

Sustainability Report 2025



DKSH

Delivering Growth – in Asia and Beyond.

Welcome from the Chairman and the CEO



“Sustainability is a strategic enabler that strengthens our business continuity and creates long-term value for our stakeholders.”

“Placing sustainability at our core strengthens the trust and partnerships that drive our future success.”

Dear stakeholders,

As we celebrated **160 years of DKSH** in 2025, we reflect on our long-standing commitment to **sustainable development** and responsible growth. Our legacy of creating value for our partners and local communities inspires us to continue building a sustainable future, one that balances business success with positive environmental and social impact. Guided by our purpose of **enriching people's lives**, we are proud of the progress we have made and the momentum we are carrying forward.

In 2025, we continued strengthening our performance across our four sustainability objectives – Flourishing People, Sustainable Value Chains, Net-Zero Emissions, and Positive Local Impact – to more effectively integrate sustainability across our operations and value chains. We are pleased to highlight the following key achievements:

- ▶ **Flourishing People:** To strengthen employee well-being measurement, we introduced a Well-Being Index. The initial results were positive, with a score higher than the global benchmark.
- ▶ **Sustainable Value Chains:** We expanded the coverage of markets certified under ISO 14001 (environmental management) and ISO 45001 (occupational health and safety) to seven markets, bolstering our environmental stewardship and workplace safety standards globally.
- ▶ **Net-Zero Emissions:** We are proud that the Science Based Targets initiative (SBTi) approved our climate targets, reaffirming our commitment to mitigating climate change. In 2025, we also achieved a 65% reduction in Scope 1 and 2 CO₂ emissions (market-based) compared to our 2020 baseline.
- ▶ **Positive Local Impact:** Through our Social Impact Strategy, we organized 138 social impact projects in 2025, an increase of 44% compared with 2024, contributing to education, health, and community development initiatives across our markets.

DKSH also maintained strong results across major sustainability benchmarks in 2025, including EcoVadis, CDP, MSCI, and FTSE, and was named an Industry Leader by ISS ESG, ranking among the top 5% of our sector. These results reflect our commitment to responsible and sustainable business practices.

As we look ahead, we view **sustainability as a key business enabler** – one that drives innovation, resilience, and long-term value creation. We will continue **supporting our business partners in fulfilling their sustainability** ambitions and regulatory requirements, acting as their **trusted partner** in navigating a dynamic sustainability landscape.

Our **Board of Directors (BoD)** and **Executive Committee (ExCo)** play a crucial role in guiding and overseeing our sustainability strategy. The Board has reviewed and approved the Sustainability Report 2025 and, together with the ExCo, ensures continuous **governance oversight**, strategic alignment, and accountability. This robust governance framework ensures that sustainability remains deeply embedded in our decision-making and company culture.

Building on our established assurance practices, we expanded our **limited assurance to cover the entire Sustainability Report 2025**, strengthening the credibility of our disclosures, processes, and business practices.

As we mark this special 160-year milestone, we extend our sincere gratitude to all our **employees, partners, and stakeholders**. Your dedication, collaboration, and shared vision enable us to drive meaningful change and create tangible, long-lasting impacts. Together, we will continue building on our legacy – and advancing DKSH toward a more sustainable, inclusive, and purposeful future.

Sincerely,

Marco Gadola and Stefan P. Butz
Chairman and CEO

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About This Report

This Sustainability Report describes how we strategically embed sustainability into our business. It also sets out the sustainability-related risks, opportunities, and impacts relevant to our value creation.

This report covers the five topics and formal requirements stated in Art. 964 – Transparency on non-financial matters in the Swiss Code of Obligations. It also includes a Task Force on Climate-Related Financial Disclosures (TCFD) report and a section addressing the relevant requirements under the Swiss Ordinance on Due Diligence and Transparency in relation to Minerals and Metals from Conflict-Affected Areas and Child Labor.

The Sustainability Report spans the fiscal year from January 1 to December 31, 2025. The figures published reflect the status as of December 31, 2025, except for greenhouse gas emissions and health and safety data, which was not fully available at the time of publication. Therefore, this report includes greenhouse gas emissions and health and safety data from the fourth quarter of 2024 to the third quarter of 2025, consistent with the approach used in the Sustainability Report 2024. Past data shows that our greenhouse gas emissions do not fluctuate strongly from one year to the next, and our operations did not change significantly in the fourth quarter of 2025.

We took due care when preparing this report by applying the Global Reporting Initiative's sustainability reporting standards (GRI 2021). This report is based on the GRI's reporting principles of accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness, and verifiability to ensure we provide our stakeholders with the most valuable information possible.

This report was also subjected to a limited assurance audit by Société Générale de Surveillance (SGS). Our assurance scope covered all text and 2025 data contained in this report, with key performance indicators such as greenhouse gas (GHG) emissions and the share of women in senior leadership positions specifically highlighted in the assurance statement. Data that received limited assurance in previous years is indicated by the symbols  and  in past reports. For more information about our external assurance in 2025, please see the [Assurance Statement](#).

The cover picture features Yokohama's iconic skyline, paying tribute to the city where DKSH's rich history began 160 years ago. Over these centuries, DKSH has played a key role in driving the region's growth and contributed to the longstanding relationship between Switzerland and Japan. Yokohama is also recognized as a leader in sustainable urban development, demonstrated through its strong decarbonization commitments and integration of environmentally responsible design throughout public spaces.

► [GRI 2-5](#)

About Us



26,840

employees



CHF 11.1 billion

net sales (2025)



Operations in 35

markets

DKSH Identity

As an international company with over 26,800 employees, our identity brings us together as one strong DKSH team working towards a shared goal.

Our Purpose

Enriching people's lives.

Our Vision

Being the trusted partner.

Our Strategy

Growing our four Business Units, strengthening our service offering, and increasing operational efficiency.

Our Values

Integrity

Empowerment

Collaboration

Entrepreneurship

Sustainability

Our Promise

Delivering Growth –
in Asia and Beyond.



Our Purpose and Business Model

Our Purpose

DKSH Holding Ltd. ("DKSH" or "the Group") provides reliable access to high-quality and responsible products and services. We create sustainable value for our partners and contribute to improving the quality of life in the communities where we operate by providing jobs, perspectives, and opportunities for people's growth and development.

There are many ways in which DKSH impacts and enriches lives around the world. These include delivering life-saving drugs to hospitals, bringing high-quality products to remote villages, installing technologies that improve living standards, and providing new formulations for pharmaceutical or food products that make people's lives healthier and more enjoyable.

We achieve these outcomes by providing companies with the access and expertise needed to grow in Asia Pacific, Europe, and North America, which we call Market Expansion Services.

Our Business Model

We offer a comprehensive range of specialized services along the value chain. They range from sourcing, market insights, and sales and marketing to distribution, logistics, and after-sales services across four Business Units: Healthcare, Consumer Goods, Performance Materials, and Technology.

- **Consumer Goods** DKSH Consumer Goods' purpose is to enrich people's lives by providing reliable access to high-quality and safe everyday essential food and non-food products. We are a leading distributor and market expansion services partner for fast-moving consumer goods, food services, and luxury & lifestyle companies, providing a full range of integrated solutions to support our partners' growth journey in Asia Pacific and Europe.

- **Healthcare** Driven by our mission to provide better healthcare for all, DKSH Healthcare brings life-saving and life-changing drugs, medicines, supplements, vaccines, treatments, and medical devices to patients – bridging the inequality gap and improving patient outcomes by supporting our partners with a full range of commercial outsourcing and market expansion services.

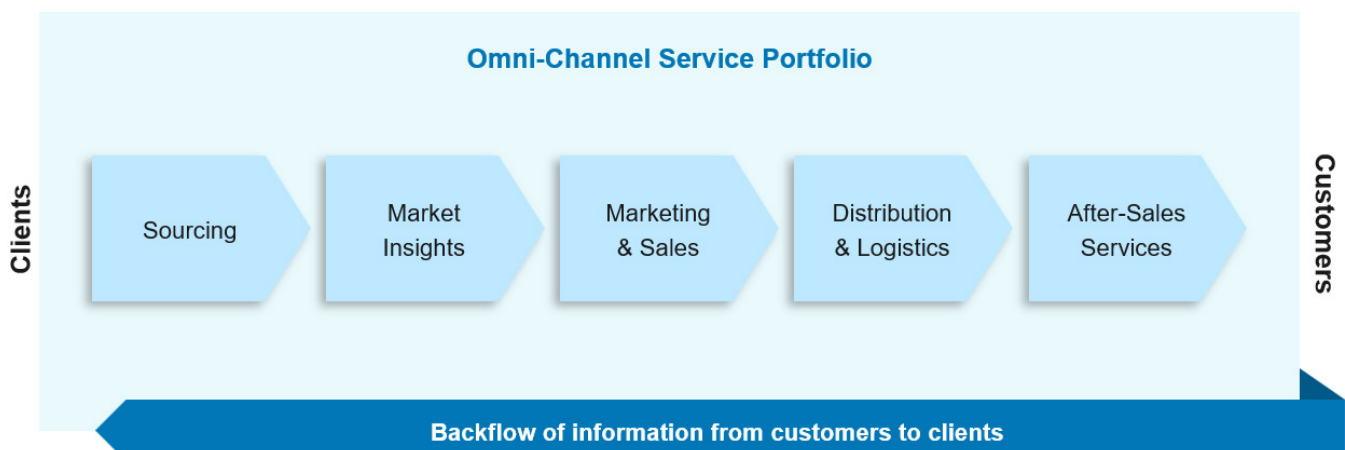
- **Performance Materials** DKSH Performance Materials is a global distribution and strategic solutions partner for life science and industrial specialties' brands and companies. We enrich people's lives by providing innovative and sustainable specialty chemicals and ingredients to manufacturers across Asia Pacific, Europe, and North America.

- **Technology** DKSH Technology's purpose is to enrich people's lives by providing safe, innovative, high-quality technology equipment and instruments. We distribute products and provide total solutions to support capital investment goods and analytical instrument brands and companies achieve sustainable growth in Asia Pacific.

To learn more about the services we offer, visit our [website](#).

Our business partners are either clients or customers, depending on their position in the value chain and the services we provide. Our business model is centered on DKSH's role as the vital link between clients and customers. We help our clients grow by distributing, promoting, and servicing their products, and we support our customers by providing them with access to high-quality products, services, and insights.

► **GRI 2-6**



Sustainability Highlights in 2025

Enable Our People to Flourish



Creating a Positive Working Environment

DKSH was accredited as a Great Place to Work® in 16 markets: Australia, Cambodia, China, Hong Kong, Japan, Macao, Malaysia, Myanmar, New Zealand, Philippines, Singapore, South Korea, Switzerland, Taiwan, Thailand, and Vietnam. We also received accreditation for our DKSH Corporate Shared Services Center in Malaysia and DKSH Management, our corporate office in Singapore.



Women in Senior Leadership Positions

DKSH continues to strengthen gender diversity in senior leadership, with 36% of positions held by women. We also increased female representation in our Executive Committee.



Inaugural Purpose Fiesta

DKSH held a company-wide Purpose Fiesta event to help our employees connect the work they do with their personal sense of purpose. These activities inspired and unified employees around a shared commitment to enriching people's lives.



Make Our Value Chains More Sustainable



Advancing Global ISO Certification

DKSH began its journey toward global ISO 14001 and 45001 certifications in 2024, standardizing our Health, Safety, and Environment Management System across markets. By the end of 2025, seven markets in Asia had achieved ISO 14001 and ISO 45001 certifications, marking a significant milestone in building unified, world-class management systems.



EcoVadis Recognition for Global Sustainability Excellence

DKSH was recognized with a Gold rating for the Group and Business Unit Performance Materials, while DKSH France achieved a Platinum rating, placing it among the top 1% of all companies rated by EcoVadis.



Strong Performance Across ESG Ratings

DKSH maintained strong sustainability performance with positive results across major benchmarks, including MSCI ESG Ratings, CDP, and EcoVadis. DKSH was recognized as an Industry Leader by ISS ESG Corporate Rating, ranking among the top 5% of our sector. We also achieved notable improvements in our Inrate and FTSE Russell ratings, reflecting our strong climate ambitions, ethical practices, and robust governance.



Recognition as a Climate Action Leader

DKSH Thailand received the Climate Action Leader Award 2025 from the Agricultural and Food Marketing Association for Asia and the Pacific (AFMA), in collaboration with Sustainism. The award recognized our leadership in net-zero initiatives, sustainable value chains, and efforts to advance sustainability and human rights across all areas of our operations.



Achieve Net-Zero Emissions



Validation of Science-Based Targets

DKSH's company-wide emission reduction targets were validated by the Science Based Targets initiative (SBTi). It confirmed that our climate goals are grounded in the latest climate science. This important step underscores our commitment to credible and measurable climate action.



CO₂ Removal Partnership Established

DKSH entered into a CO₂ removal partnership with Klimate to procure high-quality, verifiable CO₂ removal credits – supporting innovative climate solutions and our net-zero ambition. The flagship project is located in Thailand, where farmers in rural areas are supported in converting crop waste into carbon-sequestering biochar.



Electrification of Our Fleet

DKSH replaced 12 vehicles across Cambodia, Hong Kong, Malaysia, Singapore, and Thailand with electric vehicles (EVs) as part of our ongoing fleet upgrade initiative. This transition to EVs will further improve our carbon footprint, reduce maintenance costs, and advance our sustainability goals.



Strengthening our Clean Energy Commitment

At our food blending facility in the Philippines, we have operated on 100% renewable geothermal energy since 2021. This year, we enhanced our clean energy mix by adding 1,008 solar panels to complement our existing geothermal energy supply.



Make a Positive Local Impact



Supporting Communities Across Our Markets

Through our social impact strategy, we brought 138 social impact projects to life in 26 markets, creating positive and lasting impacts for the people and communities we work with.



Building Healthier Communities with the Baan Dek Foundation

DKSH Thailand extended its partnership with the Baan Dek Foundation, providing over THB 8 million in support. These vital funds will improve health and well-being for children in construction site communities through health education, medical checkups, and essential donations.



AmCham Myanmar Recognizes DKSH for CSR Excellence

DKSH (Myanmar) Ltd. received the American Chamber of Commerce (AmCham) Myanmar Corporate Social Responsibility Excellence (ACE) Recognition 2025. The award reflected its long-term commitment to creating positive social impacts in local communities, in particular its support in providing underprivileged children with access to education.



Ranked Among Vietnam's Top 10 Sustainable Companies – Again

DKSH Vietnam won the Corporate Sustainability Index (CSI) Award 2025 in the category Top 10 Sustainable Enterprises in the Trade and Services Sector. This marks the second consecutive win for DKSH Vietnam, following a comprehensive assessment by experts from government ministries, non-governmental organizations (NGOs), institutes, and one of the Big Four auditing firms.



Progress Highlight

Our Sustainability Journey in Business Unit Performance Materials



"Our hands-on efforts have been highly successful, but the thing I'm most proud of is our cultural shift. By thinking and talking about sustainability every day, each of us understands how we can make a positive collective impact, whether that's environmental, social, or economic."

Natale Capri

Head, Business Unit Performance Materials

In a Nutshell

- ▶ Inspired by DKSH purpose and values, Business Unit Performance Materials has worked to embed sustainability and drive a cultural shift across our operations
- ▶ Our dedicated efforts – including enhanced reporting, more robust key performance indicators (KPIs), and targeted awareness sessions – propelled us to achieve a gold medal rating from EcoVadis in 2025

The sustainability journey of Business Unit Performance Materials began in 2022, guided by a clear tone from leadership and a strong focus on values and accountability. Our Business Co-Heads and the Director of Global Sustainability and Regulatory Affairs provided strategic direction, while empowering local sustainability champions to embed sustainability into daily operations across markets. These champions were given the time, trust, and mandate to drive sustainability locally.

With these foundations in place, the focus shifted to execution across key impact areas. Responsible sourcing practices were strengthened through improved supplier risk mapping, onboarding, and engagement. Supply chain standards were enhanced through structured third-party evaluations of logistics partners, supporting stronger environmental, social, and safety performance. In parallel, we advanced our sustainability portfolio by strengthening the identification and classification of material that contribute to sustainable development. Together, these efforts embedded sustainability into day-to-day operations and decision-making.

To drive engagement and build awareness, we successfully delivered our second annual Sustainability Day in 2025, themed "Elevating Sustainability in Our Supply Chain." The event served as an engagement platform, helping employees better understand our supply chain sustainability efforts through interactive activities and knowledge-sharing, while fostering closer connection and shared ownership across teams.

One of our proudest sustainability milestones was starting our EcoVadis journey. While submitting our first assessment at the end of 2023 was a step into the unknown, receiving a silver medal energized our entire team. Building on this success, we established stronger reporting, more robust KPIs, focused awareness sessions with various target groups, and a collective commitment to sustainability across our Business Unit. On the back of these efforts, we were honored to receive a gold medal from EcoVadis in 2025. More information on the EcoVadis assessment can be found [here](#).

Beyond metrics and ratings, our most profound transformation has been cultural. Sustainability conversations now flow naturally in our daily operations, our champions have grown into advocates, and our employees understand not only what we are doing, but why it matters. In the long term, we believe this cultural shift is our most meaningful success.

Progress Highlight

Reusable Cold Chain Packaging in Business Unit Healthcare



"Our collaboration with Smart Tradzt and UOB FinLab underscores our commitment to fostering a more transparent, accountable, and sustainable supply chain. The comprehensive Life Cycle Assessment on our B-Box initiative not only helps us meet increasingly strict regulations, but it also gives our clients and partners confidence in our sustainability progress through tangible data points they can also use in their own emissions reporting."

Patrik Grande

Head, Business Unit Healthcare

In a Nutshell

- Our Thailand market first introduced the reusable "B-Box" in 2019, to replace single-use Styrofoam boxes and reduce waste in our cold-chain packaging
- We partnered with Smart Tradzt and UOB FinLab to conduct a Life Cycle Assessment of the B-Box and track its environmental benefits across our supply chain to improve disclosures and carbon reporting

We began our journey toward sustainable cold-chain packaging in 2019, when we introduced the B-Box in Thailand. As a lighter, longer-lasting, and fully reusable alternative to single-use Styrofoam, the B-Box – which is available in multiple sizes – quickly became a key part of our logistics operations.

Since the introduction of the B-Box, we have now integrated over 13,000 reusable cold chain boxes into eight markets, significantly reducing our dependence on Styrofoam. The boxes typically have a five-year lifespan but can be used for longer if they are in good condition. Our quality assurance teams perform checks to validate that each box is suitable for ongoing reuse.

By 2025, 82% of cold-chain orders in Thailand were shipped using B-Boxes, reflecting widespread adoption across our operations. In Malaysia, we have also introduced more than 2,000 reusable ORCA boxes since 2021. In 2024, over 58% of cold-chain orders used the ORCA box, a 36% increase compared to 2023.


This sustainable shift not only supports DKSH's waste reduction efforts, but also aligns with broader ambitions to minimize environmental impacts in healthcare logistics.

To validate the environmental benefits of the B-Box, DKSH Healthcare Thailand partnered with Smart Tradzt and UOB FinLab through its GreenTech Accelerator program to conduct a comprehensive Life Cycle Assessment (LCA). The study was based on leading international standards, including the GHG Protocol and PACT Methodology. Despite data limitations from small suppliers and end-user disposals, the findings were clear: Over five years, Styrofoam boxes generated approximately 2.14 million kg of lifecycle CO₂e, while the reusable B-Boxes produced only around 212,000 kg CO₂e, representing roughly 10% of the emissions of Styrofoam packaging, due to their continued reuse. This transition from Styrofoam to B-Boxes successfully avoided over 1.8 million kg CO₂e during this period, reaffirming the B-Box as a key enabler in our sustainability strategy.

Each B-40 box generated approximately 27 kg CO₂e over its five-year lifespan, compared to around 5 kg CO₂e per single-use Styrofoam 40L box. Similarly, the larger B-105 box generated about 43 kg CO₂e over five years, compared to approximately 20 kg CO₂e per single-use Styrofoam 120L box. These figures are based on supplier cradle-to-gate emission data.

- Total avoided CO₂e: over 1.8 million kg CO₂e (across all B-Box types over five years in Thailand)
- Introduced over 13,000 reusable boxes into circulation across eight markets since 2019

Strategy and Governance



We want to continuously make our business more sustainable in order to help connect companies and communities and enrich people's lives for years to come. In addition to engaging with stakeholders and conducting a materiality assessment, we have also developed a Sustainability Strategy and created robust governance and risk management processes.

Stakeholder Engagement and Double Materiality Assessment

We maintain continuous dialogue with our stakeholders to stay informed about material developments and impacts and maintain an optimal strategic course. DKSH's senior management team has identified the stakeholder groups we regularly engage with:

- ▶ Clients
- ▶ Suppliers/vendors
- ▶ Employees
- ▶ Customers
- ▶ Shareholders/investors
- ▶ Local communities
- ▶ Authorities
- ▶ Consumers

As part of our stakeholder engagement, DKSH companies are members of various associations in the markets where we operate. We typically consider membership from a strategic business perspective. In some instances, our managers hold positions in governance bodies and participate in projects or committees. DKSH companies also hold memberships in chambers of commerce in many markets, including Australia, Cambodia, Hong Kong, Indonesia, Japan, South Korea, Laos, Malaysia, Singapore, Taiwan, Thailand, and Vietnam.

Guided by our Code of Conduct, DKSH does not engage in political processes and does not provide funding to associations beyond routine membership dues.

▶ GRI 2-28

We take a variety of approaches to engaging in meaningful dialogue with our stakeholders. We maintain the most frequent dialogue with our clients, covering topics including but not limited to due diligence processes, business negotiations, and audits. We complement these efforts with regular client satisfaction surveys. Business negotiations with suppliers are another source of valuable feedback on important issues and concerns. Additionally, we use periodic employee engagement surveys and our open feedback culture to gain insights into employee concerns, which in turn help us improve our employment proposition. We consider previously identified material impacts when determining which topics to discuss with our various stakeholders.

▶ GRI 2-29

A double materiality assessment (DMA) helps us examine which topics are particularly important to our internal and external stakeholders by considering both the impacts DKSH has on the world around us and the impacts our surroundings have on our operations. The outcome of this assessment shapes our Sustainability Strategy and drives our reporting practices in line with evolving stakeholder expectations, disclosure frameworks, and regulatory requirements.

At the start of 2024, to prepare for the upcoming European Union Corporate Sustainability Reporting Directive (CSRD), we voluntarily changed our materiality assessment methodology. However, we will continue using the Global Reporting Initiative (GRI) for the time being. The DMA considers two perspectives to identify material topics for a company: impact materiality, which analyses the environmental and social impact of a company's activities along the entire value chain, and financial materiality, which analyses the impact of sustainability issues on the company's economic performance. We received limited assurance in 2024 for the results of our double materiality analysis. Please refer to the appendix of our [Sustainability Report 2024](#) for the Assurance Statement Double Materiality.

Following a thorough review of our DMA in 2025, we confirmed its continued relevance, as no significant changes had occurred in our business model. Therefore, no updates were required. For information on the process of the DMA, and an overview of the identified impacts, risks, and opportunities (IROs) and how they pertain to Art. 964b of the Swiss Code of Obligations, please refer to our [Sustainability Report 2024](#).

▶ GRI 3-1, GRI 3-2

To find out more about the risk management processes at DKSH and how we manage our identified risks, please see the [Risk Management](#) chapter. Risks pertaining to climate change are discussed in greater detail in the [TCFD Report](#).

The impacts identified in our 2024 double materiality assessment (DMA) were grouped and used to determine the following material topics.

Material topics

Environment

- ▶ GHG emissions and electricity use
 - ▶ Energy consumption
 - ▶ Pollution of air
 - ▶ Pollution of water
 - ▶ Substances of concern and very high concern
 - ▶ Distribution of microplastics
 - ▶ Biodiversity loss and ecosystem services conditions
 - ▶ Resource inflows (in products and product packaging)
 - ▶ Waste
-

Social

- ▶ Working conditions – own workforce (higher labor standards and attractive jobs)
 - ▶ Equal treatment and opportunities for all
 - ▶ Working conditions – in the supply chain (health and safety, low wages, forced and child labor)
 - ▶ Economic, social, and cultural rights of affected communities
 - ▶ Personal safety of consumers and/or end-users
 - ▶ Social inclusion of consumers and/or end-users
-

▶ GRI 3-2

As the GRI only stipulates an impact perspective, our reporting focuses on the topics where we have identified negative or positive impacts in the materiality assessment. However, we continue reporting on topics such as tax, market presence, and anti-corruption, as they are still relevant to our business model.

As accountability to our stakeholders is highly important to us, we address each of the above-listed material topics in a dedicated section of this report, organized into three main chapters. The [Our People](#) chapter features topics relating to our employees that form the foundation for our value creation. The [Business Approach](#) chapter sets out how we create value through our business model in the context of making our value chain more sustainable. The [Community Development](#) chapter focuses on our contribution to the local communities in which we operate. Please follow the links above to see the corresponding chapters.

▶ GRI 3-2

Sustainability Strategy

Sustainability Is an Integral Part of Our Business

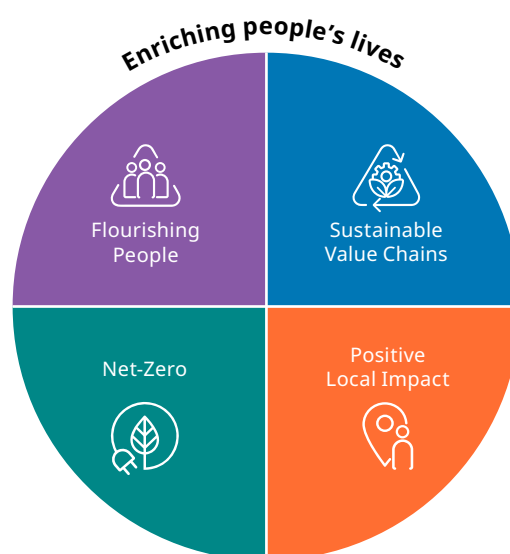
Sustainability is one of DKSH's five values. We take responsibility for the environmental, social, and economic impact of our business activities as determined by our materiality assessment. Our commitment to creating a sustainable future means we want to achieve long-term, profitable growth in a responsible manner. We believe sustainable value creation goes hand-in-hand with responsible governance and managing the impacts our activities have on society and the environment. Providing access to markets and products is our core activity, and creating employment opportunities is also vital. After all, our activities are guided by our purpose to enrich people's lives through our contribution to sustainable development in the markets and communities where we operate.

Sustainability Strategy

Our Group Strategy is confirmed by our highest governance body, the Board of Directors (BoD). It includes Business Unit strategies as well as Functional and thematic strategic priorities. While our Business Unit strategies include specific sustainability goals, sustainability itself is one of the Group Strategy's core focus areas.

Our Sustainability Strategy is defined in a collaborative way. All Business Units and relevant Functions work together to identify the strategic priorities and translate them into strategic initiatives, which are then implemented by the Business Units or Functions. Through this method, we aim to become a more sustainable company by utilizing a decentralized approach across our various Business Units and Functions. Group Strategy and Group Sustainability oversee the Sustainability Strategy and review process.

Our Sustainability Strategy was developed in 2022 and is reviewed and updated annually. Please read page 14 of our [Sustainability Report 2022](#) to learn more about the development process.



The DKSH Sustainability Strategy comprises the following four objectives:

Enable Our People to Flourish

We aim to help all our employees maximize their talents, engagement, and potential. We create various opportunities for our employees' personal and professional development, such as providing training and cultivating an open feedback culture. We also respect human rights and promote diversity and inclusion to foster a supportive environment for all our employees.

Make Our Value Chains More Sustainable

We cooperate with partners across our value chain to drive sustainability. This includes procuring products and services responsibly, in ways that respect human rights and minimize our impact on the environment. We are reinforcing our commitment to human rights and environmental stewardship by pursuing global certifications in ISO 45001 and ISO 14001, which relate to the areas of occupational health and safety and environmental management.

Achieve Net-Zero Emissions

In 2024, we revised our emissions targets with a focus on the following action areas: improving our emissions transparency for Scopes 1, 2, and 3, developing and implementing a science-based target, and achieving net-zero operations by improving efficiency and optimizing transport routes and truck loads. We continued these efforts

in 2025, along with advancing plans to install additional energy-saving equipment, increase the share of electric and hybrid vehicles in our fleets, and minimize refrigerant leakages.

In 2025, the SBTi validated our targets and our commitment to achieving net-zero greenhouse gas emissions across the value chain by 2050. In the near term, we have committed to reducing our absolute Scope 1 and 2 emissions by 71.2 % by 2030 from a 2020 base year, and the Scope 3 emissions from purchased goods and services by 61.1 % per CHF of value added by 2033 from a 2024 base year. Over the long term, we have committed to reducing our absolute Scope 1 and 2 emissions by 90 % by 2050 from a 2020 base year, and our Scope 3 emissions by 97 % per CHF of value added by 2050 from a 2024 base year.

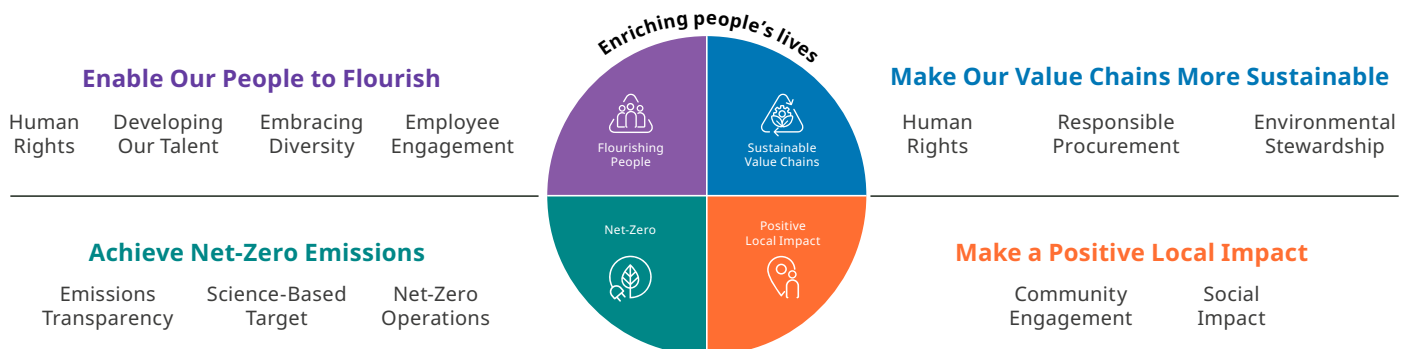
Make a Positive Local Impact

Our Social Impact Strategy provides clear guidance on how we enhance our positive local impact. Our social impact projects focus on contributing to the development of the communities where we operate by providing access to food, healthcare, and education, and by promoting healthy nutrition and life skills among children and families.

Tracking our Progress with Sustainability Scorecards

We use Sustainability Scorecards which include Group-level key performance indicators (KPIs), to measure our progress toward achieving our Sustainability Strategy objectives.

Our ambition is for each Business Unit to take a proactive and competitive approach to sustainability.





Enable Our People to Flourish

	Results			Targets		
	2023	2024	2025	2026	2027	2030
Human rights						
Incidents relating to discrimination	0	0	5 ¹	0	0	0
Developing our Talent						
Training hours/employee (h) ²	13.4	16.7	18.3	18.5	20.0	22.0
Talent bench strength (%) ³	33	27	27	25	25	25
Internal hire rate (%) ⁴	58	55	55	56	57	60
Embracing diversity						
Women in senior leadership positions (%) ⁵	34	36	36	37	39	42
Employee engagement						
Employee engagement score (0-100) ⁶	77	78	78	79	80	82
Voluntary attrition rate (%)	17.9	15.0	14.3	18.0	18.0	18.0
New hire retention rate (%)	65.4	71.9	72.0	71.0	72.0	75.0

Our key achievements in 2025:

- ▶ Launched a Business Unit Market Leader Program
- ▶ Expanded market-level employee well-being initiatives and ran company-wide culture events
- ▶ Launched the Ripples women and allies development program to advance gender equality
- ▶ Implemented Manager Effectiveness Scores and Well-Being Indices in the annual employee engagement survey

Our future plans include:

- ▶ Completing the Ripples: Women and Allies Development program and evaluating the launch of additional rounds
- ▶ Introducing a global well-being guideline
- ▶ Expanding our employee capability development resources
- ▶ Updating our diversity and culture training sessions
- ▶ Conducting additional human rights assessments

For more information on our activities, please turn to the [Labor Practices](#) and [Employee Attraction, Satisfaction, and Retention](#) chapters.

¹ Please refer to the Labor Practices chapter for more details.

² Only training that focuses on employee development. This excludes Health and Safety and Governance, Risk and Compliance training.

³ Refers to the percentage of employees identified as Talent in DKSH who are anticipated to be able to take on future leadership roles with increasing levels of complexity. We categorize these employees as 'Talent.' The 2023 and 2024 figures are based on new job architecture introduced in 2025.

⁴ Refers to management vacancies.

⁵ Senior refers to managers in corporate, regional, or local management roles. In 2023, we shifted to a new architecture for job level hierarchy to more accurately reflect a job's relative contribution and value within DKSH.

⁶ The engagement score is calculated by aggregating the average score of the two questions "How happy are you working for DKSH?" and "I would recommend DKSH as a great place to work" from the YourVoice@DKSH engagement survey.



Make Our Value Chains More Sustainable

	Results			Targets		
	2023	2024	2025	2026	2027	2030
Human rights						
Number of markets ⁷ with human rights risk/impact assessment	1	2	4	5	6	7
Markets with ISO 45001	0	3	7	13	13	13
Fatalities from work-related injuries ⁸	0	0	0	0	0	0
Environmental stewardship						
Markets with ISO 14001	0	3	7	13	13	13

Our key achievements in 2025:

- ▶ Established ISO 14001 and ISO 45001 certification programs, with seven markets successfully certified
- ▶ Established a Human Rights Due Diligence Committee to oversee and mitigate human rights risks across operations and the value chain
- ▶ Conducted human rights assessments in Thailand and Vietnam

Our future plans include:

- ▶ Certifying additional markets to ISO 14001 and ISO 45001
- ▶ Conducting a human rights impact assessment in the Philippines

Please read our [Responsible Procurement](#) and [Pollution Prevention](#) chapters to learn more about our activities.

⁷ For context, at DKSH, there are 10 significant locations of operations. Significant locations of operations refer to markets with more than 500 employees. This includes the 10 markets of Australia, Cambodia, Hong Kong, Malaysia, Myanmar, the Philippines, Singapore, Taiwan, Thailand, and Vietnam.

⁸ Refers to fatalities recorded in our own business operations.



Achieve Net-Zero Emissions

	Results			Targets		
	2023	2024	2025	2026	2027	2030
Emissions transparency						
Emissions reduced: Scope 1 and 2 (market-based; % vs 2020)	-50	-55	-65	-68	-70	-71
Scope 1 and 2 emissions (market-based; CO ₂ e in kilotons)	29	26	20	19	17	17
Scope 1 and 2 emissions intensity (market-based; CO ₂ e in metric tons/net sales in CHF m) ⁹	2.3	2.0	1.5			
Energy consumption intensity (MWh/net sales in CHF m) ⁹	10.5	10.0	9.4			
Net-zero operations						
Percentage of green electricity against total electricity ¹⁰	66	69	77			
Refrigerant leakage (CO ₂ e in kilotons)	2.7	3.1	2.6			0
Science-based targets				Targets approved		

Our key achievements in 2025:

- ▶ Near-term and net-zero targets approved by the Science Based Targets initiative (SBTi)
- ▶ Expanded green electricity consumption and production from solar panels
- ▶ Further enhanced the transparency of our Scope 3 emissions to include categories 11 and 12

Our future plans include:

- ▶ Minimizing our refrigerant leakage
- ▶ Further expanding our purchases of green electricity
- ▶ Increasing the percentage of electric vehicles and hybrids in our internal fleet of delivery vehicles
- ▶ Continue executing our carbon removal strategy

For more information on our activities, please refer to the [Climate Change Mitigation](#) chapter.

⁹ Due to a significant appreciation of the Swiss franc, we decided to use constant exchange rates (CER) with the base year 2020.

¹⁰ The figures reported in this scorecard for 2023 differ from those reported in the Sustainability Report 2022 and Sustainability Report 2023 due to a recalculation of the data. This adjustment was made to ensure greater accuracy and consistency in the reporting.

Make a Positive Local Impact



	Results			Targets		
	2023	2024	2025	2026	2027	2030
Community engagement and social impact						
Number of markets benefiting from social impact projects	24	27	26	26	27	30
Number of social impact projects	94	96	138			

Our key achievements in 2025:

- ▶ Strengthened our Social Impact Strategy across DKSH markets
- ▶ Delivered global initiatives, including Patient Purpose Day and our partnership with the Global Food Banking Network
- ▶ Received multiple international and national CSR and sustainability recognitions across markets
- ▶ Achieved strong external validation for responsible business practices and community impact

Our future plans include:

- ▶ Strengthening and expanding our Business Unit and market-level activities

Please visit the [Community Development](#) chapter for more details of the Social Impact Strategy and our activities.

When revising our Sustainability Strategy, we evaluate the targets shown on the Sustainability Scorecards along with a large number of initiatives at the Group and Business Unit levels. Every year, we set a specific target for each initiative undertaken to contribute to our Sustainability Strategy's four objectives and identify a key performance indicator to measure our progress. This helps us evaluate whether we are on track to achieve these targets and, by extension, the Sustainability Strategy's overall objectives.

The targets of the initiatives are validated by the Group Sustainability Committee and delegates from the Business Units and Functions. The results are approved by the respective Executive Committee members and the Chief Executive Officer (CEO).

The alignment of our Sustainability Strategy and Corporate Strategy means the results of the Sustainability Strategy's validation are included in the annual process of revising the Corporate Strategy, which is approved by the Board of Directors (BoD).

▶ GRI 2-24

United Nations Global Compact and Sustainable Development Goals (SDGs)

In 2022, DKSH signed the United Nations (UN) Global Compact to underscore our commitment to sustainability. As a result, we are committed to engaging in responsible business conduct in accordance with the Ten Principles of the UN Global Compact. These principles cover human rights, labor standards, environmental protection, and anti-corruption, and are based on core United Nations conventions. DKSH's Sustainability Report outlines how we conduct our business in line with these principles and we submit an annual Communication on Progress (CoP) to the UN Global Compact.

We also aim to make a positive contribution to the achievement of the SDGs. Many of the 17 SDGs are reflected in our material topics. In particular, we focus on promoting SDGs 2, 3, 4, 5, 8, 9, and 13.



Sustainability Governance

DKSH's Board of Directors (BoD) governs sustainability by approving the Group's key sustainability objectives and strategies, including climate change and human rights-related matters. It also endorses the results of the Materiality Assessment, oversees the execution of our Sustainability Strategy, and provides guidance on sustainability topics. Based on recommendations from the Audit Committee, the BoD approves the annual Sustainability Report for endorsement by shareholders at the Annual General Meeting.

In 2025, the Audit Committee was updated on the approach taken for external assurance of the Sustainability Report and the transition to sustainability reporting in accordance with the European Sustainability Reporting Standards (ESRS).

The Chief Executive Officer (CEO) reports to the BoD on sustainability topics and seeks its endorsement of Materiality Assessments and associated objectives and strategies. In addition, the CEO approves the Group's annual sustainability investment and expenditure budgets as well as its external assurance provider. In quarterly meetings, Group Sustainability keeps the CEO informed about strategy execution and other material sustainability matters and, in turn, receives guidance and direction. The CEO also sets annual sustainability performance targets and key performance indicators for members of the Executive Committee (ExCo).

The ExCo is DKSH's highest executive management body and is regularly updated by the CEO and Group Sustainability on all material matters relating to sustainability. It reviews and endorses sustainability objectives and strategies proposed by Group Sustainability for approval by the BoD. DKSH's climate, environmental, social, and governance performance is one component of our ExCo's annual variable bonus, which incentivizes the achievement of our sustainability targets.

The Group Sustainability Committee meets at least three times per year to plan, discuss, align, inform, or report on sustainability objectives, strategies, activities, initiatives, and projects. It comprises members of Group Sustainability along with appointees from our Business Units (BUs) and Functions (FNs), who have the requisite experience and qualifications in sustainability matters. The committee serves as a forum to discuss, align, coordinate, or report on plans, activities, or

actions pertaining to Group or individual BU or FN objectives and strategies. Collectively, the Group Sustainability Committee is accountable to the CEO and ExCo for furthering the Group's sustainability agenda and, individually, to the relevant BU or FN head regarding their unit's respective agenda. The committee is also responsible for planning, implementing, and monitoring sustainability actions and growing the capabilities of Sustainability Champions within their respective BUs and FNs.

The Group Sustainability team is a permanent Function accountable to the CEO, with whom it conducts quarterly sustainability updates. The team constitutes, maintains, and leads the competent Group Sustainability Committee mentioned above and is responsible for external sustainability reporting. As in previous years, our Group Sustainability Committee meetings in 2025 provided an opportunity for delivering updates, engaging in discussions, and reaching alignment on regulatory developments, objectives, key initiatives, projects, and actions. We also use these meetings to monitor our progress and share knowledge and success stories. After each meeting, the Committee Chair and Group Sustainability team meet with the CEO to report on the Committee's work and receive feedback and guidance.

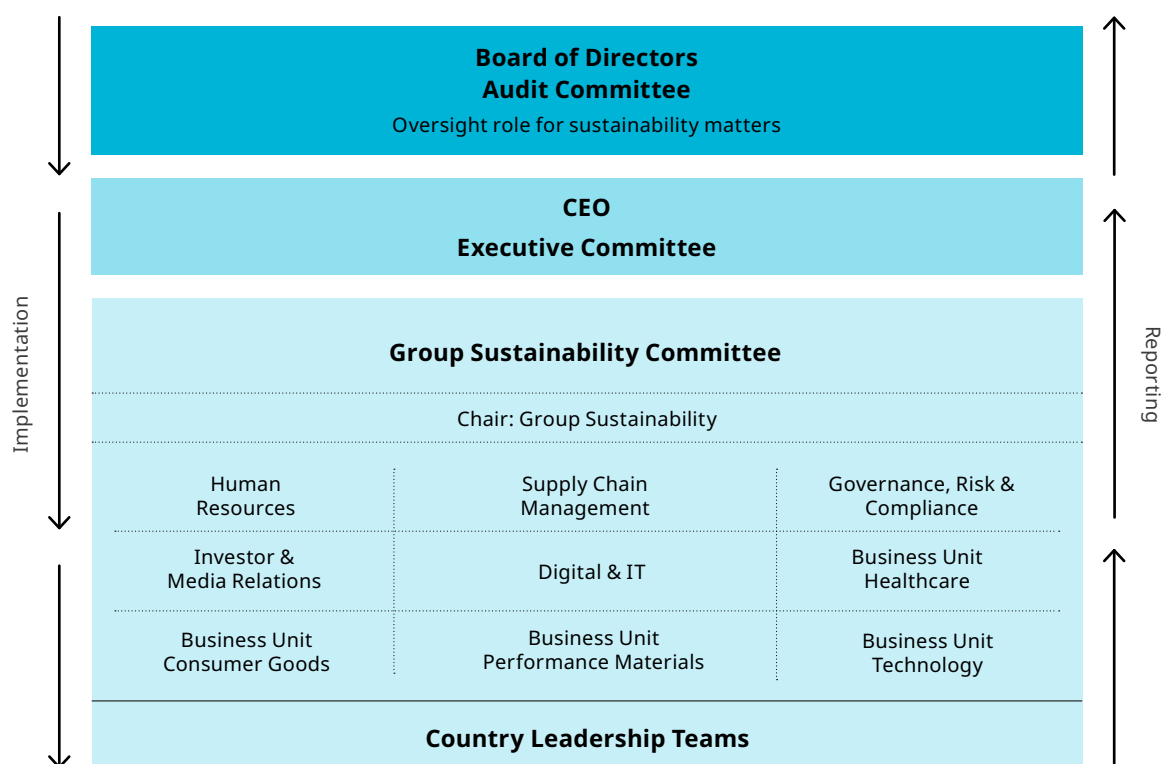
The Country Leadership Team promotes DKSH's local sustainability objectives and strategies. It plans, executes, supports, coordinates, and monitors sustainability activities and initiatives at the local level and executes social impact strategies at the market level.

► [GRI 2-5](#), [GRI 2-14](#)

We further incorporate sustainability at the highest level of our company by maintaining regular communication with stakeholders, such as analysts and investors, and considering the recommendations of proxy advisors and external sustainability ratings on Board remuneration. In addition, we use published market data to determine the remuneration of the Executive Committee (ExCo) and management. The results of shareholder votes on remuneration policies and proposals can be found in the minutes of the [Annual General Meeting](#) on the DKSH website.

Working on behalf of their organizational units, the members of the Group Sustainability Committee are responsible for achieving their sustainability-related targets and managing their impacts on the economy, environment, and people. For example, the Chief Human Resources Officer oversees the attainment of targets related to the people dimension of sustainability.

► **GRI 2-19, GRI 2-20**



Our Business Units and Functions formalize sustainability management at their respective levels, such as by assigning dedicated resources to drive actions and initiatives, and facilitate reporting. Sustainability managers and Sustainability Champions support the execution of sustainability measures at the local level and provide

meaningful feedback to the Group Sustainability Committee via their Business Unit or Function representatives. For more information on DKSH's governance structures, please see the Corporate Governance Chapter in our [Annual Report 2025](#).

► **GRI 2-9, GRI 2-12, GRI 2-13, GRI 2-16, GRI 2-24**

Championing Sustainability in our Business Unit Healthcare

In 2025, our Business Unit Healthcare strengthened its sustainability governance structure by hosting its first regional Healthcare Sustainability Workshop for Sustainability Champions. Held in Bangkok as part of the Regional Healthcare Sustainability Connect, the event brought together our healthcare sustainability champions from across the Asia Pacific region. It featured a hands-on workshop to foster collaboration, deepen expertise, and accelerate impactful partnerships across the healthcare value chain.

We were honored to welcome a diverse group of inspiring guest speakers. They included leaders from healthcare companies such as Sanofi and Roche, and cross-industry partners like DHL Express, UOB FinLab, SGS, Forvis Mazars, Enablon, and others. Their expert knowledge, perspectives, and sharing of innovative practices sparked meaningful dialogue and furthered our collective momentum toward driving sustainability in the healthcare sector. The workshop yielded renewed inspiration and tangible actions to strengthen our sustainability roadmap and bring our shared purpose to life across the region.

Throughout the year, we also enabled continued knowledge-sharing through our Healthcare Sustainability Connect and Kickstarter Sustainability Trainings. We collect data to establish baselines and track year-on-year improvements. As part of our Sustainability Champions program, Business Unit Healthcare organized training sessions with partners to showcase best practices that align with DKSH's four sustainability objectives. These included The Science of Climate Change with AbbVie, which highlighted its expectations of suppliers and its 2030 commitments and roadmap, as well as Sustainable Supply Chains with AERIS Dynamics, where we showcased our reusable packaging partnership and progress toward a rebate program. In addition, NUHS shared insights about our carton box take-back program. To find out more about the collaboration, please refer to the [Resource Efficiency](#) chapter. We continue rolling out these sessions in collaboration with our clients, customers, and ecosystem partners.



“Our Sustainability Champions take incredible pride in their work. Through our first Regional Healthcare Sustainability Workshop, we strengthened capabilities, engaged clients and ecosystem partners, and created a platform for Champions to share best practices across markets. We are truly proud to have such committed and passionate ambassadors driving our sustainability journey.”

Simarna Singh

Regional Sustainability Manager, Business Unit Healthcare

Championing Sustainability in Our Supply Chain Management Function

Following the launch of our Sustainability Champion Program in 2023, DKSH's Supply Chain Management (SCM) Function strengthened its sustainability practices in 2025 across all operating markets.

Building on the 2024 Sustainability Training Program, our 2025 efforts focused on deepening engagement, driving measurable improvements, and implementing our key initiatives with consistency.

The SCM Sustainability Performance Scorecard continued to serve as a key tool for tracking our progress in waste management, energy reduction, and CO₂ reduction. In addition, we internally recognized several of our markets for making ongoing improvements and displaying increased accountability.

Group SCM Sustainability also maintained the global ISO 14001 (Environmental Management) and ISO 45001 (Occupational Health & Safety) certifications, expanding the scope to include additional distribution centers (DCs). This brought our total number of certified DCs to 38 by the end of 2025, reinforcing our commitment to environmental and occupational health management. We plan to expand the certification scope in 2026 to cover more markets and DCs, ensuring alignment with our global sustainability objectives. Our Sustainability Champions continued driving initiatives and sharing progress through bi-monthly reports, emphasizing that sustainability is a core element of our operations.



“Moving into 2026, DKSH remains focused on integrating sustainability across our Supply Chain Management Function to foster a more responsible, resilient, and resource-efficient supply chain.”

Roszy James

Senior Director, Group Supply Chain Innovation

Human Rights

DKSH's Human Rights Due Diligence Process

In recent years, we have laid the foundations for a robust human rights management approach. They include implementing lessons learned from the United Nations (UN) Global Compact Business and Human Rights Accelerator program, forming a dedicated human rights working group, and finalizing our Human Rights Policy in 2023. In 2024, we built on these achievements by integrating the Human Rights Policy into our operations, engaging with various stakeholders, and enhancing our grievance mechanism. In 2025, we significantly enhanced our Group-wide human rights management approach by establishing a Human Rights Due Diligence Committee and conducting impact assessments in Thailand and Vietnam.



Policy Commitment

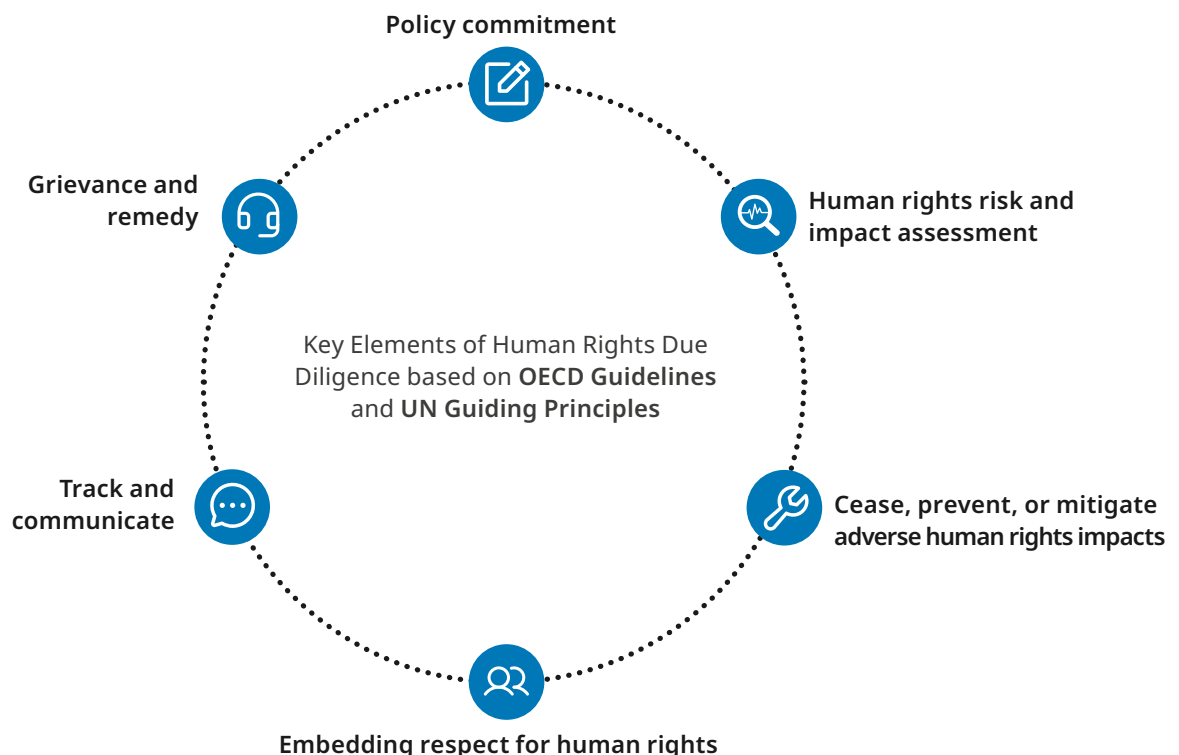
Our [Human Rights Policy](#), which is endorsed by our CEO, aims to align our actions with the OECD Guidelines and the UN Guiding Principles. The policy has been communicated to all employees and is publicly available. We are working to embed this commitment at every level of our operations to instill a culture of respect, accountability, and integrity in all our endeavors.

Our Human Rights Policy addresses our salient human rights issues:

- ▶ Health and safety
- ▶ Fair employment
- ▶ Freely chosen employment
- ▶ Freedom of association and the recognition of the right to collective bargaining
- ▶ Elimination of forced, compulsory, and child labor
- ▶ Elimination of discrimination and harassment in employment and occupation

▶ [GRI 2-23](#)

Our dedication to these principles underscores our ongoing commitment to upholding human rights across our entire value chain.





Human Rights Risk and Impact Assessment

In 2021 and 2024, we conducted human rights risk and impact assessments in Malaysia and Cambodia respectively. The results of the assessments helped us gauge the effectiveness of our human rights practices in these markets, and where any risks were identified, we planned and executed appropriate corrective actions. In 2025, we successfully completed further Human Rights Impact Assessments (HuRIAs) in Thailand and Vietnam. They involved consultations with internal stakeholders across our operations and business services, as well as with external stakeholders in our downstream outsourced logistics. These efforts, combined with the assessments carried out previously, provided valuable insights into common opportunities and risks related to our material human rights issues. They enable us to identify areas for improvement and strengthen our Group-wide approach going forward.

► [GRI 407-1](#), [GRI 408-1](#), [GRI 409-1](#)



Cease, Prevent, or Mitigate Adverse Human Rights Impacts

In recent years, DKSH has conducted HuRIAs across several markets. They evaluated our management systems and our actual or potential human rights impacts to guide Group-wide improvements. These assessments sought to identify potential and actual risks along the value chain, focusing on labor practices, vendor management, and company culture. The findings informed measures such as strengthening our grievance channels and improving contract handling for foreign workers. More information about these assessments can be found in our [Sustainability Report 2024](#).

We also use insights from client audits to cease, prevent, or mitigate adverse human rights impacts. Our Business Unit Healthcare's operations in Cambodia, Laos, and Thailand have undergone annual external audits since 2022, 2023, and 2024, respectively, to assess their alignment with the standards of the Pharmaceutical Supply Chain Initiative (PSCI).

The PSCI audits assess ethics and labor standards as well as Health, Safety, and Environment (HSE) standards. In the most recent PSCI audit conducted in Malaysia, only one minor non-conformity was identified, related to HSE compliance. Specifically, a recent legal amendment requires transformers operating above 600 V to be electrically inspected twice a month, whereas the current practice involved monthly inspections. Having only one minor non-conformity also demonstrates that our proactive human rights due diligence measures are working effectively.

Our 2024 impact assessment in Cambodia observed a positive company culture with strong adherence to applicable laws and regulations. In 2025, we worked to address areas identified for further improvement, including strengthening our labor management practices, vendor engagement, and awareness of human rights and compliance standards across our operations. DKSH Cambodia also uses its influence in the value chain to encourage its business partners to adopt similar values and behavior. For example, it conducts annual and monthly training sessions to build awareness among employees and supply chain partners on ethical conduct, labor rights, and workplace safety. These include refresher sessions and on-site walkthroughs at distribution centers. In collaboration with the Compliance team, DKSH Cambodia also implements yearly refresher training for supply chain management staff and vendors to reinforce responsible business practices. The market's work planning processes also ensure that overtime does not exceed legal norms, with allowances for exceptional cases such as vehicle breakdowns or customer-related delays.

The HuRIAs in Thailand and Vietnam evaluated the effectiveness of DKSH's human rights due diligence practices. Overall, the assessments confirmed strong adherence to applicable laws and regulations and did not identify any severe issues requiring immediate action. However, they highlighted common areas for continuous improvement across markets, particularly the need to strengthen human rights awareness and further cascade DKSH's human rights aspirations to our business partners and vendors. Our local leadership teams will use insights from these assessments to formulate action plans for continuous improvement.

► [GRI 2-24](#), [GRI 407-1](#), [GRI 408-1](#), [GRI 409-1](#)



Embedding Respect for Human Rights

We make continual efforts to foster universal respect for human rights within our company. In 2023, we created a human rights working group comprising representatives from Group Supply Chain Management, Group Human Resources, Group Sustainability, and our Business Unit Healthcare.

In 2024, we worked to more deeply embed human rights principles into our corporate policies. For example, our Fraud and Compliance Incidents Reporting and Investigations (IRI) Policy now includes a non-retaliation commitment, emphasizing the importance of protecting individuals who report issues requiring attention. We also uphold and promote our respect for human rights through our Code of Conduct.

In 2025, we established a Human Rights Due Diligence Committee consisting of representatives from each Business Unit and relevant functions. The committee will lead the enhancement and implementation of human rights due diligence processes and activities across our company. Looking ahead to 2026, our priorities include launching DKSH's first Human Rights e-learning module for all employees, providing function-specific training to integrate human rights into daily processes, enhancing vendor due diligence to embed human rights in screening, selection, and monitoring, and streamlining the communication of our Business Partner Code of Conduct to employees and vendors.



Track and Communicate

We leverage our existing tools and procedures, such as the DKSH Integrity Line, to carefully track human rights-related developments. We communicate human rights matters using our policies, internal newsletters, and our annual Sustainability Report. We also communicate with our business partners about human rights through our Business Partner Code of Conduct and Responsible Procurement Policy, among others.



Grievance Mechanism and Remedy

The DKSH Integrity Line is our primary grievance channel. Please refer to the [Ethics and Integrity](#) chapter for more details about the Integrity Line.

Outlook

As a reputable global business, DKSH has an ongoing responsibility to respect human rights, as well as manage and, where possible, mitigate human rights risks. We recognize that business and human rights practices are not single efforts; they require continuous attention and adaptation to meet evolving challenges and standards. Looking ahead, DKSH's Human Rights Due Diligence (HuRiDD) agenda aims to strengthen its six key elements. We plan to expand our HuRiDAs to additional markets, which will help fine-tune our approach and ensure greater local relevance. For markets that have undergone impact assessments, we aim to establish a structured follow-up process. We seek to enhance our vendor due diligence by embedding stronger human rights considerations into screening processes and continue communicating our Business Partner Code of Conduct to internal teams and vendors. We also plan to reinforce our grievance mechanisms by enhancing our Integrity Line and case management systems.

Risk Management

At DKSH, we are dedicated to doing business in a responsible manner. The pillars of this commitment are outlined in our [Code of Conduct](#) and further specified in our [Responsible Procurement Policy](#), our [Supplier Business Conduct Policy](#), and [Human Rights Policy](#) as follows:

- ▶ Optimize the effectiveness of our distribution system by continuously improving our supply chain processes while reducing energy consumption, emissions, waste, and other negative environmental impacts
- ▶ Procure products and services in a responsible manner
- ▶ Ensure the health, safety, and development of our people
- ▶ Ensure the safety and integrity of the products we distribute through proper product stewardship
- ▶ Observe the highest standards of ethics and integrity in our business conduct, including respect for human rights

Risk management is an integral part of our management processes as we strive to meet our commitments. As a multinational company operating in many markets and industries, we face various risks that can adversely affect our business. Our approach to managing risks combines a traditional Enterprise Risk Management (ERM) system with consideration of risks in a sustainability context.

Risk Governance

Risk management is an unalienable duty assigned by Swiss law to our Board of Directors (BoD), as further specified in the organizational rules of DKSH Holding Ltd. The BoD adopted a Risk Management Policy which installs risk management processes and procedures and related roles and responsibilities, specifying an annual cycle operated by a Group Risk Management Function supervised by the Executive Committee.

As a general principle, we assess and manage internal risks in a decentralized manner, by risk owners at the source of origination, directly in the business, or in the various functional streams, such as Finance, Supply Chain, IT, Human Resources, or Legal and Compliance. Group Risk collects corresponding risk information for consolidation and evaluation of materiality at the enterprise level, including the identification of cluster, distributed, or interface risks. All reported risk information is logged in risk registers. Risks are identified and assessed at gross risk (before mitigation) and net risk level (after mitigation).

Additionally, our risk management process includes periodic risk dialogues between senior executive management and Group Risk, to discuss risk developments (new or emerging risks and risk mitigation measures) and monitor the global landscape to identify relevant external risks.

In the fourth quarter of the financial year, Group Risk collates all risk information obtained as part of the ERM cycle for review by the Executive Committee, including recommendations for changes to the Group's previously determined risk map and risks to be prioritized for treatment. The ensuing deliberations and decisions are documented in an annual risk report, depicting the Group's material strategic, financial, non-financial, operational, and event-driven risks, for consideration by the Board of Directors. The BoD ultimately reviews and endorses the annual risk report if in agreement or provides guidance for consideration of further risks or risk mitigation measures.

In a sustainability context, risk identification and risk management address non-financial elements relating to potential adverse impacts of our business on stakeholders and the environment, determined through a materiality assessment. The [Stakeholder Engagement and Double Materiality Assessment](#) chapter includes more information about this process.

We have an enterprise risk management process in place and have updated our risk taxonomy to include consideration of risks relating to the broad categories of climate change and the environment. These include considering risks such as improper waste management, contaminating water bodies, spills and leakages leading to environmental pollution, and impacts on our business from changing regulations or customer behavior driven by climate change. These risk assessments should then consider if there are any strategic considerations or decisions required in various facets of our operations. For example, the consideration of our operational premises may include infrastructure upgrades such as installing solar panels. We also actively manage risks by considering risk transfer for insurable risk exposures, such as pollution liability, where material and commercially feasible.

Environmental and climate change-related risks represent a specific set of risks with higher complexity given their long-term perspectives, combined with the need to identify and assess them on the principle of double materiality. In other words, we examine both how our business activities may have adverse effects on climate change and how climate change may affect our business.

Material topics and their actual or potential adverse impacts have shaped our sustainability commitments. They also influence our sustainability objectives and strategies assigned for execution or risk mitigation according to ownership at the business, functional, and/or market level. As a member of the Group Sustainability Committee, Group Risk also ensures that ERM and sustainability risks are aligned. The Sustainability Governance chapter contains more information about our sustainability governance structure.

Further information about our risk management governance can be found in DKSH's [Annual Report 2025](#) (pp. 23ff., 112ff., 122).

► GRI 2-12

Risk Mitigation and Control


Our general approach to managing the risks mentioned in The Stakeholder Engagement and Double Materiality Assessment chapter involves a risk governance process. It includes releasing policies, procedures, and/or guidelines, defining roles and responsibilities for their implementation and monitoring, and assigning risk ownership for implementation and day-to-day management. Our policy-making may be driven by the need to comply with regulations, standards of business behavior expressed in our Code of Conduct, client requirements, or result from the Group's Enterprise Risk Management process identifying significant risk topics requiring management attention. Individual policies may stipulate a management system and provide guidance on risk identification, mitigation, and monitoring, including due diligence procedures, where appropriate.

We have integrated these items into specific sustainability-related and senior executive management-approved policies to address the financial risks and opportunities identified in our double-materiality assessment. They include:

- Risks in our supply chain in reference to the Organization for Economic Cooperation and Development's (OECD) standards, the United Nations Global Compact, and International Labour Organization conventions
- Our framework of Anti-Bribery and Anti-Corruption Policies and associated compliance programs covering our own operations, our business partners, and our intermediaries
- Our Health, Safety, and Environment Policy and associated procedures and guidelines stipulating that we identify, assess, and mitigate occupational health and safety risks, including contractor safety, road safety, and environmental risks relating to waste and the handling of dangerous goods and hazardous chemicals
- Our Customs and Trade Compliance Policy addressing risks relating to trading partners, such as trade restrictions, sanctions, etc.
- Our Data Protection and Information Security Policies addressing risks relating to improper use or loss of personal or other data
- Our Business Continuity and Crisis Management Policy addressing risks relating to business disruptions and providing guidance on business recovery to minimize downtimes and ensure the supply of essential products for consumers and patients

Several chapters in this report provide a more detailed account of the standards mentioned above and their associated processes and procedures for mitigating identified risks, including due diligence and the effectiveness of measures.

Our People



At DKSH, our employees are the heart of our business. Their health, safety, and well-being are essential to our success. Along with offering our people a safe, fair, and inclusive place to work, we want to help them reach their full potential by providing training and growth opportunities.

Health, Safety, and Well-Being

Our Outcomes

Our business exposes our employees and, in some cases, other stakeholders to potential and actual physical health challenges, such as work- or non-work-related accidents, while engaging in administrative, logistical, and manufacturing activities. These risks are more prevalent while operating machinery such as forklifts, moving heavy packages, or handling dangerous or hazardous goods. A serious physical injury can affect a person's long-term well-being, including their ability to work.

In addition to the material impacts identified in our Double Materiality Assessment, our company positively influences people. The influence on our employees includes providing healthcare services and conducting regular health and safety training.

Ensuring Occupational Health and Safety (OHS)

We continually work to uphold strict OHS standards, guided by our integrated [Health, Safety, and Environment \(HSE\) Policy](#) and its associated objectives, as well as our HSE Management System (HSE-MS) Guidelines. These documents help us identify, assess, and manage health and safety risks, covering all DKSH employees, operations, and facilities worldwide. Our HSE-MS assigns clear roles and responsibilities at corporate, regional, country, and functional levels for the management of HSE. It ensures we apply our standards and systems consistently across our organization, helping us achieve our objectives and comply with applicable regulations.

Our policies clearly outline our commitment to continuous improvement. We emphasize this approach by regularly evaluating, monitoring, and revisiting our objectives and targets. We also enhance our systems by leveraging our stakeholders' knowledge and talents and responding to evolving risks and opportunities.

All of our distribution centers (DCs) have HSE committees with representatives from various functional roles and work areas. These committees meet quarterly or monthly in specific markets and at least annually in most other markets. The HSE committees are responsible for reviewing OHS procedures, investigating incidents, and examining new technologies and developments in personal protective equipment (PPE).

Our HSE committees also perform safety walks at least once a month to inspect premises and detect any hygiene or safety issues. On these and other occasions, we encourage our employees to become involved and speak up if they notice any unsafe conditions or conduct. Including non-management employees in this process also helps us to reduce managerial hierarchies.

Our HSE-MS also addresses the health and safety of contractors we appoint to support our service deliveries. We evaluate contractors involved in higher-risk activities, such as operating forklifts, based on their health and safety performances and processes. Our assessment criteria include their injury and illness numbers, special skills and training, effective work procedures and instructions, and whether they have an equivalent HSE-MS and comply with applicable licensing, rules, and regulations. Our safeguards for contractors operating at our sites include our Contractor Guidelines and Working Instructions on Visitor Safety, Contractor Safety, and Permit to Work, which also cover safe driving.

To ensure our HSE-MS remains current, it is regularly audited by internal and external parties, including key clients. Local HSE managers also conduct market-level internal self-assessments, audits, and reviews to foster continuous improvement.

ISO 45001 Implementation

In 2024, we reinforced our commitment to health and safety by pursuing global certification in ISO 45001 (Occupational Health and Safety Management Systems). To support the implementation of this certification program, we have standardized our HSE-MS globally, aiming to unify our approach to OHS and environmental matters across regions and operations.

The markets that supported our first stages of global certification included Corporate Functions, Hong Kong, Thailand, and Vietnam, where 20 sites underwent certification. This first step was vital to laying the foundations for a globally aligned safety framework across our operations. By the end of 2025, 38 of our distribution centers in Cambodia, Hong Kong, Malaysia, the Philippines, Singapore, Thailand, and Vietnam successfully attained ISO 45001 certification. This represents 60% of our distribution centers (DCs)¹¹ globally. This achievement marks an important milestone in our phased approach to Group-wide HSE management.

An essential component of this initiative is the professional training and qualification of our HSE managers, who are responsible for OHS. Each member must undergo comprehensive internal audit training for ISO 45001, qualifying them as ISO internal auditors. This step ensures our managers not only understand the requirements of this standard, but can also monitor our compliance and drive continuous improvement across all sites. In addition to equipping our managers, all permanent and subcontracted employees must participate in awareness training for the ISO standard. This training program also applies to our third-party vendors, ensuring everyone involved in our operations understands and complies with our stringent HSE policies.

To prepare for global certification, we have emphasized developing and aligning all our health and safety documentation. This includes our standard operating procedures (SOPs), training programs, work instructions, and forms relating to risk assessments. We have meticulously crafted these documents to ensure we comply with each market's regulatory OHS requirements and the ISO 45001 standard, providing a solid foundation for our management system.

We have also established a comprehensive HSE emergency preparedness and response procedure to ensure effective action in the event of an emergency. As part of this process, we identify all foreseeable HSE accidents and emergency situations through regular HSE audits and inspections, along with risk assessments that consider emergency conditions. The procedure defines the roles and responsibilities of the Management Representative (MR) and management teams while developing emergency response plans with building management, aiming to prevent or minimize negative impacts relating to health, safety, and the environment.

Together with building management, we develop detailed response activities for identified emergency scenarios. These include assigning emergency roles and responsibilities – such as fire wardens and spill response teams – and training them with relevant skills. We also test our emergency response procedures on a periodic basis. Other response activities include coordinating with external emergency services and maintaining communication with regulators, neighbors, and the public. Our procedures also ensure the availability of safety information, emergency contacts, and appropriate emergency equipment, all of which are regularly tested to maintain operational readiness.

Additionally, we have developed clear internal and external communication procedures to guide all HSE-related interactions within our company and with external stakeholders. They cover a broad scope of communication needs, including HSE policies, legal and operational requirements, staff concerns, and the implementation of emergency response programs. These procedures promote effective communication and participation while encouraging employees to provide regular feedback through channels such as email, discussions, briefings, and departmental meetings. Feedback is reviewed with the MR, who initiates investigations or corrective and preventive actions when required. The MR may also escalate serious issues to management, assign responsible persons within agreed timelines, and ensure that responses, preferably formal written replies, are communicated promptly. For external requests involving significant HSE matters, the MR determines whether the information can be shared, with all decisions recorded in committee or management review minutes. Communication with external parties may involve authorities or professional bodies and can take place through email, visits, or other appropriate channels.

Through these efforts, we aim to achieve global certification and firmly embed a culture of safety at every level of our organization. This journey marks a significant step forward in DKSH's sustainability strategy, reinforcing our dedication to safeguarding the health and safety of our people, partners, and communities where we operate.

► [GRI 403-1](#), [GRI 403-5](#), [GRI 403-7](#), [GRI 403-8](#)

¹¹ All DCs managed by Group Supply Chain Management.

Hazard Management: Ensuring a Safe and Secure Work Environment

Managing OHS hazards is material to our sustainability strategy and a key aspect of our journey to achieving global ISO 45001 certification. Our robust hazard management processes aim to protect our employees, contractors, and stakeholders while ensuring we comply with strict international standards and each country's respective OHS regulations.

Our hazard management processes include hazard identification, risk assessments, precautionary and preventive measures, training and education, worker participation in committees, and incident management. We perform some of our hazard identification by assessing previous incidents, but primarily by reviewing job roles and their associated health and safety threats. We also identify hazards through periodic OHS audits conducted by our internal team of specialized auditors or by clients and regulators in our distribution centers at least once a year.

The main hazards identified include improper operation of forklifts and powered equipment, stacking loads and material storage, manual lifting and/or handling, unsafe road driving, and the risk of exposure to potentially dangerous goods and hazardous substances. We continue taking action to manage these risks, such as through engineering and administrative controls, additional training, and the provision of personal protective equipment. We continue to emphasize training on safe working practices as a preemptive measure, run campaigns to address key hazard areas such as manual handling, working at height and defensive driving to enhance awareness, and update standard operating procedures to provide guidance on managing specific risks at the market level.

We track and address all incidents and non-conformities through our incident management system, which ensures every non-conformity is closed within one month, supported by thorough corrective actions and improvement plans.

To ensure continual progress, we monitor and track country-level key performance indicators (KPIs) every month. These KPIs are an integral part of our commitment to workplace safety, and we aimed to meet the following targets in 2025:

- ▶ Zero fatalities from work-related injuries
- ▶ Zero high-consequence work-related injuries
- ▶ 5% reduction in recordable work-related injuries compared to 2024
- ▶ Five reports per country on near-miss work-related injuries, reflecting strengthened transparency

2025 Performance

Our workplace safety results for 2025 are as follows:

- ▶ We achieved our target of zero fatalities from work-related injuries for our employees and other workers, reflecting our commitment to a safe workplace
- ▶ We recorded 12 high-consequence work-related injuries among employees and three among other workers
- ▶ Recordable work-related injuries for employees decreased by 31% from 2024; however, recordable work-related injuries among other workers increased by five cases
- ▶ We recorded 194 near-miss work-related injuries among employees, a 22% decrease compared to 2024
- ▶ Among other workers, we recorded 31 near-miss work-related injuries for workers, an increase of 19 cases compared to 2024

We recorded overall improvements in work-related injury performance during the reporting period. These outcomes demonstrate the effectiveness of the company's occupational health and safety management system and its strong commitment to continuous improvement.

Although there was a slight increase in the total number of reported cases, this is attributed to enhanced reporting practices, improved incident awareness, and stronger employee participation in early reporting of minor injuries and near misses. The increase reflects better transparency and proactive identification of potential risks rather than a deterioration in workplace safety performance. Strengthening the reporting culture enables earlier intervention and more effective preventive measures, ultimately supporting long-term injury reduction and safer operations.

For the scope of "near-miss" workplace accidents, we use the definition within ISO 45001. It states that while an incident where no injury or ill health occurs is not classified as a workplace accident, but must still be recorded and analyzed to prevent recurrence. We will continue expanding our health and safety efforts to engage our workforce on the critical importance of incident prevention and mitigation.

Our employees and contractors frequently travel for business, making road safety a critical Health and Safety focus. In Thailand, our largest market, we recorded 76 traffic accidents in 2025, a significant improvement from 86 in 2024. We also counted the number of traffic accidents occurring outside our premises (43 traffic accidents) and on-site (33 traffic accidents). To find out more about efforts to improve road safety, please refer to the [Local Community Development](#) chapter.

▶ [GRI 403-1](#), [GRI 403-7](#), [GRI 403-8](#)

Work-Related Injuries

	Number			Rate		
DKSH employees¹²	2023	2024	2025	2023	2024	2025
Fatalities from work-related injuries	0	0	0	0	0	0
High-consequence work-related injuries ¹³	2	5	12	0.03	0.08	0.25
Recordable work-related injuries	48	64	44	0.69	0.97	0.90
Number of hours worked (in millions)	69.82	65.77	48.96	-	-	-
Other workers¹⁴						
Fatalities from work-related injuries	0	0	0	0	0	0
High-consequence work-related injuries	0	1	3	0	0.11	0.39
Recordable work-related injuries	13	5	10	1.17	0.57	1.29
Number of hours worked (in millions)	11.11	8.72	7.75	-	-	-

Main Types of Work-Related Injuries

	Employees			Other workers ¹⁴		
Types of injuries	2023	2024	2025	2023	2024	2025
Number of first-aid injuries	117	162	67	16	10	13
Number of medical treatments beyond first aid	5	11	16	2	1	3
Number of job restrictions or transfers	6	3	4	0	1	0
Number of lost-time injuries	39	50	24	11	3	7
Number of fatalities	0	0	0	0	0	0
Number of near-miss injuries	-	249	194	-	12	31

We compiled this data using an internal reporting system guided by Occupational Safety and Health Administration (OSHA) reporting requirements. HSE Managers in our markets are responsible for entering incidents in corresponding registers and notifying these events for consolidation at the Group level. We report data for the period from the fourth quarter of 2024 to the third quarter of 2025.

► [GRI 2-8, GRI 403-9](#)

¹² All individuals in an employment relationship with DKSH according to national law or its application.

¹³ Injury that results in a fatality or an injury from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within six months.

¹⁴ All individuals performing work for DKSH other than DKSH employees, such as agency workers, contractors, self-employed persons, subcontractors, and volunteers. In 2025, there were 2,156 other workers in DKSH, with the most common type of workers being temporary staff, dispatch, distribution center staff, drivers, security guards, and cleaners. These workers are most commonly engaged through a third party or agency, performing administrative and support tasks.

Furthermore, in alignment with our Incident and Crisis Communication (ICC) Policy, serious incidents are promptly reported and escalated to management, including to the Executive Committee in the case of a fatal incident. Our Board of Directors maintains general oversight of health and safety risks and is notified of significant hazards and incidents via the annual risk report. The Board is also regularly briefed on our risk identification and data collection processes, ensuring transparency and accountability at the highest levels.

We also foster a culture of learning by communicating key lessons learned from incidents across our organization. This process helps us continuously improve our hazard management practices and reinforces our global commitment to health and safety.

We encourage open communication between employees, workers, and line management to ensure that every incident investigation is thorough and collaborative. This open dialogue supports effective incident investigations and helps us implement corrective actions that prevent future hazards. Through these measures, DKSH not only complies with international standards, but also works to build a safer, more resilient work environment for all our people and partners. By prioritizing hazard management, we continue strengthening our global commitment to health and safety and making it a core pillar of our sustainability efforts.

► GRI 403-2, GRI 403-3

Employee Consultation and Training

Our OHS measures include conducting local workshops and engagement sessions to ensure we effectively involve, consult, and communicate with our employees and workers. At these and other events, we encourage employees and workers to provide input and feedback on constructive improvements to support health and safety in the workplace. We may also run extra sessions to raise awareness shortly after an incident or accident. Our employees and workers can also approach their line managers and local HSE teams at any time to report dangers and risks.

We are committed to providing the health and safety information, instructions, and training needed by everyone working in our operations. Our integrated HSE-MS Guidelines include a dedicated support section that specifically addresses awareness, training, and competency development. We ensure all employees, including senior managers, are well trained and informed about their personal role in minimizing risks, promoting safe practices, and complying with OHS standards.

Local HSE Managers are responsible for identifying OHS training needs and implementing the company-wide training program, along with content mandated by local regulations in respective markets. A local HSE team may also develop customized training materials in specific cases, such as after an incident or when a new piece of equipment is introduced.

Building on this foundation, we rolled out targeted training and awareness initiatives across our markets in 2025. They included webinars to deepen our employees' understanding of EMS and OHS standards and strengthen engagement with our ISO 14001 and ISO 45001 requirements.

Apart from ISO awareness training, each market continued its training initiatives based on individual risks. For example, Thailand focused on Road Safety and Operation Risk Assessment. Recognizing road safety as a critical operational risk, we have prioritized it as a key training topic and continue to drive our "Road Safety and Zero Fatalities" campaigns locally.

As part of this initiative, we strengthened awareness among our drivers and fleet teams by providing targeted training on national road safety laws. This initiative aims to foster self-awareness, responsible behavior, and mindfulness on the road, encouraging all participants to be considerate and safety-conscious road users. We also offer defensive driving training to employees and contractors to further reinforce safe driving practices. For further details, please see the [Local Community Development](#) chapter.

Our health and safety training combines traditional face-to-face classes with online courses and materials. New employees receive comprehensive health and safety induction training along with any job-specific training. In Thailand, all new recruits must complete induction training before commencing their duties. We also hand out safety awards in some markets to recognize and encourage safe working practices and behavior by our employees.

In 2025, our employees in Thailand attended 945 health and safety training sessions, resulting in a total of 45,389 hours of training. These training sessions were conducted in our distribution centers and large offices, covering topics such as basic safety, basic fire-fighting, vehicle road safety and defensive driving, dangerous goods and chemical safety, first aid, hazard identification and risk assessment, and crisis management plan.

► GRI 403-4, GRI 403-5

Addressing Impacts in the Supply Chain

Our commitment to health, safety, and general well-being also extends to contractors in operations outside of our control, such as transport or warehouse logistics providers. We often outsource hazardous chemical management to specialized providers with the prerequisite standards and systems to qualify for outsourcing. We expect all our service providers to make clear commitments to proper business conduct, including health and safety for their workers, as embodied in our Business Partner Code of Conduct. Working with hazardous chemicals is also covered in our Dangerous Goods and Hazardous Chemicals Guideline. It provides directions and requirements for working with specific goods and chemicals, including procurement, storage, transportation, and disposal management.

► GRI 403-7

Promoting Employee Well-Being Inside and Outside the Workplace

We take a holistic approach to employee well-being by providing services and programs that address and mitigate health risks unrelated to work. These offerings vary from market to market, depending on local circumstances. Each of our 25 largest markets conducted multiple employee well-being events and 19 of them offer a formal Employee Assistance Program through external providers.

Parental leave provisions are broadly available across our operations. In the reporting year, 97% of markets provided parental leave for female employees (with Guam as the exception), and 90% of markets provided parental leave for male employees (with Guam, Laos and Brunei as exceptions). Among markets that reported return-to-work outcomes for employees who completed parental leave, 83% of markets indicated a female return rate above 90%, and 95% of markets indicated a male return rate above 90%. These outcomes point to consistently high reintegration following parental leave across geographies.

► GRI 401-3

In October 2025, we held a company-wide Purpose Fiesta event to help employees connect the work they do with their personal sense of purpose. We supplemented this event with additional activities, such as Patient Purpose Day, which was conducted in 12 markets by our Business Unit Healthcare. Through these initiatives, we aim to inspire and unify our employees around a shared commitment to enriching people's lives.

We are also committed to providing a modern and inspiring work environment that is safe, ergonomic, and enjoyable. Our updated office design guidelines have shaped remodels in over 24 locations worldwide since 2020. Following exciting refreshes of our offices in Japan and Spain in 2024, we completed updates in Germany, the Philippines, Taiwan, and Thailand in 2025.

To more effectively measure employee well-being, in 2025 we introduced a Well-Being Index to our annual employee engagement survey. This seven-question index measures a range of areas related to employee well-being. The initial results were positive, with a score of 80 out of 100, six points higher than the global benchmark set by our survey provider. We will use the survey feedback to shape our well-being efforts in 2026 and beyond, with an increased focus on emotional well-being, work-life balance, and career development.

► GRI 403-6

Employee Attraction, Satisfaction, and Retention

Our Outcomes

We strive to create an employee experience that attracts, develops, and retains top talent in every market where we operate. From the moment new hires join our organization, they are welcomed into a culture that values belonging, diversity, and inclusion. We invest in our people through transparent recruitment, robust onboarding, and continuous learning and development opportunities. Our commitment to personal growth is reflected in our internal mobility programs, leadership development, and recognition initiatives that celebrate outstanding contributions and achievements. Through regular engagement surveys and feedback mechanisms, we listen to our employees and act on their insights to foster a supportive, high-performance environment. We further reinforce our dedication to employee satisfaction and well-being by offering competitive compensation, flexible work arrangements, and comprehensive benefits. By prioritizing these outcomes, DKSH ensures that every employee has the opportunity to thrive, contribute meaningfully, and build a rewarding career with us.

Attracting and Welcoming New Employees

Our Human Resources Business Partners work closely with Business Unit Managers at the local level to forecast hiring needs by Business Unit and Function. Once these needs are identified, they are reviewed and approved by the Global Heads of the respective Business Units before any new roles are created.

We are committed to an open, transparent, and merit-based recruitment process, guided by our Global Recruitment Policy and managed through SAP SuccessFactors. This policy provides clear guidelines for every stage of recruitment, ensuring consistency and quality across all markets and employee levels.

To build a diverse talent pool that aligns with our business strategy, we conduct market mapping when hiring externally and proactively develop new talent pipelines through annual talent reviews and succession planning.

DKSH also invests in early-career talents. For example, we introduced a standard global framework for Management Associate Programs and have early career programs in Hong Kong, Japan, Malaysia, and Thailand, along with internship programs in other markets.

Recognizing the importance of retaining new talent, we continuously monitor our new hire retention rate. In 2025, this

rate stood at 72.0%, up from 71.9% in 2024 and 65.4% in 2023. Our goal is to maintain the new hire retention rate at 72% through 2027.

Belonging and Inclusion

Fostering a diverse, equitable, and inclusive workplace is one of our strategic priorities, championed by our Executive Committee. Our Belonging@DKSH initiative drives these values across the organization, ensuring that every employee feels empowered to be themselves at work. This commitment is embedded in our culture, purpose, and values, and is formalized through our Belonging Policy, introduced in 2022. The policy defines our approach to diversity, equity, and inclusion (DEI) and guides our practices in talent acquisition, career development, employee support, and engagement with external partners.

To bring our DEI vision to life, we focus on several key initiatives:

- ▶ Conducting regular engagement surveys to measure and strengthen our employees' sense of belonging
- ▶ Monitoring and enhancing recruitment and talent development practices to increase gender representation, particularly in senior management roles
- ▶ Offering e-learning events and workshops to raise awareness and build inclusive habits and behaviors throughout the organization
- ▶ Some of our markets are also conducting networking groups, including those specifically for women, to provide opportunities for connection, support, and knowledge-sharing

Many of our efforts to foster belonging and inclusion have been recognized externally. In 2025, DKSH was accredited as a Great Place to Work® in 16 markets: Australia, Cambodia, China, Hong Kong, Japan, Macao, Malaysia, Myanmar, New Zealand, Philippines, Singapore, South Korea, Switzerland, Taiwan, Thailand, and Vietnam. We also received accreditation for our DKSH Corporate Shared Services Center in Malaysia and DKSH Management, our corporate office in Singapore.

We were also named one of the Fortune 100 Best Companies to Work For™ in Southeast Asia 2025 by Great Place to Work. Additionally, HR Asia honored DKSH Vietnam and DKSH Thailand as two of the best companies to work for in Asia. We remain committed to creating work environments that are worthy of industry certifications and external accolades.

Training hours**(online and in-classroom training)**

	% receiving training	Average training hours
DKSH employees ¹⁵	96.4	18.3
Managers ¹⁶	99.3	29.6
Staff ¹⁷	96.0	16.6

Enabling Personal Growth and Development

We believe that creating the right culture and environment is essential for our people to thrive and help us grow as a business. Our diverse operations and industries offer employees a wide range of opportunities to learn, develop, and advance their careers. We support growth through hands-on experience, empowerment, and stretch assignments, complemented by continuous feedback, peer learning, and formal training.

Our approach to learning and development follows the 70-20-10 model: 70% on-the-job learning, 20% learning from others and ongoing feedback, and 10% formal learning through courses or e-learning. The Fantree Academy, our in-house learning and development center, anchors this approach with over 2,500 programs available in every market. Its curriculum covers functional and leadership skills as well as integrity, compliance, onboarding, and health and safety.

We ensure our employees have access to learning opportunities that align with their roles, interests, and career goals. In 2025, approximately 96% of employees participated in training, completing 249,807 learning events and averaging 18.3 hours of learning per employee (up from 16.7 hours in 2024). Our target is to reach 20 hours per employee by 2027. Staff employees averaged 16.6 hours of learning in 2025 (compared to 15.4 hours in 2024). We identify learning and development needs through our annual learning needs analysis process.

Beyond online and classroom training, our employees benefit from on-the-job and external training, including client-provided education on specialized topics such as machinery operation or specialty chemicals.

To ensure every employee has a capable and professional manager, we established the People Manager Center. This micro-learning hub offers e-learning and in-person events focused on recruiting, onboarding, performance management, employee development, and feedback, as well as reinforcing DKSH's culture. We measure our progress in developing managers through a Manager Effectiveness Score, which is part of our annual employee engagement survey. Implemented in 2025, our score reflected that we met the global top 10% benchmark set by our survey provider.

We encourage employees to take ownership of their professional development and prioritize internal talent for advancement. We advertise open positions internally to support mobility and international assignments. In 2025, 55% of management-level vacancies were filled internally (2024: 55%), and our goal for 2030 is an internal hire rate of 60%.

► GRI 404-1, 404-2**Performance, Feedback, and Recognition**

We evaluate our employees' performance based on mutually agreed quantitative and qualitative objectives, directly linking achievement to remuneration. All employees use SAP SuccessFactors for objective setting and performance management, ensuring alignment with our values, priorities, and individual development plans.

Regular conversations between employees and managers are a core part of our growth culture, focusing on development objectives and constructive feedback. We place particular emphasis on meaningful personal development plans, especially for managers. In 2025, 87.6% of managers created a development plan (89.5% for female managers and 85.2% for male managers).

To strengthen our leadership pipeline, we conduct an annual evaluation campaign to identify high-performing and high-potential employees, designated as "talent." In 2024, 27% of employees were classified as talent. Our target is to maintain this rate at 25%, within an optimal range of +/-3%. In 2025, our talent bench strength was 27%. All decisions regarding appraisals, development opportunities, and promotions are guided by our commitment to equal opportunities, and we track the completion of development plans by gender to support the advancement of women into senior leadership roles.

¹⁵ All individuals in an employment relationship with DKSH according to national law or its application.

¹⁶ Members of the Executive Committee, corporate or local heads of Business Units or key Functions, and DKSH employees with P&L and/or budget responsibility, direct reports, and Function specialists/heads/managers.

¹⁷ All DKSH employees who are not managers.

Our annual global Talent Review and Succession Planning campaign further identifies key internal talent for accelerated development, enabling them to take on greater leadership responsibilities. Selected employees are nominated for leadership training programs tailored to their professional growth needs.

Recognizing and celebrating employee achievements is a vital element of our talent retention strategy. Beyond providing training, growth opportunities, and internal mobility, DKSH honors individuals and teams who exemplify our company's purpose, values, and People DNA – the behaviors we expect all employees to exhibit – through the DKSH Fantree Awards. Employees and teams are encouraged to nominate colleagues at the local market level, and award recipients are recognized by senior management at town hall meetings.

Participation in our recognition programs has more than doubled since 2023, with 562 nominations for our 2025 awards. We introduced a new tier of awards at the Group Business Unit and Function levels, resulting in 42 additional winning projects. In 2025, we also celebrated the 19th annual corporate-level Fantree Awards. Representatives from the six winning global projects shared their success stories during an in-person ceremony at the Board of Directors' meeting in Tokyo, Japan.

► GRI 404-3

Retention, Satisfaction, and Support

Across our company, we actively seek employee feedback to continuously improve the workplace experience. We conduct a range of surveys, including our annual employee engagement survey, YourVoice@DKSH, along with onboarding and exit surveys in selected markets.

The YourVoice survey, conducted every year, contains 33 questions covering topics such as overall satisfaction, feeling valued as an individual, and perceptions of DKSH as an equitable employer. In 2025, 94% of almost 23,000 targeted employees participated in the survey, both online and offline. Their feedback provided valuable insights that help us measure our progress in building a culture that supports people and performance.

We also benchmark our survey results against industry standards. Since launching the survey in 2021, our engagement score¹⁸ has steadily increased, reaching 78 out of 100 in 2025 (up from 73 in 2021). Our goal is to achieve a score of 82 by 2030. Notably, DKSH scored above the global benchmark in 20 of the questions, including those relating to collaboration, decision-making, recognition, and psychological safety. To drive further progress, managers collaborate with their teams to interpret the results and implement targeted actions for greater engagement.

In addition to engagement surveys, onboarding surveys help us refine the new employee experience by identifying areas where expectations can be clarified before joining DKSH. Exit surveys, focused on voluntary leavers, provide candid insights into the employee experience and inform our ongoing improvement efforts.

We believe in cultivating an entrepreneurial culture that emphasizes performance-based pay. To support this aim, our Pay-for-Performance Framework aligns DKSH's financial and business goals with individual performance. Additionally, our Annual Variable Bonus Plan is integral to the total remuneration framework for eligible plan participants. It is designed to apply throughout our global corporate framework to help us retain and motivate high-caliber employees who strive for excellence. We encourage participants to set and achieve objectives and adopt behaviors that embody our high-performance culture.

The Annual Variable Bonus Plan allows participants to earn more than their fixed remuneration through additional performance-based pay, based on DKSH's annual business performance. As equitable pay practices are also vital to employee retention, we use comprehensive benchmarking data and local insights to ensure our compensation is competitive, fair, and aligned with industry standards. These efforts demonstrate our investment in people and retaining our workforce.

Offering benefits to our workforce is another aspect of fostering a work environment that is conducive to elite and sustainable performance. We offer our employees a variety of benefits based on applicable policies in the markets where we operate and continually review and enhance our benefit practices. Our standard benefits, which can vary by market, include life insurance, healthcare, disability and invalidity coverage, statutory retirement provisions, and leave entitlement.

DKSH has also implemented a global Flexible Work Arrangement Policy that gives employees more ownership of how and where they work. It allows managers and employees to jointly evaluate the feasibility of such work arrangements to meet our business needs and our employees' work/life balance.

¹⁸ The engagement score is calculated by aggregating the average score of the two questions "How happy are you working for DKSH?" and "I would recommend DKSH as a great place to work" from the YourVoice@DKSH engagement survey.

In five out of 10 significant locations of operations,¹⁹ part-time and temporary employees receive the same benefits as permanent full-time employees; in three other markets, some benefits are only provided to full-time employees. In two markets, part-time and temporary employees do not receive voluntary benefits. Benefits related to stock ownership are limited to eligible key managers within the company.

► GRI 401-2

While we strive to create a work environment that makes staying with DKSH an attractive prospect, we understand some employees will seek new opportunities elsewhere.

In 2025, the overall attrition rate for the Group was almost 22%, and voluntary attrition stood at around 14%. This is a decrease compared with 2024, when the rates were 23% and 15% respectively. Our target is that our voluntary attrition rate will not exceed 18% in 2026 and beyond. The total attrition rate at management levels was around 18%, with voluntary attrition at around 12%. Although our attrition rate may seem high, there are two important factors to consider. First, Southeast Asia is an economic region experiencing rapid change, with generally higher attrition rates than, for example, European markets. Second, the logistics sector, which makes up a large proportion of our workforce, is particularly dynamic compared to other local industries, resulting in high attrition rates within the segment. We are continuing our efforts to achieve our goal by actioning feedback from employee engagement surveys, reviewing compensation against market standards, and strengthening the skills of our people managers.

► GRI 401-1

¹⁹ DKSH defines significant locations of operations as all markets with more than 500 employees. This includes the 10 markets of Australia, Cambodia, Hong Kong, Malaysia, Myanmar, the Philippines, Singapore, Taiwan, Thailand, and Vietnam.

Further Details about Our Employees²⁰

Total number of employees by employment contract (permanent and temporary), by gender

Gender	Permanent	% of total	Temporary	% of total	Total
Female	13,422	50.23 %	1,816	6.80 %	15,238
Male	10,716	40.11 %	764	2.86 %	11,480
Undisclosed	1	0.00 %	-	-	1
Total	24,139	90.34 %	2,580	9.66 %	26,719

Total number of employees by employment contract (permanent and temporary), by region

Region	Permanent	% of total	Temporary	% of total	Total
Thailand	6,875	25.73 %	87	0.33 %	6,962
Greater China ²¹	2,429	9.09 %	45	0.17 %	2,474
Malaysia and Singapore	5,211	19.50 %	188	0.70 %	5,399
Rest of Asia Pacific	8,973	33.58 %	2,245	8.40 %	11,218
Rest of the world	651	2.44 %	15	0.06 %	666
Total	24,139	90.34 %	2,580	9.66 %	26,719

Total number of employees by employment type (full-time and part-time), by gender

Gender	Full-Time	% of total	Part-Time	% of total	Total
Female	13,210	49.44 %	2,028	7.59 %	15,238
Male	10,726	40.14 %	754	2.82 %	11,480
Undisclosed	1	0.00 %	-	0.00 %	1
Total	23,937	89.59 %	2,782	10.41 %	26,719

Total number of non-guaranteed hours employees by gender and region

Number of non-guaranteed hours employees - Asia Pacific	2,172
Number of non-guaranteed hours employees - Rest of the World	6
Number of non-guaranteed hours employees - Female	1,551
Number of non-guaranteed hours employees - Male	627

All disclosures in this statement relating to employee numbers are based on headcount, rather than full-time equivalents, as we believe this is more appropriate for sustainability reporting purposes. All data was extracted from DKSH's SAP Human Resources Information System (HRIS).

Labor Practices

Our Outcomes

As a global enterprise operating in over 30 markets, we recognize that our hiring and labor practices can influence workforce dynamics in the regions where we operate. In many of these markets, equal employment opportunities may be hindered by discrimination based on gender, age, heritage, and other factors, leading to psychological stress, dissatisfaction, and disengagement among affected individuals.

In addition to the impacts identified through our Double Materiality Assessment, we also acknowledge the positive influence we can have on our people. With a workforce of approximately 26,840 employees representing a wide range of countries and cultures, DKSH is committed to advancing equity and inclusion. We continuously strive to cultivate safe, respectful, and supportive working environments, knowing that fair labor conditions are fundamental to the integrity of our internal operations and external partnerships.

Respecting Human Rights in Our Business Operations

We are committed to fostering a workplace where all individuals are treated with dignity and respect, free from discrimination, harassment, or retaliation. This commitment underpins our company culture and is essential to helping our employees thrive and build meaningful careers. Our Human Rights Policy and Code of Conduct clearly articulate our stance on fair treatment, non-discrimination, and freedom of association. They align with international standards such as the UN Guiding Principles on Business and Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work.

We uphold the rights of employees to freely associate and engage in collective bargaining without fear of reprisal. At the end of 2025, 19% of our workforce was covered by collective bargaining agreements (2024: 19%). We reinforce these rights through onboarding materials, employee handbooks, and internal HR briefings across all markets. In 2025, no reports were received via our Integrity Line indicating discrimination against employees participating in trade unions or worker committees.

Our Code of Conduct and Human Rights Policy are supported by mandatory onboarding and annual "License to Operate" compliance refresher training. It emphasizes respectful behavior and zero tolerance of discrimination, harassment, or bullying. In 2025, more than 99% of our employees completed induction or compliance refresher training. We encourage our

employees to report misconduct through one of our various channels – including site managers, our HR, Legal, Compliance, or Internal Audit functions, or our third-party Integrity Line – with the assurance of confidentiality. In 2025, 219 incidents were reported via the Integrity Line (2024: 163), 15 of which were related to discrimination. Five were substantiated following investigation (2024: 0).

The increase in reported and substantiated discrimination incidents is consistent with higher employee awareness of DKSH's Integrity Line and reporting channels, following targeted communication and training. It also aligns with indicators of improved psychological safety. In the 2025 YourVoice employee engagement survey, the "Speak My Mind" item scored above the global top-10% benchmark provided by Microsoft Glint and has improved by 12 points since 2021. DKSH continues to monitor trends closely and ensures timely investigation, remediation, and prevention measures.

To ensure accessibility and responsiveness, our HR business partnering model places HR representatives within operational teams. The Integrity Line, introduced in 2020, complements this by offering a confidential platform for reporting concerns. Investigations may lead to policy updates, additional training, or enhanced monitoring systems to prevent recurrence.

Our commitment to human rights also extends to our recruitment and supply chain practices. HR teams oversee hiring standards and ensure that employment contracts are transparent, voluntarily accepted, and comply with local labor laws. Our Supply Chain Management teams are responsible for verifying documentation and preventing child labor, forced labor, and unsafe working conditions among external transport providers and contractors.

Our operational safeguards include:

- ▶ Clear notice periods and conditions in employment contracts
- ▶ Written consent for collecting identity documents, with access procedures explained in a language the employee can understand
- ▶ The prohibition of recruitment fees and the monitoring of labor providers to ensure compliance

We formalized these practices during the development of our Human Rights Policy in 2023, which involved consultations with local HR teams and external experts. By the end of 2025, all local HR teams had reviewed and aligned their policies.

Our expectations for suppliers and business partners are outlined in our Business Partner Code of Conduct and Responsible Procurement Policy, which are both publicly available on our website. These policies explicitly prohibit forced, compulsory, and child labor, reinforcing our commitment to ethical business practices across our value chain.

► [GRI 2-23](#), [GRI 2-25](#), [GRI 2-30](#), [GRI 406-1](#)

Supporting Diversity in the Workplace

As a services company, our people are the face of DKSH, and their talent, commitment, and pride in our purpose are central to our success. In 2022, we introduced a Group-wide Belonging Policy to strengthen our approach to diversity, equity, and inclusion (DEI). This policy builds on the diversity principles in our Code of Conduct and reflects our belief that employees thrive when they feel they belong – and are respected, valued, and empowered to contribute their best. The Belonging Policy defines diversity as the range of characteristics each person brings to DKSH, equity as fair and respectful treatment, and inclusion as the ability to be heard and appreciated for who you are. These principles are embedded in our culture and reinforced through our People DNA behaviors, which emphasize care, collaboration, and integrity. We review the policy annually to ensure it continues to meet our needs.

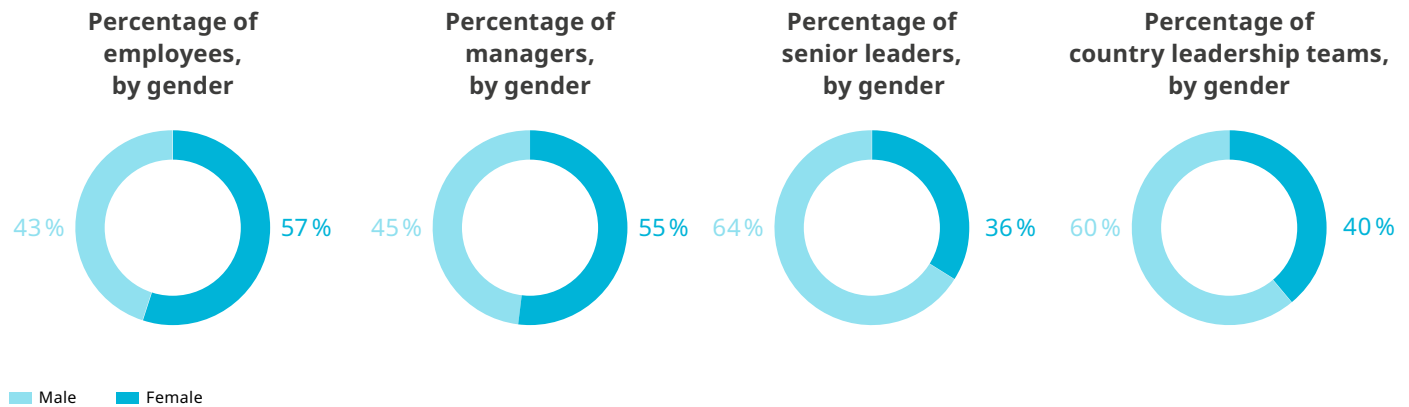
To build awareness and capability, 87% of our managers completed the Belonging e-learning program in 2025. Our annual compliance training also references the Diversity Policy and is mandatory for all employees during onboarding and annually thereafter. We also hosted workshops on unconscious bias in talent acquisition and management to help teams identify and address barriers to inclusion. Additionally, in November 2025, we launched our first Ripples: Women and Allies Development Program, which will run through June 2026. This is an inclusive personal development program for our leaders that aims to uplift women, build male allies, and strengthen a more inclusive culture.

Insights from our annual “YourVoice” employee engagement survey found that we continue progressing in creating environments where everyone feels they have a chance to succeed. The score for this “equal opportunity” question reached 78 out of 100 in 2025, up from 77 in 2024 and 70 in 2021.

We continue running local “Inclusive Leadership” workshops to help managers recognize and address implicit bias. The program equips leaders with practical tools to foster inclusive behaviors and equitable advancement. We are also working with individual markets to tailor workshops to their local needs, drawing on benchmarking data and best practices from peer organizations and academic institutions.

Our commitment to gender equity is reflected in our workforce metrics. In 2025, women represented 57 % of our employees, 55 % of managers,²² and 36 % of senior²³ leadership. We aim to increase female representation in senior leadership to 39 % by 2027. In country leadership teams,²⁴ female representation was 40 %, while women held 33 % of positions on our Board of Directors. In 2025, two women joined the Executive Committee, increasing its female representation to 18 %. We remain committed to improving female representation at all levels, especially in industries where women have historically been underrepresented.

Diversity metrics are tracked through our People Scorecard, which is reviewed regularly by global management and senior leaders across Business Units and Functions. More details on the scorecard and its role in our sustainability strategy can be found in the [Sustainability Strategy](#) chapter.




► GRI 405-1

²² Members of the Executive Committee, corporate or local heads of Business Units or key Functions, and DKSH employees as well as client staff with P&L and/or budget responsibility, direct reports, and Function specialists/heads/managers.

²³ Senior refers to managers in corporate, regional, or local management roles. In 2023, we shifted to a new architecture for job hierarchy to more accurately reflect a job's relative contribution and value within DKSH.

²⁴ Country leadership teams refer to heads of each Business Unit and Function within a market.

Business Approach



Our operations create value for people all over the globe. As a responsible company that complies with standards, we are working to reduce our environmental footprint by mitigating climate change, preventing pollution, and using resources more efficiently. We are also constantly taking steps to make sure our supply chain complies with environmental and social standards.

Environmental Responsibility

Climate Change Mitigation

Our Outcomes

Our own business activities and our upstream and downstream value chains create Scope 1, 2, and 3 emissions that accumulate in Earth's atmosphere and cause changes to the climate. Most of the greenhouse gas emissions generated in our upstream value chain result from sourcing raw materials, upstream production processes, and transporting our clients' and our own products.

Our own business activities create greenhouse gas emissions from vehicle fleets in our logistics operations, our distribution centers (DCs) and warehouses, and our business travel and employee commuting. For example, we consume significant amounts of fuel in our logistics operations and purchase energy to power our facilities.

We also recognize the greenhouse gas emissions generated in our downstream value chain. They are created through activities such as transporting purchased products, waste from logistics operations, and the electricity consumed during the products' use phase and end-of-life treatment or disposal.

Governance and Management Approach

Our Group Sustainability team is responsible for steering and implementing our approach to mitigating the adverse impacts of climate change, e.g., through a dedicated budget for implementing our greenhouse gas (GHG) emissions management practices. Every year, the Group Sustainability team receives approval for investments in human and financial resources, such as renewable energy, databases to manage GHG emissions data, or external assurance processes. The Sustainability Governance chapter contains more information about our governance structure.

As a business partner in global and local supply chains, we recognize that climate change mitigation is a relevant topic for our stakeholders and that we must act responsibly and adequately. To that end, our stakeholder engagement activities determine our actions to mitigate climate change. We interact with our clients by sharing our Carbon Disclosure Project (CDP) data or report on Scope 3 emissions and make efforts to improve in these areas.

Our Health, Safety, and Environment (HSE) Policy defines our approach to climate change mitigation. It underlines our commitment to conducting business in an environmentally responsible manner. In keeping with the precautionary

principle, our HSE Policy stipulates that we take early action to identify, prevent, and mitigate potential negative impacts if there is sufficient reason to expect severe or irreversible environmental damage. Our HSE Management System Guidelines also detail the scope of our HSE Policy and specify the processes and standards for its effective implementation.

Local HSE Managers are tasked with maintaining a register of applicable national environmental laws and regulations and ensuring our compliance across all operations. At the same time, we are taking a proactive approach to environmental responsibility by significantly reducing our reliance on fossil fuels and investing in renewable electricity and sustainable buildings.

The local market HSE Steering Committees are responsible for ensuring our HSE Policy and Management System are effectively deployed across all markets.

In turn, local HSE Managers support the practical implementation of management systems and processes. We created our enhanced HSE Management System with specific references to the ISO 14001 standard. We aim to become globally certified to this standard, which requires all relevant markets to be individually certified. We have started this process and plan to achieve global certification by the end of 2026. For more information on our certification phases and progress, see the [Pollution Prevention](#) chapter.

► GRI 2-23

Our Targets

In 2025, we submitted a science-based target to the Science Based Targets initiative, which validated our target and our commitment to achieving net-zero greenhouse gas emissions across the value chain by 2050. In the near term, we have committed to reducing our absolute Scope 1 and 2 emissions by 71.2% by 2030 from a 2020 base year, and the Scope 3 emissions from purchased goods and services by 61.1% per CHF of value added by 2033 from a 2024 base year. Over the long term, we have committed to reducing our absolute Scope 1 and 2 emissions by 90% by 2050 from a 2020 base year, and our Scope 3 emissions by 97% per CHF of value added by 2050 from a 2024 base year.

To see our commitment status, please refer to the [SBTi's Target Dashboard](#).

As part of our greenhouse gas reduction program, we have committed to reducing our total Scope 1 and 2 market-based greenhouse gas emissions by 68 % by 2026 and 70 % by 2027, compared to our 2020 baseline.

To support achieving these emissions reductions, we have defined the following supplementary targets. They address our main sources of greenhouse gas emissions in our own operations:

- ▶ Expand purchasing electricity from renewable sources. For our measures, see [Renewable Energy at our Distribution Centers](#).
- ▶ Make 30% of our fleet electric or hybrid vehicles by 2030. For our measures, see [Green Logistics and Fleet Management](#).
- ▶ Aim for zero refrigerant leakages by 2030. For more information, see our [TCFD Report](#) chapter.

We continuously track our progress against these targets. For more information, please see our scorecards in the [Sustainability Strategy](#) chapter.

Greenhouse Gas Emissions

In 2025, we reduced the market-based Scope 1 and 2 greenhouse gas emissions from our own operations by 65% compared with our 2020 baseline and 23% compared with 2024, validating the effectiveness of our emissions reduction measures. Our Scope 1 and 2 emissions (market-based) amounted to CO₂e 20,253 metric tons.

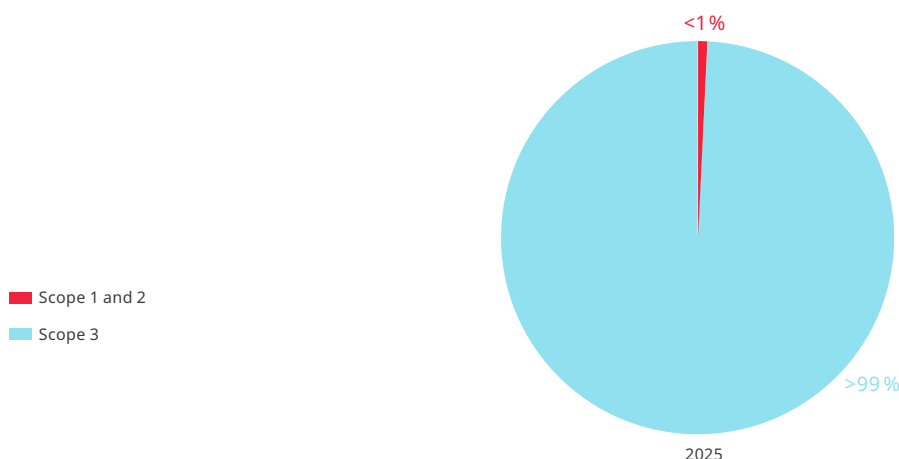
In addition to CO₂ emissions, we include location-based CH₄, N₂O, and HCFC/HFC emissions in the calculation of our greenhouse gas emissions. In 2025, our Scope 1 and 2 (location-based) emissions amounted to 58,768 metric tons of CO₂, 105 metric tons of CO₂e of CH₄, 247 metric tons of CO₂e of N₂O, and 2,587 metric tons of CO₂e of HCFC/HFC, resulting in CO₂e of 61,707 metric tons.

Our Scope 1 emissions decreased by 8% compared to 2024, primarily due to reduced use of backup generators in our warehouses. Within our location-based accounting, we identified a decrease of 6% from 2024 levels in our Scope 2 emissions, due to lower electricity consumption at our facilities.

In 2025, over 77% of electricity used in our facilities was either purchased under a green tariff from our suppliers or covered by centralized purchases of unbundled international energy attribute certificates (EACs). Those EACs comprised 67% of our total renewable energy use.

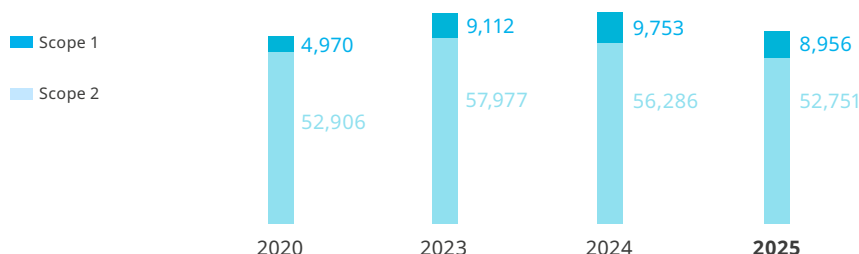
We have enhanced the transparency of our Scope 3 emissions, reporting from all relevant Scope 3 categories, namely categories 1, 2, 3, 4, 5, 6, 7, 9, 11, and 12. In 2025, our Scope 3 emissions amounted to 4,077,703 metric tons of CO₂e. More than 73% of our Scope 3 emissions are driven by Scope 3 Category 1: Purchased Goods and Services, due to the nature of our business activities as a Market Expansion Services provider. Categories 2, 3, 4, 5, 6, 7, 9, 11, and 12 made up the remaining 27% of our Scope 3 emissions.

Greenhouse Gas Emissions (Market-Based Accounting)



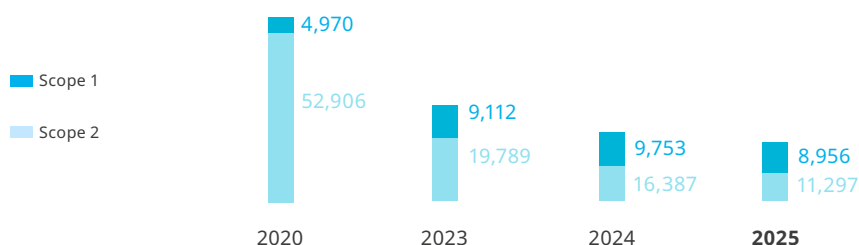
Greenhouse Gas Emissions (Location-Based Accounting) in Metric Tons CO₂ Equivalent

The graph on the right shows our gross emissions. Scope 2 figures are calculated using location-based factors for each market relating to the carbon intensity of the national grid.



Greenhouse Gas Emissions (Market-Based Accounting) in Metric Tons CO₂ Equivalent

The graph on the right shows our net emissions. Our Scope 2²⁵ figures are calculated using market-based factors related to the carbon intensity of the electricity we purchase from our energy providers, along with our additional purchases of energy attribute certificates (EACs). To learn more about EACs, please see the [Reporting Approach](#) section.

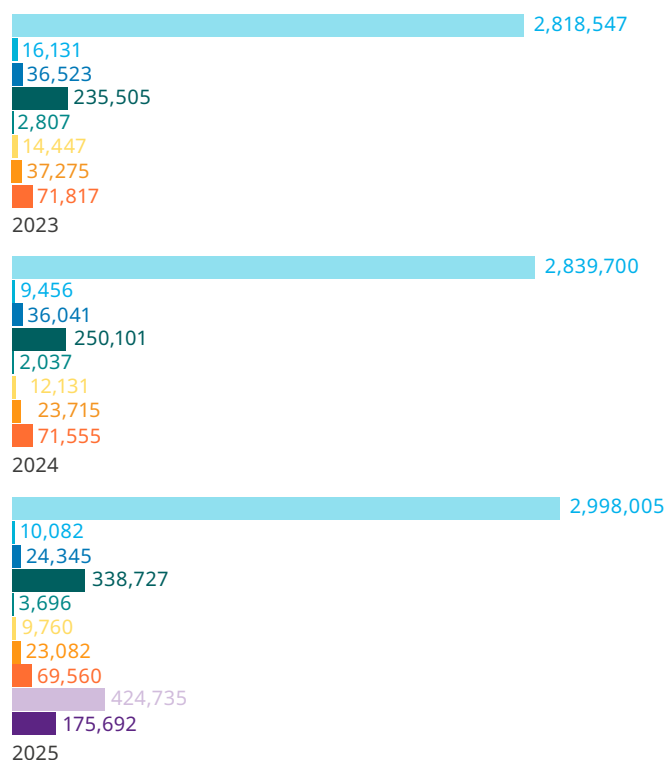


► [GRI 305-1](#), [GRI 305-2](#), [GRI 305-3](#)

Greenhouse Gas Emissions (Scope 3 Categories) in Metric Tons CO₂ Equivalent

The graph on the right shows our Scope 3 emissions, broken down into their component categories. In 2025, we expanded the extent of our Scope 3 emissions to include all relevant categories, namely categories 1, 2, 3, 4, 5, 6, 7, 9, 11, and 12.

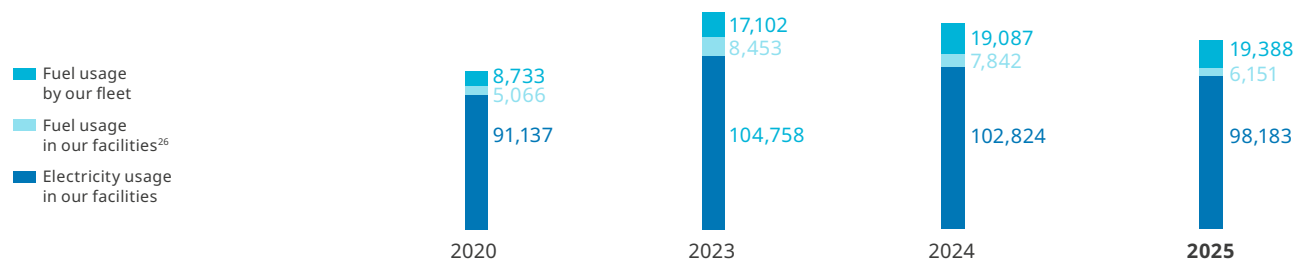
- Category 1: Purchased goods and services
- Category 2: Capital goods
- Category 3: Fuel- and energy-related activities
- Category 4: Upstream transportation and distribution
- Category 5: Waste generated in operations
- Category 6: Business travel
- Category 7: Employee commuting
- Category 9: Downstream transportation and distribution
- Category 11: Use of sold products
- Category 12: End-of-life treatment of sold products



²⁵ Before 2021, market-based = location-based. When we started purchasing International Energy Attribute Certificates (EACs) in 2021, we began applying market-based methodology to Scope 2.

We are in contact with our business partners on how they can reduce their emissions. For example, in our Business Unit Healthcare, we have regular touchpoints with our business partners to explore how emissions can be reduced across the value chain. For more information, please refer to the [Resource Efficiency](#) chapter.

Energy Usage in Our Operations, by Activity, in MWh



► **GRI 302-1**

Emissions Intensity and Energy Consumption Intensity

	2023	2024	2025
Emissions intensity (market-based): Scope 1 and 2 CO ₂ e emissions market-based in metric tons per CHF million net sales ²⁷	2.33	2.01	1.54
Emissions intensity (location-based): Scope 1 and 2 CO ₂ e emissions location-based in metric tons per CHF million net sales ²⁷	5.40	5.09	4.70
Energy consumption intensity in MWh per CHF million net sales ²⁸	10.50	9.99	9.43
Emissions intensity Scope 3 CO ₂ e emissions in metric tons per CHF million value added ²⁹	-	380	433

► **GRI 302-3, GRI 305-4**

²⁶ Fuel used in equipment such as back-up electricity generators, boilers, and material-handling equipment (e.g. forklift trucks)

²⁷ Due to a significant appreciation of the Swiss franc, we decided to use constant exchange rates (CER) with the base year 2020.

²⁸ Energy consumption for our own operations only. For energy types, see the bar chart 'Energy usage in our operations, by activity, in MWh.' Also, due to a significant appreciation of the Swiss franc, we decided to use constant exchange rates (CER) with the base year 2020.

²⁹ Based on the SBTi Services Criteria Assessment Indicators, we used the formula value added = sales revenue - the cost of goods and services purchased from external suppliers. Due to a significant appreciation of the Swiss franc, we decided to use constant exchange rates (CER) with the base year 2024, in line with our Scope 3 intensity target. The increase in emission intensity reflects the inclusion of categories 11 and 12 in 2025.

Our Measures

Climate Change Mitigation through Carbon Removal Partnerships

In 2025, we formed a new partnership with Klimate, a provider of high-quality and verifiable carbon removal solutions. This collaboration supports our ambition to achieve net-zero emissions in our operations and complements our ongoing emissions reduction initiatives.

Under this agreement, we will procure carbon removal credits from two innovative projects:

- **Artisanal Biochar Production in Thailand:** Farmers in rural areas convert crop waste into carbon-sequestering biochar, which is added to soils or buried for long-term carbon retention. This method not only reduces open-field burning and improves air quality, but also provides sustainable income and social empowerment for marginalized communities.
- **Direct Air Capture in Kenya:** This sustainable, long-term solution removes CO₂ directly from the atmosphere and stores it permanently in rock formations. The project leverages Kenya's highly renewable electricity grid, which is mostly powered by geothermal and hydropower sources.

These projects represent our proactive approach to eliminating greenhouse gas emissions beyond our value chain. By supporting carbon removal technologies that come with accompanying co-benefits, we contribute to global efforts to reach net zero while creating positive social and environmental impacts. To find out more about our collaborations, please visit [our website](#).

In 2025, we purchased 200 metric tons of independently verified carbon removals for retirement. In accordance with the GHG Protocol, carbon removals are accounted for separately and do not affect the calculation or disclosure of our Scope 1, 2, and 3 greenhouse gas emissions.

Green Logistics and Fleet Management

Our capillary distribution network serves thousands of customers every day. While our internal fleet of delivery vehicles is comparatively small, we are still making concerted efforts to achieve our climate targets. One such goal is making 30% of our fleet electric or hybrid vehicles by 2030. To date, transitioning to a fully electric fleet has been challenging, due to battery limitations, model suitability for certain truck types, and insufficient charging infrastructure. To address these constraints, DKSH is adopting hybrid vehicles as an interim solution, which offer operational flexibility and lower emissions.

Transport tenders are a particular focus for our company, in line with the commitments made in our Sustainability Strategy and as part of our Non-Trade Sustainable Procurement Strategy. We welcome working with service providers who can offer hybrid or electric vehicles, particularly in emerging markets. In 2024, DKSH New Zealand replaced 56 of its outsourced fleet with hybrid models as part of its modernization and emission reduction efforts. As of 2025, we replaced 11 vehicles with electric models in several markets to further improve fuel efficiency, reduce maintenance costs, and advance our sustainability goals.

In developed markets, we require our transport service providers to supply hybrid or electric vehicles for at least 5% of the tendered fleet.

Most of our outbound deliveries are handled by transport service providers. We select them based on quality, reliability, and, increasingly, fuel efficiency criteria. One of our most significant impacts relates to vehicle fuel consumption. More than 97% of our outsourced fleet is diesel-powered, although some vehicles run on gasoline, compressed natural gas (CNG), or liquefied petroleum gas (LPG). With the majority currently powered by fossil fuels, optimizing our delivery routes is vital to lowering emissions and improving our operating efficiency.

To this end, we run two programs across DKSH-owned operation sites: Transport Management Solutions (TMS) and Minimum Order Value (MOV). TMS aims to enhance our transport network efficiency by improving end-to-end visibility, facilitating order consolidation, and optimizing delivery routes. Through close collaboration with our top-tier transport vendors, the program helps reduce unnecessary driving miles and improve fuel efficiency, directly lowering our carbon emissions. We piloted TMS in 2024 in the distribution centers (DCs) of our Business Unit Healthcare in Malaysia and successfully implemented TMS in this market in 2025. The second program, MOV, aims to reduce the number of trips needed to the same order locations by consolidating multiple orders into single truck deliveries. During 2024 and continuing into 2025 our Business Unit Consumer Goods implemented the MOV program in the markets of Australia, New Zealand, Singapore, Vietnam, Thailand, Malaysia, Laos, Korea, Taiwan, Myanmar and Hong Kong. Both programs are managed by Group Supply Chain Management. Due to higher volumes of deliveries in 2025, our CO₂e emissions arising from deliveries were not reduced in 2025 compared to 2024.

Our outsourced fleet comprises transport services that we pay for on a per-trip/case basis, while our chartered fleet comprises vehicles we rent monthly. We continuously strive to optimize the mix of trucks in our fleet to improve fuel efficiency and decrease fuel consumption. These measures include prioritizing newer, more fuel-efficient trucks and selecting trucks best suited to specific routes and load types to minimize emissions.

Renewable Energy at Our Distribution Centers

DKSH operates distribution centers (DCs) that distribute the products made by our company and clients. We typically lease our DCs and warehouses, and a small number of them are built to our specific needs. They account for a significant proportion of our carbon footprint. We consume energy for lighting, cooling, heating, and operating forklifts and other handling equipment, which is mostly battery-powered. In some cases, we need to store and transport temperature-sensitive products in air-conditioned vehicles or special transportation boxes. As a result, the use of refrigerants and their resulting fugitive emissions form part of our carbon footprint. To reduce the climate impact of our DCs and warehouses, we aim to procure renewable electricity from our energy providers or purchase energy attribute certificates (EACs).

Our food-blending plant in the Philippines switched to 100% renewable electricity in early 2021. In 2025, we also purchased renewable electricity from our energy providers, which partially covers our operational demand in Denmark, Germany, Italy, Japan, Laos, Myanmar, New Zealand, Portugal, Spain, and Switzerland. For other markets, we purchase EACs.

A total of 65,956 MWh of electricity we used across the following markets was backed by EACs for the period of October 1, 2024, to September 30, 2025, in compliance with the GHG Protocol's Scope 2 Guidelines: Cambodia, China, Hong Kong, India, Indonesia, Laos, Macao, Malaysia, Myanmar, the Philippines, Singapore, South Korea, Thailand, and Vietnam.

In addition, we continually explore new ways to increase the number of solar photovoltaic (PV) panels on our DCs. In 2022, we analyzed all of our DCs to identify those most suitable for solar PV systems. By the end of 2025, we had installed nine solar PV systems on DCs across our Southeast Asia markets, including Laos, Malaysia, the Philippines, and Thailand. Both DKSH and, to a significant degree, the landlords of the buildings contributed to the investments needed for these projects. In our ongoing efforts to utilize renewable energy, the potential for solar PV panels is now a standard criterion we use when evaluating new DCs. Some installations from previous years were found to have structural issues and were therefore decommissioned.

For Healthcare Own Brands in Thailand, at our United Drug (1996) manufacturing facility, solar panel installation is being implemented in three phases. The first phase was completed at the end of last year and has been operational since January. The second phase became operational in the third quarter of 2025, resulting in an estimated 152.72 kg CO₂e avoided between January and November through this solar transition. The final phase (Phase III) is scheduled for completion by 2027.

Emissions from Business Travel

Travel is a key element of our people-driven business, and we have internal approval systems in place to prevent unnecessary travel. Most journeys are carried out by business flights, sales and service teams in their own cars, and public transportation.

To reduce emissions, we have increasingly adopted digital and hybrid communication methods for client meetings, internal collaboration, and training sessions. These approaches have become standard practice, enabling us to maintain strong relationships while limiting travel-related emissions. Whenever feasible, we prioritize online communication over physical travel. At the same time, some in-person interactions with colleagues and business partners remain essential.

Reporting Approach

We calculate our emissions in accordance with the GHG Protocol standards, using 2020 as a baseline year. All relevant greenhouse gases, i.e., CO₂, CH₄, and N₂O, are included in these calculations, along with the impacts of radiative forcing from business flights. We use operational control as our preferred consolidation approach for emissions.

All figures showing the consumption of energy and refrigerants in our buildings relate to DCs and offices. We use an external IT solution to collect the raw data needed to calculate our company's Scope 1 and 2 carbon footprint.

We calculate our Scope 1 emissions by mapping data on our internal fleet of delivery vehicles, generators, boilers, MHE, and refrigerants. This process is followed by markets with the largest distribution networks and highest use of refrigerated storage, which include Cambodia, Hong Kong, Indonesia, Laos, Macao, Malaysia, Myanmar, New Zealand, Singapore, Taiwan, Thailand, and Vietnam. When gathering information on outsourced logistics services, major suppliers specified their diesel consumption data in liters based on billing data. For consistency purposes, we sourced all fuel properties and emission factors from the GHG Protocol (2017). The Global Warming Potentials are from the Intergovernmental Panel on Climate Change (IPCC) Fourth Assessment Report (AR4) over a 100-year period.

When calculating our Scope 2 emissions, we collect electricity consumption data from utility invoices for almost all our markets. We do not report data for our small Canada, Netherlands, UK, and U.S. offices, as their electricity consumption is charged through a building services fee.

For location-based emission factors, we have applied the most recent figures available from the International Energy Agency (IEA) since 2021. These figures show the carbon intensity of the national electricity mix in all markets.

We apply this hierarchy for market-based emission factors:

- ▶ 1) Emission factors from the specific energy provider
- ▶ 2) if 1) is unavailable, emission factors published on government websites
- ▶ 3) Use location-based factors if (1) and (2) are unavailable

When purchasing EACs, we match sourcing to the market of consumption, and their production year to the consumption year where possible. Where this is not possible, our provider recommends the most appropriate substitute. We focus on EACs associated with solar, wind, geothermal, or biomass sources, excluding hydropower from tropical regions.

We strengthen the credibility of our EACs by using our provider's quality seal for third-party verification, confirming our compliance with the GHG Protocol Scope 2 Guidance on purchasing, handling, and cancelling EACs (e.g., 100% renewable origin, annual matching of production and consumption, adherence to market boundaries, no double claiming). Use of the quality seal is certified annually by TÜV Rheinland, an independent certification body.

Biogenic emissions only relate to the biofuel content of transport fuels and are considered negligible.

The calculations of our Scope 3 emissions include emissions from purchased goods and services, capital goods, fuel- and energy-related activities, upstream transportation, waste generated in operations, air travel, employee commuting, our external fleet (downstream transportation), use of sold products, and end-of-life treatment of sold products. We conduct our GHG accounting in line with the GHG Protocol Corporate Standard and the Scope 3 Accounting Standard.

We calculated emissions from purchased goods and services separately for trade and non-trade goods. For trade goods, supplier data covered over 50% of procurement spend. We used the spend-based method based on supplier emissions intensities. Emissions for the remaining procurement volume were extrapolated based on the average emission intensity per Business Unit.

For non-trade goods and capital goods, we linked spending to corresponding categories, each associated with supply chain emission factors from the set v1.4 published by Cornerstone (2025),³⁰ based on the U.S. Environmentally-Extended Input-Output Model (USEEIO). To account for price differences between the U.S. and global DKSH locations, we applied an uncertainty factor of 20%.

We calculated emissions from fuel- and energy-related activities using the average data method. Activity data used to calculate our Scope 1 and 2 emissions was mapped to emission factors from the UK Government (2025), IEA (2024), and the German Umweltbundesamt (UBA). Indirect well-to-tank (WTT) emissions from electricity generation outside the UK were calculated in line with the UK Government instructions set out in its 2022 methodology.

As no primary data was available to calculate upstream transportation emissions, they are estimated based on the approximate share of transportation spend and the supply chain emission factor provided by Cornerstone (2025).³⁰

For emissions from generated waste, we made separate calculations for distribution center waste, office waste, and wastewater. Data collected on waste amounts in each category and treatment methods of relevant locations was consolidated and mapped with weight-based emission factors primarily sourced from the UK Government (2025). For small offices, data was extrapolated based on footprint.

Our air travel emissions are based on flight expenses. We applied the spend-based emission factor "Scheduled Passenger Air Transportation" from Cornerstone (2025),³⁰ including the Radiative Forcing Index, to convert expenses into CO₂e. To improve data quality, we incorporated distance-based data where available.

We calculated employee commuting emissions using employee headcount and average commuting distances and transportation modes by country or region, adjusting for remote work when calculating the total commuting days. Emission factors were primarily sourced from the UK Government (2025).

Our external fleet, which includes delivery vehicles from transport suppliers, uses fuels including compressed natural gas (CNG), diesel, and gasoline. Our major suppliers specified their fuel consumption data in liters based on billing data. For consistency, all fuel properties and emission factors were sourced from the GHG Protocol (2017).

Emissions from the direct use phase of sold products are reported for sold products that use electricity or fuels. Calculations are performed for product clusters in the relevant Business Units Healthcare, Consumer Goods, and Technology, using the technical product data and country-specific electricity mix emission factors sourced from IEA (2024) and the UK Government (2025) fuel emission factors.

We calculated emissions from end-of-life treatment of our vast product portfolio using assumptions based on scientific studies and an analysis of the top product suppliers.

▶ GRI 302-1, GRI 305-1, GRI 305-2, GRI 305-3, GRI 305-4

We prepare a carbon disclosure in line with the CDP climate change disclosure system. DKSH has published CDP disclosures since 2016, in recognition of their importance to both business partners and investors. For information on our latest carbon disclosure, see the [CDP website](#).

³⁰ We use the same emission factor set as in the prior years, which were previously published by the U.S. Environmental Protection Agency (EPA) and are now published by Cornerstone while using the same methodology.

Pollution Prevention

Our Outcomes

We recognize that our business activities have both potential and actual impacts on the environment. For example, negative impacts on air quality are created along our entire value chain, such as through the sourcing, processing, and producing of raw materials by our clients, the leakage of refrigerants containing ozone-depleting substances during storage and transport, emissions generated in logistics operations, and the disposal of consumer goods and packaging. We also generate air pollution through our own business transportation and logistics operations, as well as those we outsource along our upstream and downstream value chains. Additionally, we recognize our impacts on water quality from pollutant emissions generated while sourcing raw materials and from shipping in upstream transportation.

Responsibly managing substances of concern (SoCs) and substances of very high concern (SVHCs) is also a crucial issue for DKSH. We have potentially negative impacts through the accidental leakage of these substances during our outsourced upstream and downstream transport operations. In addition, we procure and distribute SoCs and SVHCs, leading to negative impacts on the environment such as harmful air pollutants that can also enter surrounding water sources and contaminate soil in the use phases.

Furthermore, we negatively impact biodiversity by importing invasive alien species via contaminants and stowaways and create microplastic pollution from tire dust during upstream and downstream trucking transport.

Management Approach

Our Health, Safety, and Environment (HSE) Policy encompasses all environmental and climate issues and underlines our commitment to conducting business in an environmentally responsible manner. In keeping with this policy, local HSE Managers are responsible for maintaining a register of national environmental laws and regulations and ensuring compliance across our operations.

Our enhanced HSE Management System operates as an extension of DKSH's HSE Policy, representing an umbrella framework under which other HSE-related guidelines and standard operating procedures interact and help govern individual HSE risks. These include dangerous goods and hazardous substances, contractor safety management,

and waste management. The HSE Policy applies to all DKSH entities and is compliant with ISO 14001. Local HSE Steering Committees are responsible for ensuring its effective deployment within their respective markets, while local HSE Managers support the practical implementation of management systems and processes.

Our HSE Management Guidelines clearly define our commitment to ongoing improvement. We reaffirm these efforts through regular performance evaluations, along with monitoring and revisiting our HSE objectives and targets. We also enhance our HSE systems by leveraging our stakeholders' knowledge and talents and responding to evolving risks and opportunities.

Guided by our revamped HSE Policy and Management Guidelines, we aim to protect the environment by developing and maintaining effective HSE management systems, including processes for minimizing resource consumption and reducing environmental degradation.

For example, our HSE objectives and targets explicitly state DKSH's commitment to reducing pollution. We prioritize actions that minimize pollution and our environmental impacts through hazard elimination, worker consultation, and implementing safe processes. We support this commitment by working to comply with all relevant environmental regulations.

While our current HSE documentation focuses on operational safety and environmental protection, we indirectly support the development of sustainable practices by embedding environmental considerations in our operations and incorporating specific key performance indicators (KPIs) in various areas and initiatives. These include eco-friendly packaging, reducing energy consumption and CO₂ emissions, and waste management. By minimizing our environmental impacts through safe processes, pollution prevention, and compliance with regulations, we create a foundation for more environmentally friendly operations and services.

ISO 14001 Implementation

We are committed to continually strengthening our environmental management system, underscoring our dedication to pollution prevention and sustainable practices. As part of this commitment, we embarked on achieving global ISO 14001 certification, a process we started in 2024 and aim to complete in 2026. By the end of 2025, 48 of our distribution centers (DCs) in Cambodia, Hong Kong, Malaysia, the Philippines, Singapore, Thailand, and Vietnam had successfully attained ISO 14001 and ISO 45001 certification. This achievement marks an important milestone in our phased approach to Group-wide HSE management. For further details on our certification progress, see our Health, Safety, and Well-Being chapter.

In alignment with ISO 14001, we have established standard procedures to identify environmental aspects relating to our products, activities, and services, and evaluate their associated impacts. This is to ensure we take appropriate actions to manage the environmental impact involved. The procedures apply to all activities, normal, abnormal, and emergency situations. The evaluations consider the lifecycle perspective of each project while performing aspect and impact assessments. In this work, we identify and list as many environmental aspects as possible associated with each selected activity, product, or service, and then evaluate the environmental aspects and impacts.

Environmental Risk and Impact Assessment

In 2022, we worked with an external consulting firm to perform an environmental risk and impact assessment (ERIA) as part of our due diligence procedure. Its primary objective was to identify and assess risks arising from the operation of our facilities and, when necessary, implement suitable mitigation measures that reduce risks to acceptable levels.

The ERIA focused on selected sites in six of our markets: Australia, China, Indonesia, Malaysia, the Philippines, and Thailand. The sample size was relatively small, especially compared to the number of DCs in operation. However, we considered the selected sites to be representative and adequate to gain a comprehensive risk profile of our operating sites across our four Business Units engaged in various business activities in manufacturing, distribution, or others. The overwhelming majority of our sites, however, are DCs and warehouses.

The assessment included a review of each site's sensitivity to soil or groundwater contamination, waste management, risks relating to air emissions, water quality, ozone-depleting substances, and the on-site storage of liquids in tanks or other containers. The main risks identified by the ERIA included the potentially improper handling of hazardous waste, minor oil spills from machinery operations or the spilling of fuels stored on site, and the usage of refrigerants in air-conditioning systems scheduled

to be phased out under the Montreal Protocol. Direct air emissions are insignificant, and our effluents are generally limited to sanitary waste. Overall, the ERIA found that our environmental and climate-related risks and impacts are low or minimal and that measures implemented at our sites were already sufficient to mitigate identified risks. However, it recommended several small measures to strengthen our management approach. In line with our striving for continuous improvement set by our HSE Policy, we have implemented several of the recommendations or targeted them for implementation in the foreseeable future. As we did not find any serious risks, no further ERIsAs have been conducted.

► [GRI 413-1](#), [GRI 413-2](#)

Water Conservation and Effluent Management

We recognize that water is a vital natural resource that we must manage responsibly. With the exception of the limited number of production facilities in our own operations, water usage and wastewater are mostly limited to sanitary facilities. Our above-mentioned ERIA also showed no risk relating to water in our own operations. Nevertheless, we minimize our impact on the environment by using water in a responsible manner and treating our wastewater properly. Our approach to water and wastewater management, which is also embedded in our HSE Management System, is decentralized, allowing our facilities to tailor measures to their specific locations and products.

We operate modern wastewater treatment plants at some of our manufacturing facilities. In Thailand, at our United Drug (1996) facility, the treatment plant can process 2,496 cubic meters of wastewater every year. In Malaysia, at our food manufacturing facility, the treatment plant processes wastewater in accordance with the parameters specified in the Environmental Quality Act in Malaysia and discharges it safely into the public drainage system.

Beyond our production sites, our DCs also play an active role in safeguarding water resources. At our Healthcare DC in Thailand, we have installed a wastewater treatment system to ensure that discharged water meets regulatory and environmental standards. Meanwhile, other DCs in Malaysia, Thailand, and Vietnam monitor wastewater at discharge points to prevent any potential impacts on the community or the environment, such as water contamination, ecosystem disruption, or public health risks. These measures reflect our commitment to responsible water stewardship.

Safe Storage, Handling, and Transportation of Dangerous Goods and Hazardous Chemicals

We ensure that the dangerous goods and hazardous chemicals we distribute are stored, handled, and transported safely. We have standardized our approach across our global business in our Dangerous Goods and Hazardous Chemicals Guidelines as part of our environmental management system, as well as our health and safety management system. This system, established in line with the precautionary principle, sets clear standards and due diligence procedures and guides staff with assigned roles and responsibilities. Where appropriate, we rely on the services of carefully selected specialized outsourcing service providers while retaining oversight of their performance.

► GRI 2-23

Reducing Pollution in Our Supply Chain

The DKSH Supply Chain Management Sustainability team spearheads a variety of initiatives. In 2025, we rolled out two projects that we plan to extend to other markets in the future. First, in Hong Kong and Vietnam, we deployed five carton-shredding machines. They shred used carton boxes to replace plastic fillers in our packaging, helping us conserve resources.

Second, in Hong Kong, Thailand, and Vietnam, we started reusing the cardboard angle brackets received with inbound shipments, eliminating the need to shrink-wrap palletized delivery boxes. This shift significantly reduces our shrink-wrapping expenses per pallet, streamlines our operational processes associated with pallet wrapping, and promotes recycling. On average, using traditional shrink wrap for a pallet measuring 50" x 45" x 45" and weighing 508 kilograms would result in approximately 240 kilograms of CO₂e emissions.

We are also reducing pollution in our supply chain by working to minimize tire wear in our internal transportation operations. One key focus area is ensuring our trucks are loaded efficiently to avoid excess or unbalanced driving weight, which can exacerbate tire wear. By optimizing load distribution, we reduce the strain on tires, which in turn minimizes dust generation. Another initiative is our driver training programs, where we requested our subcontractor to train our drivers in more eco-friendly driving techniques. For example, smooth acceleration and braking can significantly reduce tire wear. Our own fleet also undergoes regular maintenance checks, including tire inspections and rotations, which help us identify and address issues that could lead to excessive tire wear.

Resource Efficiency

Our Outcomes

In order to conserve natural resources, the topics of waste prevention and management are high priorities at DKSH. Waste is generated across our entire value chain, such as from raw material sourcing and production in our upstream value chain, waste production in our own operations, and downstream waste created by end-users when disposing of our products and packaging.

Waste Management

The materials most commonly used to prepare goods for delivery are cardboard boxes and plastic film for pallet wrapping. We also generate packaging waste from incoming shipments. Healthcare cold-chain goods, in particular, require extensive packaging to protect temperature-sensitive items. To address this, we use reusable cold-chain boxes in markets such as Cambodia, Hong Kong, Malaysia, the Philippines, Singapore, Taiwan, Thailand, and Vietnam. Unlike single-use Styrofoam boxes, these temperature-controlled cold-chain boxes can be reused several times over a five-year lifespan. They are also made of recyclable materials, making them an environmentally friendly solution for transporting temperature-sensitive products. For further information, please refer to our [Progress Highlight: Reusable Cold Chain Packaging in Business Unit Healthcare](#).

In 2025, we completed the implementation of a packaging cost reduction initiative for the Atacand brand, which we first attempted in 2024. The program is now delivering maximum cost-saving benefits. This initiative has also been well received and adopted by the wholesalers ordering the product, demonstrating the effectiveness of these cost-efficiency measures.

In Vietnam, we have substituted plastic shrink wrap with industrial rubber bands or fasteners to secure loads. With this change, we aimed to minimize stretch film costs, improve strapping efficiency, and reduce plastic waste in our warehouse operations. The initiative has been highly successful, resulting in a 68% cost saving, a 28% decrease in processing time, and a 34% total waste reduction in 2024 compared to 2023. It supports our sustainability goals and contributes to reducing plastic waste as well as carbon emissions.

In 2025, we expanded this initiative to Taiwan and integrated it into several key logistics operations to support our regional waste reduction targets. We are also extending this method to a broader range of products in Vietnam to enhance material efficiency and decrease plastic use.

To further reduce waste and improve resource efficiency, we are transforming our distribution centers (DCs) through the DC Rationalization and Warehouse Optimization module. This program digitizes core warehouse processes to transform them into data-driven environments that enhance productivity and drive sustainable growth. In 2023, ten DCs adopted the program, resulting in:

- ▶ A 5% to 10% increase in inbound operations efficiency
- ▶ A 10% to 20% boost in outbound activities
- ▶ A reduction in paper usage, contributing to an estimated 8 kg CO₂ reduction

In 2025, we expanded the program to 14 additional DCs. Beyond digitization, the initiative consolidates smaller DCs into larger, strategically located facilities. This rationalization reduces overhead costs, improves transportation efficiency, and lowers carbon emissions through smarter route planning and load optimization. These enhancements directly support DKSH's sustainability objectives by minimizing waste, improving resource use, and reducing environmental impacts across our logistics infrastructure.

In addition to our waste reduction and packaging projects, we have installed recycling bins in our markets of operation. In our Malaysian operations, this includes separate bins for electronic waste.

In the DKSH Corporate Shared Services Center, located in Malaysia, we participate in the HP Device Recovery Service program and send our used electronic devices back to HP. We sent 221 devices to HP in 2025, all of which were prepared for reuse. By repurposing our former IT assets, DKSH has helped avoid 18 tons of CO₂e.

We also generate waste from unsold goods, administrative activities (office waste), and IT. After launching the DKSH Guidelines on Waste Management in 2020, our major distribution centers (DCs) in the markets of Cambodia, Hong Kong, Indonesia, Laos, Malaysia, Myanmar, New Zealand, the Philippines, Singapore, Taiwan, Thailand, and Vietnam reported waste data in 2025. In total, these markets generated 11,641 metric tons of waste in 2025, including 292 metric tons of hazardous waste. In 2025, we implemented 77 waste reduction projects across our major DCs in Cambodia, Hong Kong, New Zealand, the Philippines, Singapore, Taiwan, Thailand, and Vietnam. These initiatives support our target of reducing the amount of waste generated in our DCs by 51% compared to 2024. In 2026, we plan to continue this effort by exceeding our 2025 waste reduction achievement.

We use this data as the foundation for setting targets to improve our waste management practices. Going forward, we will enhance our waste reporting and management approach by providing more granular data across various waste categories and recovery statuses. In turn, this will serve our goals of generating less waste and diverting more waste from disposal to recovery.

See our [Pollution Prevention](#) chapter to learn more about our activities to reduce pollution in our supply chain.

► [GRI 306-1](#), [GRI 306-2](#), [GRI 306-3](#)

Reducing Product Waste in Business Unit Consumer Goods

Sustainability is an essential issue for our Business Unit Consumer Goods. In 2021, it created a sustainability organization comprising Sustainability Champions from each market to identify sustainability priorities and mobilize action through coordinated activities. After identifying reducing product waste as the core focus topic, the organization developed and deployed a Product Waste Reduction Toolkit in early 2022. Since 2023, we have successfully implemented the toolkit in all our Business Unit Consumer Goods markets. It provides guidelines for reducing product write-offs, decreasing waste, and maximizing product and food donations. In 2025, surplus product donations by Business Unit Consumer Goods – both food and non-food products – amounted to 156 metric tons (down from 175 metric tons in 2024).

Packaging Management in Business Unit Healthcare

One of DKSH's key packaging initiatives is reusable cold chain packaging that replaces single-use Styrofoam. For more details, please see the [Progress Highlight: Reusable Cold Chain Packaging in Business Unit Healthcare](#).

In addition, our Business Unit Healthcare is transitioning toward Forest Stewardship Council® (FSC)-certified packaging for our Own Brands. In 2025, over 997,000 pieces across 30 of our 62 product types were FSC-certified. A 45% transition rate has been achieved across the 30 product types in Thailand. This result was an increase of 439% compared to 2024. Own Brands also transitioned two corrugated box sizes for a single product stock-keeping unit (SKU): 24 × 450 ml, which transitioned to 94% FSC-certified boxes, and 48 × 12 × 15 g, which transitioned to 31% FSC-certified corrugated boxes. This transition reflects our commitment to sourcing responsibly from sustainably managed forests, ensuring our preparedness for upcoming regulations and compliance, and supporting the environment, biodiversity, and local communities.

Client & Customer Case Studies Business Unit Healthcare

One way we strengthen our sustainability efforts is by collaborating with clients who share our commitment to responsible business practices. The following Business Unit Healthcare case studies highlight how we work together to drive environmental and social progress across our operations and supply chains.

AbbVie – Cold Chain Packaging Transition in Thailand

Following the Life Cycle Analysis of our reusable cold-chain packaging solution, the B-Box, we partnered with AbbVie to pilot a transition from Styrofoam to reusable packaging across three hospital partners and associated hospital chains in Thailand. This initiative targeted prominent hospitals that are still using Styrofoam and involved close collaboration with AbbVie and hospital staff to support the transition. DKSH played a central role in initiating the project and tracking its environmental impact. Throughout the pilot, DKSH monitored the number of Styrofoam boxes avoided and the corresponding reduction in carbon emissions. We then presented these findings during quarterly business reviews with AbbVie.

Between January and December 2025, the initiative avoided 2,474 single-use Styrofoam boxes, reducing emissions by over 23,000 kg of CO₂e. This project not only supported AbbVie's Scope 3 emissions targets, but showcased the effectiveness of collaborative sustainability efforts in the healthcare supply chain.

Roche – PSCI Audits

Together with our long-standing partner Roche, we have been conducting Pharmaceutical Supply Chain Initiative (PSCI) audits since 2022 via third-party auditors. They help to ensure we maintain high ethical, environmental, and health and safety standards across our operations. DKSH is now PSCI-audited in Cambodia, Laos, Malaysia, and Thailand, reinforcing our commitment to transparency and responsible sourcing. For more details, please refer to the [Human Rights](#) chapter.

Opella – 50 % POSM Packaging

In Singapore, we partnered with Opella to launch new point-of-sale material (POSM) for the Telfast brand, made from approximately 50% recycled content. The POSM appears in Unity Pharmacy outlets in Telfast's countertop and top shelf displays. Its sustainably focused materials include art cards (FSC packaging), display boards (FSC packaging), HP latex ink, and non-PVC stickers.

NUHS – Cardboard Reuse Initiative in Singapore

In Singapore, DKSH collaborated with the National University Health System (NUHS) to launch a pilot project aimed at reducing cardboard waste at Alexandra Hospital. The pilot, which started in October 2025, focused on collecting DKSH-branded cardboard boxes that were used to deliver loose items to the hospital. The boxes were then separated at designated pickup points and reused within the NUHS and by other customers.

To ensure the integrity of reused materials, hospital staff performed segregation procedures to prevent cross-contamination. DKSH spearheaded the project by training transportation and supply chain staff, facilitating collections, and establishing a system to track the amount of cardboard diverted from disposal. This tracking has enabled accurate measurement of key metrics, indicating an average reuse rate of 27.71% and an estimated 17.15 kg CO₂e avoided from incineration. This pilot will continue to scale and intends to expand beyond Alexandra Hospital.

TCFD Report

Our Outcomes

Climate change is a critical topic for DKSH. We realize that actions to fight climate change and the transition to a low-carbon economy present both considerable opportunities and risks. As a result, it is crucial for us to understand and assess these implications, especially considering their growing importance to investors, employees, and customers. That is why we have aligned our approach with the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD) and created this chapter of our Sustainability Report in accordance with its recommended disclosures. It details how we are responding to climate change through our risk management system and strategy.

2025 TCFD Review

In 2025, in line with TCFD requirements, we reviewed the results from previous assessments of transition and physical risks. The results of the previous TCFD report remain relevant, and no changes were identified during this year's review.

Climate Governance

We have assigned climate-related responsibilities to various positions and committees throughout our organization – mainly our Board of Directors, the Executive Committee, including the Chief Executive Officer (CEO), and the Group Sustainability Committee.

Our sustainability governance structure specifies how we manage our climate-related responsibilities. To learn more about our sustainability governance structure, please turn to the [Sustainability Governance](#) chapter.

Strategy and Assessment of Climate-Related Risks and Opportunities

As climate-related risks and opportunities can potentially affect the reliability of our business and supply chain, our due diligence obligations include identifying and assessing climate-related risks. This process is aligned with our broader risk management system set out in the Risk Management Policy, which defines general principles and procedures for identifying, assessing, and prioritizing any type of risk for risk treatment. As part of this process, climate-related risks are reported to the Board of Directors within the parameters of the annual risk report. The Board of Directors has also approved this year's climate-related disclosures prepared in

accordance with the TCFD, implementing the requirements set out in the Swiss regulation.

Further information on our risk management can be found in the [Risk Management](#) chapter.

Our efforts went beyond the broader DKSH risk management system described above and included taking a longer-term perspective. By analyzing various climate scenarios, we were able to identify climate-related issues, assess possible risks and opportunities, and adapt to developments at an earlier stage.

The transition risk assessment drew on the Net-Zero Emissions by 2050 Scenario (NZE) set out by the International Energy Agency (IEA). The NZE defines a pathway to achieving net-zero CO₂ emissions by 2050, in keeping with the Paris Agreement's goal to limit the rise in global temperatures to 1.5 °C relative to pre-industrial levels. The scenario assumes key parameters facilitating the transition to a low-carbon economy regarding energy, technological, political, and market developments. It allows us to make scenario-based assumptions about the impacts and risks associated with the transition to net-zero CO₂ emissions by 2050.

Our physical risk assessment was grounded in scenarios contained in the Sixth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC). We examined scenarios looking at two-degree global warming (SSP1-2.6) and four-degree global warming (SSP5-8.5) across three different time horizons. As recommended by the TCFD, our analysis focused on the four-degree scenario to map physical risks to our business associated with a changing climate.

As a first step, we performed an in-depth physical hazard assessment for DKSH's entire value chain in 2022 (our own sites and our upstream and downstream value chains). We used the IPCC World Atlas Regional Information Tool, which found that physical hazards, such as mean temperature increase, heavy precipitation, and drought, pose a high risk in some regions where we source products and some regions where we sell products. We also expect rising sea levels to become a hazard in the long term, because DKSH is active in areas that will most likely see increasing sea levels and operates sites that are close to the coast. The assessment has some limitations; for example, it does not allow for site-specific ratings.

In 2023, we conducted an in-depth analysis of physical hazards for 50 selected own sites using the Climate Change Edition of the Location Risk Intelligence platform from Munich Re, a reinsurer. The analysis is based on Shared Socioeconomic Pathway (SSP) scenarios from the latest IPCC Assessment Report (IPCC AR6, 2023). The tool analyzes location-specific hazard exposure for different acute and

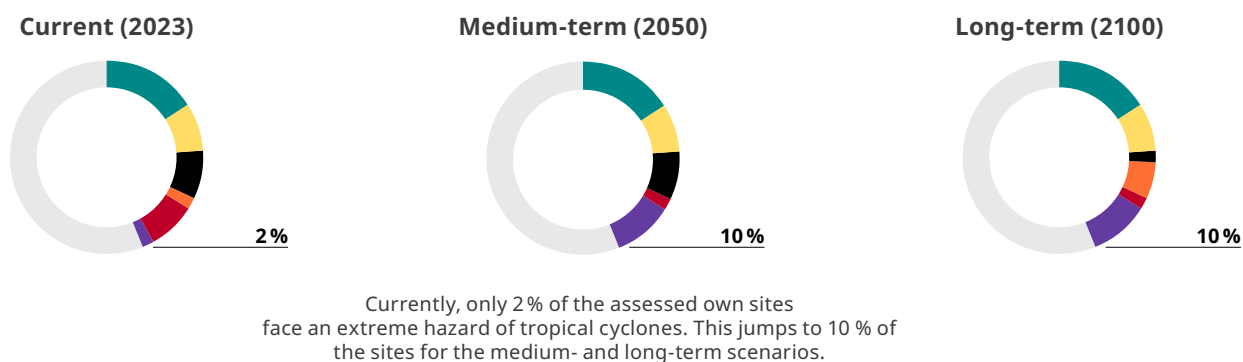
chronic hazards. We identified heat stress and precipitation stress as potentially significant challenges for our own sites across all time horizons.

We analyzed our own sites for the hazards of tropical cyclones, river flooding, sea-level rise, wildfires, drought, heat, and precipitation.³¹

Tropical Cyclones

(four-degree global warming scenario, IPCC SSP5 – 8.5)

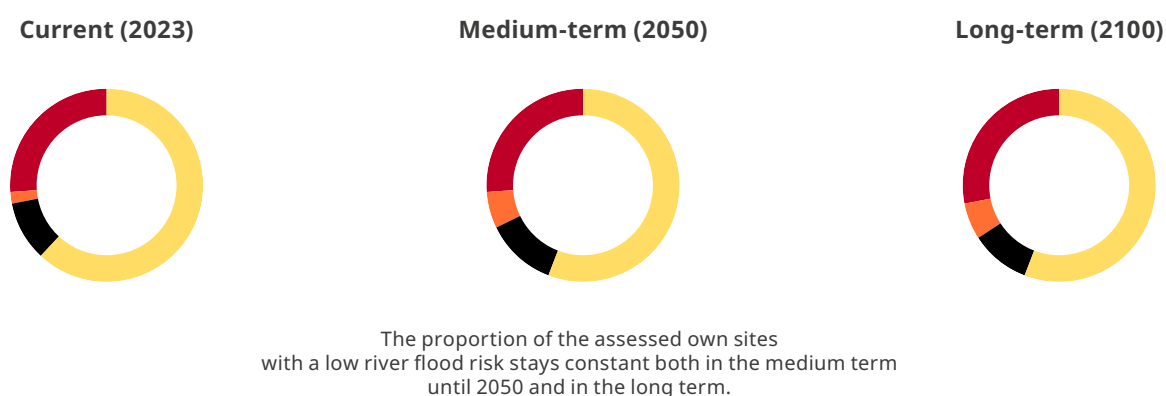
Tropical cyclones are among the most destructive weather phenomena. Coastal regions and islands are particularly vulnerable, as they are affected not only by the direct impact of storms, but also by secondary hazards, such as storm surges and pounding waves. The Munich Re hazard score is based on probable maximum wind intensities with a return period of 100 years.



River Flood (undefended)

(four-degree global warming scenario, IPCC SSP5 – 8.5)

Regions close to rivers and at low elevations are particularly vulnerable to floods. This analysis shows areas at risk of extreme floods with a return period of 50, 100, and 500 years. Flood protection systems, such as dams or dikes, are not taken into consideration.



Hazard assessment

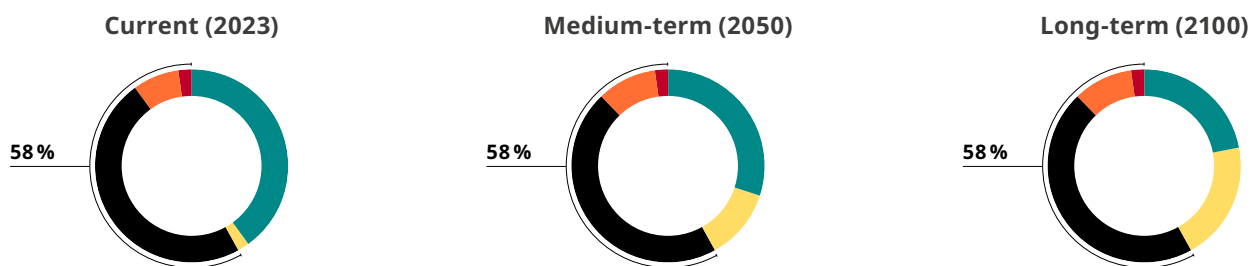
very low low medium large very large extreme no hazard

³¹ The figures for our own sites reference the share of DKSH-owned sites, in keeping with the variables contained in the Munich Re Climate Change Edition.

Fire Weather Stress Index

(four-degree global warming scenario, IPCC SSP5 – 8.5)

Wildfires are a destructive hazard that can occur naturally or be caused by humans. They burn down vegetation and destroy infrastructure and economic resources. Fires often have secondary impacts, including erosion, landslides, impaired water quality, and smoke damage. The Fire Weather Stress Index describes meteorological fire conditions and is based on the climate variables of temperature, wind, precipitation, and relative humidity.

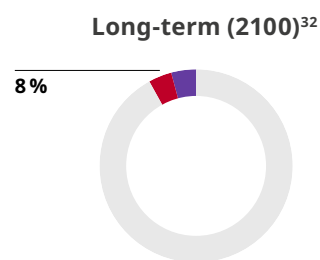


Across all time horizons, 58% of the assessed own sites face a medium, large, and very large wildfire hazard level.

Sea-Level Rise

(four-degree global warming scenario, IPCC SSP5 – 8.5)

Sea-level rise is primarily caused by processes linked to global warming, such as melting glaciers and ice sheets and the thermal expansion of water. Rising sea levels have multiple adverse effects, such as coastal erosion, inundations, storm floods, tidal waters encroaching into estuaries and river systems, and the contamination of freshwater reserves. Hazard areas are derived from sea-level rise and elevation data for the respective projection year and scenario.



In the long term, 8% of the assessed own sites have a very large to extreme hazard of sea-level rise.

Hazard assessment

very low low medium large very large extreme no hazard

Drought Stress Index

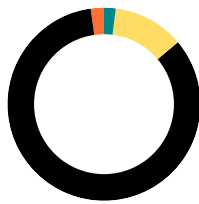
(four-degree global warming scenario, IPCC SSP5 – 8.5)

Rising temperatures and changes in precipitation patterns can cause drier weather conditions and more intense and frequent droughts. In turn, these factors can have severe economic, environmental, and social impacts. The Drought Stress Index is based on the Standardized Precipitation – Evapotranspiration Index (SPEI), a multi-scalar drought index used to determine the onset, duration, and magnitude of drought conditions.

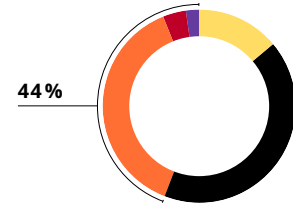
Current (2023)



Medium-term (2050)



Long-term (2100)



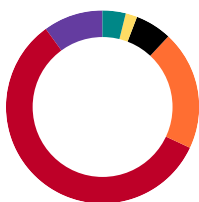
In a long-term scenario, 44 % of the assessed own sites have a large to an extreme hazard level for drought stress.

Heat Stress Index

(four-degree global warming scenario, IPCC SSP5 – 8.5)

Global warming is increasing the hazard of heat stress, which affects humans, infrastructure, and ecosystems. Temperatures are rising, and the intensity and frequency of heat waves are increasing.

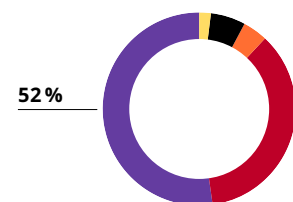
Current (2023)



Medium-term (2050)



Long-term (2100)



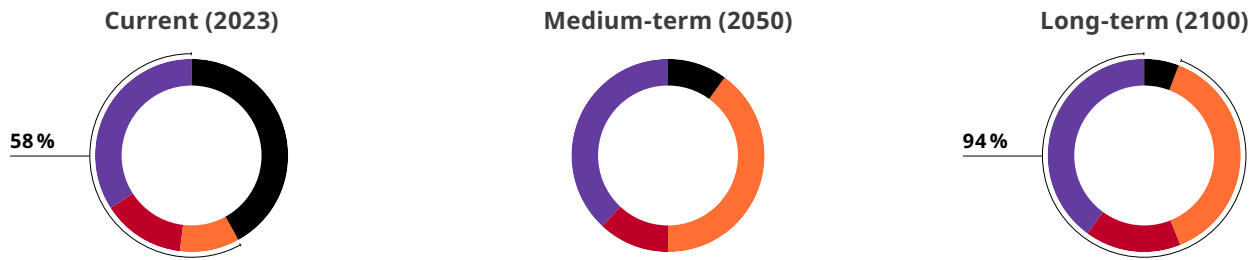
In a long-term scenario, 52 % of the assessed own sites are at risk of an extreme hazard level associated with heat stress.

Hazard assessment

very low low medium large very large extreme no hazard

Precipitation Stress Index (four-degree global warming scenario, IPCC SSP5 – 8.5)

Climate change can affect precipitation intensity and frequency. The Precipitation Stress Index is rooted in parameters related to heavy precipitation, such as occurrence frequency, duration, and intensity.



Currently, 58 % of the assessed own sites have a large, very large, or extreme hazard of heavy precipitation. In the long term, this level increases to 94%.

Hazard assessment

very low low medium large very large extreme no hazard

After finalizing the initial hazard assessment, we held a workshop in 2022 to discuss the results of the scenario analyses and prioritize climate-related risks, impacts, and opportunities. We analyzed and weighted various scenarios and considered their physical impacts and consequences for our business activities and upstream and downstream operations. Altogether, we identified five opportunities, five

physical risks, and six transition risks and related impacts that may affect our business operations and financial planning (please see table below for details).

In 2023, we assessed and prioritized the opportunities, physical risks, and transition risks identified in 2022 based on their financial materiality for DKSH.

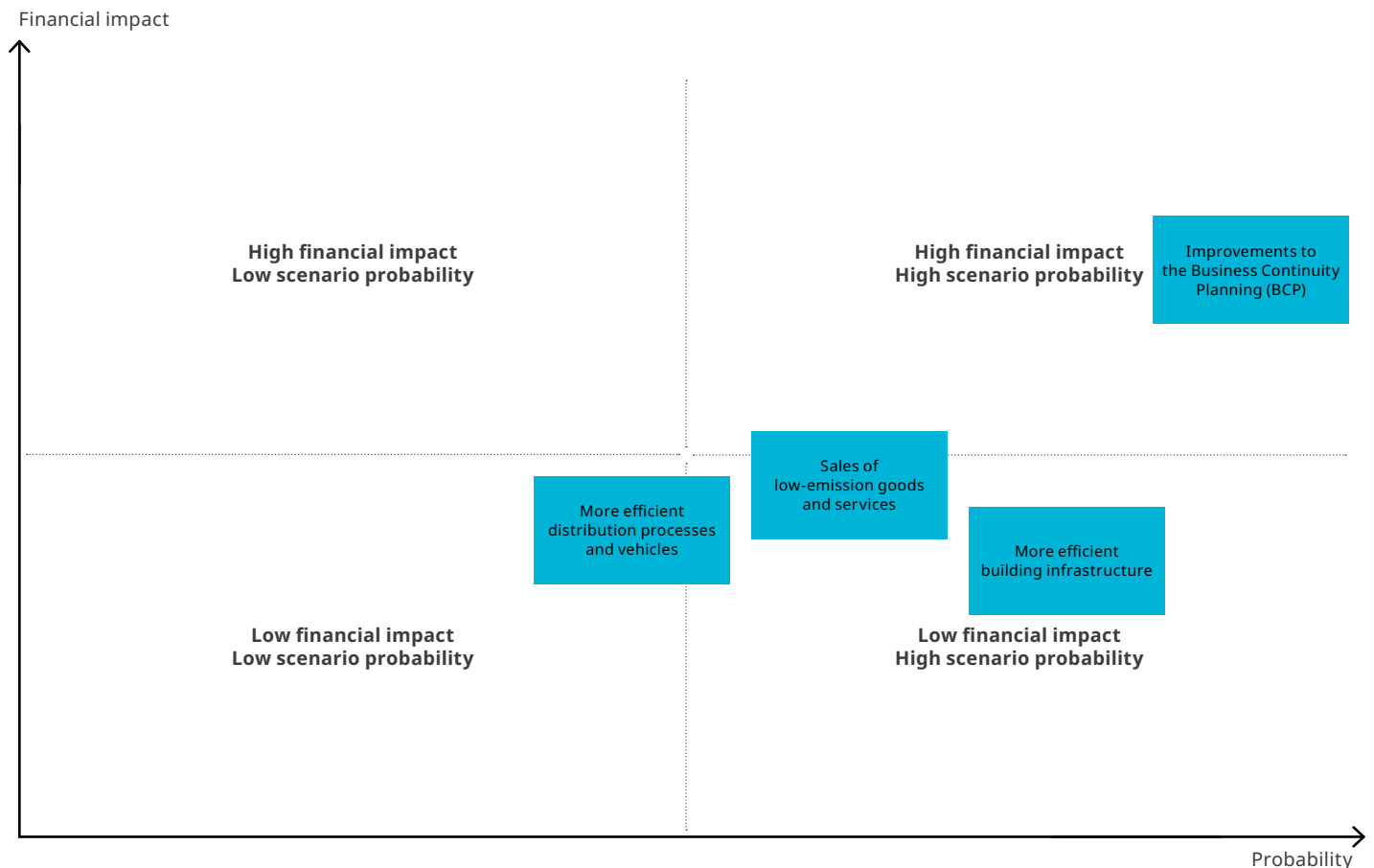
Opportunities

The following mitigation and adaptation measures create opportunities for DKSH:

Measure	Opportunity	Financial impact
More efficient distribution processes and vehicles	Cost reduction by making distribution processes more efficient	Moderate
Improvements to the Business Continuity Planning (BCP)	Timely and appropriate responses to climate-related challenges through improved BCP	Major
More efficient building infrastructure	Cost reductions by decreasing energy and water consumption in buildings	Moderate
Sales of low-emission goods and services	Attracting and retaining clients who prefer low-emission products and gaining a competitive advantage by developing tiered services to cater to the demand for highly sustainable (versus less sustainable) products and services	Moderate

Opportunities

(emerging in a two-degree global warming scenario)



Physical Risks

We identified the following acute and chronic physical impacts of climate change:

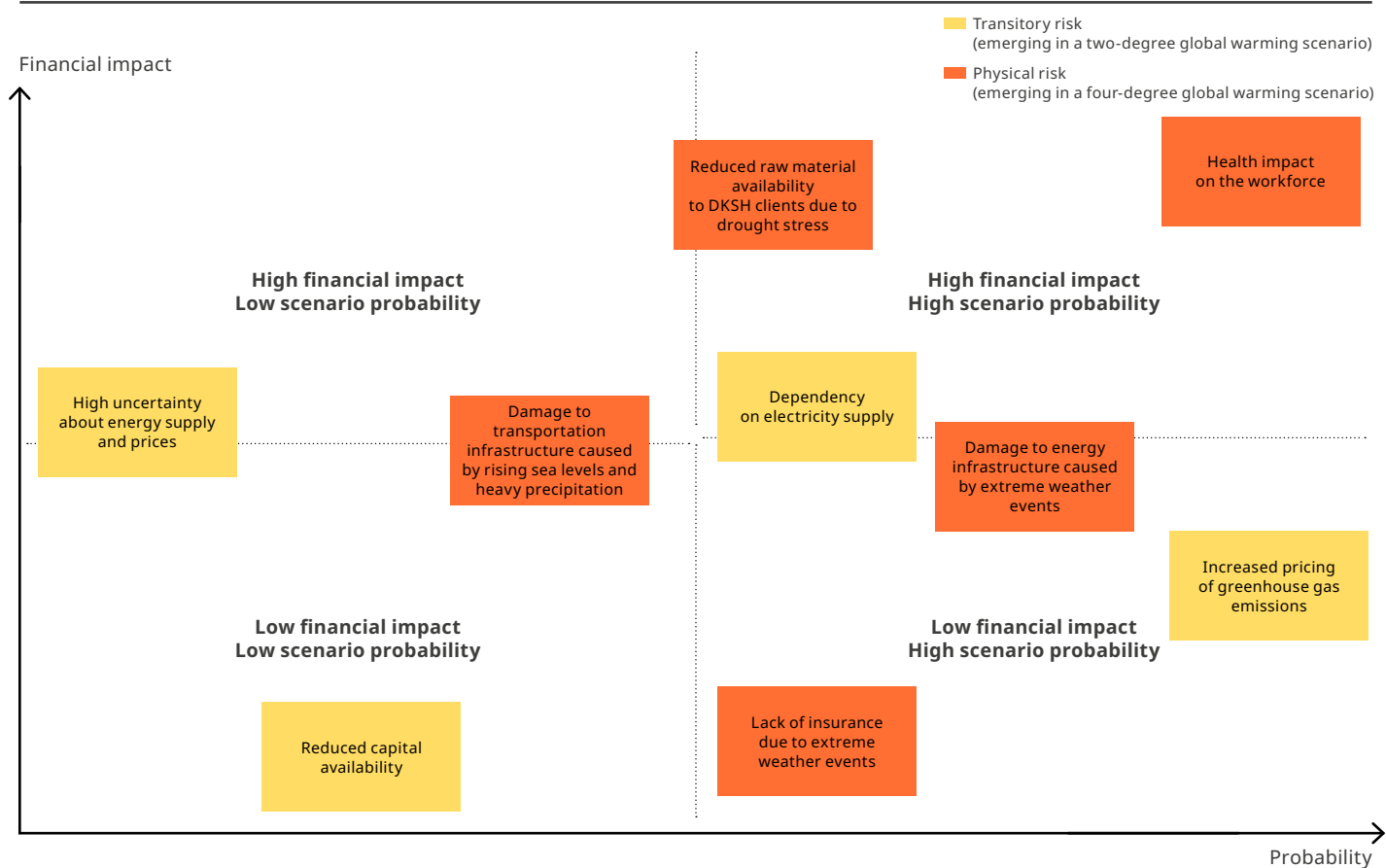
Risk	Impact	Financial impact
Damage to transportation infrastructure caused by rising sea levels and heavy precipitation	Delivery disruptions and higher costs as emergency alternative solutions must be found, and difficulties for employees to travel to work leading to high absenteeism and operational disruption	Moderate
Damage to energy infrastructure caused by extreme weather events	Operational and supply-chain disruptions and system breakdowns	Moderate
Reduced raw material availability to DKSH clients due to drought stress	Disruption of raw materials available to DKSH clients, impacting the availability of consumer goods	Severe
Lack of insurance due to extreme weather events	Natural hazards might not be insurable in the future, leading to a high cost of risk transfer	Low
Health impact on the workforce	Negative impacts on the health and safety of the workforce, leading to absenteeism and a lack of talent	Severe

Transition Risks

The following risks are associated with the transition to a low-carbon economy:

Risk	Impact	Financial impact
Greenwashing accusations	Reputational damage which impacts demand; greater effort involved with performing due diligence	Undetermined
Dependency on electricity supply	Increased dependency on electricity supply requires consistent energy infrastructure	Moderate
High uncertainty regarding energy supply and prices	Increased costs associated with fluctuating energy prices and unexpected shifts in energy prices	Moderate
Reduced capital availability	Capital is increasingly tied to a company's climate performance as sustainability policies become more common	Low
Increased pricing of greenhouse gas emissions	Rising energy prices, energy or carbon taxes and regulation-driven costs, regional inequality leading to geographic redistribution	Low

Physical and Transitory Risks



Climate-Related Metrics and Targets

DKSH is adapting its business model to reflect the growing risks relating to climate change and is actively contributing to mitigating its effects. In 2025, our company-wide emission reduction targets were validated by the Science Based Targets initiative (SBTi). These ambitions also contribute to the Swiss Government's climate targets of reducing emissions by 50 % by 2030 (against a 1990 baseline) within the framework of the Paris Agreement. For more information, see our [Climate Change Mitigation](#) chapter.

Our intermediary goals are to reduce our operational greenhouse gas emissions (Scope 1 and 2; market-based) by 68 % by 2026 and 70 % by 2027 compared to our baseline year of 2020. In 2025, through various initiatives, we reduced our operational greenhouse gas emissions (Scope 1 and 2; market-based) by 65 % compared with 2020 and 23 % compared with 2024. Our Scope 1 and 2 emissions (market-based) amounted to CO₂e 20,253 metric tons.

In addition to CO₂ emissions, we include location-based CH₄, N₂O, and HCFC/HFC emissions in the calculation of our greenhouse gas emissions. In 2025, our Scope 1 and 2 (location-based) emissions amounted to 58,768 metric tons of CO₂, 105 metric tons of CO₂e of CH₄, 247 metric tons of CO₂e of N₂O, and 2,587 metric tons of CO₂e of HCFC/HFC, resulting in CO₂e of 61,707 metric tons.

We now report from all relevant Scope 3 categories:

- ▶ Category 1: Purchased goods and services
- ▶ Category 2: Capital goods
- ▶ Category 3: Fuel- and energy-related activities
- ▶ Category 4: Upstream transportation and distribution
- ▶ Category 5: Waste generated in operations
- ▶ Category 6: Business travel
- ▶ Category 7: Employee commuting
- ▶ Category 9: Downstream transportation and distribution
- ▶ Category 11: Use of sold products
- ▶ Category 12: End-of-life treatment of sold products

In 2025, our Scope 3 emissions amounted to 4,077,703 metric tons of CO₂e. See the [Sustainability Strategy](#) and [Climate Change Mitigation](#) chapters for more information on our progress and goals in reducing emissions.

To this end, we are reporting key core performance indicators, such as our own greenhouse gas emissions, in accordance with Scopes 1, 2, and 3 of the GHG Protocol. We also collect data and regularly review our performance in the area of waste. Our emissions-related reporting and data can be found in the [Climate Change Mitigation](#) chapter, while information on waste is located in the [Resource Efficiency](#) chapter.

In addition, all our Business Units and relevant Functions must define measures that contribute to DKSH's net-zero objective.

More information on our risk management, climate governance, risks and opportunities, and climate-related metrics and targets can be found in our CDP questionnaire 2025, available on the [CDP website](#).

Responsible Procurement

Our Outcomes

We take a range of actions to minimize the environmental and social impacts that can be caused by activities within our supply chain. While we strive to maintain strict standards, we acknowledge that challenges in upholding human rights and ethical business conduct exist in some of our markets. For example, DKSH can have potential negative impacts on workers in its upstream value chain in the manufacturing and sourcing of raw materials. We can also create negative impacts in our upstream value chain by working with suppliers that violate labor rights. DKSH also faces working conditions and human rights risks when using employment agencies to hire foreign, temporary, and casual workers and when subcontracting activities to the local logistics industry.

In its upstream and downstream value chains, DKSH can also have negative impacts on the physical health of drivers due to road accidents in distribution and their exposure to air pollution from trucks and other vehicles.

Along with the material impacts identified by our materiality analysis, we are committed to addressing the negative impacts in our supply chains and positively influencing the communities where we operate. In particular, our Business Unit Performance Materials, which operates closer to the origins of raw materials and ingredients in DKSH's value chain, makes concerted efforts to have positive effects on its suppliers relating to their sustainability ambitions and becoming a sustainable partner in the supply chain.

As a specialist market expansion services provider, DKSH also helps small and medium-sized suppliers grow. We work with a large and diverse supplier base, enabling small and medium-sized suppliers to access international markets. We also help ensure transparency and ethical sourcing within the supply chain, protecting human rights and labor conditions.

DKSH maintains operations in some markets that rate relatively low on Transparency International's Corruption Perception Index. We believe we positively influence local business communities by promoting our culture of ethical business conduct and operating a corresponding compliance program.

Our Supply Chain

Trading and Manufacturing

Our main business is to provide contractually agreed marketing and distribution services for a global client base, spanning diverse product categories, such as consumer goods, healthcare products, food ingredients, specialty chemicals, machinery, and other technological equipment. Goods for resale are supplied to us locally in the markets where we operate or internationally, as determined by our clients. We also selectively engage the services of intermediaries, such as distributors or sub-distributors, wholesalers, sales and tender agents, or consultants, to assist with revenue-generating activities.

Other businesses include:

- ▶ Global sourcing and procurement services for specialty chemicals and food ingredients for resale to our customers
- ▶ Marketing our Own Brands under trademark ownership or license, either procured locally or internationally as finished goods from licensors or contract manufacturers, or manufactured by DKSH
- ▶ Supply of food ingredients and premixes to finished consumer goods using our own recipes or made to customer specifications, including contract manufacturing for local customers.

The procurement associated with the trading and manufacturing activities outlined above accounts for over 90% of our total procurement. A split between international and local sourcing or procurement is currently not available. While we strive to maximize local sources of supply, they are ultimately dependent on our clients' manufacturing sites and the availability of suitable materials and components in our sourcing and manufacturing businesses.

▶ GRI 2-6

Non-Trade Procurement

An important part of our business model of providing market access through highly specialized marketing and distribution services is local service delivery, for which we typically rely on the services of a variety of business partners. Inbound and outbound transport logistics, including some outsourced warehouse logistics, represent a significant portion of our local spending, along with marketing expenses incurred through media agencies and promotional service providers. Other supply chain-related procurement includes working with importers, exporters, and customs agents in cross-border business, with labor and other service providers to assist with logistics operations and adapting products to regulatory or marketing requirements, and with packaging and other materials and equipment suppliers to support logistics operations.

► GRI 2-6

Ensuring a Responsible Supply Chain

We are committed to upholding the integrity of our supply chain by operating our business in line with the highest ethical standards, as reflected in our Code of Conduct. Our Responsible Procurement Policy and the associated Supplier Business Conduct Policy further detail our principles, our commitments, and our expectations from our suppliers. These Policies – approved by the Executive Committee and endorsed by the Board of Directors – reflect our commitment to the principles of the United Nations Global Compact, national and international legislation, and standards for responsible business conduct, such as the Organization for Economic Cooperation and Development's (OECD) Guidelines for Multinational Enterprises and the International Labour Organization's Declaration on Fundamental Principles and Rights at Work. In addition, most of our contracts include a standard compliance clause that requires the third party to follow all applicable local and international sustainability laws and requirements and meet the expectations set out in DKSH's Business Partner Code of Conduct.

We adopted the Responsible Procurement Policy and the Supplier Business Conduct Policy (later developed into the Business Partner Code of Conduct) in conformity with Swiss regulations setting disclosure requirements on non-financial matters and due diligence obligations, effective January 2022. We started our preparation and implementation of these policies in the same year, which we continued throughout 2023 and now maintain to ensure efficient follow-up and compliance with these documents. These policies operate alongside our Third Party Risk Management and the Non-Trade Procurement Policies. The diverse nature of our business and products requires us to use a varied management approach rather than a one-size-fits-all model, while being careful to ensure that we never compromise our standards.

In line with the principles expressed by our policy framework, we do not want to maintain business relationships with suppliers that do not share our commitment to integrity and responsible business conduct. All suppliers that are deemed relevant and important in the overall context of our supply chain (proportionality and criticality) representing a potential risk exposure will be assessed against our standards and expectations, as further described in the pertinent sections in this chapter.

As a supplier screening measure, we have implemented a Third Party Risk Management process using an external platform. Before engaging with third parties, the business needs to submit them for vetting through the platform, which performs risk-based calculations. Based on their outcomes, the platform may recommend specific mitigation actions regarding the third party.

For Business Unit Performance Materials trade suppliers, we work with EcoVadis for risk screening and risk management as well as to invite and coach high-risk and high-criticality partners to participate in the EcoVadis Sustainability Assessment. This sustainability management system is based on international standards such as the Global Reporting Initiative (GRI), ISO 26000, and the guiding principles of the Global Compact. Please see our [Performance Materials Scorecard](#) for more information.

Risks associated with ethical business conduct and the integrity of our supply chain are high on the agenda of DKSH's Board of Directors. Its Audit Committee bears overall responsibility for overseeing the Group's risk management processes and procedures. It receives regular updates on risks in our supply chain via the frameworks and processes described in the [Sustainability Governance](#) and [Risk Management](#) chapters.

To further strengthen our responsible supply chain, DKSH is transitioning its existing laptops to TCO-certified IT products. This conversion meets the independent criteria for environmental and social sustainability across the product cycle. At the end of 2025, 36% of DKSH laptops were TCO-certified. Building on this foundation, we have set clear milestones to accelerate our transition and aim to achieve 100% coverage by 2030. This initiative supports our broader commitment to reducing lifecycle impacts, improving supply chain transparency, and ensuring that the technology we use reflects our company-wide sustainability standards.

► GRI 2-23, GRI 2-24

Managing Risks in Our Supply Chain

As part of our overall risk management processes, we identify, assess, mitigate, and monitor risks in our supply chain, as specifically mandated by our Responsible Procurement Policy. These processes have been developed in line with the Group's Enterprise Risk Management Framework.

In 2023, we identified the following risks considered relevant in the context of our current business relationships. In 2025, we reviewed these risks and found there were no significant changes.

Social and human rights risks:

- ▶ Procurement of goods from manufacturers that do not respect social standards (for trading goods or materials for manufacturing)
- ▶ Collaboration with business partners from the logistics industry and intermediaries in the distributive trade with poor working conditions and the risk of human rights violations
- ▶ Health and safety risks in outsourced logistics
- ▶ Violation of human rights standards with hiring and housing foreign/migrant workers (through external parties)
- ▶ Extensive use of intermediaries with an inherent corruption risk

Environmental risks:

- ▶ Procurement of goods from manufacturers that do not respect environmental standards (for trading goods or materials for manufacturing)
- ▶ Emissions generation/air quality deterioration and environmental risks from hazardous chemicals spilling in outsourced transport logistics

Our Responsible Procurement Policy is complemented by operating procedures that guide the organization on policy execution based on assigned roles, responsibilities, and accountabilities. It mandates the identification of relevant supplier categories with exposures to pertinent supply chain risks based on the nature of the business conducted with DKSH. It sets out risk management processes, including risk-based due diligence procedures, to ensure that suppliers adhere to our standards by assessing new suppliers and monitoring active suppliers for risks or concerns pertaining to ethical business conduct, environmental practices, labor conditions, and human rights. Human rights risks include not only child, forced, and compulsory labor, but also the risk of violations of the right to freedom of association and collective bargaining. While we assign risk levels to our suppliers in keeping with general country- and industry-specific indexes and indicators (including UNICEF's Children's Rights in the Workplace Index), risk screening brings to light past or current concerns and issues, including exposure to child labor or forced labor, for further due diligence actions. We prioritize high-risk suppliers for extended due diligence procedures.

In addition, we counteract some of the specific risks mentioned above by performing audits, inspecting migrant worker housing, examining employment procedures, and undertaking quality and safety audits for contracted manufacturing.

▶ GRI 409-1

Child Labor

Under Swiss law³³ DKSH is required to assess whether there are reasonable grounds to suspect child labor in its supply chain. If this is the case, it must comply with certain supply chain due diligence obligations and report on its compliance. There is no reporting obligation for products or services for which its suppliers have already published a report.

While the prohibition of child labor has been DKSH's policy for many years, we strengthened our commitment in 2022 by adopting a Responsible Procurement Policy and an associated Business Partners Code of Conduct, including, among others, requirements under ILO Conventions 138 and 182. These two policies constitute our Supply Chain Policy on Child Labor. They contain our commitment to comply with applicable laws. Our Supply Chain Policy on Child Labor stipulates that we immediately escalate indications of child labor reported by business partners or resulting from regular risk screenings to Group Governance, Risk and Compliance (GRC) for further evaluation and action and that we diligently assess all indications of child labor and explore the potential need to devise appropriate action plans to resolve or mitigate any actual or potential issues detected. It also describes our complaint mechanism, the Integrity Line. Finally, our Supply Chain Policy on Child Labor specifies the instruments we use to identify, assess, eliminate, or mitigate the risks of child labor.

For our own operations, our Human Resources Function acts as gatekeeper to ensure that all our employment relationships operate within the legal boundaries set by applicable labor laws and our universal standards of respect for human rights, including the prohibition of child labor. This assurance also extends to service providers and contractors operating on our sites. In addition, DKSH does not employ individuals under the age of 18 and does not assign tasks that could be considered very dangerous or hazardous.

In our role as a market expansion services provider, we recognize that we may be linked to child labor issues through the distribution of our clients' products. To minimize this risk, we regularly assess the risks associated with clients and suppliers in our trading and manufacturing activities as part of our specific supplier risk management

³³ Code of Obligations 964j et seq. and the Ordinance on Due Diligence and Transparency in relation to Minerals and Metals from Conflict-Affected Areas and Child Labor (DDTrO).

system, based on the origin of the products (country risk) and the type of products or services sourced (industry risk). We consult publicly available resources, including UNICEF's Children's Rights in the Workplace Index or the United States Department of Labor's (USDOL) list of products using child labor. The International Labor Organization (ILO) in 2020 estimated that child labor was most prevalent in the agricultural sector (70%), whereas USDOL in 2022 published a global list of goods produced by child labor, which is broadly consistent with the ILO's findings. The management of identified risks follows methods as described in this and other chapters of this report, by determining risk levels based on likelihood and severity, including consideration of whether DKSH caused, contributed to, or was linked to adverse impacts, and applying adequate mitigation strategies.

DKSH maintains an extensive client and supplier base from diverse industry sectors, with products or their ingredients having agricultural origins. Narrowing down the industry sectors in our supply chain by matching them against USDOL's critical product categories and their origins, we identified a specific nominal risk exposure to cocoa. DKSH's Business Unit Consumer Goods represents various clients from the confectionery industry and operates a retail chain selling in-store baked chocolate chip cookies, whereas Business Unit Performance Materials markets cocoa-based food ingredients and manufactures products containing cocoa.

To prevent child labor issues in our supply chain, we screen our suppliers with specialized risk management software to classify existing and potential suppliers as suppliers with low, medium, or high risk (considering country and industry risks, adverse media reports, and past compliance incidents). We assess the corresponding risks in our risk management plan according to the likelihood of occurrence and severity of adverse impacts. If a supplier is identified as high-risk, we undertake further due diligence measures, including asking the supplier to complete a questionnaire and to provide supporting documentation, such as policies or certificates. These checks are carried out as part of the supplier onboarding process, but also as part of our ongoing monitoring. For suppliers in the cocoa supply chain, we additionally consider publicly available information through web searches or sustainability reports pertaining to their supply chain policies, including industry actions or certifications. Additional transparency may also be established through direct interaction with the supplier. If the risks identified are deemed too high, we may decide not to do business with a particular supplier, require a supplier commitment not to supply products made using child labor, agree with a supplier on remediation action, place a supplier on temporary hold, or terminate business with a supplier.

Once these reviews have been completed and a supplier has been onboarded, we ask the supplier to comply with our Supply Chain Policy on Child Labor, which is set out in our Responsible Procurement Policy and our Business Partner Code of Conduct Policy, by integrating these two policies

into the agreements with the suppliers. We regularly update our suppliers with changes made to our Supply Chain Policy.

Moreover, we encourage our business partners, suppliers, employees, and other stakeholders to report incidents of child labor, but also forced or compulsory labor or other forms of modern slavery, via our Integrity Line or directly to their business contacts at DKSH. This reporting channel is communicated to our suppliers as part of the Supply Chain Policy on Child Labor. Further information on the Integrity Line can be found in the [Combating Corruption](#) and [Human Rights](#) chapters.

Our non-trade procurement activities, based on the type of products and services procured, are considered low- or no-risk. Nonetheless, our non-trade suppliers are likewise assessed on a broader scale, including for child labor exposure, by applying general risk assessment procedures applicable to all supplier categories. These include screenings using specialized risk management software. They also include direct interactions with business partners through questionnaires or other methods, which are currently overseen by individual local markets but may be consolidated into our global Non-Trade Procurement Policy in the future.

► [GRI 407-1](#), [GRI 408-1](#)

Supplier Admission, Onboarding, and Monitoring

We only admit suppliers that successfully and satisfactorily complete due diligence procedures as new suppliers to DKSH. Our Business Partner Code of Conduct complements and incorporates the standards and expectations set out in the Responsible Procurement Policy. We require that new suppliers (including, with some exceptions, non-trade suppliers) receive the Business Partner Code of Conduct as part of their onboarding process, or acknowledge their commitment to, understanding of, and application of our standards and principles in accordance with the Business Partner Code of Conduct. High-risk suppliers receive additional training on the related expectations. In addition, our website informs workers, business partners, and other relevant partners about the Responsible Procurement Policy and Business Partner Code of Conduct. Where language barriers exist, the documents are made available in local languages as determined by the local management.

Following admission, suppliers continue to be monitored by specialized screening tools for specific risk alerts. DKSH Compliance officers are responsible for reviewing such alerts and for taking appropriate actions. We repeat due diligence proceedings for some suppliers periodically and based on supplier risk ratings.

Conflict Minerals

In accordance with Swiss law (Code of Obligations, art. 964j et seq. and the Ordinance on Due Diligence and Transparency in relation to Minerals and Metals from Conflict-Affected Areas and Child Labor [DDTrO]), DKSH adopted a Responsible Procurement Policy in 2022, which includes a specific section on minerals and metals from conflict areas, even though none of our Swiss Group companies import or process the minerals and metals listed in Annex 1 of the DDTrO in Switzerland.

Our Policy requires us to carry out, at least once a year, a conformity check of our annual imports against the customs tariff numbers listed in the DDTrO and of the processing of these minerals and metals in Switzerland. The result of these checks is monitored by the Group Sustainability team. The most recent check confirmed that DKSH did not import or process any of these minerals or metals in Switzerland in 2025.

However, even if the checks carried out do not reveal any import or processing of the minerals and metals listed in the DDTrO, and DKSH therefore falls out of the scope of the DDTrO, it cannot be ruled out that certain products handled by us in our distribution businesses, or components in our manufacturing businesses, could contain elements of minerals or metals originating from conflict areas. DKSH uses the following instruments to identify such potential risks:

- ▶ Submitting our supplier base to risk screening using specialized risk management software
- ▶ Suppliers are required to comply with our Business Partner Code of Conduct, which is integrated into our supplier agreements. Our Business Partner Code of Conduct includes an obligation for suppliers to disclose to us any exposure to conflict minerals
- ▶ Promoting our Integrity Line, our confidential reporting tool, through which internal and external stakeholders can share with us concerns about conflict mineral exposures

Indications of exposure to conflict minerals will trigger further due diligence checks and mitigation actions, as appropriate. In the course of 2025, there were no conflict minerals-related risks flagged during checks that would trigger the due diligence and reporting obligations under the Swiss Code of Obligations and the DDTrO.

Reducing the Impact of Palm Oil Cultivation

As part of our commitment to using more sustainable materials and ingredients, we pay particular attention to the issue of palm oil, which we use to a minor extent in our trading business and manufacturing activities. Although palm oil only plays a marginal role in our business activities, we actively strive to manage its associated environmental and social risks. DKSH is a member of the Roundtable on Sustainable Palm Oil (RSPO). We hold RSPO certification and distributor licenses in our relevant DKSH markets.

Business Unit Performance Materials Procedures

Responsible Supplier Screening and Assessment

Our Business Unit Performance Materials operates higher upstream in the value chain and closer to the origins of raw materials and ingredients. Thus, it has taken steps to perform a more elaborate screening and assessment process for suppliers of specialty chemicals and food ingredients. It does so by using the collaborative EcoVadis platform in line with its strategic priority of being a sustainable partner in the value chain. This step assures that we work with responsible suppliers with the same sustainability ambitions. Working in partnership with EcoVadis, Business Unit Performance Materials has activated its Responsible Suppliers Program around the globe. As part of these endeavors, we assess suppliers for market-specific and industry-specific corruption, human rights, and environmental risks with an EcoVadis solution. Each year, we selectively invite an expanding list of high-risk and high-criticality suppliers to complete a more elaborate assessment using the EcoVadis rating methodology, scoring system, and corrective action plan (CAP) procedures. We also share our knowledge and provide guidance to help advance their sustainability-related efforts.

In 2025, 5,750 vendors were screened, of which 2,137 had already been rated through the EcoVadis assessment. This represents 1,036 unique suppliers rated. Overall, for the reporting year, 146 unique suppliers were identified as a top priority with high risk and high criticality, with extended criteria compared to the previous year. To date, we have invited over 70% of these suppliers to complete the EcoVadis assessment. Since January 2025, 51 additional unique suppliers have participated in our coaching webinars, which support their sustainability journeys and provide guidance for the assessment.

▶ GRI 414-2

Creating a More Sustainable Product Portfolio

We are committed to driving sustainability throughout our operations and product offerings. We are working diligently to identify and address human rights and environmental risks in our supply chain, aiming for full transparency in the coming years. In response to growing customer demands and our commitment to environmental stewardship, our Business Unit Performance Materials has set the strategic target of continuously expanding our product portfolio toward sustainability. We aim to significantly increase the share of materials that contribute to sustainable development in our portfolio by 2030.

For that, Business Unit Performance Materials uses a comprehensive framework that considers multiple factors, including natural-based ingredients, upcycled or recycled materials, biodegradability, circularity, sustainably sourced ingredients such as RSPO-certified palm oil, and ingredients with certified eco-labels. To ensure the credibility of sustainability-related claims and certifications, including those related to low-emission products, we employ a rigorous assessment process. This includes obtaining and verifying documentation from our suppliers.

Our commitment extends to engaging our customers in this journey. Customers of Business Unit Performance Materials can easily filter materials that contribute to sustainable development on our customer portal, [DKSH Discover](#). We also provide detailed sustainability-related information for each product and offer consultations to help customers make informed choices.

While responsible procurement and sustainable portfolio development remain central to Business Unit Performance Material's sustainability approach, fostering awareness and engagement among our people is equally important. As part of Earth Day 2025, colleagues across markets participated in a photography competition, capturing the 2025 Earth Day theme "Our Planet, Our Power."



Top three winning entries from the Earth Day photography competition, reflecting diverse perspectives from colleagues across markets.

Commitment to Responsible Procurement

We recognize that responsible procurement is a cross-functional effort that spans multiple teams and Business Units. To support a shared and consistent approach, we have consolidated the key metrics we track, enabling a comprehensive view of how our trade and non-trade suppliers are assessed against our standards.

Measurement

	2023	2024	2025	2030
Percentage of relevant third parties assessed ³⁴	-	-	100.0	100.0
Percentage of PM trading partners assessed ³⁵	27.7	34.3	37.2	-
Percentage of PM revenue from trading partners assessed ³⁶	31.0	45.3	55.0	80.0
Percentage of TCO-certified IT products ³⁷	-	-	36.0	100.0

³⁴ "Third parties" is a collective term that covers all types of business partners (vendors), including clients and suppliers, but excluding service suppliers. Here, relevant third-parties refers to vendors or customers in categories within scope according to relevant legislation who are to be vetted before commissioning.

³⁵ The percentage refers to trade suppliers for Business Unit Performance Materials with an active EcoVadis Scorecard, and as of 2025 also includes other recognized ESG third-party evaluations such as Sedex and BCorp.

³⁶ The percentage of revenue from trading partners assessed refers to the proportion of revenue generated from assessed vendors against the total revenue generated by the Business Unit Performance Materials.

³⁷ The percentage of laptops procured that have been TCO-certified.

Ethics and Integrity

Combating Corruption

Our Outcomes

Our robust compliance program and associated controls help to ensure we maintain ethical business conduct, which is highly valued by our partners and clients. As we conduct most of our business in Asia, where many markets face heightened compliance risks, we recognize the importance of maintaining clear values and standards. This approach applies not only to our employees but to our business partners as well. Our comprehensive compliance procedures have helped us prevent any negative material impacts related to compliance issues, as confirmed by our latest materiality assessment. We are committed to continuously evaluating and improving our strategies, engaging with stakeholders, and preventing any potential negative effects.

Enhancing Compliance at DKSH

Our company does business in several industries and markets where the risk of non-compliance is high and negative impacts on society are possible. Instances of non-compliance can result in fines, affect our ability to cultivate and nurture business connections, and harm our relationship with investors. While we prioritize ethical sourcing and fair practices, the sheer scale of our supply chain may lead to oversights, resulting in unintentional involvement with entities that do not uphold our strict compliance standards. To this end, we work to minimize any associated risks, perform regular audits, and highlight our commitment to operating ethically and transparently. For instance, our active grievance mechanisms, such as the Integrity Line, ensure our stakeholders' concerns are heard and addressed.

Operating at the highest ethical standards is the foundation for our business, as reflected in our [Code of Conduct](#). We have compliance coverage in all of DKSH's markets.

We also perform training and educational activities to ensure our expectations are understood at every level of our organization, and we encourage people to speak up if they have concerns about improper behavior. This includes not tolerating any form of non-compliance as specified in our DKSH Code of Conduct and our Anti-Bribery and Anti-Corruption (ABAC) Policy.

DKSH's Board of Directors is responsible for adopting the Group's compliance standards and policies and supervising their application. Working in tandem with local governance bodies, our senior leadership plays a pivotal role in

communicating our values through both words and actions. These leadership teams include DKSH's Executive Committee at the Group level, the Boards of our publicly listed entities in Malaysia and Indonesia, and all our local Country Leadership Teams.

Compliance Program

As we operate in markets and industries where inducements in the form of gifts, hospitality, or other formats are not uncommon, actively managing bribery risks is high on our corporate agenda. We define bribery as any form of corruption that includes offering, giving, receiving, or soliciting an item of value to influence the actions or decisions of an individual or organization in a position of power or authority. Our management approach to mitigating these risks is addressed in several Group policies, including our:

- ▶ Compliance Policy
- ▶ Donations Policy
- ▶ Anti-Bribery Monitoring Policy
- ▶ Anti-Corruption and Anti-Bribery (ABAC) Policy
- ▶ Gifts, Hospitality & Entertainment (GHE) Policy
- ▶ Third-Party Intermediary (TPI) Policy
- ▶ Conflict of Interest (COI) Policy
- ▶ Manuals for Interaction with Healthcare Professionals (IHCP) for our Pharmaceutical, Medical Devices, and Diagnostics product categories
- ▶ Non-Trade Procurement (NTP) Policy
- ▶ Fraud and Compliance Incident Reporting and Investigation (IRI) Policy

We use a comprehensive compliance management system and program to address compliance with our anti-bribery standards. These efforts are guided by our ABAC policy and related policies, which reflect recognized international regulations, such as the U.K. Bribery Act 2010 and the U.S. Foreign Corrupt Practices Act.

Our Compliance Policy is the backbone of our compliance program. It defines the fundamental principles of compliance, sets out responsibilities, and specifies how this Function is organized within DKSH. The Policy designates integrity and reputation as two of DKSH's key assets. Under its provisions, management oversees compliance at DKSH, but all employees share responsibility for its implementation. The Policy outlines these core principles to increase ownership of compliance risks.

DKSH manages fraud under the Group's Internal Audit Function (GIA). We consider fraud to be an activity that relies on deception to achieve a gain. It becomes a crime when it is a "knowing misrepresentation of the truth or concealment of a material fact to induce another to act to his or her detriment."³⁸

Risk Assessment

We maintain a global Anti-Bribery and Corruption risk assessment covering relevant businesses and functions, which is centrally maintained and shared with all markets.

In addition, where required, markets conduct localized Anti-Bribery and Corruption risk assessments in line with the DKSH framework, applying the same standardized methodology and risk criteria. Risks are identified through structured mapping of business activities, with risk levels determining the appropriate mitigating controls. For example, higher-risk activities such as the use of intermediaries may trigger enhanced due diligence or additional safeguards.

Interaction with healthcare professionals, which is highly regulated at national and global levels, is another area where we have identified and addressed risks of non-compliance with the law. We also carefully monitor and manage the handling of gifts and hospitality. Additionally, we are aware of and mitigate bribery-related risks during procurement, when obtaining product and/or marketing approvals, and in the bidding process for public tenders. All risks and their mitigating controls are documented in bribery risk assessment.

DKSH's bribery risk assessment approach is closely aligned with the company's broader risk management policies. The results are included in the global Enterprise Risk Assessment.

The Board of Directors approves our annual risk assessment, which also covers anti-corruption and bribery-related topics.

We handle fraud-related risks using a separate process. Under DKSH's Fraud and Compliance Incidents Reporting and Investigations (IRI) Policy, the Group's Internal Audit Function investigates fraud-related cases and regularly performs reviews to assess the adequacy and effectiveness of controls that prevent and detect fraud risks. Group Internal Audit provides statistical fraud reporting and detailed reporting on significant fraud cases to the Board's Audit Committee five times per year.

► [GRI 2-12, GRI 2-24, GRI 205-1](#)

Conflicts of Interest

In addition to performing risk assessments, our compliance program includes training, education, reviews, and audits, as well as investigations and corrective actions if incidents occur. Managing conflicts of interest (COI) is critical in any compliance program.

We continued training our employees on conflicts of interest in 2025. We assigned this topic to 100% of our in-scope employees – those who started their employment on or before December 31, 2024 – during our organization-wide compliance refresher training called License to Operate (LTO). We launched this training across all of our markets in 2025. All employees who started their employment from January 1, 2025 onward were assigned to our new hire LTO training.

Compliance Training

Training and education are cornerstones of our compliance program and instrumental to fostering and maintaining a culture of ethics and compliance. Within three months of joining our organization, all new employees undergo mandatory compliance training, including on the Code of Conduct and avoiding corruption, as part of our thorough onboarding process.

Our compliance training is held in an interactive format that helps us enhance user engagement and learning outcomes. In addition, a leading law firm validated our compliance training content to ensure it meets regulatory requirements. We also use dashboards and data analytics tools to provide insights and real-time data so that managers can oversee the completion of compliance training within their teams.

In 2025, our LTO refresher again covered mandatory topics such as Anti-Bribery and Anti-Corruption (ABAC), Code of Conduct (CoC), Conflict of Interests (COI), Data Protection, Fraud and Compliance Incidents Reporting and Investigations (IRI), Gifts, Hospitality & Entertainment (GHE), and Limits of Authority (LOA). It also included topics on discrimination, harassment, and diversity and belonging. It also featured the chapters: Internal Controls and Speak Up. The LTO refresher training must be completed and formally signed off by employees as part of our compliance process. In parallel with our LTO refresher training, IT assigns Cybersecurity Awareness as a standalone mandatory training module.

► [GRI 2-24](#)

License to Operate Training Completion by Employee Category

Employee category	In scope	Completed	Ratio
Employees ³⁹	15,676	15,627	99.7 %
Management ⁴⁰	4,135	4,121	99.7 %
Others ⁴¹	435	411	94.5 %
Workers ⁴²	2,386	2,381	99.8 %
Total	22,632	22,540	99.6 %

License to Operate Training Completion by Region

Employee category	In scope	Completed	Ratio
Greater China ⁴³	2,230	2,230	100.0 %
Malaysia and Singapore	4,279	4,278	100.0 %
Rest of Asia Pacific	9,238	9,159	99.1 %
Rest of the world	579	569	98.3 %
Thailand	6,306	6,304	100.0 %
Total	22,632	22,540	99.6 %

► GRI 205-2

Ethics in the Medical Sector

As a distributor of pharmaceutical and medical devices, DKSH's Healthcare Business Unit regularly interacts with healthcare professionals (HCPs). We support ethical business conduct by endorsing relevant industry codes of ethics. These include the International Federation of Pharmaceutical Manufacturers and Associations (IEPMA), the Asia Pacific Medical Technology Association (APACMed), and our active memberships in respective industry associations.

Comprehensive Manuals for Interactions with HCPs in our Pharmaceutical, Medical Devices, and Diagnostics product categories convert these codes of ethics into internal processes and procedures. By doing so, we ensure compliance with the relevant local codes when interacting with HCPs and enhancing DKSH's compliance program. In 2022, we launched a new IT platform. This intuitive HCP engagement solution is designed to simplify expense monitoring processes related to interactions with HCPs and includes business, compliance, and finance monitoring. Since launching this new IT platform, we have observed a marked improvement in the efficiency and accuracy of our expense monitoring processes related to HCP interactions. Feedback from our business, compliance, and finance teams underscores the platform's effectiveness in streamlining workflows and enhancing oversight.

39 DKSH employees as well as client staff performing office work or semi-professional office, administrative, and sales coordination tasks and individuals with supervising tasks.

40 Members of the Executive Committee, corporate or local heads of Business Units or key Functions, and DKSH employees with P&L and/or budget responsibility, direct reports, and function specialists/heads/managers.

41 Individuals expected to remain in an employment situation with DKSH or DKSH's clients only for a certain period of time such as temporary employees with a fixed-term contract, trainees, apprentices, or interns as well as contractors.

42 DKSH employees as well as client staff performing manual labor and being considered as skilled or unskilled workers.

43 Includes mainland China, Hong Kong, Macao, and Taiwan.

Integrity Along Our Supply Chain

As an outsourcing partner for our clients, we are committed to upholding integrity in the supply chain within our sphere of influence. This includes our business partners, such as customs brokers, event organizers, and forwarding companies, whom we rely on for parts of our service delivery. DKSH does not maintain relationships with business partners that do not share our values and meet our standards for doing business. We engage business partners using written service contracts that include anti-corruption and anti-fraud compliance clauses, with both our Business Partner Code of Conduct and the ABAC Policy serving as contractual requirements. All service providers must undergo risk-based due diligence procedures before admission. We periodically refresh screening processes upon contract renewal, within one year of admission, or on an ad-hoc basis if specific warning signs have been raised through our monitoring processes. Our Business Partner Code of Conduct, which includes DKSH's anti-fraud and anti-corruption policies, is communicated to all business partners acting for and on behalf of DKSH. In 2025, we did not record any incidents of contracts with business partners being terminated or not renewed due to corruption-related violations.

► GRI 205-2, GRI 205-3

Compliance Incidents Reporting and Investigations

Our Fraud and Compliance Incidents Reporting and Investigations (IRI) Policy provides guidance on the procedures to be followed when reporting and investigating incidents, including the roles, responsibilities, and authorities of the parties involved. The Policy applies to DKSH Holding Ltd. and all its subsidiaries and affiliates worldwide, including all DKSH employees. Fraud cases are covered separately by our IRI Policy, and related findings are handled by the Group's Internal Audit Function. In 2025, there were 16 known fraud cases (including those reported via the Integrity Line) which were reported to the Audit Committee. This is a decrease from 33 cases in 2024, primarily due to strengthened internal controls and the closure of our Wicaksana business in Indonesia.

We support and encourage people to report concerns using the Integrity Line. This secure online reporting platform gives employees and external parties a 24/7 channel to register concerns in confidence and, at the reporter's discretion, anonymously.

Employees and business partners can use the Integrity Line to report any misconduct, especially violations of applicable law and/or DKSH internal standards, rules, regulations, or procedures. Such concerns may relate to unethical business practices, bribery or fraud, harassment, conflicts of interest, inappropriate workplace behavior, or any other activity suspected of violating the Code of Conduct, our company policies, or the law.

All reports are properly reviewed and kept confidential. Our strict non-retaliation policy protects reporters who raise concerns in good faith.

We promote our Integrity Line internally and externally, empowering employees and external parties to speak up and promptly report any incidents of corruption or other misconduct.

Under the guidance of the Group's Compliance or Internal Audit Functions, cases are investigated and culpable parties are adequately sanctioned. Our IRI Policy sets out the procedure to be followed for all reports received via the Integrity Line. This procedure includes a preliminary assessment and triage by a case coordinator and further actions based on the nature and substance of the report. A case owner is assigned to investigate sufficiently substantiated reports. Such investigations can result in disciplinary actions or sanctions where evidence has been obtained to substantiate an allegation.

Cases reported using other channels, such as email or verbal means, are reported immediately to the case owner and are subject to the same procedure. DKSH has zero tolerance for retaliation against anyone who reports incidents in good faith. We provide this assurance to our employees via clear commitments in our ABAC and other policies, as well as to those reporting through the Integrity Line.

Our Governance, Risk and Compliance (GRC) Function systematically assesses the root causes of misconduct by performing in-depth investigations and analyzing underlying factors such as process gaps, cultural issues, or external pressures. Based on these assessments, it defines thorough mitigation measures to address both immediate concerns and long-term prevention. GRC tracks and monitors high-risk ("material") cases using an internal tool to ensure continuous oversight and implement effective mitigation strategies. For lower-risk cases, local compliance officers coordinate the follow-up. This structured approach enables GRC to proactively manage risks and enhance organizational integrity. All incidents reported under the IRI Policy are recorded using the Integrity Line tool.

We continuously update our Integrity Line and actively involve users from various levels of our organization, including staff and local case coordinators. Their invaluable input ensures the tool is user-friendly, accessible, and tailored to the specific needs of the regions where we operate. We also ensure it caters to local language requirements. We utilize a globally acknowledged platform that is continuously improved to incorporate best practices in functionality and deliver a seamless user experience.

We analyze the effectiveness of the Integrity Line by closely monitoring the number and nature of reports received from various countries and across different categories of misconduct. This data provides insights into the reporting trends, helping us identify areas where the integrity line may

be underperforming. If we observe discrepancies or a lack of sufficient reporting in particular regions or misconduct types, we take targeted action to improve awareness, accessibility, and trust in the system. For example, we occasionally deliver targeted training sessions in markets where reporting levels are low, to ensure employees understand both how and why to speak up. To reinforce this awareness, we may

also maintain visible speak-up materials in our offices and warehouses. In addition, our leadership communicates a strong and consistent tone from the top, emphasizing the importance of upholding a transparent and accountable culture. These steps ensure the Integrity Line remains an effective tool for addressing misconduct.

Incidents Reported under the CIRC Policy by Type of Incident

Type of incident	Number of incidents reported
Anti-competition issues	1
Bribery, corruption, kickbacks	13
Data protection, IT security	11
Environment, health, and safety	2
Fair play, conflicts of interest	31
Fraud, embezzlement, misappropriation, theft	22
Interactions with healthcare professionals (IHCP) ⁴⁴	23
Regulatory affairs and quality assurance	10
Workplace	106
Total	219

We thoroughly examine all reports recorded and, if warranted, initiate an investigation. In 2025, we recorded 219 reports via the Integrity Line or other channels. Overall, 91 reports (42%) were sufficiently substantiated to be investigated, seven of which related to corruption. Three of the four completed corruption cases resulted in termination or voluntary resignation, and the remaining case was not substantiated. In the three resolved cases, no corruption-related legislation had been breached. While DKSH's internal Anti-Corruption Policy had been violated on two occasions, the matters were addressed and resolved promptly through established internal processes. Updates on compliance concerns and our compliance program are reported to the Audit Committee quarterly and to the Board of Directors annually.

► [GRI 2-16](#), [GRI 2-25](#), [GRI 2-26](#), [GRI 205-3](#)

Effectiveness of the Compliance Program

All levels of our management are responsible for ensuring our compliance standards are applied correctly. The Group's Compliance Function supports management by providing advice, methodologies, and tools. It also performs reviews to assess the level of awareness, understanding, and application of standards and compliance controls through a structured review and tailored enforcement program.

We regularly review the effectiveness of our compliance program rollouts across our markets and take immediate action to resolve any shortcomings we identify. The results of such assignments are independently reported to the Board of Directors. Externally, DKSH's compliance program is assessed by prospective or active clients and/or external audit firms appointed by them. We give our full assistance to these assessments, which include thorough due diligence procedures and pre- or post-contract compliance audits and reviews. Our Group also uses the results of these assessments to strengthen our compliance program. No case was filed against DKSH for breach of anti-bribery laws and regulations in 2025.

► [GRI 2-27](#), [GRI 205-3](#)

⁴⁴ Interactions with healthcare professionals relates to the company's engagement and collaboration with medical experts and healthcare providers. These incidents specifically relate to instances where breaches occurred, primarily related to lapses in following our own internal procedures.

Responsible Marketing Practices

Our Outcomes

As DKSH engages in marketing, advertising, and relabeling activities, it is crucial for us to maintain accurate and complete product information. We use strict management mechanisms to ensure responsible and legally compliant advertising practices and prevent anti-competitive behavior. Our latest materiality assessment identified no material impacts regarding our marketing practices, and we will continue implementing and improving a range of measures to ensure we successfully manage this topic in the future.

Committed to Responsible Advertising

Our main business involves marketing and distributing products sourced from manufacturers. Many of these products are imported and require local customization before they are fit for sale. We also engage in significant marketing, advertising, and relabeling activities under our brand.

Without proper management or relevant and necessary product information, the marketing of our products can pose inherent risks. For example, there is a risk that marketing promises or incomplete product information or labeling may prevent consumers from making informed decisions. To avoid this potential negative impact, we have made responsible marketing an essential practice. Adapting and customizing products to meet regulatory requirements, including product labeling, is an important DKSH service offering. Our regulatory affairs teams in the various Business Units are responsible for establishing standard operating procedures and monitoring compliance, assisted by our quality assurance teams. As part of this, all our technological equipment is delivered with instruction manuals to ensure safe and reliable use. Our Business Unit Healthcare, which faces especially stringent regulations, performs customization work in accordance with Good Manufacturing Practice (GMP). Our Business Unit Performance Materials implements and audits against the strict requirements for classification, labeling, and packaging of the Globally Harmonized System (GHS).

When marketing our Own Brand products, our regulatory affairs teams ensure we adhere to applicable laws. We observe guidelines on responsible marketing published by the relevant industry bodies for all products distributed by our Business Units Consumer Goods and Healthcare. We

have policies, procedures, and controls in place, supported by training activities to ensure the marketing of our products meets our standards and expectations. All our regulatory affairs specialists have the professional training and qualifications needed to perform their work in accordance with applicable regulations and internal standards. DKSH carefully monitors and validates relevant product data from clients on an ongoing basis and takes corrective actions where appropriate. The relevant Business Unit addresses any complaints about marketing and labeling.

Industry-Specific Marketing in the Healthcare Business

In many jurisdictions, advertising and promoting healthcare products is highly regulated, often limited, or even prohibited. Many products are prescribed or dispensed by healthcare professionals or require professional expertise for their application. Various segments within the healthcare industry (specifically for prescription drugs and medical devices) and in the food sector (e.g., infant nutrition) have codes of ethics advocating responsible marketing of their products. DKSH adheres to these standards through memberships in respective industry associations (e.g., local associations of the International Federation of Pharmaceutical Manufacturers and Associations [IEPMA] or the Asia Pacific Medical Technology Association [APACMed]) and by operating management programs to ensure compliance by employees and service providers.

Preventing Anti-Competitive Behavior

Our Code of Conduct stipulates that DKSH does business using fair market practices and in full compliance with applicable antitrust and competition laws. All DKSH employees must attend annual training on the Code of Conduct.

In addition to the Code of Conduct, we have a Policy on Fair Competition with guidelines based on European Competition law that explain the basic provisions of antitrust and competition laws. This Policy must be strictly complied with whenever we interact with competitors. It is designed to improve managers' and employees' awareness of the basic rules of competition law and their implications for business decisions.

Additionally, DKSH's Contract Manual sets out guidelines that must be followed to avoid anti-competitive risks. For instance, our Contract Manual states that if DKSH has a contract with a supplier or manufacturer in which DKSH purchases and resells its products exclusively, it must be ensured that neither party has an actual market share greater than 30% in the relevant market to avoid breaching applicable competition laws. The Contract Manual also strictly prohibits resale price maintenance and contains directions to avoid non-compete clauses.

Contracts with business partners are thoroughly and diligently vetted by our legal department, including reviewing potential issues related to antitrust and competition law.

To ensure we comply with antitrust and competition laws, our legal department maintains regular contact with business teams and, as needed, conducts training sessions related to antitrust and competition laws that are relevant to our day-to-day business. In 2025, local training was conducted in five markets by our legal team or external experts.

In 2025, no legal actions were filed against DKSH for breach of anti-competition law or violations of antitrust and monopoly legislation.

► [GRI 2-27, GRI 206-1](#)

Responsible Tax Practices

Our Outcomes

As a multinational company, we drive sustainable economic growth in markets worldwide through the monetary and social value we create. While the topic of taxes has not been identified as an impact in our materiality analysis, we take a responsible approach to ensure we comply with applicable tax laws and manage tax risks.

Taking a Responsible Approach to Taxes

Our company is committed to complying with tax laws in all markets where we operate and paying taxes in the markets where we generate revenue. We conduct intra-Group transactions under market conditions supported by transfer pricing documentation. All inter-Group transactions are subject to the “arm’s length” principle described in the Organization for Economic Cooperation and Development’s (OECD) Transfer Pricing Guidelines. We are cooperative and transparent in our interactions with local tax authorities and strive to resolve tax matters swiftly.

DKSH has a Group Tax Policy in place, which is reviewed annually by our Chief Financial Officer (CFO) and Head of Tax. The Policy is approved by the Board of Directors. Any proposed amendments are subject to the Board’s approval. The Group Tax Policy is aligned with the Group’s Code of Conduct and applies to all tax and finance professionals who deal with tax matters within the Group.

The Policy is aligned with our business strategy and commercial activities. It ensures we pay the correct taxes that are legally due in the jurisdictions where we do business. For example, when we consolidate acquired entities or reorganize their legal structure, our primary goal is to minimize compliance costs and optimize taxes where possible in accordance with local tax laws. Such restructuring plans are articulated in internal memos and submitted to relevant internal stakeholders for approval in accordance with the Limit of Authority Policy. We rely on the internal expertise of our regulatory, tax, finance, secretarial, and legal teams while also seeking external advice, where needed, to ensure we comply with local regulations. As stated in our Group Tax Policy, we escalate material tax risks promptly via monthly Group Tax reports, a Group Tax dashboard, and monthly Group Tax meetings with our CFO. We also work with established international tax advisors or lawyers to engage with local tax authorities and resolve tax issues through official channels.

In particular, the Group Tax Policy sets out five core guidelines. It ensures compliance by stipulating our tax compliance process flow and the obligations of each entity within the Group. Our Group Tax Policy is available internally on our finance portal to ensure all employees have access.

► GRI 207-3

Tax Risks

We take tax risks very seriously and have established robust processes to manage and monitor these risks. The Group Tax Policy is aligned with the Group’s broader risk and control framework.

Along with maintaining regular communication with Country Finance Managers, the Group Tax team prepares a monthly tax report for the CFO and senior management. The report provides material tax updates, tracks reported tax risks, and reports all significant tax movements and payments. The monthly report is a management tool used to oversee and control the Group’s tax affairs. In addition, the Group Tax team uses a tax dashboard that highlights DKSH’s most important material tax risks and tracks the corporate tax return submission compliance rate and tax audit status. The dashboard also shares transfer pricing benchmarking data within the Group and is accessible 24/7.

The Board of Directors oversees DKSH’s tax risk management processes. The Board and the Audit Committee receive annual updates on tax opportunities and major tax risks. Our Group Tax Policy also sets out an appropriate escalation process. Tax matters requiring consequential judgments or decisions are escalated to the Country Leadership Teams and/or the Senior Executive Team. Any major tax risk that materializes or reaches a significant level is communicated to the Audit Committee and the Executive Committee.

Employees and external parties can report concerns about unethical or unlawful tax-related behavior using the Integrity Line, our online reporting platform. More information on this channel can be found in the [Combating Corruption](#) chapter.

► GRI 207-1, GRI 207-2, GRI 207-3

Data Privacy and Protection

Our Outcomes

We generate and access large amounts of data related to our products and services, and we also collect personal data. Consequently, we take numerous measures to prevent data breaches and maintain confidentiality. In our latest materiality assessment, we determined no material impacts on the economy, environment, or people regarding data privacy or protection.

Our Management and Governance Structure

Data theft, leakage, and security have become genuine concerns for all companies in today's digital economy. Our business operations inevitably handle large amounts of data related to products, services, customers, and business partners. Moreover, DKSH may need to collect personal data about employees, contractors, and others. Since we serve clients who are also competitors, ensuring confidentiality is critical.

With all of this in mind, we take a range of actions to prevent data loss and its associated negative impacts on companies as well as individuals and their human rights. For example, data privacy and protection are elements of our corporate strategy.

Our Code of Conduct states that we are fully committed to processing and protecting personal data with due care. In addition, our Data Protection Policy manages privacy and data security issues and covers all personal data that DKSH collects, transfers, or uses. The Policy applies to all DKSH entities and employees.

We pledge to comply with applicable data protection laws and adhere to our principle of protecting confidentiality. Our Information Security Program and Cyber Security Strategy are endorsed and supported by the Executive Committee and the Board of Directors. Our Board of Directors has direct oversight of cybersecurity matters.

Our Group's Chief Information Officer (CIO), who reports directly to the CEO, is responsible for implementing the Information Security Program and Cyber Security Strategy. The CIO also updates the Board at least twice a year, during which the latter receives and reviews information on material operational matters, technology expenditure, our Cyber Security Strategy, security trends and cyber risk

exposures, management steps (including process and tool implementations), and mitigation measures to control risk exposures. Once a year, the CIO presents a full report to the Audit Committee. Our cybersecurity team manages data security issues and reports to the CIO. Our Legal and Compliance Department is subordinated to the General Counsel, who is a member of the Executive Committee and responsible for data privacy initiatives. DKSH also has a Data Governance Committee, comprising representatives from each Business Unit, Function, Legal, Governance, Risk and Compliance (GRC), and IT. The Committee is responsible for all data governance topics, such as data quality, accessibility, and integrity. In addition, DKSH has a dedicated cybersecurity team that oversees IT governance and risks, security architecture, operations, and application security practices.

Cybersecurity risk is one of the critical risks that may disrupt our global operations, the severity of which we determine via a business impact analysis. To minimize cybersecurity threats, we have assessed various risks and employed sustainable recovery strategies specific to DKSH's Corporate Shared Services Center (CSSC). Our Corporate Disaster Recovery Plan for our IT systems works in steps with our Incident Management Policy to define DKSH's processes for handling significant incidents and guiding a swift recovery.

Our strategy focuses on countermeasures to prevent cyber threats, developing an organization-wide information security maturity model, and running Group-wide cybersecurity awareness programs. This strategy ensures we continuously enhance and strengthen our cybersecurity capabilities.

As part of our third-party risk assurance management, we impose a strict process to review third-party vendor security status and perform active risk mitigation. Vendors must pass this risk assessment before sharing or integrating any data with DKSH, and we undertake periodic reviews on critical suppliers to ensure continuous adherence to our strict standards. Subject matter experts from our IT community, along with legal and data privacy teams, regularly conduct these assessments whenever new systems are introduced to DKSH. Their reviews typically cover system architecture, security features, infrastructure and networks, data management and privacy, backup and business continuity planning, and regulatory compliance.

How We Handle Personal Data

Our data privacy department trains our employees and conducts awareness campaigns globally to provide the best possible security for the personal data we handle. We constantly review our internal procedures and update them in accordance with new data protection laws around the world. Our access control procedure also protects personal and sensitive personal data. At DKSH, access is automatically provided when employees join the company and removed when they leave. Such access is typically limited based on the “least-privileged principle,” meaning employees are only granted access to the areas required for their role. DKSH also employs an Identity Governance solution that enables automated access to lifecycle management. Employees who need additional access to applications are managed via service requests.

Our internal policies mandate that a privacy notice be provided to all data subjects prior to the collection of their personal data. In line with the “data minimization” principle, our Data Protection Policy mandates processing personal data solely for the specific purpose for which it was collected. Once that purpose has been fulfilled, our policies require that all personal data be securely deleted from systems and servers, unless its retention is explicitly required by applicable law. To strengthen our data retention practices, we are also implementing a Records Management and Retention Policy.

DKSH does not sell or provide personal data to third parties for purposes other than completing transactions or services. In cases where we need to use third-party data for other purposes, we explicitly request consent. This procedure is described in our Global Data Protection Policy and the DKSH Guideline on Outsourcing Data Processing.

In turn, it is essential that our business partners and suppliers protect personal data in accordance with DKSH's standards. As part of our due diligence processes, we require our vendors to comply with our cybersecurity and data protection standards and include such requirements in their contracts. Before entering into a business relationship, we screen new vendors on their cybersecurity and data protection procedures.

During the reporting year, there were 11 incidents reported in the Integrity Line, five of which were dropped at the preliminary assessment stage. Six incidents were sufficiently substantiated to be investigated, and of these, three cases resulted in internal disciplinary actions being taken.

Our IT Incident Management Procedure

We have a dedicated global Information Security team available via a 24/7 hotline to respond to urgent security matters or IT incidents, such as breaches of confidential information. We also work with a third-party vendor to perform around-the-clock security monitoring. This vendor reviews security alerts identified during its monitoring process and works with DKSH's Security Operation Center (SOC) team for further action. The SOC team has a set of defined incident response procedures to respond to various types of security incidents. Severe incidents are dealt with by our major incident response team until they are sufficiently resolved. In the event of a data breach, DKSH activates its data breach procedures and engages relevant stakeholders and service providers to contain and resolve the issue. In 2025, we recorded no material breach and no losses of data.

The IT Governance, Risk, and Compliance team reviews all new third-party IT service providers. To date, no material impacts have been identified; however, should we become aware of any, we will take recommended actions. These may include asking the service provider to mitigate the risk within a specific timeframe, and if they are unable to do so, we may seek alternative vendors. If no other service providers are available, DKSH management may decide to accept the risk or take other de-risking measures.

Training and Awareness-Raising

We train our staff on various topics relating to information security. In 2025, 95% of our employees completed the security awareness online program. Our 2024 security awareness completion rate was likewise 95%. DKSH's main digital and IT hub is located in Malaysia. Also, each market has its own local IT team responsible for in-country technology needs and support. We provide regular Group-wide cybersecurity awareness training to all employees who have access to computer devices via the DKSH learning platform. Our IT security awareness training is mandatory for all employees and contractors with a DKSH account. All new employees must complete the training as part of their onboarding process, and for permanent employees it is assigned annually. Along with the mandatory annual training, we run ad-hoc security awareness training sessions, such as online deepfake awareness training, which is available to all employees. In addition, DKSH conducts regular phishing campaigns every year to raise employee awareness. DKSH also subscribes to KnowBe4, a leading security awareness service provider that releases periodic updates about cybersecurity threats based on emerging trends. To maintain currency, we continually refresh our training content with the latest information.

We also use digital and IT newsletters and newsflashes to maintain awareness about sensitive topics across all markets. One recent example was a fraud alert to educate employees about fraudulent calls or messages from individuals pretending to be DKSH executives.

Certifications

DKSH's information security management system is operated and maintained in its Corporate Shared Services Center (CSSC) in Malaysia. The ISO 27001:2022 standard applies to DKSH's core system and the infrastructure in its enterprise resource system, called SAP, which is in the CSSC. While we also maintain non-critical IT systems in other markets that are not within the scope of ISO 27001:2022, we apply the same ISO principles to these locations. With our CSSC being recertified to ISO 27001:2022, we enshrine best practices, principles, and international standards to manage risks related to DKSH's data security. This approach is highly important to DKSH's relationship with its business partners, as the CSSC is directly responsible for our IT-related applications and services. Having our SAP infrastructure under the management of the CSSC, which is certified to best practices, provides clear visibility and management of DKSH's digital backbone.

DKSH's digital and IT security controls are routinely subject to audits and control assessment reviews. Along with being recertified to the ISO 27001:2022 framework, DKSH adheres to the National Institute of Standard and Technology Cybersecurity Framework (NIST CSF), the European Union General Data Protection Regulation (GDPR), and local data privacy laws. We also regularly review our data privacy practices to ensure compliance. As DKSH is a listed entity on the Swiss stock exchange, its security controls are also verified by internal and external (Ernst & Young and Grant Thornton) auditing firms every year.

Through our compliance with GDPR, NIST CSF, ISO 27001:2022, and local data privacy acts and laws, DKSH is committed to achieving and maintaining the highest data protection standards in our industry.

► [GRI 2-27](#), [GRI 418-1](#)

Product Quality and Safety

Our Outcomes

We have built our business on a foundation of trust and integrity: Our clients entrust us to market and distribute their products, and expect us to preserve the quality and safety of their goods while under our care. However, there can also be negative impacts, as we help distribute various personal care products and consumer goods containing ingredients that can have adverse effects on the health of end-users.

Along with the material impacts identified by our materiality analysis, we recognize the positive influences we can have on our customers. For example, our Business Unit Healthcare improves people's quality of life by providing access to healthcare, while our Business Unit Consumer Goods promotes access to high-quality consumer goods. Additionally, our Business Unit Performance Materials positively influences the safety and quality of end products by providing specialty chemicals and ingredients, and our Business Unit Technology focuses on safe, high-quality technology equipment.

Attaining the Highest Standards

We have quality management systems across all product categories to ensure we meet the high standards necessary to safeguard the health and safety of customers, consumers, and patients. Additionally, we ensure all our products originate from authentic manufacturing processes, avoiding potential safety issues associated with counterfeit products.

We tailor our management approach to the various Business Units and product categories we handle and their governing regulations. For example, products in the healthcare sector must prioritize patient safety, meet stringent quality standards specified by clients and regulators, and comply with international guidelines, such as from the World Health Organization, the International Council for Harmonization of Technical Requirements for Pharmaceuticals for Human Use, and the Pharmaceutical Inspection Co-operation Scheme. We observe the Good Manufacturing Practice (GMP) and Good Distribution Practice (GDP) standards when

distributing and manufacturing our products. All our healthcare distribution facilities are approved by their respective local health authorities with the appropriate internationally recognized quality management system certification (e.g., ISO 9001 and ISO 13485). Our regulatory affairs specialists handle any issues related to product safety in line with stringent pharmacovigilance procedures.

Food safety is another significant factor we address through quality management procedures, whether for finished goods distributed by our Consumer Goods business or food ingredients marketed by our Performance Materials business. Our quality assurance and regulatory affairs teams ensure that our products and operations comply with regulations set by the respective food and drug administrations in our markets. Handling chemicals poses a different set of challenges, which we manage through stringent safety and due diligence procedures based on applicable standards, including ISO 9001, the Classification, Labeling, and Packaging (CLP) Regulation, our own Standard Operating Procedures (SOPs), and DKSH's Health, Safety, and Environment (HSE) Policy. These procedures are enhanced by our HSE Management System and Guidelines for Managing Hazardous Chemicals and Dangerous Goods.

Our Business Unit Technology focuses on safety procedures for the operation of machinery and equipment by our customers. The local business is responsible for product and service safety, and our employees often receive product and/or service training provided by our clients. Where applicable, our products are tested before delivery. Our service offering also includes installation, commissioning, and training to ensure proper and safe operation. In addition, original equipment manufacturers train all our service engineers. We have also achieved calibration services certifications in our markets in Laos (ISO 9001:2015), Singapore (ISO/IEC 17025:2017), and Thailand (ISO/IEC 17025:2017). In Japan, we follow the medical compliance rules instructed by the Japanese Society of Medical Instrumentation (JSMI).

For Business Unit Performance Materials, DKSH Australia, Canada, China, France, Germany, Great Britain, Hong Kong, New Zealand, Philippines, Spain, Taiwan, Thailand, USA, and Vietnam are members of the Responsible Care Program, a global and voluntary commitment initiative of the chemical industry. The program aims to ensure its members commit to continuously improving the development of their activities in the areas of health, safety, and environmental protection. They must also maintain open and honest communication in line with the principles of sustainable development. The program delivers several benefits, including optimized processes through improved energy efficiency, reduced risk, and access to tools and training that support continuous improvement.

One of the membership requirements is completing an assessment through the Safety & Quality Assessment for Sustainability (SQAS) network. In 2025, DKSH Marketing Services Spain S.A.U. was qualified with a result of 89% in the SQAS evaluation. The assessment guarantees compliance with the requirements of quality, health, safety, environmental protection, and corporate social responsibility defined by the chemical industry as well as the pharmaceutical, cosmetic, and food industries. We have been evaluated every three years since 2011.

In 2025, authorities (15), certifying bodies (33), clients (3), and customers (76) audited Business Unit Performance Materials (a total of 127 audits). In turn, this Business Unit audited selected suppliers and performed routine internal audits and external quality audits with third-party service providers (81). Of all audits reported, three critical findings were identified in one single supplier (India). A total of 102 major and 449 minor findings were reported in 2025. Tailored improvement plans were agreed upon with the auditors and then implemented and monitored to mitigate all reported deviations in due time.


In 2025, our Business Unit Healthcare's clients conducted audits through the Business Unit's affiliates.

We promptly report and address any deviations from applicable standards flagged by reviews, audits, or complaints. Our robust Corrective and Preventive Action (CAPA) process mitigates any findings in accordance with relevant standards. This process addresses any audit findings and helps us engage with our stakeholders to resolve any issues. We also have product recall procedures in place and constructively cooperate with all stakeholders should recalls occur.

Along with meeting our clients' and customers' requirements, we also strive to comply with legal requirements relating to the health and safety of our products. In 2025, DKSH recorded three incidents of non-compliance with regulations concerning the health and safety impacts of products and service. For two of the incidents, we received warning letters, with one incident pending resolution, and the other incident under clarification from the Food and Drug Administration (FDA). The other incident led to a penalty.

► [GRI 2-27](#), [GRI 416-2](#)

Community Development

A photograph of a man with dark hair and glasses, seen from the side, lifting a young child into the air. The child is smiling broadly with their arms raised in a 'V' shape. They are outdoors, with a background of green foliage and sunlight filtering through the leaves, creating a bokeh effect. The man is wearing a dark, horizontally striped shirt. The child is wearing a blue and white striped polo shirt.

We deliver a wide variety of products and services that enrich people's lives. In addition, we focus on supporting the local communities in the markets in which we operate by creating employment opportunities and getting involved in social impact projects.

Local Community Development

Our Outcomes

Our company generates a range of positive and long-lasting impacts on local communities. For example, we provide employment and development opportunities, support the underprivileged through local social impact projects, and partner with humanitarian organizations.

We also increase access to healthcare for people with lower incomes by offering patient services and working to offer better pricing on medication. Along with these efforts, we extend the availability of affordable products beyond urban areas through our expansive distribution network.

Local Hiring and Skills Development

One specific way we help local communities is by employing and empowering people. We believe that sharing business practices across cultures contributes to local skills and economic development. Our diverse teams represent various cultures and backgrounds and help DKSH serve as a bridge between international clients and local customers. To this end, we hire a considerable number of local sales representatives, merchandisers, and warehouse workers across the markets where we operate.

In our significant markets, DKSH fully complies with national minimum wage regulations, ensuring equitable compensation with no gender-based differences. Beyond statutory requirements, our internal compensation policy emphasizes merit-based remuneration, with salary decisions determined by an employee's individual performance and contributions, as well as the company's overall financial performance. This approach reinforces our commitment to fairness, transparency, and equal opportunities, supporting a workplace where all employees are rewarded in alignment with their impact and the company's long-term value creation.

In 2025, DKSH had around 26,840 employees representing 104 nationalities, meaning that we speak the language and understand the culture of our business partners in the 35 markets where we operate. In 2025, 78% of employees serving on our country leadership teams⁴⁵ were hired locally.⁴⁶ Our goal is to keep this figure stable in the years ahead. Within our markets with significant locations of operations,⁴⁷ 80% of all senior⁴⁸ managers were hired from the host market (2024: 78%).

Percentage of
country leadership teams
hired locally



Percentage of
senior managers hired
from host market



■ Non-locals ■ Locals

► GRI 202-2

⁴⁵ Country leadership teams refers to heads of each Business Unit and Function within a market.

⁴⁶ Local refers to employees either born in or who have the legal right to reside indefinitely (such as naturalized citizens or permanent visa holders) in the same geographic market as the operation.

⁴⁷ DKSH defines significant locations of operations as all markets with more than 500 employees. This includes the 10 markets of Australia, Cambodia, Hong Kong, Malaysia, Myanmar, the Philippines, Singapore, Taiwan, Thailand, and Vietnam.

⁴⁸ Senior refers to managers in corporate, regional, or local management roles.

Our Social Impact Strategy

In 2023, we developed our Social Impact Strategy, which closely aligns with our purpose of enriching people's lives and specifies how we are working to reach our Sustainability Strategy's objective of making a positive local impact. For example, it states that social impact activities fall into three categories: (1) monetary or in-kind donations to non-political/non-religious groups whose primary purpose is to support groups such as children, the elderly, less privileged members of society, or communities affected by adverse events, (2) organizing local community activities, and (3) engaging in partnerships to support local impact activities. The Strategy does not cover the sponsorship of activities with a commercial background, employee activities, or programs. In addition, as stated in our Code of Conduct, DKSH does not engage in political processes or donate to political causes.

Global Donation Policy

Our Global Donation Policy defines clear guidelines on the principles and processes we must follow when providing various kinds of donations. It requires all donations to be for public benefit, non-promotional, free from conflicts of interest, and compliant with DKSH policies and standards.

Our Global Donation Policy specifies five kinds of acceptable donations, each with its own requirements: (1) community donations, (2) product donations, (3) Business Unit Consumer Goods Product Waste Reduction Initiative donations, (4) sponsorship of third-party events or programs (non-healthcare), and (5) educational activities, such as educational grants and scholarships.

Selected Community Development Activities in Our Markets

We implement initiatives driven by our markets. The market teams define, fund, execute, and track these initiatives. During 2025, we supported 138 social impact projects in 26 markets as part of our commitment to the local communities where we operate. Charitable activities took place in 100% of our significant markets.

Malaysia

In 2025, DKSH Malaysia marked the eighth consecutive year of its ARISE (All-Round Improvement in School Education) program, reinforcing its commitment to improving literacy and education equality in underserved communities. In partnership with the SUKA Society, the initiative supports eight Orang Asli preschools across Peninsular and East Malaysia, reaching 138 preschoolers with monthly sponsorships, school visits, and essential learning resources.

During the year, DKSH's volunteers expanded the school visits from two to five schools to engage with a broader range of students and educators. Our activities included hands-on learning sessions, beautifying schools with murals, and installing equipment and supplies based on each school's needs. Over 40 DKSH volunteers from across the Klang Valley also donated learning tools such as cork boards and educational materials. DKSH Malaysia sponsored preschool operating expenses each quarter, contributing a total of approximately CHF 42,800 for the year.

Myanmar

Following the earthquake on March 28, 2025 that severely impacted Myanmar, including Mandalay where DKSH's office and distribution center are located, many of our colleagues experienced significant disruption to their homes and daily lives. In response, DKSH launched the "DKSH Together for Myanmar Fund," an employee-to-employee donation initiative to support affected colleagues. Within a short period, over CHF 53,000 was raised and distributed directly to employees in Myanmar based on individual needs, supporting longer-term recovery efforts such as home repairs, demonstrating the strong sense of solidarity and care across the DKSH community.

Thailand

In August 2025, DKSH Thailand reaffirmed its commitment to social responsibility by renewing its partnership with the Baan Dek Foundation. Under the theme Access to Healthcare, DKSH Thailand implemented a series of ongoing initiatives, such as health and hygiene awareness sessions for underprivileged families and children across three communities in Bangkok and Chiang Mai.

DKSH also collaborated with the Baan Dek Foundation, local public schools, and a partner company in the construction sector. Together, we identified target beneficiaries and delivered health education sessions and in-kind product donations in vulnerable communities and nearby schools. To further support children's well-being, DKSH also leveraged its healthcare network to provide free dental screenings for underprivileged children.

Vietnam

In 2025, DKSH Vietnam advanced its social impact through targeted partnerships addressing community health and inclusion. In collaboration with the Ho Chi Minh City Osteoporosis Society, DKSH Vietnam donated VND 275 million to deliver bone health education, screening, nutrition guidance, and exercise counseling, benefiting women at higher risk of osteoporosis. The company also provided in-kind support to orphanages and children with visual impairments through a partnership with the Vietnam Fatherland Front Committee of District 10 during the Lunar New Year. In recognition of these outcomes, DKSH Vietnam received the American Chamber of Commerce (AmCham) Corporate Social Responsibility Recognition Award 2025, reflecting strong CSR governance, effective implementation, and alignment with national sustainability priorities and DKSH's long-term sustainability strategy.

► GRI 203-1, GRI 203-2

Our Business Units' Key Focus Areas

We are committed to supporting positive growth and creating opportunities for the people in our communities. Our efforts focus on enhancing well-being today and in the future, with particular attention to underprivileged and marginalized groups in the communities where we operate. Our Business Units focus on the following themes:

- Access to Food: Working to provide access to food and non-food products for people facing hunger and in need in our local communities, reducing waste in the process.
- Access to Healthcare: Working to provide access to healthcare for all members of our local communities
- Access to Healthy Nutrition and Education for Children: Giving children access to healthy nutrition and education without barriers
- Access to Education and Science: Supporting quality education for children, students, and other minority groups in science

The following paragraphs provide an overview of our activities in the Business Units and markets.

Access to Healthcare

Our **Business Unit Healthcare** undertakes a range of activities that align with our objective of making a positive local impact. Our teams engage in projects that improve access to medicines and healthcare within their local areas of influence, such as supplying life-saving products.

During the reporting year, our Business Unit Healthcare launched Patient Purpose Day 2025: "Equity in Women's Health." The initiative, held for the third consecutive year across its 12 markets in Asia Pacific, reinforced its dedication to bridging the inequality gap and improving patient outcomes, with a focus on improving patient access and supporting women who are unable to afford such treatment or medication.

Our Patient Purpose Day globally generated a total donation of approximately CHF 154,900, with CHF 57,600 coming from donated money and CHF 97,300 from donated products impacting over 4,400 patients in 2025. DKSH has partnered with nine local non-governmental organizations (NGOs), charities, and non-profit organizations, as well as 15 brand and client partners, two customers and one Government City Health Office. These causes include offering free health checks for women, counseling women training, health physician seminars, and a women-focused program with podcast series. Through this we had 139 volunteers making up a total of 529 employee volunteer hours.

For example, in Thailand, we hosted the "Patient Purpose Day: Run for Her Health," a charity fun run to advance women's health equity. A large field of runners, including employees, partners, and members of the public, raised THB 626,549 to fund free cervical and breast cancer screenings for underserved Thai women. The money was donated to the Thai Medical Women's Association Under The Royal Patronage of Her Majesty (TMWA).

Our Business Unit Healthcare provides online and offline patient support programs. Through these efforts, we aim to break down barriers relating to access, adherence, and convenience while ensuring patients remain at the center of care. Our solutions increase access to high-quality medicines, educate and guide patients through their care journeys, and expand access in both urban and rural areas.

Our impact since 2019 has spanned more than 147,000 patients in nine markets, collaborating with 34,000 healthcare providers. Our "Buy X, Get Y Free" enhances affordability for treatment in Asia Pacific.

Aligned with our mission of "Healthcare for All," we educated over 5,000 patients through a dedicated team of 183 nurse educators. Additionally, we have also conducted over 13,000 visits, with some conducted through video calls to help reduce travel emissions.

► GRI 203-1, GRI 203-2

Access to Food

Our **Business Unit Consumer Goods** drives initiatives that aim to enhance access to food and non-food products in our local communities while reducing waste, in alignment with our Social Impact Strategy. In 2025, our commitment to supporting local communities remained strong. In March, we provided humanitarian assistance during the Myanmar earthquake, responding swiftly to support affected communities. We also completed education support programs for schools in Cambodia and Myanmar, reinforcing our long-term dedication to youth development in underserved regions.

Across our markets, DKSH works closely with trusted non-governmental organization (NGO) partners to redirect surplus food and essential products to local communities in need, addressing food insecurity while reducing waste through locally tailored initiatives:

- ▶ **Malaysia:** We partnered with The Lost Food Project to redirect surplus food to families in need. In 2022 alone, we donated over 29,000 kg of food, providing 83,000+ meals and preventing more than 72,000 kg of CO₂ emissions.
- ▶ **Taiwan:** In 2025, our Taiwan team collaborated with the Taiwan People's Food Bank Association, donating drinks such as SUPER Milk Tea and Coffee. These efforts reached 1,800 families, offering essential support during difficult times while preventing unnecessary waste.
- ▶ **Hong Kong:** Our partnership with Feeding Hong Kong enabled us to donate over 19,280 kg of food, including oats, canned vegetable soup, and peanuts. The collaboration has supported 45,904 meals through 64 charities, addressing hunger and food waste in the city.
- ▶ **Thailand:** In collaboration with the Baan Dek Foundation, we support vulnerable children and families living in urban slums and construction site camps. Our initiatives include providing access to essential services, education, and child protection, reinforcing our commitment to community development.
- ▶ **Cambodia:** DKSH Cambodia has developed playgrounds and donated reading materials to students in the Cheer Trach Primary School in the Kampong Cham Province. We also donated food and non-food products to children cared for by the Les Restaurants Des Enfants NGO and sponsored eye care treatments for low-income patients on World Sight Day.

At the regional and global level, DKSH leverages strategic partnerships with the Global FoodBanking Network (GFN), a non-profit organization that develops and supports food banks in over 40 markets. Our partnership aims to scale efforts to recover and distribute surplus products – both food and non-food products – throughout Asia Pacific.

We strengthened this collaboration in 2025, expanding our initiative to donate surplus products, both food and non-food, to local food banks across five markets: Australia, Hong Kong, Malaysia, Taiwan, and Thailand. This initiative provides essential daily support to local communities while reducing waste, positively impacting lives across Asia Pacific. Overall, the Business Unit Consumer Goods raised its surplus product donations to 156 metric tons in 2025.

Through close collaboration with our clients, we integrate waste reduction into joint business planning, improving inventory accuracy, minimizing returns, and aligning donation workflows with local regulations.

In recognition of our efforts to combat food waste, we were invited to speak alongside GFN at the Thai Food Exhibition (THAIFEX), one of Asia's leading food and beverage trade shows, to discuss the impacts of food waste and share insights from our initiatives. In addition, Business Unit Consumer Goods offers employment opportunities for people living with disabilities who struggle to enter the workplace. For example, it employs nine hearing-impaired people from the local community at Famous Amos cookie outlets in Malaysia.

▶ GRI 203-1, GRI 203-2

Improving Access to Healthy Nutrition and Education for Children

Ensuring children receive quality education and nutrition is fundamental to the well-being of our local communities. For this reason, our **Business Unit Performance Materials** is deeply committed to creating lasting positive impacts in the regions where it operates.

- ▶ **India:** Through the Akshay Patra Foundation, we funded year-long midday meals for children in government schools, helping to improve their nutrition and well-being. We also supported Project Nanhi Kali by the KC Mahindra Trust, which equips girls with digital and financial literacy, leadership skills through sports, and vital educational resources. Beyond the Business Unit theme, India expanded support for children affected by cancer through the Pediatric Oncology Division and contributed intra-operative and ultrasonography equipment.
- ▶ **Vietnam:** We continued nurturing scientific curiosity among young learners through the "Tomorrow Space" initiative with the District 11 People's Committee and Ho Chi Minh Television. Drawing on expertise from our Business Unit Performance Materials and Business Unit Technology, the team held engaging science workshops and showcased advanced equipment. They further expanded this mission by hosting "The Next Innovator 2025," a nationwide competition that encourages innovative thinking, supported by technical mentoring from Business Unit Performance Materials and Business Unit Technology experts.

- **France:** We supported local communities through two initiatives. The “Support for Schools” project provided €5,000 in funding for educational, cultural, social, and environmental proposals from nearby schools, including those attended by employees’ children. We also partnered with Secours Populaire for the “Day of the Forgotten of the Holidays,” giving 30 underprivileged children a memorable day of cultural visits, shared experiences, and celebrations.
- **Australia:** Employees across Southbank, Dandenong, and Sydney raised AUD 2,736 for the Cancer Council Australia, while the team donated an additional AUD 500 to Weave Youth & Community Services to aid children in need.
- **Japan:** Kochi Prefecture is famous for cultivating yuzu, a vibrant citrus fruit. For over a decade, its local industry has supported yuzu exports to European markets, particularly France. These efforts generate sustainable income for local households, improving the education and well-being of people throughout the region. In 2025, Japan contributed to the yuzu harvest for the fifth consecutive year, mitigating labor shortages through seasonal volunteering. Our involvement alongside the community highlights our commitment to meeting local needs and supporting economic growth among our partners. For the third year, Japan also partnered with the Shanti Volunteer Association on the Picture Book Delivery Project. Employees and their families helped prepare translated picture books for children in Cambodia, Laos, Myanmar, and Thailand, supporting literacy in regions with limited access to reading materials.
- **Myanmar:** The team organized an educational program at Weithakar Primary School in Dragon Seikkan Township, Yangon, delivering environmental awareness sessions on waste management and recycling.

In 2024, our first Sustainability@PM Day celebrated not only awareness, but meaningful action. The winning markets, New Zealand and Spain/Portugal, redeemed their 2025 social impact vouchers through GlobalGiving to support local causes. PM New Zealand donated to the “I Have a Dream Charitable Trust,” which mentors youth through their school years. Inspired by the program’s strong social return, the team contributed an additional NZD 1,500. Spain and Portugal split their CHF 800 voucher: PM Spain supported Aldeas Infantiles SOS to fund a month of free school meals for five children, while PM Portugal backed Cooperative of Education, Rehabilitation, Empowerment, and Inclusion of Montijo and Alcochete (CERCIMA)’s Mental Health Portugal Project, which promotes inclusion and educational access for marginalized communities.

► [GRI 203-1](#), [GRI 203-2](#)

Access to Education and Science

Our **Business Unit Technology** conducts various initiatives to increase local employee engagement. In 2023, we introduced a new locally driven program that allows our employees to engage in charitable and social impact activities in all of the Business Unit’s markets.

In 2025, our activities remained closely aligned with our Social Impact Strategy to support education by improving access to science and technology.

- **Vietnam:** In March, DKSH launched the DKSH UniTEC Connect initiative to foster connections between university students and the technology sector.
- **Taiwan:** DKSH collaborated with the National Taiwan University Consulting Club and other university groups to deliver sessions on market expansion services, electronics, scientific solutions, industry insights in semiconductors, and business case study practice.
- **Singapore:** DKSH completed the Brighten a Child’s Day initiative in the first quarter, partnering with AWWA Children with Special Needs. The program included a guided educational visit to Gardens by the Bay and a hands-on water quality science experiment led by the Business Unit Technology team.
- **Korea:** In August, DKSH organized the Kids Science Adventure program, providing young learners with an engaging introduction to science through interactive activities.
- **Thailand:** DKSH supported an internship in environmental calibration in partnership with Kasetsart University.
- **Japan:** DKSH participated in the Japan Analytical Instruments Manufacturers’ Association (JAIMA) Summer School at the National Museum of Emerging Science and Innovation. We also delivered the DKSH TEC LAB Japan program, offering lectures and hands-on experimental classes on water activity for high-school students.

► [GRI 203-1](#), [GRI 203-2](#)

Mitigating Negative Community Impacts

Along with improving health and well-being, we want to reduce any negative social and environmental impacts we may have on local communities. Environmental impacts can include pollution and emissions, while social impacts may relate to road safety. As part of our due diligence, in 2022, we conducted an environmental risk and impact assessment (ERIA) in six markets and at 11 sites to investigate their impacts on their immediate surroundings. For more information on the environmental risk assessment, please see the [Pollution Prevention](#) chapter.

Our efforts to manage and minimize our social impacts on communities include a strong focus on safe driving. This is because our employees and contractors often travel in local traffic when performing business, such as visiting customers or delivering orders. We continue promoting road safety by rolling out campaigns across markets such as Thailand.

In Thailand, poor infrastructure can make road safety particularly challenging. In response, DKSH has taken various measures to enhance driver safety. We map the number of accidents occurring in the Thai market and seek to identify their causes. For more information, please refer to our Health, Safety, and Wellbeing chapter.

We have implemented several other initiatives to improve road safety, such as holding regular meetings with supervisors and contractors, raising awareness about accident reporting, and running comprehensive training programs. These efforts have helped to foster a culture of safety and awareness among our employees and contractors.

In addition, we ensure all reported accidents are thoroughly investigated to identify their root causes, implement corrective measures, and prevent recurrence or deterioration. We have also implemented suitable measures aligned with the hierarchy of control, from hazard elimination to the use of personal protective equipment (PPE). Additionally, we continue investing in employee and contractor education and awareness through approximately 4,180 hours of defensive driving and road safety training, reaching 858 employees and 914 contractors.

Our dedication to road safety has led to positive results, with the number of traffic accidents decreasing in 2025 compared to 2024. This is a testament to our dedicated efforts to promote road safety and manage our social impacts. While continuing these road safety measures, we are exploring various other areas where we can minimize our impacts on communities.

To find out more about our road safety results, please refer to the [Health, Safety, and Well-Being](#) chapter.

► [GRI 413-1](#), [GRI 413-2](#)

Appendix

GRI Content Index

DKSH has reported the information cited in this GRI content index for the period 1 January 2025 to 31 December 2025 with reference to the GRI Standards. The information in this report has been compiled using GRI 1: Foundation 2021. If you have any feedback or need further information on our sustainability approach, please contact sustainability@dksh.com.

All documents are available at: www.dksh.com/global-en/home/about-us/sustainability.

GRI standard	Disclosure	Location
GRI 2: General Disclosures 2021	2-1 Organizational details	Annual Report 2025, p. 8, pp. 123-125
	2-2 Entities included in the organization's sustainability reporting	This Sustainability Report covers all entities included in DKSH's financial reporting (Annual Report 2025, pp. 123-125). For entities acquired in 2025, the integration of management approaches and collection of non-financial data points may not have progressed to completion on all accounts, whereas gaps in the overall context of reporting are considered insignificant.
	2-3 Reporting period, frequency and contact point	The Sustainability Report and the Annual Report refer to the reporting period 1 January 2025 – 31 December 2025. Our sustainability reporting is updated on a yearly basis. Publication date of this Sustainability Report: Feb 17, 2026 Point of contact: sustainability@dksh.com
	2-4 Restatements of information	No restatement
	2-5 External assurance	About this Report, p. 4 Sustainability Governance, pp. 22-23 Assurance Statement, pp. 110-111
	2-6 Activities, value chain and other business relationships	Our Purpose and Business Model, p. 7 Responsible Procurement, pp. 69-70
	2-7 Employees	Employee Attraction, Satisfaction, and Retention, p. 42
	2-8 Workers who are not employees	Health, Safety, and Well-Being, p. 35
	2-9 Governance structure and composition	Annual Report 2025, pp. 11-31 Sustainability Governance, p. 23
	2-10 Nomination and selection of the highest governance body	Annual Report 2025, p. 17
	2-11 Chair of the highest governance body	Annual Report 2025, p. 17
	2-12 Role of the highest governance body in overseeing the management of impacts	Annual Report 2025, p. 22 Ethics and Integrity: Combating Corruption, p. 77 Risk Management, pp. 29-30 Sustainability Governance, p. 23

GRI standard	Disclosure	Location
General Disclosures		
GRI 2: General Disclosures 2021 (continued)	2-13 Delegation of responsibility for managing impacts	Sustainability Governance, p. 23
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Governance, p. 22
	2-15 Conflicts of interest	Annual Report 2025, p. 17
	2-16 Communication of critical concerns	Ethics and Integrity: Combating Corruption, pp. 79-80 Sustainability Governance, p. 23
	2-19 Remuneration policies	Annual Report 2025, pp. 34 ff. Sustainability Governance, p. 23
	2-20 Process to determine remuneration	Annual Report 2025, p. 18 Sustainability Governance, p. 23
	2-22 Statement on sustainable development strategy	Welcome from the Chairman and the CEO, p. 2
	2-23 Policy commitments	Environmental Responsibility: Climate Change Mitigation, p. 47 Environmental Responsibility: Pollution Prevention, p. 56 Labor Practices, pp. 43-44 Responsible Procurement, p. 69 Human Rights, p. 26
	2-24 Embedding policy commitments	Ethics and Integrity: Combating Corruption, pp. 76-77 Human Rights, p. 27 Responsible Procurement, p. 70 Sustainability Governance, p. 23 Sustainability Strategy, p. 21
	2-25 Processes to remediate negative impacts	Labor Practices, pp. 43-44 Ethics and Integrity: Combating Corruption, pp. 79-80 We describe our impacts and the processes to remediate our impacts for all our material topics. Topic-specific information can be found in the chapters Our People , Business Approach , and Community Development .
	2-26 Mechanisms for seeking advice and raising concerns	Ethics and Integrity: Combating Corruption, p. 80
	2-27 Compliance with laws and regulations	Ethics and Integrity: Combating Corruption, p. 80 Ethics and Integrity: Data Privacy and Protection, p. 86 Ethics and Integrity: Responsible Marketing Practices, pp. 81-90 Product Quality and Safety, pp. 87-88
	2-28 Membership associations	Stakeholder Engagement and Double Materiality Assessment, p. 14
	2-29 Approach to stakeholder engagement	Stakeholder Engagement and Double Materiality Assessment, p. 14
	2-30 Collective bargaining agreements	Labor Practices, pp. 43-44

GRI standard	Disclosure		Location
Material Topics			
GRI 3: Material Topics	3-1	Process to determine material topics	Stakeholder Engagement and Double Materiality Assessment, pp. 14
	3-2	List of material topics	Stakeholder Engagement and Double Materiality Assessment, p. 14
Market Presence			
GRI 3: Material Topics 2021	3-3	Management of material topics	Community Development, pp. 90 ff.
GRI 202: Market Presence 2016	202-2	Proportion of senior management hired from the local community	Community Development, p. 90
Indirect Economic Impacts			
GRI 3: Material Topics 2021	3-3	Management of material topics	Community Development, pp. 90 ff.
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	Community Development, pp. 91-94
	203-2	Significant indirect economic impacts	Community Development, pp. 91-94
Anti-Corruption			
GRI 3: Material Topics 2021	3-3	Management of material topics	Ethics and Integrity: Combating Corruption, p. 76
GRI 205: Anti-corruption (2016)	205-1	Operations assessed for risks related to corruption	Ethics and Integrity: Combating Corruption, p. 77
	205-2	Communication and training about anti-corruption policies and procedures	Ethics and Integrity: Combating Corruption, pp. 78-79
	205-3	Confirmed incidents of corruption and actions taken	Ethics and Integrity: Combating Corruption, p. 79
Anti-Competitive Behavior			
GRI 3: Material Topics 2021	3-3	Management of material topics	Ethics and Integrity: Responsible Marketing Practices, p. 81
GRI 206: Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Ethics and Integrity: Responsible Marketing Practices, pp. 81-82

GRI standard	Disclosure		Location
Tax			
GRI 3: Material Topics 2021	3-3	Management of material topics	Ethics and Integrity: Responsible Marketing Practices, p. 83
GRI 207: Tax 2019	207-1	Approach to tax	Ethics and Integrity: Responsible Tax Practices, p. 83
	207-2	Tax governance, control, and risk management	Ethics and Integrity: Responsible Tax Practices, p. 83
	207-3	Stakeholder engagement and management of concerns related to tax	Ethics and Integrity: Responsible Tax Practices, p. 83
Energy			
GRI 3: Material Topics 2021	3-3	Management of material topics	Environmental Responsibility: Climate Change Mitigation, p. 47
GRI 302: Energy 2016	302-1	Energy consumption within the organization	Environmental Responsibility: Climate Change Mitigation, p. 50
	302-3	Energy intensity	Environmental Responsibility: Climate Change Mitigation, p. 50
Emissions			
GRI 3: Material Topics 2021	3-3	Management of material topics	Environmental Responsibility: Climate Change Mitigation, p. 47 Sustainability Strategy, p.17
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Environmental Responsibility: Climate Change Mitigation, pp. 49-53
	305-2	Energy indirect (Scope 2) GHG emissions	Environmental Responsibility: Climate Change Mitigation, pp. 49-53
	305-3	Other indirect (Scope 3) GHG emissions	Environmental Responsibility: Climate Change Mitigation, pp. 49-53
	305-4	GHG emissions intensity	Environmental Responsibility: Climate Change Mitigation, pp. 49-53

GRI standard	Disclosure		Location
Waste			
GRI 3: Material Topics 2021	3-3	Management of material topics	Environmental Responsibility: Resource Efficiency, p. 57 Sustainability Strategy, p. 17
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	Environmental Responsibility: Resource Efficiency, p. 58
	306-2	Management of significant waste-related impacts	Environmental Responsibility: Resource Efficiency, p. 58
	306-3	Waste generated	Environmental Responsibility: Resource Efficiency, p. 58
Employment			
GRI 3: Material Topics 2021	3-3	Management of material topics	Employee Attraction, Satisfaction, and Retention, p. 38 Sustainability Strategy, p. 17
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	Employee Attraction, Satisfaction, and Retention, p. 39
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Attraction, Satisfaction, and Retention, p. 39
	401-3	Parental leave	Health, Safety, and Well-Being, p. 37
Occupational Health and Safety			
GRI 3: Material Topics 2021	3-3	Management of material topics	Health, Safety, and Well-Being, p. 32 Sustainability Strategy, p. 17
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Health, Safety, and Well-Being, pp. 33-34
	403-2	Hazard identification, risk assessment, and incident investigation	Health, Safety, and Well-Being, p. 36
	403-3	Occupational health services	Health, Safety, and Well-Being, p. 36
	403-4	Worker participation, consultation, and communication on occupational health and safety	Health, Safety, and Well-Being, pp. 36
	403-5	Worker training on occupational health and safety	Health, Safety, and Well-Being, pp. 33, 36
	403-6	Promotion of worker health	Health, Safety, and Well-Being, p. 37

GRI standard	Disclosure		Location
GRI 403: Occupational Health and Safety 2018 (continued)	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health, Safety, and Well-Being, pp. 33-34, 37
	403-8	Workers covered by an occupational health and safety management system	Health, Safety, and Well-Being, pp. 33-34
	403-9	Work-related injuries	Health, Safety, and Well-Being, p. 35
Training and Education			
GRI 3: Material Topics 2021	3-3	Management of material topics	Employee Attraction, Satisfaction, and Retention, p. 38 Sustainability Strategy, p. 17
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	Employee Attraction, Satisfaction, and Retention, p. 39
	404-2	Programs for upgrading employee skills and transition assistance programs	Employee Attraction, Satisfaction, and Retention, p. 39
	404-3	Percentage of employees receiving regular performance and career development reviews	Employee Attraction, Satisfaction, and Retention, pp. 39-40
Diversity and Equal Opportunity			
GRI 3: Material Topics 2021	3-3	Management of material topics	Labor Practices, p. 43 Sustainability Strategy, p. 17
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Annual Report 2025, pp. 11-19 Employee Attraction, Satisfaction, and Retention, p. 45 Labor Practices, p. 45
Non-discrimination			
GRI 3: Material Topics 2021	3-3	Management of material topics	Labor Practices pp. 43-44 Human Rights, pp. 26-28 Sustainability Strategy, p. 17
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	Labor Practices, p. 43-44

GRI standard	Disclosure		Location
Freedom of Association and Collective Bargaining			
GRI 3: Material Topics 2021	3-3	Management of material topics	Human Rights, pp. 26-28 Responsible Procurement, pp. 71-72
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	Human Rights, p. 27 Responsible Procurement, pp. 71-72
Child Labor			
GRI 3: Material Topics 2021	3-3	Management of material topics	Human Rights, pp. 26-28 Responsible Procurement, pp. 71-72
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	Human Rights, p. 27 Responsible Procurement, pp. 71-72
Forced or Compulsory Labor			
GRI 3: Material Topics 2021	3-3	Management of material topics	Human Rights, pp. 26-28 Responsible Procurement, pp. 71-72
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Human Rights, p. 27 Responsible Procurement, pp. 71-72
Local Communities			
GRI 3: Material Topics 2021	3-3	Management of material topics	Local Community Development, pp. 90 ff. Sustainability Strategy, p. 17
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	Environmental Responsibility: Pollution Prevention, p. 55 Local Community Development, p. 95
	413-2	Operations with significant actual and potential negative impacts on local communities	Environmental Responsibility: Pollution Prevention, p. 55 Local Community Development, p. 95

GRI standard	Disclosure		Location
Supplier Social Assessment			
GRI 3: Material Topics 2021	3-3	Management of material topics	Responsible Procurement, pp. 70 ff.
GRI 414: Supplier Social Assessment 2016	414-2	Negative social impacts in the supply chain and actions taken	Responsible Procurement, p. 73
Customer Health and Safety			
GRI 3: Material Topics 2021	3-3	Management of material topics	Product Quality and Safety, pp. 87-88
GRI 416: Customer Health and Safety 2016	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Product Quality and Safety, p. 88
Marketing and Labeling			
GRI 3: Material Topics 2021	3-3	Management of material topics	Ethics and Integrity: Responsible Marketing Practices, pp. 81-82
Customer Privacy			
GRI 3: Material Topics 2021	3-3	Management of material topics	Ethics and Integrity: Data Privacy and Protection, pp. 84-86
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Ethics and Integrity: Data Privacy and Protection, p. 86

Performance Materials Scorecard

Our Performance Materials Scorecard captures Business Unit Performance Materials’ (DKSH Switzerland Ltd.) progress on key environmental and social metrics. It measures performance⁴⁹ across employee development, workplace safety, sustainability value chain, and emission reductions, aligning with DKSH Group’s sustainability ambitions while tracking our Business Unit’s specific progress.

Enable Our People to Flourish



	Results		
	2023	2024	2025
Human rights			
Incidents relating to discrimination	0	0	0
Developing our Talent			
Training hours/employee	16.8	17.8	21.5
Talent bench strength (%)	29.7	34.9	35.7
Internal hire rate (%)	62.6	63.6	75.6
Embracing diversity			
Women in senior leadership positions (%)	16	14	21
Employee engagement			
Employee engagement score (0-100)	71	70	71
Voluntary attrition rate (%)	9.3	8.7	9.2
New hire retention rate (%)	89.6	88.6	86.9

49 The majority of the figures published reflect the status as of December 31, 2025, except for greenhouse gas (GHG) emissions and safety-related information. Safety-related data are from all the markets that Business Unit Performance Materials has presence in, and GHG emissions data are from the fourth quarter of 2024 to the third quarter of 2025.



Make Our Value Chains More Sustainable

	Results		
	2023	2024	2025
Human rights			
Number of markets with human rights risk/impact assessment	1	2	4
Markets with ISO 45001	0	3	4
Fatalities from work-related injuries ⁵⁰	0	0	0
Environmental stewardship			
Markets with ISO 14001	1	4	5
Responsible procurement⁵¹			
Percentage of third parties assessed (%) ⁵²	27.7	34.3	37.2
Percentage of revenue from ESG-assessed third parties (%) ⁵³	31.0	45.3	55.0
Solar panels			
Number of DKSH locations with solar panels	1	1	2

⁵⁰ Refers to fatalities recorded in our own business operations.

⁵¹ The Responsible Procurement Program for Business Unit Performance Materials kick-started in July 2023. Data provided is for the period July 2023 to December 2025.

⁵² Third parties assessed refers to companies with an active EcoVadis Scorecard. "Third parties" is a collective term that covers all types of business partners (vendors), including clients and suppliers but excluding service suppliers. Percentage of third parties assessed refers to assessed vendors divided by total number of vendors.

⁵³ Percentage of revenue from ESG-assessed third parties refers to the proportion of revenue generated from assessed vendors against the total revenue generated by Business Unit Performance Materials.



Achieve Net-Zero Emissions

	Results		
	2023	2024	2025
Emissions transparency			
Scope 1 and 2 emissions (market-based; CO ₂ e in metric tons)	2,047	1,292	599
Scope 1 and 2 emission intensity ⁵⁴ (market-based; CO ₂ e in metric tons/net sales in CHF m)	1.25	0.78	0.35
Energy consumption intensity ⁵⁵ (MWh/net sales in CHF m)	4.67	5.17	4.95
Net-zero operations			
% of green electricity against total electricity	77	73	86
Refrigerant leakage (CO ₂ e in metric tons)	12	48	0
Science-based target	Target approved		

Greenhouse Gas Emissions and Energy Usage

	Results		
	2023	2024	2025
Greenhouse gas emissions (location-based⁵⁶ accounting), CO₂e in metric tons			
Fuel and refrigerants (Scope 1)	142	183	149
Electricity (Scope 2)	4,432	5,005	4,209
Indirect emissions (Scope 3)	1,775	729,537	861,257
Total Scope 1, 2, and 3	6,349	734,761	865,615
Greenhouse gas emissions (market-based⁵⁷ accounting), CO₂e in metric tons			
Fuel and refrigerants (Scope 1)	142	183	149
Electricity (Scope 2)	1,904	1,109	450
Indirect emissions (Scope 3)	1,775	729,573	861,257
Total Scope 1, 2, and 3	3,822	730,865	861,856
Energy usage in our operations, by activity in MWh			
Fuel usage by our fleet	479	505	569
Fuel usage in our facilities ⁵⁸	50	40	35
Electricity in our facilities	7,098	7,983	6,881

⁵⁴ Due to a significant appreciation of the Swiss franc, we decided to use constant exchange rates (CER) with the base year 2020.

⁵⁵ The figures reported in this scorecard for 2023 and 2024 differ from those reported in the Sustainability Report 2024 due to a recalculation of the data. This adjustment was made to ensure greater accuracy and consistency in the reporting. Due to a significant appreciation of the Swiss franc, we decided to use constant exchange rates (CER) with the base year 2020.

⁵⁶ Scope 2 location-based emissions are calculated by applying location-based emission factors to our electricity consumption data. For location-based emission factors, we have used the most recent figures available from the International Energy Agency (IEA) since 2021. These figures show the carbon intensity of the national electricity mix in all necessary markets.

⁵⁷ Scope 2 market-based emissions are calculated by applying market-based emission factors to our electricity consumption data. For market-based emission factors, we use the emission factors from the specific energy provider if available. If not available, we use emission factors published on government websites. If neither are available, we use the same values as location-based factors. The usage of energy attribute certificates (EACs) is also considered when calculating our Scope 2 market-based emissions.

⁵⁸ Fuel used in equipment such as back-up electricity generators, boilers, and material handling equipment (e.g. forklift trucks).

Achieve Net-Zero Emissions

Category	Results		
	2023	2024	2025
Category 1: Purchased goods & services		695,206	810,361
Category 2: Capital goods		2,689	1,326
Category 3: Energy & fuel related activities		1,978	1,720
Category 4: Upstream transportation and distributions		26,406	44,555
Category 5: Waste generated in operations		189	369
Category 6: Business travel	1,690	1,396	814
Category 7: Employee commuting		1,233	1,493
Category 9: Downstream transportation and distribution	85	476	619
Category 11: Use of sold products ⁵⁹			
Category 12: End of life treatment of sold products ⁶⁰			

⁵⁹ Scope 3 Category 11 is not applicable to the Business Unit Performance Materials business model and therefore not included in the Scope 3 inventory.

⁶⁰ Scope 3 Category 12 is not applicable to the Business Unit Performance Materials business model and therefore not included in the Scope 3 inventory.

Work-Related Injuries

	Number		Rate	
	2024	2025 ⁶¹	2024	2025 ⁶¹
Business Unit Performance Materials employees⁶²				
Fatalities from work-related injuries	0	0	0	0
High-consequence work-related injuries	1	0	0.50	0
Recordable work-related injuries	1	1	0.50	0.29
Number of hours worked (in millions)	2.02	3.45	-	-
Business Unit Performance Materials other workers⁶³				
Fatalities from work-related injuries	0	0	0	0
High consequence work related injuries	0	0	0	0
Recordable work-related injuries	0	4	0	5.45
Number of hours worked (in millions)	0.75	0.73	-	-

⁶¹ In 2025, we expanded our reporting coverage to include all Performance Materials markets.

⁶² Employees are all individuals in an employment relationship with DKSH according to national law or its application. Business Unit Performance Materials employees refers to DKSH's Business Unit Performance Materials employees in all markets.

⁶³ Other workers refers to all individuals performing work for DKSH other than DKSH employees, such as agency workers, contractors, self-employed persons, subcontractors, and volunteers.

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ASSURANCE

SGS ASSURANCE of the DKSH Holding Ltd. GRI Sustainability Report 2025

SCOPE

SGS Switzerland Ltd. was commissioned by DKSH Holding Ltd. to conduct an independent assurance of the GRI-based disclosure on sustainability in 2025. Our limited assurance scope included the GRI disclosure obligations and figures in reference to the GRI Index within the sustainability report. The scope of the assurance, based on the SGS Sustainability Report Assurance methodology, included all texts and 2025 data in accompanying tables contained in the Sustainability Report 2025.

The Sustainability Report spans the fiscal year from January 1 to December 31, 2025. Most of the figures published reflect the status as of December 31, 2025, except for greenhouse gas emissions and health and safety data. The data for the latter covers the period from the fourth quarter of 2024 to the third quarter of 2025.

CONTENT

The DKSH's Board of Directors (BoD) and the Management of the organisation are responsible for the details provided in the sustainability report and in the annual report. SGS was not involved in the preparation of any of the material included in the report and acted as an independent assessor of the data and text using the Global Reporting Initiative Sustainability Reporting Standards, Version 2021 as a standard. The content of this Assessor's Statement and the opinion(s) it gives is the responsibility of SGS.

CERTIFIER INDEPENDENCE AND COMPETENCIES

The SGS Group is active as a globally leading company in the areas of assurance, testing, verifying and certifying in more than 140 countries and provides services, including the certification of management systems and services. SGS confirms that it is independent from DKSH. It is unbiased and no conflicts of interest exist with the organisation, its subsidiaries and beneficiaries. The assurance team was assembled based on knowledge, experience and qualifications for this assignment.

METHODOLOGY

The SGS Group has developed a set of protocols for assurance of sustainability reports based on the current best practice guidelines of the Global Reporting Initiative Sustainability Reporting Standards, version 2021, and the guidelines on assurance levels of the ISAE3000 standard. SGS has also verified DKSH's greenhouse gas emissions in accordance with the Greenhouse Gas Protocol and ISO 14064-3. The limited assurance comprised a combination of pre-assurance research, interview with relevant employees, documentation and record review. Financial data drawn directly from independently audited financial accounts was not checked back to its source as part of this assurance process.

SPECIFIED PERFORMANCE INFORMATION AND DISCLOSURES INCLUDED IN SCOPE

Key Performance Indicator with limited external assurance: Women in senior leadership positions (36%)

ASSURANCE OPINION


The statements in the report refer to the system threshold disclosed. Based on the above methodology, we did not detect any instances from which we would have to conclude that the information and data disclosed by DKSH Holding Ltd. in reference with the GRI Index 2021 may be incorrect. The information and data disclosed represent, to our mind, a fair and balanced picture of the sustainability efforts made by DKSH Holding Ltd. in 2025.

SIGNED FOR AND ON BEHALF OF SGS

Signiert von:

 98C1D643367F4AC...
 Andreas Stäubli, Lead Auditor

Zurich, 03.02.2026

DocuSigned by:

 AA291C355FC540F...
 Jan Meemken, Sub-Regional Manager DACH

www.SGS.COM



Greenhouse Gas Verification Statement Number UK.PRS.14064_SGS_DKSH_2025

The inventory of Greenhouse Gas emissions in the period
01/10/2024 – 30/09/2025 for

DKSH Holding Ltd.

Wiesenstrasse 8, CH-8008 Zurich

has been verified in accordance with ISO 14064-3:2019 as
meeting the requirements of

WRI/WBCSD GHG Protocol – A Corporate Accounting and Reporting Standard

To represent a total amount of:

61'707 t CO₂ equivalent

(Scope 1+2; gross location-based scope 2 emissions)

20'253 t CO₂ equivalent

(Scope 1+2; gross market-based scope 2 emissions)

4'077'703 t CO₂ equivalent

(Scope 3 emissions)

For the following activities

Logistic and office services of DKSH worldwide (Scope 1+2+3).

Lead Assessor: Daniel Aegerter

Technical Reviewer: Abdullah Buhidma

Authorised by:

James McGurk
Managing Director
SGS United Kingdom Ltd

Verification Statement Date 3 February 2026

This Statement is not valid without the full verification scope, objectives, criteria and conclusion available
on pages 2 to 4 of this Statement.



Schedule Accompanying Greenhouse Gas Verification Statement Number UK.PRS.14064_SGS_DKSH_2025

Brief Description of Verification Process

SGS has been contracted by DKSH Holding Ltd. (hereinafter referred to as “DKSH”) for the verification of direct and indirect carbon dioxide (CO₂) equivalent emissions as provided by DKSH in their GHG Assertion in the form of a Greenhouse Gas Emissions Report covering CO₂ equivalent emissions.

Roles and responsibilities

The management of DKSH is responsible for the organization's GHG information system, the development and maintenance of records and reporting procedures in accordance with that system, including the calculation and determination of GHG emissions information and the reported GHG emissions.

It is SGS' responsibility to express an independent GHG verification opinion on the emissions as provided in the DKSH GHG Assertion for the period 01/10/2024 – 30/09/2025.

SGS conducted a third-party verification following the requirements of ISO 14064-3:2019 of the provided CO₂ equivalent assertion in the period August 2025 to January 2026.

The assessment included a desk review and remote visits at the headquarter and in Taiwan, Cambodia, Australia and Malaysia. The verification was based on the verification scope, objectives and criteria as agreed between DKSH and SGS on 04/04/2025.

Level of Assurance

The level of assurance agreed is that of limited assurance for Scope 1, 2 and 3 emissions.

Scope

DKSH has commissioned an independent verification by SGS of reported CO₂ equivalent emissions arising from their activities, to establish conformance with the requirements of “GHG Protocol Company Accounting and Reporting Standard” within the scope of the verification as outlined below. Data and information supporting the CO₂ equivalent assertion were historical in nature and proven by evidence.

This engagement covers verification of emissions from anthropogenic sources of greenhouse gases included within the organization's boundary and meets the requirements of ISO 14064-3:2018.

The organizational boundary was established following the operational control approach.

Title or description of activities Infrastructure for logistic services

Location/boundary of the activities: worldwide

Physical infrastructure, activities, technologies and processes of the organization: warehouse, office and administration, transportation.

GHG sources, sinks and/or reservoirs included:

Scope 1 – stationary combustion from emergency generators, mobile combustion of own fleet, fugitive emissions of cooling agents;

Scope 2 – purchased electricity;



Scope 3 – emissions related purchased goods & services, capital goods, energy & fuel related activities, upstream transportation and distribution, waste generated in operations, business travel, employee commuting, downstream transportation and distribution, use of sold products, end-of-life phase of sold products (Scope 3 categories 1,2,3,4,5,6,7,9,11,12)

Types of GHGs included: CO₂, N₂O, CH₄ and HFCs.

Directed actions: use of green electricity.

GHG information for the following period was verified: 01/10/2024 – 30/09/2025

Intended user of the verification statement: Stakeholders such as national and international NGO's, customers, general public, regulators and rating agencies.

Objective

The purposes of this verification exercise are, by review of objective evidence, to independently review:

- ☑ Whether the CO₂ equivalent emissions are as declared by the organization's CO₂ equivalent assertion
- ☑ That the data reported are accurate, complete, consistent, transparent and free of material error or omission.

Criteria

Criteria against which the verification assessment is undertaken are the requirements of WRI/WBCSD GHG Protocol – A Corporate Accounting and Reporting Standard.

Materiality

The materiality required of the verification was considered by SGS to be below 10% for Scope 1 and Scope 2 emissions, based on the needs of the intended user of the GHG Assertion.

Conclusion

DKSH provided the GHG assertion based on the requirements WRI/WBCSD GHG Protocol – A Corporate Accounting and Reporting Standard. The GHG information for the period 01/10/2024 to 30/09/2025 disclosing Scope 1 and 2 emissions of 61'707 metric tonnes of CO₂ equivalent (including gross location-based scope 2 emissions) are verified by SGS to a limited level of assurance, consistent with the agreed verification scope, objectives and criteria. A further 4'077'703 t tonnes CO₂ equivalent from Scope 3 sources are verified by SGS to a limited level of assurance, consistent with the agreed verification scope, objectives and criteria.

Included in the DKSH GHG assertion for the period 01/10/2024 to 30/09/2025, and in addition to scope 1 and 2 emissions of 61'707 metric tonnes CO₂ equivalent (including scope 2 location-based emissions), is a disclosure of emissions of 20'253 tonnes CO₂ equivalent including scope 2 market-based emissions.

SGS' approach is risk-based, drawing on an understanding of the risks associated with modeling GHG emission information and the controls in place to mitigate these risks. Our examination included assessment, on a sample basis, of evidence relevant to the voluntary reporting of emission information.

The scope 1, 2 and 3 emissions are verified to a limited level of assurance. SGS concludes with limited assurance that there is no evidence to suggest that the presented CO₂ equivalent assertion is not materially correct and is not a fair representation of the CO₂ equivalent data and information.



This statement shall be interpreted with the CO₂ equivalent assertion of DKSH as a whole.

Note: This Statement is issued, on behalf of Client, by SGS United Kingdom Ltd, Rossmore Business Park, Inward Way, Ellesmere Port, Cheshire, CH65 3EN ("SGS") under its General Conditions for GHG Validation and Verification Services. The findings recorded hereon are based upon an audit performed by SGS. A full copy of this statement and the supporting GHG Assertion may be consulted at **DKSH website** (<https://www.dksh.com/global-en/home/about-us/sustainability>). This Statement does not relieve Client from compliance with any bylaws, federal, national or regional acts and regulations or with any guidelines issued pursuant to such regulations. Stipulations to the contrary are not binding on SGS and SGS shall have no responsibility vis-à-vis parties other than its Client.

Sustainability Report 2025

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