practices in close collaboration with our stakeholders.

Our ESG strategy is regularly evaluated by external rating agencies based on the most recent ESG criteria. These assessments are crucial for our investors, providing important insights into the progress we have achieved.

Over the years, we have remained committed to improving our performance, and these ratings reflect our consistent efforts, ranking H&H Group among the top players in our sector.

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MSCI ESG Rating	HKQAA Sustainability Performance Assessment for Hang Seng Corporate Sustainability Index Series	S&P Global Corporate Sustainability Assessment
<p>2024 score</p> 	<p>2024 score</p> 	<p>2024 score</p> 
<p>Scope Group level</p>	<p>Scope Group level</p>	<p>Scope Group level</p>
<p>Comparison to 2023</p> <p>↑</p> <p>Industry-adjusted score of 8.4 (vs. 7.9 last year)</p>	<p>Comparison to 2023</p> <p>↑</p> <p>score of 66.94 (vs. 66.22 last year)</p>	<p>Comparison to 2023</p> <p>↑</p> <p>+22pts</p>
<p>The AA rating (above average) places H&amp;H Group among the leaders in its industry, meaning it is recognised for managing ESG risks and opportunities more effectively compared to other companies in the same sector.</p>	<p>The A+ rating from HKQAA signifies that H&amp;H Group has demonstrated strong performance in environmental, social, and governance practices. Achieving an A+ rating places H&amp;H Group among the leaders among HKEx-listed peers, reflecting our comprehensive approach to sustainability management.</p>	<p>H&amp;H Group scored 49 in the 2024 S&amp;P Global Corporate Sustainability Assessment (CSA), reflecting an improvement of 22 points compared to the previous year (CSA score as of 13 November 2024). H&amp;H Group ranked in the top quintile of the food products industry in the S&amp;P Global CSA.</p>



# Sustainability impact areas

Our four sustainability impact areas - Advancing the Story of Good Health, Reducing Our Footprint on the Planet, Honouring Human Rights and Fairness, and Supporting Good Governance - are at the heart of everything we do, and every member of the H&H Group team understands their role in driving this important journey forward.

## In this section

- 31** Advancing the Story of Good Health
- 57** Reducing our Footprint on the Planet
- 70** Honouring Human Rights and Fairness
- 87** Supporting Good Governance

# Advancing the Story of Good Health

We advocate and educate to share the benefits of a healthy lifestyle, spread wellness, and team up with like-minded partners.

We empower individuals worldwide with improved health, wellbeing, and a shared commitment to a healthy lifestyle through our products, advocacy, education and partnerships.

We create products that contribute to the health and wellbeing of consumers worldwide.

We build a healthier and happier world by cooperating with partners and suppliers who share our values regarding people and sustainability.

2 ZERO HUNGER



3 GOOD HEALTH AND WELL-BEING



17 PARTNERSHIPS FOR THE GOALS



# 10<sup>th</sup>

anniversary of BINC  
(Biostime Institute for Nutrition and Care)



# 100%

of our ANC ingredients have undergone Red List evaluation to confirm compliance with our Clean Label standards



# 94%

of our portfolio\* is free from artificial colours, flavours, sweeteners and preservatives

\* In global net sales excluding our revenue from Solid Gold in mainland China and Dodie.

## H&H science and innovation powerhouse within

H&H Group's vision is to become a global leader in premium nutrition and wellness through superior products and aspirational brands.

Research and product innovation are at the heart of this vision, as we focus on delivering meaningful products to our customers to support their health and wellness journey throughout life. We provide science-based products with innovative formulations, new ingredients, and disruptive formats through a tailored portfolio, across the whole family life span. We can have a significant impact on people's lives through the products we offer.

Sustainability is embedded throughout our innovation strategies. Our products, packaging, quality, and innovation are key contributors to our sustainability material topics, including:

- Economic Value Creation and Market Presence
- Product Safety and Quality
- Nutritional and Health Innovation
- Sustainable Packaging.



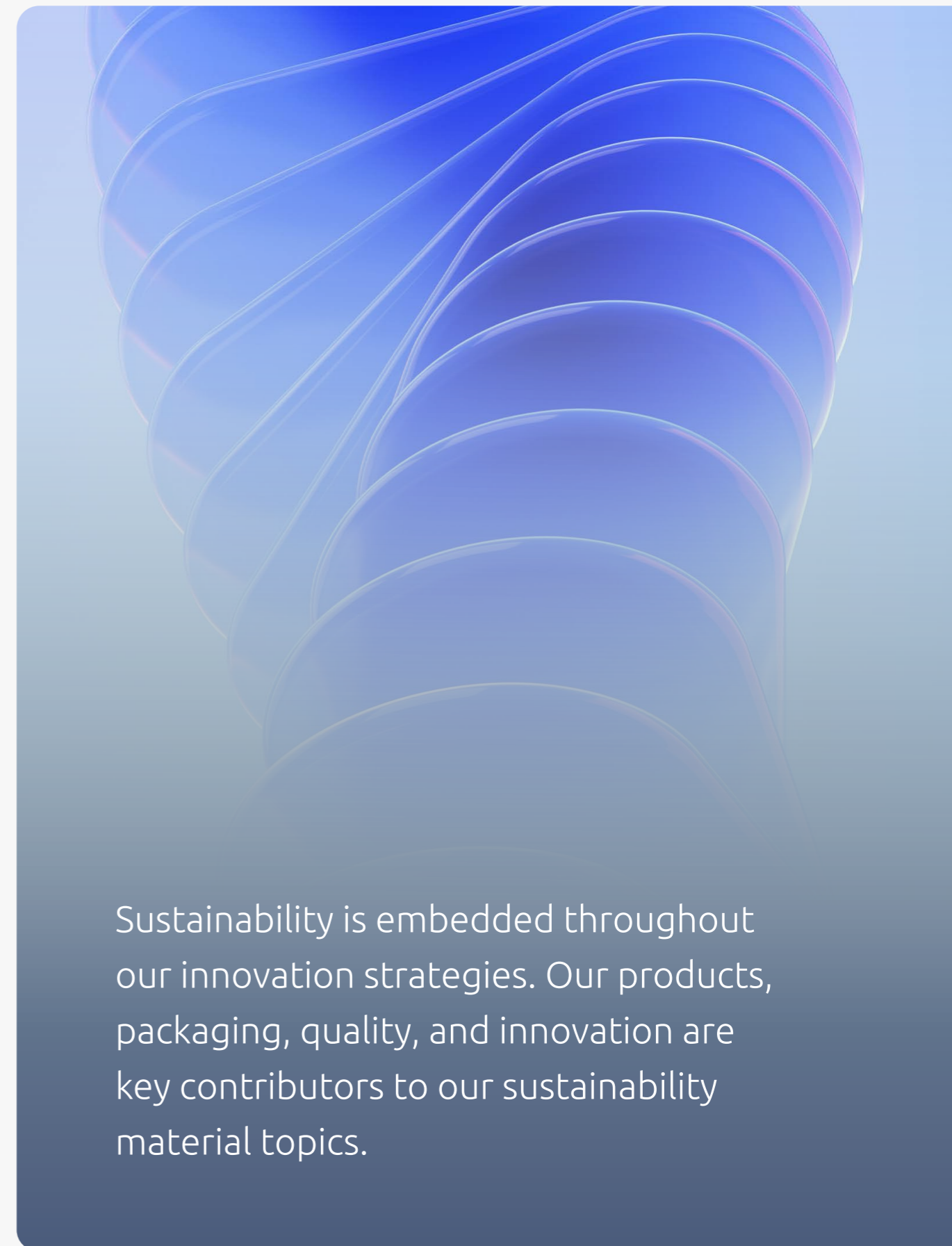
### H&H Research

H&H Research represents our group-wide R&D organisation, bringing together all our scientists, technologists, and professionals in quality, regulatory, and innovation across the Group. It drives innovation within the organisation and supports the innovation pipelines for our brand portfolio. At the same time, it empowers our regional teams to leverage local insights and category expertise while ensuring the unique needs of each region are met.

#### H&H Research drives:

- research and innovation
- new product and technology development
- translating the science of ingredients, and their sensorial and health effects into new formulations, formats and packaging, while ensuring regulatory compliance and quality assurance.

This enables the Group to consistently deliver new and exciting premium, science-based products to human and pet consumers across the entire life cycle in all our markets.



Sustainability is embedded throughout our innovation strategies. Our products, packaging, quality, and innovation are key contributors to our sustainability material topics.

## Our H&H Group R&D strategy and roadmap

In 2024, we continued to advance and expand our innovation strategies across our three business categories: ANC, BNC, and PNC.

These strategies shape our focus on investment areas and partnerships in early-stage innovation while establishing priorities for initiating new projects that support our mid- and long-term pipelines across all product categories and regions.

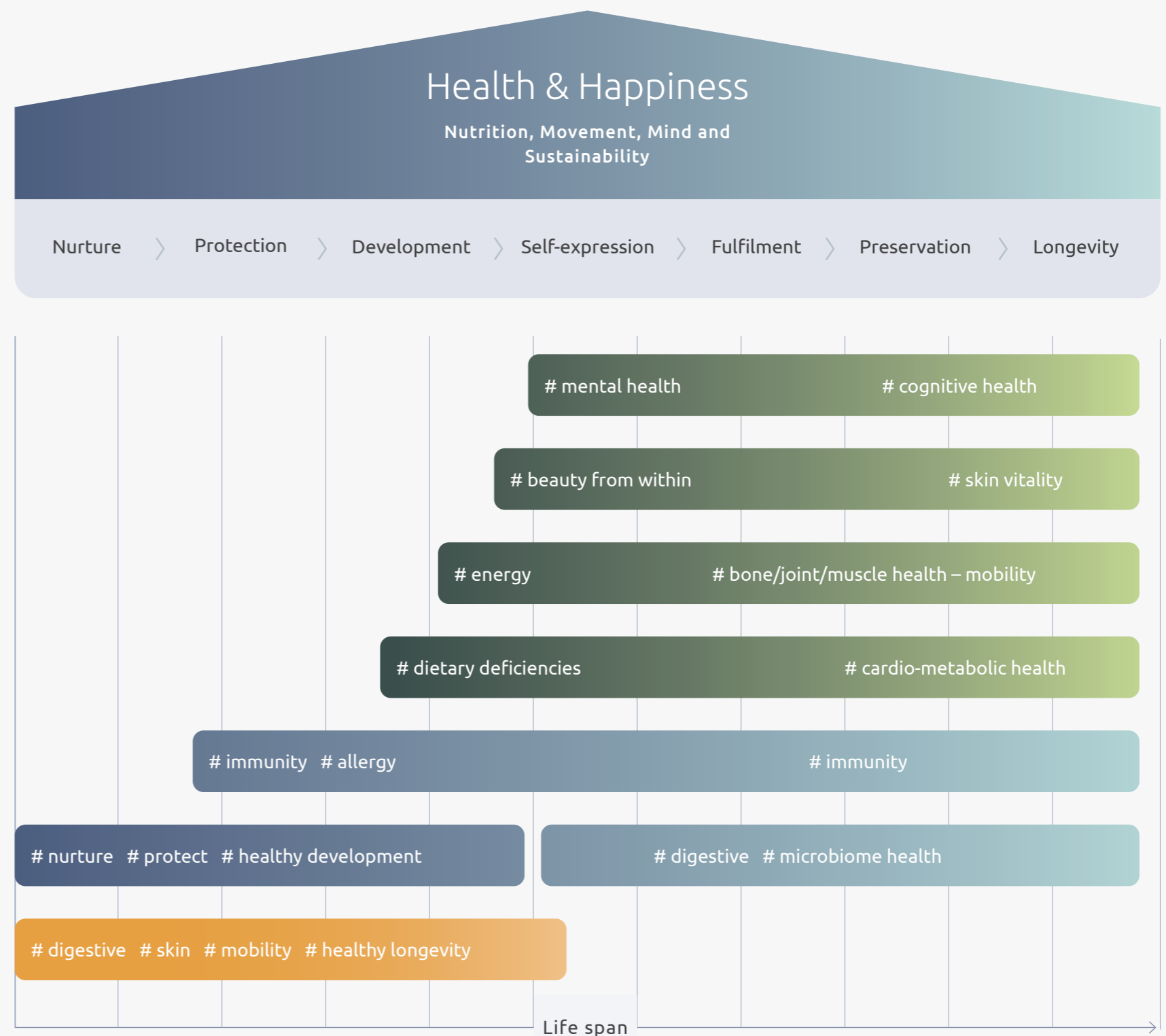
## Unlocking our innovation potential with our R&D team

We have continued to advance our Innovation Framework in 2024 to ensure it encompasses all relevant health benefits for the entire family, including people and pets, from early life to healthy longevity. As our business expands across categories, regions, and the family life span, we remain committed to fostering synergies within our innovation programmes and future product portfolios.

While consumer needs and insights may vary across markets, our scientific expertise, ingredient technologies, and innovation partnerships effectively crossover for certain target consumers and product categories, thanks to our R&D organisation, which is deeply embedded in local markets while remaining interconnected globally through our H&H R&D leadership team and community.

This approach ensures that our innovations are locally relevant while maximising the potential of our translational science and product development capabilities. By consistently leveraging synergies in science, technology, ingredients, products, and packaging, we ensured that every new product launched in 2024 was science-backed and delivered on its health benefit promises.

## Our Innovation Framework: Health and Happiness for the whole family, across the life span



## Sustainability as a driver for efficiencies and innovation

In 2024, we continued our 'Cost-Out, Sustainability-In' (COSI) transformational programme, introduced in 2022, which combines cost-efficiencies with sustainability improvements.

By rethinking our formulations, products and packaging design, we aim to reduce the use and wastage of raw materials and enhance the recyclability of the materials used. The programme aligns with our clean label objectives and has a positive impact on both cost and sustainability.

Through COSI, we optimise formulations, eliminate non-value-added ingredients, replace active ingredients with more sustainable options, and reduce

excipients, additives, and coatings when possible. We also apply the COSI mindset to packaging, reducing non-essential elements, adopting lighter packaging, and minimising vial size and headspace.

These efforts result in lower costs and reduced environmental impact. COSI also enhances consumer value by offering smaller, easier-to-swallow tablets, compact and portable vials, and recyclable packaging.

## Advancing sustainability within the R&D and innovation processes

In 2024, we reviewed and improved our existing stage-gate process for integrating sustainability assessment into our innovation process across all regions.

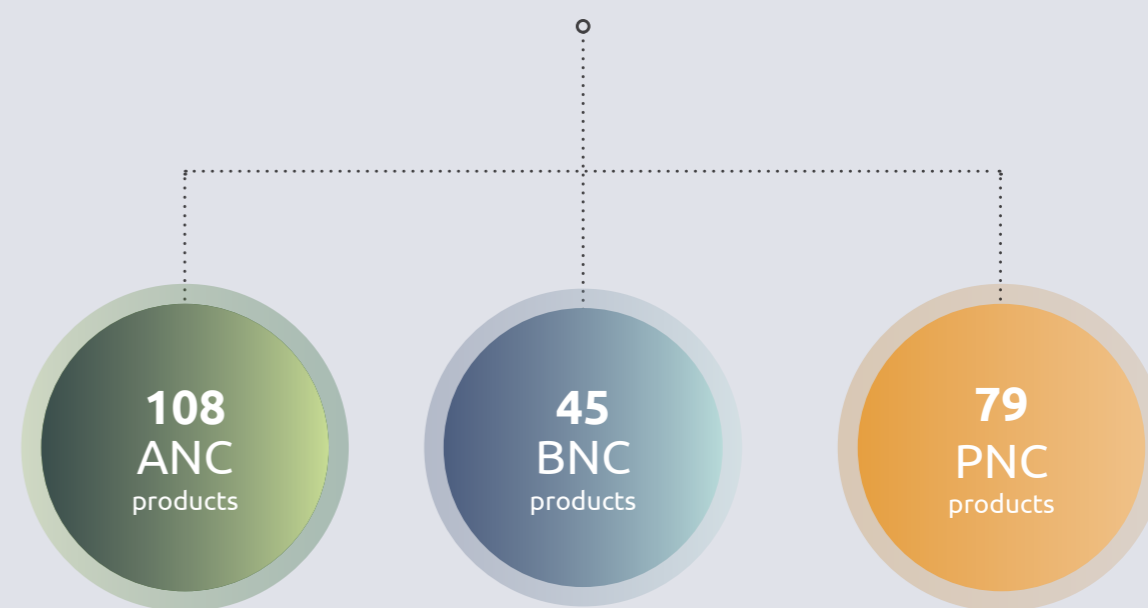
The updated process includes the establishment of a robust governance framework to ensure that sustainability is effectively integrated at each stage of product development. Furthermore, the Group Sustainability team has defined

a set of qualitative and quantitative sustainability criteria, which are now incorporated into scorecards to better track the environmental and social features of new products.

By rethinking our formulations, products and packaging design, we aim to reduce the use and wastage of raw materials and enhance the recyclability of the materials used.

### Unleashing our innovation potential in 2024

# 232 products launched across the Group in 2024:



## Baby Nutrition and Care

### Launching Inostime AR, a range of infant milk formula for the digestive comfort

In 2024, we launched Inostime AR, a range extension of Inostime launched in 2023 in France, offering a comprehensive nutritional solution when breastfeeding is not feasible. This new formula is for medical purposes. It contains locust bean gum to help reduce the symptoms of reflux. As regurgitations constitute the first digestive disorder in infants - with two-out-of-three children suffering from regurgitation around three months of age - it is an important addition. With the symbiotic blend of 2'-fucosyllactose (2'-FL) and B. infantis M-63 probiotic, it promotes immune system maturation and fosters a healthy gut microbiota and mucosal immunity, mirroring the benefits of breast-milk.



## Baby Nutrition and Care

### Introducing a new era in infant nutrition led by Biostime

In September 2024, we launched Biostime Super Gold Probiotics in the Chinese market. Drawing on over 20 years of expertise in maternal and child health, Biostime created this new infant nutrition range to address evolving trends in probiotics, shifting consumer needs, and emerging user groups. This launch highlights the brand's leadership in the probiotics sector, unlocking new growth opportunities and through category innovation as well as reinforcing its dedication to advancing infant nutrition and overall wellness.



## Baby Nutrition and Care

### Biostime enters the Maternal Supplements space

In 2024, we introduced the Biostime MAMABIOTIC PLUS™ range in Australia, Vietnam and Hong Kong SAR, featuring four products designed to address specific needs for mothers and mothers-to-be: preconception, pregnancy, and breastfeeding. This new range is a premium and advanced formulation designed to support mothers and babies from a microbiome (biotic) led approach with carefully selected and scientifically proven ingredients targeted for each stage of pregnancy journey from preconception, pregnancy to lactation.



## Adult Nutrition and Care

### Swisse Asia launches first ever fast-melt product

Swisse Asia has launched its new collagen fast-melt range in Malaysia, Thailand and Singapore. Developed over the past two years, each product in this new range has been created to enhance consumers' beauty routines while also addressing gut health and sleep concerns. The ingredients include Verisol® collagen and ceramide, along with scientifically proven ingredients such as Profiber® Sake lees and GABA.



## Adult Nutrition and Care

### Pioneering Australia's nootropics consumption

In July 2024, Swisse launched a nootropics range in Australia, featuring three products aimed at enhancing focus, memory and stress management. The formulas are backed by science, with ingredients such as: CEREBOOST® (American ginseng) for mental clarity in Swisse Ultiboost Focus Nootropics; L-Theanine and rhodiola for stress recovery in Swisse Ultiboost Stress Control Nootropics; and COGNIGRAPE® to support memory in ageing individuals in Swisse Ultiboost Memory Nootropics. Positioned in the energy category, the range reflects Swisse's commitment to cognitive wellness and ongoing innovation in the health space.



## Pet Nutrition and Care

### Zesty Paws helps maintain dogs' digestive health with vet-formulated bites

In 2024, Zesty Paws introduced Vet Strength Solid Poop Support Bites, specifically designed to care for dog's tummies. Veterinarian-formulated, these bites feature a blend of fibre, dog probiotics, prebiotics, and pumpkin seed. Together, they help bulk up poop, while also supporting digestion and bowel health, acting as an anti-diarrheal. Each chew contains M-FIBER, a premium form of ground miscanthus grass, which helps bulk and firm stools, while promoting proper digestion and bowel health. Additionally, the formula includes a proprietary Digestive Health Blend, pumpkin seed, and DE111 – a clinically studied Bacillus subtilis strain that supports a healthy intestinal tract, gut flora, and immune system function.



## Pet Nutrition and Care

### Premium nourishment from the sea for cats and dogs

Solid Gold introduced SeaMeal Probiotic Powder, a tasty powder for cats and dogs that enhances digestion, immunity, and skin/coat health. Made with seaweed – earth's original superfood – sourced from Northeastern United States and Iceland to provide pets with a source of naturally occurring vitamins, minerals, antioxidants; and phytonutrients. This product supports gut flora, bowel health, immunity, and nutrient absorption for canines and felines. It also contains Omega 3, 6, and 9 fatty acids from flaxseed for healthy skin and a soft coat. It includes veterinarian-recommended Nutrientboost for gut health and nutrient absorption, plus kelp, Fructooligosaccharides (FOS), Bacillus subtilis, and Cellulase.



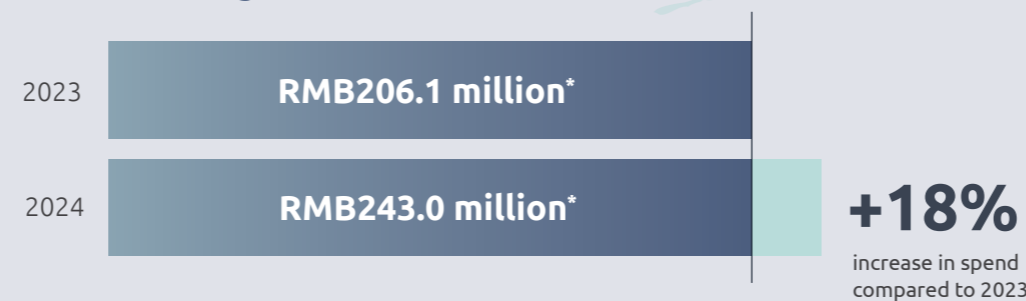
## Our global footprint for R&D

We have Research & Innovation Centres in China and Ireland, Translational Science teams in Switzerland, and Regional Product Development Centres in China, Australia, Europe and North America.



Thanks to our enhanced innovation strategies, we have significantly extended our New Product Development (NPD) and Innovation pipelines to: expand our reach to more consumers; deliver meaningful health benefits and consumer experience; enhance our naturalness and sustainability credentials; and consequently, enable our short-, mid- and long-term business growth.

### Innovation budget



\*The above spending includes the Group's total investment in quality control and regulatory.

Our R&D expenditure increased by 18% compared with 2023, demonstrating the Group's determination for continued investment in product innovation.

## Research projects that fuel our innovation pipelines

Our Research & Innovation and Science teams continued to work on some groundbreaking research programme that are fueling our innovation pipelines across our regions and product categories, including:

- advanced human and pet model systems that facilitate the identification of ingredients and ingredient combinations for the development of next-generation products for diverse need states
- building multi-year pipeline to support healthy longevity including cellular nutrition
- characterisation of the gut microbiome and skin microbiome
- exploration of different biotics (pre-, pro-, syn-, and post-biotics) concepts with promising gut health function, microbial interactions, and gut-axis health benefits
- development of HMO and HMObiotic combinations for applications in infant and children's supplement products
- investigative trials and overall formulation optimisation of natural fat blends, carbohydrate and protein nutritional quality
- real world studies assessing the subjective benefit of our products on outcomes related to energy, fatigue, skin health and quality of life outcomes
- clinical studies designed to support registration and launch of our innovative infant formula in Europe and China
- development of new sustainable packaging concepts to reduce virgin plastic usage, enhance recyclability and design of completely new renewable packaging options.

## Biostime in China receives 'high-tech enterprise' status

In 2023, the Ministry of Science and Technology of China, Ministry of Finance of China and State Taxation Administration conducted a review of our R&D projects undertaken between 2020 and 2022, including technical data and project outcomes such as Science Citation Index (SCI) papers and patents. This evaluation led to the accreditation of Biostime in Guangzhou as a 'high-tech enterprise', meaning it has been acknowledged for continuously engaging in research, development and technology transformation in high-tech fields.



## H&H Group launches first nutritional and health food pilot plant in China

In 2024, H&H Group launched its inaugural pilot-scale production plant in China, the nutritional and health food pilot plant, located in Guangzhou Science Park. This milestone represents a significant step forward in H&H Group's commitment to innovation in nutritional and health food research and development. The new facility establishes a comprehensive platform for developing conventional solid dosage forms, enabling a smooth transition from bench testing and lab-scale trials to pilot scale-up and full-scale commercial production.

## Engaging with the scientific community

To engage the broader scientific community, our H&H Research representatives regularly attend and are speakers at several high-profile international conferences in nutrition and health, paediatric nutrition and infant health, microbiome and maternal health, and the field of biotics. In addition, we have established strategic collaborations with esteemed universities and research centres worldwide, notably in China, Australia and Europe.

### March 2024

#### Biostime teams up with Northeast Agricultural University in China

Biostime and the Dairy Innovation Research Centre of Northeast Agricultural University held a signing ceremony to mark their new research journey. The two entities will collaborate in conducting dairy product innovation research and milk testing in Normandy, France to learn more about the natural high-quality nutrients of its rare milk source panda cattle and provide more reliable scientific support for consumers.

### May 2024

#### H&H's R&D team attend the 56th annual ESPGHAN meeting

H&H Group's R&D team participated in the 56th annual meeting of the European Society for Paediatric Gastroenterology, Hepatology and Nutrition (ESPGHAN) in Milan. The team proudly presented Biostime and Inostime infant milk, maternal and HMObiotics innovations at the BINC and H&H Research booths. A series of relevant scientific studies with new findings from H&H teams in Guangzhou and Ireland were also presented at the event.

### May 2024

#### H&H Group partners with HOPE to advance probiotics research

H&H Group and The Global Evidence-based Database for Health Outcomes of Pro/Prebiotics (HOPE) have officially signed a cooperation agreement with the Global Probiotics/Prebiotics Evidence Database. Together, they hosted the Frontiers in Family Health Microbiome Research and Innovation Application Forum and held a summit on standardising infant probiotics. The forum emphasised family gut health, with a notable focus on pets and the role they play as integral family members.

### July 2024

#### American Society of Nutrition's conference, Chicago

H&H's China Research team attend the Nutrition 2024 conference in Chicago and presented research achievements on Swisse PLUS NAD+ Cellular Energy for Women, Swisse Grape Seed+, and Swisse K2 Calcium + Vitamin D3. Additionally, three poster abstracts detailing H&H Group's findings have been published in a supplement volume of the Current Developments in Nutrition (CDN) journal. This recognition strengthens the credibility of the Swisse brand and underscores its commitment to scientific excellence.



### August 2024

#### Solid Gold unveils innovative product at the 11th Chinese Veterinary Congress

Solid Gold introduced new product, Skin and Coat Meal Topper, at the pet feline special session of the 11th Chinese Veterinary Congress in Wuhan, an event hosted by the Chinese Veterinary Medical Association. The new product received a positive reception from leading industry experts and veterinarians. Developed with insights from specialists at Zhejiang University, this scientifically supported formula is raising the bar in pet hair health through nutrition.

## Award-winning innovation: a testament to our R&D excellence



### Biostime MamaBiotic range wins Women’s Health Innovation Award

Biostime’s MamaBiotic range for preconception, pregnancy and breastfeeding has won the Innovation in Women’s Health Award at the NutraIngredients Asia Awards 2024.

This prestigious recognition underscores Biostime’s commitment to excellence and innovation, particularly in the critical first 1,000 days of life.



### Swisse Australia is named ‘Most Trusted Vitamin Brand’ in 2024

Swisse has been named the Most Trusted Vitamin Brand for 2024 at the Reader’s Digest Association Trusted Brands Australia Awards. The award is determined by the votes of over 4,000 Australian consumers and reflects confidence in Swisse products to support health and wellbeing. With a rigorous selection and voting process, this accolade is a testament to Swisse Australia’s unwavering commitment to quality and innovation as well as building and maintaining consumer trust.



### Zesty Paws wins Cat Skin and Coat Care Product of the Year

Zesty Paws Digestion Cat Mousse has been honoured with the Cat Skin and Coat Care Product of the Year award, at the sixth Annual Pet Innovation Awards in the US. Competing against over 2,500 nominations, Zesty Paws is proud to be recognised among the top innovators in the pet care industry.



## Our contribution to research through our non-profit research organisation

Biostime Institute of Nutrition and Care (BINC) is a non-profit organisation committed to promoting research and knowledge in the field of maternal and infant health and nutrition. With branches located in China and Switzerland, BINC focuses on four priority areas of expertise – mother and child health, biotics and microbiome health, immunity and allergy, and brain development.

## BINC: 10 years of working together to protect health

In July, Biostime held its 2024 Symposium in Qingdao, China and celebrated 10 years of BINC, with the theme “10 years of working together to protect health.”

The event covered the latest achievements on LPN (Lactopontin), HMOs (Human Milk Oligosaccharides), and probiotics, with over 130 attendees including leading scientists and scholars. A brief history of the past decade’s achievements was followed by presentations from 10 influential speakers. BINC received excellent feedback from thought leaders in a roundtable forum on its significant contributions to advancements and consensus in the field. The conference also featured a live online broadcast, engaging more than 80,000 scholars and health care professionals globally.

## BINC China

As the first non-profit scientific organisation focusing on maternal and infant health research created in China, BINC has committed to creating a cross-disciplinary academic research and scientific exchange platform, aiming to provide science-based and comprehensive solutions to maternal and infant health problems.

In 2024, BINC proudly continued its tradition of supporting maternal and infant health by launching research grants for the tenth consecutive year. To further promote scientific research on maternal and child health, the 2024 BINC Grants introduced more innovative research directions, expanded the age group of infants and children, and covered multiple aspects of maternal and child health. The research focused on nutrition interventions of infants and children, the mechanisms of active nutrients, the application of new technologies in microbiome, and maternal and infant cohort study. We look forward to collaborating with experts to conduct more innovative, forward-looking, and application-worthy research, jointly exploring the science of maternal and child health and supporting the wellbeing of thousands of families.

## BINC Geneva Foundation

Since 2018, a total of 26 scientific research projects have been funded by the Foundation, with a total contract allocation of EUR1.35 million (excluding publication bonuses). The funds for 2024 were equivalent to 64% of the Foundation’s total budget.

During 2024, projects selected during the 2019, 2020, 2021 and 2022 cycles continued to receive financial support based on the progress of the projects and the associated deliverables. Furthermore, in 2024, three new projects were rewarded by the Foundation’s Research Partnership Program.

The projects carried out by Prof. Maria Cecilia Giron (University Padova, Italy), Dr Harriet Schellekens (University College Cork, Ireland), Prof. Barbara Strupp (Cornell University, US) and Prof. Mimi Tang (Murdoch Children’s Research Institute, Australia) were successfully completed during the year.

In addition to its research grants programme, BINC supports scientific publications. In 2024, three scientific publications resulting from the research work of the 2019 and 2022 BINC funding cycles were accepted in scientific journals with an impact factor greater than 2.5. In total, BINC has published 12 articles in scientific journals with an impact factor greater than 2.5. Published research topics include the relationship between gut microbiota and various aspects of early life and health outcomes in infants and children.

# Quality Management

We maintain a robust approach to quality and safety across our brands, and actively manage the potential health and safety impacts of all our products.

## Category-focused Quality Management

Our 'Quality First' principle is fundamental to our business, ensuring robust quality and safety practices across all our brands, actively managing the health and safety impacts of our products, and guaranteeing they deliver promises and consumer expectations.

To ensure this commitment, our team has taken a more focused approach to Quality Management by category, ensuring consistent and efficient management of Quality and Food Safety standards across all products and regions. The organisation includes Quality Leaders for each category and Supplier Quality Managers who oversee end-to-end Quality with contract manufacturers (regularly audited by our teams) and in-house factories.

As part of our standard process to ensure product quality and safety, we maintain strict oversight of our suppliers through Quality Technical Agreements. We sign Quality Technical Agreements with our suppliers as a standard practice across all our regions. These agreements establish clear expectations for product quality, safety protocols, and regulatory compliance, ensuring precise adherence to product specifications. As outlined in our Supplier Code of Conduct, we require suppliers to promptly report any safety or quality issues to the Group when necessary. Additionally, all suppliers must provide detailed product specifications with full transparency regarding chemical usage.

We continuously monitor and engage with our suppliers, particularly in response to

evolving regulatory requirements, to uphold the highest standards across our supply chain.

## Digitalisation of our Quality Management (eQMS)

In 2021, we partnered with Veeva to launch our digital Quality Management System (eQMS), developing and implementing key modules for document management, complaints handling, deviations, and corrective and preventative actions (CAPAs).

Our eQMS ensures consistent and efficient Quality Management across our supply chain, driving operational efficiency, fostering real-time collaboration, and ensuring compliance. It supports all brands and regions, enabling speed-to-market and business growth while upholding our 'Quality First' principles.

A significant achievement in 2023 was the go-live of the new change control module. This involved harmonising change control procedures across regions and categories, while strengthening risk assessments and governance to mitigate risks related to product portfolio changes.

In 2024, we reached another major milestone with the launch of the Quality Audit module in July, which supports Group audits and ensures compliance within H&H's internal factories.

## Quality- and Sustainability-by-design

All our products are subject to brand- and category-specific product quality reviews, compositional and microbiological testing and regulatory compliance assessments.

We conduct reviews during the design and product development phases, initial commercial production prior to release to the market, throughout the product life cycle and in reaction to customer enquiries or feedback from regulators.

In our approach towards more proactive and preventative Quality Management, Quality-by-Design is playing an important role.

Especially for our BNC product portfolio, the Group has developed strong expertise and long-standing experience in managing all required Quality aspects throughout the Product Development process, from raw material and packaging validations, supplier and manufacturer audits, stability testing and final specification management to assessing pilot trials and validation of first commercial batches. We are continuing to leverage these principles and experience to our other product categories and strengthening the Quality-by-Design mindset and standard operating procedures.

In our continued efforts to reduce the impact of our products and operations on the environment, we have been rolling out our Quality and Sustainability-by-Design principles throughout our Product Development and Quality teams in 2024. The selection of ingredients and suppliers, the inclusion of excipients, coatings and colourants, the selection of packaging materials and formats and processing aids and conditions all have impact on the ultimate sustainability of our final product. From Product Development, Quality Management and sourcing perspectives, it makes perfect sense to include factors impacting sustainability into the design of each new product.

We maintain a robust approach to quality and safety across our brands, and actively manage the potential health and safety impacts of all our products.

## Evaluated by independent experts: our commitment to clean label standards

We manage a clean label register that lists the ingredients – by product category and region – that are: (1) banned in the respective regions ('black list'); and (2) not banned but their use is sensitive and/or debatable ('controversial list').

As often as possible we aim to avoid the use of ingredients on the 'controversial list' in our formulas. For instance, an ingredient on the controversial list may not be prohibited by law but could have debatable safety issues that can negatively influence consumer perception, which we strive to mitigate in our formulas.

In 2024, we expanded our commitment to sustainability and transparency through the continuation of our clean label programme, building upon the foundation established in 2023. In collaboration with Nontoxic Certified, we have conducted a Red List assessment of all our ANC ingredients in our core markets, including Australia, New Zealand, Italy and Asia.

The Red List evaluation is part of a rigorous programme offered by Nontoxic Certified, a US-based nonprofit organisation that advocates for safe, non-toxic, and sustainable substances. This evaluation focuses on identifying potentially harmful substances that may be present in our products by cross-referencing a comprehensive database of over 3,000 of the most harmful ingredients. These substances are classified based on their toxicity, health concerns, and environmental risks, and the list is broader than the restricted substances list of both the European Union and the US Food and Drug Administration (FDA). The evaluation helps to determine whether we are using

any ingredients deemed hazardous, prohibited, or restricted in various markets. It also ensures that we meet the safety and sustainability standards required to demonstrate our commitment to consumer health and environmental protection. This scientific, evidence-based evaluation provides us with a clear, actionable roadmap to continuously improve our formulations, ensuring they align with our sustainability goals and consumer expectations.

After a thorough analysis conducted by experts, the results of the assessment were highly satisfactory, offering reassurance while pinpointing a small number of ingredients that require further attention. As part of this ongoing process, we are engaging with our suppliers and internal R&D teams to investigate these ingredients and explore possible reformulations. This initiative not only supports our sustainability goals but also fosters a transparent and valuable dialogue with our partners, ensuring that we deliver products that meet both consumer expectations and regulatory standards. While some reformulations may involve increased costs, our focus remains on reducing the environmental impact and safeguarding consumer health. We are committed to keeping stakeholders informed and maintaining full transparency throughout this journey.



As a prime example of our Quality- and Sustainability-by-Design principles, H&H has developed and implemented a global clean label Standard Operating Procedure (SOP).

## Highest quality standards for 100% of our in-house factories

We adhere to high standards of food safety and quality throughout our operations. To ensure the utmost confidence in our products, we have implemented stringent measures and obtained certifications that attest to our commitment to excellence.

All our in-house manufacturing facilities (in Guangzhou, Changsha and Sydney) have achieved HACCP (Hazard Analysis and Critical Control Points) certification. This certification validates our rigorous protocols and practices in identifying and controlling potential hazards throughout the production process. Additionally, both our factories in mainland China hold ISO 9001:2015 and GB/T33300-2016 (food industry enterprise integrity management system) certifications, which demonstrate our adherence to comprehensive quality management systems specific to the food industry. Furthermore, our facility in Guangzhou has also been awarded the ISO 22000:2018 and FSSC22000 6.0 certifications for its robust food safety management system.

In Australia, our packing facility, Kaylor Park, operates under a Therapeutic Goods Administration (TGA) licence and strictly complies with the PIC/s (Pharmaceutical Inspection Co-operation Scheme) Code of Good Manufacturing Practice. These certifications ensure that our packaging processes meet the highest standards of quality and integrity.

In line with our top material topic, Product Safety and Quality, we are committed to upholding the highest standards across all our operations. To ensure compliance and continuous improvement, each of our sites adheres to internationally recognised global or regional certifications covering quality, food safety, environmental management, occupational health and safety, and regulatory requirements. In line with our commitment to transparency, we publish all certifications for each of our sites, providing a clear view of our dedication to quality, safety, and compliance.

### Changsha, China

Hazard Analysis and Critical Control Point (HACCP) management system



ISO14001:2015 Environmental management systems



ISO 9001:2015 Quality management systems



ISO45001:2018 Occupational health and safety management systems



### Guangzhou, China

Hazard Analysis and Critical Control Point (HACCP) system management



ISO 9001:2015 Quality management systems



ISO 22000:2018 Food safety management systems



FSSC22000 6.0 Food Safety management systems



ISO14001:2015 Environmental management systems

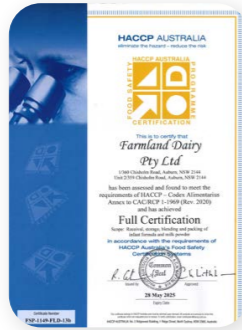


ISO45001:2018 Occupational health and safety management systems



Sydney, Australia

Hazard Analysis and Critical Control Point (HACCP) management system



GMP (Good Manufacturing Practice)



Australian-based Farmland factory passes Chinese regulatory audit milestone

Farmland has successfully passed a factory audit conducted by China's State Administration for Market Regulation (SAMR).

After one year of preparation, five SAMR auditors travelled to Australia for a comprehensive audit of H&H operations, covering everything from supplier quality and R&D formulations to production, testing capabilities, and documentation from the past five years.

This is a huge step towards finalising H&H's updated registration for 2024 and reflects the exceptional teamwork across Farmland's global teams in regulatory compliance, R&D, quality, operations and more.



H&H World Quality Week 2024



We believe the importance of quality is everyone's responsibility as we shape our innovations, business values, source premium ingredients and retain the best talent from around the world.

World Quality Week is thus an important global event which takes place each year to raise awareness and educate all our team members on quality management

In November 2024, H&H participated in World Quality Week, an annual event that shines a spotlight on the quality management profession. This year's theme of 'Quality: from compliance to performance' was an inspiring reminder of how Quality is central to navigating the complexities of today's dynamic business environment.

Across all our teams, a series of engaging and educational activities were hosted, including project workshops, a quality culture survey and thematic presentations. Teams from all the regions and all the departments were also able to sharing best practices and day-to-day quality examples of how we can all impact Quality performance during this week.

These events reinforced the premise that compliance is just the starting point. By fostering a culture of performance-driven quality, H&H unlocks continuous improvement, drives innovation, and creates lasting value for our consumers and stakeholders.



## Product safety and quality across the value chain: partnering for progress

At H&H, ensuring the highest level of product safety and quality is not just a priority, it is the cornerstone of a secure and sustainable food supply chain for everyone.

We believe collaboration is key, and actively participate in industry-wide organisations. We work alongside industry leaders, suppliers, retailers, and all stakeholders who share our commitment

to strengthening food safety across the supply chain and improving human health and wellbeing.

Across all three of our business activities, we are members of well-recognised organisations dedicated to mitigating risks across the supply chain. Our quality and regulatory teams are actively involved in the working groups of the major associations outlined below.

**For BNC:** we joined ATNi BMS Index in 2023 (Access to Nutrition Initiative) – an independent non-profit organisation focusing on addressing the global nutrition challenges. We are also part of Alliance 7, the French trade association that takes part in the development of regulations for specialised nutrition.

**For ANC:** our memberships in HFMA (UK Health Food Manufacturers’ Association), HKHFA (Hong Kong Health Food Association), and AAHSA (ASEAN Alliance of Health Supplement Associations) for dietary supplements exemplify this collaborative approach.

**For PNC:** Zesty Paws is a member of the National Animal Supplement Council (NASC) and has earned the trusted Quality Seal in the US. In 2024, as Zesty Paws entered the European and UK markets, we joined UK Pet Food (previously known as the PFMA), a UK-based pet food industry association that promotes pet health and wellbeing through quality nutrition, sustainability, and innovation. We also joined ASSALCO in Italy, the national association for companies involved in pet food and pet care, promoting industry standards and best practices.

Looking ahead, our commitment to responsible sourcing continues. In 2024, we submitted our application to join the Roundtable on Sustainable Palm Oil (RSPO), a leading organisation that tackles supply chain risk and promotes sustainable palm oil practices. Our application was accepted in March 2025.

We also ensure that any new supply partners align with our responsible sourcing goals through a comprehensive screening process, including ESG criteria, with support from our procurement teams and ongoing H&H Suppliers Sustainability Assessment, facilitated by Sphera Supply Chain Sustainability (SCS), formerly SupplyShift – one of the world’s largest supply chain data management, responsible sourcing, and supplier engagement networks.

### NASC Quality Seal for our Zesty Paws products

Zesty Paws is a proud member of the National Animal Supplement Council (NASC) whose mission is to promote the health and wellbeing of companion animals and horses that are given animal health supplements by their owners. Central to NASC’s efforts is its Quality Programme, designed to help NASC members meet rigorous sourcing, manufacturing, and safety standards. To display the prestigious NASC Quality Seal on our products, Zesty Paws has made a firm commitment to implementing various crucial quality and safety control measures. This seal serves as a testament to our dedication to upholding the highest standards of quality within the industry.



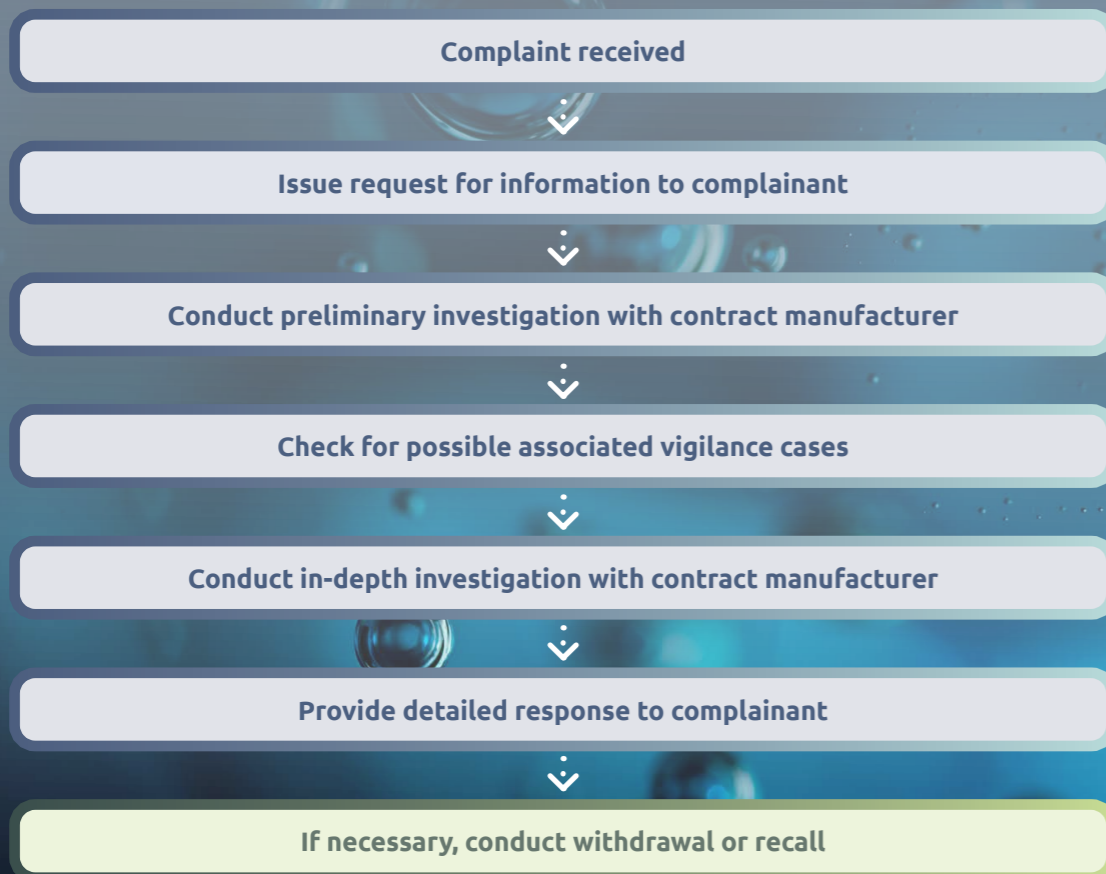
## Consumer feedback and complaints

We assess 100% of all consumer feedback – positive and negative, including complaints – which supports our continuous improvement approach to quality.

We have standard operating procedures (SOPs) for complaint management regarding product quality and have integrated our complaints management in our eQMS. We prepare complaint status reports each quarter, which provides an overview of complaints trends, allowing us to compare across periods, regions and categories and which supports the establishment of structural improvement actions as well as audit plans.

In 2024, we recorded 30,869 complaints across all our brands throughout the Group. We have taken prompt action to address all of the complaints we received, ensuring that we responded to each and every one of them. Our dedicated team has successfully resolved over 99% of these complaints, demonstrating our commitment to providing effective solutions and ensuring customer satisfaction.

### Main steps of our complaint management system



## Quality assurance, recalls and withdrawals

Our brands follow market- and product-specific quality requirements and processes, depending on whether products are classified and regulated as infant milk formula, baby food, food, therapeutic goods, cosmetics, pet food or other categories within our H&H portfolio.

Our quality assurance processes and recall procedures are periodically tested through mock recalls. Where necessary, we respond quickly to enact any product recall or withdrawal to protect our consumers, customers and brand.

In 2024, we did not encounter any product recalls related to safety and health concerns and remained fully compliant with all relevant regulations and voluntary codes regarding the health and safety impacts of our products.

Total spending on 2024 quality and regulatory activities\*: **RMB22.4 million**

*A 9% decrease has been observed in 2024 compared to 2023, primarily due to optimisation of spending in regions while maintaining high level of quality control.*

## Raw Material Sourcing Policy

We have developed strong long-term relationships with our key raw material suppliers that are world-class organisations. Through these partnerships we focus on improving quality, reliability and cost, while engaging in sustainable procurement practices and protecting the ecosystems where we source our raw ingredients. We do this through cooperating with partners and suppliers that share our values regarding people and sustainability. Together, we continually look for opportunities to improve our processes to enhance the quality of our products and business performance.

### Our Raw Material Sourcing Policy

In 2019, we developed a Raw Material Sourcing Policy in partnership with The Sustainability Consortium (a global non-profit organisation). The policy outlines the known sustainability hotspots (i.e. activities within a product's life cycle that are identified as having a substantial environmental or social impact) that lie in our supply chain for the different types of ingredients that we source for our products. Some of the known sustainability hotspots for our industry notably include: health and safety in relation to chemicals used in the production process; biodiversity risks; and human rights violation risks.

### Our raw material environment and social risk assessment

We have developed a systematic process to assess environmental, social and animal welfare risks associated with our sourced raw materials. Our objective is to address and mitigate these risks within our current existing ingredient portfolio and as part of the 'stage-gate' process of new product developments. We have categorised our

ingredients into high, medium, or low environmental and social risk levels and implemented mitigation plans accordingly. A comprehensive checklist was created for the raw material risk assessment process. It includes inquiries about the origin, processing, and packaging of our raw materials, along with requests for supporting documentation. This ensures that our contract manufacturers and raw material suppliers are aware of, and appropriately addressing, any environmental, social or animal welfare risks associated with their ingredients. The raw material risk assessment process has allowed us to have more control and visibility over our supply chain.

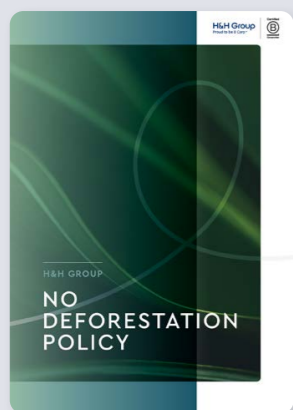
Initially developed for the ingredients sourced for Swisse Australia manufacturing, we have begun extending this risk assessment to our BNC products in 2024.

At the end of 2024, we had assessed the environment and social risks of 90% of the raw materials (by spend and volume) of our Biostime products. All these ingredients have been approved and deemed compliant with our Raw Material Sourcing Policy.



We have developed strong long-term relationships with our key raw material suppliers that are world-class organisations. Through these partnerships we focus on improving quality, reliability and cost, while engaging in sustainable procurement practices and protecting the ecosystems where we source our raw ingredients.

## Our sustainably sourced key materials



Palm oil and cardboard fall under H&H’s deforestation risk commodities. In 2024, we decided to extend our Palm Oil Policy to include paper and cardboard. As a result, the policy has been renamed the H&H Group No Deforestation Policy. This updated policy reflects our commitment to achieving a deforestation-free supply chain. Our target date for this goal is no later than 31 December 2025. The policy addresses the unique challenges of each deforestation-risk commodity separately.

### Paper and cardboard

H&H Group expects all direct and indirect suppliers, including those who purchase cardboard directly for its own operations as well as those who purchase H&H Group-nominated primary and secondary packaging for H&H Group products, to meet the following requirements:

- Provide Forest Stewardship Council (FSC), Programme for the Endorsement of Forest Certification (PEFC), or Sustainable Forestry Initiative (SFI) certificates for any paper and cardboard used in H&H Group products by the end of 2025. Any other certification may be

accepted subject to review and approval by H&H Group. If certification is not feasible, direct suppliers must provide the cardboard geographical location to evaluate deforestation risk level.

- Select renewable or recycled materials whenever possible, ensuring the safety of materials used.
- Design all cardboard packaging with recyclability in mind.
- Provide progress updates upon H&H Group request, including certification status.
- Ask all new suppliers to align with and adhere to H&H Group No Deforestation Policy.

### Palm oil

H&H Group expects all direct and indirect suppliers who purchase palm oil, palm kernel oil and their derivatives for H&H Group products to meet the following requirements:

- Source palm oil, palm kernel oil and derivatives exclusively from suppliers who are certified under recognised sustainability standards (e.g. RSPO, ISCC, MSPO). Certification to be RSPO Mass Balance or RSPO Segregated.
- Provide progress updates upon H&H Group request, including certification status.

In March 2025, H&H Group became a member of the RSPO (Roundtable on Sustainable Palm Oil), reaffirming our commitment to the responsible sourcing of palm oil. This membership reflects our dedication to supporting

a transparent and sustainable supply chain, aligned with best practices for environmental protection, biodiversity conservation, and respect for local communities. By adhering to RSPO principles, we aim to contribute to the development of a deforestation-free supply chain while promoting ethical and sustainable business practices across our operations.



### Oil and fat solutions

Fatty acids profiles are critical for our infant milk formulas, to ensure we provide the right nutritional profile to babies. We currently source these from either vegetable or milk fats. Regarding vegetable oils, when used, 100% of the palm oil contained in our infant milk formula is RSPO Mass Balance certified. Some of our PNC products, such as Solid Gold soft treats and Zesty Paws bites, contain palm oil sourced entirely from sustainable RSPO-certified sources.



### Dairy

Our main dairy partner Isigny Sainte-Mère obtained silver rating from Ecovadis, which covers a broad range of non-financial management systems, including environmental, labour and human rights, ethics, and sustainable procurement impacts. It also became B Corp certified in 2023, highlighting its long term environmental and social commitments.

### Krill and salmon oils

100% of the krill and fish oil contained in our Swisse products carry the Marine Stewardship Council (MSC) or MarinTrust (formerly IFFO RS) or Friend of the Sea (FOS) sustainably sourced certification. We also pay particular attention to the sourcing of the salmon oil used in our PNC segment (mostly for our Zesty Paws products), which mostly comes from suppliers that carry the MSC certification.



## Enhancing traceability with our 'Australian Made' campaign

In 2024, we launched our Australian Made Campaign across digital channels to reinforce our commitment to traceability and quality for our Biostime brand in Australia. As part of this initiative, we introduced the 'Australian Made' logo in our online communications, highlighting our local sourcing and production. The Biostime SN-2 BIO PLUS HPO range uses milk sourced from Gippsland, Victoria, and is produced in Sydney, New South Wales.

Additionally, our products are accredited on the Australian Made portal. This commitment aligns with consumer expectations, as three out of four Australian parents consider dairy country of origin important when selecting a formula brand\*.

*\*source: Consumer Usage & Attitude Survey for Australia, DSM-Firmenich, 2023*



## Biostime China leads the way with milk source tracing journey

In September, Biostime China hosted the 2024 French milk source tracing journey, a unique event where H&H's distribution clients visited Biostime's origins in Normandy, France. Industry experts and childcare partners explored European nature reserve pastures and visited milk powder production lines, experiencing firsthand the exceptional quality of Biostime Pi-Star 3's milk sources, manufacturing and formulas.



# Marketing

## Responsible marketing of breast-milk substitutes

At H&H, we recognise the unparalleled importance of human breast-milk as the best nutritional start in life for infants. As an organisation involved in the distribution and marketing of infant milk formula, we are committed to handling our marketing and communications with sensitivity, particularly regarding the wellbeing of both mothers and newborns.

In 2018, we introduced our Responsible Marketing of Breast-Milk Substitutes Policy (BMS Policy) to provide guidance on how the Group conducts marketing activity with regard to Breast-Milk Substitutes. Building on this, in 2021, we reviewed our baby nutrition product strategy with targeted research and development initiatives aimed at empowering mothers to breastfeed effectively.

In 2023, we have reviewed and updated our BMS Policy and procedures to ensure full compliance with the World Health Organization Code (the WHO Code) and its subsequent resolutions. Our revised Responsible Marketing of Breast-Milk Substitute Policy, released in March 2023, encompasses several major updates outlined below.

**Covered products:** our revised BMS policy now covers all products intended for infants aged 0–12 months, including stage 1 (0–6 months), stage 2 (6–12 months), and Food for Special Medical Purposes (FSMP).

**Geographical scope:** our BMS Policy applies globally across all regions where we operate, without differentiation between

countries based on risk levels. We uphold our policy in all jurisdictions even where regulations are about or less stringent than our policy. In China, our BMS policy is augmented by our “Code of Conduct for the Promotion and Sale of Breast-Milk Substitutes in China”, which is a specific Code of Conduct enforced in China that applies to our Biostime brand.

**External validation:** We have started the ATNi (Access To Nutrition initiative) BMS assessment process in March 2023 for the Global BMS/CF Marketing 2024 Index, demonstrating our commitment to transparency and continuous improvement within the BMS industry. Concurrently, we conducted a comprehensive gap analysis of our WHO Code compliance with Bureau Veritas UK in the second half of 2023. The insights gained from this audit have informed our improvement strategies to strengthen our compliance management system and ensure an effective internal culture of compliance the WHO Code. Additionally, an audit conducted by Bureau Veritas UK, initially planned for 2024 in the French market, has been rescheduled to mid-2025 to allow us time to study the implementation of recommended actions.

## ATNi acknowledgment of our commitment to improving our BMS marketing practices

In line with our reply to the BMS Call to Action and our commitment to transparency and accountability in infant nutrition marketing, H&H Group was included in ATNi’s BMS Marketing Index 2024 for the first time. As one of the top 18 global IMF brands, we underwent ATNi verification in 2023 and received our results in early 2024, achieving a score of 20.4% and ranking fifth overall among the top 18 brands assessed. The 2024 ATNi BMS Index assessment is an important recognition of our continuous commitment to the responsible marketing of Breast-Milk Substitutes.

The aim of the ATNi BMS assessment was to verify our commitment to the different provisions of the WHO Code and the extent to which we uphold them across the markets we operate in. Key findings show H&H’s high level of compliance with our BMS Policy, ranking second in the BMS corporate profile among the 18 companies assessed. ATNi also highlighted the extended scope of our BMS Policy, which covers both stage 1 and 2, as well as all special formulas for medical purposes in all countries without exception as a key strength. The assessment confirmed that our policy commitments related to the advertising and marketing of BMS are well-aligned with the WHO Code requirements.

We also had the opportunity to engage with the ATNi team to discuss its recommendations for improvement, focusing on areas where we can enhance our practices and ensure even greater alignment with global standards for responsible BMS marketing in the future.



## Our BMS compliance governance model

Our BNC Council, made up of marketing, sales, quality and regulatory representatives from every BNC brand and region in which we operate, continued to:

- remain up to date with local and global industry developments and changes
- oversee our approach and positioning in relation to BNC matters (including Breast-Milk Substitutes)
- report on regional training of the BMS Policy
- raise and discuss any concerns with the BMS Policy
- report on compliance with the BMS Policy to the Group’s Global Risk team and the Board
- discuss any concerns and cases of non-compliance raised and respond accordingly
- engage with stakeholders in advocacy activities to support and protect breastfeeding, secure compliance with the WHO Code and raise awareness among all our business partners.

In 2024, we reinforced our dedication to supporting breastfeeding as the best nutritional start for infants and responsible marketing of BMS by introducing several new initiatives aimed at enhancing transparency, engagement, and external accountability:

### Dedicated BMS section on our corporate website

In line with our commitment to transparency, we launched a dedicated BMS webpage on the H&H website. This page details our stance on the importance of breastfeeding, our compliance with the WHO Code, and our responsible marketing practices. More details [here](#).

### BMS team training and awareness

In 2024, we expanded our BMS-related training programmes, ensuring that all team members across departments are fully educated on the importance of compliance with our BMS Policy.

Our mandatory training, part of our annual compliance training, is designed to embed a deeper understanding of our responsibilities under the WHO Code and to reinforce the importance of ethical marketing practices across our global operations. Additional ad-hoc training is provided to team members involved in the marketing, communication, distribution, selling, education, and governance regarding ‘covered products’.

Additionally, as part of our B Corp certification journey, B Lab Standards Advisory Council confirmed H&H met the eligibility criteria for companies involved in the marketing of BMS defined by B Lab in terms of disclosure requirements and marketing standards.

Moreover, we remain committed to supporting breastfeeding parents within our Company by providing conducive environments and resources upon their return to work. All workplaces with more than 30 employees feature dedicated spaces for breastfeeding parents. At H&H, we are dedicated to fostering a culture of responsible marketing and supporting breastfeeding as the optimal choice for infant nutrition.

### 2024 performance

Thanks to our compliance management system, three cases of non-compliance were detected in France. These cases involved retailers who were promoting covered products online. Our teams immediately notified the concerned retailers, who promptly removed and stopped those communications. We reminded these retailers of our BMS Policy requirements and conducted a follow-up on the corrective actions implemented.



## Empowering mothers-to-be and lactating women through health information

To support the launch of our MamaBiotic range in Australia, a line designed to meet women’s needs at every stage of their journey to motherhood, including breastfeeding, with science-backed ingredients at a clinical level, we launched a dedicated campaign in partnership with our exclusive partner, TerryWhite Chemmart. Through strong digital and mass media engagement, we provided mothers with accessible health information, while relevant in-store placement ensured visibility and informed choices. This initiative reinforces our dedication to supporting maternal wellbeing through education, accessibility and healthcare professional endorsement.

## Building Consumer Trust through ethical advertising

In 2024, we introduced our Responsible Advertising and Marketing Guidelines, reinforcing our commitment to ethical and transparent consumer communications. These guidelines encompass the following key areas.



**General advertising guidelines:** ensuring all marketing communications are legal, decent, honest, and truthful.

**Healthy lifestyle:** promoting products as part of a balanced diet and encouraging active lifestyles.

**Communication to children:** avoiding advertising directed at children under the age of six and ensuring responsible messaging for older children.

**Diversity, Equity, and Inclusion (DE&I):** reflecting diverse communities and promoting equal opportunities in our advertising content.

**Breastfeeding:** supporting breastfeeding as the optimal nutrition for infants and ensuring marketing practices uphold this principle.

**Pet marketing guidelines:** Providing accurate information about pet nutrition and health, ensuring claims are scientifically substantiated.

**Brand ambassadors and influencers:** Ensuring that all brand representatives and influencers adhere to responsible marketing practices, including transparency, authenticity, and compliance with regulations.

By implementing these guidelines, we aim to build trust with our consumers and contribute to a more responsible

advertising landscape. We have trained our Marketing teams on these new Responsible Advertising and Marketing Guidelines, notably through our brief-writing training sessions held in 2024, which were attended by members of the global and regional Marketing teams.

## Consumer engagement

At H&H, our brands are Premium, Proven, Aspirational and Engaging (PPAE).

Our unique (PPAE) model guides how we develop, market and communicate our products across our brands, and how we engage consumers on their health and wellness journey. It also guides us in how we communicate our brands' and products' sustainability attributes. For more detailed information about our PPAE model, please refer to our 2022 Sustainability Report.

Our respect for nature and imaginative approach ensures that everything we do can better people, better society and better the environment, promoting sustainable wellness across the world.

We partner with credible and aspirational celebrities and influencers as well as invest in marketing on a local and global level to keep our consumers engaged and informed about the importance of leading a healthy lifestyle and overall wellbeing.

## Swisse Australia championed wellbeing at the Paris Olympics

Swisse, a proud sponsor of the Australian Olympic Committee, launched a successful campaign during the Paris Olympic Games in 2024. The campaign featured a YouTube series, dynamic TikTok and Instagram content, and regular segments on The Project TV, all designed to engage young fans and bring the Olympic spirit to life. By partnering with well-known influencers, it highlighted inspiring athletes and exciting new Olympic sports, showcasing the brand's ability to resonate with its audience through compelling and engaging messaging. The reach of this campaign, which was entirely created and produced in-house, was over 250 million.



## Nutritional and inclusive products

### Providing products that suit communities' demand and health concerns

In addition to the safety of our products and the benefits they provide to the consumers, the nutritional quality of our food and supplement products is a crucial factor in their purchasing decisions.

Our primary goal is to create a positive impact on health by developing and offering products with enhanced nutritional quality and tailored health benefits. We strive to meet the diverse nutrition and health needs of all family members, including pets, and cater to different life stages. Moreover, we take into account public health concerns and respect local cultural traditions to offer products that align with our consumers' needs and preferences.

We understand that a brand's product range in one market may not align with the customs or tastes of another. Therefore, we advocate a 'glocal' approach within our product innovation and selection strategy.

This approach involves tailoring our global brands' product ranges to suit the specific needs of local consumer. To achieve this, we conduct both quantitative and qualitative research to stay up to date with – and anticipate – global as well as market-specific consumer trends and demands. By doing so, we ensure that our consumers' health and wellness needs and priorities are integral factors in decision-making process for new product development.

This approach also enables us to continually evolve our brands and product portfolios to maintain their relevance.

#### Access to our products

We want our products to be accessible to meet communities' health and nutrition needs. Regarding our commercial activities, we have prioritised three aspects in this respect:

- **distribution and markets served** – focusing on expanding the availability of our products to our target consumers across our existing markets and giving access to our products to consumers in new countries
- **cultural norms and lifestyle choice** – focusing on considering local cultural norms (e.g. halal products) and adapting to the growing desire of consumers to live more sustainably and embrace a plant-forward approach
- **sample size products** – proposing some of our products in sample size to increase their affordability and provide with trial for a wider consumer audience.

Please refer to our 2024 Annual Report for information regarding the expansion of the availability of our products through distribution and markets served.

## Inclusivity (halal certification)

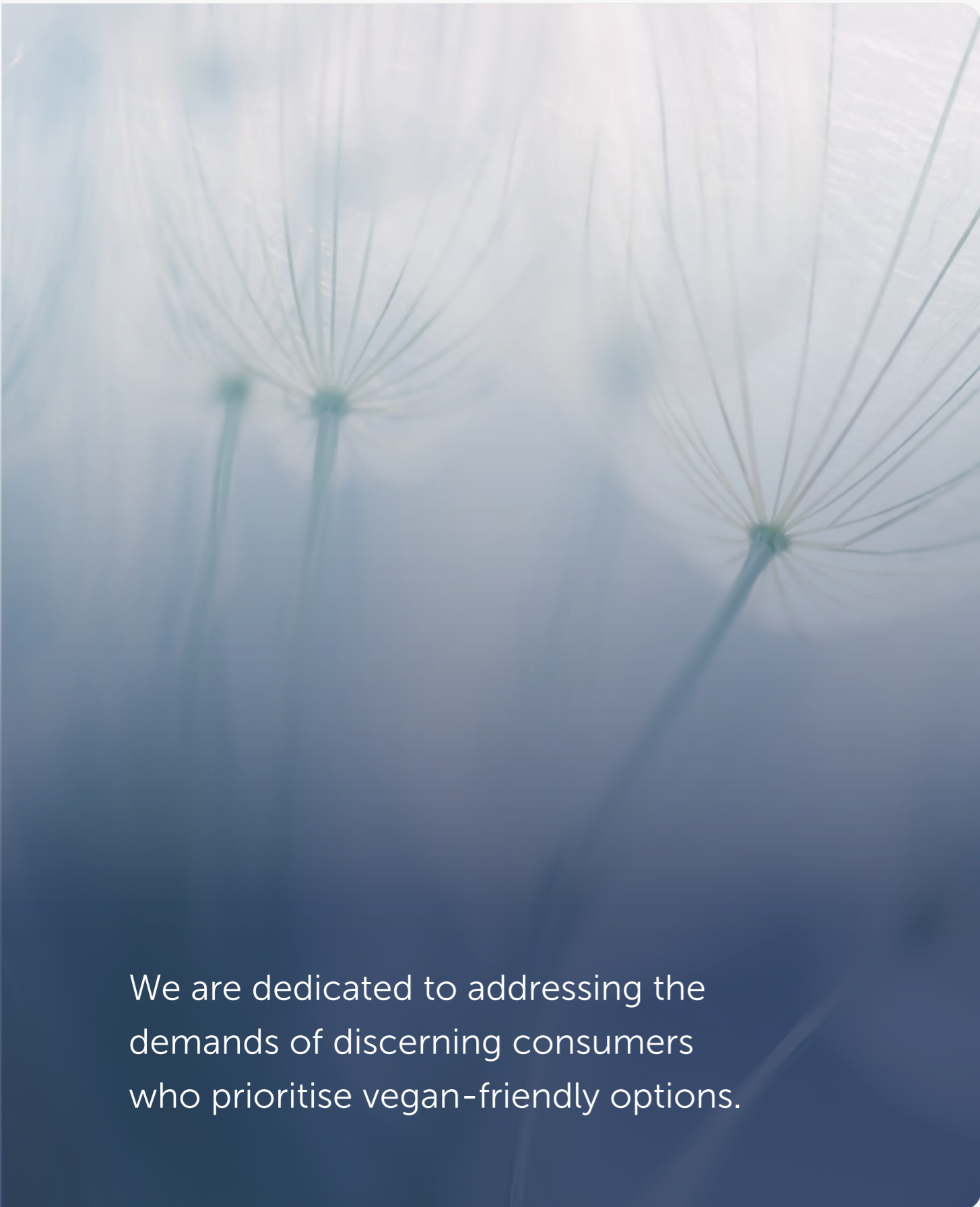
We work to consider local cultural norms, including religion, of our consumers.

In 2024, halal products made up 10% of our ANC portfolio (in number of stock keeping units (SKUs)), and contributed to 2% of our global ANC revenue. Our focus in expanding our global halal portfolio has been on the South-East Asia (SEA) region, where halal-certified products accounted for 47% of our ANC revenue (excluding cross-border e-commerce). In 2024, we introduced 18 new halal-certified formulations. By expanding our range of halal products, we aim to offer consumers more choices and improve accessibility for those with dietary restrictions.

### Swisse Indonesia secures halal certification to pioneer wellness for all

The H&H Asia Regulatory Affairs and Asia Quality Assurance teams have successfully secured halal certification for 18 Swisse products sold in Indonesia. This significant milestone not only demonstrates commitment to meeting local regulatory standards, but also paves the way for greater market potential in Indonesia's large population.





We are dedicated to addressing the demands of discerning consumers who prioritise vegan-friendly options.

## Vegan-friendly products\*

We are dedicated to addressing the demands of discerning consumers who prioritise vegan-friendly options. We recognise their preference for ingredients and formulations that promote personal wellbeing while avoiding the use of animal-derived products. We are committed to offering a variety of products that cater to these specific needs and align with the evolving consumer landscape.

### Total percentage of vegan-friendly products across H&H product categories by net sales revenue (NSR, RMB)

Adult nutritional supplements	42%
Paediatric probiotic and nutritional supplements	48%
Baby food and snacks	80%
Skincare products	68%

As of 2024, our IMF portfolio did not include any formulations that were specifically vegan-friendly or plant-based. Similarly, our PNC portfolio currently does not offer any vegan-friendly products. However, our Solid Gold SeaMeal range – nutritional supplements for dogs and cats – does have plant-based products (the main ingredients are seaweed and flaxseed). While they are not classified as vegan due to the presence of lactose in the ingredients panel (which acts as a carrier for the enzymes), they still provide a plant-based option for pet nutrition.

\*For the purposes of the Report, 'vegan-friendly' refers to products that do not contain animal-based ingredients or animal by-products, such as meat, eggs, milk and honey.

## Fueling Health and Happiness through the nutritional quality of our products

### Making health a priority with our portfolio of products with low sugar or no added sugar

We are continuously enhancing our formulations to promote healthier choices for consumers, offering products with no added sugar\* content.

We recognise the concerns of parents regarding the health implications of sugar and their growing preference for products with limited or no added sugar in our BNC segment. We are proud to share that over 75% of our global BNC revenue is derived from products that are free from added sugar\* (99% of our Good Goût revenue and the entire range of our IMF are without added sugar\*\*).

In our ANC segment\*\*\*, we understand the growing concern around sugar intake and the desire for products that are formulated without added sugar or are sugar-free. While it's important to note that only a few of our products have undergone specific testing to make these claims, 20% of our products in net sales revenue are verified as having low sugar content, and 6% are labelled as 'no sugar added'\*.

We also recognise that pet parents are equally concerned about the health of their dogs and cats, therefore, 100% of our pet food products\*\*\*\* have been formulated without the addition of sugar\*. This reassures pet parents that our products prioritise the wellbeing and nutritional needs of their beloved pets.

We intend to continue expanding our range of low sugar, no sugar added or sugar-free formulations across all our markets in the coming years as part of our ongoing efforts to improve consumers' health.

### Reducing artificial additives for better nutrition

Consumers are growing more discerning and knowledgeable, seeking greater transparency across the entire value chain in order to make highly informed purchase decisions. They are growing increasingly cautious when it comes to products that directly impact their own wellbeing and are seeking a fuller understanding of what the ingredients mentioned in labels actually are, and their benefits. To raise consumers' confidence in the safety of our products, we favour formulations which avoid addition of artificial preservatives, colours, flavours, and sweeteners where possible. In 2024, 94% of our revenue\*\*\*\*\* was generated from products that are free from these artificial ingredients\*.

### Strict compliance with sodium regulations

We strictly follow regulations for infant formula and complementary baby food, ensuring the nutritional composition and safety standards for early childhood development. Sodium is carefully controlled, as infants have specific needs due to immature kidneys. All our products strictly adhere to the local regulations established in our key markets, including EU 2016/127 under the European Food Safety Authority (EFSA) in France and GB regulations in mainland China. We ensure compliance through internal controls and testing, reinforcing our commitment to infant health and product safety.

### Optimal fat composition for health and development

We follow strict regulations for our ANC, BNC, and PNC portfolios regarding fat composition and intake. In our infant milk formula and complementary

foods, fat composition is essential for the brain development of babies. We strictly follow intake recommendations, while focusing on selecting high-quality fat blends, closer to breast milk, such as organic milk cream in Biostime infant formula in France, and include Docosahexaenoic Acid (DHA) to support brain and visual development, as per regulations. For supplements, we ensure that fat sources, such as omega 3 and omega 6 fatty acids, support heart health, cognitive function, and skin vitality. In pet food, fats are crucial for providing energy, promoting healthy skin and coat. We carefully select high-quality fat sources in both categories to ensure they meet specific nutritional needs.

Additionally, all our products adhere to local regulatory standards and undergo rigorous testing to ensure they provide optimal fat content, in line with both safety and health standards.

We are proud to share that over 75% of our global BNC revenue in 2024 is derived from products that are free from added sugar.\*

\* As defined pursuant to relevant local countries' regulatory standards or criteria.

\*\* In accordance with regulations for IMF.

\*\*\* For ANC portfolio, the percentage (%) of 'low sugar' and 'no sugar added' claims are based on VMS category only, not applicable to skincare and personal care categories.

\*\*\*\* Excluding the data for Solid Gold portfolio in mainland China

\*\*\*\*\* Excluding Solid Gold revenue in mainland China and Dodie.

\*\*\*\*\* Excluding Dodie.

#### Our ANC portfolio (in NSR):

65% no artificial colours\*

85% no artificial flavours\*

66% no artificial sweeteners\*

66% no artificial preservatives\*

#### Our BNC portfolio\*\*\*\*\* (in NSR):

98% no artificial colours\*

97% no artificial flavours\*

95% no artificial sweeteners\*

98% no artificial preservatives\*

#### Our PNC portfolio\*\*\*\* (in NSR):

100% no artificial colours\*

100% no artificial flavours\*

99% no artificial sweeteners\*

99% no artificial preservatives\*

# Reducing our Footprint on the Planet

We use resources efficiently and act on climate change to preserve our home planet for future generations.

We aim to achieve economic growth while engaging in sustainable procurement practices and protecting the ecosystems on which we rely for raw ingredients.

We provide consumers with information through standards and labels to ensure traceability and transparency.

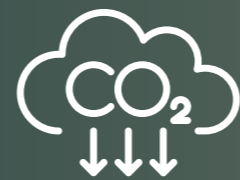
We continuously strive to use resources more efficiently, be mindful of our carbon footprint and make conscious decisions to reduce our emissions.



## 2024 highlights



Our two main factories (mainland China) are certified carbon neutral for Scopes 1 and 2 emissions with the PAS 2060 standards



-4%

GHG emissions reduction Group-wide compared with 2023



-15%

in water use at Guangzhou factory (our most water-intensive site)



-5.7%

reduction in packaging consumption compared with 2023



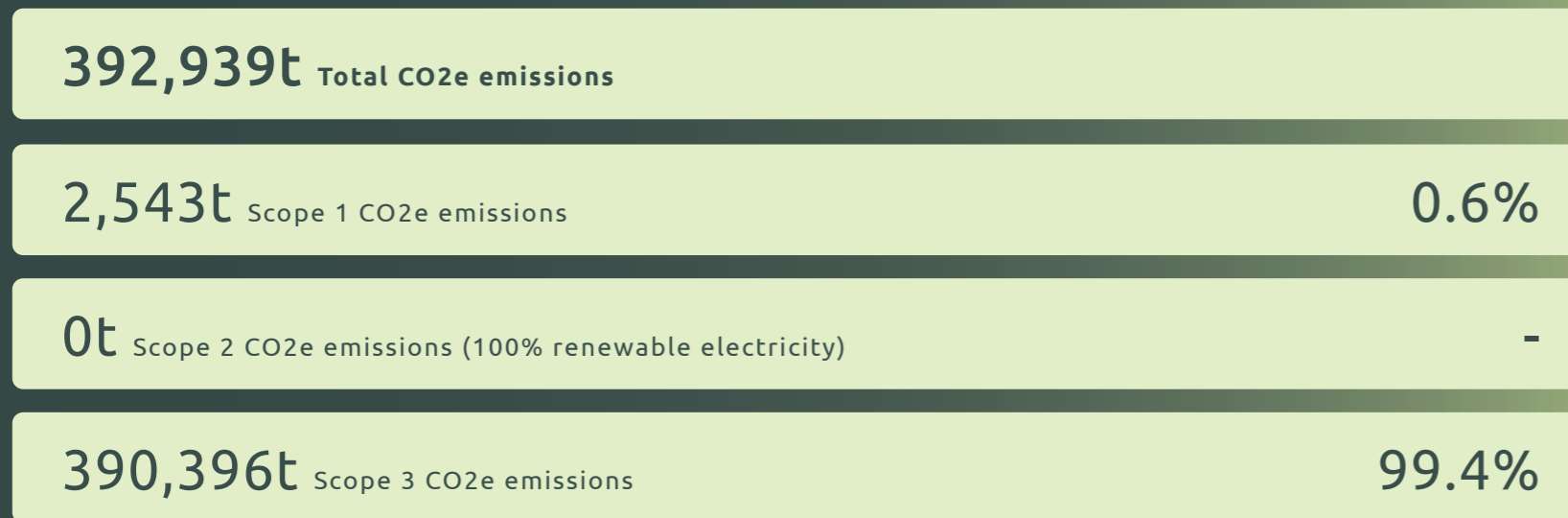
81%

waste directed to recycling, reused or incinerated with energy reuse

## Our climate action

At H&H, we are determined to play our role in the transition to a low-carbon global economy and are dedicated to making a significant impact in the fight against climate change.

### Overview of our emissions breakdown by scope (market-based methodology)



### Overview of our main categories of emissions



The figures presented in this Report are rounded to the nearest whole number which may result in slight deviations in totals. This difference is purely technical and does not undermine the reliability of the data presented in this Report.

## Reforestation industrial wastelands at our supplier Isigny Sainte-Mère

In 2024, we supported our largest dairy partner, Isigny Sainte-Mère, in a reforestation initiative aimed at revitalising industrial wasteland owned by the cooperative. To carry out this project, we worked closely with the Centre National de la Propriété Forestière (CNPF), a French public organisation specialising in sustainable forest management to conduct a field assessment on a selection of plots, allowing us to identify key opportunities for reforestation and biodiversity enhancement. As a result, H&H Group financed the planting of 600 trees on unused industrial land, with tree species carefully selected to adapt to this specific soil conditions. This initiative reflects our commitment to sustainable land management, carbon sequestration, and ecosystem restoration – a commitment we share with Isigny Sainte-Mère.

## Reducing carbon emissions at the farm level

In partnership with Isigny Sainte-Mère, we are supporting dairy farmers within the cooperative by co-financing the installation of milk pre-coolers and heat recovery systems at the same level of financial contribution as Isigny Sainte-Mère. Started in 2024, this programme will fund up to eight projects, with a subsidy of EUR500 per installation, for a total budget of EUR4,000. These systems help lower energy consumption for milk cooling as well as recover heat for water heating in milking facilities, leading to significant energy savings and a reduced carbon footprint for dairy farms.

## Setting ambitious GHG emissions reduction targets

At the end of 2023, we reached a significant milestone in our climate action plan as our greenhouse gas emissions reduction targets were officially approved by the Science-Based Targets initiative (SBTi), reinforcing our commitment to climate action. These SBTi-approved targets ensure that our commitments are aligned with global efforts to limit global warming.

Throughout 2024, we have been actively working on implementing the actions outlined in our climate action plan to achieve these targets.

Our targets focus on three key emissions hotspots to drive meaningful change.



### 01

#### Product emissions (Scope 3)

Our products (raw materials, finished goods, packaging) have a substantial impact on our carbon footprint (representing 78% of our global emissions). By 2027, we strive for 52% of our suppliers, based on spend, covering purchased goods and services, to have science-based targets in place. We actively support our suppliers in setting ambitious and measurable goals aligned with scientific recommendations, fostering a collective effort towards a sustainable supply chain.

#### Working toward our target

Through our strategic supplier engagement programme, we collaborate with a targeted pool of key suppliers to drive meaningful climate action across our value chain. We focus on our largest suppliers as they account for a significant share of our upstream emissions. Based on each supplier's sustainability maturity level, we adapt our technical support – providing more extensive guidance to those at the beginning of their journey while offering targeted assistance to more advanced suppliers. Our goal is for each selected supplier to calculate their carbon footprint and set ambitious yet achievable science-based emissions reduction targets aligned with the latest climate science. Please refer to the 'Supporting Good Governance' section in this Report for more details on our 2024 progress.

Furthermore, we remain a proud supporter of the Pathways to Dairy Net Zero initiative. This collective effort aims to accelerate climate action within the dairy industry and mitigate the environmental impacts of dairy production. Through this movement, we gain access to valuable resources and research updates that aid us in supporting our dairy partners.

### 02

#### Freight emissions (Scope 3)

Transporting our products contributes significantly to our carbon footprint (representing 11% of our global emissions). To mitigate this impact, H&H has committed to reducing Scope 3 GHG emissions from upstream transportation and distribution by 55% per million USD of value added by 2031, relative to our 2022 baseline. This target reflects our efforts to optimise logistics and promote efficient and sustainable transportation practices throughout our value chain.

#### Working toward our target

In 2024, we built upon our progress made in 2023 by leveraging the internal tool we developed to monitor freight-related emissions. This tool has allowed us to track emissions and identify key areas for reduction, such as air freight. To monitor ongoing progress, we introduced a quarterly process to track both emissions and the implementation of our planned reduction actions. We have rolled out a comprehensive freight action plan, focusing on improvements in transportation modes, fleet, routes, load/packaging optimisation, supply chain efficiency, enhanced forecasting capabilities, and the establishment of new warehouses.

Initially, our action plan targeted significant emissions reductions in our primary regions: mainland China and Australia and New Zealand, with a tailored approach to each region's unique challenges. In 2024, we expanded our action plan to include all regions, ensuring a holistic and inclusive strategy for reducing freight-related emissions.

### 03

#### Operational emissions (Scope 1 and 2)

We have committed to reducing absolute Scope 1 greenhouse gas (GHG) emissions by 46.2% by 2031, compared to our 2022 baseline. This target focuses on direct emissions from our operations, including those from our facilities and manufacturing processes.

We are also dedicated to actively sourcing 100% renewable electricity annually through to 2030.

#### Working toward our target

Our China-based factories have successfully renewed their carbon neutral certification for Scope 1 and 2 emissions, marking the second year of compliance with the globally recognised PAS 2060 standard for carbon neutrality. This continued achievement is supported by our ongoing sourcing of renewable electricity, implementation of our emissions reduction roadmap, and offsetting of remaining emissions through high quality credits sourced from projects certified by reputable standards, such as the Gold Standard. These standards ensure that the carbon credits represent real, quantifiable, permanent and additional GHG reductions or removals. It should, however, be noted that H&H does not use offsets to deliver against its SBTi targets.

Additionally, in 2024, we have actively worked on the project of establishing a new packing facility in Australia. This new site, called The Hive, has been designed with advanced environmental measures to enhance energy efficiency, minimise waste, and support sustainable production practices. It features solar panels on the roof and energy-efficient equipment to optimise overall consumption. Scheduled to open in 2025, this new packing facility will enable significant energy savings per unit packed.

## Enhancing our people’s awareness on climate action

In 2024, we continued the training programme we began in 2023 by making the H&H Academy for Change training module mandatory in the onboarding process for all new employees.

The H&H Academy for Change, launched in 2023, is a transformative training platform designed to equip our team members with the knowledge and skills needed to navigate the complexities of climate change and sustainability. Through this programme, our employees gain a deeper understanding of climate action, sustainability principles, and how they can actively contribute to our corporate sustainability goals. Implementing this programme as a mandatory training upon onboarding enhances employees’ knowledge, enabling them to better understand and actively engage with our environmental strategy.

Alongside the launch of the H&H Academy for Change in 2023, we also established the H&H Forest in Sai Thai, Thailand, in partnership with Ecomatcher. This forest, planted with 4,000 trees of five different species, serves as a living symbol of our commitment to sustainability and environmental preservation. As the forest continues to grow, it now sequesters over 168.6 tCO<sub>2</sub>, reinforcing the lasting impact of our efforts.

Each team member who completed the original mandatory training received a unique tree in the H&H Forest, symbolising their role in our collective environmental stewardship.



## Our operations

### Introduction

Most of our sites across the world are corporate offices, with only four being operational sites – namely two facilities in mainland China (in Guangzhou and Changsha) and two facilities in Australia (in Sydney (Farmland) and in Melbourne (Keilor Park, a packing facility)). Our operational sites are the focus of our environmental efforts, as those account for 79% of our environmental footprint across energy, waste and water, with our in-house factories in mainland China representing 77% of this global environmental footprint.

### Compliance with regulations

Each of our sites are in full compliance with all relevant environmental laws and regulations and set operational expectations through their own environmental policies and standard operating procedures (SOPs). Our internal H&H Code of Conduct, which addresses the UN Global Compact Ten Principles, sets global standards for our Group, and defines the guiding principles for our team members’ behaviours, including relating to the environment. In particular, it encourages our team members to consider the impacts on the environment as well as cost when procuring products and services and to be mindful of the environmental implications in such areas as new product development, marketing activation plans, trade marketing,

packaging, and content recycling. We also expect our team members to understand and comply with environmental regulations. We had no incidents of non-compliance relating to environmental law or regulation in 2024.

### Our standards of operation

Our two factories in mainland China are certified with the ISO 14001:2015 standard for environmental management. This certification demonstrates that we are committed to continuous improvement on environmental protection and that our production and operation meet the local government’s management requirements for the factory: clean production, energy conservation and environmental protection.



## Our approach to sustainable energy

### Our renewable electricity strategy

We continue our strategic approach to renewable electricity sourcing through multiple channels: purchasing renewable energy certificates; green tariffs; and on-site production. In line with our SBTi targets, we remain committed to covering 100% of our electricity consumption with renewable electricity annually through 2030.

### Our steps to improve our energy efficiency

In 2024, significant energy optimisation measures were implemented across our operations in mainland China.

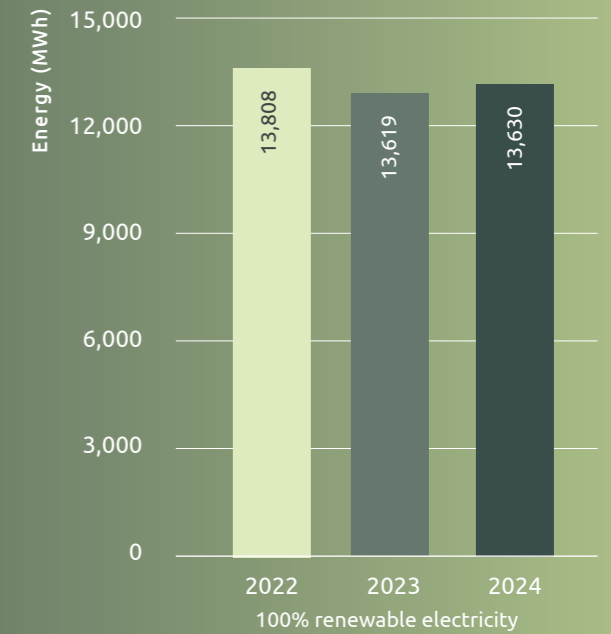
At our Guangzhou factory, we upgraded the cooling water system and water pumps with frequency converters, enabling intelligent adjustments based on real-time temperature and pressure data. This upgrade is expected to deliver meaningful annual electricity savings.

Similarly, at our Changsha factory, we enhanced operational efficiency through optimised start-stop strategies for key equipment including air conditioning refrigeration units, conveying systems, and steam generators. A notable initiative introduced in the second half of 2024 was the 'one-hour equipment shutdown during ozone sterilisation' programme, which is expected to reduce both electricity consumption and natural gas usage.



**20,686 MWh**  
Total energy consumption

Electricity consumption (MWh)



100% of our electricity consumption is covered by electricity from renewable sources.

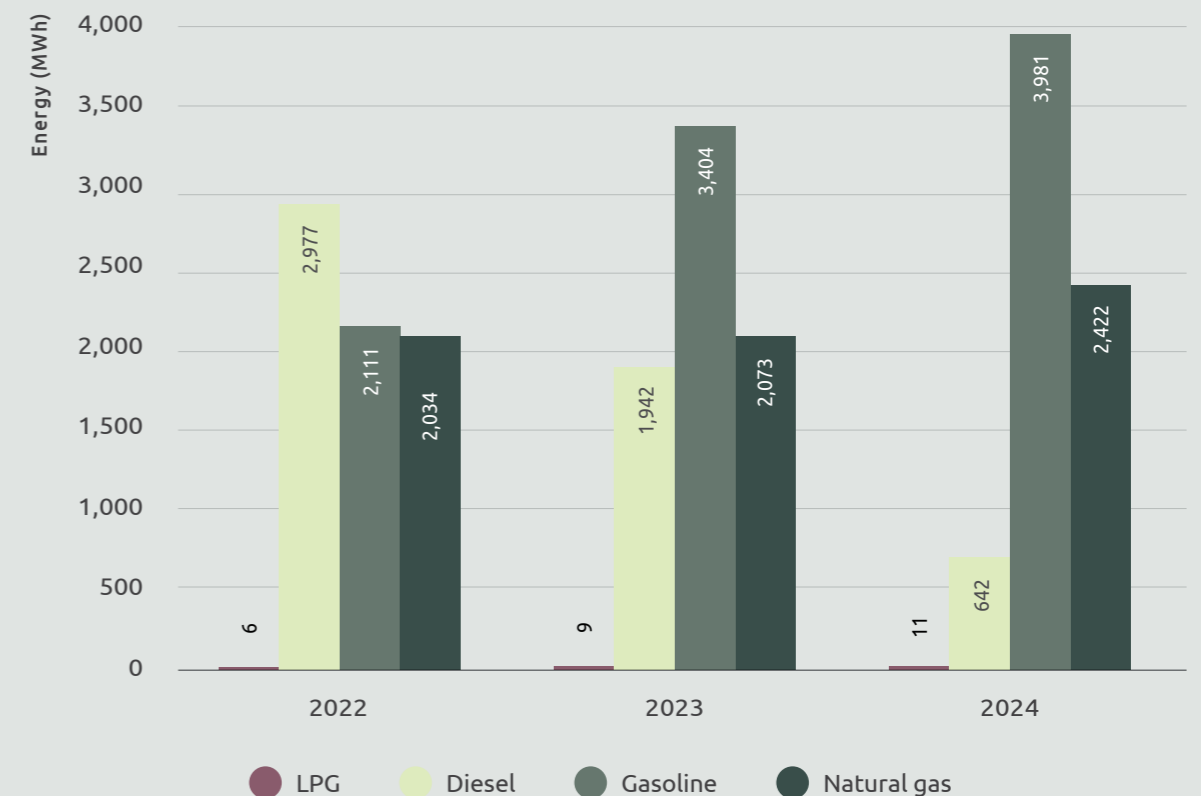
## Second year of verified carbon neutrality for our China factories

Our two in-house factories in China (Guangzhou and Changsha), renewed their PAS 2060 certification for Scope 1 and 2 emissions in March 2025, achieving carbon neutrality for the second consecutive year. Verified by Bureau Veritas, the certification covered 2024 emissions data through audits on GHG management, staff training, and emission reduction practices.

Achievements stemmed from ongoing renewable electricity sourcing, emission reduction actions implementation, and offsetting residual emissions through high quality credits. The factories' carbon neutral status was supported by several key initiatives: ongoing benefits from our rooftop solar panel installations at the Guangzhou factory, 2024 frequency converter upgrade programme for enhanced energy efficiency, and the completion of LED lighting system replacements initiated in 2023. These combined measures continue to drive sustainable operations at both sites.



Direct energy consumption



## Our approach to water stewardship

### Water management

Our water stewardship efforts focus primarily on our operational sites, which represent the most significant portion of our water footprint. Whilst most of our global sites are connected to municipal water systems with limited consumption, our manufacturing and packing facilities account for 89% of the Group’s total water withdrawal.

At our Guangzhou and Changsha factories, water consumption is carefully monitored and managed through our ISO-certified Environmental Management System. Against our target of reducing water withdrawal per unit produced by 10% in 2024 compared to 2021 baseline across our owned manufacturing facilities, we exceeded this objective – achieving a 14% reduction.

Further water conservation achievements in 2024 included a 15% reduction in water usage at our Guangzhou facility through the installation of a concentrated water recycling system that redirects purified water process output to the cooling tower.

Our Changsha factory – situated in the Xiang Jiang basin where water stress is classified as high (40 – 80%)\* – underwent a comprehensive water infrastructure upgrade, including leak detection and repair, optimisation of supply network layout, and deactivation of redundant water lines.

Beyond our manufacturing operations, we promote water conservation awareness amongst all employees across our offices and operational sites. Additionally, we actively engage with our supply chain partners on water management.

Through our Supplier Code of Conduct, we require suppliers to implement and maintain robust water management systems that minimise environmental impact.

### Wastewater management

We recognise the importance of responsible water stewardship and endeavour to ensure effective treatment and management of wastewater across our operations.

By prioritising wastewater treatment, reuse, and proper disposal practices, we strive to minimise our environmental impact, protect water resources, and preserve ecosystem health.

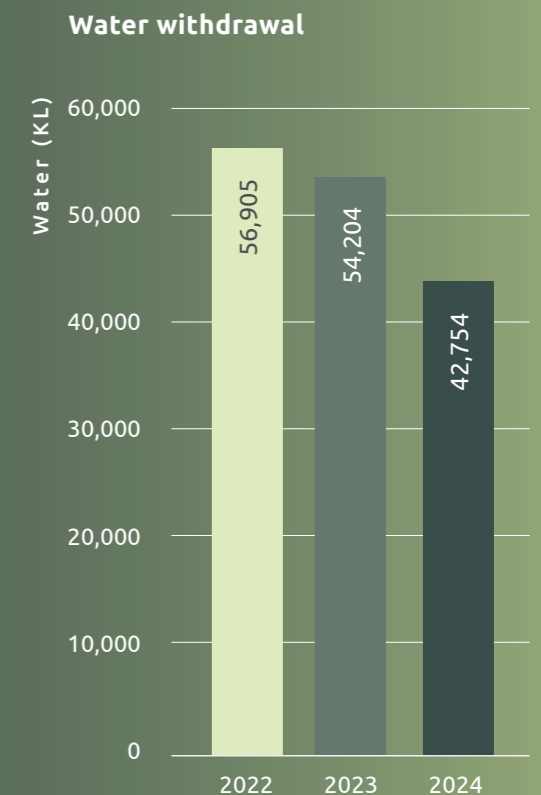
Our in-house factories in China represent 93% of our wastewater. We comply with the relevant local regulations regarding wastewater: for our site in Guangzhou, the Local Standard of Guangdong Province (People’s Republic of China) “Water Pollutant Discharge Limits” (DB44/26-2001) in Guangdong Province; and for our site in Changsha, the Integrated Wastewater Discharge Standard (GB8978-1996).

In 2024, we enhanced environmental safeguards at our Guangzhou and Changsha facilities through comprehensive upgrades to rainwater management systems. The installation of control valves strengthens our ability to prevent potential cross-contamination between wastewater and rainwater discharge networks.

\*Water stress data sourced from the Aqueduct Water Risk Atlas.



**42,754 KL**  
Total water withdrawal



In 2024, we achieved a year-on-year reduction of 15% in our water usage at our most water-intensive facility.

## Water stewardship in action

Our manufacturing facilities demonstrate our commitment to responsible water management through solutions adapted to their specific operations.

At our Guangzhou plant, we achieved significant water conservation milestones in 2024 through technological innovation. The installation of a concentrated water recycling system has enabled a 15% reduction in water use by redirecting purified process water to cooling towers, creating an efficient closed-loop system.

Our Farmland facility exemplifies water-conscious design through its specialised dry-cleaning processes. The facility operates with minimal water usage, requiring water primarily for essential tool maintenance. This approach reflects our ongoing focus on optimising water consumption across our operations while maintaining manufacturing excellence.

## Our approach to waste management

H&H is focused on reducing waste generation and maximising resource recovery across our operations, with particular emphasis on our manufacturing and packing facilities, as well as disposing of this waste in a safe and environmentally responsible manner. We monitor and manage our waste through specified targets whilst working to minimise environmental impacts. In 2024, 81% of our waste was segregated for recycling, reuse, or energy recovery through our waste management programmes.

Our team members are encouraged to make conscious efforts to reduce waste. When waste is generated, we prioritise solutions to recover as much waste as possible. Our facilities have procedures in place that guide team members on efficient resource use and proper waste disposal, including measures to limit paper, food, and water waste. Special streams for reusing waste, composting organic waste, and collecting batteries for proper recycling have been established.

Beyond production, our waste minimisation initiatives extend to stock management practices. We strive to collaborate with waste service providers who prioritise reuse for stockfeed and recycling over landfill disposal. Additionally, we actively seek opportunities to facilitate donations to not-for-profit organisations, effectively preventing unnecessary waste whilst creating a positive community impact.

Through our Supplier Code of Conduct, we engage with our supply chain to manage and reduce waste. Our suppliers are expected to implement and maintain waste management systems or similar processes to measure, manage and minimise adverse environmental impacts. Finally, we remain focused on minimising the impact of product packaging at end of life. During product development, we implement systematic measures to reduce waste at source and improve materials recovery. Please see 'Our Approach to Packaging and Resource Management' for more details on our committed journey to improve packaging sustainability.

### Continuous waste management improvements at our manufacturing facilities

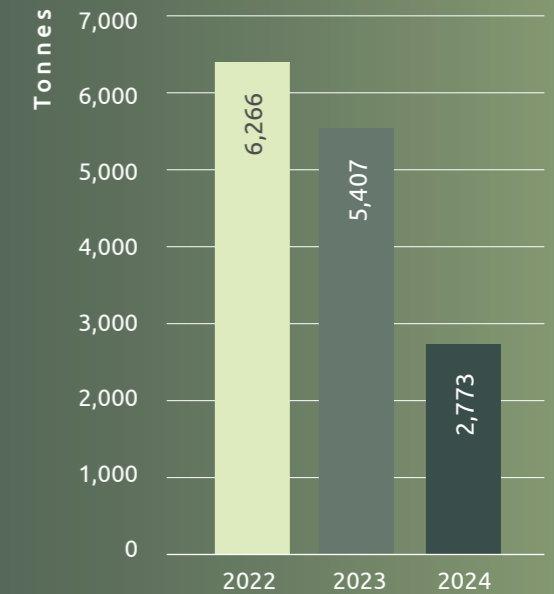
At our Guangzhou facility, we refined our material destruction management system by introducing three new recyclable categories. This systematic approach increased the recovery rate of scrapped materials whilst reducing direct disposal waste. We also established new waste sorting stations and optimised classification processes to enhance recycling efficiency.

At our Farmland facility in Australia, we launched a dual-stream waste management programme in 2024 that combines specialised recycling for packaging with dairy product recovery. This system efficiently manages multiple material streams - including dairy powders, cardboard, recyclable plastics and metals - through documented, traceable protocols, maximising resource recovery while maintaining quality standards.



**2,773t**  
Total waste

Breakdown of waste per year



In 2024, 81% of our waste was segregated for recycling, reuse, or energy recovery.

### Distribution of waste by collection stream (volume, 2024)

**0.2%**  
5.51t incinerated (others)

**1.4%**  
39.55t reused

**9.0%**  
249.78t incinerated with energy reuse

**19.1%**  
529.01t landfill

**70.3%**  
1,949.32t directed to recycling



## Our approach to sustainable packaging and resource management

### Minimising the environmental impact of our packaging

Packaging plays an important role in ensuring the stability of active ingredients in our formulations, particularly in our two largest product categories – supplements and infant milk formula.

We continually aim to identify and implement packaging solutions which are more environmentally friendly yet can still meet the highest quality and safety standards to safeguard the health and

wellbeing of our consumers. We also strive to reduce our use of packaging materials.

Our teams are following the 5Rs Framework in order to enhance the environmental performance of our packaging and embed circularity principles. We also apply our COSI ('Cost Out – Sustainability In') ethos to our 5Rs Framework and use our "5Rs packaging guiding principles for COSI projects" (please refer to our 2022 Sustainability Report for a description of those guiding principles) in our innovation process.

5Rs Framework	Description	Our focus and progress in 2024
<b>Reduce</b>	Cut down on the amount of material to minimise environmental impact for both primary and secondary product packaging and other logistical packaging where possible.	<ul style="list-style-type: none"> <li>Transition to smaller vials.</li> <li>Eliminate desiccants.</li> <li>Remove unnecessary secondary and tertiary packaging components.</li> </ul>
<b>Renew</b>	Integrate and optimise the proportion of renewable materials in packaging.	<ul style="list-style-type: none"> <li>Rely on recycled and recyclable paper-packaging.</li> </ul>
<b>Recycle</b>	Optimise the use of recycled materials to improve recyclability and reduce the amount of virgin materials Created.	<ul style="list-style-type: none"> <li>Transition to mono-material plastics or recyclable-ready plastics.</li> <li>Integrate recycled content where technically feasible and in compliance with food safety standards and local regulations.</li> </ul>
<b>Reuse</b>	Extend the life of packaging and encourage opportunity for consumers to reuse.	
<b>Regenerate</b>	Improve the ability of packaging to be reutilised and minimise carbon footprint across supply chain.	

We have been part of the Ellen MacArthur Foundation community since 2022.



We continually aim to identify and implement packaging solutions which are more environmentally friendly yet can still meet the highest quality and safety standards to safeguard the health and wellbeing of our consumers.

## Our packaging progress

In 2024, we used 12,765 metric tonnes of packaging materials (primary packaging), including 4,623 tonnes of plastics. As of 31 December, 2024, we achieved a 5.7% reduction in total packaging compared to 2023, resulting in a 725-tonne decrease, primarily driven by our lightweighting and packaging redesign efforts, as well as business shifts influenced by demographic factors.

### Actively pursuing recyclable, compostable or biodegradable packaging solutions

Our packaging recyclability rate remained quite stable, from 95% in 2023 to 94% in 2024. This minor decrease is mainly attributed to a decline in sales of our recyclable infant formula metal cans, influenced by demographic factors such as lower birth rates. Additionally, the expansion of our PNC business, a key pillar of our strategic growth, has led to an increased use of less recyclable packaging as currently only 85% of Zesty Paws packaging is recyclable. In response, we launched a recyclable-ready pouch in the US, with 20 stock keeping units (SKUs) already transitioned to this format. A significant challenge lies in our Biostime probiotics range, which uses a non-recyclable, triple-layered foil packaging designed to preserve the stability of probiotic strains. While we are actively researching alternative materials, our latest stability tests conducted in 2024 revealed that potential substitutes lack the necessary oxygen and moisture barrier properties, jeopardising product stability during shelf life. Finding a sustainable yet functional packaging solution remains a top priority and we are collaborating with suppliers to develop recyclable packaging materials without compromising product quality and integrity.

### Advancing circularity by incorporating more recycled materials in our packaging

In 2024, post-consumer recycled (PCR) content accounted for 12% of our total packaging volume. While the metal packaging used for our IMF range already contains significant PCR content (58% recycled steel and 36% recycled aluminum), we have implemented a dedicated action plan with annual targets over the next three years to increase PCR content in plastics and cardboard, which represented 61% of our

total packaging volume in 2024 and offers significant potential for improvement.

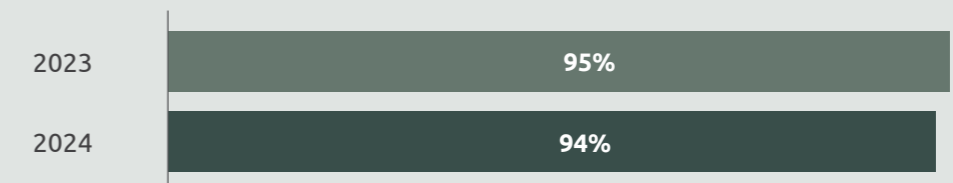
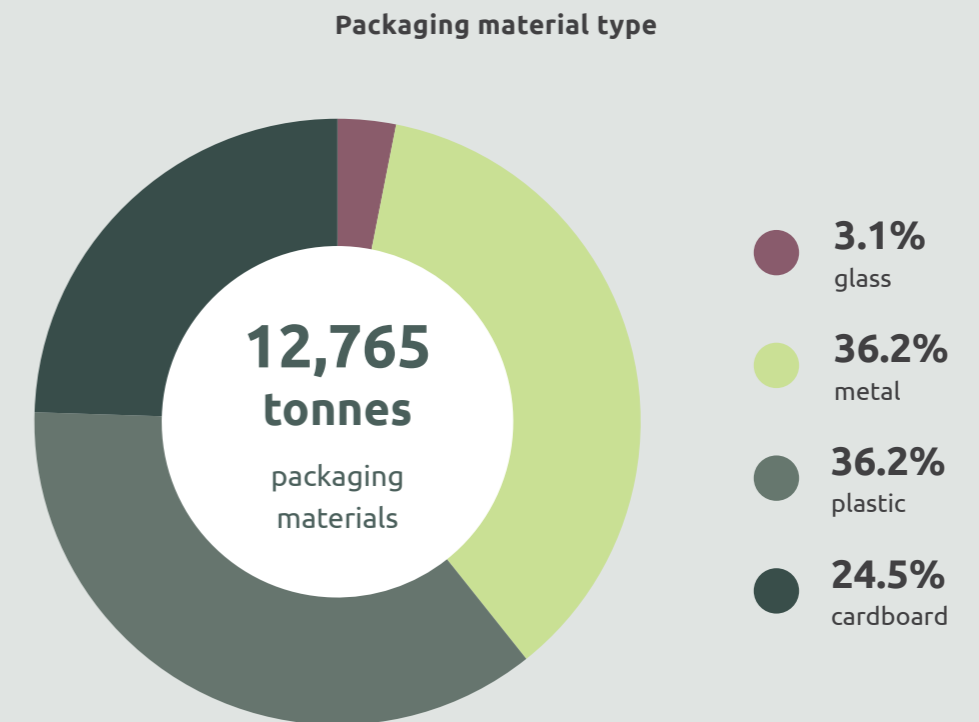
Despite challenges related to PCR material supply and strict food safety regulations, we remain committed to integrating more recycled content into our packaging wherever local regulations permit while reducing the use of virgin plastics and pulp. In 2024, we achieved 1.96% PCR content in plastics and cardboard through the following initiatives.

- Swisse Ultivites in Australia: caps now contain 50% PCR.
- Swisse Gummies in Australia: vials made from 100% recycled PET (rPET).
- Biostime Probiotics in mainland China: cardboard boxes with 87% recycled fibres.
- Dodie: soothers' packaging with 90% recycled fibre and 70% rPET, bottles' packaging with 70% recycled fibre.
- Good Goût Biscuits and Infant Cereals: cardboard boxes with 80% recycled fibres.

With these achievements, we are progressing steadily toward our 2025 goal of reaching 2.5% PCR content in plastics and cardboard packaging Group-wide.

### Sourcing sustainable renewable packaging

To further reduce our environmental impact and eliminate deforestation from our supply chain, we prioritise responsibly sourced virgin materials. When recycled content is unavailable, we ensure that our paper and cardboard come from responsibly managed sources certified by internationally recognised sustainability standards, including the Forest Stewardship Council (FSC), Programme for the Endorsement of Forest Certification (PEFC), and Sustainable Forestry Initiative (SFI) – as described in our No Deforestation Policy launched in 2024.



Percentage of packaging materials that are recyclable, biodegradable or compostable (by packaging weight)

In 2024, we achieved a 5.7% reduction in total packaging compared to 2023, resulting in a 725-tonne decrease.



**725 tonnes**  
of reduction in packaging consumption

**12%**  
of recycled content

### Optimising our packaging formats

Lightweighting, reducing virgin plastic use, and eliminating unnecessary components are central to our sustainable sustainability strategy. In 2024, we reduced 'headspace' in our Swisse vials in Australia and New Zealand, achieving a 26% reduction in plastic per unit. We also introduced a lighter 12oz jar for Zesty Paws and replaced the plastic shrink band with a tamper-evident neck, reducing plastic by 7g per jar and preventing 12,192 pounds of plastic waste from reaching landfills while also lowering GHG emissions across our supply chain.

As part of our commitment to sustainable packaging, we prioritise Life Cycle Assessments (LCAs) to evaluate and mitigate environmental impacts. In 2024, we conducted an LCA with an independent environmental consulting firm to assess three packaging types – glass, plastic and paper-based – for our Swisse supplements range in Australia and New Zealand – assessing their global warming potential, water consumption, mineral resource use and fossil fuel dependency. The analysis followed the ISO 14040 standard and considered environmental impacts across all life cycle phases in a 'cradle-to-grave' assessment.

The findings revealed that increasing recycled content in plastics and glass containers significantly improves

sustainability performance. These insights play a crucial role in shaping our packaging choices for future product development. By integrating LCAs, optimising design, and sourcing sustainable materials, we remain committed to minimising our packaging footprint while maintaining product efficacy, safety, and consumer convenience.

Moving forward, our packaging strategy will focus on:

- increasing the use of renewable or recycled materials whenever possible
- designing packaging for material recovery, litter minimisation, consumer accessibility, and transportation efficiency
- ensuring strict safety standards for all materials used
- reducing packaging waste and inefficiencies in manufacturing
- upholding high product quality and safety standards.

By adhering to these principles, we strive to develop packaging solutions that strike the optimal balance between environmental responsibility and product quality.

### Unveiling recycle-ready packaging for Zesty Paws in North America

As part of our 2024 commitments to sustainable packaging, we have introduced a recycle-ready pouch made from mono-material (mono-PE) for our Zesty Paws range in North America. This new pouch replaces the previous non-recyclable version, ensuring its recyclability within existing recycling streams while maintaining the same high-quality standards for our products. The switch began at the end of 2024, with 20 products already produced and delivered.

To prevent unnecessary scrapping, we are rolling out this transition gradually, range by range. The transition will continue into 2025.

To further support this launch, we have collaborated with How2Recycle, a standardised labeling system that helps consumers understand how to properly recycle packaging. We have printed recycling instructions directly on-pack to guide responsible disposal and have also reinforced this message through consumer communication on social media. This initiative underscores our commitment to improving recyclability across our product portfolio.



### Educating on recycling with Swisse in China

Swisse launched its 'No bottles left behind' campaign for its second consecutive year, reinforcing its commitment to reducing plastic pollution. The initiative encourages bottle recycling to help protect the Earth's biodiversity and support the UN Sustainable Development Goals. Swisse's campaign reflects its leadership in environmental responsibility. The campaign has already reached 190 million online impressions.



## Climate-related risks and opportunities

Assessing the climate-related risks and opportunities of a company is crucial for combating climate change, supporting the transition to a low-carbon economy and ensuring its resiliency to both those changes. Recognising this, we completed in 2022 a comprehensive mapping of potential impacts of climate-related risks and opportunities on our Group's business.

We followed the recommendations of the Taskforce on Climate-related Financial Disclosure (TCFD), a voluntary reporting framework for companies

to consistently report climate risk to investors. The process for identifying the potential climate-related risks and opportunities has been elaborated considering the specificities of climate-related risks and opportunities, integrating external scenarios from recognised institutional sources and consultation with internal stakeholders. Please refer to Appendix 6 for more details.

### We assessed the following risks:

	Risks description	Timeframe	Potential impact
<b>Physical risks</b>	<b>Extreme heat events and heatwaves</b>	Medium term	<ul style="list-style-type: none"> <li>Sourcing of milk hindered as heat stress is known to negatively impact the quantity and quality of milk production.</li> <li>Increased operating costs due to increased air conditioning needs to maintain workers' wellbeing and productivity, as well as products integrity.</li> </ul>
	<b>Agricultural and ecological droughts</b>	Medium term	<ul style="list-style-type: none"> <li>Increased price or shortage of raw material ingredients due to negative impacts on crop yield.</li> </ul>
	<b>Heavy precipitations and pluvial floods</b>	Short term	<ul style="list-style-type: none"> <li>Disruptions of the logistics activities, increasing the delivery time of products to our clients, and increasing transportation costs.</li> <li>Storage infrastructures damaged, with potential impacts on the integrity of products.</li> </ul>
	<b>Wildfires</b>	Short to medium term	<ul style="list-style-type: none"> <li>Impacts on operated infrastructures and logistics flows.</li> </ul>

	Risks description	Timeframe	Potential impact
<b>Transition risks</b>	<b>Carbon pricing policies</b>	Key sectors already covered in Europe, China and in some areas of the United States  Extension in short to medium term	<ul style="list-style-type: none"> <li>Increased costs of: energy intensive raw materials (aluminium and chemicals); transformation and manufacturing processes; and transportation and logistics.</li> </ul>
	<b>Regulations targeting specific practices</b>	Medium term	<ul style="list-style-type: none"> <li>Development of requirements to reduce the use of plastic and favouring the reduction of packaging.</li> <li>Increased operating costs to adapt our practices.</li> </ul>
	<b>Shift in customer preferences</b>	Short term	<ul style="list-style-type: none"> <li>Decreased demand of products that have a particularly negative impact on climate change.</li> </ul>
	<b>Reputational challenges</b>	Emerging trends identified  Mainstreaming in a longer term	<ul style="list-style-type: none"> <li>Stigmatisation of products that have a particularly negative impact on climate change.</li> </ul>

**Physical risks** are defined as risks which arise from the chronic evolution of climatic regimes as well as from the increased frequency and intensity of climate hazards and extreme events.

**Transition risks** are defined as risks which arise from the rapid implementation of GHG mitigation measures that are necessary to transition to a low-carbon economy and society.



The pressure stemming from climate risk also creates significant opportunities for H&H to align our strategies with the direction of climate change. We identified several opportunities – summarised below – that can lead to future cost reductions and to higher performance.

- **The development of new low-carbon products** represents an opportunity to ensure new revenue lines and position the Group's brands as front-runner in the eye of the consumer.
- **The use of more efficient transportation and distribution** could contribute to reducing transportation costs in the context of potentially higher fuel prices. Our engagement with the SBTi to reduce emissions associated with product freight aligns with this opportunity.
- **The use of more efficient and lower carbon production processes** is assessed to play a key role in mitigating energy and carbon pricing costs, leading to an increased competitive advantage in the short term. The carbon neutral certification of our in-house manufacturing facilities in mainland China is a significant step in this direction. Furthermore, the engagement of our suppliers on the improvement of their energy efficiency and for their renewable energy sourcing could play a role in harnessing this opportunity.
- **The use of financial incentives** is an opportunity that we have already been harnessing in the form of our sustainability-linked loan.

Following the mapping of our climate-related risks and opportunities, we initiated an in-depth analysis of the resilience of our activities regarding one of the material climate-related risks identified: the potential impacts of carbon pricing policies on various segments of our value chain. For the purpose of this climate scenario analysis, we have focused on two scenarios: (i) a business-as-usual scenario, where the carbon pricing mechanisms remain relatively similar to what is already in place as of today; and (ii) a steep decarbonisation scenario, where carbon pricing mechanisms are rapidly mainstreamed around the globe at significant price levels, driving a rapid decrease of GHG emissions.

This analysis will inform our climate strategy, both with respect to our direct operations and in collaboration with stakeholders across our value chain.

In 2023, we provided specialised training on climate risks and opportunities to our Board members, as well as our Finance and Supply Chain teams, equipping them with the necessary knowledge to navigate the evolving sustainability landscape. To maintain a high level of awareness and expertise, our Board members and Finance and Supply Chain teams will continue to receive such training every two years.

The ambition of our Group's climate strategy is a key lever to manage the identified risks and maintain a competitive advantage in our sector.

## Our approach to biodiversity conservation

At H&H, we know how much we owe to our natural capital, and we are working to reduce the impact of our supply chain (especially regarding raw material production) on land, soil, and biodiversity, particularly where ingredients are scarce, drawn from vulnerable ecosystems and/or ecosystems which support endangered species. Biodiversity is one of the hotspots identified in our Raw Material Sourcing Policy.

### Opting for organic certification

We place a strong emphasis on supporting sustainable agriculture practices, or even better, regenerative ones, for our products sourced from farmlands and grasslands. We strive to ensure a long-term, high-quality supply by exploring ways to incorporate these practices into our supply chain. One important approach we take is to encourage the use of organic certification for our ingredients and formulations.

By opting for organic certification, we can verify that we are not damaging the soil or water quality and avoiding the use of harmful fertilisers in our supply chain. Our commitment to offering organic products, which are grown without synthetic pesticides or fertilisers, not only promotes the wellbeing of our children but also contributes to the overall health of our planet.

40% of the total global portfolio (in number of SKUs) under the BNC segment are organic.

In France, 92%\* of our infant milk formula (IMF) and over 98%\*\* of our Good Goût sales come from products carrying the organic certification: Agriculture Biologique certified by third parties such as Ecocert FR-BIO-01 and Bureau

Veritas SAS FR-BIO-10 respectively. Combining the power of nature and science, Biostime offers in France a range of certified organic infant milks without palm oil.

We are witnessing the popularity of organically farmed products with our consumers. In France, the Biostime brand has retained its No.1 position in the organic IMF and goat milk market categories in French pharmacies\*\*\*. Good Goût is the leader in the organic biscuits market and in the organic baby fruit purees in France\*\*\*\*.

\* Biostime and Good Goût IMF net sales revenues in France, 2024

\*\*The two Good Goût products that are not organic are made with fish certified by the Marine Stewardship Council (MSC) for its sustainable fishing.

\*\*\* GERS, MAT 31 December 2024

\*\*\*\* Data IRI, HMSM+DRIVE, Sales Value MAT December 2024



### Supporting biodiversity initiatives from our partners

In 2022, we partnered with Isigny Sainte-Mère Cooperative, our long-term and largest strategic dairy supply partner, to support cooperative members in developing action plans for hedgerow restoration and renewal.

As part of this initiative, EUR3 is donated for every metre of hedgerows planted to encourage sustainable land management. This partnership continued into 2024, with the launch of 28 new hedgerow projects, representing 14.3km of planted hedgerows. These densely planted rows of trees and shrubs play a crucial role in preventing soil erosion, enhancing biodiversity, and protecting crops and livestock from wind and heat.

Hedgerows provide multiple benefits:

- biological and ecological through the maintenance of fauna and flora
- agronomic by playing an anti-erosion and windbreak role
- hydraulic by its filtering and regulating function of surface water
- landscape by partitioning and diversifying spaces
- economical for the production of wood or fruit.

Each member of the Isigny Sainte-Mère participating in hedgerow restoration receives financial support from both the cooperative and H&H Group, in addition to existing public subsidies available in the Normandy region. To qualify, cooperative members must first have their funding applications validated by local authorities.

This initiative will continue into 2025, with an annual budget of EUR30,000, supporting the planting of an additional 10km of hedgerows, further reinforcing our shared commitment to sustainable agriculture and biodiversity preservation.

Additionally, in 2024, we also funded a reforestation project on industrial waste sites owned by Isigny Sainte-Mère, as described in the 'Our climate action' section of this Report. This initiative contribute significantly to biodiversity by restoring natural habitats, increasing tree species diversity, and providing shelter and food sources for local wildlife. Reforestation also plays a crucial role in improving soil quality, regulating water cycles, and enhancing ecosystem resilience.

These projects reflect our strong commitment to sustainable land management, carbon sequestration, and ecosystem restoration - a commitment we share with our partner, Isigny Sainte-Mère.



### Paving the way for sustainable farming: Good Goût's Good Farming project in Southern France

In 2024, H&H Group launched a pioneering and innovative project with its brand Good Goût in France – the Good Farming project. This ambitious initiative is dedicated to supporting the farmers who grow the organic Williams pears and Gala apples featured in many of the brand's recipes, which have been key to its success over the years. The initiative aims to guide these farmers in transitioning to regenerative farming through:

- financial support to ensure sustainable progress
- expert-led training to promote alternative farming methods
- collaboration and knowledge-sharing across the entire production chain to drive continuous improvement.

The primary objectives of the Good Farming project are not only to foster regenerative agriculture but also to promote high-quality, uniquely flavoured ingredients, ensure transparency and traceability throughout the production process, and raise consumer awareness about the importance of practices that safeguard the environment.

Funded over a three-year period, Good Goût launched this project end of 2024 by hosting a training programme focused on regenerative agriculture and conducting an analysis of soil samples taken from pear orchards in Avignon, in southern France, yielding initial insights. This exciting initiative is set to continue making strides, with even more developments anticipated in 2025.



# Honouring Human Rights and Fairness

We protect human rights as the foundation of health and happiness.

We work to ensure that individuals touched by our business are granted basic rights and fundamental freedoms to which all humans are entitled.

We respect and enhance human life in our workplaces.

We give back to people in the communities in which we operate to promote healthy living and wellbeing for all ages through the pillars of Nutrition, Movement and Mind.

We put in place formal and informal structures to reduce inequalities and eliminate discrimination.

5 GENDER EQUALITY



8 DECENT WORK AND ECONOMIC GROWTH



17 PARTNERSHIPS FOR THE GOALS



## 2024 highlights



62%

of management positions held by women



China receives Great Place to Work® certification for the first year

Five Great Place to Work® certifications renewed



H&H Australia named a 2024 – 2025 Inclusive Employer by Diversity Council Australia (DCA)



Australia achieved 4th place on Australia's Best Place to Work® list for 2024



9,500+

hours of volunteering by our team members during our World Community Day



100%

of our Executive Committee members, including the Chairman, have received DE&I training

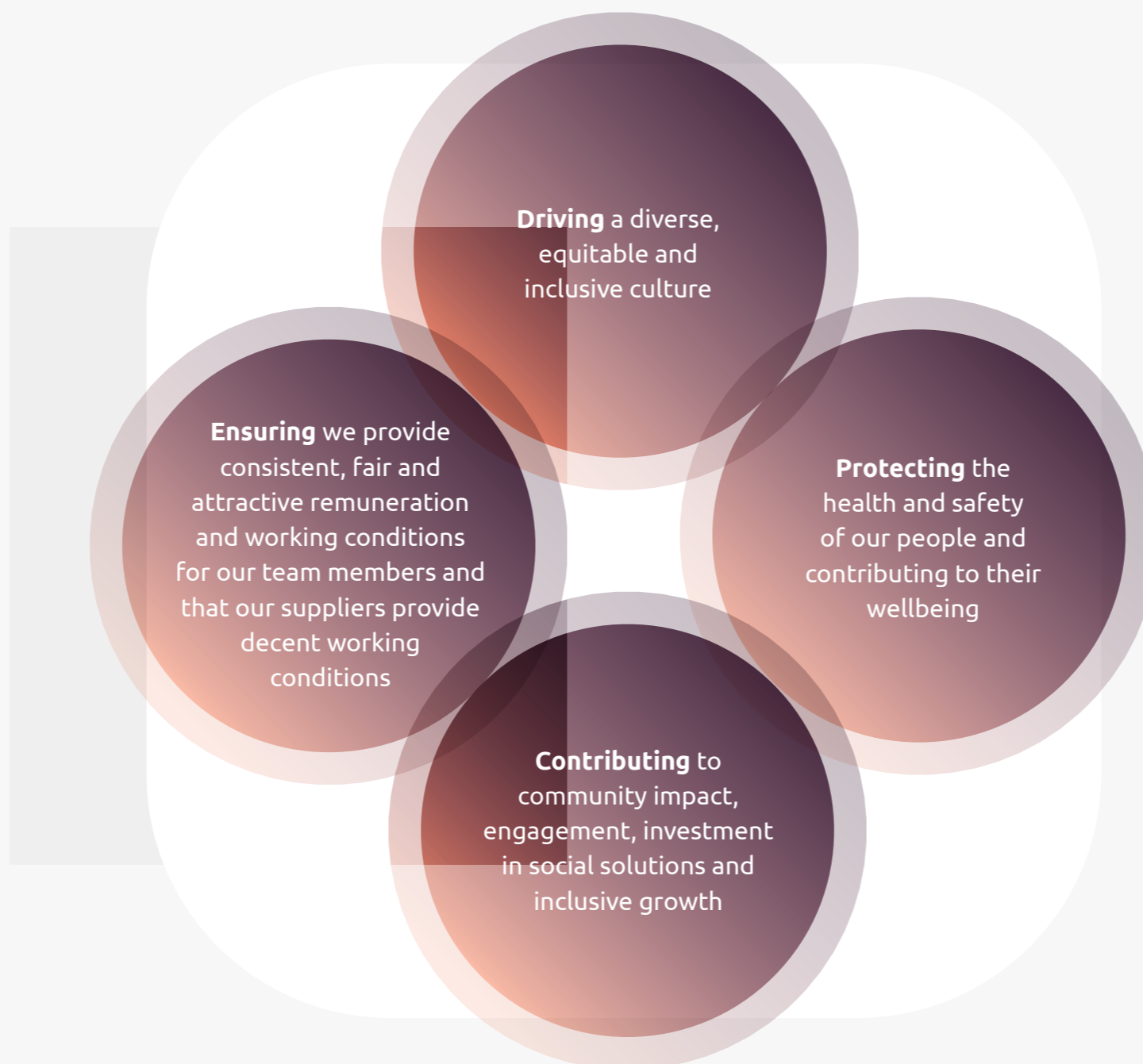
## Our philosophy of Health and Happiness

Our philosophy of Health and Happiness begins with the people touched by our business – extending beyond our team members employed by the entities within the Group, to the people within our supply chain and our communities. We recognise our people as one of our greatest assets and protect their basic human rights as the foundation of health and happiness.

In 2020 we launched our H&H Code of Conduct across all markets. The H&H Code of Conduct sets out our global standards which are supported by our values, driven by our behaviours and followed by our team members. Having a collective Code of Conduct unites us as One Big Team and helps to ensure cultural consistency across all our regions, with localised information laid out in regional employee handbooks and contracts.

Our People and Culture teams across the business units manage employee working conditions, remuneration and wellbeing as well as compliance with relevant regulations. They are committed to promoting diversity, inclusiveness, fair recruitment, employee retention and development.

At H&H, Honouring Human Rights and Fairness includes but is not limited to:



## Our people

### External awards and accreditations

We continuously strive to elevate the experience and positive impact we can have on our people. These prestigious awards and certifications give us a benchmark of what exceptional looks like.

- Certified Great Place To Work 2024 (North America)
- Certified Great Place To Work 2024 (Australia and New Zealand)
- Certified Great Place To Work 2024 (UK)
- Certified Great Place To Work 2024 (Italy)
- Certified Great Place To Work 2024 (France)
- Certified Great Place To Work 2024 (mainland China)
- 4th place on Australia's Best Workplaces 2024 (Australia)
- 2024–2025 Inclusive Employer by Diversity Council Australia – Inclusive Employer Index (Australia)
- 2024 Annual Organizational Leadership Development Achievement Award by FranklinCovey (mainland China)
- 2024 Outstanding Enterprises in Human Resource Digital Transformation by Beisan (mainland China)
- 2024 Excellent Digital Learning Operation Award by Times Bright CreSuccess (mainland China)
- 2024 Employer Branding Exemplary Award (China Human Resources Venus Award) by (DayeeYonYou) and HR SPACE
- 2024 Most Influential Employer Award by e-commerce website Mr. Offer (mainland China)
- 2024 Annual Extraordinary Employer Award by Tongdao Liepin Group (mainland China)
- 2024 Super Employer Award by Yi Zhanchi (mainland China)

### Working conditions and additional benefits

All our team members are of an appropriate age; all work is conducted on a voluntary basis and working hours are reasonable to the standards set by local regulatory bodies and clearly stated in employment agreements.

We offer many additional health and wellbeing benefits to our team members across the regions, including team fitness classes, gym allowances, vaccinations, healthy team lunches

and guided meditations. Our regional People and Culture teams determine the best health-related benefits in each location.

We also offer life insurance, parental leave, retirement provision, health care and disability and invalidity coverage, all helping to keep our team members healthy, happy and financially secure.

### Treating everyone fairly, with dignity and respect

As provided for in our Internal Code of Conduct, we take our employment obligations seriously, and are committed to honouring human rights, providing equal opportunities, safe working environments and treating everyone fairly.

As demonstrated by our active involvement in the UN Global Compact and reiterated in our recent Human Rights Policy Statement, we strongly support the eradication of forced and compulsory labour, the effective elimination of child labour, and the promotion of equal employment opportunities without discrimination. Our key interests are harmony and mutually beneficial resolution and, therefore, we handle disputes

according to the relevant laws and regulations. We are committed to upholding these fair work practices and ensuring that everyone from our People to external business partners are treated with integrity and respect.

At a minimum we respect and adhere to the Universal Declaration of Human Rights and understand the risk of causing or contributing to human rights abuses. Our mission is about people, and that means we go beyond just the minimum requirements. We strive to enhance people's livelihoods throughout our entire business operations.

We take our employment obligations seriously, and are committed to honouring human rights, providing equal opportunities, safe working environments and treating everyone fairly.

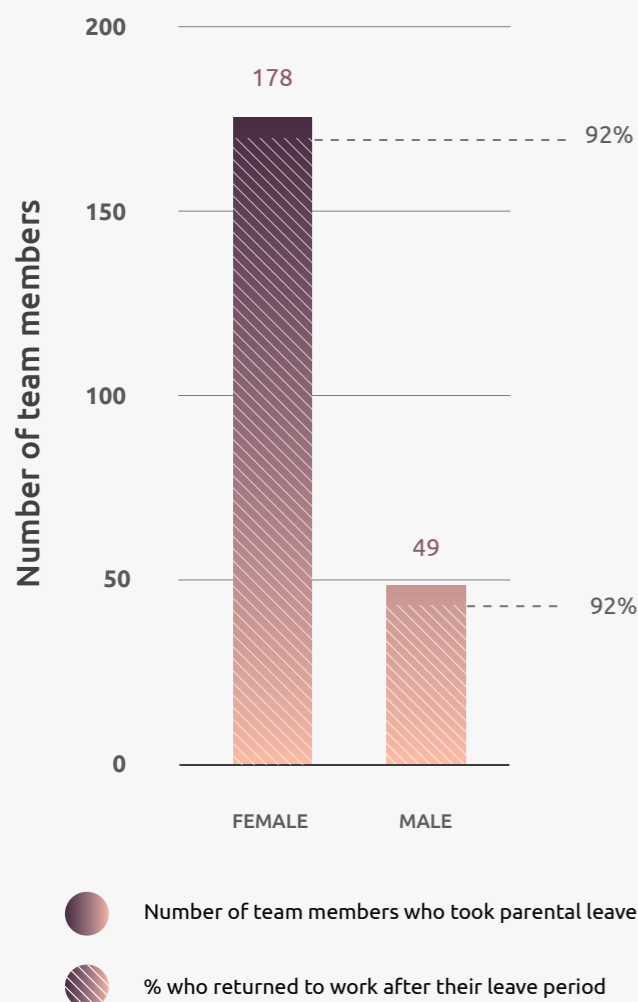


## Parental leave

We report on parental leave and return to work rates as a means of measuring how we are supporting employees as they grow their families.

Given we are in the business of inspiring wellness at every life stage and have a special focus on baby nutrition and care, we think it is particularly important that we ‘walk the talk’ and give the mums and dads in our teams the chance to take time off work and return to their jobs without impacting their career progression.

All team members are entitled to parental leave at or beyond statutory requirements, although the eligibility criteria and amount available varies from region to region (please refer to Appendix 1 for more details).



We go beyond regulatory requirements in three of our five regions – Australia and New Zealand, Europe/United Kingdom, and North America – in providing additional paid leave or financial support. We also see this as a way of supporting gender equality across our operations. In addition, we offer flexibility for parents or guardians who require urgent care for their children by allowing them to work from home or adopt flexible hours.

Our Global Parental Leave Statement conveys H&H Group’s stance on parental leave and our support for team members planning to take either primary or secondary parental leave. As the Group operates at an international level, team members refer to their local policies for guidance as it may vary from region to region.

## Flexible and adaptable working models

We strive to support our team members in achieving a healthy work-life balance and to offer an adaptable working structure, whereby everyone can perform at their best.

Flexible working arrangements and a hybrid working model vary depending on the region. For instance, in the UK, we offer flexible working hours with team members required to work during the core hours but allowing them to choose their own hours outside of this. The flexible working policy offered to our team members in North America accommodates remote work for the majority of the team, with those based in Orlando attending the office three days a week. Additionally, senior leadership and commercial directors meet in person in Orlando for a week every month. Since 1 June, 2024, our Smart Working Policy (allowing one day of working from home per week) has been implemented in Hong Kong SAR and Singapore.

## Financial security

Our benchmark for remuneration is often set far above the minimum requirements.

We ensure that every team member is paid a fair wage. We monitor market rates in all regions utilising our banding structure to ensure we are providing attractive benefits for team members at varying stages in their career or levels of management. We incentivise and reward our team members with industry benchmarked salaries and bonuses for meeting or exceeding goals and targets.

Salaries are reviewed at least once per annum, with consideration given to the competitive market rate and the individual’s role, responsibilities and performance. Salary increases are then calibrated amongst senior managers to ensure a fair and equitable process and assessment against our AID Talent framework (see the Training and Talent Development section below).

In 2024, all the team members in France were covered by collective bargaining agreements. In China, 89.4% of our team members were covered by unions (however, not specifically collective bargaining arrangements). We did not employ team members under collective bargaining arrangements in any other regions.

## Annual total compensation ratio

In 2024, the highest-paid individual in the Group saw a 5% increase in their compensation. Meanwhile, the median annual compensation for other team members (excluding the highest-paid individual) increased by 9%. The ratio between the highest-paid individual and the median compensation was 33:1 (compared to 34:1 in 2023).

*For the calculation of the annual total compensation ratios, the annual base compensation (excluding long term incentive plans) of all the employees in service on 31 December (excluding part-time, intern and outsourced staff) was considered.*

## A paw-ternity leave for our US team members

As a company in the pet health segment, we know that pets are an extension of the family.

We therefore offer paw-ternity leave for our team members in the US who have worked for H&H for at least 90 days, and who own a cat(s) or dog(s). This entitles them to one day (eight hours) of paid time off for a confidential veterinary visit, and an additional day of paid time off (total of two Paw-ternity days per year or 16 hours) for the purpose of the rescue/adoption of a new pet(s).



## Diversity, Equity and Inclusion

Driving a diverse, equitable and inclusive (DE&I) culture has always been important, but has become a more pivotal focus for H&H Group in recent years and integral to our sustainability strategy.

Our aim is to promote and support the representation and participation of different groups of individuals across the full breadth of diversity. In doing so, we acknowledge and seek to address the structural inequities that create disadvantage, whilst creating an environment whereby all team members feel they can bring their authentic self to work and, as a result, feel a sense of belonging within our Group. We recognise that a strategic focus on DE&I enables our team members and Group to perform better and compete in the interest of advancing health and happiness.

We see supporting DE&I as a key enabler for driving innovation and value because it enables us to solve problems more creatively, which in turn leads to better health outcomes and promotes a better quality of life for all within our community.

Our Global DE&I Statement published in 2022 defines our commitment to cultivating a workplace culture and experience that embraces DE&I, whereby everyone is treated with dignity and respect.

We are fortunate our One Big Team offers a vast range of talents, backgrounds and insights. It is the driving force behind our innovation, collaboration and creativity.

In 2024, we received one report of discrimination, involving gender-based violence and harassment (GBVH) within our business. We acknowledge the seriousness of this matter and are deeply disappointed that it occurred. The incident was addressed with the utmost urgency and appropriate action was taken. To reinforce our commitment to a safe and inclusive workplace, we have further strengthened our mandatory education for all team members within the region that the incident occurred.

## Since 2022, we have been a proud signatory of the UN Women’s Empowerment Principles (WEPs).

This set of seven principles guides businesses on how to promote gender equality and women’s empowerment in the workplace, marketplace, and community. The WEPs were jointly established by the UN Global Compact and UN Women.

## Promoting gender equality in our compensation system

In 2024, we calculated our average global gender pay gap and can report that, across the Group\*, we currently have a weighted average gender pay gap of -3.53% in favour of women when considering total remuneration, including bonuses. This figure underscores our strong commitment to promoting gender equality and fairness throughout our workforce.

While our average global gender pay gap is in favour of women, we recognise that there is still progress to be made. We acknowledge the existence of regional disparities within our organisation. We understand the importance of ensuring equal opportunities and fair compensation across all regions, going beyond the overall averages. We intend to identify and understand the underlying factors contributing to regional variations. By gaining a deeper understanding of these distinctions, we can develop tailored strategies to bridge the gap and ensure fair compensation practices across our entire organisation.

*\*Excluding Thailand, Vietnam, India, Malaysia and Indonesia due to insufficient team member representation.*



## H&H Australia is named Inclusive Employer by Diversity Council

H&H Group Australia is thrilled to be named a 2024 – 2025 Inclusive Employer by Diversity Council Australia (DCA). This recognition reflects H&H’s commitment to fostering a diverse and inclusive workplace where all employees feel valued. The DCA Inclusive Employer Index allows companies to measure and benchmark their progress in areas like inclusive leadership and workplace climate.

Research shows inclusive workplaces enhance performance, innovation and employee retention, and we are proud to be part of this impactful community.



## Progress on our DE&I journey

Since launching our DE&I statement at the end of 2022, we have made significant progress in advancing our DE&I journey across the Group.

All of our regions now have a DE&I plan and representative who supports in driving locally relevant initiatives. In 2024, we have followed our global calendar of key dates to ensure we are recognising, celebrating and driving greater awareness and understanding across our five DE&I pillars of Gender Equality, Culture and Religion, Life Stage, Ability, and Identity and Orientation. Several themed awareness campaigns, such as International Women’s Day or European Week for Employment of People with Disabilities, were carried out across the Group.

In late 2024, we introduced the Global DE&I Champion Network, a pivotal initiative aimed at advancing our DE&I agenda across the Group. This network is made up of 16 champions from all five regions, each responsible for leading DE&I efforts in close collaboration with their local executive teams. These champions are dedicated to promoting DE&I values and driving initiatives that resonate with the unique needs of their respective regions. To foster collaboration and ensure the sharing of best practices, the champions meet quarterly in a dedicated forum where they share ideas, address challenges, and align on strategies to further strengthen our DE&I commitment across the Group. Additionally, they have an open communication channel, regularly sharing updates, insights and sources of inspiration with one another. This initiative marks a significant step toward creating a more inclusive and supportive workplace for all team members globally. We are excited to continue growing the DE&I Champion Network in 2025 and beyond, furthering our commitment to an equitable and inclusive future.

The Group launched its High-Potential Women in Leadership Programme in the second half of 2024, a groundbreaking initiative designed to promote and support women in leadership roles. The inaugural cohort of 10 women from the Asia and Australia and New Zealand regions and was led by an external leadership development provider. The programme included workshops, group and one-on-one coaching sessions, and individual presentations, all aimed at enhancing leadership skills, boosting self-confidence, and fostering a strong network of female leaders within the Group. This investment in high-potential women signals a crucial step toward accelerating gender diversity in leadership and fostering a more inclusive, equitable work environment.

In 2024, the representation of women in our workforce increased from 66% to 68%, reflecting our ongoing commitment to DE&I. This progression aligns with our initial sustainability agenda and underscores our dedication to fostering a balanced and inclusive workplace. At the Executive team level, we remain stable at 39%. However, we have seen a four-point increase in female representation in management positions, now at 62%. While we continue to maintain strong female representation across the organisation, we recognise that, within our small executive pool of 44 positions, achieving demographic balance is less important than ensuring we have the best talent in these highly specialised roles.

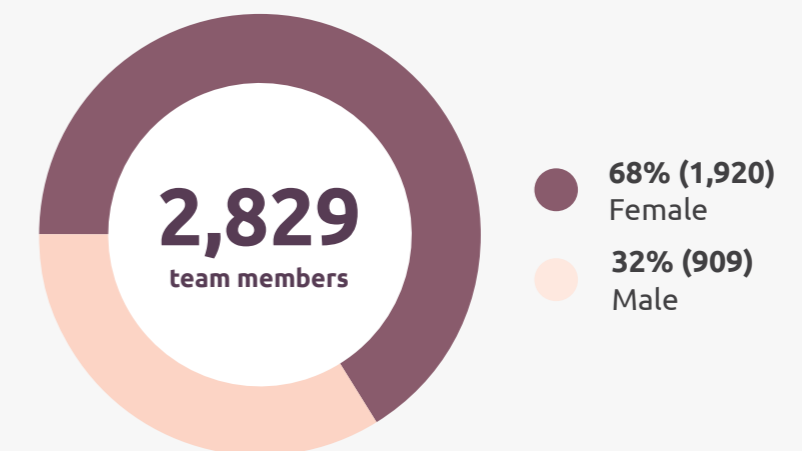
We are pleased with these results and remain committed to driving long-term progress in this direction throughout 2025 and beyond.

## Recruitment

To ensure we offer equal opportunity to prospective team members, our Talent Acquisition team ensures that for each role, we interview a diverse mix of candidates.

We understand that age, race, gender, religion and ability can result in unfavourable treatment or discrimination and whilst our team is consciously trying to avoid this, we know that there may be unconscious bias. All our regions except mainland China (where LinkedIn is not available) use LinkedIn as a proactive search tool and the tool supports ‘blind’ CV/profile reviews by removing a candidate’s name to ensure no unconscious bias based on an individual’s name that could infer their gender, nationality or race.

Team members by gender





## CLEW\* Day 2024: H&H celebrates its inaugural day dedicated to DE&I

*Celebrating Life Every Way*

In April, H&H Group hosted its inaugural DE&I Day, bringing together 2,200 participants worldwide. The event featured a global 'potluck' lunch, CLEW\*-themed bingo, and interactive learning sessions aimed at fostering a deeper conversation about belonging in the workplace. It was inspiring to see employees unite to celebrate diversity and embrace what makes each of us unique.

\*CLEW means Celebrate Life Every Way. It holds significant meaning at H & H. CLEW values, embraces, recognises and celebrates the diversity and uniqueness that we each bring and contribute to work and life every day



## Australia introduces menopause leave

In 2024, H&H Australia introduced a menopause leave to support employees experiencing the impacts of perimenopause and menopause.

The policy offers up to 12 days of paid leave annually to support those navigating perimenopause and menopause and its symptoms, ensuring employees can manage their wellbeing while maintaining a healthy work-life balance.

By embracing open dialogue at work and offering practical solutions, we aim to ensure that every employee feels valued and empowered to thrive at work, regardless of the challenges they may face.

Equipping leaders and managers with the knowledge and skills to support team members effectively is essential.

To further this commitment, we engaged external experts to deliver education to all team members, to help break down the barriers, raise awareness and remove the stigma around menopause.

## Health and Safety

### Our global approach to Health and Safety

Our Global Health and Safety Policy has been implemented at all sites across the world, covering 100% of our team members, since 2020. The Policy covers how to raise and manage health or safety risks, and how to log and manage incidents. It is available on our Group website.

### ISO-certified Occupational Health and Safety (OH&S) system in mainland China manufacturing facilities

After our facility in Guangzhou (mainland China) obtained ISO 45001:2018 certification (occupational health and safety management) in September 2022, our facility in Changsha (mainland China) obtained the same certification in January 2024. Our ISO certified OH&S system covers 100% of our employees and third-party workers in China. This certification shows our commitment to provide a safe and healthy workplace for our team members.

#### Safety in 2024

- No fatalities reported
- Six work-related injuries occurred in mainland China, all of which were traffic accidents\* during daily commutes
- No acute, recurring, or chronic health problems caused by work conditions
- No incidents of non-compliance with laws and regulations relating to safe working environments and/or protecting team members from occupational hazards
- Health and Safety Committees operating in Australia and New Zealand, Singapore, mainland China, Europe and North America
- The Occupational Health and Safety management systems in our manufacturing facilities in mainland China (Guangzhou and Changsha) are ISO 45001-certified

*\* traffic accidents considered as work-related injuries under China labour regulations.*



### Training our team members on safety

In Australia and New Zealand, our OH&S training covers aspects relevant to different types of work:

- for office- and home-based team members, safety training includes an office tour including fire exits, what to do in case of fire, and who our fire wardens and first aid trainers are (there are also posters on every floor with these team members and their contact details)
- for employees who work from home (or those who work hybrid), safety training includes how to ensure an ergonomic setup and how to report health and safety risks
- for our sales field team, they receive training specific to driving and being on the road in their cars, which is delivered by a specialised training provider
- for our teams based onsite at our packing facility, this includes training specific to the site and may include job-based training on driving and managing equipment (i.e. forklifts).

We also have mental health first aiders across our Australia and New Zealand teams ready to support our team members if and when needed.

In our manufacturing facilities in mainland China (Changsha and Guangzhou), we conduct Environmental, Health, and Safety (EHS) training at three distinct levels: factory, workshop, and team. This training includes essential safety knowledge, operational requirements, and relevant laws and regulations. We also share real-life accident cases to enhance awareness and learning. In addition to this, we regularly organise specialised safety training as part of our annual EHS training plan, focusing on areas such as chemical management, firefighting, mechanical injury prevention, and occupational health.

By providing comprehensive training at multiple levels, we ensure that employees are equipped with the necessary knowledge and skills to maintain a safe and compliant working environment. These initiatives not only support regulatory compliance but also promote a culture of proactive risk prevention and mitigation across our organisation.



## A Nutrition, Movement and Mind lens to support our team members' wellbeing

At H&H, we provide opportunities to all team members to celebrate and share what wellness means to one another, as it is a very important part of our Company's culture. We not only want to ensure our consumers and customers are healthy and happy, but also our team members.

### Wellness initiatives to promote a healthier workplace

At H&H Group, we take measures to ensure our three wellness pillars – Nutrition, Movement and Mind – are integrated throughout our global offices.

The wellbeing of our team members is prioritised and there are many ways we nurture this, understanding that it improves both our team performance and individual fulfillment.

In Australia, North America, London, Ireland, France and Switzerland, we offer an annual contribution towards

gym memberships and health and fitness subscription services. In Italy, this is embedded as a movement allowance benefit which team members can use quarterly towards anything wellness related – from sportswear to massages. Other resources include nutrition webinars across Europe and weekly online wellness classes in India covering an array of topics and learnings. Some of our offices, including China, Hong Kong SAR and France, also offer weekly yoga and meditation classes and the opportunity to join regular sports clubs. In Milan during 2024, we introduced a brand-new mental health benefit, offering five online therapy sessions to every team member.



## H&H Nutrition Movement Mind Week

In 2024, we celebrated our very first Nutrition Movement Mind (NMM) Week (formerly known as Global Wellness Week), an opportunity to reinforce the importance of our wellness pillars and bring together our One Big Team.

More than 1,000 team members from across the world came together to celebrate this week-long event, participating in wellness-related activities and workshops.

- In London, Olympic silver medalist and world champion, Gail Emms MBE shared her inspiring experience in maintaining physical and mental resilience throughout her sports career, offering valuable lessons to our team.
- In China, the focus of the week was to educate and inspire our team to live a balanced life by incorporating NMM principles into their daily routines. Additionally, the Mind Self-training Camp and Mind Rainbow Cards programme helped members develop self-awareness and mindfulness. For the Nutrition pillar, an educational session was held relating to reading and understanding food labels, ending with an engaging nutrition quiz game. Various sports club activities were organised to celebrate the Movement pillar, to round out a successful week.
- In Australia and New Zealand, we held rooftop Pilates sessions and invited renowned nutritionist Libby Munro to speak to the team about the importance of food and nutrition. Additionally, in-house massages were offered for a complete wellness experience.

- In Milan, team members received postural check-ups to improve physical wellbeing, as well as nutritional check-ups. In London and Paris, we organised a sound bathing meditation session conducted by sound therapist Farzana Ali, and an energising yoga class with international yoga instructor Sandrine Giacobino.
- In Thailand, Singapore, and Hong Kong SAR, we organised a nutrition talk, a team dinner to create a sense of togetherness, and yoga and Pilates classes.

These activities not only supported the wellbeing of our team members but also fostered a sense of community, connection, and shared purpose across our global offices. We remain committed to nurturing our teams with the tools and resources they need to lead healthy, fulfilling lives, both personally and professionally.

“Here’s to celebrating a healthier, happier future together.”

**Victor Zhang,**  
Chief People Officer

## Wellness stories from our One Big Team

As part of our new Nutrition Movement Mind Week, we spoke to team members from our offices around the world and asked 'How do you practice wellness?'

Our team members' insights were collated into a wellness booklet that highlighted health and wellbeing topics covering pet wellness, marathon running and meditation practices. We are immensely proud of how our team members live out the spirit of our wellness pillars and embody the principles of Nutrition Movement and Mind every day.



At H&H Group, we take measures to ensure our three wellness pillars - Nutrition, Movement and Mind - are integrated throughout our global offices. The wellbeing of our team members is prioritised and there are many ways we nurture this, understanding that it improves both our team performance and individual fulfillment.

## Training and talent development

### Training our team members

At H&H Group, we are committed to fostering the growth and development of our team members by providing a comprehensive range of training opportunities.

In addition to our training on compliance and the H&H Academy for Change programme, we offer a diverse catalogue of training programmes that cater to both hard skills and soft skills (leadership, diversity, culture, and technical training). These training and development opportunities are tailored to the specific needs and requirements of our regions, ensuring that our team members have access to the resources and knowledge necessary to thrive in their roles. We believe that investing in the continuous development

of our team is crucial in driving sustainable success and creating a positive impact within our organisation and beyond.

In 2024, 2,488 team members undertook training and development (versus 2,030 in 2023) for an average of 21 hours and 38 minutes of training per team member. The substantial number of team members trained, and hours of training undertaken by our team members, demonstrate our commitment to the growth and development of our team.



2,488

team members trained



An average of  
21 hours and  
38 minutes

of training per team member

## Examples showcasing training areas for our team members

### H&H China new hire orientation

Introduced in 2024, the 90-day onboarding programme for new hires in mainland China includes online learning, offline orientation, leadership guidance, and a buddy system. This programme is designed to help new employees understand H&H Group, align with our corporate culture, and clarify their job responsibilities to drive outstanding results. The programme has achieved a satisfaction rate of 97.4%.

### H&H researchers complete international secondments to build bridges and drive innovation

As part of the H&H R&D people strategy for 2024, two senior researchers, one from Ireland and one from China completed a one-month educational secondment in each other's countries to strengthen research team collaboration and drive innovation. This initiative was designed to strengthen Group-wide collaboration, enhance knowledge sharing, and foster a deeper understanding of local research ecosystems. By immersing themselves in different working environments, the researchers gained valuable insights, explored new methodologies, and built stronger connections between teams, ultimately driving innovation and reinforcing H&H's global research capabilities.

### Building our DE&I culture: empowering key stakeholders through training

As part of our 2024 commitments, we organised DE&I training sessions throughout this year.

We successfully trained two key groups through external providers:

- the members of the Executive Committee, where discussions focused on the importance of cultivating and propagating a DE&I culture across the Group

- our recruiters of all regions, with training that highlighted the importance of recognising and mitigating bias in the recruitment process.

These training sessions were designed to equip both groups with the knowledge and tools needed to foster an inclusive workplace and strengthen our DE&I efforts across the organisation. Looking ahead to 2025, we plan to extend these DE&I training sessions to other departments and regions, further embedding DE&I principles throughout the organisation.

We have committed to ensuring that 100% of our senior leaders will complete this DE&I training in 2025.

### LinkedIn Learning to enhance business skills

All our team members in select regions have unlimited access to LinkedIn Learning, an online learning platform with more than 5,000 video tutorials covering business, creative and technology topics with personalised recommendations to explore in-demand skills based on experience.

### Language courses for our team members

Operating a multinational organisation across many different countries and cultures, we recognise the importance of being able to effectively communicate in multiple languages. English is our main language and, as such, we offer English language courses for our team members in Italy and France to improve their skills, on a needs basis. As 74% of our workforce are based in China, we also offer certain team members the opportunity to do Chinese language courses if it is relevant to their role.

## Developing our talent

We recognise that career opportunities and development are key retention strategies.

### AID Talent Management Framework

At all stages of talent development, we assess, give feedback, develop, reward, and promote our talent using the following three factors.

- **Ability** – technical skills and experience.
- **Influence** – how we behave, in line with our five key values – Power Our Passion, I Trust You, Let’s Be Brave, One Big Team and Celebrate Life Every Day (CLED).
- **Drive** – our mindset and how we think – we encourage all team members to think like an owner.

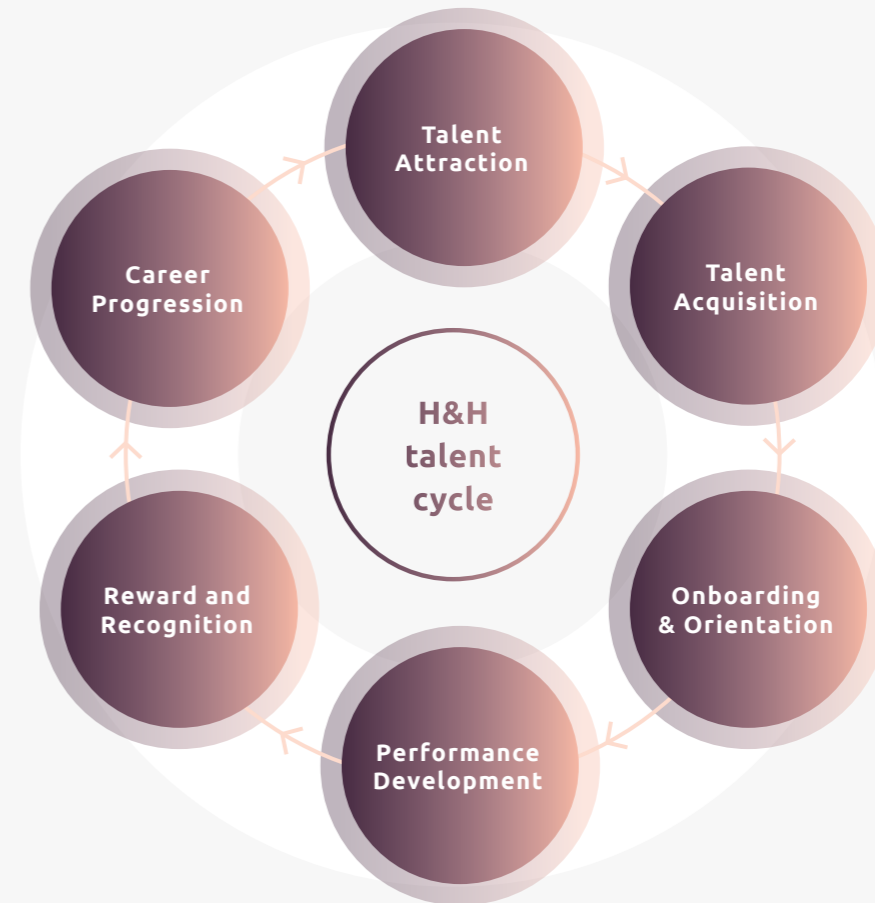
Our AID Talent Management framework (incorporating the key attributes of ability, influence and drive listed above) helps us to assess and target development opportunities, and then reward and recognise our people based on the three core areas of ability, influence, and drive. We apply this AID framework through our recruitment process as well as performance reviews. No area is more important than the other and it ensures we don’t focus too much on one, to the detriment of the other. This framework ensures consistency and fairness in how we recruit, develop and reward our people to ensure equal opportunity and outcomes for all. It has elevated our approach to attracting, engaging, and growing our talent in a personalised way.

### Annual performance review

At H&H, all team members participate in an annual performance review cycle that begins with goal setting at the start of the calendar year. During this phase, team members collaborate with their managers to set meaningful goals for the year ahead, building a roadmap for success and personal development. This is followed by the Mid-Year Review at the end of the second quarter which serves as a check-in on progression of goals and allows for any necessary adjustments. Finally, the Year End Review offers a chance

to reflect on the year, celebrating achievements and recognising areas for growth. In addition to receiving manager feedback, team members can nominate peers and direct reports provide input, fostering diverse perspectives and further embedding our feedback culture. This cyclical process allows each stage to build on from the last, creating an environment where transparency, continuous improvement and development are central to all team members’ experience at H&H.

The below diagram shows the cycle of how we aid talent at H&H Group



#### Drawing on our internal talent pool to fill High Performance Teams; filling vacant and upcoming roles

- Talent mapping and succession planning

#### Competitive rewards

- Annual remuneration review and half-yearly Short-Term Incentive Plan (STIP)
- Recognition of Actions Speak Loud nominees
- Recognition of regional and global H&H Heroes (celebration of individuals who have contributed enormously to our culture and business performance)

#### Developing individuals to drive performance and engagement

- 360-degree performance reviews
- Ability + Influence x Drive (AID) assessment tool

#### Finding the talent needed now and for the future

- Talent attraction process
- Talent attraction tools
- Employer branding

#### Setting our team members up to understand AID and how they are performing

- Orientation reviews
- Team member handbook
- Learning (Hub)
- Values competencies
- Drive descriptors

## Our community support and engagement



Our H&H Foundation’s purpose is very clear: we advocate, educate, and support our local communities in living a healthy lifestyle, with particular focus on H&H’s health and wellbeing pillars of Nutrition, Movement and Mind.

Since 2022, we added overarching DE&I elements on top of our three core pillars.

Through the Foundation, we work with local and international charity organisations to run programmes that promote healthier and happier lives.

The H&H Foundation’s contributions take various forms, including financial assistance and in-kind donations, alongside the valuable participation of our team members in volunteer work within their respective communities.

The H&H Foundation follows our H&H Community Investment Policy

created in 2022. We are focused on ensuring our business processes are legally compliant, ethical and environmentally responsible through ongoing monitoring. We conduct our business according to our values and foundation. Our Community Investment Policy has been developed together with Business for Societal Impact (B4SI) team which certifies our community investments every year.

Our regional teams actively promote local charitable initiatives they partner with to encourage members of the public to participate and/or broaden the reach and outcomes.

Our H&H Foundation’s purpose is very clear: we advocate, educate, and support our local communities in living a healthy lifestyle, with particular focus on H&H’s health and wellbeing pillars of Nutrition, Movement and Mind.



### Our B4SI accreditation

We have been members of the network B4SI, formerly known as LBG, since 2014. B4SI is a global partnership of approximately 180 multinational companies which are committed to advancing their social impact. B4SI certification is the global standard in measuring and managing a company’s social impact. Its vision for transparency in the world of charitable activities is like ours, where we recognise the importance of measuring and communicating contributions in an open and consistent way.

In 2020, we made the decision to further enhance our reporting practices by working with the B4SI to vet and accredit our contributions as part of our sustainability reporting and obtained our first B4SI accreditation in 2021.

We have pursued this transparent practice since then. This accreditation supports us to:

- make a measurable social impact with these programmes across our communities
- increase our transparency and improve our reporting systems
- help us clarify our ‘roadmap’, with comparable data to other similar organisations, and accelerate our continued dedication to protect the communities in which we operate.

### Our investment in 2024

**Our community investment:** In 2024, our total community investment represented **USD2,126,535.\***

In accordance with the B4SI framework, and in line with our own H&H Group mission, our 2024 community contributions and impacts are allocated to support Nutrition (42%), Mind (29%), Movement (12%), DE&I (10%), Nature and Environment (6%), and emergency relief (1%).

*\*In 2024, we introduced improved methodologies for measuring our impact on communities, which has resulted in a decrease in the absolute value of our community investment. Therefore, the amount cannot be directly compared to the amounts we previously reported. Additionally, in our efforts to optimise inventory management and reduce waste and carbon footprint, we donated fewer products in 2024 due to better control over our stock levels, which has also impacted the absolute value.*



### Biostime China Foundation for Mother and Child

Since its establishment in 2007, the Biostime China Foundation for Mother and Child has consistently collaborated with authoritative organisations such as the Chinese Red Cross Foundation to promote maternal and child health and advance social welfare.

For 17 years, our vision has remained steadfast— to provide timely medical support for economically disadvantaged mothers and children with severe illnesses, while encouraging active participation from all sectors of society to collectively create a healthier and more hopeful future. For every Biostime product sold in China, RMB0.1 is donated to the Foundation. As of March 2025, with additional contributions from supportive individuals and organisations across society, the Foundation has raised nearly RMB92.4 million, of which more than RMB77.6 million has been directly allocated to supporting 4,106 mothers and children in need.

Throughout 2024, the Biostime China Foundation for Mother and Child continued its unwavering commitment to driving positive and sustainable social change by initiating and implementing diverse public welfare initiatives to provide ongoing support to communities and ensure a brighter future for all.

## Key moments in 2024

### Angel's Journey Project

One of the flagship initiative of the Biostime China Foundation for Mother and Child is the Angel's Journey Project. Launched in 2013, this programme focuses on providing screening and treatment for congenital heart disease in children from remote regions. In 2024, we invested RMB200,000 to bring this project to Enshi, a minority region in Hubei Province. There, we conducted heart disease screenings for 365 children and provided follow-up medical care for those in need.

### Biostime Charity Designated Hospital Project

Since its launch in 2014, the Biostime China Foundation for Mother and Child, in collaboration with the Chinese Red Cross Foundation and the Maternal and Child Health Center of the Chinese Center for Disease Control and Prevention, has invested a cumulative total of RMB17.38 million in the Biostime Charity Designated Hospital Project. This initiative has provided support to 41 hospitals and 2,079 maternal and child patients nationwide. In 2024, the Biostime China Foundation for Mother and Child officially initiated the third phase of the project, planning an additional investment of RMB9.15 million over the next three years. This phase aims to establish partnerships with 15 new Biostime Charity Designated Hospitals to further expand the rescue network.

### 99 Charity Day Project

2024 marks the seventh consecutive year of our participation in the "99 Charity Day" fundraising campaign. This year, we joined forces with 18 hospitals, engaging 4,531 participants and raising over RMB300,000, all dedicated to supporting premature infants. Notably, 10 of these hospitals have participated in the campaign for seven consecutive years. A hospital in Shenzhen stood out by hosting a charity sale and a live magic show, attracting enthusiastic participation from parents and children. We implemented a QR code donation system using the "You donate 1 RMB, the company matches 1 RMB, and together we donate 2 RMB" mechanism, significantly convenience in donating and boosting contributions. Through collective efforts, we have garnered more social support for the healthy growth of premature infants, spreading love and hope even further.



## How we supported our communities in 2024

### The Paul Wanjigi Foundation

For the first time, the Foundation has supported a charity founded by one of our H&H team members, Wilson Wanjigi, who is part of our North America team. The Paul Wanjigi Foundation was established to provide financial support for Paul Wanjigi Alpine High School (P.W.A. High) in Kenya, focusing on educating orphans and disadvantaged boys. The Paul Wanjigi Foundation is committed to reducing extreme poverty through education, a legacy of social empowerment from the founder's father, Paul Wanjigi, who, despite not being a wealthy man, was able to give back to the community. P.W.A. High School was founded after learning that one additional year of education can increase lifetime earnings by 8%, thus breaking the cycle of poverty.

**P.W.A. High School aims to achieve three main goals:**

- Provide disadvantaged children with equitable opportunities to access college and achieve a middle-class life.
- Break the cycle of poverty by equipping our alumni with monetisable skills, such as bike and motorcycle repair and hospitality training, which are essential in a country facing high unemployment rates.
- Graduate leaders who are dedicated to improving societal living standards as servant leaders.

These goals reflect our belief that every child deserves the chance to succeed and contribute positively to their community.

In 2024, thanks to our donation, we positively impacted the lives of nearly 50 boys who live and learn at P.W.A. High School by providing them with daily housing and schooling while also contributing to the construction of a new dormitory, further expanding our community impact.

## PAUL WANJIGI ALPINE HIGH



### H&H UK volunteers at the National Animal Welfare Trust Charity

In 2024, H&H established a new partnership with Greater Good Charities in the UK (a charity we had already been working with in North America) and volunteered with the National Animal Welfare Trust Charity, reinforcing its commitment to pet welfare support via the H&H Foundation. In July, 18 volunteers helped maintain the garden and dog-walking area while also learning about the shelter's operations and animal care, actively contributing to making a real difference in the community.

### H&H France's partnership with Les Bureaux du Cœur

In 2024, H&H France partnered with the non-profit organisation Bureaux du Cœur ('Offices of the Heart'), which connects companies with empty office spaces to people in need of shelter. The initiative transforms unused workspaces into temporary housing during the nights and weekends, providing safety and security to individuals facing homelessness or other precarious situations. We consecutively hosted two people in 2024 - offering them a shelter helped them secure employment to rebuild their lives with dignity. Proud of this initiative, we are committed to continuing the partnership in 2025 and opening our offices to support this cause again.



## Mamabalunjin Aboriginal Corporation shared value partnership

Mamabalunjin Aboriginal Corporation (MAC) that empowers Aboriginal communities through professional development, economic dependence, representation and education as well as a deep commitment to supporting their work in climate change impact. Since 2021, H&H Group has had a Shared Value Partnership with the organisation working closely with the CEO Neil Gower and his business partner Kamahl Love. Swisse and the H&H Foundation provide funding and support to Mamabulanjin and their fruit farm in Broome in Western Australia for equipment, research, education and training, wildlife monitoring and conservation.

In 2024, the Swisse team visited the fruit farm in Broome that produces the Kakadu plum – a fruit famous for its high concentration of vitamin C. The team saw firsthand the complex work in some harsh conditions, and the challenges and opportunities that Neil and his team face every day. We shared these stories on our social channels and on our website to help educate our team and our community about the importance of native Australian ingredients for health and wellness. Working with Neil, we continue to identify practical ways to support the team in their day-to-day work and play a small part in helping to elevate First Nations' agriculture in the Australian native food sector.



## Cancer Support Switzerland

In 2024, we supported Cancer Support Switzerland, a unique organisation in Switzerland that provides free cancer support in English to patients, their families, caregivers, and the bereaved.

Cancer Support Switzerland's mission is to help people cope better with the many challenges that come with a cancer diagnosis, improving their quality of life throughout their journey. In 2023, the organisation saw a 39% increase in new individuals seeking its support and delivered over 5,000 hours of services, including therapies, support groups, coaching, community activities, and more. Cancer Support Switzerland also organises a number of awareness and fundraising events throughout the year, including a 20-day fitness and fundraising challenge Steps for Cancer Support, open spaces to talk about death and mortality, company briefings on work and cancer and community walks.



### H&H 2024 Annual World Community Day

World Community Day is a cornerstone of our commitment to giving back to our community partners.

Each year, it brings our global One Big Team together in a shared mission to make a positive impact. The event not only provides a chance to strengthen the connection between our team members regionally and globally, but it also fosters meaningful relationships with our charity partners.

During this event, our team members worldwide usually participate in a steps

challenge, raising funds for charities and encouraging a culture of wellbeing. Many teams also organise hands-on volunteering activities, contributing directly to local initiatives. These efforts not only deepen our engagement with community partners, but also allow our One Big Team to experience the positive difference we can make together, reinforcing our dedication to social responsibility.

*In 2024 we supported charitable organisations to which we donated USD68,240 (with the 'Steps with purpose' challenge): China Red Cross Foundation – Premature Infant Project (China), Bluearth (Australia), La Maison de Tom Pouce (France), BlessVision Foundation (Hong Kong SAR), Greater Good Charities UK (UK), D.A.W.G.S (Ireland), Community Chest (Singapore), Equi Librarsi (Italy), Priest Hospital Foundation (Thailand), Paul Wanjigi Foundation (USA/Kenya), Cancer Support Switzerland (Switzerland), I am Hope (New Zealand), and Committed Communities Development (India).*

USD68,240

donated to our charity partners



More than 27 million steps taken

2,291

team members participated in the 'Steps with purpose' challenge across 12 countries

9,500+

hours of volunteering by our team members



### Looking ahead

Supporting local communities remains a key focus for us.

Moving forward, we will continue to:

- take collective action to respond to the needs of our communities and empower H&H teams
- focus on social solutions that are meaningful to them
- enable our team members to feel connected to the communities around them and have a positive impact at a local level
- provide meaning around our H&H brand and brand portfolio, to communicate what we stand for to our customers and consumers.

# Supporting Good Governance

We make decisions taking all stakeholders into account, ultimately serving our purpose to make people healthier and happier.

We act with strong principles and put in place structures, processes and monitoring systems that work towards a sustainable future.

We monitor and mitigate risks and capture opportunities that support our mission.

We transparently share information relating to Company performance.



## 2024 highlights



98%

of our suppliers\* completed the H&H Suppliers Sustainability Assessment

*\* in supply chain spend.*



H&H Singapore became a Company of Good (1 Heart)



100%

of our team members worldwide received the Global Compliance Training



H&H China received Responsible Governance Contribution Award from Yicai

## Business Ethics and Governance

At H&H, our commitment to good governance shapes every aspect of the way we conduct business. It is essential in helping us to run our business responsibly and to set and fulfil the Group's vision and strategy on sustainability.

We advocate ethics, integrity and trust at the workplace and in our business relationships and firmly combat fraud or corruption, for such actions would greatly corrode Company interests, our healthy relations with staff and business partners, and ultimately the sustainable development of the Group.

To promote these values, we maintain a robust and comprehensive framework consisting of policies, internal auditing, awareness-raising initiatives and effective oversight of the Group's governance bodies for ethical standards.

### Anti-fraud (including anti-corruption) policies

We are committed to building H&H as a fair and transparent workplace.

H&H Group strictly abides by laws and regulations on anti-corruption and anti-fraud (including bribery, extortion and money laundering). Our Group Anti-Fraud Policy and Whistleblower Protection Policy are disseminated and easily accessible to our team members at all levels (including our senior executive team and Board), and all suppliers and business partners. The policies are published on our website and

shared internally on our Policy Portal. Tailored regional procedures and policies have also been developed for our major operation units in mainland China, Australia and New Zealand. Those policies set a uniform tone and principles in managing our anti-fraud practices, explicitly conveying our staunch zero tolerance approach towards any fraud or corruption. They are subject to periodical reviews based on the review requirements specified in the relevant policies.

These policies stipulate that the Group and its employees are all responsible for preventing any fraudulent actions including but not limited to corrupt practices (soliciting accepting inappropriate commercial interests) and, disregard of conflict of interests, embezzlements or misappropriation of Company assets. Our Anti-Fraud Policy and Whistleblower Protection Policy clearly state the Company's authority to conduct anti-fraud investigations, the principles of reporting in good faith, and protecting whistleblowing.

Our Code of Conduct outlines the H&H Group ethical decision framework to help team members ensure they are making ethical decisions, while the Anti-Fraud Policy includes an extensive list of examples of actions constituting fraud or misconduct.

## How to make the right choices

Always ask these questions and seek guidance if unsure

Does it comply with laws and regulations?

Does it comply with H&H Group policies and procedures?

Is it aligned with H&H Group values?

Will it protect H&H Group's reputation?

Am I being truthful and honest?

Would this be perceived as an ethical decision by a manager or someone I respect?

Our commitment to fostering a fair and transparent workplace across our H&H community extends to our suppliers and business partners. The scope of our anti-corruption standards for suppliers is defined in our Supplier Code of Conduct, which affirms our stance on compliance and integrity, and outlines our supplier anti-corruption and anti-money laundering principles. We emphasise to suppliers that the Group has a zero-tolerance approach towards corrupt conduct, which can take many forms, including conflicts of interest, taking or offering bribes, blackmail, fraud or inaccurate business records.

The Supplier Code of Conduct clearly states that the Group complies with all respective laws of the countries and regions in which we conduct business. This includes the territories in which our supply partners do business also and it is expected that our suppliers will be equally committed to this.

As defined in our Supplier Code of Conduct, we also expect our suppliers to:

- comply with all relevant national and local legislation in regard to bribery, corruption, anti-trust, fair competition, and other prohibited business practices including implementing policies and reporting breaches appropriately
- comply with all relevant national and local legislation in regard to insurance
- manage risk, governance and compliance
- implement and maintain a grievance management process for employees and suppliers
- implement and maintain a whistleblower policy or equivalent process that prohibits retaliation or victimisation to whistleblowers
- implement and maintain a documented business continuity plan.

Based on our policies, when any fraud is substantiated, the relevant team members or parties are subject to appropriate disciplinary measures.

## Oversight of ethics and corruption issues and independent role of the Internal Audit function

We apply the Three Lines of Defence model in our anti-fraud management approach.

Our Board, including its Audit Committee, and our senior executive team hold responsibilities for managing business ethics and corruption issues, as defined in their Terms of Reference and related policies. Every year, the Board members complete a conflict of interest questionnaire, and they are expected to declare conflicts of interest on each Board Committee meeting if any. Our ESG Committee – which is dedicated to developing the Group's vision, objectives, targets and strategies related to business sustainability - also deals with ethics, risks and issues that may affect our operations.

The Group's Internal Audit function acts as the independent role of the Third Line in coordinating and conducting fraud investigations. This team directly reports to the Board's Audit Committee and the Group's senior executive team, ensuring they remain free from any interference when working to combat any potential fraud or corruption.

Our Internal Audit team regularly conducts risk-based audits focused on ethical standards and effectiveness of related controls. Post-review, the Group Internal Audit's recommendations to update policies, where necessary, are disseminated accordingly.

Our Internal Audit function performs quarterly audits covering all our regions of operation. These risk-based sample tests cover a variety of expense reimbursements, ethics and corruption issues, employees' claims of conflicts of interest, contracting processes and other fraud risk-related areas. The team then shares the results, and any remediation suggestions, to the relevant regional team members. In

2024, we performed: quarterly audits on employee expense claims covering all team members within the Group; and mid-term and the annual risk assessment survey (interviews) with all our middle and top management. These two projects include reviews on the corruption risk.

The remit of the Internal Audit team also encompasses special audit projects (on finance, sales, supply chain, etc). which include the examination of ethical standards within the scope of each audit.

Ten targeted audits across various domains, including systems implementation, process optimisations, and management evaluations, were conducted in 2024.

## Communication with the Board's Audit Committee

The Group maintains effective and straightforward communication with its governance body members on anti-fraud and anti-corruption.

Our Internal Audit function holds semi-annual meetings with the H&H Group Board's Audit Committee and H&H senior executive team to review their audit and anti-fraud and anti-corruption work. This team also reports the Group's anti-fraud and anti-corruption performance to the Audit Committee on a quarterly basis and on an as-necessary basis.

This ongoing communication ensures the Audit Committee can effectively oversee the Group's practices pertaining to the Group's ethics and anti-fraud standards and practices. If there are significant fraud or corruption incidents, the Audit Committee then reports to the entire Board.

We advocate ethics, integrity and trust at the workplace and in our business relationships and firmly combat fraud or corruption, for such actions would greatly corrode Company interests, our healthy relations with staff and business partners, and ultimately the sustainable development of the Group.

## H&H Singapore becomes a Company of Good (1 Heart)

H&H Singapore has earned recognition as a Company of Good (COG) – 1 Heart for its significant societal and environmental contributions. The COG conferment recognises outstanding organisations in Singapore that have embraced the national Corporate Purpose framework and are making exceptional progress across five impact areas of society, people, governance, environment and economy. COG is managed by National Volunteer and Philanthropy Centre (NVPC), which is a Singapore Government organisation. The H&H Singapore team received its award on stage at the ceremony in July 2024, where Singapore’s Deputy Prime Minister, Mr Heng Swee Keat, was the guest of honour.



## H&H China’s B Corp™ programme honoured with ESG Innovation Practice Award

H&H China’s B Corp programme has been honoured with the ‘Zero Carbon Future - ESG Innovation Practice Award’ by WallStreetCN. This prestigious accolade recognises outstanding efforts in environmental conservation, social responsibility, corporate governance, and green finance.

H&H China’s B Corp programme stood out as the only corporate governance project among nearly a hundred applicants, highlighting exceptional commitment to sustainability and responsible business practices. This recognition enhances H&H China’s visibility within the sustainability sector and reinforces its leadership in promoting ESG values across industries.



## Recognition of Governance Excellence in 2024

H&H China has been honored with the “Responsible Governance Contribution Award” by Yicai (also known as China Business News), a leading Chinese media outlet. This prestigious recognition is part of their long-standing “China Corporate Social Responsibility Ranking Awards,” now in its 16th year. The award highlights the strength of our governance practices and our unwavering dedication to sustainability.



## Anti-fraud and anti-corruption training

We attach great importance to continuously improving our team members' and business partners' knowledge and awareness on fraud and corruption and provide training using a variety of approaches.

In 2024, our team members across all five regions completed the Annual Compliance Training Programme, covering a wide range of compliance topics, including but not limited to: the employee Code of Conduct; anti-fraud; finance compliance, anti-monopoly; information security; inside information and securities dealing; conflict of interest and compliance with our Responsible Marketing of Breast-Milk Substitutes (BMS) Policy. All team members received the training by the end of 2024 and acknowledged their conformity with the compliance requirements. This training programme is refreshed every year and has to be completed by all our team members\* every two years..

Our Directors are expected to comply with high standards of professional and ethical conduct. As part of our corporate governance practices, they receive a specific training on their fiduciary duties and responsibilities when they are

appointed and on a continuous basis. They are also regularly informed and updated on Directors' duties, including anti-corruption matters.

As part of our commitment to good governance and in response to regulatory requirements, we have established a quarterly anti-fraud training programme in mainland China. This initiative brings together front-line business teams and anti-fraud experts to raise awareness and strengthen fraud prevention measures.

Each session features specialised lectures by anti-fraud experts, covering key topics such as:

- recent legislative amendments to China's job-related crime regulations
- prevalent fraud schemes in the fast-moving consumer goods (FMCG) sector and their impacts
- best practices for fraud prevention within teams.

100% of our team members received our Global Compliance Training in 2024.

*\* Including team members in part-time or under fixed-term contracts. Our contractors are also required to complete the training, depending on their job duties. The Annual Compliance Training is available and accessible to all team members.*

## Whistleblower reporting

Our Whistleblower Protection Policy outlines the multiple whistleblowing channels available to all team members and business partners, including our supply chain. It also outlines our measures to protect whistleblowers, to encourage those to report in good faith without fear of any reprisal or retaliation.

All team members, service providers and business partners are encouraged to utilise our whistleblower reporting platform 'HH Speak Up' to report any misconduct related to fraud, bribery, corruption, abuse of influence, conflict of interest, theft, marketing practices non-compliant with our BMS policy or any other unethical behaviours or misconduct.

'HH Speak Up' has been functioning well since its introduction in 2019. The platform is managed by external provider Deloitte to guarantee the confidentiality of the reporting and prevent any communication distortion.

The platform is available to all team members, suppliers and retailers across regions on a 24/7 basis, through multiple reporting channels, such as an official website, telephone number and email contacts, with each channel adapted to

H&H's operating countries. Our website gives all relevant information and details to use our 'HH Speak Up' platform, ensuring wide access to this reporting system.

In 2024, 23 cases were reported to the Group's Internal Audit function via a variety of reporting channels, including 'HH Speak Up'. All cases have been investigated, and 31 employees were dismissed or disciplined due to their violation of the Group's rules and policies (including one confirmed incident of corruption, where the relevant employee was dismissed).

In regard to our BMS Policy derived from the WHO Code, we did not record any instance of alleged non-compliance with the policy on 'HH Speak Up'.

It is noteworthy to emphasise that no cases related to Gender-Based Violence and Harassment (GBVH) were reported through our 'HH Speak Up' channel in 2024.

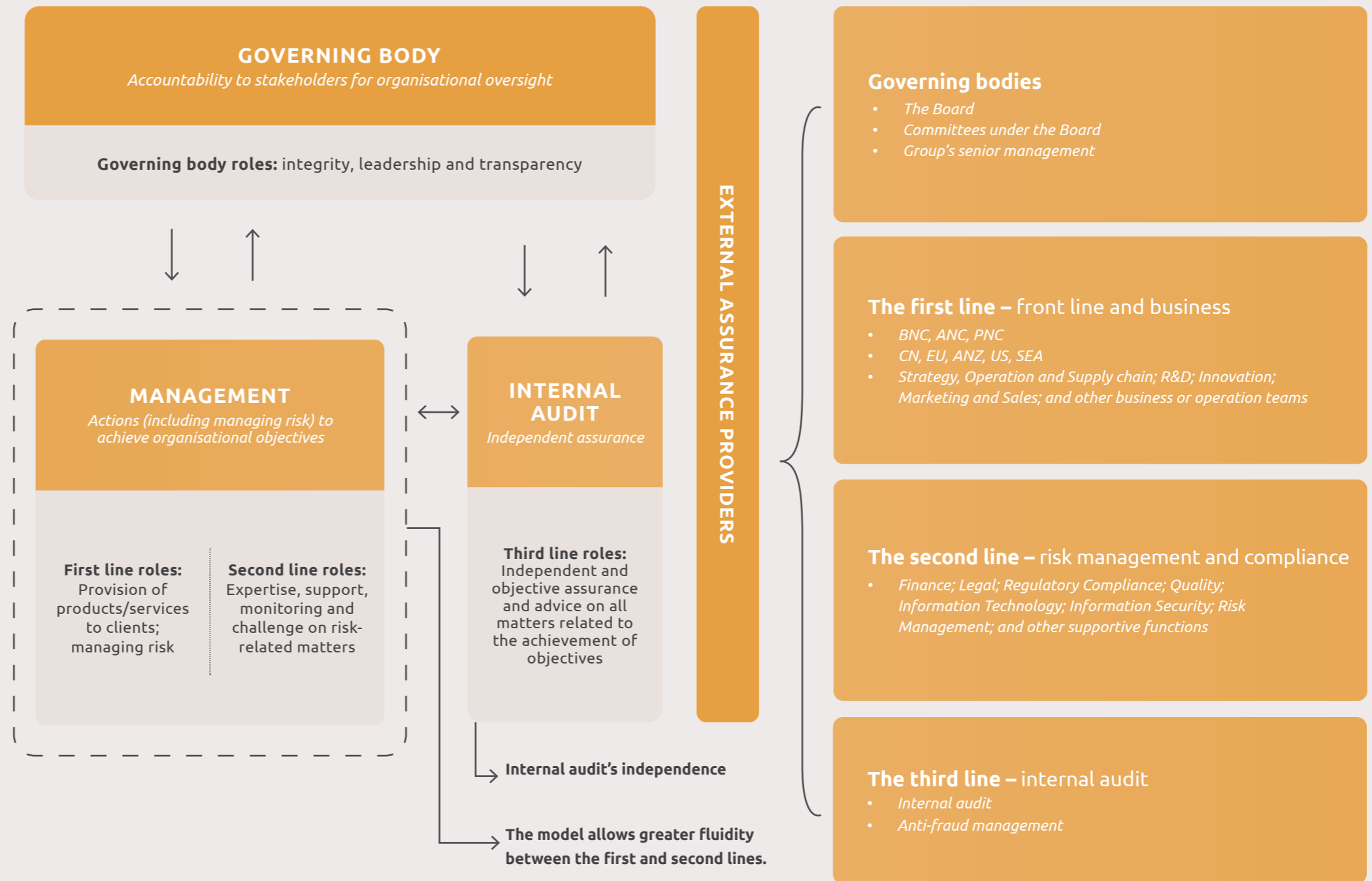


# Risk governance

We attach great importance to effective risk management which can:

- enhance transparency
- support decision-making
- contribute to the continuous improvement of the Group.

Our risk management follows the Three Lines of Defence model. This model helps organisations identify structures and processes that best assist the achievement of objectives and facilitate strong governance and risk management.



- Key:**
- ↓ Delegation, direction, resources, oversight
  - ↑ Accountability, reporting
  - ↔ Alignment, communication, coordination, collaboration

We have a Group Risk Management Framework as general guidance to our practice of risk management, which echoes the principles issued by the Committee of Sponsoring Organisations of the Treadway Commission (COSO). The framework defines the organisation structure, roles and responsibilities, as well as the processes to identify, assess and mitigate risks. It also guides our risk management practices.

## Periodic Group risk assessments

Our risk management function conducts semi-annual Group risk assessments.

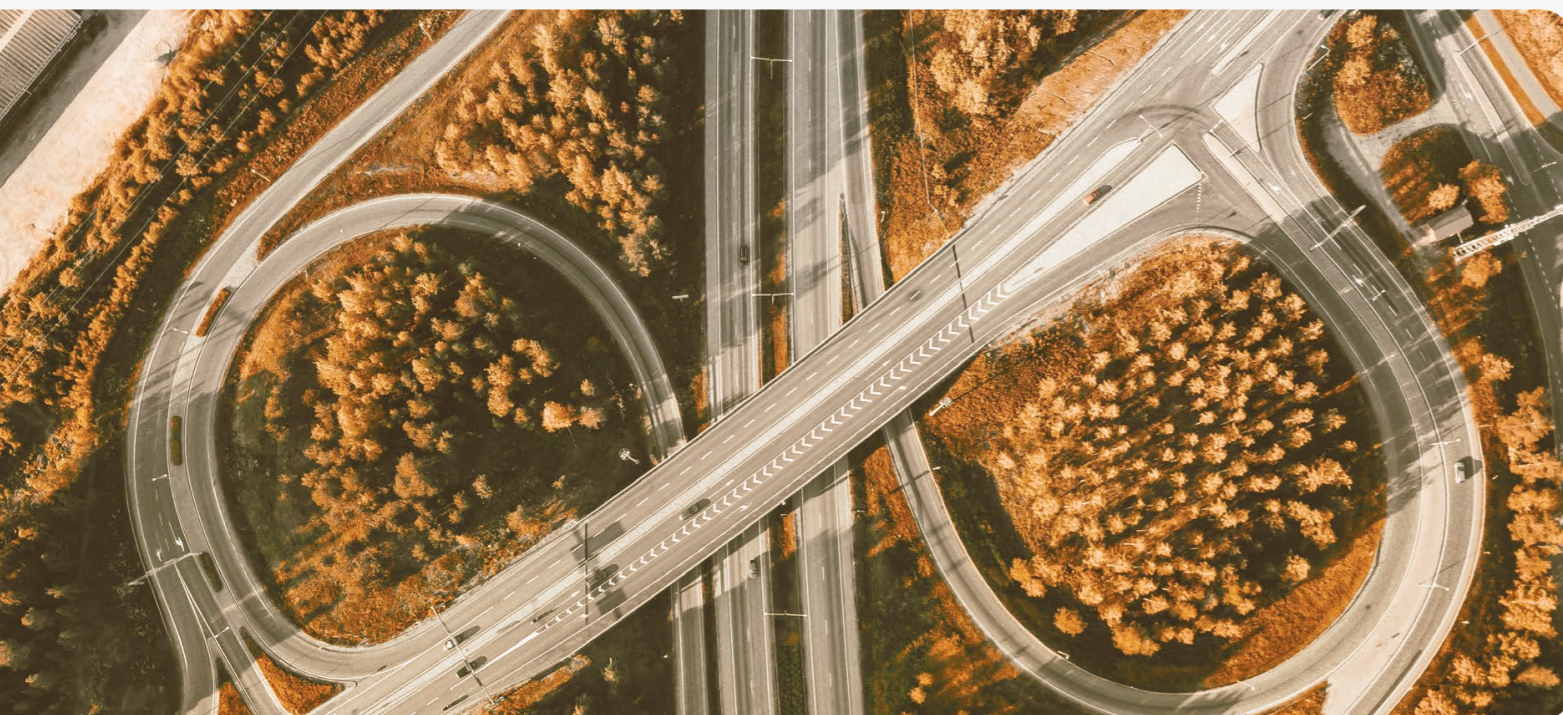
Below is an overview of our semi-annual risk assessment process.

- Collection of risk opinion from our middle and top management team members across the Group and regions.
- Consultation with our internal experts.
- Consolidation of a comprehensive report showing the risk appetite of management, the Group's risk heat-map and mitigation suggestions, and other significant risk information.
- Presentation of a holistic mapping of H&H's major risks to H&H senior executives and the Audit Committee of the Board to support their strategic decision-making.

The trends of top risks are also continuously tracked by the Risk team and communicated to the appropriate management or governance body members.

In addition, every team is expected to identify and assess the risks which exist within their scope and deliver the material risk information to the Group Risk Management team on an ongoing and timely basis.

Since 2023, our Group Annual Risk Assessment questionnaire has included climate change-related risks.



## Group Risk Management and Control Policies

In 2024, we made continuous improvements to our Group policy system, to better manage risk and address control deficiencies.

To improve authorisation management in approvals and signing, the Group established the Group Signing Authority Policy (PoA Policy) that took effect on 15 April 2024, reinforcing internal controls and standardising signing practices. This Policy outlines the designated signatories who are authorised to sign contracts on behalf of the Group and its subsidiaries, with defined limitations to ensure compliance and operational efficiency.

Additionally, the Group Delegation of Authority Policy (DoA Policy) was updated and the most recent DoA matrices, covering each region and function outside of the China Region, were released in May 2024. The Policy and its associated matrices define the process and principles for exercising approval authorities, ensuring clear and effective delegation, accountability, and structured decision-making within H&H Group.

To enhance the communication of our internal control procedures, we regularly disseminate to all our team members the Group Internal Control Manual. The manual systematically outlines H&H's framework on internal control, including control environment, key internal control methods, internal control principles applied to Group activities, and the periodic internal control self-evaluation.

To exercise our commitment to good governance and meet the requirements for listed companies, we use Risk and Control Matrix (RCM) as a method for internal control self-assessment, with which the Group IARM worked together with control owners to regularly review and assess the controls in processes, how well they address those key risks. In 2024, we finished the RCM review for our operations in Europe, with a satisfactory result. The reviews and the internal audits constitute the essential part of the Group's continuous monitoring of the execution of its risk management and controls policies.

## Data Privacy and Security

Data privacy and data protection concerns are critical factors in safeguarding the fundamental rights of individuals, including our customers and team members.

Our Personal Information Management System (PIMS), established by our Global Information Security team in 2018 and continuously updated to align with evolving regulatory requirements and best practices, ensures that H&H and our suppliers uphold the highest standards in protecting the privacy of our relevant stakeholders, including customers, staff, and business partners.

All H&H Group brands fully comply with privacy legal requirements in the markets where we operate. We ensure our customers first agree to clear terms and conditions at the point of data collection.

To provide some examples, in 2024, we remained compliant with the General Data Protection Regulation (GDPR) in the European Union, the Privacy Act in Australia, the Personal Data (Privacy) Ordinance in Hong Kong SAR, the Personal Information Protection Law of the People's Republic of China, the California Consumer Privacy Act (CCPA) in the United States, and the Personal Data Protection Bill in India. We follow the principle of 'Privacy and Security by Design and by Default' throughout our information systems.

We continued to implement our Personal Data Breach Response Procedure and H&H Privacy Impact Analysis Procedure

across markets to enhance our ability to address privacy challenges. We have specific consumer data protection and privacy policies in place and deploy Information Security Management Systems or equivalent measures to prevent breaches and resolve incidents effectively. For example, in China, our team conducts periodic awareness training, annual online compliance training and testing, global risk assessments, and penetration tests for the Group's key business processes and systems. Additionally, we have entered into strategic partnerships with local law firms and specialised privacy compliance firms in key business regions, further strengthening local privacy compliance standards.

Globally, we had no incidents of non-compliance related to privacy matters in 2024. We did not have any identified leaks, thefts, or losses of customer data.

Globally, we had no incidents of non-compliance related to privacy matters in 2024. We did not have any identified leaks, thefts, or losses of customer data.



## Government Affairs

Our Government Affairs and Communication teams managed our engagement with government departments, regulators, policy-makers and industry associations in 2024, including participating in industry committees and forums.

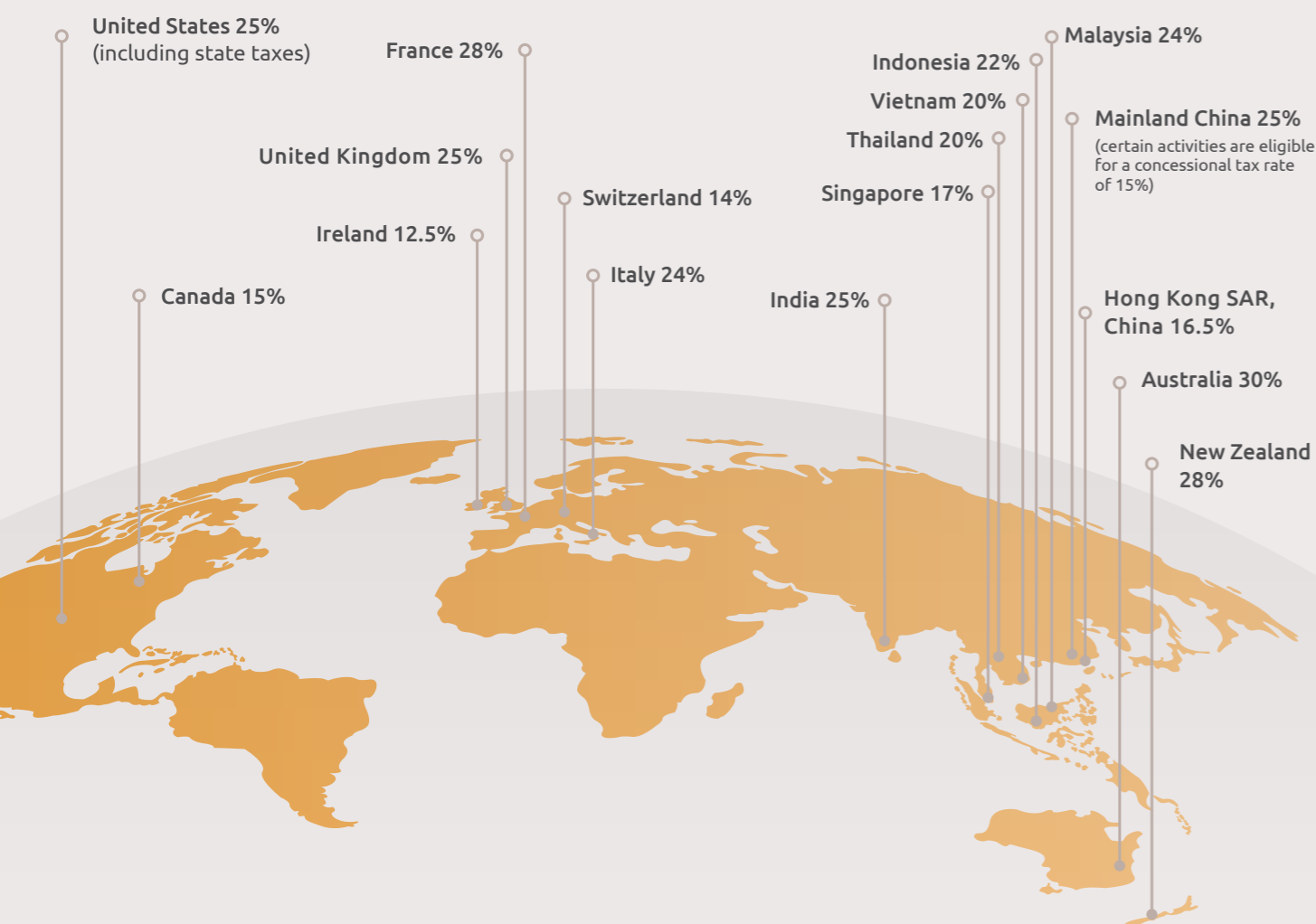
This aimed to strengthen our relationships and position the Company as a trusted industry leader across a range of important industry development issues from regulatory, scientific, environmental, trade and export. Our senior leaders hold some Board Director roles on industry associations, and are represented across a range of working committees. H&H Group did not make any material financial or in-kind political contributions in 2024 (please refer to Appendix 5 for more details).

## Tax Transparency

H&H Group supports tax transparency to ensure the building of trust in the many tax jurisdictions in which we operate.

We pursue a proactive approach to tax strategy. Long-term tax planning seeks to enhance sustainability and shareholder value whilst having full regard to all relevant tax laws and regulations. These principles are governed by the Group Tax Risk Management Policy.

### The 2024 corporate income tax rates of the territories in which the Group operates are:



The effective tax contribution by country may vary from the statutory tax rate due to factors such as adjustments and losses.

## Effective tax rate

The effective tax rate is an accounting concept and reflects the income tax accrued on the profit for a particular year. It differs from the actual income tax payable in that year due to timing differences, where the timing of income and expense recognition differs for accounting and tax purposes.

H&H Group’s reported effective tax rate (i.e. its accounting income tax expense expressed as a percentage of the profit before tax) was 127.3% in 2024 (37.7% in 2023).

The reported effective tax rate increased mainly due to a decline in profit before tax arising from non-deductible, non-cash and non-recurring items. After adjusting for non-deductible, non-cash and non-recurring items, the pro forma effective tax rate was 42.5% (34.9% in 2023). The pro forma effective tax rate is higher than the statutory tax rates of countries where H&H operates as it reflects the combined effects of:

- non-deductible expenses, mainly due to interest expenses associated with interest-bearing bank loans, senior notes and guaranteed bonds

- tax losses not being recognised
- regional tax rate differential
- tax concessions.

The increase in the proforma effective tax rate compared to prior year was mainly due to (i) an increase in non-deductible interest expenses and (ii) the increased profits derived from the high-tax jurisdictions.

## Our tax contribution

H&H Group operates in numerous countries and as a corporate taxpayer contributes to the economies of the regions in which we operate. The distribution of taxes paid by the Group reflects the geographical spread of our business. The majority of the Group’s tax contributions come from Mainland China, Hong Kong SAR, and Australia.

The Company is a Hong Kong SAR tax resident. The principal subsidiaries are disclosed in our 2024 Annual Report. All related party transactions are conducted under arm’s length methodologies prescribed by the Organisation for Economic Cooperation and Development (OECD) – at both normal market prices and on normal commercial terms – and in accordance with global transfer pricing laws.

### During 2024, the key business dealings between related entities of the H&H Group concerned:

- sales of tangible goods
- provision of funds or loans for short-term or working capital requirements and investments
- licensing of brand names, trademarks and other intellectual property (IP) owned by H&H for use
- payment and receiving of dividends
- provision of contract R&D services
- provision of value-added services.

## Supply Chain Governance

Our supply chain consists of contract manufacturers and raw material, packaging, transport and logistics, and warehouse suppliers.

We have direct relationships with suppliers across these categories, however our contract manufacturers manage the sourcing of many of our raw materials, and in some cases, packaging. Across our three business segments (BNC, ANC and PNC), we worked with approximately 234 suppliers including contract manufacturers as of the end of 2024.

Responsible Supply Chain is one of our most material topics. H&H's supply network plays a major role in the way

we conduct our business and, as such, every contributor and stage of our value chain is equally important and valued. Supply chain governance is at the crossroads with many other environmental and social topics, including GHG emissions, climate risks and labour rights. As reflected by our comprehensive carbon footprint which includes our Scope 3 emissions, our environmental impact mostly lies within our supply chain. Collaboration with our suppliers is crucial to enhance our sustainability performance.

Responsible Supply Chain is one of our most material topics. H&H's supply network plays a major role in the way we conduct our business and, as such, every contributor and stage of our value chain is equally important and valued.



## Key contract manufacturers

### North America



### Europe



### Asia



### Mainland China



### Australia and New Zealand



The above regional classification of our key contract manufacturers is based on the localisation of their respective group's headquarters.

## Our Supplier Code of Conduct

Our Supplier Code of Conduct, which is publicly available on the Group website, outlines our values and the behaviours we expect our suppliers to strive for as well as the expectations they should have of their own respective supply chains. It covers a wide range of sustainability topics such as:

- human and labour rights
- health, safety and quality
- environmental issues.

Our Supplier Code of Conduct states our opposition to any form of slavery (including child labour) or human trafficking and specifies that we expect our suppliers to respect and champion human rights in all activities in accordance with the UN Universal Declaration of Human Rights. It is also our expectation that suppliers provide fair wages and working conditions to all employees (including equal pay for equal work, adequate rest periods, sufficient leave, freedom of association and collective bargaining). Suppliers shall also take responsibility to minimise adverse environmental impacts including but not limited to emissions, non-renewable energy consumption, water and waste, through implementing environmental management systems.

The Supplier Code of Conduct applies to all direct suppliers, including upstream supply chain, raw material suppliers, manufacturing and packaging suppliers. It stipulates that it is the responsibility of direct suppliers to: disseminate to their supply base; and educate and exercise due diligence in implementing requirements equivalent or similar to those within this policy.

Since its launch, we have made it mandatory for all new significant suppliers in our supply chain (including notably our finished goods suppliers) to sign or confirm their adherence to the Supplier Code of Conduct (or agreed equivalent) within the procurement process. This is a prerequisite for working with us. As of 31 December 2024, 100% of our significant suppliers in our supply chain have signed or confirmed their adherence to the terms of our Supplier Code of Conduct (or agreed equivalent). We have also included several clauses relating to ethics, and environmental and social responsibility in our standard template agreements.

## Assessing the sustainability performance of our suppliers

We are committed to achieving greater transparency and sustainability over our complex supply chain.

In addition to conducting environmental and social risk assessments of specific raw materials (please refer to the 'Raw material sourcing' section of this Report), we have implemented a formal process for carrying out due diligence across our direct suppliers. This process covers contract manufacturers and direct suppliers of raw materials, packaging, transport, logistics, and warehouse services. Its aim is to ensure responsible practices among our direct suppliers and drive sustainability progress across our entire value chain. We also include any new significant direct supplier (within the categories listed above) who has become our partner during the assessed year in this screening process. This process involves the utilisation of our H&H Suppliers Sustainability Assessment, developed in collaboration with Sphera SCS (formerly SupplyShift), a leading cloud-based platform

that provides comprehensive data sets for supply chain management, responsible sourcing, and supplier engagement. The assessment is specifically tailored to address the material environmental and social topics identified within the industries we operate in, with a particular focus on The Sustainability Consortium's Thesis Industry hotspots relevant to our product categories.

Our H&H Suppliers Sustainability Assessment covers a wide range of themes, including governance, general Corporate Social Responsibility (CSR) commitments and actions, social and labour policies and initiatives (including human rights and modern slavery topics such as child labour and forced labour), occupational health and safety, environmental policies and initiatives (including GHG emission recording and reduction targets), and supply chain management (including suppliers' performance on key sustainability indicators). The scope of the assessment covers the reporting period for the financial year 2024.

This comprehensive annual assessment enables us to identify high-risk or low-performing direct suppliers, analyse our suppliers' sustainability profiles and work with them to improve their ESG performance. Our primary focus is on supporting suppliers to enhance their practices and we strive to provide guidance, recommendations, and resources to foster meaningful improvements. However, we maintain a strong sense of accountability. If a supplier fails to make meaningful improvements within the suppliers' agreed timeframe, and if their weak performance also impacts the business side, we may consider restricting business allocation or exploring alternative partnerships.

### A four-stage supplier risk assessment process



Perform due diligence



Assess supplier sustainability compliance



Engage with priority suppliers



Implement improvement plans

## Our improved approach to supplier due diligence in 2024

### Refresh of our H&H Suppliers Sustainability Assessment

In 2024, as part of our ongoing commitment to continuous improvement and in response to valuable feedback received from our suppliers on the 2023 assessment, we have undertaken several updates to the questionnaire this year.

These updates aim to ensure better understanding of the questions, enhance the accuracy of the data collected, align with evolving regulations, and ensure that our processes remain transparent and effective. Below, we outline the key changes made to the questionnaire.

#### 1. Rephrasing questions

Several questions have been reworded to ensure better clarity and understanding, which leads to more reliable responses.

#### 2. Adjusting scoping

The scoping of the assessment has been revised to better align with specific company operations and industry sectors.

#### 3. Splitting questions

Some questions have been split into two separate queries to improve clarity and make it easier for respondents to provide precise and meaningful answers, which enhances the quality of the data collected.

#### 4. Adding new questions

New questions have been introduced to fill gaps that were identified during the previous rounds of assessments (such as palm oil and packaging policies and other initiatives driven by our suppliers). These additions ensure that we capture all topics that are material to H&H Group.

These updates are part of our broader, ongoing effort to continuously improve the assessment process and maximise the value of the information provided by our suppliers.

## 2024 highlights

145 suppliers (representing 98% of our supply chain spend) actively took part in our sustainability assessment and were assessed on their 2024 sustainability performance via our H&H Suppliers Sustainability Assessment.



95%

of assessed suppliers have confirmed that their employees are free to join or form trade unions or worker organisations of their own choosing, where permitted by law



100%

of assessed suppliers adhere to our Supplier Code of Conduct or agreed equivalent



78%

of assessed suppliers (representing 87% of our supply chain spend) have established environmental targets and reduction plans

### Suppliers gap analysis and region-specific scorecards

In addition to the update of our questionnaire, and continuing the approach we implemented in previous years, we have identified and prioritised high-spend direct suppliers with areas for improvement, focusing our efforts on those suppliers. To begin, we verified the accuracy and completeness of their submissions, initiating a dialogue and sharing the results of the assessments. This process is known as a gap analysis. It allows suppliers to revisit their answers, provide additional evidence, and offers them the opportunity to improve their initial scores.

This engagement process is crucial for fostering collaboration and empowering suppliers to take ownership of their sustainability practices, driving meaningful progress.

Another significant achievement in 2024 was the presentation of tailored analyses and scorecards to all our regions, accompanied by specific action plans for supply managers. These action plans facilitate more targeted interventions and provide essential support for suppliers to drive continuous improvements in Environmental, Social, and Governance practices.

In addition to that, we worked on supplier specific reports of some of our major contract manufacturers and 'high-risk' suppliers, outlining their 2024 score, strengths, and areas for improvement. These reports were discussed with the relevant suppliers to ensure alignment and foster mutual progress.

### Training sessions for all our suppliers

To align our suppliers with our ESG goals, we hosted three online training sessions in collaboration with Sphera SCS experts. The first session, aimed at our Asia Pacific

and European suppliers, achieved a 55% participation rate, the second session, for our US suppliers, had a 43% participation rate, and the third session, targeting our suppliers located in mainland China, reached an impressive 77% participation rate.

These sessions were open to all suppliers, including raw material and packaging suppliers, contract manufacturers, and third-party logistics partners across all regions. We introduced our sustainability strategy and launched H&H Suppliers Sustainability Assessment on Sphera SCS (formerly SupplyShift). During the sessions, we emphasised the importance of building strong supply chain and sourcing systems, ensuring quality management in manufacturing, and practising responsible marketing to mitigate recalls and product safety concerns. Additionally, a key focus was the presentation of our decarbonisation roadmap and targets, reinforcing the importance of collaborative action in reducing emissions. We encouraged suppliers to develop and implement reduction plans aligned with the Science Based Targets initiative (SBTi) standards. Ensuring alignment with SBTi enables a science-based, credible approach to decarbonisation, fostering collective progress toward global climate goals across the value chain.

We also facilitated open discussions and Q&A sessions, providing our suppliers with the opportunity to ask questions and gain clarity on our sustainability goals. Building strong partnerships with our suppliers is critical, and these training sessions represent a key step in engaging them on our shared sustainability journey.



In 2024, 78% of our suppliers\* (representing 87% of our supply chain spend) had environmental targets. The breakdown of the environmental targets set by our suppliers in 2024 was as follows.

Type of environmental target	% of suppliers
	<small>(among the number of suppliers that have set an environmental target)</small>
Waste minimisation/recycling	86%
Energy efficiency	83%
Water use	60%
Emissions (GHG)	59%
Renewable energy	60%
Raw material sourcing	42%
Biodiversity	19%
Emissions (non-GHG)	20%
Soil quality	9%

\*Suppliers who completed the H&H Suppliers Sustainability Assessment for 2024.

## Supplier engagement: Involving our strategic suppliers in our Group's ambitions

At the heart of our sustainability strategy is the active involvement of our strategic suppliers in our Group's ambitions. We recognise the importance of collaborating with our suppliers to drive positive change and minimise our environmental footprint.

To demonstrate our commitment, we have established a target to engage 52% of our suppliers by spend in setting emissions reduction targets based on scientific principles by 2027, as part of our Science-Based Targets initiative (SBTi).

In line with this objective, in 2023/2024, we supported the Isigny Sainte-Mère dairy cooperative, our main dairy partner, in conducting its comprehensive carbon footprint assessment with an external environmental agency. This essential step enabled them to define emissions reduction targets and develop a concrete action plan for the coming years.

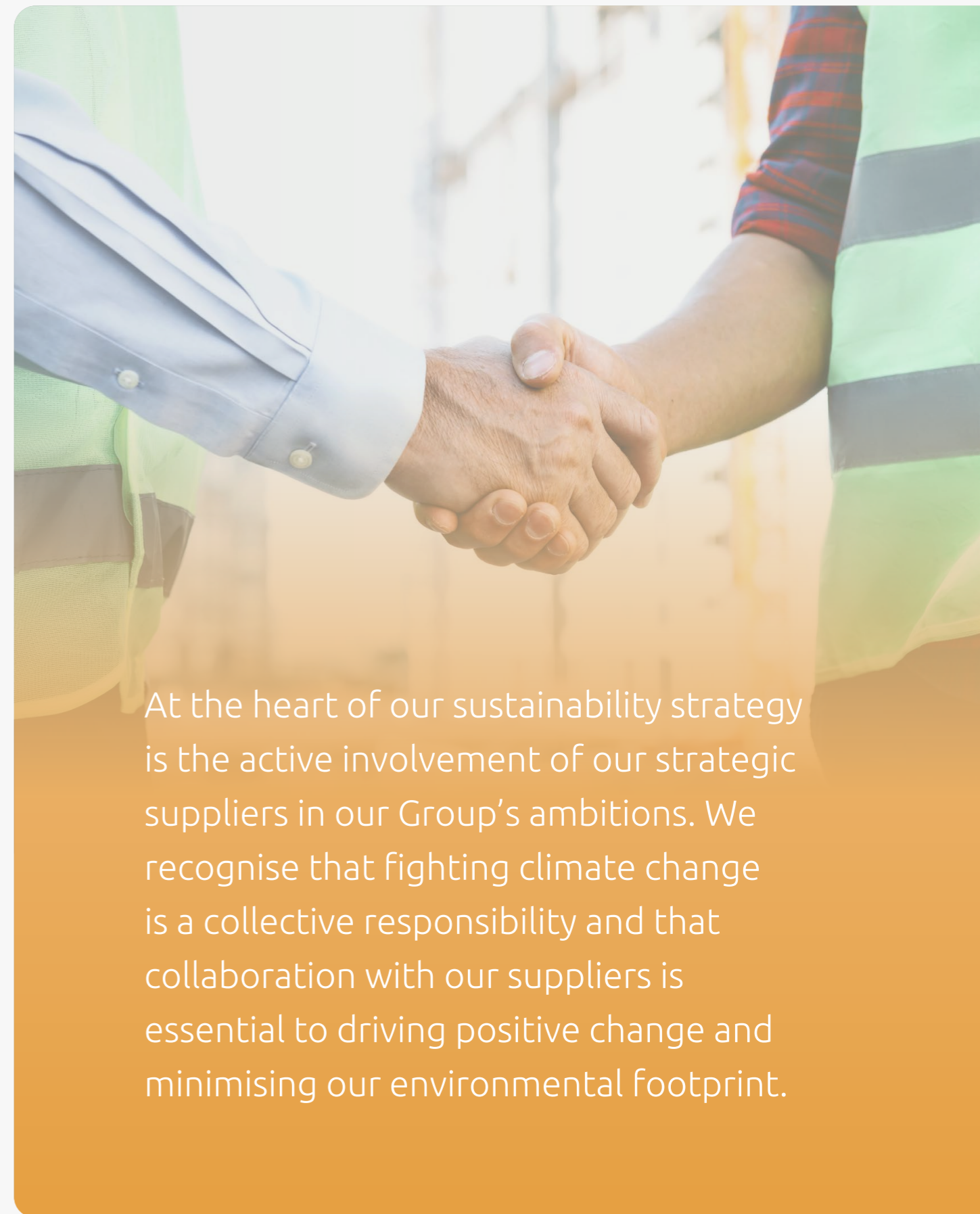
In 2024, we have also engaged with two of our major Australian contract manufacturers to encourage and support them in setting carbon emissions reduction targets aligned with SBTi by the end of 2025. We collaborate with an external environmental agency to guide the process, which included the development of a comprehensive plan for setting these targets. Below are the main steps that our suppliers are following to reach the goal of setting these targets.

- Calculation of a Scope 1, 2, and 3 GHG emissions inventory to establish a baseline for setting targets.
- Setting science-based targets in line with SBTi framework.
- Development of a decarbonisation action plan that outlines a clear pathway to achieving the targets.
- Submitting their targets to the SBTi.

Throughout 2024, we conducted regular touchpoints with our Australian suppliers to ensure progress, share our expertise in setting our own targets as well as Isigny's targets, and provide any necessary guidance. These touchpoints are already planned for 2025 as well, ensuring ongoing support and collaboration.

Additionally, in 2024, we organised a dedicated internal session for all our supply managers to further educate them on SBTi. The session helped supply managers gain a clearer understanding of H&H Group's own decarbonisation targets, as well as the targets we are encouraging our key suppliers to set. The session also covered topics such as the value of setting science-based targets, the steps involved in the process, and why it is crucial for H&H sustainability roadmap. The aim of this session was to ensure that our supply managers are equipped with the necessary tools and knowledge to support the suppliers they manage, enabling them to confidently answer any questions regarding our SBTi near-term targets.

By working with our suppliers on these initiatives and empowering our supply managers with the right knowledge, we aim to contribute to a more responsible and sustainable future, driving environmental progress throughout our supply chain.



At the heart of our sustainability strategy is the active involvement of our strategic suppliers in our Group's ambitions. We recognise that fighting climate change is a collective responsibility and that collaboration with our suppliers is essential to driving positive change and minimising our environmental footprint.



# Appendices

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## Appendix 1 – Sustainability performance data

### Environmental performance

Note: The figures presented in this Report are rounded to the nearest whole number which may result in slight deviations in totals. This difference is purely technical and does not undermine the reliability of the data presented in this Report.

	2024	2023
<b>Energy consumption</b>		
Total energy consumption (MWh)	20,686	21,222 <sup>1</sup>
Energy consumption intensity (per team member for our offices and laboratories (MWh/FTE))	2.79	1.92 <sup>2</sup>
Energy consumption intensity (per unit produced at manufacturing sites (kWh/unit))	0.32	0.29
Energy consumption intensity (per unit packed at packing sites (kWh/unit))	0.062	0.056
<b>Indirect energy consumption (MWh)</b>		
Electricity consumption from non-renewable sources	0	0
Electricity consumption from renewable sources	13,630	13,619
<b>Direct energy consumption (MWh)</b>		
Liquefied petroleum gas (LPG)	11	9
Natural gas	2,422	2,073
Diesel	642	1,942 <sup>3</sup>
Gasoline	3,981	3,404
<b>Greenhouse gas (GHG) emissions</b>		
Direct GHG emissions (Scope 1) (tCO <sub>2</sub> e)	2,543	2,721 <sup>4</sup>
Indirect GHG emissions (Scope 2) (market-based) (tCO <sub>2</sub> e)	0	0
Indirect GHG emissions (Scope 2) (location-based) (tCO <sub>2</sub> e)	9,911	9,384
Indirect GHG emissions (Scope 3) (tCO <sub>2</sub> e) <sup>5</sup>	390,396	405,836 <sup>6</sup>

<sup>1</sup> 2023 data restated from 21,962.

<sup>2</sup> 2023 data restated from 2.27.

<sup>3</sup> 2023 data restated from 2,681.

<sup>4</sup> 2023 data restated from 4,602.

<sup>5</sup> Note: In 2024, we updated our methodology for Scope 3.3 emissions calculations related to electricity transmission and distribution losses. The same emission factor values are now applied to both market-based and location-based calculations. This approach has been applied retrospectively to 2023 data to ensure comparability.

<sup>6</sup> 2023 data restated from 399,325.

Please refer to Appendix 4 - Methodology for more details on restated data.

	2024	2023	
Allocation of Scope 3 GHG emissions (tCO <sub>2</sub> e)	3.1 Purchased goods and services	321,187	341,016
	3.2 Capital goods	4,504	6,118
	3.3 Fuel and energy related activities	532	989
	3.4/3.9 Transportation and distribution (downstream and upstream)	43,293	37,286
	3.5 Waste generated in operations	1,796	1,870
	3.6 Business travel	9,421	8,320
	3.7 Employee commuting	2,062	2,502
	3.8 Upstream leased assets	6	0
	3.9 End-of-life treatment of sold products	7,594	7,735
Total GHG emissions (market-based) (tCO <sub>2</sub> e)	392,939	408,557	
Total GHG emissions (location-based) (tCO <sub>2</sub> e)	402,849	417,941	
GHG emissions intensity (per team member) (tCO <sub>2</sub> e/FTE)	139	129	
GHG emissions intensity (per unit produced at manufacturing sites) (kgCO <sub>2</sub> e/unit)	8	7	
GHG emissions intensity (per unit packed at packing sites) (kgCO <sub>2</sub> e/unit)	64	60	
<b>Other significant air emissions (tonnes)</b>			
Nitrogen oxides (NO <sub>x</sub> )	0.351	0.366	
Sulfur oxides (SO <sub>x</sub> )	0.001	0.002	
<b>Water withdrawal</b>			
Total water withdrawal (kL)	42,754	54,204	
Water withdrawal intensity (per team member for our offices and laboratories) (kL/FTE)	2	1.53	
Water withdrawal intensity (per unit produced at manufacturing sites) (mL/unit)	799	865	
Water withdrawal intensity (per unit packed at packing sites) (mL/unit)	55	67	

## Appendix 1 – Sustainability performance data (continued)

### Environmental performance (continued)

	2024	2023
<b>Waste generated</b>		
Hazardous waste generated (tonnes)	4	2
Hazardous waste intensity (per team member for our offices and laboratories) (g/FTE)	0	0
Hazardous waste intensity (per unit produced at manufacturing sites) (g/unit)	0.08	0.04
Hazardous waste intensity (per unit packed at packing sites) (g/unit)	0	0
Non-hazardous waste generated (tonnes)	2,769	5,405
Non-hazardous waste intensity (per team member for our offices and laboratories) (kg/FTE)	199	371
Non-hazardous waste intensity (per unit produced at manufacturing sites) (g/unit)	41.72	64.69
Non-hazardous waste intensity (per unit packed at packing sites) (g/unit)	26.76	23.39
Total non-hazardous waste directed to recycling streams (tonnes)	1,949	3,674
<b>Packaging material</b>		
Paper and cardboard (tonnes)	3,124	3,757
Plastic (tonnes)	4,623	4,086
Glass (tonnes)	399	394
Metal (tin and aluminium) (tonnes)	4,620	5,253
Revenue for every kilo of packaging generated (Revenue in RMB/1 kg of packaging)	1,022	1,034
Packaging produced for every RMB1,000 in revenue (kg/RMB'000 in revenue)	0.978	0.967

### Social performance

Note: The figures presented in this Report are rounded to the nearest whole number which may result in slight deviations in totals. This difference is purely technical and does not undermine the reliability of the data presented in this Report.

#### Workforce

Breakdown of team members by gender

FTEs	2024		2023	
	Male	Female	Male	Female
<b>Total workforce</b>	<b>909</b>	<b>1,920</b>	<b>1,082</b>	<b>2,092</b>
<b>By employment type</b>				
Full-time	907	1,891	1,077	2,059
Part-time	3	29	5	33
<b>By contract type</b>				
Permanent	894	1,895	1,068	2,050
Temporary	15	25	14	42
Non-guaranteed hours	0	0	0	0
<b>By position level</b>				
Executive	27	17	36	23
Management	395	631	464	647
Non-management	487	1,273	582	1,422

We recorded a significant 11% decrease in FTEs in 2024 compared with 2023, primarily due to the decline in BNC business caused by decreasing birth rates.

## Appendix 1 – Sustainability performance data (continued)

### Breakdown of team members by region

#### 2024

FTEs	Australia and New Zealand	Mainland China	Asia excluding Mainland China	North America	Europe	Total
<b>Total</b>	<b>295</b>	<b>2,084</b>	<b>84</b>	<b>136</b>	<b>230</b>	<b>2,829</b>
Permanent	261	2,084	84	135	226	<b>2,789</b>
Temporary	35	0	0	1	4	<b>40</b>
Non-guaranteed hours	0	0	0	0	0	<b>0</b>
Full-time	269	2,084	84	135	226	<b>2,798</b>
Part-time	27	0	0	1	4	<b>32</b>

#### 2023

FTEs	Australia and New Zealand	Mainland China	Asia excluding Mainland China	North America	Europe	Total
<b>Total</b>	<b>277</b>	<b>2,417</b>	<b>78</b>	<b>145</b>	<b>257</b>	<b>3,174</b>
Permanent	249	2,417	77	141	234	<b>3,118</b>
Temporary	28	0	1	4	23	<b>56</b>
Non-guaranteed hours	0	0	0	0	0	<b>0</b>
Full-time	248	2,417	78	144	249	<b>3,136</b>
Part-time	29	0	0	1	8	<b>38</b>

### Breakdown of team members by position level and age group

Age group	2024			2023		
	Executive	Management	Non-management	Executive	Management	Non-management
Under 25	0	2	70	0	1	80
25–39	13	735	1,308	18	831	1,538
40–55	27	279	363	36	268	366
Over 55	4	10	18	5	11	21

### Employee new hires

	2024	2023
<b>Total new hires</b>		
Total new hires	507	734
New hire rate	18%	23%
<b>By gender</b>		
Male	191	264
	22%	24%
Female	316	470
	21%	22%
<b>By age group</b>		
Under 25	43	70
	60%	87%
25–39	412	585
	20%	25%
40–55	47	75
	7%	11%
Over 55	5	4
	16%	11%
<b>By geographical location</b>		
Australia and New Zealand	64	50
	22%	18%
Mainland China	338	527
	16%	22%
Asia (excluding Mainland China)	26	26
	31%	33%
North America	40	51
	29%	35%
Europe	39	80
	17%	31%

## Appendix 1 – Sustainability performance data (continued)

### Employee turnover

	2024	2023
<b>Total turnover and turnover rate</b>		
Total turnover	877	950
Total turnover rate	31%	29.9%
<b>By gender</b>		
Male	367	384
	40%	35.5%
Female	510	566
	27%	27%
<b>By age group</b>		
Under 25	37	61
	51%	76%
25-39	702	737
	34%	31%
40-55	129	136
	19%	20%
Over 55	9	16
	28%	43%

	2024	2023
<b>By geographical location</b>		
Australia and New Zealand	45	39
	15%	14%
Mainland China	662	731
	32%	30%
Asia (excluding Mainland China)	18	17
	21%	22%
North America	53	53
	39%	37%
Europe	99	110
	43%	43%

### Employees with promotion

FTEs	2024	2023
Male	74	96
Female	150	201

## Appendix 1 – Sustainability performance data (continued)

### Employees in IT and R&D/engineering related positions

FTEs	2024	2023
<b>IT position</b>		
Male	55	63
Female	46	51
<b>R&amp;D/engineering related position</b>		
Male	58	50
Female	92	103

### Parental leave

	Number of weeks of fully paid primary parental leave offered	Number of weeks of fully paid secondary parental leave offered
Australia and New Zealand	16	6
Mainland China	25.4	2
Asia*	15-26	0.3-4
North America	12	2
Europe	6-30	2-4

\*For both primary and secondary parental leave, data excluding Hong Kong SAR: We currently offer one additional week of primary parental leave beyond statutory requirement and five days secondary parental leave according to statutory requirement. For secondary parental leave, data excluding Malaysia and Thailand as there are currently no statutory requirement for fully paid secondary parental leave.

### Occupational health and safety

	Number	2024	2023	2022
<b>Work-related injuries and fatalities</b>				
Fatalities	Actual number (no.)	0	0	0
	No./per 200,000 hours worked	0	0	0
High-consequence work-related injuries	Actual number (no.)	1	0	0
	No./per 200,000 hours worked	0.04	0	0

	Number	2024	2023	2022
Recordable work-related injuries	Actual number (no.)	6	0	0
	No./per 200,000 hours worked	0.22	0	0
Lost days due to work injuries	Actual number of days	86	0	0
	No./per 200,000 hours worked	3.17	0	0

### Employee development and training

	2024	2023
<b>Total number of employees trained</b>		
<b>By gender</b>		
Male	749	633
	82%	59%
Female	1,739	1,397
	91%	67%
<b>By position level</b>		
Executive	34	40
	77%	68%
Management	966	646
	94%	58%
Non-management	1,458	1,345
	83%	67%
<b>Average hours of training of employees</b>		
Total	21.64 (21 hours and 38 minutes)	19.93 (19 hours 55 minutes)
<b>By gender</b>		
Male	19.68 (19 hours and 41 minutes)	18.82 (18 hours 49 minutes)
Female	22.57 (22 hours and 34 minutes)	20.50 (20 hours 30 minutes)
<b>By position level</b>		
Executive	13.01 (13 hours and 1 minute)	25.36 (25 hours 21 minutes)
Management	20.19 (20 hours and 11 minutes)	18.71 (18 hours 42 minutes)
Non-management	21.77 (21 hours and 46 minutes)	20.19 (20 hours 11 minutes)

## Appendix 1 – Sustainability performance data (continued)

### Gender pay gap

	Ratio of remuneration (%)
	2024
Australia and New Zealand	+4.6% (ratio in favour of men)
Mainland China	-4.9% (ratio in favour of women)
Asia (excluding Thailand, India, Indonesia and Malaysia)	-3.6% (ratio in favour of women)
North America	+0.7% (ratio in favour of men)
Europe	-7.6% (ratio in favour of women)
<b>Global weighted average</b>	<b>-3.53%</b> <b>(ratio in favour of women)</b>

### Supply chain management

	2024	2023
<b>Total number of suppliers</b>		
Total number of suppliers	234	227
<b>Total number of suppliers by geographical location</b>		
Australia and New Zealand	37	37
Mainland China	122	79
Asia (Excluding Mainland China)	14	14
North America	26	18
Europe	35	79

### Product responsibility

	2024	2023
<b>Product-related health and safety issue</b>		
Percentage of recalled products for safety and health reasons (%)	0	0
Number of product and service complaints	30,869	32,820
Percentage of complaints responded to (%)	100%	100%
Percentage of complaints resolved (%)	>99%	>99%

### Community investment

	2024	2023
<b>Resources contributed</b>		
Total cash donations (USD)	1,218,311	1,312,350
Total in-kind donations* (USD)	251,904	1,516,786
Total employees involved in community activities during company working hours (FTEs)	2,785	2,922
Total volunteer hours	10,227	11,778
Total value of volunteer hours (USD)	241,700	295,241
Total management cost (USD)	414,620	270,656
<b>Total investment (USD)*</b>	<b>2,126,535</b>	<b>3,395,032</b>

\*In 2024, we introduced improved methodologies for measuring our impact on communities, which has resulted in a decrease in the absolute value of our community investment. Therefore, the amount cannot be directly compared to the amount we previously reported. Additionally, in our efforts to optimise inventory management and eliminate waste and carbon footprint, we donated fewer products in 2024 due to better control over our stock levels, which has also impacted the absolute value.

## Appendix 2 – Material topics



### Advancing the Story of Good Health

#### Product Safety and Quality

Maintaining rigorous safety standards and quality control throughout product life cycle, ensuring traceability and preventing counterfeiting to protect consumer safety.

#### Nutritional and Health Innovation

Advancing nutrition and health through continuous product innovation and improvement, developing solutions that meet the diverse wellbeing needs of families and pets across all life stages.

#### Consumer Trust

Building meaningful relationships with our consumers through transparent communication, authentic engagement, and responsible marketing and labelling practices.



### Reducing our Footprint on the Planet

#### Sustainable Packaging

Designing and implementing packaging solutions that minimise environmental impact through innovative sustainable solutions, increased recycled content, reduced material use, and enhanced recyclability.

#### Climate Action and Emissions Reduction

Taking decisive climate action by strategically reducing greenhouse gas emissions across our operations and value chain, building climate resilience, and accelerating the transition to renewable energy sources.

#### Environmental and Resource Stewardship

Responsibly managing our environmental impact through conservation of natural resources, protection of ecosystems, and implementation of circular practices to minimise waste throughout our value chain. Promoting sustainable agricultural practices and responsible resource consumption.



### Honouring Human Rights and Fairness

#### Human Rights and Fair Labour

Protecting the rights of all who contribute to H&H's value by ensuring fair and attractive working conditions for our employees, while actively managing modern slavery risks and labour standards across our supply chain.

#### Diversity, Equity, and Inclusion

Fostering an inclusive culture that embraces diversity at all levels, drives equity in opportunities and outcomes, and leverages diverse perspectives for business success.

#### Community Impact

Creating shared value through strategic community investment and meaningful stakeholder partnerships. Supporting inclusive growth across our value chain communities.

#### Workforce Development, Health and Retention

Creating a safe and engaging workplace that promotes employee wellbeing, develops capabilities, and retains talent through integrated wellbeing programmes, capability building, and supportive policies.



### Supporting Good Governance

#### Responsible Supply Chain

Building sustainable supply chain partnerships through strong governance, quality assurance, and proactive management of social and environmental impacts across sourcing, R&D, manufacturing and packaging processes.

#### Business Ethics and Governance

Operating with clear and high ethical, legal and moral standards while maintaining robust governance frameworks and regulatory compliance. Maintaining robust governance frameworks.




#### Economic Value Creation and Market Presence

Generating sustainable economic growth while maintaining market leadership and creating value for all stakeholders across our global presence.

#### Risk Management and Business Resilience

Protecting and strengthening our business through integrated risk management that safeguards our assets, addresses climate-related risks, ensures responsible data practices, and builds organisational resilience to environmental and market changes.

## Appendix 3 – Stakeholder engagement

Stakeholder group	How we engage
 <p>Team members</p>	<ul style="list-style-type: none"> <li>• Townhalls on our financial results and other topics localised to regions with Q&amp;A opportunities</li> <li>• Internal site to access H&amp;H-branded assets, policies and materials to communicate internally</li> <li>• Virtual company briefings via Zoom and Microsoft Teams</li> <li>• Company messaging platform Corporate WeCom</li> <li>• Structured performance reviews</li> <li>• H&amp;H website and individual brand websites kept up-to-date</li> <li>• Internal training and activities (including, but not limited to, World Quality Week, World Community Day, Nutrition Movement Mind Week, H&amp;H Academy for Change)</li> <li>• Emails or other messages to provide up-to-date news</li> </ul>
 <p>Consumers</p>	<ul style="list-style-type: none"> <li>• Social media accounts including LinkedIn, Facebook, Instagram, Douyin/TikTok and/or Twitter</li> <li>• Consumer feedback and service phone lines</li> <li>• Customer satisfaction surveys</li> <li>• H&amp;H website and individual brands websites</li> <li>• In-store advertisements and eDMs</li> <li>• Trade shows</li> </ul>
 <p>Distributors and retailers</p>	<ul style="list-style-type: none"> <li>• Educational events and training on brand products</li> <li>• Trade shows</li> <li>• Physical visits to stores</li> </ul>

Stakeholder group	How we engage
 <p>Shareholders, investors and financiers</p>	<ul style="list-style-type: none"> <li>• Annual General Meeting and roadshows</li> <li>• Annual and Interim Report presentations and webcasts</li> <li>• Sustainability Report</li> <li>• HKEx updates</li> </ul>
 <p>Suppliers</p>	<ul style="list-style-type: none"> <li>• Regular emails, phone calls or visits</li> <li>• Audits</li> <li>• Trade shows – displaying and attending</li> <li>• Supplier Code of Conduct</li> <li>• Sharing annual results and sustainability reports and updates</li> <li>• Distribution of surveys and reporting documentation</li> </ul>
 <p>Brand ambassadors</p>	<ul style="list-style-type: none"> <li>• Sharing updates on Company performance and developments</li> </ul>
 <p>Local communities</p>	<ul style="list-style-type: none"> <li>• H&amp;H Foundation and Biostime China Foundation for Mother and Child, and community programmes and partnerships</li> </ul>
 <p>Government, regulatory agencies and industry organisations</p>	<ul style="list-style-type: none"> <li>• Sponsoring, presenting at and/or attending industry association meetings, events and conferences</li> <li>• Regular communication to understand current and anticipated regulatory developments</li> </ul>
 <p>Media</p>	<ul style="list-style-type: none"> <li>• Distribute media releases on Company performance</li> <li>• Invite media to brand announcements</li> </ul>

# Appendix 4 – Methodology

## 1. Environmental data

This methodology section outlines our approach to calculating and reporting environmental data across H&H Group’s operations. It covers greenhouse gas emissions, intensity metrics, air emissions, packaging materials, water usage, and waste management.

### 1.1. Greenhouse gas (GHG) emissions methodology

#### 1.1.1. Reporting framework and standards

H&H’s GHG footprint has been calculated with the assistance of Anthesis Australia following the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard (‘GHG Protocol Corporate Standard’) and the Corporate Value Chain (Scope 3) Standard.

The emissions categories and boundaries are reviewed annually to ensure continued relevance to our operations and alignment with sustainability reporting best practices.

#### 1.1.2. Organisational and operational boundaries

Our GHG accounting covers operations across our five geographical regions of operation: Australia and New Zealand, mainland China, Asia (excluding mainland China), Europe, and North America. Within these regions, we account for emissions from all operational facilities including factories, laboratories, packing facilities, and offices.

H&H applies the operational control approach in determining its organisational boundaries. Under this approach, we account for 100% of GHG emissions from operations over which H&H has operational control.

#### 1.1.3. Emissions boundary and exclusions

Scope	Definition	Categories included	Measurement approach
Scope 1	Direct emissions from owned or controlled sources	<ul style="list-style-type: none"> <li>Refrigerants</li> <li>Natural gas</li> <li>Diesel generators</li> <li>Fuel from operated vehicles</li> <li>LPG</li> <li>Other fugitive emissions</li> </ul>	Full perimeter consideration
Scope 2	Indirect emissions from purchased energy	<ul style="list-style-type: none"> <li>Electricity</li> </ul>	Market-based approach using renewable energy certificates, green tariffs and on-site renewable electricity generation data.  Location-based approach using electricity consumption data multiplied by regional/country grid average emission factors.
Scope 3	Other indirect value chain emissions	<ul style="list-style-type: none"> <li>Purchased goods and services</li> <li>Capital goods</li> <li>Emissions linked to fuel and energy (not included in Scope 1 and 2)</li> <li>Upstream transportation and distribution</li> <li>Waste</li> <li>Business travel</li> <li>Employee commuting</li> <li>Upstream leased assets</li> <li>Downstream transportation &amp; distribution</li> <li>End of life of sold products</li> </ul>	Physical (preferred) or financial data reported by H&H entities, supplemented by standardised methodologies where direct measurement is not feasible

The following categories are excluded from our GHG inventory: processing of sold products; downstream leased assets; franchises; and investments. These categories are excluded due to lack of relevance to our business model or insufficient reporting capability.

Use of sold products is excluded as H&H products do not directly consume energy during use. While we acknowledge that indirect emissions occur during the product use phase, this remains an optional category under GHG Protocol Standards. The challenges in obtaining reliable consumer behaviour data, combined with these emissions occurring outside our direct operational control, significantly limit our ability to implement meaningful reduction measures. This strategic exclusion enables us to focus our resources on emission sources where we can exert greater influence and achieve measurable impact.

#### 1.1.4. Data collection, emission factors and quality management

##### Data collection

Our 2024 GHG footprint is based on nine months of actual data (January to September 2024), extrapolated to represent the full year. However, for our Chinese manufacturing operations, we utilise complete year data for energy, water, and waste metrics. Similarly, for purchased goods (including finished goods, raw materials, and semi-finished goods), we combine nine months of actual data with procurement team forecasts for the remaining period.

##### Emission factors

For emission calculations, we primarily rely on the ADEME ‘Base Empreinte’ database to maintain consistency with our 2023 footprint. This is supplemented by various other reputable sources including H&H product-specific Life Cycle Assessments (LCAs), relevant aligned product LCAs, UK Department for Environment, Food and Rural Affairs (DEFRA) factors, and the Australian National Greenhouse Accounts Factors.

##### Data quality management

Where data gaps exist, we employ a hierarchical approach to estimations. Our primary method

utilises historical data from previous reporting years. When this is not available, we utilise ratio-based calculations based on full-time equivalent (FTE) numbers or facility surface areas.

##### Continuous improvement

We continuously strive to improve our data quality and calculation methodologies.

#### 1.1.5. 2024 methodology enhancements

In 2024, we enhanced our methodology through several key improvements:

- **Transportation and distribution monitoring**  
In line with our SBTi commitments, we have implemented comprehensive monitoring and calculation processes for transportation and distribution emissions. Regular monitoring allows us to identify reduction opportunities and implement targeted interventions in our logistics operations.
- **End of life calculation enhancement**  
We expanded our end of life emissions calculations to include food waste in addition to packaging waste. This enhancement utilises the UNEP Food Waste Index Report 2024, applying an 11.4% household food waste percentage to relevant product categories, providing a more comprehensive view of our products’ end of life impacts.
- **Operational control review**  
We conducted a detailed review of our operational control boundaries, leading to the reallocation of certain emissions to Category 8 (upstream leased assets).
- **Double-counting assessment**  
We conducted a thorough analysis of potential double-counting risks between our different internal entities and accounting systems. This detailed review ensures that emissions are accurately attributed and counted only once, particularly when products and materials move between different H&H entities or are captured in multiple internal reporting systems.

## Appendix 4 – Methodology (continued)

- Electricity transmission and distribution losses calculation

In 2024, we updated our methodology for Scope 3.3 emissions calculations related to electricity transmission and distribution losses. The same emission factor values are now applied to both market-based and location-based calculations.

### 1.1.6. Methodology review and updates

Our methodology undergoes annual review to ensure continued accuracy and relevance. This process includes assessing emission category relevance, verifying boundary alignments, checking compliance with best practices and emerging standards in sustainability reporting. This systematic review process ensures our GHG accounting remains robust while adapting to our evolving business operations.

### 1.2. Intensity metrics methodology

We strive for meaningful environmental performance indicators, which is why we report both total values and intensity metrics for GHG emissions, energy, water, and waste. It is important to note that these intensity metrics vary significantly from year to year due to the underlying modelling assumptions used in the inventory.

In 2024, we used the following calculation methods for the intensity metrics related to energy, water and waste:

- to determine the intensity per team member, we divided the total energy, water or waste specifically derived from laboratory and office facilities by the total FTE in those facilities, excluding the workers in remote working
- for the intensity per unit produced at manufacturing sites, we divided the total energy, water or waste generated by in-house factory sites by the total units produced in such in-house manufacturing facilities
- the intensity per unit packed at packing sites was determined by dividing the total energy, water or waste associated with our in-house packing site by the total number of units packed at this site.

Regarding the intensity metrics for GHG emissions, we divided the entire GHG footprint by the relevant metric (full FTE number (compared to office and laboratory workers for other intensity metrics), units produced, and units packed). This approach was necessary because our GHG footprint includes Scope 3 emissions, such as those from purchased goods and services. Allocating GHG emissions per office worker or manufactured product would have been misleading because certain emissions categories are challenging to allocate and would have been excluded from the calculation. For example, emissions from the procurement of finished products from co-manufacturers would have been entirely omitted from the scope of office workers' emissions, even though the office workers may have control over production orders sent to co-manufacturers. Unfortunately, our current data granularity and methodology do not allow for the calculation of other types of intensity metrics.

### 1.3. Other significant air emissions data methodology

We collect nitrogen oxides (NOx) and sulfur oxides (SOx) emission data from our Changsha factory, in China. Our emission results are below stipulated emissions allowances by the local government.

### 1.4. Packaging materials data methodology

In 2024, we collected packaging data from H&H facilities and contract manufacturers that produced products of all our ANC, BNC and PNC brands. The data is expressed in tonnes of material and covers the life cycle of our finished goods. For France, the calculation is based on the annual Citeo declaration.

### 1.5. Water data methodology

In 2024, we collected water usage data through direct measurement at our operational sites where possible. Water consumption includes all operational uses including manufacturing processes, cleaning, and general facility usage.

For sites where direct data collection was not feasible (primarily in office locations), we employed a modelling approach. For sites with historical

water consumption data, we calculated estimates using the ratio of current to previous year FTE numbers.

At one of our manufacturing facilities, significant infrastructure improvements were implemented during 2024, including the optimisation of water supply networks and changes to water sourcing arrangements. The 2024 water consumption data reflects these transitional changes, with more stabilised and accurate measurements expected from 2025 onwards.

Our water use monitoring and reporting processes continue to evolve as we strive for greater accuracy and transparency in our environmental performance data.

### 1.6. Waste data methodology

In 2024, we proactively gathered waste data from the operational sites wherever possible, encompassing all waste streams generated across our facilities.

Waste streams are categorised as:

- non-hazardous waste (including general waste, recyclables, and organic waste)
- hazardous waste (carefully monitored and managed according to local regulations).

When detailed waste treatment information was available, we recorded specific disposal routes including:

- material recycling
- energy recovery through incineration
- landfill disposal
- specialised treatment for hazardous materials.

In cases where specific treatment details were unavailable, an average "disposal" method was applied.

In instances where direct data collection was not feasible (in some offices), we employed a modelling approach to estimate waste generation and management. When historical waste management data was accessible, we applied a proportional ratio based on the fluctuation in FTE staff numbers between 2023 and the reporting year to ensure accurate estimation of waste generation and track progress in waste reduction efforts.

In our two main manufacturing facilities, significant data collection improvements were implemented during 2024, including the optimisation of waste categorisation and monitoring systems. The 2024 waste data reflects these improvements, enabling more robust waste monitoring going forward.

Our waste monitoring and reporting processes continue to evolve as we strive for greater accuracy and transparency in our environmental performance data.

### 1.7. Restatement methodology

Restatements of previously reported environmental data may occur due to various factors that enhance data accuracy and completeness. In 2024, we implemented several restatements to our 2023 data to ensure consistent and comparable reporting mainly due to:

- methodology improvements – enhanced calculation methods and updated emission factors
- data quality – identification and correction of historical data inaccuracies
- scope adjustments – changes in organisational boundaries or operational control.

Specific restatements in 2024:

- Energy and Scope 1 emissions

Key change: reclassification of specific fuel usage from direct energy (operated vehicles) to non-operated vehicles

- Scope 3 emissions

Key changes:

- reallocation of specific fuel usage from direct energy (operated vehicles) to non-operated vehicles
- integration of same Scope 3.3 emissions linked to electricity use in both location-based and market-based methodology
- integration of food waste emissions into end-of-life emissions calculations
- enhanced data collection and calculation methodology for capital assets emissions.

## Appendix 4 – Methodology (continued)

These restatements have resulted in:

- more accurate allocation of energy consumption and emissions across categories
- greater completeness of our Scope 3 emissions inventory
- enhanced comparability with 2024 data.

These restatements reflect our commitment to continuous improvement in environmental data quality and transparent reporting practices. They enable more accurate tracking of our environmental performance and support better-informed decision-making in our sustainability initiatives.

### 2. Social data

#### 2.1. Team members data methodology

In 2024, unless otherwise specified, the numbers related to team members in the Report are reported in terms of FTE at the end of the reporting period. The use of the FTE methodology aligns with our internal reporting practices and allows us to present more accurate data. FTE data presented is rounded to the nearest whole number which may result in slight deviations in totals. This difference is purely technical and does not undermine the reliability of the data presented in this Report.

Team members employed under China's three-year standard employment contract system are classified as permanent for reporting purposes, as this is the standard system.

In 2024, there were 480 individuals (compared to 1,025 workers in 2023) who were not employees but whose work was controlled by the Group at the end of the reporting period. These individuals are predominantly hired to work in our operational facilities (manufacturing and packing), provide sales support, or serve as interns.

The age groups are categorised as follows:

- under 25
- 25–39
- 40–55
- over 55.

#### 2.2. Employee new hires data methodology

The new hire rate is calculated using the total number of FTE new hires by category (i.e. gender, age group, and geographical location) divided by the total number of FTE by category (i.e. gender, age group, and geographical location) as of 31 December 2024. Employee new hires presented in FTE is rounded to the nearest whole number which may result in slight deviations in totals. This difference is purely technical and does not undermine the reliability of the data presented in this Report.

#### 2.3. Employee turnover data methodology

The turnover rate is calculated using the total number of FTE turnover by category (i.e. gender, age group, and geographical location) divided by the total number of FTE by category (i.e. gender, age group, and geographical location) as of 31 December 2024. Team member turnovers presented in FTE is rounded to the nearest whole number which may result in slight deviations in totals. This difference is purely technical and does not undermine the reliability of the data presented in this Report.

Team member turnover reflects the number of team members who leave employment with the issuer voluntarily or due to dismissal, retirement, or death in service during the reporting period.

#### 2.4. Work-related injuries data methodology

The fatalities rate, high-consequence work-related injuries rate, recordable work-related injuries rate and lost day rate are calculated based on the number of days lost per 200,000 hours worked. High-consequence work-related injuries are defined as work-related injuries that are expected to require a recovery period longer than six months, excluding fatalities.

Recordable work-related injuries refer to work-related injury that results in death, days away from work, restricted work or transfer to another job, medical treatment beyond first aid, or loss of

consciousness; or significant injury diagnosed by a physician or other licensed healthcare professional, even if it does not result in death, days away from work, restricted work or job transfer, medical treatment beyond first aid, or loss of consciousness.

Traffic accidents are considered as work-related injuries under China labour regulations.

#### 2.5. Employee development and training data methodology

The total training hours in 2024 is calculated based on the training hours received by FTE throughout the year.

The average training hours in 2024 is calculated based on the total training hours provided to FTE by category (i.e. gender and position level) throughout the year divided by the full FTE employees by category (i.e. gender and position level) as of 31 December 2024. The training and development information developed in the data table does not include the data relating to the Annual Compliance Training and other mandatory trainings for China.

#### 2.6 Gender pay gap data methodology

In 2024, the ratio of the actual remuneration of women to men is disclosed by location of operation. For each region and different categories of employees, the gender pay gap was calculated as follows: (average annual remuneration of men minus average annual remuneration of women) divided by average annual remuneration of men. A positive figure indicates that the annual remuneration of men is higher than that of women. Relevance thresholds were applied.

In order to calculate the weighted average global pay gap, the pay gap of each region was multiplied by the number of team members in that region. The sum of these values was then divided by the total number of team members, excluding those in Thailand, Vietnam, India, Malaysia and Indonesia. This approach takes into account both the pay gap and the relative number of team members in each region, providing an average global pay gap figure that is representative of the overall organisation.

Remuneration refers to the basic salary (fixed, minimum amount paid to an employee for performing his or her duties) plus additional amounts paid to an employee.

#### 2.7 Product responsibility data methodology

The percentage of recalled products for safety and health reasons is calculated using the number of products sold or shipped subject to recalls for safety and health reasons solely divided by the total number of products sold or shipped as of 31 December 2024.

#### 2.8 Community investment data methodology

Our community investment is measured using the Business for Social Impact (B4SI) framework and includes cash, in-kind and time contributions as well as managements costs.

## Appendix 5 – Disclosure Index (including GRI content index, HKEx reporting ESG guide index)

H&H has reported in accordance with the GRI Standards for the period of 1 January 2024 to 31 December 2024.

Reporting Principles: GRI 1: Foundation 2021 and HKEx ESG Reporting Guide.

The 2024 Annual Report can be found on our [Group’s corporate website](#).

GRI Standard title	GRI Disclosure number	HKEx Disclosure number	Topic	Location	Notes
<b>The Group and its Reporting Practice</b>					
GRI 2: General Disclosures 2021	2-1		Organisational details	About this Report Our global presence and markets	
	2-2	Mandatory Disclosure requirements > Reporting boundary	Entities included in the organisation’s sustainability reporting	About this Report 2024 Annual Report > Notes to financial statements	
	2-3		Reporting period, frequency and contact	About this Report	
	2-4		Restatements of information	Appendix 1 – Sustainability performance table	
	2-5		External assurance		The KPIs linked to our 2024 Sustainability-Linked Loan (SLL) undergo independent third-party verification.
<b>Activities and Workers</b>					
GRI 2: General Disclosures 2021	2-6		Activities, value chain and other business relationships	Our global presence and markets Our value chain Our community support and engagement	
	2-7	B1-1	Employees	Our people (The world of H&H) Our people (Honouring Human Rights and Fairness) Appendix 1 – Sustainability performance table	
	2-8		Workers who are not employees	Appendix 4 – Methodology	

## Appendix 5 – Disclosure Index (continued)

GRI Standard title	GRI Disclosure number	HKEx Disclosure number	Topic	Location	Notes
<b>Governance</b>					
GRI 2: General Disclosures 2021	2-9	Mandatory Disclosure Requirements > Governance structure	Governance structure and composition	Sustainability governance 2024 Annual Report > Corporate Governance Report	
	2-10		Nomination and selection of the highest governance body	2024 Annual Report > Corporate Governance Report	
	2-11		Chair of the highest governance body	Sustainability governance 2024 Annual Report > Biography of Directors and Senior Management	
	2-12		Role of the highest governance body in overseeing the management of impacts	Sustainability governance	
	2-13		Delegation of responsibility for managing impacts	Sustainability governance	
	2-14		Role of the highest governance body in sustainability reporting	Sustainability governance	
	2-15		Conflicts of interest	Business Ethics and Governance 2024 Annual Report > Corporate Governance Report	
	2-16		Communication of critical concerns	Business Ethics and Governance	
	2-17		Collective knowledge of the highest governance body	Message from our Chairman Sustainability Governance 2024 Annual Report > Corporate Governance Report	
	2-18		Evaluation of the performance of the highest governance body		We comply with the Corporate Governance Code of the Listing Rules of Hong Kong Stock Exchange. The Company is willing to explore the approach to pursue higher standard on this matter in the future.
	2-19		Remuneration policies	Sustainability Governance 2024 Annual Report > Corporate Governance Report	
	2-20		Process to determine remuneration	Sustainability Governance 2024 Annual Report > Corporate Governance Report	
2-21		Annual total compensation ratio	Our people (Honouring Human Rights and Fairness)		

## Appendix 5 – Disclosure Index (continued)

GRI Standard title	GRI Disclosure number	HKEx Disclosure number	Topic	Location	Notes
<b>Strategy, Policies, and Practices</b>					
GRI 2: General Disclosures 2021	2-22	Mandatory Disclosure Requirements > Governance structure > Statement from the Board	Statement on sustainable development strategy	Message from our Chairman Message from our CEO	
	2-23		Policy commitments	Our sustainability impact areas Our sustainability-related policies Supply chain governance	
	2-24		Embedding policy commitments	Our sustainability impact areas Our sustainability-related policies Supply chain governance	
	2-25		Processes to remediate negative impacts	Business Ethics and Governance	
	2-26		Mechanisms for seeking advice and raising concerns	Business Ethics and Governance	
	2-27		Compliance with laws and regulations	2024 Annual Report > Material legal proceedings	During the year ended 31 December 2024, the Group has complied with all the relevant laws and regulations in the jurisdictions where it operated.
	2-28		Membership associations	Our membership associations	
<b>Stakeholder Engagement</b>					
GRI 2: General Disclosures 2021	2-29	Mandatory Disclosure requirements > Reporting principles > Materiality	Approach to stakeholder engagement	Keeping our materiality up to date Appendix 3 – Stakeholder engagement	
	2-30		Collective bargaining agreements	Our people (Honouring Human Rights and Fairness)	
<b>Material Topics</b>					
GRI 3: Material Topics 2021	3-1	Mandatory Disclosure requirements > Reporting principles Materiality	Process to determine material topics	Keeping our materiality up to date	
	3-2		List of material topics	Appendix 2 – Material topics	
	3-3		Management of material topics	Keeping our materiality up to date	

## Appendix 5 – Disclosure Index (continued)

GRI Standard title	GRI Disclosure number	HKEx Disclosure number	Topic	Location	Notes
<b>Advancing the Story of Good Health</b>					
<b>Nutritional and Health Innovation</b>					
GRI 3: Material Topics 2021	3-3		Management of material topics	H&H science and innovation powerhouse within Nutritional and inclusive products	
Other			Number of new products launched	H&H science and innovation powerhouse within	
			Spend on R&D	H&H science and innovation powerhouse within	
			% of revenues derived from products with no sugar added/free from artificial colours/flavours/sweeteners/preservatives	Nutritional and inclusive products	
<b>Product Safety and Quality</b>					
GRI 3: Material Topics 2021	3-3	B6, B6-4	Management of material topics	Quality management	
GRI 416: Customer Health and Safety 2016	416-1	B6-1, B6-2	Assessment of the health and safety impacts of product and service categories	Quality management Raw material sourcing policy	
	416-2	B6	Incidents of non-compliance concerning the health and safety impacts of products and services	Quality management	In 2024, we had no incident related to product quality resulting in fines, penalties, or warnings.
<b>Consumer Trust</b>					
GRI 3: Material Topics 2021	3-3		Management of material topics	Marketing	
Other			Premium, Proven, Aspirational and Engaging (PPAE) approach and consumer engagement initiatives	Marketing	
GRI 417: Marketing and Labelling 2016	417-2	B6	Incidents of non-compliance concerning product and service information and labelling	Quality management	In 2024, we had no incidents relating to product and service information and labelling.
	417-3	B6	Incidents of non-compliance concerning marketing communications	Appendix 5 – Disclosure Index	In 2024, we had no incidents relating to marketing communication, including advertising, promotion, and sponsorship.

## Appendix 5 – Disclosure Index (continued)

GRI Standard title	GRI Disclosure number	HKEx Disclosure number	Topic	Location	Notes
<b>Reducing our Footprint on the Planet</b>					
<b>Climate Action and Emissions Reduction</b>					
GRI 3: Material Topics 2021	3-3	A1, A1-5, A2, A2-3, A3, A3-1, A4, A4-1	Management of material topics	Our climate action Our operations Climate-related risks and opportunities	
GRI 201: Economic Performance 2016	201-2	A4, A4-1	Financial implications and other risks and opportunities due to climate change	Climate-related risks and opportunities	
GRI 305: Emissions 2016	305-1	A1-2	Direct (Scope 1) GHG emissions	Our climate action Appendix 1 – Sustainability performance data	
	305-2	A1-2	Energy indirect (Scope 2) GHG emissions	Our climate action Appendix 1 – Sustainability performance data	
	305-3		Other indirect (Scope 3) GHG emissions	Our climate action Appendix 1 – Sustainability performance data	
	305-4	A1-2	GHG emissions intensity	Our climate action Appendix 1 – Sustainability performance data	
	305-7	A1-1	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Appendix 1 – Sustainability performance data	

## Appendix 5 – Disclosure Index (continued)

GRI Standard title	GRI Disclosure number	HKEx Disclosure number	Topic	Location	Notes
GRI 302: Energy 2016	302-1	A2-1	Energy consumption within the organisation	Our operations Appendix 1 – Sustainability performance data	
	302-3	A2-1	Energy intensity	Our operations Appendix 1 – Sustainability performance data	
	302-4	A2-3	Reduction of energy consumption	Our operations Appendix 1 – Sustainability performance data	
<b>Environmental and Resource Stewardship</b>					
GRI 3: Material Topics 2021	3-3	A2, A2-4	Management of material topics	Our operations Our approach to water stewardship	
GRI 303: Water and Effluents 2018	303-1	A2, A2-4	Interactions with water as a shared resource	Our approach to water stewardship	
	303-2	A2, A2-4	Management of water discharge-related impacts	Our approach to water stewardship	
	303-5	A2-2	Water usage	Our approach to water stewardship Appendix 1 – Sustainability performance data	
GRI 3: Material Topics 2021	3-3	A1, A1-6, A2, A3	Management of material topics	Our operations Our approach to waste management	
GRI 306: Waste 2020	306-1	A1, A1-6, A2, A3	Waste generation and significant waste-related impacts	Our approach to waste management	
	306-2	A1, A1-6, A2, A3	Management of significant waste-related impacts	Our approach to waste management	
	306-3	A1-3, A1-4	Waste generated	Our approach to waste management Appendix 1 – Sustainability performance data	
	306-4		Waste diverted from disposal	Our approach to waste management Appendix 1 – Sustainability performance data	We report the total weight of waste diverted from disposal and a breakdown by recovery operations.
	306-5		Waste directed to disposal	Our approach to waste management Appendix 1 – Sustainability performance data	We report the total weight of waste directed to disposal and a breakdown by disposal operations.

## Appendix 5 – Disclosure Index (continued)

GRI Standard title	GRI Disclosure number	HKEx Disclosure number	Topic	Location	Notes
GRI 3: Material Topics 2021	3-3	A2, A3, A3-1	Management of material topics	Our approach to biodiversity conservation	
GRI 304: Biodiversity 2016	304-2	A3-1	Significant impacts of activities, products, and services on biodiversity	Our approach to biodiversity conservation	We do not currently have the resources or systems in place to provide additional details but are working to include relevant data for future reporting.
<b>Sustainable Packaging</b>					
GRI 3: Material Topics 2021	3-3		Management of material topics	H&H science and innovation powerhouse within Our approach to sustainable packaging and resource management	
GRI 301: Materials 2016	301-1	A2-5	Materials used by weight or volume	Our approach to sustainable packaging and resource management Appendix 1 – Sustainability performance data	Not reported for input materials – only for packaging materials, which is a H&H material topic. The Report provides a breakdown of packaging by material type.
	301-2		Recycled input materials used	Our approach to sustainable packaging and resource management	Not reported for input materials – only for packaging materials, which is a H&H material topic.

## Appendix 5 – Disclosure Index (continued)

GRI Standard title	GRI Disclosure number	HKEx Disclosure number	Topic	Location	Notes
<b>Honouring Human Rights and Fairness</b>					
<b>Diversity, Equity, and Inclusion</b>					
GRI 3: Material Topics 2021	3-3	B1	Management of material topics	Our people	
GRI 401: Employment 2016	401-1	B1-2	New employee hires and employee turnover	Appendix 1 – Sustainability performance data	
	404-1	B3-2	Average hours of training per year per employee	Appendix 1 – Sustainable performance data	
GRI 405: Diversity and Equal Opportunity 2016	405-1	B1-1	Diversity of governance bodies and employees	Sustainability governance Appendix 1 – Sustainable performance data	
	405-2		Ratio of basic salary and remuneration of women to men	Our people Appendix 1 – Sustainable performance data	
GRI 406: Non-discrimination 2016	406-1		Incidents of discrimination and corrective actions taken	Our people	
Other	401-3		Parental leave	Our people	
<b>Workforce Development, Health and Retention</b>					
GRI 3: Material Topics 2021	3-3	B2, B2-3	Management of material topics	Our people	
GRI 403: Occupational Health and Safety 2018	403-1	B2-3	Occupational health and safety management system	Our people	
	403-4		Worker participation, consultation, and communication on occupational health and safety		We currently do not report on this topic.
	403-5		Worker training on occupational health and safety	Our people	
	403-6		Promotion of worker health	Our people	
	403-8		Workers covered by an occupational health and safety management system	Our people	
	403-9	B2-2	Work-related injuries	Our people Appendix 1 – Sustainable performance data	
	403-9	B2-1	Work-related fatalities	Our people Appendix 1 – Sustainable performance data	
		B3, B3-1	Training and development	Our people Appendix 1 – Sustainability performance data	

## Appendix 5 – Disclosure Index (continued)

GRI Standard title	GRI Disclosure number	HKEx Disclosure number	Topic	Location	Notes
<b>Human Rights and Fair Labour</b>					
GRI 3: Material Topics 2021	3-3	B1, B4	Management of material topics	Our sustainability-related policies Our people Supply chain governance	In 2024, we had no incidents of non-compliance relating to compensation, recruitment, promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, other benefits and welfare and national labour laws and standards. In 2024, we had no cases of unfair dismissal.
GRI 407: Freedom of association and collective bargaining 2016	407-1		Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Our people Supply chain governance	
GRI 408: Child Labor 2016	408-1	B4-1	Operations and suppliers at significant risk for incidents of child labour	Our people Supply chain governance	In 2024, no instances of child labour practices were discovered in H&H's own operations.
GRI 409: Forced or Compulsory Labor 2016	409-1	B4-2	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Our people Supply chain governance	In 2024, no instances of forced or compulsory labour practices were discovered in H&H's own operations.
<b>Community Impact</b>					
GRI 3: Material Topics 2021	3-3	B8, B8-1	Management of material topics	Our community support and engagement Appendix 1 – Sustainability performance data	
GRI 203: Indirect Economic Impacts 2016	203-1	B8-2	Infrastructure investments and services supported	Our community support and engagement	
	203-2	B8-1	Significant indirect economic impacts	Our community support and engagement	
GRI 413: Local Communities 2016	413-1		Operations with local community engagement, impact assessments, and development programmes	Our community support and engagement	

## Appendix 5 – Disclosure Index (continued)

GRI Standard title	GRI Disclosure number	HKEx Disclosure number	Topic	Location	Notes
<b>Supporting Good Governance</b>					
<b>Economic Value Creation and Market Presence</b>					
GRI 3: Material Topics 2021	3-3		Management of material topics	Our business strategy and vision	
GRI 201: Economic Performance 2016	201-1	B8-2	Direct economic value generated and distributed	Our global presence and markets Our community support and engagement	Details on the financial performance of the Group can be found in the 2024 Annual Report.
Other			Qualitative disclosure on strategic initiatives	Our business strategy and vision	
<b>Business Ethics and Governance</b>					
GRI 3: Material Topics 2021	3-3	B7, B7-2, B7-3	Management of material topics	Business Ethics and Governance	
GRI205: Anti-corruption 2016	205-1		Operations assessed for risks related to corruption	Business Ethics and Governance	
	205-2	B7-3	Communication and training about anti-corruption policies and procedure	Business Ethics and Governance	
	205-3	B7-1	Confirmed incidents of corruption and actions taken	Business Ethics and Governance	
		B6-3	Practices relating to observing and protecting intellectual property rights	Appendix 5 – Disclosure Index	We maintain a central, Group-wide intellectual property (IP) and trademark register, which is administered by the Group's Legal department with support from external law firms. Each brand also monitors the market for local infringements on IP rights and trademarks, and escalates issues to the Legal department for their region.  We had no incidents of non-compliance related to IP across our regions.
<b>Risk Management and Business Resilience</b>					
GRI 3: Material Topics 2021	3-3		Management of material topics	Risk governance	
Others			Description of risk management system	Risk governance 2024 Annual Report > Corporate governance report	

## Appendix 5 – Disclosure Index (continued)

GRI Standard title	GRI Disclosure number	HKEx Disclosure number	Topic	Location	Notes
GRI 3: Material Topics 2021	3-3	B7	Management of material topics	Government affairs	
GRI 415: Public Policy 2016	415-1		Political contributions	Government affairs	H&H discloses any financial or in-kind political contributions made during the reporting period. In 2024, we contributed four wellness baskets valued at AUD4000 to the Federal Labor Business Forum in Australia.
GRI 3: Material Topics 2021	3-3	B6, B6-5	Management of material topics	Data privacy and security	
GRI 418: Customer Privacy 2016	418-1		Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data privacy and security	
<b>Responsible Supply Chain</b>					
GRI 3: Material Topics 2021	3-3	B5, B5-2, B5-3, B5-4	Management of material topics	Supply chain governance	
GRI 308: Supplier Environmental Assessment 2016	308-1	B5-2	New suppliers that were screened using environmental criteria	Supply chain governance	
	308-2	B5-3	Negative environmental impacts in the supply chain and actions taken	Supply chain governance	
GRI 414: Supplier Social Assessment 2016	414-1	B5-2	New suppliers that were screened using social criteria	Supply chain governance	
	414-2	B5-3	Negative social impacts in the supply chain and actions taken	Supply chain governance	
		B5-1	Number of suppliers by geographical region	Appendix 1 – Sustainability performance data	

# Appendix 6 – Taskforce on Climate-related Financial Disclosures Recommendations Disclosure Index

The following table describes how we assess and manage climate-related risks and opportunities for our business in accordance with the Task Force on Climate-related Financial Disclosures (TCFD) framework.

TCFD pillar	Recommended disclosures	Location
<b>Governance</b> Disclose the organisation’s governance around climate-related risks and opportunities.	a) Describe the board’s oversight of climate-related risks and opportunities.	Message from our Chairman Sustainability governance
	b) Describe management’s role in assessing and managing climate-related risks and opportunities.	Sustainability governance
<b>Strategy</b> Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation’s businesses, strategy, and financial planning where such information is material.	a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.	Climate-related risks and opportunities
	b) Describe the impact of climate-related risks and opportunities on the organisation’s businesses, strategy, and financial planning.	Climate-related risks and opportunities
	c) Describe the resilience of the organisation’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Climate-related risks and opportunities
<b>Risk Management</b> Disclose how the organisation identifies, assesses, and manages climate-related risks.	a) Describe the organisation’s processes for identifying and assessing climate-related risks,	Climate-related risks and opportunities Risk governance
	b) Describe the organisation’s processes for managing climate-related risks.	Climate-related risks and opportunities Our climate action
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation’s overall risk management.	Sustainability governance Risk governance
<b>Metrics and Targets</b> Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	Appendix 1 – Sustainability performance data
	b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Our climate action Appendix 1 - Sustainability performance data
	c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	Our climate action

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