

Sustainability Report 2024



DKSH

Delivering Growth – in Asia and Beyond.

Welcome from the Chairman and the CEO



“Our commitment to sustainability strengthens the trust and partnerships that drive our long-term success.”

“By embedding sustainability into our strategy, we create enduring value for our stakeholders and the communities we serve.”

Dear stakeholders,

As a leading Market Expansion Services provider, in 2024 we continued to integrate sustainable practices into our operations, delivering on our company value of sustainability as well as on our purpose of enriching people's lives. Furthermore, we contributed to our business partners' ambitions to become more sustainable along their value chains.

In 2024, we achieved notable growth, both financially and across our four sustainability objectives. We are pleased to highlight the following selected key achievements:

- ▶ **Flourishing People:** Increased the representation of women in senior leadership to 36%, meeting our target and achieving a milestone in our region and industry
- ▶ **Flourishing People/Sustainable Value Chains:** Advanced our human rights due diligence process, guided by international frameworks provided by the Organization for Economic Cooperation and Development (OECD) and the United Nations (UN)
- ▶ **Sustainable Value Chains:** Initiated a global project to achieve ISO 14001 (environmental management) and ISO 45001 (occupational health and safety) certifications; Thailand, Vietnam, and Hong Kong were already successfully certified in 2024
- ▶ **Net-Zero Emissions:** Achieved another reduction in our Scope 1 and 2 CO₂ emissions (market-based), reaching a 55% reduction against our 2020 baseline and a 10% reduction compared to 2023
- ▶ **Positive Local Impact:** Further implemented our Social Impact Strategy, with 96 local community projects organized in 2024

While we take pride in these accomplishments, we acknowledge that the journey toward sustainability is continuous.

This is why we will, amongst other things:

- ▶ Develop a science-based target to further align our efforts with global climate action
- ▶ Expand ISO 14001 and ISO 45001 certifications to additional markets
- ▶ Finalize the implementation of a global human rights due diligence process in accordance with international guidelines

Central to our sustainability reporting is DKSH's Board of Directors (BoD) and the strong commitment from our Executive Committee (ExCo). The Board has approved the 2024 Sustainability Report, and together with the ExCo, ensures continuous oversight and guidance in matters related to governance, social, and the environment.

In 2025, we celebrate 160 years of DKSH history. We extend our heartfelt gratitude to our employees, partners, and stakeholders for their unwavering support and collaboration in our journey. Your contributions are vital in helping us drive positive change and create a lasting impact. Together, we will continue to advance DKSH toward a more sustainable future.

Sincerely,

Marco Gadola and Stefan P. Butz
Chairman and CEO

▶ [GRI 2-22](#)

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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, 2024. The majority of the figures published reflect the status as of December 31, 2024, except for greenhouse gas emissions and health and safety data, which were 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 2023 to the third quarter of 2024, consistent with the approach used in the Sustainability Report 2023. 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 2024. Data externally audited in 2024 with limited assurance are marked in this report with the symbol . Data externally audited in previous years with limited assurance are marked in this report with the symbol . For further information on external assurance in 2024, please see the [Assurance Statement](#).

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 GRI's reporting principles of accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness, and verifiability to ensure we provided our stakeholders with the most valuable information possible.

The cover picture shows the Tokyo Tower in Japan. Since its inception, DKSH's development has been closely connected with the history of Japan, with origins in Yokohama in 1865. We have had long-standing success with our origins in Asia being in Japan. For us this picture represents the integration of economic prosperity with sustainable practices, reflecting our purpose of enriching people's lives.

About Us



CHF 11.1 billion

net sales (2024)



58

innovation centers

147

distribution centers



Operations in 36

markets



28,060

employees

DKSH Identity

As an international company with over 28,000 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 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.

Learn more about our purpose in this video:

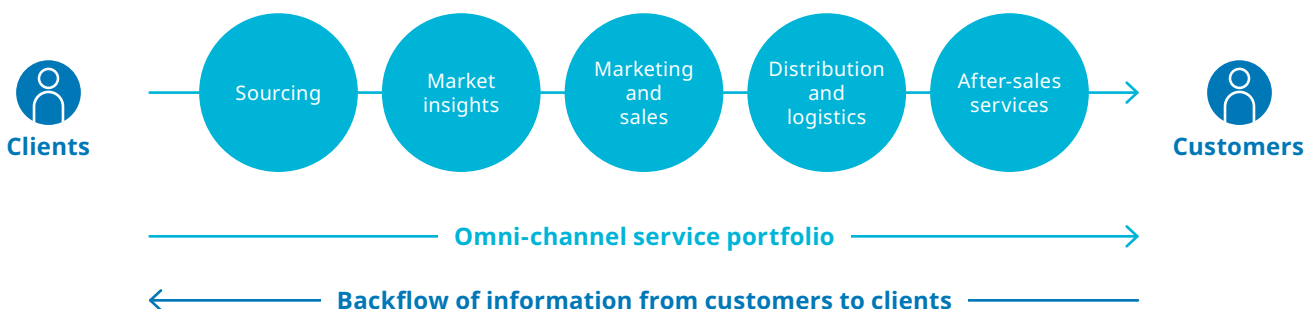


Our Business Model

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. To learn more about our Business Units, read the “DKSH at a Glance” chapter in our [Annual Report 2024](#). 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 2024

Enable Our People to Flourish



Creating a Positive Working Environment

In 2024, DKSH was accredited as a Great Place to Work® in 11 markets: Australia, Cambodia, China, India, Laos, Malaysia, Myanmar, Singapore, Switzerland, Thailand, and Vietnam. We also received accreditation for our DKSH Corporate Shared Services Center in Malaysia as well as DKSH Management, our corporate office in Singapore.



Meeting Targets for Women in Senior Leadership Positions

DKSH is on track in our efforts to increase gender diversity in our senior leadership positions, now having 36% ♀ of senior leadership positions filled by women, meeting our 2024 target.



Make Our Value Chains More Sustainable



Good as Gold: Excellence in Sustainable Logistics

DKSH Taiwan was honored for its sustainable logistics practices by winning Gold at the ESG Sustainability and Logistics Award 2024, directed by the Ministry of Economic Affairs and organized by the Global Logistics & Commerce Council of Taiwan.



Achieving Top Honors for Sustainable Business Development

DKSH Vietnam was ranked as one of the top 10 sustainable businesses in Vietnam, a prestigious ranking based on a stringent corporate sustainability index assessment. The award is organized by the Vietnam Chamber of Commerce and Industry in collaboration with the Ministry of Labour, Invalids and Social Affairs, the Ministry of Natural Resources and Environment, the Vietnam General Confederation of Labour, and the Central Economic Commission.





Achieve Net-Zero Emissions

Committing to Set Science-Based Targets

DKSH has committed to set company-wide emission reduction targets in line with climate science, through the Science Based Targets initiative (SBTi).



Leveling Up Our Climate Ambition

DKSH has advanced our climate ambition to achieving net-zero emissions. In 2024, we successfully reduced 55% of greenhouse gas emissions against our 2020 baseline in our own operations (Scope 1 and 2 market-based emissions), reaching our interim target of a 55% reduction this year. We are also reporting with greater transparency on Scope 3 emissions; DKSH now reports from all relevant Scope 3 categories.



Make a Positive Local Impact



Building Stronger Communities

As part of DKSH's social impact strategy to support the development of local communities, we organized 96 🇯🇵 social impact projects across 27 🇯🇵 markets.



Improving Access to Quality Healthcare

Our Business Unit Healthcare partnered with multiple hospitals in Thailand including Thammasat University and Ramathibodi Hospital to introduce quality homecare services, meeting its social impact promise to increase healthcare access for local communities in Thailand.



Achieving Strong Results in ESG Ratings

DKSH continues to perform well on our sustainability practices. We received positive rating results from MSCI ESG Ratings, CDP, and Ecovadis in 2024, a testament to our long-term commitment to sustainability.

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CCC B BB BBB A AA AAA

Progress Highlight

Global Certifications in Integrated Health, Safety, and Environmental Management



“These ISO certifications reinforce DKSH’s dedication to sustainability, safety, and continuous improvement.”

Roszy James

Director, Group Supply Chain Management Sustainability

In a Nutshell

- ▶ In 2024, DKSH started the process of gaining global ISO 14001 and ISO 45001 certifications and aims to certify all relevant markets by the end of 2026
- ▶ These certifications cover the important sustainability topics of Environmental Management and Occupational Health and Safety

Environmental and physical safety have always been top priorities at DKSH, and we’re now working to demonstrate this on the global stage. Along with factors such as growing client demands for ISO credentials and a stronger focus on verifying sustainability claims, DKSH has embarked on securing its first-ever global ISO certifications for 14001 (Environmental Management Systems) and 45001 (Occupational Health and Safety). With upcoming European Union regulations calling for systematic due diligence and robust management approaches, these certifications reinforce our commitment to continuously improve more sustainable and safer business practices. The certifications cover warehouses and distribution centers (DCs) leased or owned by DKSH for long-term or temporary periods.

Having already aligned our operations to ISO 14001 and ISO 45001 standards voluntarily in previous years, we were pleased to receive our first official certifications in 2024.

Out of the total of 147 DCs, 21 of these DCs across Thailand, Vietnam, and Hong Kong underwent certification as sampling sites. The first phase focused on Supply Chain operations, which are central to our business activities. These initial certifications mark the beginning of a multi-phase global effort: in 2025, we will expand our certification scope to another 25 DCs in four additional markets (Singapore, Malaysia, the Philippines, and Cambodia) while conducting surveillance audits on the 2024 participants. This phased approach will prepare DKSH to meet global standards across its operations while bolstering our reputation as a responsible corporate citizen.

Going forward, we will continuously track the number of markets that achieve ISO 14001 and ISO 45001 certifications. More information can be found in our [Sustainability Strategy](#) chapter.

Progress Highlight

Committing to Elevating Eldercare



“This was a fun and exciting event, and the funds we raised for the Red Cross will make a real difference in people’s lives.”

Patrik Grande

Vice President, Regional Head of Commercial Outsourcing
APAC Healthcare

In a Nutshell

- ▶ In 2024, we held our second annual DKSH Patient Purpose Day, with this year’s theme “Elevate Eldercare”
- ▶ 289 employees and 3,759 patients participated
- ▶ More than CHF 33,000 was raised and donated to six charity, NGO, and NPO partners

At our Patient Purpose Day events in 2024, thousands of DKSH employees came together to raise funds and resources for people in need. We made monetary and in-kind donations totaling more than CHF 33,000 to charity, Non-Governmental Organization (NGO), and Non-Profit Organization (NPO) partners. Sixteen client partners and two customer partners also supported this initiative. Five markets (Thailand, Vietnam, Malaysia, Singapore, and Taiwan) organized events and contributed financial donations to charities, NGO, and NPO partners and an additional six markets (Hong Kong, Switzerland, South Korea, Cambodia, Australia, and the Philippines) also held events. Our activities included eyesight education for employees and patients, an “adopt an elder

for a day” program, seminar and group activities, and free health talks. In addition to financial resources, we distributed eyedrops and eye checkup vouchers, event meals, organized blood donations, and much more. We are proud to support the healthcare systems in our markets while contributing to the health and well-being of our employees and patients.

On September 14, 2024, our DKSH Patient Purpose Day in Thailand showcased how teamwork, energy, and determination can help support a vital cause. We held a large public running event at the Stadium One Sports Community in Bangkok, with 100% of the registration proceeds going to the Thai Red Cross Society’s Mobile Eye Surgery Clinic. The six-hour adrenaline-fueled event was an overwhelming success and produced some incredible numbers: approximately 800 employees and 500 public runners took part in the race, which raised CHF 17,280 for our NGO partner, the Thai Red Cross Society. Our donation will help provide critical eye care services for elderly patients in rural Thailand, improving both their vision and quality of life. The runners also enjoyed free snacks and drinks along the trail and had a lot of fun together while doing something positive for their health. For more information about the event, watch our [video](#) of the Patient Purpose Day in Thailand.

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 analysis 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 analysis methodology to prepare for fulfilling the new requirements of the corresponding European Sustainability Reporting Standards (ESRS). However, as this is the first of many steps to fulfilling the new requirements, we will continue using the Global Reporting Initiative (GRI) for the time being. The double materiality analysis 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 have received limited assurance for the results of our double materiality analysis. Please refer to the appendix for the [Assurance Statement Double Materiality](#).

Our process for determining impacts and identifying material topics included:

▶ **Steps 1 and 2: Status Quo Analysis and Pre-Assessment**

This set the scope of the analysis and involved collecting all relevant company data, followed by a pre-assessment survey.

▶ **Step 3: Stakeholder Interviews**

Along with the survey, we conducted internal and external stakeholder interviews. We used them to identify and gain insights into the positive and negative sustainability impacts caused by DKSH's direct and indirect business activities, as well as financial risks and opportunities arising from sustainability issues along our value chain.

▶ **Step 4: Impact Materiality**

We collected impacts based on internal data and stakeholder input, supplemented by secondary data. We then assessed the impacts based on their severity and likelihood.

► Step 5: Financial Materiality

We assessed the risks and opportunities based on internal data and stakeholder input, supplemented by secondary data. In a separate process, the risks and opportunities were assessed in alignment with DKSH's risk management processes.

► Step 6: Consolidation

We consolidated and validated the results of the impact and financial materiality analyses to identify topics that are material and must be reported on under the CSRD.

► GRI 3-1

Overview of material impacts, risk, and opportunities

ESRS	Topic	DKSH sub-topics	Negative impacts	Positive impacts	Financial risk	Financial opportunity
E1	Climate change	Climate change adaptation			✓	
		Climate change mitigation	✓	✓		
		Energy	✓			✓
E2	Pollution	Pollution of air	✓			
		Pollution of water	✓			
		Pollution of soil	✓			
		Substances of concern and very high concern	✓			
		Microplastics	✓			
E3	Water resources	Water (water consumption; water withdrawals, water discharges)				
E4	Biodiversity and ecosystems	Biodiversity loss and conditions of ecosystem services	✓		✓	
E5	Resource use and circular economy	Resource inflows, including resource use	✓			✓
		Resource outflows, related to products and services			✓	✓
		Waste	✓			
S1	Own workforce	Working conditions	✓	✓	✓	✓
		Equal treatment and opportunities for all	✓	✓		✓
		Other work-related rights				
S2	Workers in the value chain	Working conditions	✓			
		Equal treatment and opportunities for all				
		Other work-related rights	✓		✓	
S3	Affected communities	Communities' economic, social, and cultural rights	✓	✓		
		Communities' civil and political rights				
		Particular rights of indigenous communities				
S4	Consumers and end-users	Information-related impacts for consumers and/or end-users				✓
		Personal safety of consumers and/or end-users	✓			
		Social inclusion of consumers and/or end-users		✓		
G1	Business conduct	Corporate culture			✓	
		Protection of whistle-blowers			✓	
		Management of relationships with suppliers including payment practices				
		Corruption and bribery			✓	✓

We have identified the following financial risks and opportunities in the context of our business operations, our products, services, and business relationships, also pertaining to Art. 964b of the Swiss Code of Obligations:

Climate change adaptation and energy	<ul style="list-style-type: none"> ▶ Financial risk through reduced raw material availability to DKSH clients due to drought stress ▶ Financial opportunity through cost savings from adopting electric vehicles in logistics operations ▶ Financial opportunity through cost savings from installing solar panels on distribution centers
Biodiversity loss and conditions and ecosystem services	<ul style="list-style-type: none"> ▶ Financial risk through reduced raw material availability to DKSH clients due to biodiversity loss and ecosystems degradation
Resources	<ul style="list-style-type: none"> ▶ Financial opportunity from working with business partners and clients to optimize packaging and reduce waste ▶ Financial risk from other logistic providers responding to circular economy demands ▶ Financial opportunity from further optimized packaging in logistics and distribution throughout all Business Units
Working conditions	<ul style="list-style-type: none"> ▶ Financial risk through high attrition rate/poor employee retention ▶ Financial opportunity through implementing a review of job architecture, benefits, and policies, as well as reviewing management bonus rules and local bonuses and incentives ▶ Financial opportunity through cost savings from implementing flexible working arrangements ▶ Financial opportunity through enforcing consistent performance management standards, promoting honest conversations concerning underperformance ▶ Financial opportunity through enhancing organizational and operational effectiveness, resulting in productivity gains
Equal treatment and opportunities for all in our own workforce	<ul style="list-style-type: none"> ▶ Financial opportunity through more diverse and effective teams driving better results
Workers in the value chain	<ul style="list-style-type: none"> ▶ Financial risk through stricter enforcement and scrutiny on human rights legislation ▶ Financial risk through potential human rights violations in the supply chain
Information-related impacts for consumers and/or end-users	<ul style="list-style-type: none"> ▶ Financial opportunity through enhanced brand reputation and customer loyalty from strong sustainability performance
Corporate culture	<ul style="list-style-type: none"> ▶ Financial risk through weak corporate culture and associated reputational risk render us unattractive for clients, customers, investors, and talents
Protection of whistleblowers	<ul style="list-style-type: none"> ▶ Financial risk through potential insufficient whistleblower protection
Corruption and bribery	<ul style="list-style-type: none"> ▶ Financial risk through business disruptions due to corruption and bribery in the value chain ▶ Financial risk through corruption and bribery incidents ▶ Financial opportunity through the avoidance of litigation costs by implementing anti-bribery and corruption training

Risks pertaining to climate change are discussed in greater detail in the [TCFD Report](#).

To find out more on the risk management processes at DKSH and how we handle and deal with our identified risks, please find more information in the [Risk Management](#) chapter.

The identified impacts 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.

Due to our alignment with the ESRS and interpretation of its requirements, we have used its corresponding wordings in the double materiality analysis. Because of these different wordings and the grouping and summarization of the topics, they are difficult to compare directly with last year's material topics. Nevertheless, the results of the analysis are in line with previous results and we have only identified small changes, resulting in slight adjustments, which can be taken from the table above. Based on the outcomes of our current materiality analysis, we have not reported further on the topics of Procurement Practices (GRI 204).

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 which 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 above links to get to 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.

Our Pathway to ESRS Reporting

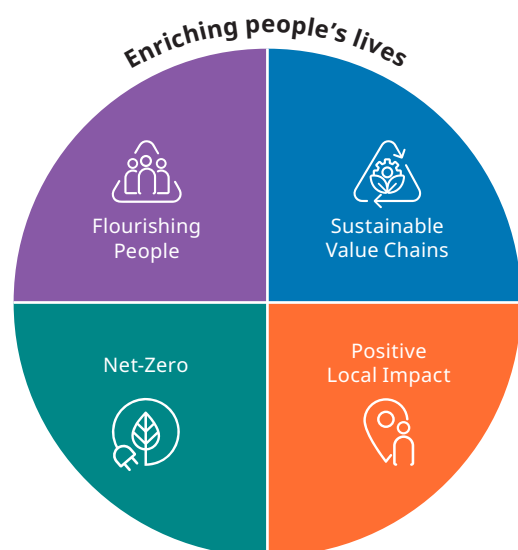
We are preparing for the European Union Corporate Sustainability Reporting Directive (CSRD) and working toward fulfilling the new requirements of the corresponding European Sustainability Reporting Standards (ESRS). We aim to achieve compliant reporting by the 2028 financial year at the latest. One key step toward these goals was the first double materiality assessment we conducted in 2024, which included securing limited external assurance for the results. We will use the outcomes of this assessment to conduct an ESRS Gap Analysis, further improving our data collection and reporting. Overall, we are continuously broadening our audit scope to ensure we are prepared for compliant ESRS reporting.

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. In addition, we plan to install more energy-saving equipment, increase the share of electric and hybrid vehicles in our fleets, and minimize refrigerant leakages.

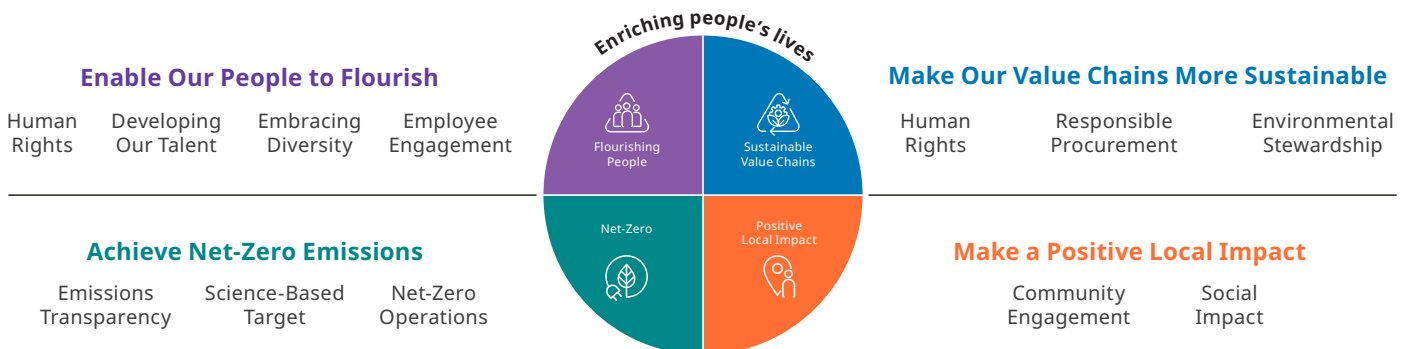
Make a Positive Local Impact

In 2023, we launched a social impact strategy to provide clear guidance on how we enhance our positive local impact. Our local community projects focus on contributing to the development of local communities where we operate, from alleviating hunger to providing access to healthcare and improving life skills.

Progress in Achieving the Sustainability Strategy's Objectives

We have introduced Sustainability Scorecards for each of our four objectives. Each Scorecard includes the most important Key Performance Indicators (KPIs) at the Group level to help us measure our progress toward achieving our Sustainability Strategy objectives. In addition, we have set specific targets for 2025 and 2027, as well as 2030 for some of the figures. The Scorecards are used, for example, by our Board of Directors (BoD), to track our progress and identify new measures where necessary. Along with these Scorecards, we introduced new targets for 2030. They will help us facilitate strategic planning, such as in cases where investments are needed. They will also provide guidance, help us prioritize our daily business, and increase trust in our sustainability journey among our internal and external stakeholders.

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





Enable Our People to Flourish

	Results			Targets		
	2022	2023	2024	2025	2027	2030
Human rights						
Incidents relating to discrimination	0	0	0 ✓	0	0	0
Developing our Talent						
Training hours/employee (h) ¹	11.6	13.4	16.7 ✓	17.0	20.0	22.0
Talent bench strength (%) ²	35	33	27 ✓	25	25	25
Internal hire rate (%) ³	54	58	55 ✓	56	58	60
Embracing diversity						
Women in senior leadership positions (%) ⁴	31 ✓	34 ✓	36 ✓	37	39	42
Employee engagement						
Employee engagement score (0-100) ⁵	75	77	78 ✓	79	81	82
Voluntary attrition rate (%)	22.0	17.9	15.0 ✓	18.0	18.0	18.0
New hire retention rate (%)	60.7	65.4	71.9 ✓	68.0	72.0	75.0

Our key achievements in 2024:

- ▶ Expanding use of talent panels and personal development plans
- ▶ Launching Inclusive Leadership workshops
- ▶ Strengthening the follow-through on our post-employee engagement survey actions

Our future plans include:

- ▶ Designing a Business Unit Market Leader Program
- ▶ Expanding our employee well-being initiatives
- ▶ Updating our diversity and culture trainings
- ▶ 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 Only training that focuses on employee development. This excludes Health and Safety and Governance, Risk, and Compliance training.

2 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.

3 Refers to management vacancies.

4 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. Please note that changes in the job level hierarchy limit the comparability of figures related to women in senior leadership between 2023 and previous years (2022 and earlier).

5 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		
	2022	2023	2024	2025	2027	2030
Human rights						
Number of markets with human rights risk/impact assessment	1	1	2 ✓	4	-	-
Markets with ISO 45001	0	0	3 ✓	7	13	13
Fatalities from work-related injuries ⁶	0 ✓	0 ✓	0 ✓	0	0	0
Environmental stewardship						
Markets with ISO 14001	0	0	3 ✓	7	13	13
Responsible procurement						
Number of third parties assessed ⁷	-	-	2,639	-	-	-

Our key achievements in 2024:

- ▶ Established ISO 14001 and ISO 45001 certification programs, with the first phased markets successfully certified
- ▶ Established a human rights due diligence process aligned with international guidelines
- ▶ Conducted a human rights assessment in Cambodia
- ▶ Responsible procurement: implemented a new third-party risk management process using an external platform

Our future plans include:

- ▶ Certifying additional markets to ISO 14001 and ISO 45001
- ▶ Conducting human rights impact assessments in Thailand and Vietnam
- ▶ Continuing our supplier assessments

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

⁶ Refers to fatalities recorded in our own business operations.

⁷ Third parties assessed through risk-based due diligence external platforms and companies with an active EcoVadis Scorecard. Third Party is a collective term that covers all types of business partners, including clients, suppliers, vendors, and Third Party Intermediaries.



Achieve Net-Zero Emissions

	Results			Targets		
	2022	2023	2024	2025	2027	2030
Emissions transparency						
Emissions reduced Scope 1 and 2 (market-based; % vs 2020)	-42	-50	-55	-65	-70	>70
Scope 1 and 2 emissions (market-based; CO ₂ e in kilotons)	34 ✓	29 ✓	26 ✓	20	17	-
Scope 1 and 2 emissions intensity (market-based; CO ₂ e in metric tons/net sales in CHF m) ⁸	2.8	2.3	2.0 ✓			
Energy consumption intensity (MWh/net sales in CHF m) ⁹	10.1	10.5	10.0 ✓			
Net-zero operations						
Percentage of green electricity against total electricity ¹⁰	51	66	69 ✓	71	73	-
Refrigerants leakages (CO ₂ e in kilotons)	1.3	2.7	3.1 ✓	-	-	0
Science-based target	Under Development					

Our key achievements in 2024:

- ▶ Committed to setting a science-based target
- ▶ Expanded our purchases of green electricity
- ▶ Enhanced the transparency of our Scope 3 emissions

Our future plans include:

- ▶ Developing and setting a science-based target
- ▶ Further expanding our purchases of green electricity
- ▶ Increasing the percentage of electric vehicles and hybrids in our internal fleet of delivery vehicles
- ▶ Implementing a carbon removal strategy

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

⁸ Due to a significant appreciation of the Swiss franc, we decided to use constant exchange rates (CER) with the base year 2020.

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 2022 and 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		
	2022	2023	2024	2025	2027	2030
Community engagement and social impact						
Number of markets benefiting from social impact projects	21	24	27 ✓	28	28	32
Number of social impact projects	76	94	96 ✓			

Our key achievements in 2024:

- ▶ Rolled out our Social Impact Strategy
- ▶ Held our second global Patient Purpose Day
- ▶ Launched our Business Unit Technology global initiative
- ▶ Strengthened our partnership with the Global FoodBanking Network (GFN)

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 reach our Sustainability Strategy's four objectives and identify a key performance indicator to measure our progress. This method 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. Additionally, the BoD approves the annual Sustainability Report for endorsement by shareholders at the Annual General Meeting.

The BoD was informed of DKSH's key sustainability-related developments during some of its regular meetings in 2024 by representatives from Group Sustainability. It received an update on the Sustainability Scorecard and the progress made in implementing a human rights due diligence process. The BoD was also updated on the approach taken for external assurance of the Sustainability Report as well as the transition to sustainability reporting in accordance with the European Sustainability Reporting Standards (ESRS). During the year, the BoD endorsed the results of the Double Materiality Assessment based on the recommendations of its Audit Committee. The Audit Committee also provides recommendations with respect to the approval of the annual Sustainability Report.

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 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 quarterly 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 (FN) 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.

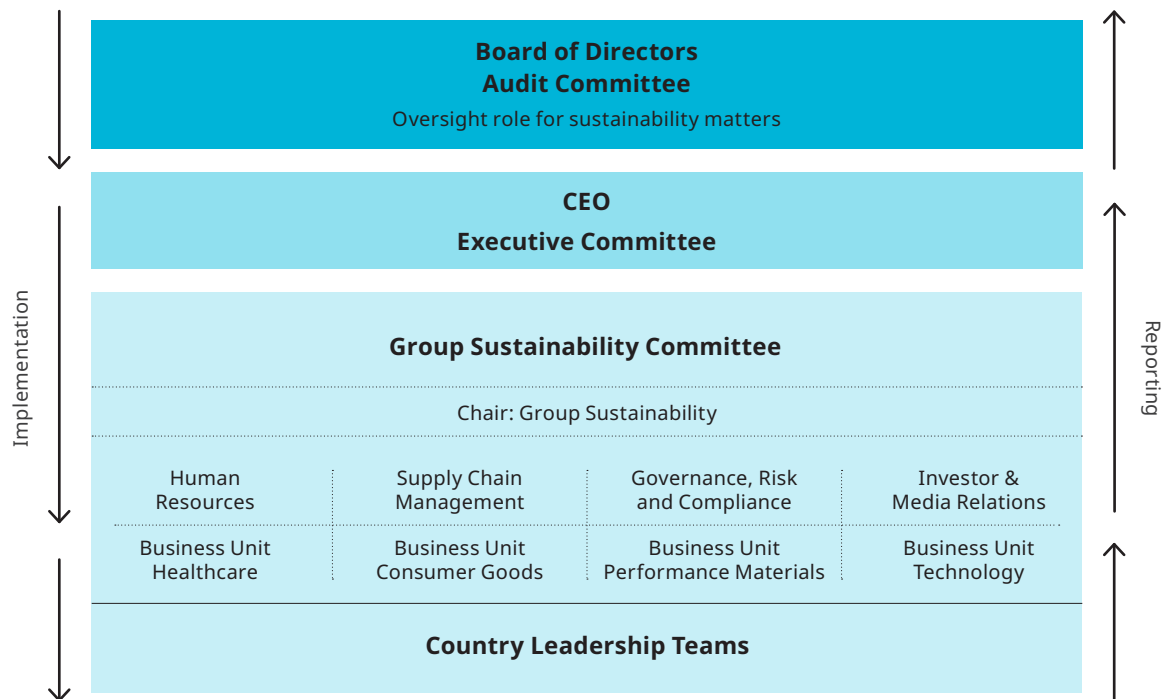
The Group Sustainability team is a permanent Function accountable to the CEO, with whom it conducts quarterly sustainability updates. The team constitutes, maintains, and leads the competent Group Sustainability Committee mentioned above and is responsible for external sustainability reporting. As in previous years, our quarterly Group Sustainability Committee meetings in 2024 provided an opportunity for delivering updates, engaging in discussions, and reaching alignment on regulatory developments, objectives, key initiatives, projects, and actions. We also monitor progress and share knowledge and success stories at these meetings. After each meeting, the Committee Chair and Group Sustainability team meet with the CEO and other members of the Executive Committee 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 engaging in regular communication with stakeholders, such as analysts and investors, and consider 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.

► [GRI 2-19, GRI 2-20](#)



Working on behalf of their organizational units, the Group Sustainability Committee members 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 attainment of targets related to the people dimension of sustainability.

Our Business Units and Functions continue formalizing 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 implementation 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 2024](#).

► [GRI 2-9, GRI 2-12, GRI 2-13, GRI 2-16, GRI 2-24](#)

“By appointing these champions from various roles, we are fostering a culture that integrates sustainability across every aspect of our healthcare operations. Their dedicated efforts will ultimately drive long-term impacts that amplify our mission, ‘Healthcare for All.’”

Simarna Singh

Regional Sustainability Manager, Business Unit Healthcare

Championing Sustainability in our Business Unit Healthcare

In 2024, our Business Unit Healthcare strengthened its sustainability governance structure by appointing Healthcare Sustainability Champions, who accelerate our sustainability initiatives at the market level. We provide opportunities for these champions to learn from one another through our Healthcare Sustainability Connect and Kickstarter Sustainability Trainings, enabling them to adopt and promote best practices. We also collect data to establish baselines and track their year-on-year improvements. As part of our Sustainability Champions program, DKSH's Business Unit Healthcare organized training sessions with our partners to showcase the best practices that align with DKSH's four sustainability objectives. We are in the process of rolling out these sessions to our clients, customers, and ecosystem partners.

Under the lead of our Healthcare Sustainability Champion, in 2024, DKSH Hong Kong received the “Good Practice Award” as part of the “Green Achievement Award” presented by the Hong Kong Institute of Human Resource Management (HKIHRM). It recognizes organizations promoting environmental sustainability and fostering a sustainability culture that motivates their employees to help protect the environment. Entries must demonstrate that their sustainability initiatives or projects deliver positive impacts and measurable environmental benefits. Our winning submission included the air conditioning improvements made at our Mapletree distribution center that improved energy efficiency and helped reduce carbon emissions.

Our Vietnam's Healthcare Sustainability Champion was also instrumental in an award submission, resulting in DKSH Vietnam winning the 2024 Corporate Sustainability Index (CSI) Award for the Top 100 Sustainable Businesses in Vietnam, in which DKSH Vietnam was ranked as one of the top 10 enterprises in the trade and services category. The award is given by the Vietnam Business Council for Sustainability Development (VBCSD) under the Vietnam Chamber of Commerce and Industry (VCCI).

“2024 marked a pivotal year in DKSH’s Supply Chain Management sustainability journey, as we completed training in key markets, implemented a performance scorecard to track progress on critical sustainability initiatives, and achieved our first-ever global ISO 14001 and ISO 45001 certifications. These accomplishments reinforce our commitment to driving sustainable practices across our operations.”

Roszy James

Director, Group Supply Chain Management Sustainability

Championing Sustainability in our Supply Chain Management Function

Following the launch of our Sustainability Champion program in 2023, in 2024, DKSH’s Supply Chain Management (SCM) Function made significant progress in promoting sustainability across our operating markets. One key accomplishment was completing our Sustainability Training program in the remaining five markets of Myanmar, Cambodia, Laos, the Philippines, and Taiwan. This achievement furthers our goal of educating and empowering all our markets with the necessary knowledge and tools to drive sustainability.

We also developed and implemented the DKSH SCM Sustainability Performance Scorecard, a pivotal tool for tracking the progress of our sustainability initiatives across key markets. The scorecard evaluates each market’s performance based on five essential sustainability criteria: eco-friendly packaging, waste management, energy reduction initiatives, CO₂ reduction, and solar panel installations. Through this system, we ensure our markets continually progress toward their sustainability goals, ranking their results with Bronze, Silver, Gold, and Platinum award categories. This initiative not only drives continuous improvement, but it also encourages and rewards exceptional sustainability efforts.

Additionally, Group SCM Sustainability played a leading role in achieving global ISO 14001 (Environmental Management) and ISO 45001 (Occupational Health & Safety) certifications, marking DKSH’s first-ever global certification. This milestone covers operations at the global level, along with three key markets – Thailand, Vietnam, and Hong Kong – bringing our total number of certified Distribution Centers (DCs) to 21. These certifications represent a significant commitment to environmental management and occupational health and safety, reinforcing DKSH’s dedication to maintaining the highest standards across our supply chain.

During the year, DKSH Taiwan clinched Gold at the “ESG Sustainability and Logistics Award 2024,” directed by the Ministry of Economic Affairs and organized by the Global Logistics & Commerce Council of Taiwan.

Furthermore, we have established a bi-monthly reporting mechanism that updates the management team for the Supply Chain Management Function on the dedicated efforts made by our champions, who have taken on extra roles and responsibilities in driving these initiatives.

As we look to 2025 and beyond, these achievements will serve as a strong foundation on which we can make additional improvements. We remain committed to enhancing sustainability across every facet of our Supply Chain Management Function.

Human Rights

DKSH's Human Rights Due Diligence Process

We have laid 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 stakeholders, and enhancing our grievance mechanism. These efforts support our ambition to implement a human rights due diligence process based on the Organization for Economic Cooperation and Development's (OECD) Guidelines and the UN Guiding Principles on Business and Human Rights.

► GRI 2-23



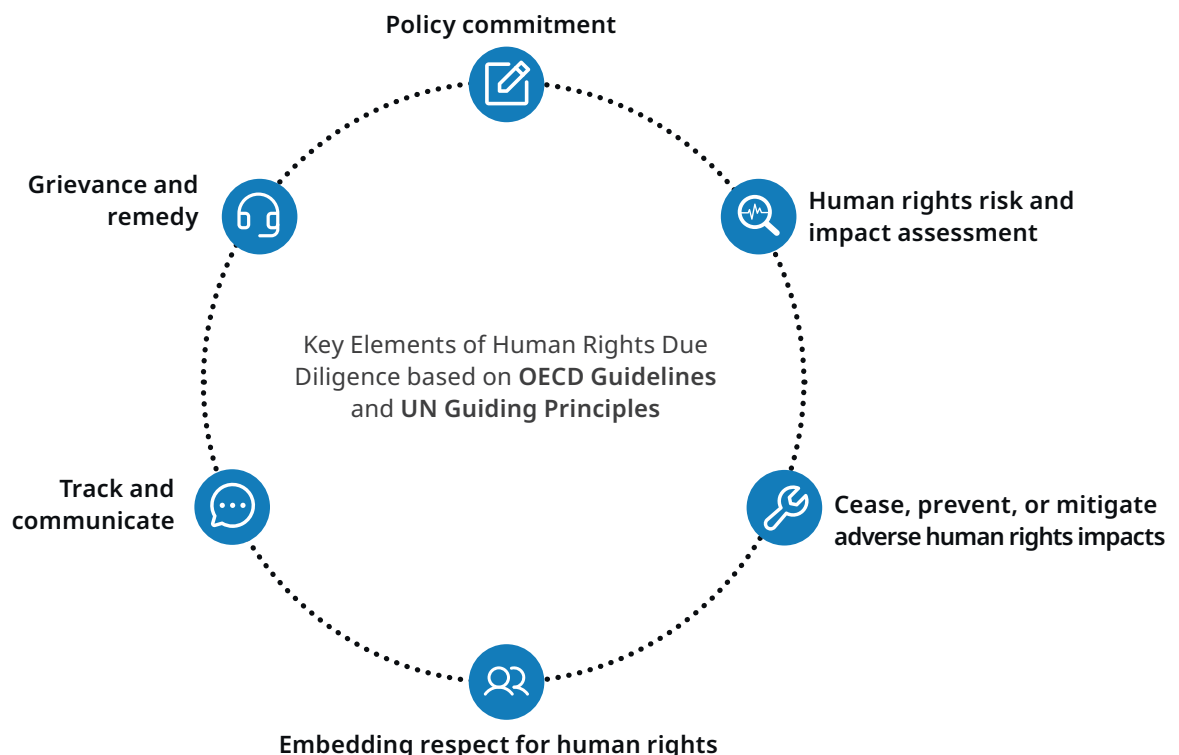
Policy Commitment

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, instilling 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

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 to gain insights into market-level situations and assess our local implementation status. The assessments included performing background research on country-specific content, assessing market-level human rights-related practices, consultations with external and internal stakeholders, and site visits. The 2021 assessment in Malaysia served as the foundation for developing our Human Rights Policy. It was designed as a pilot to assess our current practices. The results of the assessments gave us an indication about 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 will conduct human rights impact assessments in Thailand and Vietnam.

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



Cease, Prevent, or Mitigate Adverse Human Rights Impacts

The risk assessment in Malaysia identified the main risks as forced or compulsory labor involving foreign workers, although no such practices were eventually identified in our operations. The assessment also examined child labor but identified no relevant findings. However, we identified certain findings in our vendor management process.

The action items derived from the risk assessment and implemented in previous years included corrective measures to ensure better-regulated working conditions, such as establishing a grievance channel, and administrative measures for managing foreign workers' employment contracts (e.g., updating employment contracts and

translating contracts and consent forms into workers' first languages). In addition, we addressed the assessment's findings through an internal audit cycle, which undertakes quarterly checks of vendor management for foreign workers. Our 2024 impact assessment in Cambodia observed a positive corporate culture with a strong adherence to applicable laws and regulations. Within this context, DKSH Cambodia uses its influence in the value chain to encourage its business partners to adopt similar values and behavior.

While there were no urgent or critical aspects found within the DKSH Cambodia value chain, we identified room for improvement in a few areas including communication with grievance channels, worker representative systems, and occupational health and safety. Using insights from the assessment, our local leadership team formulated an action plan for continuous and measured improvement.

We also use insights from client audits to cease, prevent, or mitigate adverse human rights impacts. From 2022 and 2023 on, our Business Unit Healthcare's operations in Cambodia and Laos respectively were evaluated yearly in external audits to assess alignment with the standards of the Pharmaceutical Supply Chain Initiative (PSCI).

The PSCI audits looked at ethics and labor standards as well as Health, Safety, and Environment (HSE) standards. The last audit was conducted in Cambodia in 2024 with no further findings and was successfully closed.

In Laos in 2024, we completed most of the required corrective actions, leaving only one minor finding related to labor standards.

Thailand also underwent an audit in 2024, which identified a minor issue related to its HSE management system. We have since resolved the issue through our implementation of the ISO 14001 and ISO 45001 integrated management systems.

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



Embedding Respect for Human Rights

Fostering universal respect for human rights is a continual process in 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 will further embed human rights into our business by identifying existing structures and procedures we can enhance or expand. Where required, we will define new processes or adapt our existing governance structure.



Track and Communicate

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



Grievance Mechanism and Remedy

The DKSH Integrity Line serves as our primary grievance channel. Please refer to the chapter [Ethics and Integrity](#) for further details on the Integrity Line.

Outlook

As a reputable global business, DKSH has an ongoing responsibility to respect human rights, manage, and where possible, mitigate human rights risks. We recognize that business and human rights practices are not one-time efforts; they require continuous attention and adaptation to meet evolving challenges and standards. As a result, in 2025, we will strengthen our human rights due diligence process even further. Our efforts will include establishing an internal human rights due diligence committee, performing additional impact assessments, leveraging existing structures, resources, and procedures to improve our human rights due diligence process, and raising awareness through training and communication.

Risk Management

At DKSH, we are dedicated to doing business in a responsible manner. This commitment is outlined in our [Code of Conduct](#) and further specified in our [Responsible Procurement Policy](#), [Business Partner Code of Conduct](#), and [Human Rights Policy](#). These documents affirm that we aim to:

- ▶ 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 2024 (pp. 23, 109, 117).

► 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 policymaking may be driven by the need to comply with regulations, standards of business behavior expressed by 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:

- Our Responsible Procurement Policy, concerning "procuring products and services in a responsible manner," which outlines due diligence procedures for addressing 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, business partners, and 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 (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 e.g., 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 include 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. These 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 regular safety walks 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 all regions and operations.

The markets that supported our first stages of global certification included Corporate Functions, Thailand, Hong Kong, and Vietnam, where 21 sites underwent certification as sampling sites. This first step was vital to laying the foundations for a globally aligned safety framework across our operations. In the next phase, we will add another four markets covering 25 DCs to our certification process, expanding our global commitment to safe work practices.

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, including 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.

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

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, as well as through periodic OHS audits conducted by our internal team of specialized auditors or by clients and regulators in our distribution centers.

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 to take action to manage these risks, for instance 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 more guidance to manage specific risks at 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 2024:

- ▶ Zero fatalities from work-related injuries
- ▶ Zero high-consequence work-related injuries
- ▶ A 5% reduction from 2023 in recordable work-related injuries

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 process, 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 holding 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.

In 2024, our local training focused on road safety, with various campaigns across markets. In Thailand, for instance, we offered defensive driving training for employees and contractors alike (see [Community Development](#) chapter for more information).

Building on the DKSH Learning Management System (LMS), health and safety training includes traditional face-to-face classes and online courses and materials. New employees receive comprehensive health and safety induction training along with any job-specific training. All new recruits must complete induction training before commencing duties. We hand out safety awards in some markets to recognize and encourage safe working practices and behavior by our employees.

- ▶ [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

2024 Performance

We are pleased to report that we achieved our target of zero fatalities from work-related injuries for our employees and other workers, reflecting our commitment to safety. We also made progress in reducing recordable work-related injuries for other workers by 62 % from 2023 levels. However, recordable work-related injuries for employees increased by 33 %. We recorded five cases of high-consequence work-related injuries among employees and one case among other workers. For the scope of workplace accidents we use the definition within the ISO 45001, which means that an incident without injury or ill health is not classified as a workplace accident but must be recorded and analyzed to prevent recurrence. We will continue to step up efforts to engage our workforce on the importance of health and safety incident prevention and mitigation.

Work-Related Injuries

	Number		Rate	
DKSH employees¹¹	2023	2024	2023	2024
Fatalities from work-related injuries	0	0	0	0
High-consequence work-related injuries ¹²	2	5	0.03	0.08
Recordable work-related injuries	48	64	0.69	0.97
Number of hours worked (in millions)	69.82	65.77	-	-
Other workers¹³	2023	2024	2023	2024
Fatalities from work-related injuries	0	0	0	0
High-consequence work-related injuries	0	1	0	0.11
Recordable work-related injuries	13	5	1.17	0.57
Number of hours worked (in millions)	11.11	8.72	-	-

Main Types of Work-Related Injuries

	Employees		Workers	
Types of injuries	2023	2024	2023	2024
Number of first-aid injuries	117	162	16	10
Number of medical treatments beyond first aid	5	11	2	1
Number of job restrictions or transfers	6	3	0	1
Number of lost-time injuries	39	50	11	3
Number of fatalities	0	0	0	0

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

12 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.

13 All individuals performing work for DKSH other than DKSH employees, such as agency workers, contractors, self-employed persons, subcontractors, and volunteers.

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 2023 to the third quarter of 2024.

► **GRI 403-9**

Promoting Employee Well-Being Inside and Outside the Workplace

At DKSH, we prioritize employee well-being by providing services and programs to address and mitigate health risks unrelated to work. These offerings may differ from one market to another, depending on local circumstances. In some markets, our company clinics give employees access to medical and healthcare services for non-occupational purposes. In Thailand, we provide well-equipped medical rooms staffed by a qualified physician where all employees can access DKSH's free medical facilities. Elsewhere, for example in Malaysia and Thailand, employees can make use of our nap or nursing rooms. Our employee assistance programs, available in many markets, also feature access to a 24-hour hotline and free therapy sessions with mental health professionals for employees and their immediate dependents.

DKSH organized a Mental Well-Being Week in October 2024, comprising global week-long programs designed to help employees recharge and focus on self-care. DKSH conducted three online global events with nearly 500 attendees. Participant feedback showed that 93% expressed satisfaction with the events. In addition, 30 markets conducted their own local events. Their themes included stress management and emotional intelligence, focusing on how employees can manage their reactions to situations that may affect their well-being.

As part of DKSH's brand refresh, we embarked on a mission to enhance our employees' workplace experience, reinforce our evolving culture, and create modern office environments where people love spending time. Our new design guidelines, reflected in remodels at over 20 locations worldwide, aim to enhance productivity, foster collaboration, and create inspiring workspaces. The new furniture and equipment feature hazard-free materials and ergonomic designs to support our employees' occupational health and well-being. In Thailand, for example, our renovations began in July 2023, with upgrades to the lobby and reception area, canteen, supermarket, and various workspaces. In early 2024, we held a soft opening for the newly renovated spaces while other areas of the building remain under construction. We are also performing renovation projects in other markets, including Vietnam and Cambodia.

► **GRI 403-6**

Employee Attraction, Satisfaction, and Retention

Our Outcomes

Our commitment to diversity, equity, and inclusion means we create opportunities for our employees that they may not have with other companies. For example, we offer attractive jobs and higher labor standards than many local businesses and provide our employees with lucrative training opportunities to further their professional and personal development. In the communities where we operate, working at DKSH is an attractive career move with the chance to work in a dynamic international business environment.

Belonging@DKSH

Our emphasis on the importance of diversity and inclusion in our workforce is sponsored by our Executive Committee. To foster a well-rounded workplace with a range of perspectives and characteristics, our initiative Belonging@DKSH helps to drive diversity, equity, and inclusion across our organization. It is a natural extension of our culture, purpose, and values and reflects our belief that we can achieve more when our employees feel they can be themselves at work. This commitment is underlined by our Belonging Policy, which we enacted in 2022. It determines how we define diversity, equity, and inclusion at DKSH. Covering the four areas of talent acquisition, career development, employee support, and external parties, the Policy sets out how we implement our understanding of diversity, equity, and inclusion in these areas.

Key Initiatives for Belonging@DKSH

- ▶ Conduct regular engagement surveys to measure and increase progress to build our employees' sense of belonging
- ▶ Monitor and evaluate recruitment and talent development practices designed to help increase gender representation, especially in senior management
- ▶ Continue offering e-learning events and workshops to increase awareness about diversity, equity, and inclusion habits and behaviors

In 2024, DKSH was recognized for creating outstanding employee experiences, including receiving the exclusive Great Place to Work certification in 11 markets (Australia, Cambodia, China, India, Laos, Malaysia, Myanmar, Singapore, Switzerland, Thailand, and Vietnam), at our Corporate Shared Services Center in Malaysia and at our DKSH Management corporate offices in Singapore. DKSH also received prestigious recognition as one of the Best Workplaces for Women in Greater China. In addition, HR Asia, a leading HR publication, honored DKSH Vietnam and DKSH Taiwan as two of the best companies to work for in Asia, and also awarded HR Excellence awards to DKSH Malaysia and DKSH Thailand. We will continue creating a workplace environment worthy of industry certifications and external accolades.

Enabling Personal Growth and Recognition

To grow our business, we must create the right culture and conditions for our people to thrive. Our operations and the industries we serve are diverse, offering significant opportunities for our employees to learn and grow. We provide hands-on experience, empowerment, and stretch assignments to develop employees. These opportunities – combined with feedback, learning from others, and formal training through our Fantree Academy – provide a balanced approach. In this 70-20-10 model, 70% is on-the-job learning, 20% is learning through others and continuous feedback, and 10% is formal learning such as training courses or e-learning.

We encourage our people to own their professional development and promote internal talent whenever possible instead of hiring externally. We advertise open positions in an internal job market and foster internal mobility, including international assignments. In 2024, we filled 55% of our management-level vacancies internally (2023: 58%). In 2025, we aim for an internal hire rate of 56%.

DKSH uses a People Scorecard so our team leaders can better monitor and manage relevant KPIs such as attrition, diversity, internal fill, and talent bench strength. This approach allows us to make data-informed decisions when managing people and is especially important to increasing

our representation of women in senior leadership. For example, tracking the percentage of women in mid-level management roles with career conversations and personal development plans is key to expanding our pipeline of internal promotions.

Training hours

(online and in-classroom training)

% receiving training

Average training hours

(online and in-classroom training)	% receiving training	Average training hours
DKSH employees ¹⁴	94.8	16.7 📈
Managers ¹⁵	98.7	25.3
Staff ¹⁶	94.2	15.4

Fantree Academy: Staying Relevant to Meet Future Needs

The Fantree Academy, our in-house learning and development center, supports employee growth with over 2,200 learning and development programs in every market. Its curriculum is based on two pillars: functional skills and leadership skills. Its courses also cover integrity and compliance, employee onboarding, and health and safety.

Employees can access various learning sessions that match their roles, responsibilities, interests, and career ambitions. In 2024, about 95% of employees received training. They completed 239,839 learning events, resulting in 16.7 📈 hours of learning per employee (compared to 13.4 hours in 2023). Our goal is to reach a target of 20 hours of learning per employee by 2027. In 2024, our staff employees received an average of 15.4 hours of learning per person (compared to about 11.7 hours in 2023). We have an annual process called ROAD (Results, Outcomes, And Development) Map, by which learning and development needs are identified.

In addition to the online and in-classroom training covered by these figures, our employees receive on-the-job and external training, depending on their responsibilities. This can include education for our employees provided by our clients, such as how to operate and repair machinery or the properties of various specialty chemicals.

▶ GRI 404-1

Our global annual Talent Review and Succession Planning campaign identifies key internal talent for accelerated development opportunities, allowing them to take on larger leadership roles in DKSH as part of their career development. These staff members are nominated and sent to leadership training programs appropriate to their professional developmental needs.

Every DKSH employee deserves a capable and professional line manager. To support this aim, we established a People Manager Center, a micro-learning hub to help managers understand the expectations of people managers and strengthen their leadership skills through e-learning and in-person learning events. It focuses on recruiting and onboarding, engaging and facilitating high performance, employee development, giving and receiving feedback, and reinforcing the DKSH culture.

▶ GRI 404-2

Employee recognition is a vital part of our approach to retaining talent. In addition to providing training, on-the-job opportunities for growth, and internal mobility, DKSH celebrates employees who embody our company purpose, values, and People DNA through the DKSH Fantree Awards. We encourage employees and teams to nominate colleagues at the market level. At town hall meetings, we recognize and celebrate these awards, which are presented by members of senior management.

¹⁴ All individuals in an employment relationship with DKSH according to national law or its application.

¹⁵ 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.

¹⁶ All DKSH employees who are not managers.

Along with these local awards, in 2024 we handed out six corporate-level awards to honor extraordinary contributions. The winners presented their success stories during an in-person ceremony at the Board of Directors meeting in Ho Chi Minh City, Vietnam.

Performance and Feedback Culture

Our employee performance is measured against mutually agreed quantitative and qualitative objectives and is linked to remuneration. All employees use SAP SuccessFactors as a common tool for objective-setting and performance management, helping to align our values, priorities, individual targets, and development plans.

Another element of an employee's growth journey at DKSH is having regular conversations with managers about their development objectives, including receiving constructive feedback. We emphasize the importance of creating and following up on meaningful personal development plans, especially for managerial employees. In 2024, 84% of managers created a development plan (85% for female managers and 82% for male managers).

We also recognize the importance of assessing our talent bench strength. To this end, we hold an annual evaluation campaign to identify high-performing and high-potential employees who will be able to take on increasingly complex leadership roles in the future. We categorize these employees as "Talent". In 2023, the percentage of employees in this category was 33%. We have set ourselves the target of keeping this rate steady at 25%, with an acceptable range of +/- 3%, which we have identified as an optimal rate for DKSH. In 2024, our Talent Bench Strength was 27% 📈. All decisions related to appraisals, development opportunities, and promotions uphold our commitment to equal opportunities. We track the completion of career conversations and personal development plans by gender to maintain our focus on building our pipeline of women for senior leadership roles.

► GRI 404-3

DKSH conducts surveys to gather employee feedback on engagement, onboarding, and exit experiences. We conduct our employee engagement survey, YourVoice@DKSH, every year. It includes 31 questions covering topics such as general satisfaction, feeling cared about as a person, and whether DKSH is regarded as an equitable employer. In 2024, 92% of more than 24,000 targeted online and offline employees participated in the YourVoice@DKSH survey. Their feedback provided valuable insights to measure our progress in building a high engagement and performance culture.

We evaluate the results of this survey against industry benchmarks. Our engagement score¹⁷ has continued to increase since we started the survey in 2021 and rose to 78 📈 points out of 100 in 2024 (2023: 77 out of 100). We aim to reach a score of 82 points by 2030. More importantly, scores for all people- and manager-related metrics increased each year since we started the surveys in 2021. To ensure further progress, our managers work with their teams to understand the results and prioritize and implement activities that address any opportunities for greater engagement. The survey found that our top organizational strengths are role clarity, compliance and integrity, and having a sense of purpose.

In some markets, we also conduct onboarding and exit surveys. The onboarding surveys help us fine-tune the new employee experience, such as identifying where we can set clearer expectations about job requirements prior to joining DKSH. Our exit surveys focus on voluntary leavers and provide useful and candid insights about their experiences at DKSH.

Welcoming New Hires to DKSH

Our HR business partners forecast our hiring needs in partnership with Business Unit Managers locally by Business Unit and Function. Where hiring needs are identified, they are reviewed by the Global Heads of the Business Units, who ultimately approve the creation of new roles.

We maintain an open, transparent, and merit-based recruitment process guided by our Global Recruitment Policy and conducted via SuccessFactors. This Policy sets out guidelines for the entire recruitment process. It applies across all markets and employee levels and ensures the quality of our recruitment process.

When hiring externally, we perform market mapping to secure a diverse talent pool that meets our business needs and strategy. We actively develop new talent pools through formal yearly talent reviews and succession planning practices.

DKSH also offers graduate traineeship and apprenticeship programs. In addition, we offer a Junior Executive Training (JET) program in Malaysia and similar programs in other markets, which allow young graduates to work as leaders in various Business Units and Functions.

As it is important to us that our newly hired employees stay and grow with our company, we continuously measure our new hire retention rate. This rate stood at 71.9% 📈 in 2024 (up from 65.4% in 2023). We have set ourselves the target of increasing the new hire retention rate to 72% by 2027.

¹⁷ 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.

Creating a Supportive Work Environment

We believe in cultivating an entrepreneurial culture that emphasizes performance-based pay. Our Pay-for-Performance Framework aligns DKSH's financial and business goals with individual performance. The 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 and retain and motivate high-caliber employees who strive for excellence. We aim to encourage participants to set and achieve objectives and further build a high-performance culture by adopting the right behaviors and cultivating an entrepreneurial mindset. The Annual Variable Bonus Plan allows participants to earn more than their fixed remuneration via additional performance-based pay based on DKSH's annual business performance. We also recognize the importance of maintaining equitable pay practices for employee retention. We achieve this by using comprehensive benchmarking data and local insights to ensure our compensation is competitive, fair, and aligns with industry standards. These efforts demonstrate our investment in people and retaining our workforce.

Offering benefits to the 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 provision, and leave entitlement.

DKSH has implemented a global Flexible Work Arrangement Policy, giving 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 both our business needs and their work/life balance.

In five out of 11 significant locations¹⁸, part-time and temporary employees receive the same benefits as permanent full-time employees; in four 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 of the company.

► GRI 401-2

Sharing a Moment in Life

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

In 2024, the overall attrition rate for the Group was almost 23%; voluntary attrition stood at about 15% 📍. This is a decrease compared with 2023, when the rates were 25% and 18%, respectively. Our target is that the voluntary attrition rate will not exceed 18% in 2025 and beyond. The total attrition rate at management levels was about 18%, with voluntary attrition at 13%. Although our attrition rate may seem high, there are two important factors to consider: First, Southeast Asia is an economic region experiencing fast-paced 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

¹⁸ DKSH defines significant operations as all markets with more than 500 employees. This includes the 11 markets of Australia, Cambodia, Hong Kong, Indonesia, Malaysia, Myanmar, the Philippines, Singapore, Taiwan, Thailand, and Vietnam.

Further Details about Our Employees¹⁹

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

Gender	Permanent	% of total	Temporary	% of total	Total
Female	13,867	49.61%	1,863	6.67%	15,730
Male	11,554	41.34%	666	2.38%	12,220
Other	1	0.00%	-	-	1
Total	25,422	90.95%	2,529	9.05%	27,951

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

Region	Permanent	% of total	Temporary	% of total	Total
Thailand	7,082	25.34%	92	0.33%	7,174
Greater China ²⁰	2,404	8.60%	86	0.31%	2,490
Malaysia and Singapore	5,170	18.50%	222	0.79%	5,392
Rest of Asia Pacific	10,094	36.11%	2,120	7.58%	12,214
Rest of the world	672	2.40%	9	0.03%	681
Total	25,422	90.95%	2,529	9.05%	27,951

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	13,685	48.96%	2,045	7.32%	15,730
Male	11,470	41.04%	750	2.68%	12,220
Other	1	0.00%	-	-	1
Total	25,156	90.00%	2,795	10.00%	27,951

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 were extracted from DKSH's SAP Human Resources Information System (HRIS).

► [GRI 2-7](#), [GRI 405-1](#)

¹⁹ All individuals in an employment relationship with DKSH according to national law or its application. The difference to the total of 28,063 employees results from SAP integration of acquisitions.

²⁰ Includes mainland China, Hong Kong, Macau, and Taiwan.

Labor Practices

Our Outcomes

As a significant enterprise operating in over 30 markets, we understand that our hiring and labor practices can impact the broader workforce in the markets where we operate. In these markets, equal opportunities for employees can be compromised by discrimination based on factors such as gender, age, and heritage. When workplace discrimination occurs, it can cause psychological stress, dissatisfaction, and demotivation.

Along with the impacts identified in our Double Materiality Assessment, we are also aware of the positive influences we have on our people. With around 28,000 employees from a diverse range of countries and cultures, DKSH is making continuous progress to foster greater equity and inclusion. We strive to create safe and supportive working environments, knowing that fair working conditions are essential in every area of our internal and external operations.

Safeguarding Human Rights in Our Business Operations

We are committed to providing a work environment where people are treated with dignity and respect, are free from discrimination or harassment, and work together to achieve common goals. This kind of culture is vital to helping people reach their full potential and forge long, rewarding careers. Upholding human rights is a critical element of our employment offering, as laid out in our [Code of Conduct](#) and [Human Rights Policy](#). DKSH does not discriminate based on age, religion, gender, or any other relevant category. We respect our workers' rights to freedom of association and collective bargaining. Moreover, we do not penalize anyone who engages in workers' groups in good faith. At the end of 2024, 19% of DKSH's employees were covered by collective bargaining agreements (2023: 19%).

Our Human Rights Policy states that we respect workers' rights under local laws to join or form trade unions or worker committees without fear of reprisal or discrimination. We specifically raise awareness about these rights via internal guidance and briefings issued to all Human Resources (HR) departments globally. We also reaffirm these rights in a passage included in our onboarding documents and employee handbooks. In 2024, we did not receive any reports through our Integrity Line that employees who had joined or formed trade unions or worker committees faced any form of discrimination.

► GRI 2-30

We reinforce our commitment to respecting human rights and non-discrimination to our employees through our Code of Conduct, Human Rights Policy, and related induction training that underscores the importance of treating all people with respect. Our training materials specifically state that we do not tolerate any form of discrimination, harassment, or bullying. The courses also direct employees to report any cases of misconduct to their site manager or the HR, Legal, Compliance, or Internal Audit team, or via DKSH's Integrity Line, emphasizing that reports are kept confidential. Our 2024 License to Operate training, which reached 99% of our employees, included a Code of Conduct refresher with a particular focus on key human rights issues.

From an organizational standpoint, our business partnering approach allows employees to easily access support from representatives of the HR team stationed within operations. The Integrity Line, our online reporting tool operated by a third party that we introduced in 2020, further enhances the avenues available to employees for confidential reporting of human rights or other labor condition concerns. As part of reviewing incidents, human rights-related or otherwise, investigators consider whether mitigation actions are required. These can include implementing policy changes, conducting additional staff training, or upgrading monitoring systems to prevent further issues. In 2024, we recorded 163 🗨️ incidents reported via the Integrity Line, four of which related to discrimination. However, the allegations could not be substantiated.

► GRI 406-1, GRI 2-25

Another way we uphold labor rights is by assigning responsibility for the hiring process and standards to HR. Our Supply Chain Management teams are responsible for contracting external transport providers in our key operating markets. These teams must also ensure that employees and contractors have the correct documentation. In accordance with local laws and labor regulations, we operate management programs to prevent child or forced labor and illegal working conditions. They also seek to ensure decent and safe workplaces, fair and timely pay, and adequate rest periods.

The key elements of DKSH's Human Rights Policy's guidelines on freely chosen employment and our recruitment process are detailed on our [website](#).

Our HR operations require documented proof that salary proposals and employment contracts are offered and voluntarily accepted by candidates. We also ensure that notice periods and their associated conditions are clearly defined in our employment contracts. When we collect original identity papers for security reasons, employees must give written consent, and the consent forms must be either written or verbally explained in a language they understand. The consent forms must also clearly state the method by which they can access their identity papers upon request.

We created these operational guidelines while developing the DKSH Human Rights Policy published in 2023. The development process included conversations with local HR teams on current practices and concerns, as well as consultations with external human rights experts to derive the final operational guidelines.

After issuing the global policy and operational guidelines, we asked all local HR teams to review them against their local policies, validate them (where needed) with local legal counsels, and amend their local policies and practices to align by the end of 2024.

The elimination/non-use of forced, compulsory, and child labor requirements are also stated in our Business Partner Code of Conduct and Responsible Procurement Policy. All of DKSH's suppliers and business partners must adhere to these policies, which are publicly available on our website.

► GRI 2-23

Supporting Diversity in the Workplace

As a services company, our employees bring our values to life. Their talent, commitment to our customers, and pride in DKSH are key to our business success. We strengthened our approach to promoting diversity in our workforce by implementing a Group-wide Belonging Policy in 2022, covering diversity, equity, and inclusion. This step underscores our belief that we must create a space where our employees feel they belong and can do their best work to help us succeed as a company. The Belonging Policy expands upon the diversity section in our Code of Conduct and sets out our understanding of diversity, equity, and inclusion. The DKSH Office Building Guideline published in May 2024 also caters to special employee groups. It includes provisions for disability access to all floors and rooms, a minimum of one prayer room per building or campus (optional for small offices), and mothers' rooms that are lockable and have shades on windows and doors for privacy.

Additionally, in 2024, 83% of our managers completed a comprehensive e-learning program on Belonging.

Our annual compliance training refresher also references our Diversity Policy. All employees must complete the compliance training within their initial probation period and then on an annual basis afterward. We also held workshops to increase awareness of the importance of diversity and provide targeted insights into unconscious bias, which can be an issue in talent acquisition and management, to address areas of opportunity.

In our annual employee engagement survey, "YourVoice," several questions address the topics of diversity and equal opportunity. We used the answers to conduct focus groups in various markets and identify the behaviors contributing to their perception.

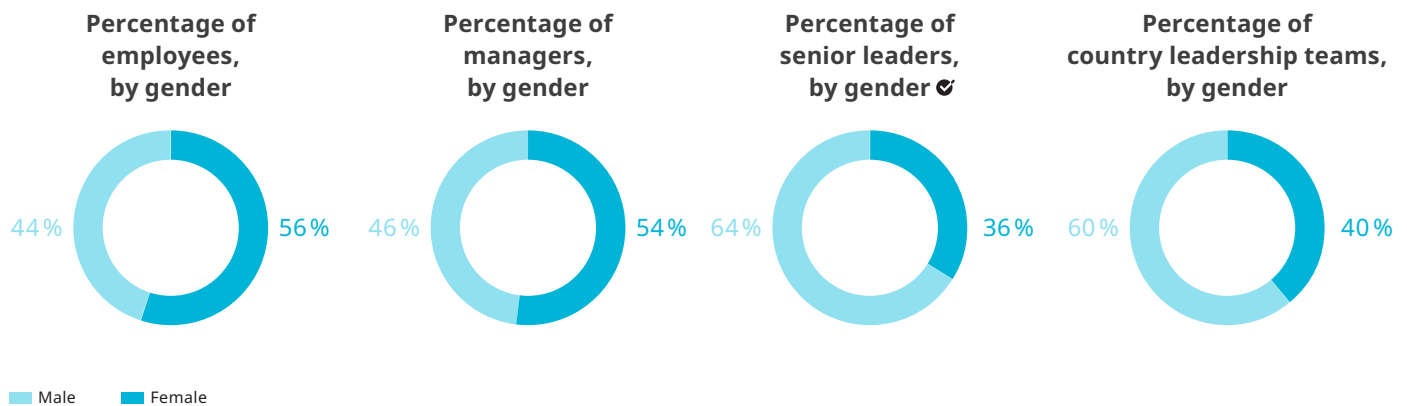
In 2024, we also created and piloted an "Inclusive Leadership" workshop to help managers recognize implicit biases in how they relate to employees. The managers learned about unintentional behaviors that can make people feel like they have less opportunity to advance, and specific steps to remedy these behaviors.

We launched the workshop in Europe in the first half of 2024, and it is now available and being delivered in markets worldwide. We are also working with individual markets to design workshops that address their unique situations and needs. We informed our approach to this topic by benchmarking peers in various industries and using insights and best practices from consultancies and academic institutions.

In 2024, 56% of our employees and 54% of our managers²¹ were female. Our senior²² leadership increased to 36% ♀ women, up from 34% ♀ in 2023. We have set ourselves the goal of increasing the percentage of women in senior leadership to 37% by 2025 and 39% by 2027. The representation of females in our country leadership teams²³ has increased by one point from 2023, to 40%. In 2024, there were no women on the Executive Committee, although

women held 22% of the positions on the Board of Directors, DKSH's highest governance body. This is partially due to the current and historic underrepresentation of women in the science, technology, and logistics industries from which we hire. We are committed to diversity at all levels of the organization, including increasing the representation of women in our senior leadership.

We also have diversity metrics on our People Scorecard, which is accessible and regularly reviewed by global management and key senior leaders for their respective Business Units (BUs) and Functions. More information on the scorecards can be found in the [Sustainability Strategy](#) chapter.



► **GRI 405-1**

²¹ 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.
²² 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. This process was already started in 2023 and will be finalized in 2024. Please note that changes in the job hierarchy limit the comparability of figures relating to women in senior leadership between 2023 and previous years (2022 and earlier).
²³ 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.

To mitigate our emission-related impacts, we have implemented a robust management approach with a range of concrete actions. These include reducing our energy and fuel consumption as well as procuring renewable electricity.

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. As of the end of 2024, 21 of our distribution centers across Thailand, Vietnam, and Hong Kong successfully underwent certification as sampling sites. For more information on our certification phases and progress, see our [Progress highlight: Global certifications in integrated health, safety and environmental management](#).

► GRI 2-23

Our Targets

In 2024, we committed to set science-based targets with the Science Based Targets initiative (SBTi). We are currently developing a science-based target and preparing for its submission to the SBTi. 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 65% by 2025 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

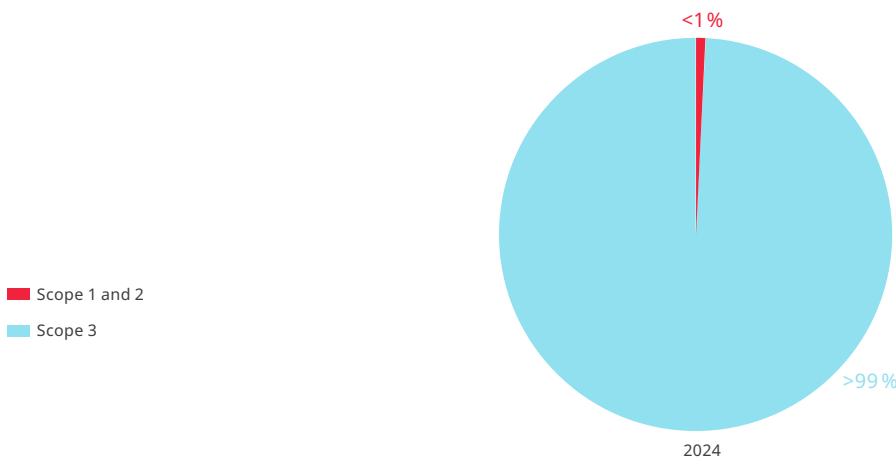
In 2024, we reduced the market-based Scope 1 and 2 greenhouse gas emissions from our own operations by 55% compared with our 2020 baseline and 10% compared with 2023, validating the effectiveness of our emissions reduction measures. Within our location-based accounting, we identified a decrease of 3% from 2023 levels in our Scope 2 emissions. For our Scope 1 emissions, we identified a 7% increase compared to 2023, primarily due to the expansion of our reporting scope to include internal fleet emissions from two additional markets, Indonesia and Laos. In addition to CO₂ emissions, we include CH₄, N₂O, and HCFC/HFC emissions in the calculation of our greenhouse gas emissions. In 2024, our Scope 1 and 2 (location-based) emissions amounted to 62,611  metric tons of CO₂, 97  metric tons of CO₂e of CH₄, 281  metric tons of CO₂e of N₂O, and 3,051  metric tons of CO₂e of HCFC/HFC, resulting in a total CO₂e of 66,040  metric tons.

In 2024, over 69%  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 made up for 62% 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, and 9. In 2024, our Scope 3 emissions amounted to 3,244,737 metric tons of CO₂e. More than 88% of our Scope 3 emissions are driven by

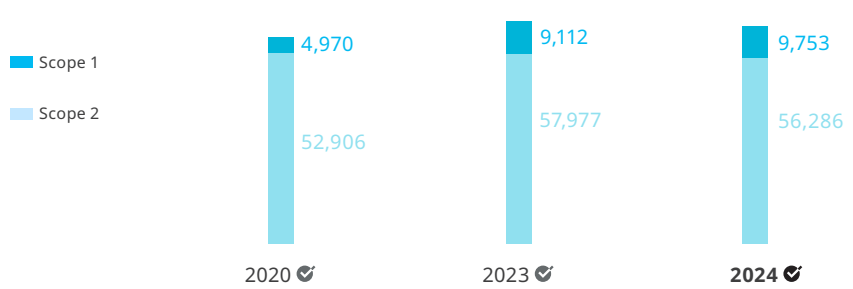
Scope 3 Category 1: Purchased Goods and Services, due to the nature of our business activities as a Market Expansion Services provider. Categories 2, 3, 4, 5, 6, 7, and 9 made up the remaining 12% of our Scope 3 emissions.

Greenhouse Gas Emissions (Market-Based Accounting)



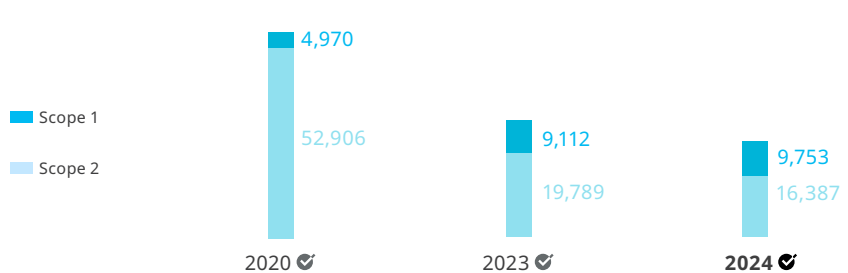
Greenhouse Gas Emissions (Location-Based Accounting) in Metric Tons CO₂ Equivalent

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 2²⁴ figures are calculated using market-based factors relating to the carbon intensity of the electricity we buy from our energy providers, plus our additional purchases of EACs. To learn more about EACs, please turn to the section on Reporting Approach.



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

²⁴ 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.

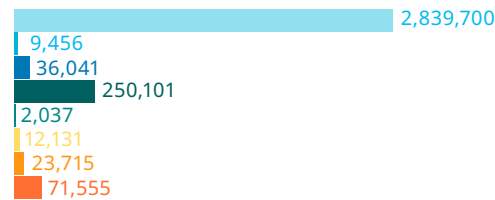
Greenhouse Gas Emissions (Scope 3 Categories) in Metric Tons CO₂ Equivalent

The graph on the right shows our Scope 3 emissions, broken down into their component categories. In 2023 and 2024, we expanded the extent of our Scope 3 emissions to include all relevant categories, namely categories 1, 2, 3, 4, 5, 6, 7, and 9.

- 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



2023

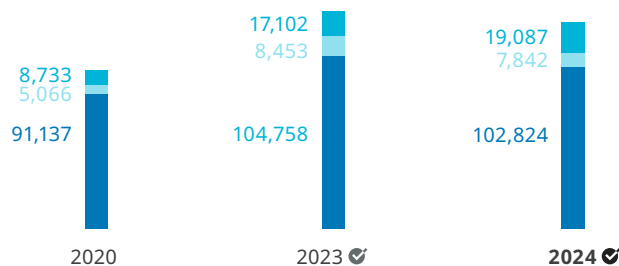


2024 ✓

Energy Usage in Our Operations, by Activity, in MWh

- Fuel usage by our fleet
- Fuel usage in our facilities²⁵
- Electricity usage in our facilities

▶ GRI 302-1



Emissions Intensity and Energy Consumption Intensity²⁶

	2022	2023	2024 ✓
Emissions intensity (market-based): Scope 1 and 2 CO ₂ e emissions market-based in metric tons per CHF million net sales	2.83	2.33	2.01
Emissions intensity (location-based): Scope 1 and 2 CO ₂ e emissions location-based in metric tons per CHF million net sales	5.28	5.40	5.09
Energy consumption intensity ²⁷ in MWh per CHF million net sales	10.15	10.50	9.99

▶ GRI 302-3, GRI 305-4

²⁵ Fuel used in equipment such as back-up electricity generators, boilers, and material handling equipment (e.g. forklift trucks).

²⁶ Due to a significant appreciation of the Swiss franc, we decided to use constant exchange rates (CER) with the base year 2020.

²⁷ Energy consumption for our own operations only. For energy types, see the bar chart 'Energy usage in our operations, by activity, in MWh.'

Our Measures

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.

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. Due to the lack of available e-vehicles and their necessary charging infrastructure in these markets, we were unable to expand our e-vehicle fleet in 2024.

For 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 of our Business Unit Healthcare in Malaysia. Our second project, MOV, aims to reduce the number of trips needed for the same order locations by consolidating multiple orders into single truck deliveries. In 2024, our Business Unit Consumer Goods implemented the project in the markets of Australia, New Zealand, Singapore, and Vietnam. Both programs are managed by Group Supply Chain Management. Our strategic consolidation of deliveries has generated pleasing results: the program reduced CO₂e emissions by 5% in Singapore and 28% in Vietnam, demonstrating its effectiveness in markets with complex logistical challenges.

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 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, most which is 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 EACs.

Our food-blending plant in the Philippines switched to 100% renewable electricity in early 2021. In 2024, we also purchased renewable electricity from our energy providers, which partially covers our operational demand in Germany, Italy, Japan, Laos, Myanmar, New Zealand, Portugal, Spain, and Switzerland. For other markets, we purchase EACs.

A total of 63,280 MWh of electricity used across the following markets was backed by EACs for the period of October 1, 2023, to September 30, 2024, in compliance with the GHG Protocol's Scope 2 Guidelines: Cambodia, China, Hong Kong, India, Macau, Malaysia, Myanmar, 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. As of the end of 2024, we had installed a total of 13 solar PV systems on DCs across our Southeast Asia markets, including Thailand, the Philippines, Singapore, Laos, and Taiwan. 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.

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.

We experienced a significant drop in business travel in 2020 and 2021 due to the COVID-19 pandemic. While deliveries of goods were able to proceed, meetings with customers were restricted. Our digital and hybrid engagements with clients, which were widely adopted during the pandemic, have become standard. We will continue to use online communication, whenever feasible, to minimize our emissions. At the same time, some travel to personally connect with colleagues and business partners is inevitable. When applying the new calculation approach for the years 2023 and 2024, we saw a 16% decrease in emissions from business flights in 2024 compared with 2023, due to a decrease in flight expenses.

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.

Since 2023, we have used an external IT solution to collect the raw data needed to calculate our company's carbon footprint. This IT solution collects data on:

- ▶ Fuel²⁸ consumption by our internal and external fleet of delivery vehicles, generators, boilers, and material handling equipment (MHE)
- ▶ Refrigerants leakages
- ▶ Energy consumption

Emissions factors are built into this IT solution, allowing us to perform direct calculations in the tool. We collect data by site, and users who perform data entry work are required to upload supporting evidence (e.g., invoices or purchase orders) to ensure data accuracy. Data is entered by a contributor and verified by a validator who compares the data entered with the supporting evidence.

This IT solution has a range of advantages. For example, its centralized data management approach allows multiple users from all our markets to access and analyze data at various levels, from location and market to Business Unit. Other features, such as plausibility checks and automated carbon footprint calculations, help ensure data accuracy. This easy-to-use tool also features automated reporting against major standards and is highly auditable.

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, 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 Netherlands and UK 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 necessary markets.

We apply the following hierarchy for market-based emission factors:

- ▶ 1) Emission factors from the specific energy provider
- ▶ 2) If 1) is not available: emission factors published on government websites
- ▶ 3) If 1) and 2) are not available: same as location-based factors

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

We further strengthen the quality and credibility of our EACs by using our provider's quality seal to demonstrate third-party verification. It confirms our compliance with the Greenhouse Gas Protocol Scope 2 Guidance on purchasing, handling, and cancelling EACs (e.g., 100% renewable origin, annual matching of production and consumption, adherence to established market boundaries, and no double claiming of EACs). Our use of the quality seal is reviewed and certified annually by the German independent certification body TÜV Rheinland.

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

²⁸ Compressed natural gas (CNG), liquefied petroleum gas (LPG), diesel, and gasoline consumption.

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, and our external fleet (downstream transportation). We conduct our GHG accounting in line with the GHG Protocol Corporate Standard and the Scope 3 Accounting Standard.

We calculated the emissions from purchased goods and services separately for trade and non-trade goods. For trade goods, we leveraged supplier data for over 50% of our monetary procurement volume. We calculated the emissions using the spend-based method based on the emissions intensity of suppliers. The emissions for our remaining procurement volume were extrapolated based on the average emission intensity per Business Unit.

For non-trade goods and capital goods, we linked the spendings to corresponding categories, each associated with a supply chain emission factor provided by the U.S. Environmental Protection Agency (EPA) (2021), based on the U.S. Environmentally-Extended Input-Output Model (USEEIO). Due to the price differences between U.S. and global DKSH locations, we applied an uncertainty factor of 20%.

We calculated the emissions from fuel- and energy-related activities using the average data method. The activity data used for calculating our Scope 1 and 2 emissions was mapped with emission factors provided by British DEFRA/BEIS (2024), the IEA (2023), and the German Umweltbundesamt (UBA). We calculated the indirect/WTT emissions from outside UK electricity generation as per the BEIS's instructions 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 the EPA in 2021.

For emissions from generated waste, we made separate calculations for distribution center waste, office waste, and wastewater. The data we collected on waste amounts in each category and the treatment methods of relevant locations was consolidated and mapped with appropriate emission factors. We used weight-based factors primarily sourced from the British DEFRA/BEIS (2024). For small office sites, we extrapolated the data based on the location's footprint in square meters.

Our air travel emissions are based on flight expense data. Since 2023, we have applied the spend-based emission factor "Scheduled Passenger Air Transportation" from the EPA (2021) (including consideration of the Radiative Forcing Index) to convert expenses into CO₂e.

We calculated our employee commuting emissions using our employee headcount and researched averages for commuting distances and transportation modes by country or region. To improve accuracy, we considered remote work when calculating the total commuting days. The primary source we used for the emission factors was the British DEFRA/BEIS (2024).

Our external fleet uses fuels including compressed natural gas (CNG), diesel, and gasoline for delivery vehicles from our transport suppliers. When gathering information on outsourced logistics services, our major suppliers specified their diesel and gasoline consumption data in liters based on billing data. For consistency, we gathered all fuel properties and emission factors from the GHG Protocol (2017).

► [GRI 302-1](#), [GRI 305-1](#), [GRI 305-2](#), [GRI 305-3](#), [GRI 305-4](#)

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

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.

Our impact on biodiversity is also an issue of growing awareness and importance for us. For example, 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.

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 have embarked on achieving global ISO 14001 certification, a process we started in 2024 and aim to complete in 2026. At the end of 2024, 21 of our distribution centers in Thailand, Vietnam, and Hong Kong had successfully attained ISO 14001 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 [Progress Highlight: Global Certification in Integrated Health, Safety, and Environmental Management](#) and our [Health, Safety, and Well-Being](#) chapter.

Additionally, in 2022, we achieved ISO 14001 certification for our Business Unit Performance Materials' distribution center in Indonesia, which laid an important foundation for our broader certification goals.

Our HSE Management Guidelines clearly define our commitment to ongoing improvement. We reaffirm these efforts through regular performance evaluations, 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.

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, to implement suitable mitigation measures to 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 distribution centers 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 distribution centers 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 ERAs 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 shows no risk relating to water in our own operations. Still, 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.

For example, our United Drug (1996) facility in Thailand, which manufactures pharmaceutical and medical products, takes stringent measures to protect people and the environment from wastewater-related risks and meet regulatory requirements. In 2023, we upgraded the existing wastewater treatment plant to make it more efficient. The new technology has significantly improved effluent quality, chemical and biochemical oxygen demand, and total suspended solids. It uses membrane bioreactors (MBRs) and combines conventional biological treatment (e.g., activated sludge) processes with a membrane filtration system to provide an advanced level of organic and suspended solids removal. The treatment plant can process 2,496 cubic meters of wastewater every year.

Our food manufacturing facility in Malaysia also demonstrates the benefits of responsible wastewater management. Its 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. Local regulations require companies to perform weekly water monitoring to assess the quality of treated wastewater. In response, we submit a comprehensive report of our monitoring results to the Department of Environment of Malaysia every month, ensuring transparency and adherence to environmental standards.

Reducing Pollution in Our Supply Chain

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

Secondly, we transitioned to reusing cardboard angle brackets received with inbound shipments, eliminating the need for shrink-wrapping palletized delivery boxes. This shift significantly reduces our shrink-wrapping expenses per pallet, streamlines our operational processes associated with pallet wrapping, and champions recycling. On average, utilizing 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.

In 2024, DKSH's Business Unit Healthcare participated in an initiative by Enterprise Singapore, the Singapore Logistics Association, and the Eden Strategy Institute to commission a study aiming to support logistics enterprises in their sustainability journey. The scope of our collaboration ranged from providing specific data to sharing best practices. The study seeks to identify and establish sector-level sustainability indicators (including carbon emissions), determine current baselines, and create a roadmap to enhance the sector's overall sustainability performance.

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 minimizes dust generation. Another initiative is our driver training programs, in which 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.

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.

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 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.

We also launched a new waste reduction project in South Korea in 2024. For the brand Atacand, we successfully reduced the packaging needed for its product. The new packaging uses larger boxes that increase order capacity and optimize space during shipping. The packaging also enables faster scanning and lower picking costs. In 2025, the project will focus on packaging several products together, eliminating the need for individual boxes.

With a comparatively small manufacturing footprint from our Own Brands, we generate limited plastic packaging waste from our products. While we have no influence on the packaging used for our clients' products, we aim to minimize packaging waste in logistics.

In addition to our waste reduction and packaging projects, we have therefore 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 192 devices to HP in September 2024, 100% of which were prepared for reuse. By repurposing our former IT assets, DKSH has helped avoid 18 tons of CO₂ equivalent in GHG emissions.

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

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 in the markets of Cambodia, Hong Kong, Indonesia, Laos, Malaysia, Myanmar, New Zealand, the Philippines, Singapore, Taiwan, Thailand, and Vietnam reported waste data in 2024. In total, these markets generated 23,792 metric tons of waste in 2024, including 238 metric tons of hazardous waste. 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.

We continue automating transactions to create paperless systems. With digital technologies, we enhance efficiency and accuracy while reducing our environmental footprint by eliminating paper usage and printing. Examples include the mCollector credit collector tool and the mPay cash-to-digital payment tool, which facilitate credit and payment processes.

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

Packaging Management

In 2024, we expanded our efforts to explore sustainable packaging. Our Business Unit Healthcare collected data to better understand the impacts of shifting towards reusable cold-chain boxes. In 2024, we achieved a 20% expansion in reusable packaging, reaching over 9,600 units and introducing it to four additional markets – Vietnam, Taiwan, Singapore, and the Philippines – besides the initial markets of Thailand and Malaysia.

Since 2019, the introduction of more than 6,800 B-Boxes in Thailand has significantly reduced our reliance on single-use styrofoam boxes. In 2022, the B-Box in Thailand helped avoid the use of 25,000 single-use styrofoam boxes, resulting in a 30% reduction in styrofoam procurement across three distribution center (compared to 2021). By 2023, 81% of cold-chain orders in Thailand utilized the B-Box.

In Malaysia, we introduced more than 900 reusable Orca boxes since 2021. In 2023, more than 22% of cold-chain orders utilized the Orca box, a 11% increase compared to 2022. To increase adoption of the ORCA boxes, we are exploring expansion to private channels, in addition to government hospitals.

In 2024, we partnered with UOB's innovation accelerator, UOB FinLab, for its GreenTech Accelerator 2024 program. The program matched DKSH with a startup to help us calculate the carbon emissions of the B-Box in Thailand. We conducted an initial lifecycle analysis workshop in 2024 and intend to continue the calculations in 2025. In recognition of our commitment and support as a Challenge Partner for the GreenTech Accelerator 2024, our Business Unit Healthcare received an appreciation award from UOB FinLab.

In addition, our Business Unit Healthcare is transitioning towards Forest Stewardship Council® (FSC)-certified packaging for our Own Brands to increase the number of products packed with FSC-certified packaging. In 2024, more than 185,000 pieces across four product types were FSC-certified. 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.

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 is established in line with the precautionary principle. It 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 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. Reducing product waste was identified as the core topic to be addressed. We developed and deployed a Product Waste Reduction Toolkit in early 2022. Since 2023, the toolkit has been successfully implemented 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 2024, Business Unit Consumer Goods raised its surplus product donations – both food and non-food products – to 175 metric tons in 2024 (from 166 metric tons in 2023).

In March 2022, DKSH signed an agreement 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 up efforts to recover and distribute surplus products – both food and non-food products – throughout the Asia Pacific region. In 2024, we strengthened our partnership with GFN and expanded our initiative to donate surplus products – both food and non-food products – to local food banks across five markets: Australia, Hong Kong, Malaysia, New Zealand, and Taiwan.

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.

2024 TCFD review

In 2024, 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, see 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 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 Scenario (NZE) set out by the International Energy Agency (IEA). The NZE defines a pathway to achieving net-zero CO₂ emissions by 2050 in line 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 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 upstream and downstream value chains). We used the IPCC World Atlas Regional Information Tool, which found that physical hazards, such as mean temperature increases, heavy precipitation, and droughts, pose a high risk in some regions where we source or sell products. We also expect rising sea levels to become a hazard in the long term, as

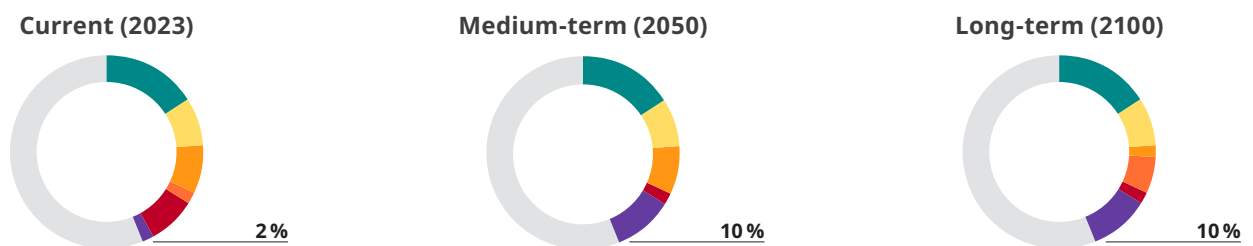
DKSH is active in areas that will most likely experience rising sea levels and operates sites near the coast. The assessment also has some limitations; for example, it does not allow for site-specific ratings.

In 2023, we conducted an in-depth analysis of physical hazards for 50 of our sites using the Climate Change Edition of the Location Risk Intelligence platform from reinsurer Munich Re. The analysis was based on Shared Socioeconomic Pathway (SSP) scenarios from the latest IPCC Assessment Report (IPCC AR6, 2023). The tool analyzes location-specific hazard exposure for various acute and chronic hazards. We identified heat and precipitation stress as potentially significant challenges for our sites across all time horizons.

We analyzed our own sites for the hazards of tropical cyclones, river flooding, rising sea levels, wildfires, droughts, heat, and precipitation.²⁹

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

Tropical cyclones are some of the world's 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.



Currently, only 2% of the assessed own sites face an extreme hazard of tropical cyclones. This jumps to 10% of the sites for the medium- and long-term scenarios.

Hazard assessment

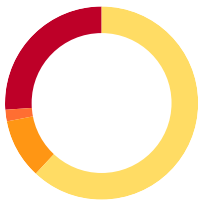
■ very low
 ■ low
 ■ medium
 ■ large
 ■ very large
 ■ extreme
 ■ no hazard

²⁹ 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.

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..

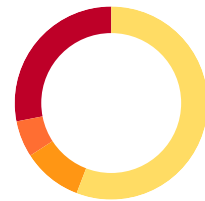
Current (2023)



Medium-term (2050)



Long-term (2100)

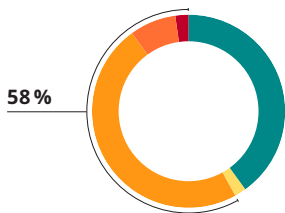


The proportion of the assessed own sites with a low river flood risk stays constant both in the medium term until 2050 and in the long term.

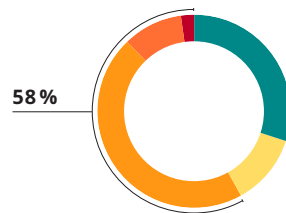
Fire Weather Stress Index (four-degree global warming scenario, IPCC SSP5 – 8.5)

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.

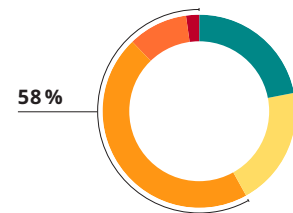
Current (2023)



Medium-term (2050)



Long-term (2100)



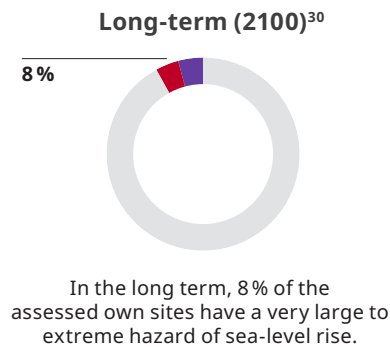
Across all time horizons, 58% of the assessed own sites face a medium, large and very large wildfire hazard level.

Hazard assessment

■ very low
 ■ low
 ■ medium
 ■ large
 ■ very large
 ■ extreme
 ■ no hazard

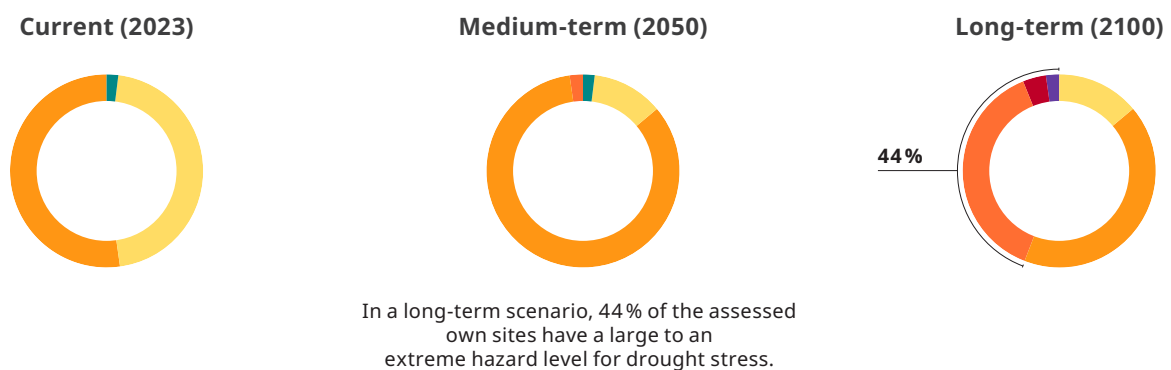
Sea-Level Rise (four-degree global warming scenario, IPCC SSP5 – 8.5)

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.



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.



Hazard assessment

■ very low
 ■ low
 ■ medium
 ■ large
 ■ very large
 ■ extreme
 ■ no hazard

³⁰ The Climate Change Edition of the Munich Re Location Risk Intelligence platform does not provide data for 2023 and 2050.

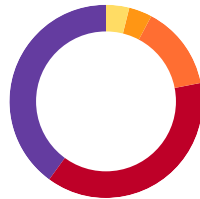
Heat Stress Index (four-degree global warming scenario, IPCC SSP5 – 8.5)

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.

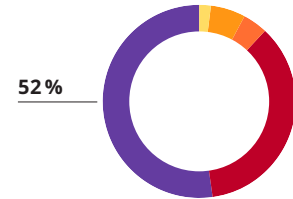
Current (2023)



Medium-term (2050)



Long-term (2100)

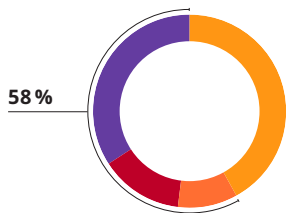


In a long-term scenario, 52% of the assessed own sites are at risk of an extreme hazard level associated with heat stress.

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.

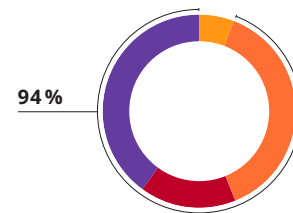
Current (2023)



Medium-term (2050)



Long-term (2100)



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.

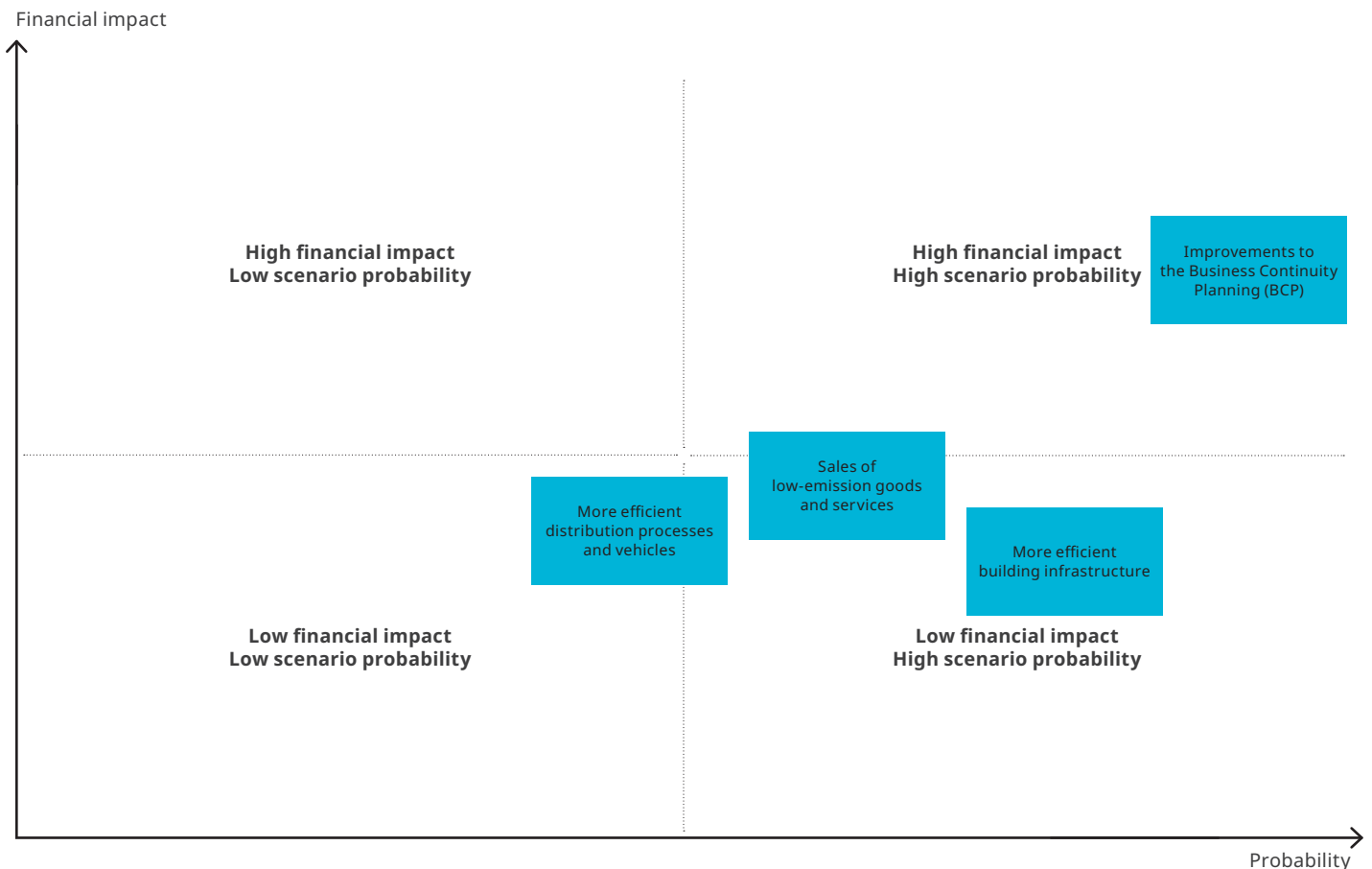
Opportunities

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:

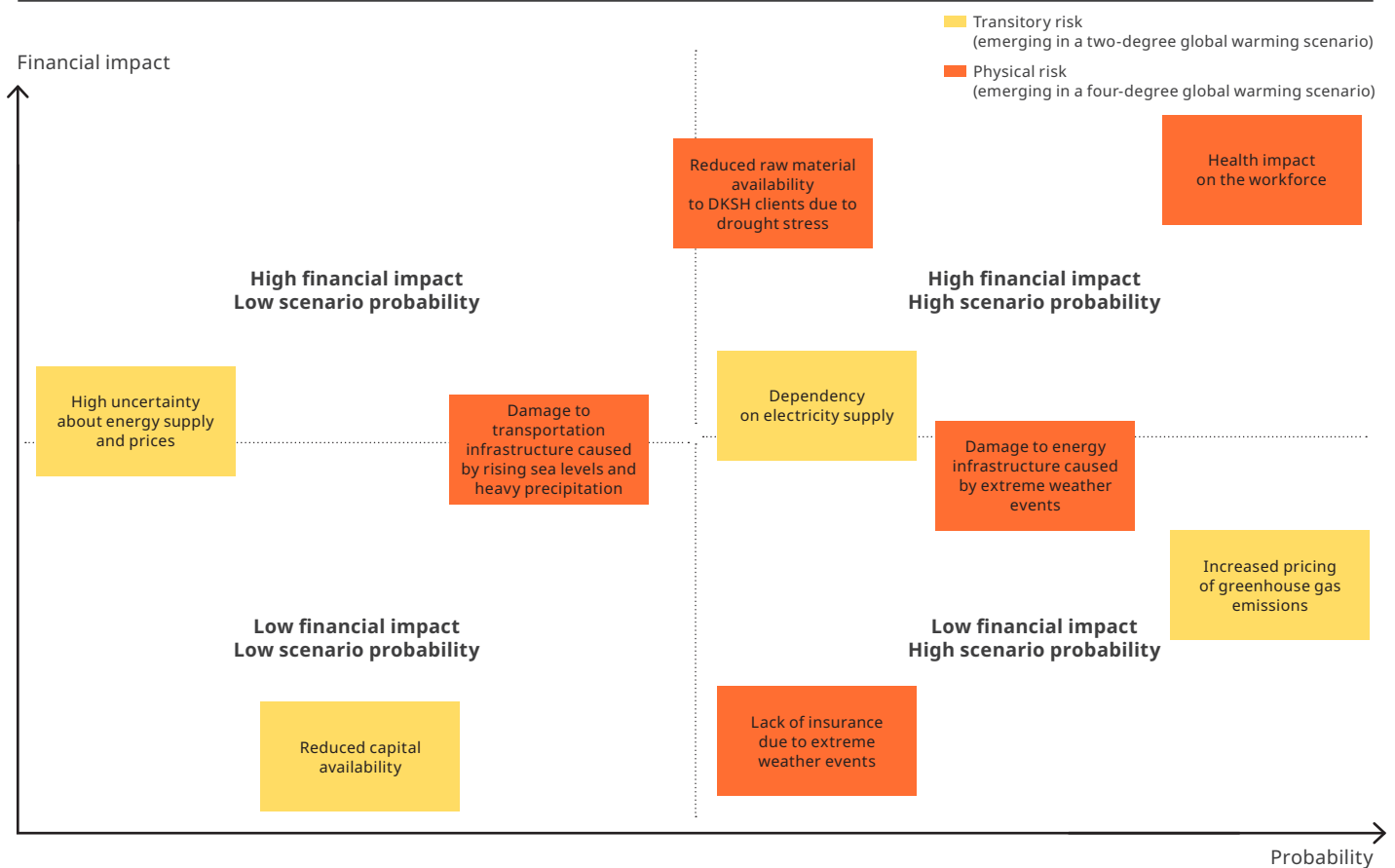
Risk	Impact	Financial impact
Damage to transportation infrastructure caused by rising sea levels and heavy precipitation	Delivery disruptions and higher costs as emergency alternative solutions must be found, and difficulties for employees to travel to work leading to high absenteeism and operational 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. We are currently developing a science-based target and preparing for its submission to the 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.

Our intermediary goals are to reduce our emissions by 65% by 2025 and 70% by 2027 compared to a base year of 2020. In 2024, through a range of initiatives, we reduced our operational greenhouse gas emissions (Scope 1 and 2) by 55% compared with 2020 and 10% compared with 2023. In addition to CO₂ emissions, we include CH₄, N₂O, and HCFC/HFC emissions in the calculation of our greenhouse gas emissions. In 2024, our Scope 1 and 2 (location-based) emissions amounted to 62,611 metric tons of CO₂, 97 metric tons of CO₂e of CH₄, 281 metric tons of CO₂e of N₂O, and 3,051 metric tons of CO₂e of HCFC/HFC, resulting in CO₂e of 66,040 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

In 2024, our Scope 3 emissions amounted to 3,244,737 metric tons of CO₂e. See the [Sustainability Strategy](#) and [Climate Change Mitigation](#) chapter 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 Greenhouse Gas 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 climate neutrality 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 2024, 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.

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.

All procurement associated with the trading and manufacturing activities outlined above accounts for more than 90% of our total procurement. A split between international and local sourcing or procurement is currently not available. Whilst 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. We 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.

► GRI 2-6

Ensuring a Responsible Supply Chain

We are committed to the integrity of our supply chain by operating our business in keeping with the highest ethical standards, as reflected in our [Code of Conduct](#). Our [Responsible Procurement Policy](#) and the associated [Business Partner Code of Conduct](#) 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 new 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 that we take variations in our management approach rather than a one-size-fits-all model without, however, compromising on 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 new 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. See also our [Performance Materials Scorecard](#) for further 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.

► 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 2024 we reviewed this and found that 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 law³¹, 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 adoption of a Responsible Procurement Policy and an associated Business Partners Code of Conduct, including, inter alia, 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 the issues upon detecting any actual or potential issues. It further describes our complaint mechanism, our 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.

³¹ 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).

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 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 confectionary industry as well as operating 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 a 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) and 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 a high-risk supplier, 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.

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 child labor exposure by applying general risk assessment procedures applicable to all supplier categories. This includes activities such as screening via specialized risk management software, as well as direct interactions with business partners through questionnaires or otherwise.

► [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 non-trade suppliers) 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 964j et seq. and the Ordinance on Due Diligence and Transparency in relation to Minerals and Metals from Conflicted-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 2024.

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 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 2024, 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.

Business Unit-Specific Procedures

Performance Materials

Our Business Unit Performance Materials operates higher upstream in the supply chain and closer to the origins of raw materials and ingredients. As such, 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, the Business Unit 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 2024, 5,465 vendors have been screened of which 1,875 have already been rated through the EcoVadis assessment. This represents 907 unique suppliers rated. Overall, 105 unique suppliers were identified as top priority with high-risk and high criticality. So far, we have invited over 75% of these suppliers to complete the EcoVadis assessment and 55 different unique suppliers have participated in our coaching webinars to support them in their sustainability journey as well as provide guidance for the assessment.

▶ GRI 414-2

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 towards 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, 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.

Healthcare Own Brands

In 2024, for the first time, we conducted a supplier survey with all new suppliers for our Healthcare Own Brands. All of our questions related to sustainability topics, such as measuring their company's carbon footprint and other environmentally related questions. Another section focused on ethics and anti-bribery-related questions, along with questions on working conditions and opportunities. The survey featured 22 questions and provided us with an overview of our Own Brand suppliers and how they handle sustainability.

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 one RSPO certification (Indonesia) and 20 RSPO distributor licenses (European and Asian markets). In 2024, we added five new distributor licenses for our Business Unit Performance Materials in Japan, India, South Korea, North America, and Thailand. Additionally, Georg Breuer GmbH (GBFI), a German distributor of plant-based ingredients for the food industry we acquired in 2022, holds a separate RSPO license. We are currently developing additional DKSH markets as RSPO candidates, proving that we are committed to and comply with the organization's sustainability requirements.

Moreover, we submit the required Annual Communication on Progress (ACOP) at Group level for all DKSH entities involved under the RSPO, as well as a separate ACOP report for GBFI.

Ethics and Integrity

Combatting 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. In 2024, we underscored our dedication to ethical conduct by strengthening our compliance organization with additional resources, including higher headcounts. We now 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 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."³²

Risk Assessment

In 2018, we launched an enhanced bribery risk assessment process³³ to be rolled out across all our markets, with prioritization based on national scores in Transparency International's Corruption Perception Index (CPI). By the end of 2024, 15 of our markets had adopted our bribery risk assessment process, representing 100% of our significant operations. We identify risks using a detailed mapping process. The level of risk is determined using the Group's Risk Management Policy and procedures, and appropriate controls are assigned. For example, working with intermediaries in business transactions potentially increases the risk of bribery; controls include due diligence requirements for standard or enhanced procedures depending on the assigned risk levels. In 2024, we implemented a tool that captures bribery risk assessments at the market level, improving our visibility and providing a more comprehensive overview.

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 is involved in our risk management processes. It receives updates on the results of the bribery risk assessment by the Governance, Risk, and Compliance (GRC) Function. Furthermore, the Board of Directors provides regular feedback on risk management processes, including those that go beyond formal processes and, in particular, when critical risks occur.

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.

³² Source: Association of Certified Fraud Examiners.

³³ Based on "Diagnosing Bribery Risk", Guidance for the Conduct of Effective Bribery Risk Assessment, Transparency International UK.

We continued training our employees on conflicts of interest in 2024. We assigned this topic to 100% of our in-scope employees – those who started their employment on or before September 30, 2023 – during our organization-wide compliance refresher training called License to Operate (LTO). We launched this training across 30 markets in 2024. All employees who started their employment from October 1, 2023 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 2024, our LTO refresher focused on 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), and Gifts, Hospitality & Entertainment (GHE). It also included topics on discrimination, harassment, and diversity and belonging. It also featured two new chapters: Data Privacy, and Fraud Awareness and Protection. 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 ³⁴	15,893	15,771	99.2 %
Management ³⁵	4,089	4,069	99.5 %
Others ³⁶	500	433	86.6 %
Workers ³⁷	2,525	2,506	99.2 %
Total	23,007	22,779	99.0 %

License to Operate Training Completion by Region

Employee category	In scope	Completed	Ratio
Greater China ³⁸	2,153	2,151	99.9 %
Malaysia and Singapore	4,290	4,239	98.8 %
Rest of Asia Pacific	9,832	9,727	98.9 %
Rest of the world	538	493	91.6 %
Thailand	6,194	6,169	99.6 %
Total	23,007	22,779	99.0 %

► GRI 205-2

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

35 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.

36 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.

37 DKSH employees as well as client staff who perform manual labor and are considered as skilled or unskilled workers.

38 Includes mainland China, Hong Kong, Macau, and Taiwan.

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.

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 2024, 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 2024, there were 33 known fraud cases (including those reported via the Integrity Line) which were reported to the Audit Committee.

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. In 2024, we recorded 163 reports, mostly relating to complaints in employee matters.

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. These steps ensure the integrity line remains an effective tool for addressing misconduct.

Incidents Reported via the DKSH Integrity Line by Type of Incident

Type of incident	Number of incidents reported
Anti-competition issues	1
Bribery, corruption, kickbacks	6
Data protection, IT security	5
Environment, health, and safety	5
Fair play, conflicts of interest	25
Fraud, embezzlement, misappropriation, theft	19
Interactions with healthcare professionals (IHCP) ³⁹	8
Regulatory affairs and quality assurance	7
Workplace	87
Total	163

³⁹ 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.

We thoroughly examine all reports recorded and, if warranted, initiate an investigation. In 2024, we recorded 163 reports via the Integrity Line or other channels. Overall, 63 reports (39%) were sufficiently substantiated to be investigated, of which four reports related to corruption. Two of the three completed corruption cases resulted in termination or voluntary resignation, and the remaining case is still under investigation. In the three resolved cases, DKSH's internal Anti-Corruption Policy had been violated on two occasions, although no corruption-related legislation had been breached. 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 2024.

▶ [GRI 2-27](#), [GRI 205-3](#)

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.

In 2024, DKSH recorded three incidents of non-compliance with regulations on product and service information and labeling. One incident resulted in a warning, one has been resolved after rectification, and the third one resulted in a penalty. DKSH recorded no incidents of non-compliance with regulations concerning marketing communications.

► [GRI 417-2](#), [GRI 417-3](#)

Industry-Specific Marketing in the Healthcare Business

In many jurisdictions, advertising and promoting healthcare products are 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 competition and antitrust 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 2024, local training was conducted in 11 markets by our legal team and a global online training was conducted by a reputable law firm for two Business Units and our legal team.

DKSH performs regular audits to verify that its contracts comply with the standards outlined in the Contract Manual, including those relating to competition and antitrust law.

In 2024, 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 communicating regularly with Country Finance Managers, the Group Tax team prepares a monthly tax report for the CFO and senior management. This report updates the recording and tracking of reported tax risks and all forms of tax fluxes and losses, payments, etc. This monthly report is a management tool to oversee and control the Group’s tax affairs. We have also created 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 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 [Combatting 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. Therefore, 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 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 Governance, Risk, and Compliance (GRC) Function 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, 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. A standard review has three possible outcomes: Accepted, rejected, or a request for further revision of areas where shortcomings were identified.

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 Identity Governance solution to enable automated access lifecycle management. Employees who need additional access to applications are managed via service requests. Not all of our information is encrypted, as most of DKSH's data are transactional. Personal information stored in SuccessFactors (our HR system) is encrypted.

We inform all data subjects before we collect their personal data and only process it in keeping with the law. As stipulated by our Data Protection Policy and in line with the 'data minimization' principle, we process personal data only for the purpose for which it is collected. We retain personal data for as long as local law requires. We delete personal data from systems and servers once this timeframe is reached.

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. Since 2022, as part of our due diligence processes, we have required 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.

In the reporting year, there were five minor incidents reported to the Integrity Line, three of which were dropped at the preliminary assessment stage and one preliminary assessment is ongoing. One incident was sufficiently substantiated to be investigated, and for this case appropriate internal disciplinary actions were 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 playbooks to deal with 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 2024, we recorded no breaches and no losses of data.

The IT Governance, Risk, and Compliance team reviews all new third-party IT service providers. In 2024, we identified nine critical IT service providers, who we are currently re-assessing. 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 2024, around 16,900 🗳️ employees (out of about 17,800 for whom the training is intended) completed our security awareness online program. In total, 95% 🗳️ of the target group completed the training (2023: 96%). DKSH's main digital and IT hub is located in Malaysia. 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 is also signed up 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.

In addition, we use digital and IT newsletters and newsflashes to maintain awareness about sensitive topics across all markets. One recent example is the internal Artificial Intelligence (AI) Usage Guideline we published in October 2023 to ensure AI usage is moderated.

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 infrastructure in enterprise resource system called SAP in 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 re-certified 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. Apart from being recertified to the ISO27001:2022 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, ISO27001:2022, 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. Our clients or their appointed auditors frequently audit our operations to ensure that products are stored and handled in accordance with their expected standards.

We have also achieved calibration services certifications in our markets in Singapore (ISO/IEC 17025:2017), Laos (ISO 9001:2015), and Thailand (ISO/IEC 17025:2017). In Japan, we follow the medical compliance rules instructed by JMIA (Japan Society of Medical Instrumentation).

DKSH France, Germany, Great Britain, Spain, Indonesia, Philippines, Thailand, USA, and Canada 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 benefits of the program include, among others, the optimization of processes through improved energy efficiency and risk reduction and access to helpful tools and training offers for ongoing improvement.

One of the membership requirements is completing an assessment through the Safety & Quality Assessment for Sustainability (SQAS) network. In 2024, DKSH Marketing Services Spain S.A.U. has been 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 2024, authorities (13), certifying bodies (19), clients (8), and customers (48) audited Business Unit Performance Materials (a total of 88 audits). In turn, this Business Unit audited selected suppliers and performed routine internal audits and external quality audits with third-party service providers (110). Of all audits reported, two critical findings were identified. One in a warehouse of a DKSH logistics partner (Indonesia) and one on an import certification by Thai authorities (DKSH Thailand). A total of 131 major and 278 minor findings were reported in 2024. Tailored improvement plans were agreed upon with the auditors and then implemented and monitored to mitigate all reported deviations in due time.

In 2024, 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 2024, DKSH recorded two incidents of non-compliance with regulations concerning the health and safety impacts of products and service. One incident resulted in a summon, although DKSH was ultimately found not guilty. The other incident led to a penalty.

► [GRI 2-27, GRI 416-2](#)

Community Development



We deliver a wide variety of high-quality 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 charitable 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 charitable projects, and partner with humanitarian organizations.

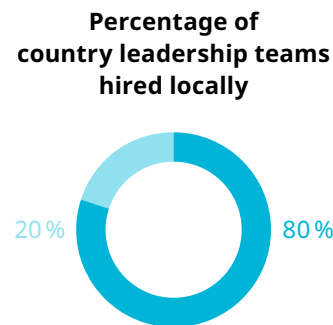
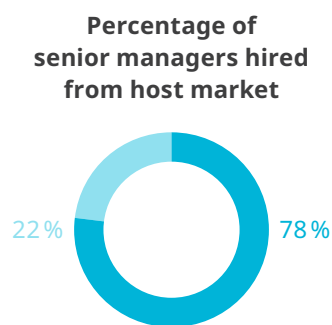
We also increase access to healthcare for people with lower incomes by offering patient services and working to offer better pricing on medication. Along with these efforts, we extend the availability of affordable products beyond urban areas through our expansive distribution network.

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 2024, DKSH had around 28,000 employees, covering 106 nationalities, meaning that we speak the language and understand the culture of our business partners in the 36 markets where we operate. In 2024, 80% of employees serving on our country leadership teams⁴⁰ were hired locally⁴¹. Our goal is to keep this figure stable in the years ahead. Within our markets with significant operations⁴², 78% of all senior⁴³ managers were hired from the host market (2023: 77%).



■ Non-locals ■ Locals

► GRI 202-2

⁴⁰ Country leadership teams refer to heads of each Business Unit and Function within a market.

⁴¹ 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.

⁴² DKSH defines significant operations as all markets with more than 500 employees. This includes the 11 markets of Australia, Cambodia, Hong Kong, Indonesia, Malaysia, Myanmar, the Philippines, Singapore, Taiwan, Thailand, and Vietnam.

⁴³ 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. The Strategy provides guidance on how we can make 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.

We developed our Social Impact Strategy based on the commitments set out in our existing policies, such as our Code of Conduct. We also benchmarked our approach against selected competitors and peers and collected input from our Business Units and market teams.

The Strategy brings together initiatives at different levels. Each Business Unit will drive social impact initiatives aligned with its business activities. The initiatives will be selected, funded, and implemented by the Business Unit. Our Business Units will focus on the following impacts:

- ▶ **Consumer Goods:** 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
- ▶ **Healthcare:** Forging access to healthcare for all members of our local communities
- ▶ **Performance Materials:** Giving children access to healthy nutrition and education without barriers
- ▶ **Technology:** Supporting education in the community by providing access to science and technology

We also implement initiatives driven by our markets. The market teams will define, fund, execute, and track these initiatives. Our potential initiatives include blood donations and volunteering in patient outreach centers and soup kitchens.

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.

For example, acceptable donations are those made to non-political and non-religious groups whose primary purpose is to support groups such as children, the elderly, less privileged members of society, or communities. These criteria align with our Social Impact Strategy and Code of Conduct, which state that we do not engage in political processes and refrain from making any form of donation to political parties, elected officials, candidates for public office, or political campaigns.

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 to third-party events or programs (non-Healthcare), and (5) Educational activities, such as educational grants and scholarships.

As per our Policy, donation recipients should register on the compliance IT platform and complete a donation request form. After submission, each request is subject to review and approval by the Donations Committee established at the market level.

During 2024, we supported 96 🇨🇦 charitable projects in 27 🇨🇦 markets as part of our commitment to the local communities where we operate. Charitable activities took place in 100% of our significant markets. The following paragraphs provide an overview of our activities in the Business Units and markets.

Business Unit 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 to improve access to medicines and healthcare within their local areas of influence. For example, supply life-saving products.

In 2023, our Business Unit Healthcare launched its inaugural Patient Purpose Day across 11 global markets. In 2024, we held our second Patient Purpose Day with the theme “Elevate Eldercare with DKSH Healthcare.” We hosted the events in September and October across 11 healthcare markets, where 4,048 healthcare employees and patients took part, making up a total of 672 employee volunteer hours.

To enhance this annual initiative, DKSH has partnered with six local NGOs, charities and non-profit organization partners. Together, we aim to support ongoing humanitarian causes that align with DKSH’s commitment to improving the quality of life in the communities we serve. These causes include offering free health checks for the elderly, physician seminars, projects to engage with elders, on-site screening tests, and presentations. As part of these initiatives, we also collected donations of more than CHF 33,000 and made various in-kind donations to people in need.

Our Business Unit Healthcare provides online and offline patient support programs. Through these efforts, we are eliminating challenges 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. Read our [Progress Highlight: Committing to elevating eldercare to learn more about DKSH’s Patient Purpose Day in 2024.](#)

In 2024, our impact spanned more than 127,000 patients in eight markets, collaborating with 19,000 healthcare providers. Our “Buy X, Get Y Free” aids affordability for treatment in Asia Pacific.

Aligned with our mission of “Healthcare for All,” we educated over 3,000 patients through a dedicated team of 78 nurse educators. We have conducted more than 6,000 visits, with the visits conducted through video calls effectively contributing to help reduce travel emissions. From an environmental perspective, our digitization efforts saved over 30,000 sheets of paper in 2023.

► [GRI 203-1](#), [GRI 203-2](#)

Business Unit Technology

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 2024, our activities are aligned with DKSH’s Social Impact Strategy, following the Global Business Unit Technology’s social impact theme of “Supporting education in the community by providing access to science and technology.” We carried out six social impact initiatives during the year, including “The Tomorrow Space Event – The Next Innovator 2024,” a science camp for children in Vietnam to address sustainability issues using science and technology; “The Ultra-Precision Machining Laboratory Inauguration”, a joint research laboratory program in Taiwan in collaboration with several universities; and “The Young Scientists Program” in partnership with Big Heart Student Care for less privileged students in Singapore. Additionally, in Indonesia, Business Line Scientific Solutions provided university students with access to our DKSH Demo Lab equipment to conduct tests for their studies. In China, we held a school open day with Donghua University, and in the Philippines, we ran a workshop at Manila’s De La Salle University called “Science in Action: Essential Analytical Tools for Future Innovators.”

Our joint venture, Cummins DKSH Myanmar, also conducted sustainability activities in 2024, focused on the project: “Nurturing Nature, Empowering Lives”, where the focus was on tree-planting in the Phu Gyi Reservoir.

In Thailand, our Business Unit Technology works closely with the local disability community as part of its activities. Thai law stipulates that companies must either support a fund financially or employ people with disabilities to help such people obtain decent and productive work. Our Business Unit has opted for the second option to give disabled people in Thailand meaningful opportunities to earn their own living. As part of a project in 2023, we assisted four visually impaired people in learning computer skills and working as content bloggers as outsourced staff for DKSH. In this project, the four people were trained by the founder of an IT company, who is visually impaired himself. In 2024, this project had a stronger focus on online content creation.

► [GRI 203-1](#), [GRI 203-2](#)

Business Unit Consumer Goods

Our Business Unit Consumer Goods offers employment opportunities for people living with disabilities who struggle to enter the workplace. For example, the Business Unit employs nine hearing-impaired people from the local community at Famous Amos cookie outlets in Malaysia.

In addition, 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 the process, in alignment with our Social Impact Strategy. As part of this effort, in 2024, we donated food items to communities in need in five markets – Cambodia, Laos, New Zealand, Singapore, and Thailand.

In 2024, we also strengthened our partnership with the Global FoodBanking Network (GFN), a non-profit organization dedicated to developing and supporting food banks worldwide. As part of this collaboration, we expanded our initiative to donate surplus products – both food and non-food products – to local food banks across five markets: Australia, Hong Kong, Malaysia, New Zealand, and Taiwan. This initiative provides essential daily support to local communities, while reducing food and non-food waste, positively impacting lives across Asia-Pacific. Overall, the Business Unit Consumer Goods raised its surplus product donations to 175 metric tons in 2024 (from 166 metric tons in 2023).

► GRI 203-1, GRI 203-2

Business Unit Performance Materials

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

In 2024, in Spain, we engaged with children from underprivileged neighborhoods at the Casal dels Infants del Raval. Following an introduction to Casal's mission and the needs of its participants, our volunteers spent quality time supporting children with schoolwork and participating in activities such as cooking, reflection, and dancing.

In Portugal, we collected food, hygiene products, and clothing for families with children in need. The items were donated to the Red Cross chapters in Oporto and Lisbon.

In France, we donated to essential community and infrastructure projects, including welfare centers, social facilities, and recreational spaces. These services also

support firefighters' families, assist injured firefighters, and provide cultural and leisure activities for children. These initiatives deliver long-term benefits by strengthening the local economy and fostering social well-being.

In Japan, the 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 the French market. These efforts generate sustainable income for local households, improving the education and well-being of people throughout the region. In 2024, DKSH Japan contributed to the yuzu harvest for the second 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.

In Thailand, we contributed help in the form of cleaning solutions after severe flooding in the Chiang Rai Province. We donated a mild surfactant to Wat Ming Muang, a central hub for flood relief efforts. The contribution was crucial to restoring good hygiene in the community, reducing the risk of spreading diseases, and preventing future health problems through the proper cleaning of affected areas.

► GRI 203-1, GRI 203-2

Market Level Activities

DKSH Malaysia has implemented the ARISE program for its seventh consecutive year, reinforcing the dedication to literacy and education equality in underserved communities. In partnership with SUKA Society, the initiative supports preschoolers across Kelantan, Pahang, Perak, and Sabah through monthly sponsorships, school visits, and essential learning resources. These contributions include school supplies, uniforms, IT equipment, and improved internet connectivity, equipping young learners with the tools they need to succeed.

In March 2024, DKSH Thailand entered a partnership with the Kids Home Development Network Foundation, also known as the Baan Dek Foundation, which focuses on improving the well-being of vulnerable children and their families in Thailand. The initiative provides support for vulnerable children and their families living in urban slums and construction site camps, primarily among migrant worker communities. In 2024, DKSH Thailand supported the foundation's operations in Chiang Mai and Bangkok through financial donations and in-kind contributions.

In addition, DKSH Vietnam has formed meaningful partnerships across the market. At the School for the Deaf

in Lam Dong Province, the company delivered gift bags containing clothing and food to support students aged three to 20. In collaboration with the SOS Children's Village Dalat, essential supplies such as stationery, sports equipment, personal care items, and food items were provided to support the daily needs of orphans. Furthermore, the annual blood donation event, organized with the Vietnam Red Cross Society in Ho Chi Minh City, fosters compassion, directly aids those in need, and strengthens community bonds.

In 2024, DKSH Vietnam was awarded the Corporate Social Responsibility Recognition Award 2024 by the American Chamber of Commerce in Hanoi. This award recognizes member companies for conducting business in a way that creates long-term economic and social value.

► **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 have on local communities. Environmental impacts can include pollution and emissions. 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.

Equally, we strive to manage our social impacts on communities. One of these key focus areas is safe driving, as 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 and Malaysia.

In Thailand, poor infrastructure makes 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. In 2024, we recorded 86 traffic accidents (down from 103 traffic accidents in 2023) involving DKSH employees (52 traffic accidents) and contractors (34 traffic accidents) in Thailand. We also counted the number of traffic accidents occurring outside our premises (58 traffic accidents) and on-site (28 traffic accidents).

We have implemented several 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 over 3,158 hours of defensive driving and road safety training, reaching 670 employees and 706 contractors.

Our dedication to road safety has led to positive results, with the number of traffic accidents decreasing in 2024 compared to 2023. This is a testament to our concentrated efforts to promote road safety and manage our social impacts. While continuing these road safety measures, we are exploring various other areas to help minimize our impacts on communities.

► **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 2024 to 31 December 2024 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
General Disclosures		
GRI 2: General Disclosures 2021	2-1 Organizational details	Annual Report 2024, p. 8, pp. 118-120
	2-2 Entities included in the organization's sustainability reporting	This Sustainability Report covers all entities included in DKSH's financial reporting (Annual Report 2024, pp. 118-120). For entities acquired in 2024, 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 2024 – 31 December 2024. Our sustainability reporting is updated on a yearly basis. Publication date of this Sustainability Report: Feb 12, 2025 Point of contact: sustainability@dksh.com
	2-4 Restatements of information	No restatement
	2-5 External assurance	Sustainability Governance, pp. 23-24 Assurance Statement, pp. 106-108
	2-6 Activities, value chain, and other business relationships	Corporate Brochure 2024, pp. 11-26, 38 Our Purpose and Business Model, p. 7 Responsible Procurement pp. 67-68
	2-7 Employees	Employee Attraction, Satisfaction, and Retention, p. 42
	2-9 Governance structure and composition	Annual Report 2024, pp. 11-30 Sustainability Governance, p. 24
	2-10 Nomination and selection of the highest governance body	Annual Report 2024, p. 17
	2-11 Chair of the highest governance body	Annual Report 2024, p. 17
	2-12 Role of the highest governance body in overseeing the management of impacts	Annual Report 2024, p. 22 Ethics and Integrity: Combatting Corruption, p. 74 Risk Management, pp. 30-31 Sustainability Governance, p. 24

GRI standard	Disclosure	Location
General Disclosures		
GRI 2: General Disclosures 2021 (continued)	2-13 Delegation of responsibility for managing impacts	Sustainability Governance, p. 24
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Governance, pp. 23-24
	2-15 Conflicts of interest	Annual Report 2024, p. 17
	2-16 Communication of critical concerns	Ethics and Integrity: Combatting Corruption, pp. 76-78 Sustainability Governance, p. 24
	2-19 Remuneration policies	Annual Report 2024, pp. 33ff. Sustainability Governance, pp. 23-24
	2-20 Process to determine remuneration	Annual Report 2024, p. 18 Sustainability Governance, pp. 23-24
	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, pp. 47-78 Environmental Responsibility: Resource Efficiency, p. 58 Labor Practices, p. 44 Responsible Procurement, p. 68 Human Rights, p. 27
	2-24 Embedding policy commitments	Ethics and Integrity: Combatting Corruption, pp. 74-75 Human Rights, p. 28 Responsible Procurement, p. 68 Sustainability Governance, p. 24 Sustainability Strategy, p. 22
	2-25 Processes to remediate negative impacts	Labor Practices, p. 43 Ethics and Integrity: Combatting Corruption, p. 78 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: Combatting Corruption, p. 78
	2-27 Compliance with laws and regulations	Ethics and Integrity: Combatting Corruption, p. 78 Ethics and Integrity: Data Privacy and Protection, p. 84 Ethics and Integrity: Responsible Marketing Practices, p. 80 Product Quality and Safety, pp. 85-86
	2-28 Membership associations	Stakeholder Engagement and Double Materiality Assessment, p. 13
	2-29 Approach to stakeholder engagement	Stakeholder Engagement and Double Materiality Assessment, p. 13
2-30 Collective bargaining agreements	Labor Practices, p. 43	

GRI standard	Disclosure	Location	
Material Topics			
GRI 3: Material Topics	3-1	Process to determine material topics	Stakeholder Engagement and Double Materiality Assessment, pp. 13-14
	3-2	List of material topics	Stakeholder Engagement and Double Materiality Assessment, p. 16
Market Presence			
GRI 3: Material Topics 2021	3-3	Management of material topics	Local Community Development, p. 88
GRI 202: Market Presence 2016	202-2	Proportion of senior management hired from the local community	Local Community Development, p. 88
Indirect Economic Impacts			
GRI 3: Material Topics 2021	3-3	Management of material topics	Local Community Development, p. 88
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	Local Community Development, pp. 90-92 Local Community Development, pp. 90-92
	203-2	Significant indirect economic impacts	
Anti-Corruption			
GRI 3: Material	3-3	Management of material	Ethics and Integrity: Combatting Corruption, p. 73
GRI 205: Anti-Corruption	205-1	Operations assessed for risks related to corruption	Ethics and Integrity: Combatting Corruption, p. 74
	205-2	Communication and training about anti-corruption policies and procedures	Ethics and Integrity: Combatting Corruption, pp. 75-76
	205-3	Confirmed incidents of corruption and actions taken	Ethics and Integrity: Combatting Corruption, pp. 76-78
Anti-Competitive Behaviour			
GRI 3: Material Topics 2021	3-3	Management of material topics	Ethics and Integrity: Responsible Marketing Practices, p. 79
GRI 206: Anti-Competitive Behaviour 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Ethics and Integrity: Responsible Marketing Practices, p. 80

GRI standard	Disclosure	Location
Tax		
GRI 3: Material Topics 2021	3-3 Management of material topics	Ethics and Integrity: Responsible Tax Practices, p. 81
GRI 207: Tax 2019	207-1 Approach to tax	Ethics and Integrity: Responsible Tax Practices, p. 81
	207-2 Tax governance, control, and risk management	Ethics and Integrity: Responsible Tax Practices, p. 81
	207-3 Stakeholder engagement and management of concerns related to tax	Ethics and Integrity: Responsible Tax Practices, p. 81
Materials		
GRI 3: Material Topics 2021	3-3 Management of material topics	Environmental Responsibility: Resource Efficiency, p. 57
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
Water and Effluents		
GRI 3: Material Topics 2021	3-3 Management of material topics	Environmental Responsibility: Pollution Prevention, p. 54
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. 49ff.
	305-2 Energy indirect (Scope 2) GHG emissions	Environmental Responsibility: Climate Change Mitigation, pp. 49ff.
	305-3 Other indirect (Scope 3) GHG emissions	Environmental Responsibility: Climate Change Mitigation, pp. 49ff.
	305-4 GHG emissions intensity	Environmental Responsibility: Climate Change Mitigation, pp. 49ff.

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. 57
	306-2 Management of significant waste-related impacts	Environmental Responsibility: Resource Efficiency, p. 57
	306-3 Waste generated	Environmental Responsibility: Resource Efficiency, p. 57
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. 41
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Attraction, Satisfaction, and Retention, p. 41
Occupational Health and Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Health, Safety, and Well-Being, p. 33 Sustainability Strategy, p. 17
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Health, Safety, and Well-Being, p. 34
	403-2 Hazard identification, risk assessment, and incident investigation	Health, Safety, and Well-Being, p. 35
	403-3 Occupational health services	Health, Safety, and Well-Being, p. 35
	403-4 Worker participation, consultation, and communication on occupational health and safety	Health, Safety, and Well-Being, pp. 35-36
	403-5 Worker training on occupational health and safety	Health, Safety, and Well-Being, pp. 35-36
	403-6 Promotion of worker health	Health, Safety, and Well-Being, p. 37
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health, Safety, and Well-Being, pp. 34-36

GRI standard	Disclosure	Location
GRI 403: Occupational Health and Safety 2018 (continued)	403-8 Workers covered by an occupational health and safety management system	Health, Safety, and Well-Being, p. 34
	403-9 Work-related injuries	Health, Safety, and Well-Being, p. 36
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, p. 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	405-1 Diversity of governance bodies and employees	Annual Report 2024, pp. 11-19 Employee Attraction, Satisfaction, and Retention, p. 42 Labor Practices, pp. 44-46
Non-Discrimination		
GRI 3: Material Topics 2021	3-3 Management of material topics	Labor Practices and Human Rights, p. 43 Sustainability Strategy, p. 17
GRI 406: Non-Discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Labor Practices, p. 43

GRI standard	Disclosure	Location
Freedom of Association and Collective Bargaining		
GRI 3: Material Topics 2021	3-3 Management of material topics	Human Rights, p. 27 Responsible Procurement, p. 67
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. 28 Responsible Procurement, pp. 69-70
Child Labour		
GRI 3: Material Topics 2021	3-3 Management of material topics	Human Rights, p. 28 Responsible Procurement, p. 67
GRI 408: Child Labour 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Human Rights, p. 28 Responsible Procurement, p. 70
Forced or Compulsory Labour		
GRI 3: Material Topics 2021	3-3 Management of material topics	Human Rights, pp. 28 Responsible Procurement, p. 67
GRI 409: Forced or Compulsory Labour 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Human Rights, p. 28 Responsible Procurement, p. 69
Local Communities		
GRI 3: Material Topics 2021	3-3 Management of material topics	Local Community Development, p. 88 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, pp. 54-55 Local Community Development, p. 92
	413-2 Operations with significant actual and potential negative impacts on local communities	Environmental Responsibility: Pollution Prevention, pp. 54-55 Local Community Development, p. 92

GRI standard	Disclosure	Location
Supplier Social Assessment		
GRI 3: Material Topics 2021	3-3 Management of material topics	Responsible Procurement, p. 67 Sustainability Strategy, p. 17
GRI 414: Supplier Social Assessment 2016	414-2 Negative social impacts in the supply chain and actions taken	Responsible Procurement, p. 71
Customer Health and Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Product Quality and Safety, p. 85
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. 86
Marketing and Labeling		
GRI 3: Material Topics 2021	3-3 Management of material topics	Ethics and Integrity: Responsible Marketing Practices, p. 79
GRI 417: Marketing and Labeling 2016	417-2 Incidents of non-compliance concerning product and service information and labeling	Ethics and Integrity: Responsible Marketing Practices, p. 79
	417-3 Incidents of non-compliance concerning marketing communications	Ethics and Integrity: Responsible Marketing Practices, p. 79
Customer Privacy		
GRI 3: Material Topics 2021	3-3 Management of material topics	Ethics and Integrity: Data Privacy and Protection, p. 82
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. 84

Performance Materials Scorecard

Our Performance Materials Scorecard captures Business Unit Performance Material's (DKSH Switzerland Ltd.) progress on key environmental and social metrics. It measures performance¹ 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		
	2022	2023	2024
Human rights			
Incidents relating to discrimination	0	0	0
Developing our Talent			
Training hours/employee	-	16.8	17.8
Talent bench strength (%)	37.0	29.7	34.9
Internal hire rate (%)	61.1	62.6	63.6
Embracing diversity			
Women in senior leadership position (%)	14	16	14
Employee engagement			
Employee engagement score (0-100)	74	71	70
Voluntary attrition rate (%)	9.4	9.3	8.7
New hire retention rate (%)	86.6	89.6	88.6

¹ The majority of the figures published reflect the status as of December 31, 2024, except for greenhouse gas (GHG) emissions and safety-related information. Safety-related data from the following markets: USA, France, India, South Korea, Italy, Portugal, Switzerland, and Great Britain, and GHG emissions data are from the fourth quarter of 2023 to the third quarter of 2024.



Make Our Value Chains More Sustainable

	Results		
	2022	2023	2024
Human rights			
Number of markets with human rights risk/impact assessment	0	1	2
Markets with ISO 45001	0	0	3
Fatalities from work-related injuries ²	0	0	0
Environmental stewardship			
Markets with ISO 14001	1	1	4
Responsible procurement³			
Percentage of third parties assessed (%) ⁴	0	27.7	34.3
Percentage of revenue from ESG assessed third parties (%) ⁵	0	31.0	45.3
Solar panels			
Number of DKSH locations with solar panels	0	1	1

² Refers to fatalities recorded in our own business operations.

³ The Responsible Procurement Program for Business Unit Performance Materials kick-started in July 2023. Data provided is for the period July 2023 to December 2024.

⁴ 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 excluding service suppliers. Percentage of third parties assessed refers to assessed vendors divided by total number of vendors.

⁵ 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		
	2022	2023	2024
Emissions transparency			
Scope 1 and 2 emissions (market-based; CO ₂ e in metric tons)	3,786	2,047	1,292
Scope 1 and 2 emission intensity (market-based; CO ₂ e in metric tons/net sales in CHF m)	0.41	1.25	0.78
Energy consumption intensity (MWh/net sales in CHF m)	5.25	5.91	6.39
Net-zero operations			
% of green electricity against total electricity	-	77	73
Refrigerants leakages (CO ₂ e in metric tons)	-	12	48
Science-based target	Under Development		

Greenhouse Gas Emissions and Energy Usage

	Results		
	2022	2023	2024
Greenhouse gas emissions (location-based⁶ accounting), CO₂e in metric tons			
Air travel (Scope 3)	-	1,690	1,396
Outsourced transport (Scope 3)	320	85	476
Electricity (Scope 2)	3,801	4,432	5,005
Fuel and refrigerants (Scope 1)	43	142	183
Total Scope 1, 2, and 3	4,163	4,660	5,664
Greenhouse gas emissions (market-based⁷ accounting), CO₂e in metric tons			
Air travel (Scope 3)	-	1,690	1,396
Outsourced transport (Scope 3)	320	85	476
Electricity (Scope 2)	3,743	1,904	1,109
Fuel and refrigerants (Scope 1)	43	142	183
Total Scope 1, 2, and 3	4,105	2,132	1,768
Energy usage in our operations, by activity in MWh			
Fuel usage by our fleet	21	479	505
Fuel usage in our facilities ⁸	36	50	40
Electricity in our facilities	6,032	7,098	7,983

⁶ Scope 2 location-based emissions are calculated by applying location-based emission factors to our electricity consumption data. For location-based emission factors, we use 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.

⁷ 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) are also considered when calculating our Scope 2 market-based emissions.

⁸ Fuel used in equipment such as back-up electricity generators, boilers, and material handling equipment (e.g. forklift trucks).

Work-Related Injuries

	Number		Rate	
	2023	2024	2023	2024
Business Unit Performance Materials employees⁹				
Fatalities from work-related injuries	0	0	0	0
High-consequence work-related injuries	0	1	0	0.50
Recordable work-related injuries	0	1	0	0.50
Number of hours worked (in millions)	1.50	2.02	-	-
Other workers¹⁰				
Fatalities from work-related injuries	0	0	0	0
High consequence work related injuries	0	0	0	0
Recordable work-related injuries	0	0	0	0
Number of hours worked (in millions)	0.71	0.75	-	-

⁹ Employees are all individuals in an employment relationship with DKSH according to national law or its application. DKSH PM Employees refer to DKSH's Business Unit Performance Materials employees in all markets except for Vietnam, Australia, Japan & Benelux.

¹⁰ All individuals performing work for DKSH other than DKSH employees, such as agency workers, contractors, self-employed persons, subcontractors, and volunteers. Data on other workers are from the following markets: Thailand, Taiwan, the United States, Myanmar, the Philippines, Germany, Indonesia, and New Zealand.



ASSURANCE STATEMENT

Verification Opinion

The inventory of Greenhouse Gas emissions in the period 01/10/2023 – 30/09/2024 for

DKSH Holding Ltd.

Wiesenstrasse 8, CH-8008 Zurich

has been verified in accordance with ISAE3000 as meeting the requirements of

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

To represent a total amount of:

- 9,753 t CO₂e** (Scope 1 emissions)
- 56,286 t CO₂e** (Scope 2; location-based emissions for electricity)
- 16,387 t CO₂e** (Scope 2; market-based emissions for electricity)
- 66,040 t CO₂e** (Scope 1+2; Scope 2 location-based emissions for electricity)
- 26,140 t CO₂e** (Scope 1+2; Scope 2 market-based emissions for electricity)
- 3,244,737 t CO₂e** (Scope 3 emissions)

Furthermore, the data in appendix 1 has been verified.

FOR THE FOLLOWING ACTIVITIES

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

SCOPE

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 as displayed in their GHG Assertion in the form of Sustainability Report 2024. (<https://www.dksh.com/global-en/home/about-us/sustainability>).

CONTENT

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 01/10/2023 – 30/09/2024.

SGS conducted a third-party verification following the requirements of ISAE 3000 of the provided CO₂ equivalent assertion in July 2024 to January 2025. The assessment included a desk review and remote interviews with key locations. The verification was based on the verification scope, objectives and criteria as agreed between DKSH and SGS on 16/07/2024.

LEVEL OF ASSURANCE

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

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 the “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.

STATEMENT OF INDEPENDENCE

The SGS Group of companies is the world leader in inspection, testing and verification, operating in more than 140 countries and providing services including management systems and service certification; quality, environmental, social and ethical auditing and training; environmental, social and sustainability report assurance. Société Générale de Surveillance SA affirm our independence from DKSH being free from bias and conflicts of interest with the organisation, its subsidiaries and stakeholders. This engagement covers verification of emissions from anthropogenic sources of greenhouse gases included within the organization’s boundary and meets the requirements of ISAE3000.

The assertion of DKSH emissions of greenhouse gases follows the methodological approach of the greenhouse gas protocol. This approach includes the following:

- Organizational boundary was established following the operational control approach.
- 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 (Scope 3 categories 1,2,3,4,5,6,7,9).
- Types of GHGs included: CO₂, N₂O, CH₄ and HCFCs/HFCs.
- GHG information for the following period was verified: 01/10/2023 – 30/09/2024
- 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

The GHG information of DKSH for the period 01/10/2023 – 30/09/2024 disclosing Scope 1 and 2 emissions of 66'040 metric tonnes CO₂ equivalent (including gross location-based emissions for electricity) were verified by SGS to a limited level of assurance, consistent with the agreed verification scope, objectives and criteria. A further 3'244'737 tonnes of CO₂ equivalent from Scope 3 sources were 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 01/10/2023 – 30/09/2024, and in addition to scope 2 emissions of 56'286 metric tonnes CO₂ equivalent for location-based emissions, is a disclosure of 16'387 metric tonnes CO₂ equivalent for scope 2 market-based emissions. This figure includes purchase of renewable electricity certificates by DKSH. These emissions have been verified by SGS based on WRI GHG Protocol Scope 2 Guidance.

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.

In addition to the GHG data provided by DKSH, additional sustainability key indicators, presented in Appendix, have been verified by SGS. SGS concludes with limited assurance that there is no evidence to suggest that the presented data is not materially correct and is not a fair representation of the data and information.

Signed for and on behalf of Société Générale de Surveillance SA, Technoparkstrasse 1, 8005 Zurich, Switzerland


Daniel Aegeter
Lead Auditor


Ingrid Finken
Product Manager Sustainability

Zurich, February 6th, 2025

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Appendix 1 - additional Key Performance Indicators with limited external assurance (marked in the Sustainability Report 2024)

Greenhouse gas emissions intensity in the period 01/10/2023 – 30/09/2024

	CO ₂ e (metric tons) per net sales in CHF m ¹
Scope 1+2 emission intensity (location-based)	5.09
Scope 1+2 emission intensity (market-based)	2.01

Greenhouse gas emissions breakdown – Scope 1 and 2 (location-based)

	Emissions in CO ₂ e (metric tons)
CO ₂	62,611
CH ₄	97
N ₂ O	281
HCFCs/HFCs	3,051

Energy usage in our operations, by activity in the period 01/10/2023 – 30/09/2024

	in MWh
Fuel usage by our fleet	19,087
Fuel usage in our facilities	7,842
Electricity in our facilities	102,824

Energy consumption intensity in our operations, by activity in the period 01/10/2023 – 30/09/2024

	in MWh / net sales in CHF m ²
Energy consumption intensity	9.99

Green electricity, in the period 01/10/2023 – 30/09/2024

	in %
% of green electricity against total electricity	69

¹ Use of full year 2024 constant exchange rates (CER) with the base year 2020.

² Use of full year 2024 constant exchange rates (CER) with the base year 2020.

Health, Safety, and Well-being in the period 01/10/2023 – 30/09/2024

Work-Related Injuries

	Number	Rate
DKSH employees		
Fatalities from work-related injuries	0	0
High-consequence work-related injuries	5	0.08
Recordable work-related injuries	64	0.97
Number of hours worked (in million)	65.77	-
Workers		
Fatalities from work-related injuries	0	0
High-consequence work-related injuries	1	0.11
Recordable work-related injuries	5	0.57
Number of hours worked (in million)	8.72	-

Main Types of Work-Related Injuries

	DKSH Employees	DKSH workers
Types of Injuries		
No. of first aid injuries	162	10
No. of medical treatment beyond first aid	11	1
No. of job restrictions or transfers	3	1
No. of lost time injuries	50	3
No. of fatalities	0	0

Human Resources in the period 01/01/2024 – 31/12/2024

Incidents related to discrimination	0
Training hours per employee (h)	16.7
Talent bench strength (%)	27
Internal hire rate (%)	55
Women in senior leadership positions (%)	36
Employee engagement score (0-100)	78
Voluntary attrition rate (%)	15.0
New hire retention rate (%)	71.9

Ethics and Integrity

License to Operate Refresher Training Completion in the period 01/01/2024 – 31/12/2024

Region	In scope	Completed	Ratio
Total	23,007	22,779	99.00%

Incidents Reported via the DKSH Integrity Line by Type of Incident in the period 01/01/2024 – 31/12/2024

Type of incident	# of incidents reported
Anti-competition	1
Bribery, corruption, kickbacks	6
Data protection, IT security	5
Environment, health & safety	5
Fairplay, conflicts of interest	25
Fraud, embezzlement, misappropriation, theft	19
Interaction with Healthcare Professionals (IHCP)	8
Regulatory and quality compliance	7
Workplace	87
Total	163

Data Privacy and Protection in the period 01/01/2024 – 31/12/2024

Number of employees completing the security awareness online program	16,875
Completion rate	94.6%

Local community Impact in the period 01/01/2024 – 31/12/2024

Number of markets benefiting from social impact projects	27
Number of social impact projects	96

Human Rights and Environmental Stewardship in the period 01/01/2024 – 31/12/2024

Number of markets with human rights risk/impact assessment	2
Markets with ISO 14001	3
Markets with ISO 45001	3

ASSURANCE STATEMENT – CH/ZH/6803461



To stakeholders of DKSH Holding Inc

SGS Société Générale de Surveillance Switzerland (hereinafter referred to as SGS) was commissioned by DKSH Holding Ltd (hereinafter referred to as DKSH) to conduct an independent limited assurance of the Sustainability Materiality Assessment process. Our limited assurance engagement verifies the Double Materiality Assessment process presented in the “Materiality Analysis according to the regulatory requirements of the CSRD/ESRS,” June 2024 – Double Materiality Report 2024, conducted in accordance with European Sustainability Reporting Standards (ESRS) to meet the European Corporate Sustainability Reporting Directive (CSRD) requirements.

Scope of our assurance engagement

The scope of work agreed on with DKSH includes the following aspects:

1. The process for identifying, assessing, and prioritizing material sustainability topics from both impact and financial perspectives.
2. The alignment of the materiality assessment methodology with CSRD requirements and ESRS related standards and guidelines.

The assurance engagement was conducted at the global head office level with remote stakeholder interviews.

Reporting criteria

The reporting criteria for this assurance engagement are based on the double materiality assessment requirements outlined in the CSRD ESRS-2 General Disclosure framework, specifically as defined in Impact, Risk and Opportunities management (IRO-1 and IRO-2). The assurance scope focuses on evaluating the double materiality assessment process and its alignment with these disclosure requirements, rather than directly verifying the disclosed datapoints under IRO-1 and IRO-2.

OUR CONCLUSION

Based on our limited assurance procedures, nothing has come to our attention that causes us to believe that the double materiality assessment process conducted by DKSH does not comply, in all material respects, with the requirements of the CSRD ESRS-2 General Disclosure related to the Double Materiality Assessment process. Furthermore, we believe that the process appropriately supports the identification of both financial and sustainability impacts, as required for disclosure in ESRS IRO-1 and IRO-2. Additional observations and conclusions regarding the alignment of the assessment with applicable standards and practices are provided in the Management Report, without affecting our assurance opinion.

MANAGEMENT'S RESPONSIBILITIES

Management of DKSH is in charge for creating, executing, and upholding internal controls for the accurate preparation of ESG data and information in the Double Materiality Report 2024. Their responsibility includes ensuring that the information is free from material misstatement, whether due to fraud or error. Additionally, management is accountable for setting unbiased policies for the Double Materiality statement's creation, overseeing the overall content of the statement, and accurately measuring and reporting data based on the established guidelines and policies. The information in the Double Materiality Report 2024 and its presentation are the responsibility of the directors or governing body (as applicable) and management of DKSH. SGS has not been involved in the preparation of any of the material included in Report. We expressly disclaim any liability or co-responsibility for any decision a person or an entity may make based on this Independent Assurance Statement



AUDITOR'S RESPONSIBILITY

Our responsibility is to plan and perform our examination in a manner that allows us to obtain sufficient and appropriate assurance evidence, and to express a limited assurance conclusion based on our engagement with management and in accordance with the agreed scope of work.

We conducted our work in accordance with the methodology outlined in the International Standard on Assurance Engagements 3000 (Revised), *Assurance Engagements Other than Audits or Reviews of Historical Financial Information*, and the European Sustainability Reporting Standards related to double materiality assessment. This approach was followed to obtain our conclusion.

We planned and executed the necessary tasks to assess the potential of risk of material misstatement in the selected data. This was done with careful consideration and expertise, as guided by our professional judgement.

SGS limited assurance procedures included:

- Review of the methodology and criteria used by DKSH to conduct its double materiality assessment.
- Assessment of the alignment of the process with ESRS requirements (e.g., integration of stakeholder input, consideration of short-term and long-term impacts).
- Verification that relevant stakeholder perspectives were considered in identifying material topics, as required by CSRD.
- Evaluation of how stakeholder concerns were integrated into the assessment.
- Assessment of the completeness, reliability, and accuracy of data and information used in the double materiality process.
- Review of internal documentation and records supporting the process (e.g., meeting minutes, surveys, or analyses).
- Conducting interviews and inquiries with management and responsible for the reporting data collection and consolidation process.
- Performance of limited substantive testing on a selective basis to check that data has been appropriately measured, recorded, collated, and reported.
- Verification of the process for identifying financial materiality and impact materiality.
- Gathering and evaluation of evidence to form a conclusion on whether the double materiality process was performed in all material respects in accordance with the applicable reporting criteria.

LIMITATIONS AND MITIGATION

Our scope of work did not include verifying the accuracy or completeness of data or disclosures unrelated to the materiality process. The review of the Double Materiality Assessment was limited to the process of the definition of material IROs and did not include the review of their interaction with the strategy and business model (datapoints SBM-2 & SBM-3), nor the definition of disclosure requirements at datapoint level.

Financial data drawn directly from independently audited financial accounts has not been checked back to source as part of this assurance process.

The SGS logo is displayed in a large, bold, grey font. It is positioned in the upper right quadrant of the page. A thin vertical line is to the right of the letters 'S', 'G', and 'S', and a thin horizontal line is below the letters 'G' and 'S', forming a partial frame around the logo.

STATEMENT OF INDEPENDENCE AND COMPETENCE

The SGS Group of companies is the world leader in inspection, testing and verification, operating in more than 140 countries and providing services including management systems and service certification; quality, environmental, social, and ethical auditing, and training; environmental, social, sustainability and ESG report assurance. We uphold a robust system of quality control, which encompasses documented policies and procedures to ensure compliance with ethical obligations, professional standards, and relevant legal and regulatory requirements. We apply our Code of Conduct and associated policies to uphold integrity, objectivity, professional competence, and high ethical standards among its employees. SGS affirm our independence from DKSH, being free from bias and conflicts of interest with the organization, its subsidiaries, and stakeholders.

INTENDED USERS OF THIS ASSURANCE STATEMENT

This Assurance Statement is provided with the intention of informing all DKSH's Stakeholders.

Signed:

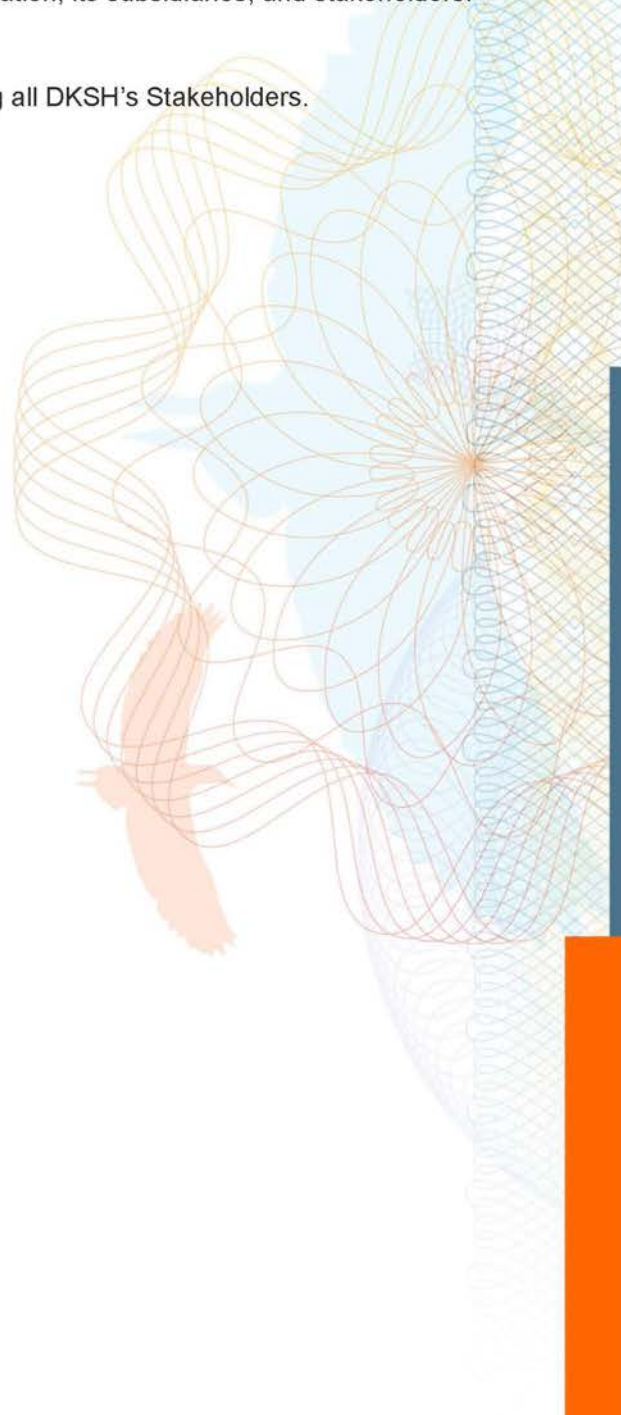
A handwritten signature in blue ink, which appears to read 'Jan Meemken', is written over a light blue circular stamp.

30.01.2025

Jan Meemken
Sub Regional Manager D-A-CH

For and on behalf of SGS Switzerland
Authorized Signatory
SGS Switzerland

January 2025
WWW.SGS.COM



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