

2025 Sustainability Report



BLACKMORES[®]
| GROUP

Partnering with

Nature





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About this report

The Blackmores Group Sustainability Report is prepared annually to share our progress on key indicators of the Group's performance in managing its environmental and social impact. We are guided by the United Nations Sustainable Development Goals and informed by relevant Global Reporting Initiative standards for select indicators.

In 2023, Blackmores transitioned from a 1 July - 30 June financial reporting year (FY) to a 1 January - 31 December reporting year (CY). As a result, in this report, some comparative data is across different reporting years.

Limited Assurance is provided on scope 1 and scope 2 emissions by KPMG Australia and reported in the Blackmores Statutory Sustainability Report 2025 (Mandatory Climate-related Disclosures).

The report has been prepared to update our community of retail partners, suppliers and the consumers of our products who share our commitment to people and the planet, as we take responsibility for the impact we make in the world.

Acknowledgement of Country

Blackmores acknowledges, and pays respect to, the past, present and future traditional owners of the lands throughout Australia and extends this acknowledgement and respect to First Nations people in all countries in which we operate.

In Australia, we honour the continuing culture of the Aboriginal and Torres Strait Islander people who contribute to the strength and capacity of our company, and their custodianship of the natural resources on which we rely. As a company, we undertake to manage the lands that we work on, and the resources that we rely on, in all respects.

May we walk gently on this land.



About Blackmores

OUR BRANDS

BLACKMORES  **BioCeuticals**

OUR RESEARCH AND EDUCATION CENTRE



For over 90 years, Blackmores Group has been a leading natural health company, proudly rooted in Australian heritage. This rich legacy shapes our holistic approach to health and wellbeing, guiding us as pioneers in natural healthcare. We are dedicated to delivering innovative evidence-based products, trusted health information, and unparalleled quality to our customers.

With a team of over 1,200 employees across 11 markets in the Asia-Pacific region, Blackmores offers a high-quality, evidence-based range of brands. These include Blackmores – Australia's leading natural health brand and BioCeuticals – the leading practitioner range in Australia. The Blackmores Institute, established in 2012, serves as our academic and research centre of excellence, dedicated to advancing an evidence-based approach to natural health.

At Blackmores, we believe that healthy people need a healthy planet. We are deeply committed to sustainability and giving back to the communities we serve. As a proud B Corp certified corporation we meet the highest standards of social and environmental performance, transparency, and accountability. Our Group headquarters is located in Sydney, Australia, and our state-of-the-art manufacturing facility for soft gel capsules and tablets is in Braeside, Australia.



CEO's Introduction

Welcome



2025 AT A GLANCE



B Corp certification achieved



First AASB S2 climate disclosures released



67% emissions reduction since 2020 baseline



Nature assessments covering more than 1/3 of top ingredients



79% packaging materials contain recycled content



100% supplier risk assessments



282,469 health education touchpoints



5,900 employee wellness and volunteer hours

At Blackmores Group, our purpose has always been grounded in the connection between people, health and the natural world. For more than 90 years, we have believed that healthy people need a healthy planet, and that belief continues to guide the way we grow, make decisions and take responsibility for our impact.

This year's Sustainability Report reflects an important step forward in that journey. In 2025, we continued to strengthen the systems, partnerships and governance needed to support our ambition for a world where people and nature thrive together. It also marks a significant year in our sustainability maturity, including the release of our first statutory Sustainability Report of climate disclosures, aligned to Australia's emerging mandatory climate reporting requirements.

That first climate report is more than a compliance milestone. It is an important foundation for greater transparency in how we identify, govern and respond to climate-related risks across our business and supply chain. It sets out our climate governance framework, our approach to climate-related risks and opportunities, and the metrics we use to monitor progress. As climate change, biodiversity loss and pressure on natural resources increasingly affect access to ingredients and supply chain resilience, we are continuing to build a more disciplined, evidence-based approach to understanding and managing these risks.

I am also proud that Blackmores is a B Corp certified corporation. This certification reflects our commitment to high standards of social and environmental performance, transparency and accountability, and it reinforces the way we think about long-term value creation: not only for our business, but for the people, communities and ecosystems connected to it. It challenges us to keep improving, to make better decisions, and to ensure our sustainability commitments are embedded in how we operate every day.

In 2025, we made strong progress across our sustainability pillars. We reduced our measured emissions by 67% from our FY2020 Net Zero baseline, with combined scope 1, scope 2 and measured scope 3 emissions of 4,527 tCO₂-e in CY2025. We also began an ambitious energy transformation project to install an industrial hot water heat pump at our Braeside Melbourne

manufacturing facility, supported by ARENA grant funding, with the potential to reduce gas emissions by 25% once fully operational.

Our nature work also continued to deepen. Since committing to adopt the Taskforce on Nature-related Financial Disclosures, Blackmores has undertaken nature risk assessments aligned to the TNFD LEAP framework covering more than a third of our top 30 ingredients by volume, as well as our major Australian operating facilities. This work recognises that our reliance on nature is not conceptual. It is fundamental to the quality, availability and resilience of many of the ingredients we use.

We continued to make progress in responsible sourcing and human rights. Risk assessments were completed for 100% of tier one direct suppliers, 100% of corrective actions from SMETA audits were closed within agreed timeframes, and 100% of tier one direct suppliers had signed the Blackmores Group Supplier Code of Conduct. A living wage assessment was also completed for 100% of Blackmores Group employees, supporting our commitment to fair, safe and ethical practices across our value chain.

We also progressed our work to reduce waste and improve packaging outcomes. Across packaging formats, 79% of our total packaging contained recycled content, and we continued to implement closed loop processes across our facilities, achieving a circularity rate of 18% and avoiding more than 398 tonnes of single-use inward goods packaging. These efforts are part of our broader ambition to design packaging for recovery while recognising the specific performance and safety requirements of therapeutic goods packaging.

Our social impact and wellbeing work remains central to who we are. In 2025, Blackmores Institute health education initiatives exceeded 282,469 touchpoints, and more than \$230,000 was contributed to research organisations to

grow understanding of natural medicine and improve health outcomes for the community. We also contributed \$321,321 in financial donations and \$154,984 in product donations, while employee volunteering and wellbeing hours exceeded 5,900 hours.

There is still much to do. Sustainability is not a static destination, and the expectations of our stakeholders, regulators, customers and communities continue to evolve.

As we look ahead, we will continue to drive progress for climate, nature and outcomes for people, a commitment that has shaped our approach over recent years and remains central to our future. We will keep building capability, strengthening governance, collaborating with suppliers and partners, and embedding sustainability into the decisions that determine how our products are sourced, made, packed and distributed.

On behalf of Blackmores Group, I thank our employees, suppliers, retail partners, community partners, customers and colleagues across Kirin Health Sciences International for their continued commitment and collaboration. The progress reflected in this report is the result of many people working together with purpose.

Together, we will continue to work towards a healthier future for people and the planet.

Alastair Symington
Chief Executive Officer
Blackmores Group

Our global

footprint

Access to 3 billion consumers
across Asia-Pacific

Shanghai, China – China head office
and Global Innovation Centre

Singapore – International regional office

Indonesia – joint venture
partner PT Kalbe Farma

Sydney, Australia –
global headquarters,
production and
distribution centres

Braeside, Victoria –
manufacturing facility

143
direct suppliers
for ingredients, packaging
and contract
manufacturing

266
therapeutic
formulations

1,200+
permanent
employees

815
individual
products

1,000+
ingredients

1,800+
total workforce

Our Value

Chain



Our focus

BLACKMORES®
| GROUP

A world where people and nature thrive together



Partner with Nature

- A Commitment to Nature
- Climate Resilient Operations
- Net Zero by 2030*



Lead with People

- Ethical Sourcing
- Supplier Engagement Program
- Collaborate for Change



Innovate with Care

- Packaging Designed for Recovery
- Formulate for Environmental Resilience
- Reduce Waste



Empower through Wellbeing

- Health Education
- A Safe & Engaged Workforce
- Community Giving

* Blackmores has a target to achieve Net Zero greenhouse gas emissions across Scope 1 and 2 and select Scope 3 operations by 2030, supported by interim targets, operational decarbonisation initiatives, and limited use of verified offsets.

Progress

highlight



Partner with Nature

- Since committing to adopt the Taskforce on Nature-related Financial Disclosures (TNFD), Blackmores has undertaken Nature Risk Assessments aligned to the TNFD LEAP framework representing more than a third of Blackmores' top 30 ingredients (by volume) as well as its major Australian operating facilities.
- Released first statutory Sustainability Report of AASB S2 aligned disclosures in 2025 financial reporting.
- 73% reduction in Scope 1 and 2 emissions and 67% reduction across Blackmores' Net Zero emissions inventory compared to FY2020 baseline.



Lead with People

- Risk assessments completed on 100% of tier one direct suppliers in the year.
- 100% closure of corrective actions from SMETA audits in the agreed timeframe.
- 100% of tier one direct suppliers have signed the Blackmores Group Supplier Code of Conduct.
- Living wage assessed for 100% of Blackmores Group employees.



Innovate with Care

- Increased recycled materials across packaging formats with 79% of total packaging containing recycled content.
- Diverted 21% more by-product commodities from manufacturing processes to other industries, avoiding onsite waste.
- Implementing closed loop processes at Blackmores facilities resulted in a circularity rate of 18%, avoiding over 398MT of single use inward goods packaging.



Empower through Wellbeing

- Blackmores Institute health education initiatives exceeded 282,469 touchpoints in 2025.
- More than \$230,000 contributed to research organisations in 2025 to grow understanding of natural medicine and improve health outcomes for the community.
- Blackmores achieved recognition as a Workplace Gender Equality Agency Employer of Choice for Gender Equality for the third consecutive year.
- Contributed \$321,321 in financial donations and \$154,984 in product donations made to worthy recipients.
- Employee matched donations scheme raised \$183,550 for 81 charity recipients.
- Employee volunteering and wellbeing hours exceeded 5,900 hours in 2025.

Naturopath Maurice Blackmore opened a health food store in Brisbane, Australia.

Blackmores sponsors Kay Cottee to be the first woman in history to sail single-handed, non-stop, unassisted around the world. Blackmores then supported Kay to raise \$1 million for Life Education.

First Environment Officer appointed with a focus on packaging waste.

Blackmores wins environmental award:
In conjunction with Manly Environment Centre and OzGREEN, Blackmores is awarded the NSW Department of Land and Water Conservation's Rivercare 2000 Gold Award for its Kids, Companies and Creeks project.

Blackmores becomes a founding signatory to the National Packaging Covenant.

Blackmores wins environmental award: Blackmores wins the Gold Energy Smart Green Globe Award.

National Packaging Covenant: Blackmores signs the new National Packaging Covenant, maintaining a commitment to minimise packaging waste.

Ethical Investor Award:
Blackmores receives the
Ethical Investor 2006
Sustainable Small Company
of the Year Award.

Blackmores wins Evolution Award:
Blackmores wins second Packaging Magazine Evolution Award in the pharmaceutical category for minimising packaging waste.

Opening of the Blackmores Campus, an ecologically sustainable designed facility at Warriewood, Sydney.

Blackmores is made a Bronze Partner in the NSW Government Sustainability Advantage program for its environmental achievements.

Recognised by the
APCO as Signatory
of the Year.

Inaugural sustainability report: Blackmores publishes its inaugural assured sustainability report.

Australasian Recycling Label:
Blackmores proudly
becomes one of the first
companies to adopt the new
planetark.org/recyclinglabel
- Australasian Recycling Label,
launched by Planet Ark.

- Integrated sustainability into Blackmores' Supplier Code of Conduct.

Blackmores is made a Silver Partner in the NSW Government Sustainability Advantage program for its environmental achievements.

- Established an Environmental Management System.

- Integrated climate change risk assessment in corporate risk processes and held first climate scenario assessment.

- Developed Clean Energy Strategy and began transition to renewable sources of energy.

Blackmores Institute publishes
Sustainable Nutrition, a
scientific literature review.

Blackmores is recognised as a Gold Partner in the NSW Government's Sustainability Advantage Program.

Executive Team and key leaders hold second climate scenario and risk workshop informing the Group Climate Resilience Action Plan.

Net zero emissions by 2030
commitment announced by CEO.

Full electrification of Warriewood campus with gas fired trigeneration plant decommissioned.

Carbon reporting embedded in group scorecard as a key performance metric.

Blackmores is accredited by the Royal Australian College of General Practitioners and the Australian Pharmacy Council to provide professional education on complementary healthcare and is able to award CPD points.

Blackmores Institute is established as a centre of excellence for knowledge and research.

WWF Sustainable Fish Oils Partnership: Blackmores partnered with the global conservation organisation WWF as part of its commitment to achieving the highest possible standard of sustainability for our fish and krill oils.

Commenced generation of electricity onsite through a Cogeneration Plant.

95% of Australian sales fleet transitioned to hybrid vehicles.

- Developed the Group's first Climate Transition Action Plan supporting a 36% reduction in emissions compared to 2022

- Blackmores CEO leads the Australian Climate Leader's Coalition
- Nature Working Group

- Released Blackmores Commitment to Nature to all supply partners

Became early adopter of the TNFD



- Commenced a 5-year PPA at Braeside with 100% renewable electricity.

Awarded an ARENA grant for the installation of our Hot Water Heat Pump at Braeside reducing reliance on gas.

Collaborated with the CMA members to identify industry-focused decarbonisation opportunities.

Attained B-Corp Certification



Partner *with Nature*

Partner with Nature



Why it matters

Our ingredients and supply chains depend on nature. The health of ecosystems directly affects product quality, ingredient availability, climate resilience and our ability to support people's health needs.

Climate stability is a key subset of nature, making both critical to our business. Climate change is one of the greatest threats to biodiversity, while healthy ecosystems play a vital role in climate resilience. This aspiration brings our nature, climate and emissions actions together, recognising their innate interdependency.

Blackmores is committed to help protect access to natural medicines, building greater supply chain resilience and supporting healthier outcomes for people and our planet.

Our focus areas:



Commitment to Nature

From ingredient sourcing to infrastructure, we work to understand and care for the ecosystems that support our business and local communities. We build resilience by reducing emissions and environmental impact, introducing nature-based solutions, and focusing on priority ingredients and supply chains.



Climate Resilient Operations

We are reducing our environmental impact while adapting how we operate to strengthen resilience to climate-related impacts across our business and supply chains.



Net Zero Operations by 2030

We are working towards achieving our commitment to reach Net Zero emissions by 2030 across our own operations supported by interim targets, operational decarbonisation initiatives, and limited use of verified offsets.

Partner with Nature

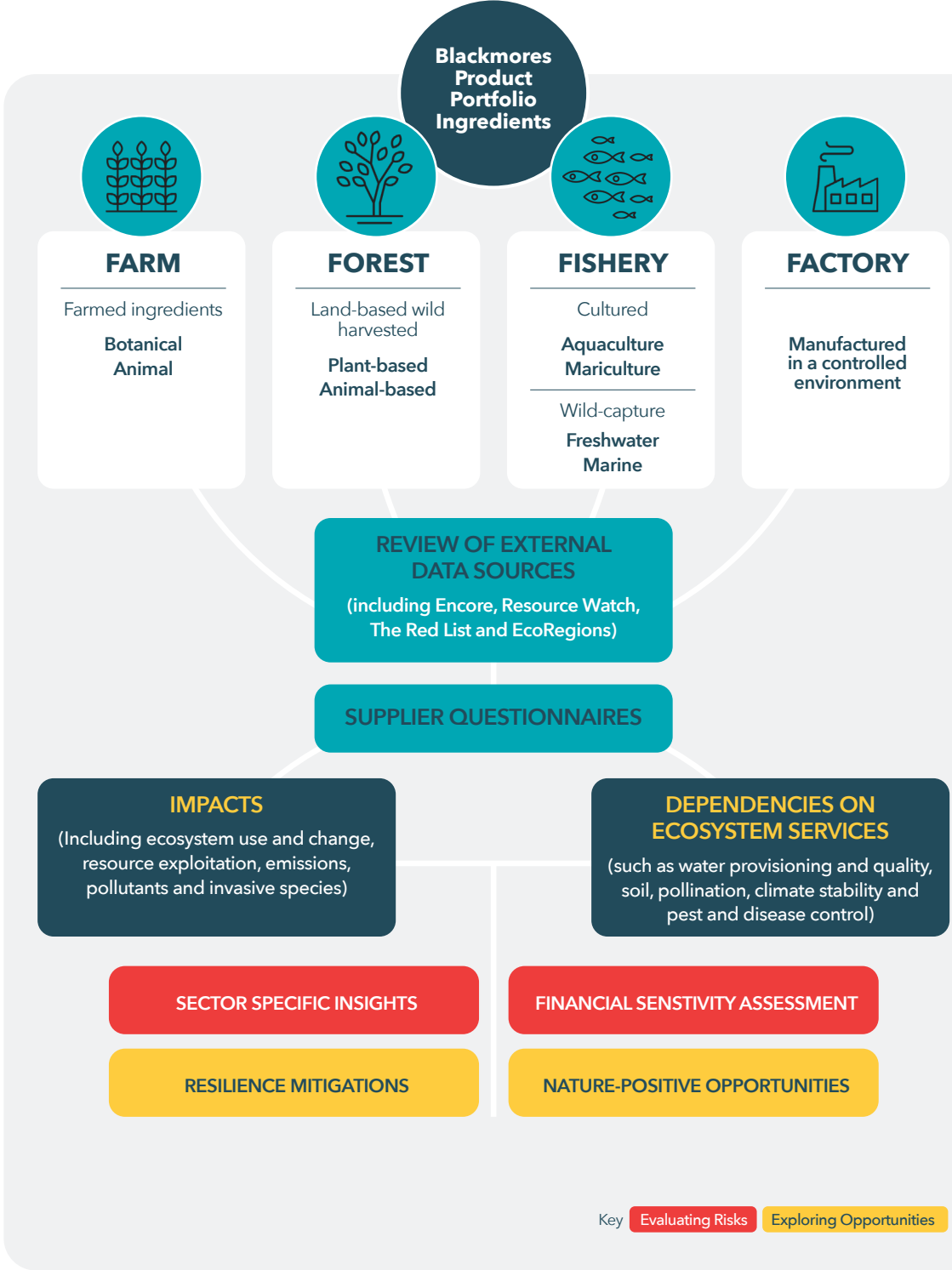


Progressing our commitment to Nature

Nature impacts are identified and evaluated within climate-related risks recognising the inextricable link between adverse climate trends and the degradation of nature. The Group depends on nature for many of its raw materials. Therefore, impacts on nature both directly and indirectly influence supply chains and operations.

All three material climate-related risks identified during the year and detailed in the Group's 2025 AASB S2 Statutory Sustainability Report, emerge from potential impacts to nature in the Group's extended supply chain. This includes changes in ocean ecosystems impacting wild caught fisheries that sustain many of the Group's marine based products as well as increasing water scarcity in regions supplying agricultural or wild harvested herbals, particularly in Asia. In the longer-term, rising sea levels and increased storm damage to coastal ecosystems pose threats to raw materials, both terrestrial and marine, that are sourced from these ecosystems.

In 2023, Blackmores Group partnered with Pollination Group to co-design a Climate and Nature Risk Materiality Matrix to evaluate the company's full ingredient portfolio by its exposure to climate and nature impacts. The impacts and dependencies across raw material sourcing informed a focused program of work to better understand climate-related risks in the extended supply chain and identify mitigation opportunities for both Blackmores and our suppliers.



Partner with Nature



Understanding our interface with Nature

During the reporting period, the Group continued to evaluate nature-related risks across its extensive ingredient portfolio with a focus on Science-based Targets for Nature (SBTN) designated High Impact Materials. For Blackmores these are raw materials where extraction or production is associated with a disproportionately high risk of environmental pressure on climate, land, water, and biodiversity within the upstream value chain. The Materiality Matrix identified wild caught marine and plant based wild harvested raw materials as generally within this classification, with several exceptions however, such as aquaculture.

SBTN's High-Impact Commodity List was used to screen Blackmores' raw materials and identify a range of ingredients in need of further assessment by applying the Group's Nature Risk Assessment methodology. Of the 47 materials listed on the SBTN list, eight are included in Blackmores' formulations, in particular marine oils.

Consequently, during the year four Nature Risk Assessments, aligned to TNFD guidance, were undertaken on bovine gelatine (Brazil), green lipped mussel oil (New Zealand), and lutein (Mexico). A similar assessment was also undertaken on the Group's glass sourcing (China and Australia). Key findings on physical and transitional risks were used to inform Blackmores' Strategic Sourcing approach to dual sourcing and the mitigation of environmental impacts.

Since committing to adopt the Taskforce on Nature-related Financial Disclosures (TNFD), Blackmores has undertaken Nature Risk Assessments aligned to the TNFD LEAP framework representing more than a third of Blackmores' top 30 ingredients (by volume) as well as its major Australian operating facilities.

In addition to Nature Risk Assessments, progress included:

- The Group's Nature Risk Assessment methodology was integrated into a Group Standard Operating Procedure in the Group's Environmental Management System.
- Relevant findings from these risk assessments have informed the 2025 review of the Group's Climate Transition Action Plan (CTAP).
- Progressing third party certification for select ingredients. This included ISCC+ and the Product Carbon Footprint Verification Statement for both a marine and fermented Omega-3 source ingredient used in Blackmores' joint and pain relief products.
- A majority of certifications relating to marine based ingredients, primarily marine oils, continued to remain current in 2025. Suppliers align to either the Marine Stewardship Council (MSC), Friends of the Sea (FoS) or Marin Trust certifications. A majority of Blackmores' purchased marine based oils are certified to these standards, with the exception of Green Lipped Mussel Oil, which is sourced in accordance with the NZ Marine Farmers Environmental Compliance Program and the NZ Green-lipped Mussel Industry Code of Practice.



Partner with Nature



How Blackmores works in partnership with ecosystems



Protecting ocean and botanical supply chains

Conducting TNFD-aligned nature risk assessments on marine oils and herbal ingredients to understand biodiversity, climate and supply risks across fisheries, processing, growing, harvesting and land-use practices.



Reducing pressure on local water systems

Developing water conservation targets primarily focused on the Braeside manufacturing facility, where water reduction initiatives are most active, alongside exploring onsite water collection opportunities across packaging and warehousing sites in Australia.



Embedding nature into business decisions

Integrating nature impact assessments into procurement, product development and environmental management systems.

TNFD Core Indicators

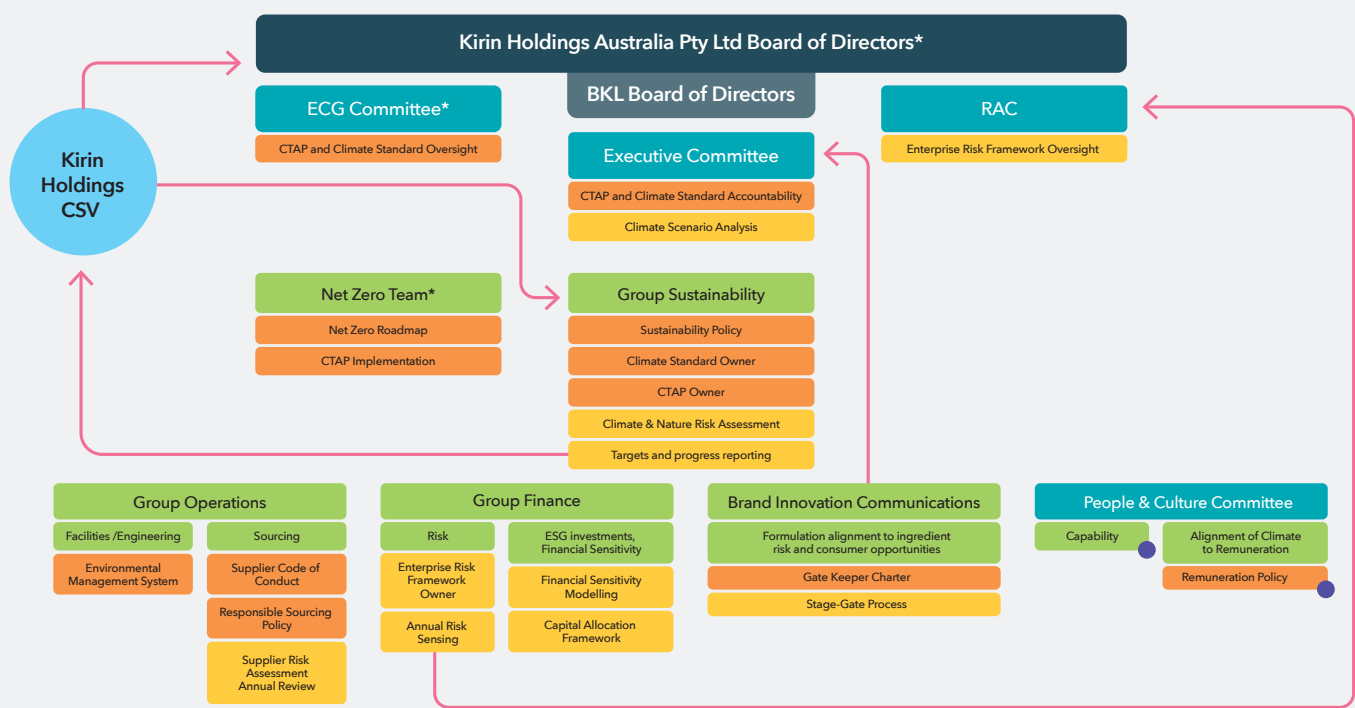
The Group’s impacts and performance against select TNFD core indicators can be found on page 41.

[CLICK TO VIEW](#) →

Partner with Nature



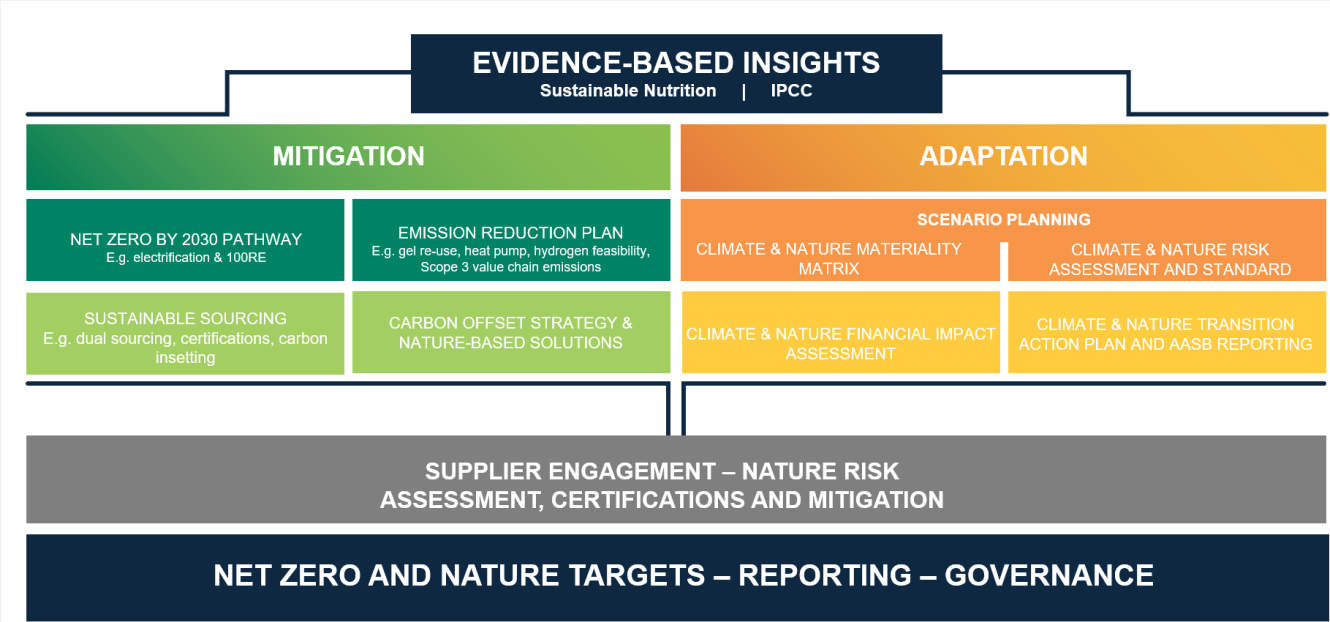
Climate Governance



- Decision Making Body
 - Management Authority
 - Management Implementation
 - Policy/System/Standard
 - Control
 - Reporting
- * Climate features in Charter
- NOT YET IMPLEMENTED

Blackmores Climate Resilience Approach

The 2025-2027 Blackmores Group's business strategy identifies Environment and Sustainability as a strategic enabler for all growth pillars. The actions supporting the transition to a Net Zero and nature positive operating model are key to supporting the Group's resilience to climate-related risks.



Blackmores Climate Resilience Approach

Blackmores first statutory Sustainability Report of Climate Disclosures for the 2025 year, was published in March 2026. The disclosures strengthen transparency for our stakeholders while helping embed climate risk into business decision-making.

The report includes further information relating to the Group's climate governance framework, strategies to address risks and opportunities and key metrics.

Partner with Nature



Our sector is vulnerable to climate impacts and depends on natural resources that are in decline

Potential impacts of climate change on access to natural health products

- | | |
|--|---|
| <ul style="list-style-type: none">• Human health impacts (e.g. heat, poor nutrition, water contamination, disease) | <ul style="list-style-type: none">• Increase in extreme weather events |
| <ul style="list-style-type: none">• Warmer, more acidic oceans | <ul style="list-style-type: none">• Species loss and extinction of plants and animals |
| <ul style="list-style-type: none">• Increase in temperatures | <ul style="list-style-type: none">• Changes to growing regions |
| <ul style="list-style-type: none">• Rising sea levels | <ul style="list-style-type: none">• Changing regulation |
| <ul style="list-style-type: none">• Water resources impacted | <ul style="list-style-type: none">• Changing consumer expectations |
| <ul style="list-style-type: none">• Deforestation and decrease in available land | <ul style="list-style-type: none">• Broader impacts affecting food, water, energy and other commodities |

Key Risks



Physical risk

Challenged availability and quality of key source ingredients



Physical risk

Adverse weather events impacting the Blackmores Group’s facilities and supply chain



Transitional risk

Increased regulation in the Group’s supply chain

*No climate-related opportunities were disclosed in the reporting period.

Partner with Nature



Blackmores response to climate-related risks and opportunities



UPSTREAM

Ingredients & material supply chain

Strategic sourcing

→ Diversify material sourcing, increase supply chain awareness and promote climate resilience into supplier operations.

Product packaging

→ Ensure future packaging formats have lower carbon footprints (recyclability, material type, increase use of recycled content, consider manufacture location).

Ingredients/materials

→ Engage suppliers to better understand opportunities to mitigate climate risks. Undertake nature risk assessments to understand dependencies and impacts. Promote best practice.

OPERATIONS

Facilities & Manufacturing

Operational waste

→ Implement cost effective recycling and water conservation, optimise avoidance and reuse and implement local recyclability options for coloured gel waste .

Capital and Governance

Capital upgrades

→ Optimise energy & water efficiency in manufacturing performance specifications. Decarbonise energy sourcing through electrification (renewable electricity).

Governance / finance

→ Implement the Climate Change Risk Standard and integrate into Enterprise Risk Management Framework. Disclose material financial risks and opportunities.

DOWNSTREAM

Brand, Consumer & People

Consumers

→ Embed ambitious climate and sustainability targets into consumer value proposition. Partner across the industry to drive change at scale.

Carbon offsetting

→ Invest in offsets that provide both climate and nature benefits aligned to Blackmores' commitments and values.

Logistics

Product distribution

→ Route optimisation and mode shift - prioritise low emission sea freight over high emission air wherever possible. Build risk mitigation in contingency planning.

Partner with Nature



Blackmores Net Zero and Climate Resilience Timeline 2020-2025

2016-19

- First carbon footprint reported for the Warriewood Campus
- Blackmores aligns business activities to the UN Sustainable Development Goals
- Development of greenhouse gas mitigation standard operating procedure embedded in Blackmores' Environmental Management System (EMS)
- Release of Blackmores' climate change position statement
- First Executive Team 1.5 to 2 degree climate scenario workshop and climate resilience risk assessment leading to climate risk included in Group Risk Register
- Blackmores sets first carbon reduction target, committing to reduce emissions intensity by 20% from 2016 baseline
- Group Climate Resilience Action Plan and Clean Energy Strategy developed
- Began the transition to renewable energy with 20% renewable electricity
- Blackmores Group acquired the Braeside manufacturing facility in October 2019 which doubled the Group's emissions footprint

2020

- Commenced 20% renewable electricity at Braeside Manufacturing Facility and 50% at the Warriewood Campus
- Energy Management System benchmarking completed
- Developed an Energy Management System to support strategic energy monitoring, management and reporting at Warriewood and Braeside
- Net Zero Emissions by 2030 commitment announced by CEO Alastair Symington
- Decommissioned the gas-fired trigeneration plant at the Warriewood Campus, transitioning to 100% electrification with significant carbon reduction due to improved energy efficiency
- Carbon reporting embedded in the Group Scorecard as one of the key business performance metrics
- Blackmores joins NSW Government Net Zero Pathway Pilot Program enabling further development of the Net Zero emissions pathway
- Blackmores Braeside Manufacturing Mechanical Services Energy Audit and Energy Efficiency Improvement Feasibility Study undertaken
- Commenced transition of fleet vehicles to hybrids
- Commenced purchase of 20% grid supplied renewable energy at Blackmores' Bungarribee Distribution Centre to complement rooftop solar

2021

- Adopted facility-specific Energy Performance Indicators
- Carbon Offset Investment Strategic Review
- Installation of high-level fans at Braeside eliminated energy intensive stratification in key work zones
- Climate change Financial Sensitivity Model developed
- Blackmores New Zealand and major facilities across Asia included in Group carbon footprint
- Hybrid cars represent 86% of Australian fleet vehicles

2022

- Installation of LED lighting and improved energy monitoring through an upgraded Building Management System at Warriewood Campus
- Improved energy efficiency with upgraded pumps and installation of variable speed drives on air handling units at Braeside
- As a result of our CEO's participation in the Climate Leaders Coalition, the focus on Scope 3 emissions within Blackmores' supply chain broadened with a pilot to model the full value chain Scope 3 emissions of a key ingredient
- Commenced planning for further emission reduction projects in mechanical services at Braeside and installed electric vehicle charging stations at Warriewood Campus
- Linked 50% of Blackmores loan facilities to sustainability targets via a Sustainability Linked Loan
- Commenced electric vehicle trial in sales fleet

2023

- Developed the Group's first Climate Transition Action Plan that supported a 36% reduction in Group Net Zero emissions compared to 2022
- Blackmores leads the Australian Climate Leaders Coalition Nature Working Group
- Completed the Blackmores Braeside "Hydrogen ready" feasibility study leading to a Process Heat Decarbonisation Pathway 2023-30
- New electricity supply agreements in place with 100% renewable electricity at Braeside leading to 52% of Blackmores' Australian electricity consumption from renewable sources
- Multidisciplinary Net Zero Team established to coordinate and track mitigation and abatement initiatives
- Piloted annual carbon offset investment to offset business travel emissions
- Group Waste Strategy in practice, enabled a new waste contract at Braeside recovering a greater proportion of waste streams previously sent to landfill

2024

- Together with Victorian and NSW 100% renewable electricity contracts and Canningvale 100% carbon neutral electricity, Blackmores achieved 100% zero emission electricity in Australia
- Set 2025 to 2030 annual Net Zero emission targets supported by a decarbonisation pathway and achieved a reduction of Group Net Zero emissions by 38% and manufacturing emissions by 48% compared to 2023
- Implemented an ESG data platform to systemise emissions data collection
- Continued to deliver energy, water and waste efficiency projects in Australian-owned facilities to reduce the emissions intensity of production, including identifying potential water efficiency improvement projects at Warriewood Campus and Braeside Manufacturing
- Committed to adopt the Taskforce on nature-related Financial Disclosures (TNFD)
- Increased the use of post-consumer recycled content in our packaging, improved waste efficiency, and introduced returnable and reusable solutions in our operations to reduce waste.
- Completed an emissions Life Cycle Assessment of the Group's consumer packaging and increased use of recycled content across packaging formats, including up to 30% postconsumer recycled content in glass bottles.

2025

- Commenced a 5-year PPA at Braeside with 100% renewable electricity. Annual NSW contracts with 100% renewable electricity
- Reduced Group Net Zero emissions by 11% compared to 2024 and 67% from the 2020 baseline. Reduced Group emissions intensity by 14% to 101 kg CO₂-e/1,000 units sold compared to 2024
- Awarded ARENA grant funding to support installation of a Hot Water Heat Pump at Braeside to reduce reliance on gas
- Implemented further manufacturing energy efficiency projects at Blackmores Braeside site including upgrades to Air Handling Units
- Documented Blackmores Climate Resilience Risk Standard and refreshed the Group governance arrangements to ensure compliance with statutory sustainability disclosures
- Collaborated with the Complementary Medicines Australia membership to develop a sectoral approach to decarbonisation and emissions data questionnaire
- Achieved B Corp Certification



Partner with Nature



The key strategic elements are energy optimisation (efficiency measures), expansion of renewable energy and energy transition from gas to electrification where feasible.

Major activities during the year to progress this strategy included:

- Braeside manufacturing facility commencing a 5-year PPA 100% renewable electricity contract, and
- Commencing a Hot Water Heat pump project at Braeside Manufacturing

Net Zero Progress

In 2025, the Group's total measured absolute scope 1 and 2 GHG emissions were 2,852 tCO₂-e comprising 2,629 tCO₂-e scope 1 and 223 tCO₂-e scope 2 (market based). Scope 3 emissions after carbon offsetting were 1,675 tCO₂-e. CY2025 scope 1 and 2 emissions were 16% lower than FY2024 and 73% lower than the FY2020 baseline.

With combined scope 1, 2 and measured scope 3 emissions of 4,527 tCO₂-e in CY2025, Blackmores has achieved a 67% reduction from its Net Zero FY2020 baseline. CY2025 electricity emissions capture the first full 12-month period of 100% renewable electricity at Blackmores NSW and Victorian facilities and 100% Carbon Neutral electricity at the company's Canningvale Perth facility.

Energy consumption is invoiced for all five Australian facilities. The two owned facilities make up over 89.6% of the Group's Australian scope 1 and 2 emissions, with natural gas consumption contributing to 87% of scope 1 emissions. Of the Group's measured scope 1 and 2 GHG emissions, 98% are in Australia. The remaining 2% is emissions from electricity consumption at the Group's Asian and New Zealand sales offices and the New Zealand sales fleet vehicles.

Innovative approaches to electrification

In 2025, Blackmores began an ambitious energy transformation initiative to install an industrial hot water Heat Pump at the Braeside manufacturing facility with the support of ARENA grant funding.

The heat pump will be fully operational in 2026 and has the potential to reduce gas emissions by 25%.



Blackmores Greenhouse Emissions

Scope	Emission sources	Unit	CY2025	FY2024
Scope 1	Natural gas, fleet fuels and refrigerant losses	tCO ₂ -e	2,629 ¹	2,461
Scope 2	Purchased electricity (market based) ³	tCO ₂ -e	223 ^{2,3}	940
Scope 3	Process waste to landfill, paper & cardboard recycling, water and wastewater, business travel, intra-site contractor freight fuels	tCO ₂ -e	1,675 ⁴	1,717 ⁴
Scope 1 & 2		tCO ₂ -e	2,852	3,401
Total Net Zero emissions		tCO ₂ -e	4,527	5,118

- ¹ Total Scope 1 emissions have been subject to limited assurance by KPMG
² Includes for the first time electricity emissions from the Blackmores Kalbe Indonesian Joint Venture
³ Blackmores purchases 100% renewable electricity in its Victorian and NSW facilities and 100% Certified Carbon Neutral electricity in its WA facility
⁴ After offsetting 1,247 tCO₂-e in 2025 and 813 tCO₂-e in FY2024

net zero

Operations by 2030

Blackmores has a target to achieve Net Zero greenhouse gas emissions across Scope 1 and 2 and select Scope 3 operations by 2030, supported by interim targets, operational decarbonisation initiatives, and limited use of verified offsets.



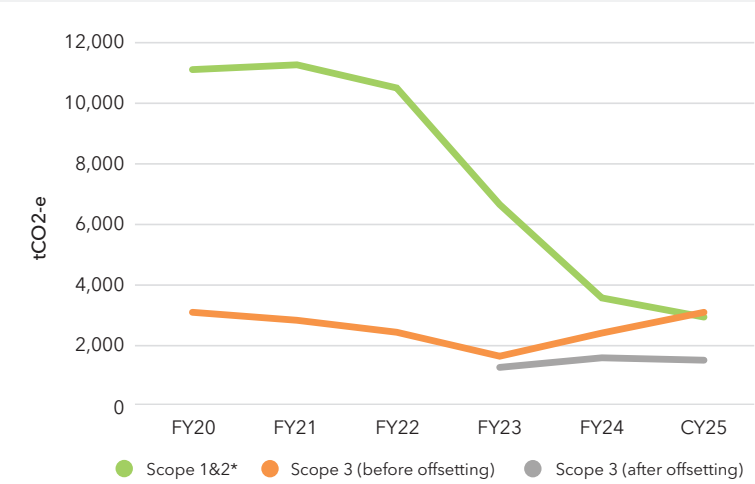
Partner with Nature



Greenhouse Gas Emissions

Blackmores measures GHG emissions in accordance with the GHG Protocol using emission factors published by the Australian Government’s DCCEEW Australian National Greenhouse Accounts Factors 2025.

Blackmores Emission Trend by Scope FY2020 - CY2025 (tCO2-e)

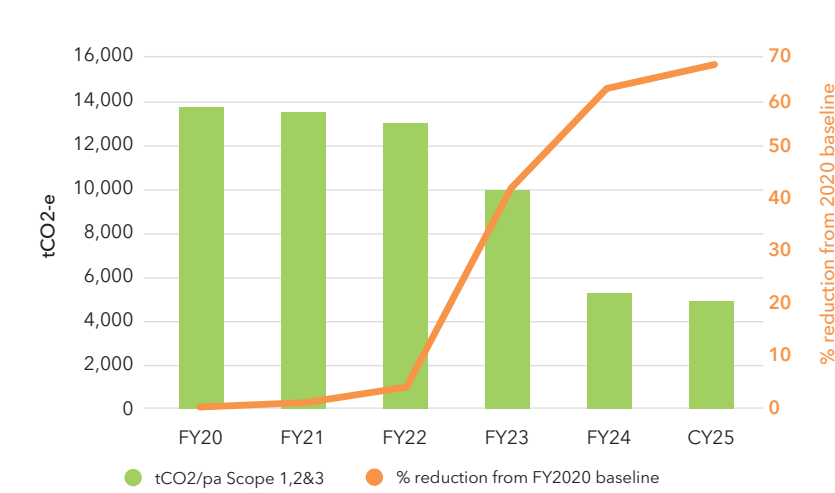


The Group’s greenhouse gas emission trend by scope from its FY2020 baseline is shown in the figure above. This baseline includes 12 months of operations of the Braeside Manufacturing Facility, acquired by the Group in 2019. The declining trend in scope 1 & 2 emissions is primarily due to progressive purchase of 100% renewable electricity at Australian facilities and implementation of energy efficiency measures at Braeside and Warriewood facilities.

Offsetting commenced in FY2023 for business travel emissions.

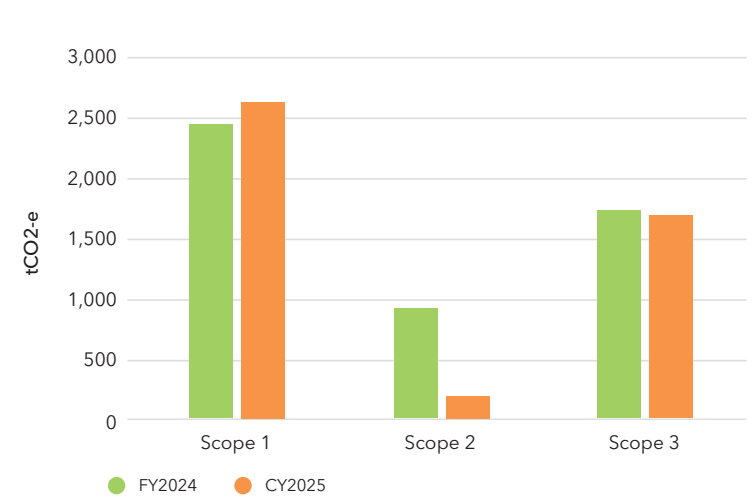
(* Scope 2 market based)

Net Zero Emissions Reduction FY2020 - CY2025 (tCO2-e)



With combined scope 1,2 and measured scope 3 emissions of 4,527 tCO2-e in CY2025, Blackmores has achieved a 67% reduction from its Net Zero FY2020 baseline. The CY2025 result was 7.6% below the 4,900 tCO2-e annual target

Net Zero Emissions by Scope FY2024 - CY2025 (tCO2-e)

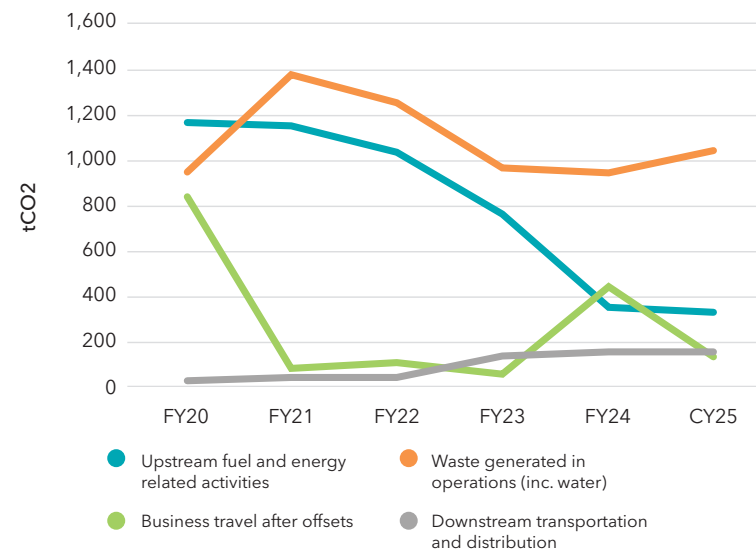


CY2025 scope 1 and 2 emissions at 2,852 tCO2-e were 16% lower than FY2024, and scope 3 emissions after offsetting were approximately 7% lower than FY2024. CY2025 scope 2 emissions were lower than FY2024 as this was the first 12-month period of 100% renewable electricity despite the inclusion for the first time in CY2025 of 100% of the electricity emissions from the Blackmores Kalbe Nutrition (KBN) joint venture in Indonesia.

Partner with Nature



Blackmores Group Scope 3 Emissions Trend 2020 - 2025 (tCO2)

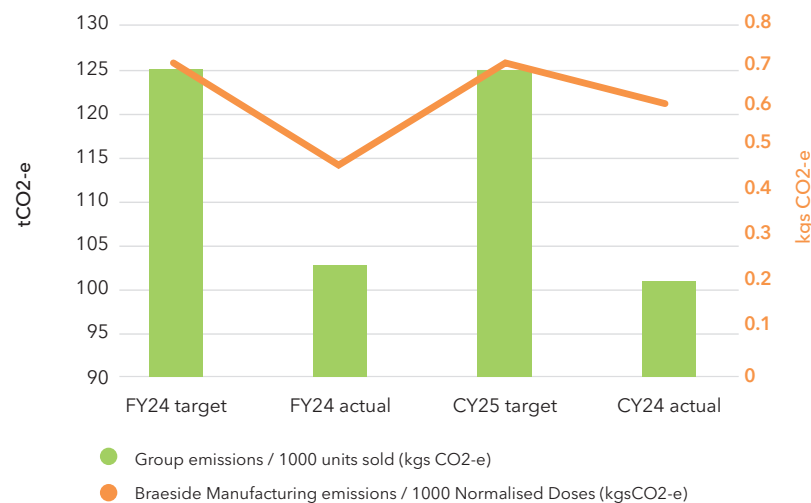


Upstream fuel and energy reduction primarily due to purchase of renewable electricity from FY2022 and implementation of energy efficiency measures at Braeside Manufacturing and Warriewood Head Office. Scope 3 emissions from gas consumption at the Australian facilities has become the largest energy related scope 3 emission source with the transition to renewable electricity. Business travel was significantly impacted by COVID however it has rebounded post-COVID, responding to business growth particularly in Blackmores' markets across Asia.

Business travel-related emissions comprised 52% of all reported Net Zero scope 3 emissions in CY2025. Targeted business travel offsetting reduced emissions by 1,247 tCO2-e to only 10% of CY2025 scope 3 emissions.

Waste generated in operations, including water use, became the prime focus on decarbonisation activity during the year. Waste and recycling expected to reduce in coming years with increasing waste avoidance measures and circularity initiatives leading to greater diversion of manufacturing waste from landfill.

Net Zero Emissions by Scope FY2024 - CY2025 (tCO2-e)



CY2025 emissions intensity measured by units sold at the Group level and normalised doses at Braeside Manufacturing, improved in comparison with FY2024 through increased sales and production levels and reduced emissions. Pleasingly, both emissions intensity outcomes were below 2025 targets and support more ambitious 2026 targets

Partner with Nature



Blackmores Carbon Offset Strategy

Blackmores' climate investment is directed towards initiatives that decarbonise the Group's operations, for example energy efficiency programs. However offsets are used to address subsets of emissions that are central to business growth, for example corporate travel as the Group expands across Asia.

Blackmores prioritises nature-based solutions in sourcing carbon credits, actively seeking opportunities in both natural and technological carbon projects as they reach commercial viability. Carbon credits are procured for nature-based initiatives that have been verified under the Australian Government's Carbon Credit Scheme or registered with reputable international standards such as VERRA. Such projects, including afforestation, provide wider environmental and community advantages.

The Group's Carbon Offset Strategy, developed during the reporting period, includes a carbon credit selection methodology that places emphasis on additionality and permanence as well as other factors.

The Group purchased 1,247 tonnes of GHG carbon credits during the reporting period of which 187 tCO₂ credits were nature-based and related to REDD+ projects in Indonesia and Papua New Guinea and 1,060 tCO₂ credits related to renewable energy generation in India. This investment was used to offset a proportion of Blackmores' business travel emissions.

Carbon Offset



Lead *with people*



Lead with People



Why it matters

People are at the heart of Blackmores' value chain - from farmers and suppliers to employees and communities. Fair, safe and ethical working conditions are essential to protecting human rights, building trust and creating long-term social and business resilience. By setting clear expectations and working collaboratively with partners, Blackmores helps create positive, lasting change across our supply chain and the communities we touch.

Our ambition is to promote a fair, safe and ethical practices across our value chain and progress toward zero exploitation by focusing on 3 main pillars for change: Ethical Sourcing, our Supplier Engagement Program, and Collaborating for change.



Our focus areas:



Ethical Sourcing

We promote responsible sourcing practices that respect human rights and support safe, fair and dignified working conditions.



Supplier Engagement Program

We work closely with suppliers to strengthen transparency, capability and performance through education, engagement and clear corrective action where needed.



Collaborate for Change

We partner with suppliers, industry bodies and peers to drive broader social and ethical improvements across our sector.

Lead with People



We focus our efforts where we can have the greatest impact and influence. In practice, this means:

- We have a Responsible Procurement Policy, a Human Rights Policy and Modern Slavery Statement in place, guiding ethical sourcing and risk management across our value chain and embedding human rights and climate considerations into sourcing decisions and long-term partnerships.
- Our Supplier Code of Conduct is embedded into supplier onboarding and contracting, setting clear expectations for fair, safe and ethical working conditions.
- We are improving traceability and risk visibility using better data and tools over time. This looks like undertaking risk assessments for 100% of direct suppliers, helping identify and prioritise potential human rights risks in the onboarding and contracting stage.
- We are progressively extending responsibility beyond Tier 1 suppliers to improve visibility further upstream.
- We have strengthened our oversight with priority suppliers, conducting independent ethical SMETA audits each year, with corrective actions clearly tracked and followed up. 97% of corrective and preventive actions arising from onsite audits closed in 2024, while 100% of these actions were closed as part of audits conducted in 2025. Our high closure rate of corrective and preventive actions demonstrates our commitment to continuous improvement in working conditions.
- A Living wage review was completed this year as part of our B Corp certification, ensuring 100% of Blackmores employees are paid at least a living wage.
- Grievance mechanisms in place, providing employees and supply chain workers with accessible, confidential channels to raise concerns, including through our Whistleblower and Speak Up processes
- We work collaboratively with suppliers to build capability and support continuous improvement through supplier education opportunities, employee training modules, and an Annual Supplier Webinar which all of our suppliers are invited to attend.

Outcomes

Risk assessments completed on 100% of tier one direct suppliers in the year

100% closure of corrective actions from SMETA audits in the agreed timeframe

100% of tier one direct suppliers have signed the Blackmores Group Supplier Code of Conduct

Living wage assessed for 100% of Blackmores Group employees

Lead with People



Through the leadership of Renee Boyd, Ethical Sourcing Manager, the Partnering for People program brings this commitment to life by systematically assessing and addressing the risk of exploitation across a complex global supply chain.

At its core, Renee's work is about partnership. She collaborates across the business and with suppliers to build transparency, strengthen governance, and improve outcomes for workers, recognising that meaningful progress is achieved through shared commitment and continuous improvement.

Embedding Governance and Accountability

Every supplier we source materials from, or who provides contract labour, is subject to an annual risk assessment, ensuring visibility of potential human rights risks. To maintain independence and integrity, assessments linked to commercial KPIs are supported by Renee and the Sustainability team.

Risk assessments combine supplier data, geographic risk insights, and operational factors such as labour type and working conditions to determine risks to both people and the business. A cross-functional working group reviews outcomes, determines appropriate actions, and reports through executive and board-level governance structures.

Driving Improvement Through Partnership

Renee actively engages suppliers to build capability and shared understanding. The annual Supplier Webinar provides a platform to connect on emerging priorities - from human rights to climate and nature - reinforcing that Blackmores and its partners grow sustainably together.

Annual independent SMETA audits provide deeper visibility into working conditions including labour, health and safety, environmental practices, and business ethics, forming the basis for corrective and preventive actions (CAPAs). Renee works closely with suppliers to agree timeframes, track progress, and ensure meaningful closure. This collaborative approach resulted in 100% of CAPAs being closed within agreed timeframes in the most recent reporting period.

Beyond audits, Renee's work drives systemic change. She has supported living wage reviews within Blackmores and worked with suppliers to advance similar practices, helping embed fair pay as a core expectation. She also reviews Supplier Location Observation Assessments completed by Blackmores teams visiting sourcing sites, ensuring on-the-ground insights inform ongoing risk management and escalation where needed.

Leading with Impact

Through this structured and collaborative approach, Renee Boyd is helping Blackmores move towards its ambition of zero exploitation in its supply chain. Her work underpins broader achievements, including B Corp Certification, by demonstrating that human rights are embedded, accountable, and verified across the business.

Ultimately, this is what it means to lead with people: building trust, strengthening partnerships, and ensuring every step in the value chain supports dignity, fairness, and respect.

Case Study

Renee Boyd,
Ethical Sourcing Manager

At Blackmores, protecting people is not a compliance exercise – it is a deeply embedded value.

Lead with People



Background

SMETA audits identified gaps in fire safety and emergency preparedness at several supplier sites such as missing fire alarms, inadequate emergency lighting, and unclear evacuation routes. Chemical storage and first-aid coverage were also inconsistent.



Freedom

Addressing forced labour, child labour and freedom of association gaps through clearer policies, documentation and worker awareness.



Fair pay

Correcting underpayment and overtime issues, strengthening payroll and time-record systems, and improving statutory benefits coverage.



Health & safety

Upgrading fire safety, emergency readiness, chemical controls and first-aid capability across sites.



Good working conditions

Reducing excessive working hours, improving hygiene and facilities, and strengthening evacuation planning and drills.



The right to be heard

Strengthening grievance and whistle-blowing mechanisms and improving worker awareness and access.

Our approach

Through the Partnering for People program, we worked directly with suppliers to:

- Upgrade fire alarms, emergency lighting, and evacuation signage
- Improve chemical storage and labelling, and ensure safety data sheets are accessible
- Expand first-aid kit coverage and train more personnel across all shifts
- As a result, 77 health and safety audit issues have been resolved across our supply chain since 2020, including upgrades to emergency systems, chemical safety, and first-aid coverage.

Outcomes

By focusing on practical improvements, we not only closed audit findings but strengthened systems to prevent future incidents. Suppliers now have safer workplaces, clearer emergency protocols, and better health and safety training for workers.

At Blackmores, we are committed to protecting people across our supply chain. Our five human rights pillars set clear expectations for suppliers and guide our actions to prevent harm, address risks, and drive continuous improvement.



Innovate *with care*



Innovate with Care



Goals

Blackmores has a vision that our packaging should be simple and respect nature. Therefore, we make choices to ensure our packaging is kerbside recyclable, easy to open and use, travels well, and protects the product. We are working to ensure that 80% of our packaging is designed for end-of-life recovery, noting the unique performance requirements for therapeutic goods packaging.

Why it matters

Product design choices shape environmental impact across the entire lifecycle - from ingredient sourcing and manufacturing to packaging disposal and recovery. By innovating with care, Blackmores reduces waste, supports circular systems and creates products that are fit for a changing environmental and regulatory landscape.

Designing for circularity and resilience helps protect natural resources while strengthening long-term product sustainability.

Circular solutions decouple our business growth from our impact on Climate & Nature.

What we are trying to achieve

Our ambition:

Design products and packaging that minimise environmental impact and support a more circular, resource-efficient economy.

Our focus areas:



Packaging Designed for Recovery

We reduce the environmental impact of our packaging across its lifecycle by increasing recycled content and designing packaging that can be easily recycled at end of life. We also work with industry peers and APCO to drive broader progress.



Formulate for Environmental Resilience

We embed environmental considerations into how we develop and innovate products, supporting formulations that are fit for the future while remaining effective, with optimised shelf-life, and are resilient in a changing world.



Reduce Waste

We improve material efficiency and increase recycling and recovery across our sites and operations, reducing waste and keeping valuable resources in use.

Innovate with Care



Rethinking packaging to improve recyclability

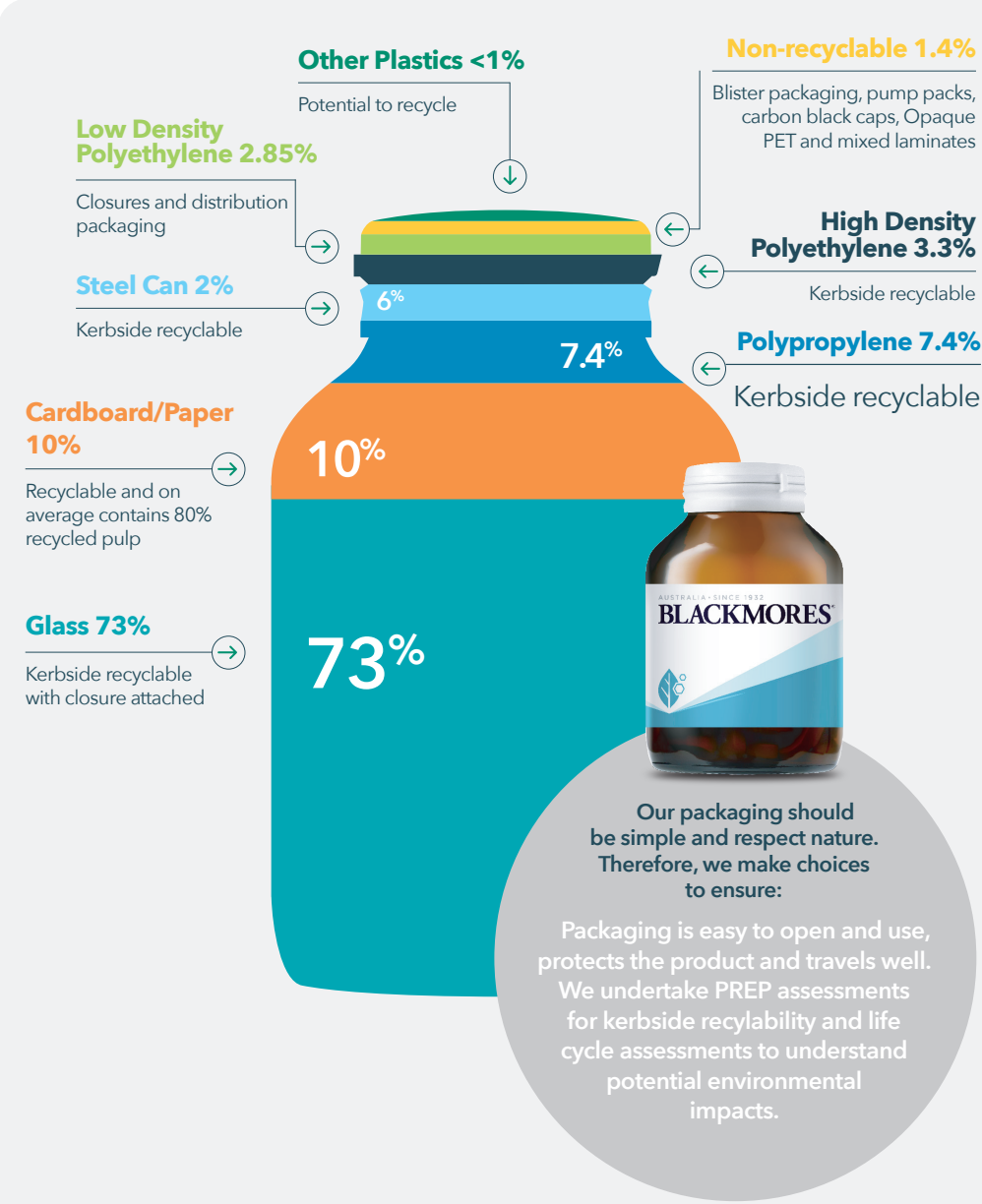
Packaging plays an important role in protecting our vitamins and natural health products, but it also affects the world around us. That's why we're working to make our packaging simpler and easier to recycle.

Today, 80% of Blackmores' packaging footprint is designed to be recycled at end of life. As we increase the use of recycled materials across many formats, our glass bottles now contain up to 50% recycled content, and steel cans include 15% recycled content. The corrugated board used in our tertiary packaging includes Australian recycled feedstock and accounts for 80% of the material volume. In fact, more than half of our corrugated shippers are made from 100% recycled fibre. Using accredited life cycle assessment tools helps us better understand the environmental footprint of each packaging format to make more informed design decisions.

Our efforts are delivering results with new metrics introduced including Circularity, which measures how much we reuse materials instead of throwing them away, using items like reusable pallets and containers to move products between sites and suppliers. The Circularity Rate is the percentage of materials that are reused compared to the total materials used (including waste), measured at 18% for CY25.

Our waste intensity improved by 6% this year, with waste generated per 1,000 units sold falling from 39 kilograms to 37 kilograms. 69% of onsite waste was diverted from landfill through improved sorting and recovery.

We're proud to be a founding member of the Australian Packaging Covenant Organisation (APCO) and work closely with industry peers to advance more sustainable packaging for therapeutic goods. You can read more in our APCO Action Plan.



Innovate with Care



Reduce Waste

Striving to transform how we work to minimise waste and protect the environment



HOW WE'RE DRIVING CHANGE:

Prevention



We work with business partners to avoid materials that are not essential to our operations.

Reuse



We look for ways to embrace circular solutions in our operations by reusing materials. E.g.: Closed Loop Pallets and Reusable Transport Containers. We work with service partners to find innovative ways to divert our waste to other industries.

Recycling



We divert clean waste streams to credible recyclers to give materials a second life in other products and industries, reducing the amount of new materials needed.

Recovery



When disposal is unavoidable, we prioritise best practice waste providers who capture landfill emissions to create clean energy.

Disposal

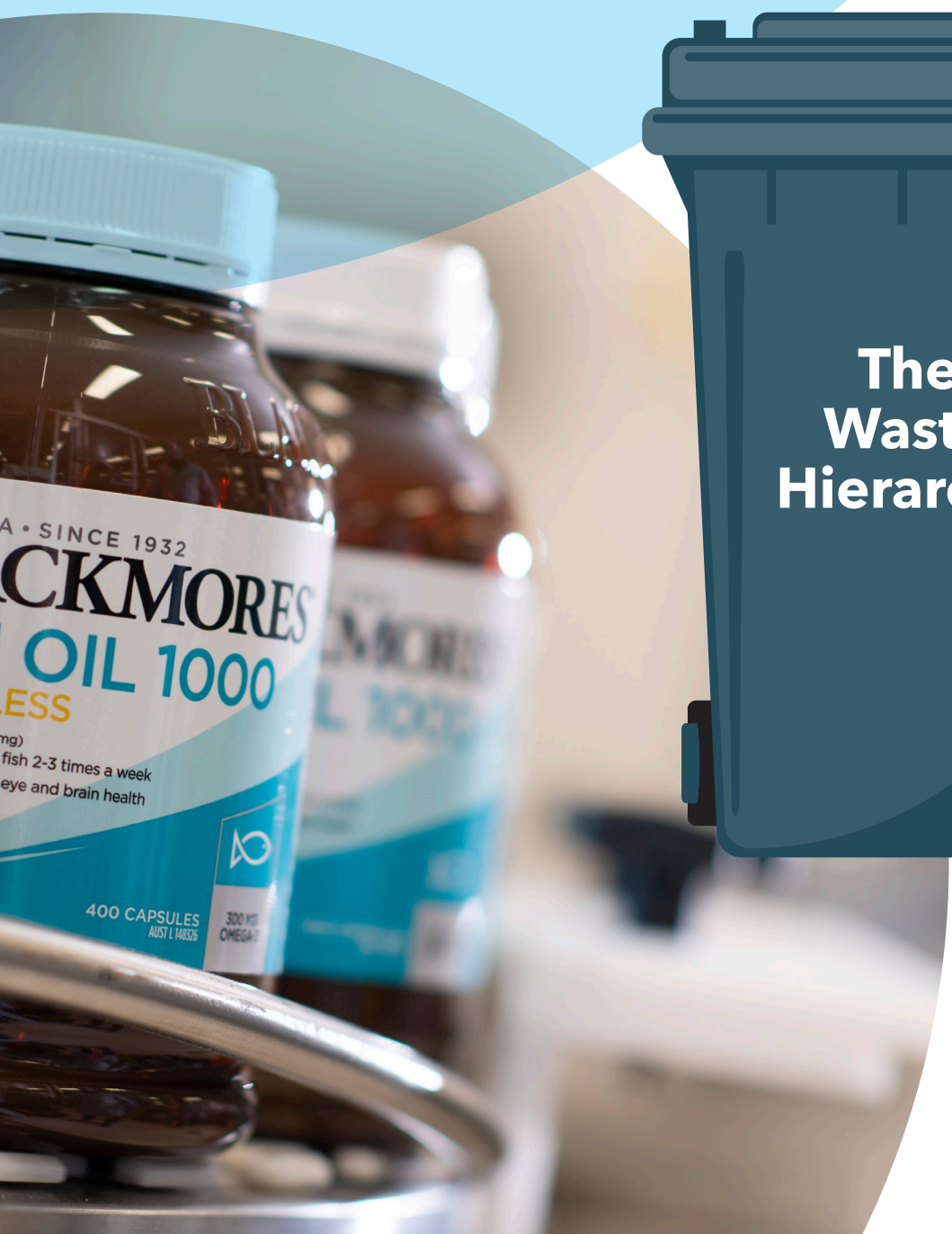


We work to minimise waste generated by our business going to landfill or incinerated for destruction.



Outcomes

- Increased recycled materials across packaging formats with 79% of total packaging containing recycled content
- Diverted 21% more by-product commodities from manufacturing processes to other industries, avoiding onsite waste
- Implementing closed loop processes at Blackmores facilities has resulted in a circularity rate of 18%, avoiding over 398MT of single use inward goods packaging





Empower through *Wellbeing*



Empower through wellbeing



Why it matters

Wellbeing is at the heart of our purpose – supporting healthier people, stronger communities and a thriving workforce. By sharing trusted health knowledge, creating a safe and supportive workplace and investing in community health, Blackmores strengthens long-term wellbeing outcomes while building trust and social impact. Empowering wellbeing across customers, employees and communities helps create lasting positive change beyond our products.

What we are trying to achieve

Our ambition:

Empower people and communities to improve health and wellbeing through education, safe and inclusive workplaces and meaningful community investment.



Our focus areas:



Health Education

We share trusted, evidence-based health information to help people make informed choices about their wellbeing.



A Safe & Engaged Workforce

We create a workplace that supports safety, wellbeing, engagement and long-term capability.



Community Giving

We give back through partnerships, programs and initiatives that support community health and wellbeing.

Empower through wellbeing



Health Education

- Blackmores Institute health education initiatives exceeded 282,469 touchpoints in 2025.
- More than \$230,000 contributed to research organisations in 2025 to grow understanding of natural medicine and improve health outcomes for the community.

Diversity, Equity, Inclusion & Belonging

Blackmores is proud to have a diverse workforce that increasingly reflects the consumers we serve and the communities where we operate.

Our commitment to Diversity, Equity, Inclusion and Belonging (DEIB) is reflected in our strategy and policies, which comes to life under the RISE program. Blackmores is also a proud Employer of Choice for Gender Equality as recognised by the Workplace Gender Equality Agency (WGEA) for the 2025-2028 period. Blackmores also received a Certificate of Compliance with the Workplace Gender Equality Act 2012 (the Act) for the 2023-2024 and 2024-2025 Gender Equality Reporting programs. Criteria for the citation cover leadership and strategy, learning and development, gender remuneration, flexible work, and other initiatives to support family responsibilities.

We have prioritised investing in initiatives that ensure pay parity, as we continue the strong representation of females across our company and leadership team. Back in 2020, we were able to close the gender pay gap within the organisation. Since then, our commitment to gender equality in the workplace has evolved continuously and going forward we have a clear WGEA Action Plan through to 2028 focusing on governance and accountability, ongoing pay equity assessment, workforce gender balance and strengthening employee feedback through channels.

Blackmores has strong representation of women aligned to diversity targets:

- 50% of Executive Team members are women
- 48% of senior managers are women
- 61% of other managers are women
- 57% of non-manager roles are held by women

Progress:

- Blackmores achieved recognition as a Workplace Gender Equality Agency Employer of Choice for Gender Equality for the third consecutive year.

Investing in Future Health Research

As part of our broader social contribution activities, Blackmores supported the Australian Research Centre in Complementary and Integrative Medicine (ARCCIM) Leadership Program at the University of Technology Sydney. Delivered through a partnership between Blackmores Institute, Blackmores Foundation and the Jacka Foundation of Natural Therapies, the program supports emerging researchers from around the world to develop leadership capabilities, collaborate on research and contribute to the evidence base for complementary and integrative medicine. By investing in research capacity and professional development, the program helps foster future scientific leadership and innovation in healthcare.

Empower through wellbeing



Community Giving

Commitment:

We have a responsibility to make a positive contribution in the communities in which we operate and can mobilise the time and skills of our workforce as well as contributing financial and product support to people in need.

Our Progress:

- Contributed \$321,321 in financial donations and \$154,984 in product donations made to worthy recipients.
- Employee matched donations scheme raised \$183,550 for 81 charity recipients.
- Employee volunteering and wellbeing hours exceeded 5,900 hours in 2025.

Throughout 2025, Blackmores continued its commitment to supporting healthier and more resilient communities through employee-led fundraising, workplace giving and corporate donations. Employees came together to support a range of charitable initiatives, raising funds for Plan International and Lifeline through a Culture Club fundraising campaign.

Alongside financial contributions, Blackmores supported local organisations through product donations and community engagement activities, including donations to women's shelters and employee-led community initiatives. Together, these efforts reflect our purpose-driven approach to wellbeing and our belief that creating positive social impact extends beyond health, empowering employees to make meaningful contributions to the communities in which we live and work.

Quest for Life

Blackmores has long supported the Quest for Life Foundation, which is known as a place of hope and healing. Located in Bundanoon in the Southern Highlands of New South Wales, the centre provides intensive educational programs and workshops that encourage and empower people with the tools to create emotional resilience, healing and peace of mind.

Assisting people from all walks of life, Quest for Life provide a proven, effective and holistic approach to physical, mental, emotional and spiritual wellbeing. Long-term research on the impact of Quest programs found that over 90% of participants improved their quality of life and felt more in control of, and able to make changes to, their lives.

Supporting local communities through employee volunteering

Blackmores' Community Days program provides employees with opportunities to contribute their time and skills to organisations creating positive social impact in the communities where we operate. Through volunteering, charitable partnerships and community support initiatives, our people help strengthen local communities while fostering a shared sense of purpose and connection.

This year, employees across Australia and Thailand participated in a range of community initiatives supporting disaster recovery, disability inclusion, literacy programs and crisis support services. The examples below highlight just some of the ways our people are making a positive contribution in the communities where we operate.

In December, employees from Blackmores Thailand's RISE and ELC teams partnered with the Songkhla Chamber of Commerce to support communities impacted by severe flooding in southern Thailand. The team donated vitamin products to assist affected communities and visited local pharmacy owners and product advisors in impacted areas, providing practical support and helping maintain community wellbeing during the recovery period.

Blackmores employees volunteered with Sunnyfield Disability Services, a long-standing not-for-profit organisation that supports people with disability to live, learn and work independently across New South Wales and the Australian Capital Territory. Working alongside Sunnyfield participants at packaging facilities in Allambie Heights and Mount Druitt, employees gained firsthand insight into the meaningful employment opportunities Sunnyfield creates for people with diverse abilities.

Employees also volunteered with Lifeline Harbour to Hawkesbury, supporting the organisation's annual book fair program. The volunteer-run events raise funds for Lifeline's crisis support and suicide prevention services, including its 24-hour crisis support line, counselling services and community programs. Teams from Warriewood assisted with preparing and transporting thousands of donated books for sale, helping support an initiative that provides essential mental health and wellbeing services across the community.

Empower through wellbeing



Move in May: Supporting wellbeing and environmental conservation

For the third consecutive year, over 500 Blackmores employees participated in our company-wide Move in May challenge, encouraging staff to join a team and find creative ways to get moving, connect with each other, and bring a little more wellbeing into the working day. Employees across the business logged activities ranging from walking, hiking and gym sessions to team sports and outdoor recreation, fostering healthy habits and connection through shared participation.

As part of the initiative, Blackmores continued its commitment to linking employee wellbeing with positive environmental outcomes by donating \$1 for every activity recorded through the Move in May challenge. This year employee participation resulted in a \$4,000 donation to Worldwide Fund for Nature (WWF), supporting programs focused on protecting oceans and nature.



Community Partnership Spotlight: Supporting Families Through Rotary Hamper Programs

For 45 years, Blackmores has partnered with Rotary to support local communities through practical initiatives that assist individuals and families experiencing hardship.

In 2025, Blackmores employees volunteered alongside Rotary members at our Warriewood and Bungaribee sites to pack and distribute 600 food and essential goods hampers for community organisations across Sydney.

Working with the Rotary Club of Manly, volunteers packed 400 hampers for distribution across the Northern Beaches through 13 charities and community organisations, including St Vincent de Paul, CCNB, Bear Cottage and The Salvation Army. In partnership with the Rotary Club of Blacktown City, a further 200 hampers

were packed and distributed to community organisations in Western Sydney, including ADRA Blacktown, Wash House, SydWest Multicultural Services and The Salvation Army.

The initiative demonstrates the value of long-standing community partnerships and employee volunteering in delivering meaningful support where it is needed most. By combining the efforts of Blackmores employees, Rotary volunteers and local community organisations, the program helped provide practical support to hundreds of families while strengthening connections within the communities where we operate.



Materiality Assessment



At Blackmores, we recognise that long-term business success is closely linked to the health of people, communities and the environment. To help focus our sustainability strategy on the issues that matter most, we apply a defined materiality approach to identify and prioritise the sustainability topics most relevant to our business and stakeholders.

This assessment considers a double materiality approach, assessing key topics that impact the community and natural environment, as well as risks to Blackmores’ financial performance or reputation. The approach was aligned with methodologies of leading standards and frameworks including the International Reporting Standards (IFRS S1), the ASRS, the Global Reporting Initiative (GRI 3), B Lab Standards, and SASB.

The materiality assessment was designed to strengthen our understanding of where Blackmores can create the greatest positive impact, where we are exposed to sustainability-related risks and opportunities, and which issues are most important to delivering our purpose and long-term strategy.

To support a consistent and evidence-based assessment, each topic was evaluated across three dimensions:

Impact Materiality

Impact Materiality, which considered the severity, breadth and permanence of potential impacts on people, communities and the environment over the relevant time horizon. These criteria reflect the principle that sustainability issues should not be assessed solely on the likelihood of occurrence – some impacts on our businesses may occur infrequently, but if realised, can have significant and potentially irreversible consequences. As a result, factors such as the scale of impact, the extent of stakeholders affected and the ability to remediate impacts were given greater influence in the assessment than likelihood alone.

Financial Materiality

Financial Materiality, which considered the extent to which sustainability topics may affect business performance, resilience and long-term value creation. This included consideration of potential impacts on revenue, costs, regulatory obligations, reputation and supply chain continuity. Assessing financial materiality separately allows a clearer understanding of which sustainability issues may influence enterprise value, while recognising that not all significant environmental and social impacts translate directly into financial risk.

Strategic Alignment

Strategic Alignment, which was incorporated into the scoring calculation as an additional lens to recognise topics that are particularly important to Blackmores’ purpose, sustainability ambitions and positioning. Topics were assessed based on their alignment with the organisation’s guiding principles, sustainability pillars and their contribution to brand differentiation and stakeholder trust.

Materiality Assessment



Tier 1 Strategic Priorities

- Nature & Biodiversity
- Human Rights, Labour Practices & Worker Voice in Supply Chain
- Climate Adaptation / Resilience
- Product Quality, Safety & Efficacy
- Climate Mitigation / Decarbonisation
- Consumer Health, Safety & Wellbeing

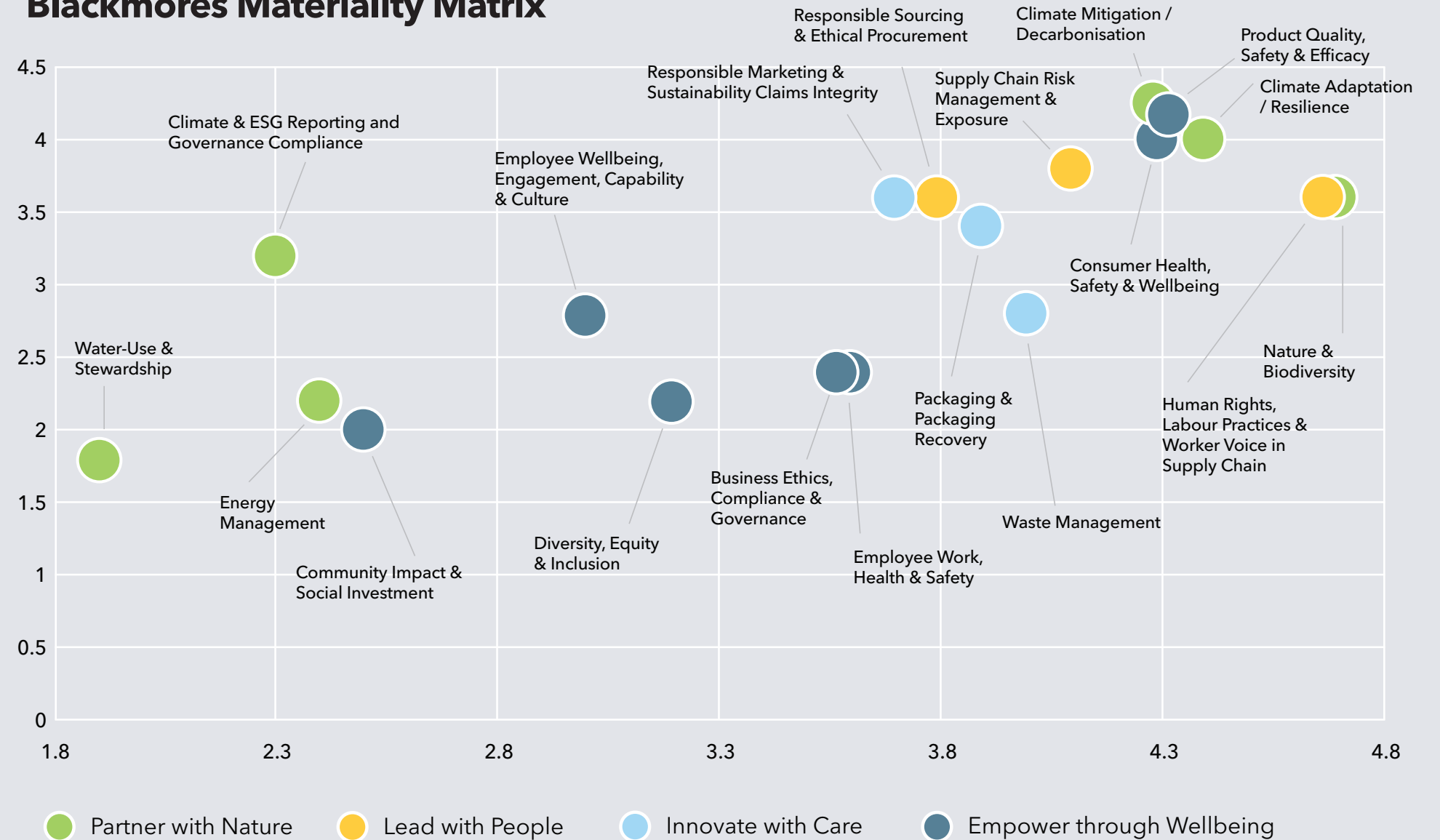
Tier 2 Significant Topics

- Supply Chain Risk Management & Exposure
- Responsible Sourcing & Ethical Procurement
- Packaging & Packaging Recovery
- Responsible Marketing & Sustainability Claims Integrity
- Waste Management

Tier 3 Emerging Topics

- Employee Work, Health & Safety
- Business Ethics, Compliance & Governance
- Employee Wellbeing, Engagement, Capability & Culture
- Diversity, Equity & Inclusion
- Community Impact & Social Investment
- Climate & ESG Reporting & Governance Compliance
- Energy Management
- Water-Use & Stewardship

Blackmores Materiality Matrix



Appendix

TNFD Core Indicators

This table describes the Group’s impacts and performance against relevant core indicators included in the Taskforce for Nature-related Financial Disclosures.

Metric No.	Driver of nature change	Indicator	Metric	Disclosure
C1.0	Land / freshwater / ocean-use change	Total spatial footprint	Total spatial footprint (km2)	The Group’s aggregated operational site property footprint is less than 0.1 km2 in ANZ and 0.01 km2 across sales offices in Asia. Building floor area makes up over 90% of ANZ and 100% of the facilities in Asia as they are all tenancies in office or industrial parks in major urban centres. Consequently, metrics around the Group’s total spatial footprint including surface area, disturbed or rehabilitated area are immaterial.
C1.1		Extent of land / freshwater / ocean use change	Extent of change (km2)	Due to the Group’s facility operations occurring in well-established urban areas there have been no resulting changes in land/freshwater/ocean ecosystems. The Group’s raw material supply chain draws relatively small volumes of materials from established agricultural and fishery practices, primarily in Asia and South America. It is considered there has been no measurable or material ecosystem change as a result of this activity during the reporting period. Blackmores voluntarily purchase 187t of verified Carbon Offsets during the reporting period which were nature conservation based, including peatland wetlands in Central Kalimantan Indonesia, carbon farming projects in Eastern Australia leading to native forest restoration, and rainforest conservation in the East Sepik Province of Papua New Guinea. It is not possible to equate this investment to a measurable unit of land, freshwater or ocean change.
C2.0	Pollution / pollution removal	Pollutants released to soil split by type	Tonnes of pollutants released to soil	No pollutants were released to soil during the reporting period as a result of Blackmores’ facilities or direct operations.
C2.1		Wastewater discharged	Volume (m3)	The Group’s two major facilities in Australia, which make up 100% of the Group’s measured wastewater, discharged approximately 12,756m3 during the reporting period. All wastewater is discharged to municipal wastewater treatment plants. Braeside Manufacturing facility’s trade wastewater is discharged to municipal wastewater treatment and within the concentrations of pollutants approved by the water authority (South East Water). No onsite pre-treatment of wastewater is required by the facility’s operating licence.
C2.2		Waste generation and disposal	Weight (tonnes) of hazardous and non-hazardous solid waste	Some of the Group’s process waste streams are not commercially recoverable or recyclable in ANZ, where 99% of the Group’s waste is created. Process non-hazardous waste sent to established and regulated landfills accounted for 633 tonnes during the reporting period of which 528t or 83% was processed through waste to energy facilities at those landfills. A further 1,052 tonnes of process non-hazardous wastes including paper, cardboard, metal and waste gelatine was collected for recycling in established recycling facilities in Australia and China. A further 344 tonnes of non-hazardous materials was circulated in a continuous closed loop system thus avoiding waste to landfill. No hazardous wastes were generated.
C2.3		Plastic pollution	Total weight and % of plastic packaging: • Re-usable • Compostable • Technically recyclable • Recyclable in practice	A significant proportion of the Group’s finished goods to market are in plastic tubs with plastic closures. During the reporting period the Group’s primarily packing facility at Warriewood Sydney used 364 tonnes of plastic (PP and HDPE containers) of which approximately 50% is technically recyclable in ANZ, 0% is compostable or re-useable. There is no data on the proportion of the Group’s finished product packaging that is actually recycled in Australia and markets across Asia. The packaging is not designed to be re-usable, however, due to the nature of the therapeutic contents, consumer use may be over a month to three-year period depending on the dosage recommendations and shelf life.
C2.4		Non-GHG air pollutants	Tonnes by type	The Group’s Braeside manufacturing facility in Melbourne is required to annually report under the Australian Government’s National Pollution Inventory Scheme. The 2025 NPI report covers Blackmores financial year (1/1/24 to 31/12/24) noted 0.145 tonnes of Particulate Matter (PM 2.5 um), 1.954 tonnes of Oxides of Nitrogen, 13.495 tonnes of VOCs, and 0.021 tonnes of Sulphur Oxides.
C3.0	Resource use / replenishment	Water withdrawal and consumption from areas of water scarcity	M3	The Group’s operations are located in urban centres with water provided by municipal treated town water sourced through Government regulated water catchments and storage reservoirs. The water is not sourced from areas of water scarcity.
C3.1		Quantity of high-risk natural commodities sourced from land / ocean / freshwater	Tonnes split into types including proportion of total natural commodities Tonnes sourced under a sustainable management plan or certification program	The Group sources many of its over 900 different ingredients from the agriculture and commercial fishing industries. A very small amount of herbal material is wild harvested and processed into refined oils or extracts purchased by the Group. No commodities are sourced from freshwater. The Group does not consider its ingredients sourced from land, primarily agricultural, as high nature risk currently. However, through Nature Risk Assessments aligned to LEAP guidance, it has assessed some of its ocean sourced ingredients as having potentially a high nature risk aligned to adverse climate and ocean warming trends, in particular wild caught marine species providing processed Fish Oils. In 2025 this represented approximately 537 tonnes or 14.4% of all raw materials purchased by the Group’s Braeside manufacturing facility in Australia. Fish Oil (Natural and Concentrated) - 100% certified to either Friends of the Sea, Marine Stewardship Council or Marin Trust. 100% of Palm Oil derivatives

Appendix

Raw materials identified by the Science-Based Targets Network as having higher environmental impacts

The Science-Based Targets Network promotes a High Impact Commodities list of raw material with a significant impact on nature or the potential to restore nature depending on how they are managed. The table below lists raw materials derived from relevant SBTN High Impact Commodities that Blackmores Group purchased during 2025 including the environmental certifications associated with those materials.

Material	Importance to Black-mores business	Geographic source	Processing in the supply chain	Linked to threatened species/CITES listed species	Environmental Certifications
Concentrated Fish Oil	High	Various fisheries in the Eastern Pacific, Atlantic Ocean, Indian Ocean and the Mediterranean	Processed from wild caught Anchovy, Sardines, Mackerel & Pollock	No	Friends of the Sea (FoS), or Marin Trust, or Marine Stewardship Council
Fish Oil Natural (1812)	High	Various fisheries in the East-ern Pacific, Atlantic Ocean, Indian Ocean and the Medi-terranean	Processed from wild caught Anchovy, Sardines, Mackerel	No	Friends of the Sea (FoS), or Marin Trust
Herring Roe	Low	Arctic Ocean	Processed from wild caught Herring	No	Marine Stewardship Council (MSC)
Krill Oil	Low	Southern Ocean	Processed from wild caught Krill	No	Marine Stewardship Council (MSC)
Cod Liver Oil	Low	North Atlantic	Processed from wild caught Atlantic Cod	No	Marine Stewardship Council (MSC)
Bovine Gelatin	High	Brazil	Byproduct of the beef industry	No	None
Green Lipped Mussel	Low	New Zealand	Processed oil from aquaculture sources	No	None
Palm oil derivatives	Low	Various	Processed from Palm Oil	No	RSPO Mass Balance
Rapeseed Oil	Low	Various	Processed from Rapeseed	No	None
Paper/Cardboard (shippers)	High	Various	Processed from virgin and recycled materials. Average 78% recycled content	No	Forestry Stewardship Council (FSC)



Performance

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NATURE RISK ASSESSMENTS

Performance Measure	Boundary	FY21	FY22	FY23	FY24	CY25
Nature Risk Assessments (EA) ¹	G	0	4	1	3	4

¹ Aligned to TNFD LEAP Guidance

GREENHOUSE GAS EMISSIONS (GHG)

Performance Measure	Boundary	FY21	FY22	FY23	FY24	CY25
Total reported GHG emisisions (tCO2-e) ²	G	13,522	12,966	8,257	5,118	4,527
Total GHG emissions from manufacturing (tCO2-e)	VIC	9,847	9,672	5,049	2,648	2,916
Gross direct GHG emissions (Scope 1) tCO2-e	A	2,052	2,128	2,181	2,461	2,629
Indirect GHG emissions (Scope 2) tCO2-e ³	G	8,799	8,415	4,277	940	223
Other indirect GHG emisisions (Scope 3) tCO2-e ⁴	A	2,669	2,423	1,799	1,717	1,675
Direct GHG emissions (Scope 1) kgsCO2-e/1,000 units of product sold	A	50	46	47	56	57
Direct GHG emissions (Scope 2) kgsCO2-e/1,000 units of product sold ⁵	G	216	181	92	22	5
Direct GHG emissions (Scope 3) kgsCO2-e/1,000 units of product sold ⁶	A	66	52	39	39	37
Total GHG emissions intensity manufacturing (kgCO2-e/1,000 normalised doses made)	VIC	1.86	2.13	1.20	1.00	1.00
Total GHG emissions from non-manufacturing activity (kgCO2-e/1,000 units of product sold) ⁵	G	90	71	69	57	35
Group reported GHG emissions intensity (kgCO2-e/1,000 units of product sold) ⁵	G	332	278	178	117	98

² In FY23, Blackmores purchased carbon offsets for the first time. In CY2025, the reported emissions are net after accounting for 1,247 tonnes of carbon offsets.

³ Scope 2 electricity emissions calculated using the market-based approach.

⁴ Blackmores' business air travel in Asia is not included as data is not available.

⁵ Commencing in FY22, electricity emissions associated with significant locations of operations in Asia were included. In CY2025 KBN Indonesia was also included.

⁶ Excludes scope 3 electricity emissions from Asian operations.

Performance

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ENERGY - ELECTRICITY AND GAS

Performance Measure	Boundary	FY21	FY22	FY23	FY24	CY25
Total electricity consumptions (kWh) ⁷	G	12,769,429	12,844,772	11,743,008	12,352,250	12,020,043
Blackmores' owned and operated facilities (Warriewood campus) kWh ⁸	NSW	2,711,828	2,984,965	2,794,516	2,832,649	2,851,626
Blackmores' leased facilities (kWh) ⁷	G	1,660,812	1,666,747	1,559,033	1,727,703	1,659,785
Manufacturing electricity consumption (kWh)	VIC	8,336,789	8,193,060	7,389,459	7,791,898	7,508,632
Manufacturing natural gas consumption (GJ)	VIC	34,619	37,165	32,888	38,699	39,145
Manufacturing electricity intensity (kWh/1,000 normalised doses)	VIC	1.57	1.81	1.75	1.63	1.54
Total electricity intensity (kWh/1,000 units of product sold)	A	314	276	253	283	261

⁷ Commencing in FY22 electricity consumption associated with significant locations of operations in Asia (excluding Indonesia) was included. In CY2025 KBN Indonesia was also included.

⁸ Our Warriewood Campus consists of our head office and our primary packing facility.

ENERGY - FUELS

Performance Measure	Boundary	FY21	FY22	FY23	FY24	CY25
Fuel consumption from non-renewables by type (L) (Fleet)	ANZ ⁹	62,519	45,281	61,848	73,615	98,187
Post 2004 diesel (L)	A	4,269	3,483	3,473	4,689	0
Post 2004 gasoline (L)	A	45,497	31,425	43,934	51,230	75,791
Post 2004 ethanol E10 (L)	A	12,753	10,373	14,441	17,696	22,396
Fuel Consumption from non-renewables by type (L) (Third Party Contractor) ¹⁰	A	256,794	232,734	227,958	247,577	85,241
Post 2004 diesel (L)	A	256,794	232,734	227,958	247,577	85,241 ¹¹
Total fuel consumption (L)	A	319,313	278,015	289,806	321,192	150,710
Total fuel consumption (L/1,000 units of product sold)	A	7.84	5.97	6.24	7.35	3.27

⁹ As of 2025, fleet fuels include Australia and New Zealand

¹⁰ Includes contractor bulk dose transport from Braeside, VIC, manufacturing facility to Warriewood, NSW packing facility and then Bungarribee, NSW, our Distribution Centre.

¹¹ Methodology changed in 2025 for calculating average heavy vehicle diesel consumption for freight transport in Australia (by Blackmores' Melbourne to Sydney contractor). Now using the ATO fuel rate of 0.28L/km and Drive Best Way road distance calculator.

Performance

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ENERGY - RENEWABLES

Performance Measure	Boundary	FY21	FY22	FY23	FY24	CY25
Electricity consumption from onsite generation (kWh) ¹²	NSW	35,302	34,516	44,211	42,090	39,990
Total renewable energy purchased in new retail power supply contracts ^{12, 13}	A	3,215,945	3,381,791	6,116,869	10,747,479	11,634,915
Percentage of renewable electricity purchased compared to total electricity consumed (%) ¹³	A	25.00	26.60	52.00	87	98
Percentage of electricity purchased with carbon offset compared to total electricity consumed (kWh)(%) ¹⁴	A	-	<1%	<1%	<1%	<1%

12 Blackmores consumes electricity generated from the rooftop solar (landlord owned) at our Bungaribee Distribution Centre.

13 Renewable energy in Australian retail power contracts or through onsite generation. Classified as GreenPower.

14 Commencing in FY22, our WA facility retail power contract includes 100% carbon offset electricity.

WATER AND WASTE WATER

Performance Measure	Boundary	FY21	FY22	FY23	FY24	CY25
Onsite Group water supply withdrawal from municipal supply (KL)	A	84,064	80,769	87,172	93,390	52,298 ¹⁵
Total on-site Group water withdrawal from municipal supply (KL/1,000 units of product sold)	A	2.07	1.73	1.88	2.00	1.00
Total on-site water withdrawal from municipal supply for manufacturing (KL)	VIC	48,699	47,895	47,567	60,821	42,188
Total on-site water withdrawal from municipal supply for manufacturing (L/1,000 normalised doses)	VIC	9	11	11	13	9
Total water discharge to sewer (KL)	A	61,739	34,339	41,917	36,360	13,442

15 CY2025 total water withdrawal and total wastewater discharge to sewer excludes for the first time Surry Hills, Canningvale and Bungaribee as no water consumption data is available for those facilities with consumption previously estimated using Warriewood water and wastewater intensity which has been identified as an incomparable facility and inaccurate. Consequently, 2025 only includes Warriewood and Braeside water and wastewater consumption.

OPERATIONAL OUTPUTS

Performance Measure	Boundary	FY21	FY22	FY23	FY24	CY25
Units of product sold (ea)	G	40,703,776	46,589,815	46,453,069	43,710,760	46,069,761
Doses made (Braeside) - ('000s) normalised doses ¹⁶	A	5,307,672	4,533,997	4,217,162	4,766,701	4,871,948

16 Blackmores data reflects operational control of Braeside in FY20 (8 months), FY21 and beyond reporting is inclusive of full 12 months. To compensate for differing capsule and tablet sizes, Blackmores refers to a 'normalised' size, converting all capsules and tablets to a standard measure when reporting manufactured volume.

Performance

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SUSTAINABLE SUPPLY CHAIN

Performance Measure	Boundary	FY21	FY22	FY23	FY24	CY25
Global supply chain GMP quality/sustainability audits completed ¹	G	28	68	13	13	18
Total number of Tier 1 direct suppliers ²	G	174	172	167	140	143
Percentage of Tier 1 direct suppliers that have signed the Supplier Code of Conduct	G	82%	94%	97%	97%	100% ³
Number of ethical and sustainable site audits undertaken (SMETA format) ⁴	G	4	4	4	4	4
Percentage Tier 1 Supplier Human Rights risk assessments completed (%)	G	100%	98%	100%	100%	100%
Number of reports of forced labor in supply chain (EA)	G	-	-	-	-	0
Number of reports of child labor in suppliers (EA)	G	-	-	-	-	0
Percentage SMETA derived CAPAs closed within agreed timeframe (%) ⁵	G	NA	76%	96%	97%	100%
Tier 1 Suppliers attending Blackmores' Sustainable Supply Chain webinar (EA) ⁶	G	72	56	64	69	53
Tier 1 Suppliers attending Blackmores' Sustainable Supply Chain webinar (%) ⁶	G	41%	33%	38%	49%	37%
Workforce assigned and completed Blackmores Ethical and Sustainable Supply Chain Training Modules ⁷	G	345	256	701	1,082	1,337

¹ Good Manufacturing Practice audits cover a range of quality and sustainability criteria undertaken by Blackmores' staff at the suppliers' principal facilities. In FY20 and FY21, several remote audits and questionnaires were necessary.

² Tier 1 direct suppliers are suppliers of goods and services specifically related to our products (e.g. ingredient suppliers, packaging suppliers, contract manufacturers or contract packers) where a financial transaction occurs through doing business and where the supply items are used or seen by the end consumer. This does not include 'indirect' suppliers whose goods and services relate to the running of the business (e.g. cleaning and waste contractors, energy supply etc).

³ In CY2025 89% Tier 1 suppliers signed Blackmores Supplier Code of Conduct, the remaining 11% have signed an equivalent Supplier Code of Conduct.

⁴ SEDEX Members Ethical Trade Audits (SMETA) are considered a best practice ethical audit methodology undertaken by third party trained and qualified professionals.

⁵ CAPA describes 'Corrective and Preventative Action'. Includes only CAPAs arising from SMETAs conducted from 1 July 2021 onwards.

⁶ Number of Tier 1 Direct Suppliers attending Blackmores' webinar on sustainable supply chains including Scope 3 emissions, Valuing nature, Blackmores' Partnering for People program and Living Wage audits.

⁷ Commencing in FY22, our eLearning modules enabled all employees an opportunity to participate in Ethical and Sustainable Supply Chain online training. This is now targeting new employees.

Performance

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OUR PACKAGING

Performance Measure	Boundary	FY21 ²	FY22	FY23 ³	FY24	CY25
Total packaging volume placed in market (MT) ¹	A	-	1,530	1,776	1,813	1,785
Total packaging volume that includes some recycled content (MT) ⁴	A	-	697	635	1,355	1,418
Recycled Materials as a percentage of Total Material used (%)	A	-	46%	36%	75%	79%

¹ Volume relates to the amount of packaging placed in the AUS market and aligns with our annual compliance reporting to the Australian Packaging Covenant (APCO). Variation Y-on-Y occurs due to the mix of products and changes in packaging.

² In 2021 we transitioned from calender year reporting (01/01/2021 - 31/12/2021) to fiscal year reporting (01/07/2021 - 30/06/2022) aligning with the Group Sustainability Report. Therefore, data between 01/01/2021 - 30/06/2021 is not available.

³ In 2023 we reverted back to calender year reporting (01/01/2023 - 31/12/2023) to align with new reporting timelines following aquisition by Kirin Holdings. Therefore, data between 01/07/2022 - 31/12/2022 is not available.

⁴ Volume relates to the packaging placed in the AUS market with known recycled content input. The volume does not attribute 100% recycled content.

RESOURCE RECOVERY

Performance Measure	Boundary	FY21	FY22	FY23	FY24	CY25
Total waste generated for disposal (MT) ⁵	A	1,809.27	2,102.96	1,828.69	1,626.71	1,785.10
Total waste generated for disposal (kg/1,000 units of product sold)	A	44	45	39	37	39
Total waste sent to landfill (MT)	A	929.35	752.34	583.15	500.57	618.88
Total waste sent to best practice landfill (waste to energy) (MT) ⁶	NSW	289.04	280.76	253.89	235.59	527.29
% of landfill waste converted to energy	A	31	37	44	47	85
Residual waste to landfill (MT)	A	640.31	471.58	329.26	264.98	91.59
Total waste recovered for recycling (diverted from landfill) by type (MT)	A	866.37	1,350.62	1,245.53	1,126.14	1,166.62
Cardboard/paper (MT)	A	389	528	422	394	395
Comingled - plastic & glass (MT)	A	23	23	37	38	28
Raw materials for external recycling (MT) ⁷	A	318	415	398	268	324
% of total waste diverted from landfill	A	48	64	68	69	65

⁵ Our waste data relates to solid waste, however does include waste and recycling of organic oils.

⁶ This proportion of waste sent to landfill is directed to a waste to energy facility.

⁷ Manufacturing by-product sent offsite for repurposing into alternate industry.

Performance

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OUR PEOPLE

Performance Measure	Boundary	FY21	FY22	FY23	FY24	CY25
Total workforce ¹	G	1,208	1,220	1,213	1,282	1,283
Workforce by gender ¹						
Male (ea)	G	468	483	482	480	494
Female (ea)	G	739	736	730	801	789
Non-binary (ea)	G	1	1	1	1	1
Workforce by region ¹						
AUS/NZ (ea)	G	824	825	840	902	864
Asia (principal locations) (ea)	G	384	395	373	380	419
Total employees under benefits scheme (%) ^{1,2}	G	100	100	100	100	100
Employees receiving regular performance reviews (%)	G	100	100	100	100	100
Number of employees taking parental leave, by gender ¹						
Male (ea)	A	9	11	15	22	25
Female (ea)	A	71	47	36	46	23
Non-binary (ea)	A	0	0	0	0	0
Parental leave return to work rate, by gender (%) ¹						
Male parental leave return to work (%)	A	100	73	100	100	100
Female parental leave return to work (%)	A	89	89	94	93	100
Non-binary return to work (%)	A	0	0	0	0	0

¹ Our workforce, calculated on 31 December, 2025 includes all permanent full-time and part-time employees inclusive of the Executive Team. It includes 100% KBN operations. It does not include fixed-term, casual or other external contractors.

² Our benefits scheme includes the Enterprise Agreement (AUS) and comparative benefits for other countries.

Performance

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WORKPLACE DIVERSITY

Performance Measure	Boundary	FY21	FY22	FY23	FY24	CY25
Workplace Diversity ³						
Board diversity (%) (F:M:N)	G	67	67:33:00	60:40:00	33:67:00	50:50:00
Executive Team diversity (%) (F:M:N)	G	55:45:00	50:50:00	55:45:00	60:40:00	56:44:00
Manager diversity (%) (F:M:N) ⁴	G	58:42:00	54:46:00	55:45:00	63:37:00	56:44:00
Non-Managers (%) (F:M:N)	G	61:39:<1	61:39:<1	63:37:<1	63:37:<1	64:36:<1
Workforce gender ratio (M:F) ⁵	G	39:61:<1	61:39:<1	60:40:<1	63:37:<1	61:39:<1

- ³ Our workforce, calculated on 31 December, 2025 includes all permanent full-time and part-time employees inclusive of the Executive Team. It includes 100% KBN operations. It does not include fixed-term, casual or other external contractors.
- ⁴ Manager Diversity excludes the Executive Team or Board.
- ⁵ In FY22, Blackmores adopted a gender diversity target to have a minimum of 40% female employees, 40% male employees and 20% capacity for flexibility inclusive of non-binary employees, female and male employees, reflecting WGEA targets and leading practice.

COMMUNITY SUPPORT

Performance Measure	Boundary	FY21	FY22	FY23	FY24	CY25
Employee Matched Contributions (\$) ⁶	G	181,500	188,684	147,420	140,386	183,550
Product Donations (\$) ⁷	G	324,673	274,595	94,836	52,658	154,984
Financial Donations (\$)	G	556,870	83,862	290,000	261,162	321,321
Volunteer / Wellness Hours (Hrs) ⁸	A	5,310	8,804	5,074	5,213	5,906

- ⁶ Matched donations are the total of donations from our workforce and then matched by BKL.
- ⁷ Product donations are valued at the cost of the products.
- ⁸ Volunteer and Wellness Hours is the sum of all hours taken by employees to undertake voluntary community based activities to support social or environmental causes.

RESEARCH AND EDUCATION

Performance Measure	Boundary	FY21	FY22	FY23	FY24	CY25
Donations to research organisations (\$)	G	2,015,978	1,400,893	1,879,954	1,880,391	230,230
Number of educational touchpoints with external stakeholders (ea)	G	146,787	204,921	245,564	248,868	282,469
No. of accredited educational touchpoints with external stakeholders (ea)	G	9,668	12,811	11,446	8,671	911

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WORKPLACE SAFETY

Performance Measure	Boundary	FY21	FY22	FY23	FY24	CY25
Workplace Health & Safety ⁹						
Total workforce represented in formal joint management/worker Health and Safety Committee (%)	G	100	100	100	100	100
Total workforce recordable injuries						
Number of injuries due to occupational accidents ¹⁰	G	16	17	12	11	6
Workforce recordable injury, by type ^{9, 11}						
Fatalities (ea)	G	0	0	0	0	0
Injuries with permanent impairment (ea)	G	0	0	0	0	0
Injuries with long-term impairment (ea)	G	0	2	4	2	3
Injuries with short term impairment (ea)	G	24	20	21	19	11
Total Recordable Injury Frequency Rate (TRIFR) ¹⁰	G	3.37	3.07	3.44	1.92	1.30
Workforce WHS Training ⁹						
Certified First Aiders (ea) ¹²	ANZ	-	62	52	52	40
Certified Mental Health First Aiders (ea) ¹³	ANZ	-	45	21	21	51

⁹ Our workforce, calculated on 1 Jan 2026 includes all permanent full-time and part-time employees inclusive of the Executive Team. It also includes fixed-term employees. It does not include casuals, outsourced or other external staff.

¹⁰ This disclosure includes short term temporary agency hires.

¹¹ In FY24 the metric expanded to include our total workforce.

¹² In line with global best practice, the TRIFR is based on 200,000 standard work hours. It excludes overtime.

¹³ FY22 was the first year of disclosure. Data set inclusive of Occupational First Aiders and First Aiders.

Glossary

Term	Definition
Net Zero Emissions by 2030	Net Zero Emissions by 2030 is Blackmores' commitment to decarbonise our operations to mitigate the impacts of climate change. To achieve this commitment, Blackmores takes responsibility for Scope 1 emissions (fuels we burn), Scope 2 emissions (electricity we purchase) and measured Scope 3 emissions (supply chain services, including waste, water and business travel). Progress toward Net Zero includes equipment efficiency upgrades, operational efficiency and waste reduction, maximising renewable energy use, and sustainable procurement practices.
Normalised doses	To compensate for differing capsule and tablet sizes, Blackmores uses a standard size as a reporting measure and converts all capsules and tablets to this size when reporting manufactured volume.
Packaging - primary	Packaging designed to come into direct contact with Blackmores' products, such as glass bottles, plastic tubs and tubes.
Packaging - secondary	Packaging that contains multiple primary packaged units together and is used to replenish shelves or group products for purchase, such as cardboard boxes.
Packaging - tertiary	Packaging designed to ensure damage-free and efficient handling and transport of products or ingredients, such as plastic pallet wrap.
SMETA	Sedex Members Ethical Trade Audit (SMETA) is one of the most widely used ethical audit formats globally. It is an audit methodology that provides best-practice techniques for assessing responsible business conduct across Sedex's four pillars: Labour, Health and Safety, Environment, and Business Ethics.
Scope 1 greenhouse gas emissions	Scope 1 emissions are direct greenhouse gas emissions released from sources owned or controlled by an organisation. For Blackmores, this includes emissions from owned or leased vehicles and the maintenance of equipment containing refrigerants (e.g. HVAC systems).
Scope 2 greenhouse gas emissions	Scope 2 emissions are indirect greenhouse gas emissions generated from the electricity consumed and purchased by Blackmores.
Scope 3 greenhouse gas emissions	Scope 3 emissions are indirect greenhouse gas emissions that result from Blackmores' activities but occur from sources not owned or controlled by the company. This includes emissions from business travel, hotel accommodation, waste disposal, water use and wastewater treatment.
Supplier Code of Conduct	The Supplier Code of Conduct outlines how Blackmores chooses to work with suppliers by defining expectations and mutual commitments to improved environmental, ethical and social outcomes.
Sustainable packaging	Product packaging that is fit-for-purpose, resource-efficient, made from low-impact materials, and reusable or recyclable at the end of its useful life.
Sustainable Development Goals (SDGs)	Seventeen global goals adopted by the United Nations in 2015 to define global sustainable development priorities and aspirations for people, planet and prosperity.
Taskforce on Climate-related Financial Disclosures (TCFD)	An international framework used by organisations to disclose climate-related risks and opportunities that may impact their business.
Taskforce on Nature-related Financial Disclosures (TNFD)	An international initiative that has developed a risk management and disclosure framework to help organisations report and act on nature-related risks and opportunities, with the aim of shifting financial flows away from nature-negative outcomes and toward nature-positive outcomes.
Tier 1 supplier	Suppliers of goods and services that Blackmores pays directly. This includes direct suppliers (e.g. ingredient suppliers, contract manufacturers, packaging manufacturers) and indirect suppliers that support business operations (e.g. cleaning and waste contractors).
Tier 2 supplier	Suppliers contracted and paid by Tier 1 suppliers to provide goods or services that are ultimately supplied to Blackmores, such as growers, transporters or packaging suppliers.