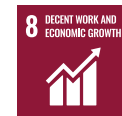




01.

# Better Life

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## Better Life

**A**usnutria is committed to creating value beyond financial performance. As a responsible enterprise, the Group implements various community initiatives to support underprivileged groups and promote broader access to nutrient-rich dairy and healthcare products. These efforts reflect the Group’s mission of nourishing lives and supporting sustainable growth. In addressing social needs, the Group focuses on areas including rural revitalisation, child development and empowerment, and healthcare support. Through collaboration among its business units and international subsidiaries, the Group contributes to community development in the regions where it operates. The Group is also committed to cultivating a fair and inclusive workplace that recognises and values employees’ contributions. Diversity and inclusion remain key priorities to ensure employees feel respected, trusted and supported, particularly during challenging periods. In addition, the Group invests in employees’ professional and personal development through structured training and educational programmes.

Focus Areas

Community investment

Consumer health & well-being

Employee welfare & development

Employee health & safety

Diversity & inclusion

## Better Life

### Awarded in the PRC

for outstanding corporate practice demonstrating our commitment to community involvement and ESG performance



### Donated RMB 7.86 million of cash and charitable goods

to communities in need, including residents affected by natural hazards, children in rural areas, and infants and mothers in under-developed regions

## KEY HIGHLIGHTS IN YEAR 2025

Promoted healthy lifestyle via **sponsorship of sports events in the Netherlands** by sponsoring professional sport teams and supporting events upholding awareness of health and wellness of the public

Continue to support employee development and wellness by launching the **“U classroom Micro-Training Camp”** in the PRC and the Employee Assistance Programme in Australia

### Provided assistance to local communities in the PRC and the Netherlands through

- Ausnutria Foundation Hyproca Galsang Flower Project in Tibet, the PRC and supported over 7,500 families in 9 years;
- In collaboration with the Hunan Provincial Women and Children Development Foundation, co-hosted 120 “Kabrita · Pregnancy Without Worry” public welfare activities aimed at promoting the mental and physical well-being of pregnant and postpartum women
- Donations to **Metakids Foundation** and **The Foundation Kika** to advocating for cures of metabolic diseases and support childhood cancer research respectively; and
- Supported education programmes in elementary schools throughout the province of Friesland in the Netherlands.

**Zero cases** of work-related fatalities over the past three reported years

## COMMUNITY INVESTMENT Awards

Ausnutria has received recognition from the business community for its ongoing commitment to social responsibility and community engagement. In 2025, the Group was honoured with several awards in recognition of its contributions.

### Awarded “Loyal Partner” by the Hunan Provincial Women and Children Development Foundation

For Ausnutria’s support in the “Kabrita • Pregnancy Without Worry” public welfare activities, which provides psychological support, health education, and nutritional guidance for pregnant and postpartum women through a series of community outreach activities. The initiative aims to raise awareness of maternal mental health and promote comprehensive care for mothers and newborns.



### Selected as a 2025 Innovative Public Welfare Communication Case by Nanfang Daily Media Group

Ausnutria’s “Hyproca Tundra Rose Project” was selected as Innovative Public Welfare Communication Case of Year 2025. The project was recognized for its long-term and innovative public welfare model that combines on-the-ground maternal and child health support in Tibet, with effective communication and multi-stakeholder collaboration, helping expand public awareness and social participation around maternal health in underdeveloped regions.



### Named “Public Welfare Enterprise of the Year 2025” by Jiedian Finance

For Ausnutria’s commitment to social responsibility and public welfare. The Company integrates philanthropy into its strategy through initiatives such as maternal and child health support programs and long-term community development projects.

### The Ausnutria Foundation

Ausnutria Foundation was established to promote corporate citizenship responsibilities, support public welfare and charitable initiatives, and contribute to social development. The Group collaborates with universities and charitable organisations to provide professional training programmes and assistance to community members in need. The Group has set a target to contribute RMB100 million in cash or cash equivalents to the Foundation within ten years from 2019. In 2025, the Foundation donated over RMB6.28 million in cash or cash equivalents to communities in need. Looking forward, the Group will continue to fulfil its social responsibilities and support community development.



## Fighting Against the Extreme Natural Disasters and Rural Revitalisation

Natural disasters have caused significant hardship to affected communities. The Group has responded by providing donations and essential supplies, including nutritional and healthcare products, to impacted areas. In addition, the Group supports rural revitalisation initiatives by allocating resources and organising outreach activities in remote regions. Through these efforts, Ausnutria aims to strengthen community resilience and support long-term recovery and development.

### Emergency Relief Support for Earthquake-Affected Communities in Shigatse

CASE STUDY



Infant formula and essential supplies valued at over RMB 340,000 were delivered to earthquake-affected communities in Shigatse, Tibet, in coordination with local partners.

In January 2025, an earthquake struck Shigatse in Tibet, disrupting local communities and affecting maternal and infant households. In response to urgent needs in the disaster-affected areas, Hyproca, together with the Ausnutria Foundation and the Tibet Maternal and Child Health Association, mobilised relief support for families with infants and young children. Following the initial dispatch of emergency supplies on 8 January 2025, a second batch of relief materials was delivered on 14 January. The donations included infant formula and essential daily necessities with a total value exceeding RMB340,000. These supplies were provided to help address immediate nutritional needs of mothers and infants in the affected communities. In addition to emergency response efforts, the Group leveraged its existing maternal and child health programmes in the region to support longer-term recovery and health development. Through collaboration with local partners, Ausnutria continues to contribute to community resilience and maternal-child well-being in areas impacted by natural disasters.

### Educational Support for Xihusi Village, Changsha

CASE STUDY

While steady progress has been made under China's rural revitalisation strategy, continued support for education and talent development remains essential in many rural communities. In response, Ausnutria participated in a village partnership initiative in Xihusi Village, Chating Town, Wangcheng District, Changsha. Ausnutria signed a cooperation agreement with the village to promote collaboration in organisational development, resource sharing and local industry advancement. Through the Ausnutria Foundation, the Group donated over RMB30,000 in funds and supplies to support scholarship awards for high-performing students and provide assistance to students from families in need. Via this partnership, Ausnutria aims to contribute to local talent cultivation and support sustainable rural development.



## Providing Health Support for Tibetan Family

Ausnutria continues to provide healthcare and nutritional support to families in the Tibet Autonomous Region, contributing to improved living conditions and access to essential products.

CASE STUDY

### Hyproca Tundra Rose Public Welfare Project









The “Ausnutria Foundation Hyproca Tundra Rose Project” has been Ausnutria’s long-term public welfare initiative in the Tibet Autonomous Region for nine consecutive years. Since 2017, the Ausnutria Foundation and Hyproca 1897 have collaborated with external institutions including Peking University Health Science Centre, the Red Cross Society of Tibet,

Tibet University and the Tibet Mother and Child Health Association, with the support of local authorities, to enhance maternal and infant healthcare services in Tibet.

Over the years, the project has expanded from initial material donations and nutrition education to a structured public welfare model integrating financial assistance, nutrition science outreach, medical training (including charitable clinics), music classrooms and psychological counselling. Since 2024, the programme has concentrated resources in the Ali region, with plans to provide customised and sustained support over a five-year or longer period. The initiative focuses on strengthening local healthcare capacity through professional training for obstetric and paediatric personnel, academic exchange programmes and on-site guidance. By enhancing the clinical skills of grassroots healthcare workers in areas such as high-risk pregnancy management, neonatal care and nutrition intervention, the project contributes to long-term talent development in the region.



Ausnutria works with healthcare practitioners and maternal communities to improve the well-being of mothers and infants in Tibet. To date, the programme has served approximately:

 <b>6</b> prefecture level cities and 1 district	 <b>59</b> rounds of donations	 <b>66</b> charitable clinics events and academic exchanges
 <b>Over 1,200</b> country doctors trained	 <b>Over 7,500</b> families	 <b>Over RMB15 million</b> of cash and in-kind donations



In August 2025, the Ausnutria Foundation concluded the ninth consecutive year of the Hyproca “Gesanghua” Public Welfare Programme in the Tibet Autonomous Region. The 10-day initiative included maternal and child health outreach, medical academic exchanges and targeted nutritional support across multiple locations, including Lhasa, Shannan, Ngari and Purang. During the 2025 programme, expert teams delivered professional training sessions at Shannan Maternal and Child Health Hospital and conducted outreach activities in local schools, hospitals and kindergartens. The initiative continues to focus on improving maternal and child health services through donations, professional training and long-term capacity building.

## Educational Growth of the Young Talents in the Community

Ausnutria promotes the development of young talents by sponsoring educational resources and providing financial assistance to relevant institutions, supporting access to quality education.

### Supporting Rural Education through the “Love Dream Journey” Programme

CASE STUDY

On 28 May 2025, ahead of International Children’s Day, the Ausnutria Foundation, together with the Hunan Women and Children Development Foundation and Ausnutria’s brand Anulife, organised the “2025 Love Dream Journey” charity activity at Dihuang Town Central Primary School in Xupu County, Hunan Province. During the event, essential supplies were donated to 14 teaching sites under the school, including desktop computers, classroom wall fans and kitchen ventilation equipment to improve learning conditions. Children also received nutritional gift packages, and interactive health education sessions were conducted to promote allergy awareness and preventive health knowledge.



### Inspiring the Next Generation of Girls in Technology

CASE STUDY

On April 10, Ausnutria Netherlands organised the Girls’ Day event and welcomed 20 students from Ichthus College to its factory in Kampen as part of the national initiative organised by the Expertise Centre for Her Technical Development (VHTO), which encourages girls aged 10 to 15 to explore science, technology and IT. During the visit, the Maintenance Manager introduced the students to the role of technology in the production of infant and toddler nutrition, highlighting its importance in ensuring product quality and safety. By opening its doors to young students, Ausnutria aims to promote gender diversity in technical professions and inspire the next generation of girls to consider careers in engineering and technology.



## Promoting Healthy Lifestyles in The Communities

Ausnutria collaborates with organisations across sectors to promote healthy living. The Group believes that access to a healthy and fulfilling life should not be limited by background or socio-economic status. During the year, Ausnutria sponsored and co-organised sports events to encourage physical activity and raise public awareness of healthy lifestyle practices.

### Ausnutria continues its partnership with sc Heerenveen

CASE STUDY

Ausnutria remains connected to sc Heerenveen as a co-sponsor, with a focus on engaging young football fans. As part of this commitment, Ausnutria stays involved as a kids club partner and sponsor of the family section at the Abe Lenstra Stadium, strengthening its connection with the club's youngest fans. This partnership not only enhances brand awareness in the Netherlands but also supports the development of the next generation in Friesland, particularly in Heerenveen. Ausnutria is dedicated to creating a better world in which individuals are empowered to lead healthy and prosperous lives. This vision goes beyond nutrition – it embraces opportunities for personal growth, and our partnership of sc Heerenveen aligns closely with this mission. Through this collaboration, we emphasize children's well-being, helping to ensure they have a bright and healthy future.



## Empowering the community through sport events

CASE STUDY

On May 11, 2025, the 18th edition of the LOOP Leeuwarden was held in Friesland. Ausnutria proudly served as the major sponsor for the 1 km Kids Run, which was open to children aged 4 to 8. In line with the Company's commitment to equality, the event was free of charge for all children who met the age requirement, ensuring equal opportunity for participation. Upon completing the run, each young participant received a commemorative medal and a specially designed LOOP Leeuwarden Craft T-shirt. Through this sponsorship, Ausnutria reinforced its dedication to promoting community sports and empowering children to lead healthy and fulfilling lives.



Several of our enthusiastic colleagues in Netherlands also participated in the adult section of the LOOP Leeuwarden 2025.

Guided by the mission of "Nourishing Life & Growth," Ausnutria proudly sponsored the 6th Ned Air 2Bruggenloop held in Kampen. The event aimed to raise funds for Longfonds, a charitable organisation dedicated to promoting clean air in the Netherlands. Attracting more than 3,500 participants of all ages, the run offered not only a healthy activity but also an opportunity to appreciate the city's scenic views. Several colleagues from the Netherlands office actively took part in races of varying distances. Through such initiatives, Ausnutria strengthens its commitment to community empowerment by inspiring people to prioritize their health and embrace an active lifestyle. Additionally, the event helped raise awareness about fostering a smoke-free environment to support children's healthy development.



## Partnering with Employees in Community Programmes

Ausnutria encourages employee participation in charitable and community initiatives. The Group supports employee-led projects that benefit local communities and provides funding for selected initiatives. These programmes aim to empower employees while supporting community development aligned with local needs.

### Empowering Employees Through Community Outreach

On 30 March 2025, Ausnutria employees participated as volunteers in the “Warm Care” charity initiative organised by the Changsha Warm-Heart Social Work Service Centre, supporting 18 disadvantaged, left-behind and migrant children in Ningxiang. Together with local social workers and volunteers, we conducted home visits, provided daily necessities such as milk and snacks, and engaged in one-on-one conversations to better understand the children’s living conditions and emotional needs.



In addition, volunteers delivered safety education sessions covering fire, electricity and fraud prevention, helping children strengthen their awareness of self-protection. Through this activity, Ausnutria demonstrated its commitment to community engagement by contributing their time and care to vulnerable groups, bringing practical support and companionship to rural children in need.

CASE STUDY

### Sponsorship to Children’s Cooking School FIKKS

As a leading producer of nutrition for infants and toddlers, Ausnutria is committed to educating young children on the importance of developing healthy eating habits from an early age. Now entering its fourth year, the Group continues its partnership with Children’s Cooking School FIKKS, which offers hands-on cooking workshops to elementary school students. Through these interactive classes, children learn about nutritious foods and gain practical skills in preparing healthy meals in an engaging and accessible way.



Children’s Cooking School

### Supporting Disease Research through Employee Charity Engagement



Ausnutria Netherlands actively encourages employee participation in community and national charity initiatives. In 2025, colleagues took part in the annual 3FM Serious Request campaign, a nationwide fundraising event organised by a Dutch radio station. This year’s proceeds were directed to the Muscles for Muscles Foundation, which supports research into treatments and medication for muscle diseases affecting over 20,000 children in the Netherlands. Through internal fundraising efforts, Ausnutria employees contributed a total of €4,000 to the initiative.

In addition, Ausnutria Netherlands supported other health-related foundations during the year, including the Energy4All Foundation, which funds research to accelerate effective treatment of energy metabolism disorders, and the Amsterdam City Swim Foundation, which raises funds for research into Amyotrophic Lateral Sclerosis (ALS). Through participation in these initiatives, employees contribute to advancing medical research and supporting families affected by serious health conditions.

CASE STUDY

## CONSUMER HEALTH AND WELL-BEING

Ausnutria is committed to building long-term relationships and trust with its customers by prioritising their health and well-being. The Group supports breastfeeding as the optimal source of nutrition for infants and young children. In line with the recommendations of the World Health Organisation, Stage 1 infant formula products (0-6 months) are not marketed. In addition, due to applicable regulations, Stage 2 infant formula products (6-12 months) are not promoted in the PRC. The Group continues to invest in research and development to enhance the nutritional profile of its milk formula products through ongoing study of breast milk composition. As part of this effort, several breast milk banks have been established to facilitate scientific research into the nutritional characteristics of breast milk for newborns and young children. Through the analysis of diverse breast milk samples, the Group seeks to improve its understanding of nutritional needs and develop formula products suited to infants, including those in rural regions. Ausnutria conducts research covering infant formula, breast milk, goat milk and dairy nutrition to continuously enhance product quality and scientific knowledge. In the Netherlands, the R&D department focuses on advancing understanding of infant nutrition and developing products with balanced nutritional value. The Group also shares research insights with healthcare professionals internationally to exchange knowledge and strengthen production and quality control practices.

In 2025, R&D and Marketing teams organised several "Holland Tours" for healthcare professionals. Healthcare professionals from the Middle East visited the Netherlands to learn about the Group's scientific research programmes, including its latest findings on goat milk and product formulations. Participants also visited specialised goat farms to observe animal care, milk production and quality control processes, and exchanged views



Holland tour photo

on quality management practices to safeguard consumer health.



All Ausnutria products and promotional materials undergo a formal review process to ensure compliance with the Group's branding standards and applicable regulatory requirements. Product labels and claims are assessed to ensure that information provided is accurate, objective and balanced. Prior to market release, products must obtain final approval in accordance with distributor requirements or local brand standards and comply with relevant local laws and regulations. Kabrita products operate under a Compliance Management System that defines departmental responsibilities throughout the production and marketing process and establishes clear procedures for the review and approval of marketing materials. Ausnutria Australia continues to participate in the Voluntary Incidental Trace Allergen Labelling Program. Before any "allergen-free" claim is made, all ingredients are subject to comprehensive allergen risk assessment and testing to ensure compliance with applicable standards.

## EMPLOYEE WELFARE AND DEVELOPMENT

As a responsible employer, Ausnutria rigorously adheres to all applicable labour laws and regulations in every region where we operate. We maintain a strict zero-tolerance policy against child labour and forced labour across all business operations under our control. Our human resources team oversees meticulous recruitment processes to verify that every candidate meets legal employment requirements, thereby preventing any potential violations of employment regulations. In the event of employment-related disputes, management is promptly informed to ensure fair and equitable resolution for all parties involved.

## Employment practice

Since 2023, Ausnutria has been implementing the “Strategy – Organisation – Talent” review model to align business strategy, organisational structure and talent planning. Clear strategies have been established to attract, develop, and retain key talent across the organisation. Managers are actively encouraged to enhance their leadership capabilities and strengthen talent management skills, thereby building sustainable organisational capacity for the future. The Group continues to refine its internal training system by expanding learning resources and utilising the “U+Academy” digital learning platform that provides personalised learning resources, thematic knowledge updates and self-directed courses. In 2025, the business philosophy online programme for all employees in China, together with offline training sessions for new employees covering product knowledge, corporate culture, and brand exhibition tours, continued to strengthen employees’ understanding of and alignment with the Company’s values. Qualification standards have been further integrated into our professional development framework, with role-based evaluations and certifications directly linked to compensation, recognizing competency and contribution. Career pathways are structured around ongoing capability assessments to guide and support employee growth. Through targeted internal communications and leadership workshops, we foster a positive, high-performance organisational culture that supports both individual and collective success.

## Employee engagement

The Group maintains diverse communication channels including newsletters, intranet systems, mobile applications, social media and podcasts, to keep employees informed of corporate developments. Since 2022, a monthly newsletter has been distributed across regions. In the PRC, employee communication is also supported through WeChat and a customised mobile app. Regular induction forums are organised to better understand and respond to new employees’ expectations. In the Netherlands, podcasts focusing on work-related topics have been introduced, and the frequency of the employee newsletter has been increased from bi-annual to monthly to improve communication and engagement.

The Group actively fosters open and transparent communication between management and employees. Our Workplace Communication and Consultation Policies, along with associated protocols, clearly outline the principles, rights, and obligations for effective dialogue. A combination of formal and informal meetings are regularly arranged to encourage employees to share feedback, express concerns, and discuss career aspirations in a supportive environment. In 2025, there was a series of formal engagement mechanisms, and all regions conducted surveys with regard to their own regions.

In the PRC, an employee satisfaction survey was conducted to identify areas for improvement and gather actionable feedback. The survey resulted in an average satisfaction score of 3.62 out of 5. To further encourage open communication, a dedicated CEO mailbox was installed in accessible public areas across our PRC facilities, enabling employees to submit comments and suggestions directly and confidentially. All submissions are securely handled by designated personnel and promptly forwarded to the CEO for review and response. In addition to these, mechanisms including Annual Staff Congress, employee feedback collection, Happiness index surveys, and anonymous online feedback channels were also in place. Additionally, we promote engagement through employee care and activity-based initiatives. These include targeted support for employees experiencing significant life events such as marriage, childbirth, illness or bereavement, medical mutual aid programmes, summer care initiatives for frontline workers, and assistance with school enrolment of employees’ children.

Childcare services and seasonal daycare camps are provided to support working parents. Recreational and cultural activities, such as International Women’s Day celebrations, Family Carnival events, sports tournaments, fitness challenges and skills workshops, further strengthen organisational cohesion. Health-focused initiatives include partnerships with medical institutions for consultation services, annual health check-ups, psychological lectures and recognition programmes that promote healthy lifestyles. Through these comprehensive measures, the Group seeks to enhance employee well-being, belonging and long-term engagement.



In Australia, employee surveys and feedback forms serve as key communication mechanisms, supplemented by internal email communications. An online platform has also been developed to enable employees to provide feedback anonymously and with appropriate protection, strengthening transparency and encouraging open dialogue. In the Netherlands, the upgraded intranet system allows designated employees across sites to share updates, further enhancing information flow and organisational transparency.



Chocolates for employees and customers

In the Netherlands, the Employee Engagement Survey was conducted for the second consecutive year to assess employee perceptions and identify areas for improvement. The HR department launched a dedicated newsletter, and podcasts continued under the G00D2GOAT strategy programme to enhance communication and strategic alignment. A series of “Growth Conversations” videos featuring members of the directors’ team was introduced, discussing healthy growth, Ausnutria’s mission and vision, and how these are embedded in the G00D2GOAT strategy. To further strengthen engagement and connection to our products, colleagues were invited to taste chocolate made with Ausnutria’s own goat’s milk powder, developed in collaboration with a partner of Ausnutria Dairy Ingredients. This initiative provided employees with a tangible example of product innovation and the diverse applications of goat’s milk ingredients. Works Councils in the Netherlands continue to meet bi-monthly with senior management to discuss employment-related matters and support structured dialogue across the organisation.

In the Netherlands, the Employee Engagement Survey was conducted for the second consecutive year to assess employee perceptions and identify areas for improvement. The HR department launched a dedicated newsletter, and podcasts continued under the G00D2GOAT strategy programme to enhance communication and strategic alignment. A series of “Growth Conversations” videos



Growth Conversation

The Group has implemented standardised procedures to manage workplace disputes and address reports of unfair treatment. Employees are both required and encouraged to raise concerns to their supervisors, in accordance with guidelines set out in the Employee Handbook and the Code of Conduct. To ensure trust and protection, whistleblowers are safeguarded through strict confidentiality measures, and all reported cases are handled within clearly defined timelines. When needed, the HR Department and senior management engage to support fair and appropriate resolutions. In the PRC, a dedicated performance appeal and feedback mechanism further facilitates efficient conflict resolution by integrating both online and offline communication channels.

### Training and career development

Ausnutria supports employee development by implementing structured training programmes across all subsidiaries. Annual training plans are designed to optimise learning resources and enhance human capital management effectiveness. All new hires participate in comprehensive onboarding programmes to facilitate a smooth transition into their roles.

Training programmes provided across regions include:

- Standard Operating Procedure (SOP) training
- Health and Safety training
- Quality training
- Human Resources training
- External training (e.g. first aid training and software training)

In 2025, the “Ausnutria Academy” (Learning Management System) was launched to provide comprehensive e-learning resources across employment levels. We organise departmental on-the-job training covers GMP/HACCP systems, quality management, regulatory updates, digital transformation and operational safety, to enhance the general competency of the employees. First Aid & CPR courses, fire warden and emergency response training were also conducted.

In Australia, employees receive role-specific training, including compliance training required by the Therapeutic Goods Administration, Certificate III programmes in business management and 5S training for production staff. In the Netherlands, the “Dairy Academy” e-learning platform provides online courses covering raw materials, production processes and quality monitoring. In the reporting year, a new and updated Cronobacter & enteros training programme was also launched, recognising the potential risks these microorganisms pose in the infant nutrition industry. As contamination can have serious implications for food safety and consumer health, employees attend this training annually to remain up to date on prevention measures and quality control practices, thereby safeguarding product safety. The Group continues to invest in leadership development and centrally organised training programmes, with options for individual coaching. Additionally, Strategy and Business Philosophy workshops were organised in Zwolle to strengthen intercultural collaboration between China, the Netherlands and Kabrita International Business Unit (KIBU).



Ausnutria adopts a tiered and systematic approach to leadership development, implemented through structured programmes including the AB-PROJECT for cultivating senior business leaders, the “Aocheng Plan” for developing strategic middle managers, the “Aoqing Plan” for transitioning high-potential individuals into team leaders, and the Talent Excellence Programme for enhancing frontline supervisors’ operational capabilities. In 2025, we launched a series of international “Aohang Plan” trainings aimed at cultivating multi-disciplinary talents to support the centralization of global functional management.

Targeting the new generation of talent, we implemented the “Aoxing Plan”, which aims to select and develop a group of high-potential young employees, continuously optimise our internal talent structure, and drive sustainable business growth.

Ausnutria has established a performance appraisal system across the PRC, the Netherlands and Australia to strengthen strategic alignment and talent motivation. In the PRC, the performance management system was further refined under the “a+b+c+N” framework.

- Component “a” aligns base compensation with market benchmarks and role value.
- Component “b” links individual performance with capability development and structured feedback.
- Component “c” connects departmental results with corporate objectives to encourage cross-functional collaboration.
- Component “N” has been expanded into a flexible incentive mechanism incorporating project contributions and innovation impact.

Supported by digital assessment tools and regular review mechanisms, the system enhances transparency in goal cascading and real-time feedback, fostering shared accountability across teams. Across regions, structured performance appraisal systems support employee development and organisational effectiveness. In the PRC, specialised performance mechanisms such as the Bioflag performance salary management system align incentives with business characteristics. These performance and incentive programmes are designed to enhance operational efficiency and drive business innovation across all levels, from managerial leadership to frontline operations.



Aohang Plan



Aoxing Plan



## EMPLOYEE HEALTH AND SAFETY

Ausnutria is committed to safeguarding the health and safety of its employees by maintaining a safe working environment across all operating regions. The Group complies with applicable occupational health and safety (“OH&S”) laws and continuously reviews internal standards to ensure alignment with regulatory developments. Responsibilities and safety expectations are clearly communicated to employees to reinforce a culture of compliance and accountability.

### Occupational Health and Safety Risk Management

The Group has established structured OH&S governance mechanisms at site level, including safety committees or designated officers responsible for overseeing implementation. Risk identification and assessment procedures are conducted regularly to detect potential hazards and implement preventive measures.

In the PRC, employees working in upstream factories are required to sign a “Work Safety Responsibility Acknowledgment,” confirming awareness of their safety obligations and internal policies. Systematic risk zoning and visual management tools have been introduced to enhance on-site hazard awareness. Regular safety inspections, equipment maintenance checks and targeted improvement initiatives are carried out to strengthen operational safety management.

The Group has established emergency response procedures and risk identification mechanisms to identify and mitigate workplace hazards. Subsidiaries conduct regular internal and external risk assessments, and inspection findings are reviewed by responsible committees, with corrective actions implemented where required. In the Netherlands, monthly risk assessment reports remain accessible to general staff in addition to OH&S personnel, enhancing transparency and awareness. Since 2023, Ausnutria Netherlands has been implementing the Additional Risk Inventory and Evaluation (“ARIE”) regulation, which sets out protocols for managing the aftermath of serious incidents involving hazardous materials.

In 2025, Ausnutria China further strengthened safety management implementation through systematic risk identification and visual management. Risk maps were developed for 42 operational zones, visual training boards were created for six types of high-risk operations, and 21 occupational hazard notification boards were updated. Safety enhancement projects were implemented across production, logistics and laboratory areas, including upgrades to charging facilities at 13 key locations (covering 89 units), rectification of electrical distribution hazards and upgrades to critical distribution cabinets and safety components. Additional measures included laboratory chemical storage improvements, functional testing of safety interlock devices, mechanical protection modifications, building structural safety inspections, and targeted inspections and rectifications related to fire risks and flammable materials. Unannounced inspections of fire watch post responses were conducted, with follow-up actions implemented as needed.



Occupational health monitoring continued in 2025. In PRC, a comprehensive occupational hazard assessment was conducted at the Huai'an production facility in April. Occupational health examinations were arranged for employees in hazard-exposed roles, including mid-term check-ups, pre-placement health screenings and exit examinations. External training was facilitated for occupational health administrators, strengthening internal capability in occupational health management. In Australia, sites operate an OH&S management approach aligned with the Victorian OH&S Act/Regulations and internal policies. Responsibilities are defined for managers, supervisors, Health and Safety Representatives and workers. Annual goals are set, and actions are tracked through to closure. All workers, including employees, contractors and visitors, are required to complete site induction and comply with established safety rules, ensuring that safety expectations are clearly communicated, understood and consistently applied across sites, thereby reducing risk exposure and strengthening overall OH&S performance. Hazard identification and risk assessment are conducted through daily supervision, toolbox talks, pre-start checks and planned inspections. A reporting culture is promoted for hazards, near misses and incidents. SafetyCulture, a digital platform for workplace safety and operations management, is used for reporting and inspections, with corrective actions assigned to owners, tracked with due dates and evidence, and monitored through dashboards.

### Safety Drills and OH&S Training

In Australia, a training matrix is maintained and tracked, covering induction, manual handling, chemical handling, traffic and forklift rules, LOTO (Lockout/Tagout) awareness and emergency training such as fire warden and first aid. Training delivery and attendance records are captured using SafetyCulture, with centralised record management supporting compliance checks and reporting. We also manage SOP training and competency through the Quality team, supplemented by safety-related training including Fire Warden and First Aid.

The Group holds a firm belief that preventing miscommunication between departments and employees is key to accident prevention. To foster effective and proactive dialogue on occupational health and safety (OH&S) matters, Ausnutria has established regular OH&S Meetings across its subsidiaries. In Australia, safety representatives from various departments convene every two months to discuss and coordinate on safety priorities. These meetings are designed to enhance cross-departmental collaboration, drive continuous improvement in OH&S management, and strengthen the overall safety culture within the organisation.

The Group provides employees with guidance and necessary information to respond appropriately to OH&S incidents. Safety drills and OH&S training sessions are organised across regions to strengthen awareness and preparedness. In 2025, ten categories of safety training and eight types of emergency drills were conducted throughout the year. Safety culture initiatives such as the Ankan Cup Safety Knowledge Competition, Fire Safety Day campaigns and a "Spot the Hazard" photo reporting system were organised to encourage proactive risk reporting. A monthly ranking and evaluation mechanism was also implemented across departments at China facilities, with results published and linked to incentives.

In the Netherlands, regular workplace safety training continued, particularly for factory employees. In 2025, the Group also continued a series of podcasts focusing on work-related topics and launched HR communications tools that support employee awareness of key updates. A proactive safety culture project led by the OH&S department continued across all locations and will be further strengthened in 2026. Across all sites in the Netherlands, a "Week of the First Responder" programme was organised to recognise emergency response teams and reinforce preparedness. Activities included safeguard test calls, evacuation drills and practical training exercises.

### Supporting Workers' Mental Health

Ausnutria recognises that mental well-being is integral to employee safety and overall well-being. The Group supports workers' mental health through various initiatives and access pathways. In the PRC, the Group hosts periodic counselling and awareness sessions on stress management and mental wellness topics. In Australia, respectful behaviour and early support are promoted. Workers may raise concerns through supervisors, Health and Safety Representatives, HR and confidential reporting pathways, with no retaliation for good-faith reporting. Support is provided for workers experiencing stress or personal challenges, including manager check-ins, flexible arrangements where practical and return-to-work support. Psychosocial hazards such as workload, fatigue, conflict, bullying and harassment are managed through consultation, clear role expectations, fair rostering/breaks and issue resolution processes. In the Netherlands, employees are encouraged to seek support through available counselling channels for concerns such as workplace conflict, bullying, harassment or discrimination, with escalation pathways available where required.



Employee Mental Well-being Session

Through a number of programmes, Ausnutria maintains a safe and sanitary workplace. Office and production areas are cleaned and sanitised regularly, with site-specific measures implemented in accordance with local laws and conditions. Educational posters and trainings are provided to enhance awareness of personal hygiene practices.

## DIVERSITY AND INCLUSION

Ausnutria is committed to fostering a diverse, inclusive and respectful workplace where employees are valued for their contributions and treated equitably. The Group believes that diversity of background, expertise and perspective strengthens organisational resilience and supports sustainable growth. We strive to cultivate a working environment characterised by fairness, mutual respect and equal opportunity.

### Remuneration and benefits

Our regional Code of Conduct and Employee Handbooks establish clear guidance for company values, standards, and expected employee behaviour. These documents provide policies and procedures that assist subsidiaries in managing a wide range of employment-related matters, including compensation and termination, recruitment and promotion, working hours and rest periods, equal opportunity and diversity, anti-discrimination, training and development, occupational health and safety, as well as employee welfare and benefits. To ensure this information is accessible and widely communicated, we disseminate it through multiple channels during onboarding and whenever updates occur.

The Group is committed to treating every employee with equality and transparency, upholding the principles of meritocracy and non-discrimination. All regional teams are required to follow standardized hiring procedures, which are regularly reviewed and updated to align with evolving industry benchmarks and local regulations. In addition to traditional recruitment channels, we utilize diverse sourcing platforms to maintain a broad and inclusive candidate pool. In 2025, Ausnutria Netherlands participated in career events at Wageningen University, Van Hall Larenstein College and a job fair in Leeuwarden, as well as opened its factory in Kampen during Girls' Day to welcome female students to explore opportunities in science and technology. These initiatives aim to engage with talented students and young professionals, strengthen our employer brand, and foster greater diversity in technical and Life Sciences fields. In the PRC, campus recruitment initiatives continue to attract young talent, supported by structured onboarding and development programmes. Participants in our Management Trainee Programme receive mentorship from senior leadership, ensuring they are well-prepared to assume key roles and contribute to Ausnutria's future growth.

Ausnutria provides competitive compensation packages and a comprehensive benefits framework designed to support employees' diverse needs. Benefits vary by region and role but may include statutory leave, paid sick leave, festival allowances and seasonal subsidies. In the PRC, employees receive holiday subsidies and customised festive gifts during traditional celebrations. On important occasions such as birthdays, weddings and work anniversaries, employees are recognised through personalised gestures or commemorative awards. Long-serving employees celebrating milestone anniversaries are presented with dedicated recognition gifts. Additional support measures include maternity check-up leave, lactation breaks for new mothers, and family reunion leave for employees whose spouses reside in other locations. Meal allowances and staff canteen services are provided to ensure convenient and affordable dining options. The Group also offers added-value benefits through cross-industry partnerships, providing employees with access to preferential offers and services.

## Promotion of family-friendly culture and employee well-being

Ausnutria continues to strengthen employee care initiatives that enhance well-being and belonging. In the PRC, targeted support is provided for employees experiencing major life events such as childbirth, illness or bereavement. A medical mutual aid programme and assistance with children’s school enrolment are also available. Annual health check-ups, free medical consultations and psychological wellness lectures are organised to safeguard employees’ physical and mental health. Childcare support includes daily childcare services and seasonal daycare camps during school holidays. Recreational and cultural activities such as sports tournaments, fun sports days, basketball competitions, badminton matches, fitness challenges and family carnivals are organised throughout the year to promote work-life balance and strengthen team cohesion. In the Netherlands, employees are encouraged to participate in sports events, with registration fees and sports attire sponsored by the Group. In addition, activities like soccer clinics provide opportunities for employees’ children to take part in football match. These initiatives aim to strengthen family engagement and community connection.



Free Medical Clinic for Employee Health – Traditional Chinese Medicine Session



Staff Basketball Tournament



Sports Carnival for the Trade Union System



Summer and Winter Care Initiative



Ausnutria promotes a family-friendly and mother-friendly working environment. Flexible working arrangements are implemented where operationally feasible to support work-life balance. In addition to statutory maternity benefits, new mothers are entitled to breastfeeding breaks during their child’s first year. Family-oriented activities such as Children’s Day carnivals and family sports events provide opportunities for employees and their families to connect. Through these initiatives, the Group reinforces its commitment to inclusivity and shared growth.

## Hosting Soccer Clinic for Employees’ Children at sc Heerenveen Training Grounds

CASE STUDY

As an extension of our enduring partnership with sc Heerenveen, Ausnutria organised a professional soccer clinic for the children, grandchildren, nieces, and nephews of our employees. Coached by the sc Heerenveen training team, the clinic offered a dynamic and engaging afternoon where young participants developed their football skills, learned the value of teamwork, and cultivated a passion for sports in a supportive and professional environment. This initiative reflects our commitment to promoting holistic well-being – extending beyond nutrition to embrace active living, shared experiences, and the joy of movement – while strengthening community ties and supporting the healthy growth of the next generation in Friesland.

