

BLACKMORES®  
| GROUP

# Towards Zero Exploitation in our Supply Chain

BLACKMORES LIMITED

MODERN SLAVERY  
STATEMENT 2021

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# Our Commitment

## Towards Zero Exploitation in our Supply Chain

Blackmores Group is committed to assessing, addressing and eradicating child exploitation, debt bondage, deceptive recruiting for labour or services, forced labour, forced marriage, human trafficking, servitude and slavery across our operations and supply chains.

We acknowledge the United Nations Guiding Principles on Business and Human Rights. We are committed to supporting the International Bill of Rights and the ILO's Declaration on the Fundamental Principles and Rights at Work.

This is our second year of reporting our actions as we strive to achieve this ambition and ensure better outcomes for people.

Our 2021 Modern Slavery Statement details the governance framework and the initiatives to deepen our supply chain transparency. It showcases how we evaluate areas of risk and build capability within our organisation, through our value chain and across our industry to protect human rights.

The third year of our *Partnering for People* initiative has been central to achieving these goals. Since 2019, our valued supply partners have given us greater access to their own systems and workplaces so that we can understand the rights and conditions for workers.

While travel restrictions and border closures related to the global pandemic challenged our onsite audit program, we're also mindful that the impacts of COVID-19 are likely to have increased the risk to vulnerable people.

As a result, we turned our focus to broadening our capability across our business with one in five of our Group employees completing human rights training modules in the last six months and implementing new systems that will give us greater insights in the future. This is a significant capability uplift and demonstrates our commitment to embed this program through the business and not limit accountability for human rights in our supply chain to a small number of individuals.

Part of this governance uplift also included an update of our Blackmores Group Supplier Code of Conduct which details clearer guidance on our expectations for human rights as well as bolstering our focus on climate resilience and biodiversity protection. Knowing that the impacts of climate change and changes to our natural environment will have on vulnerable people compels us to take clear action to address these challenges with equal emphasis.

My sincere thanks to our committed employees, our valued suppliers and our industry colleagues for supporting us in delivering these initiatives and sharing our commitment to better outcomes for people.

Wishing you the best of health.



Alastair Symington  
Chief Executive Officer



This statement was approved by the Board of Directors, Blackmores Ltd on 3 December 2021.



# About Blackmores Group

This report details the governance, systems and progress for assessing and addressing the risk of modern slavery in the Blackmores Group supply chain, developing products under the Blackmores, BioCeuticals, PAW and Impromy brands and sold across Australia, New Zealand and the Asia Pacific region.

## 4 Brands

**BLACKMORES**

 **BioCeuticals**

 **paw**  
Pure Animal Wellbeing  
By BLACKMORES


**impromy**

More than   
**1,000**  
ingredients

 sold in  
**13** markets

Employs more than  
**1,200**  
people  
across  
**Asia Pacific** 

(excluding employees of our joint venture in Indonesia)

approximately  
**600**  **+** **1,500**  
product formulations individual product units

This report details the governance, systems and progress for assessing and addressing the risk of modern slavery in the Blackmores Group supply chain, developing products under the Blackmores, BioCeuticals, PAW and Impromy brands and sold across Australia, New Zealand and the Asia Pacific region.

# Blackmores' Value Chain

## Research

Blackmores invests in research and education programs, including through the Blackmores Institute, to further grow the evidence-based practice of natural medicine products.



## Formulation

Formulate products that improve people's lives using ingredients derived from nature that can be responsibly sourced.



## Manufacturing

The majority of soft-gel capsule and hard tablet product formats are manufactured at Blackmores' manufacturing facility at Braeside in Victoria.

Partner with contract manufacturers who have satisfied the requirements of the TGA and Blackmores' own quality standards.



## Sourcing

Partner with growers, fisheries and ingredient and packaging purveyors who share our passion for quality and sustainability and who share our values.



## Packing and packaging

- The majority of Blackmores' products are packed at the Blackmores Campus at Warriewood on Sydney's Northern Beaches
- Products are assessed for quality throughout the supply chain
- We strive to make the right choices in our packaging selection to satisfy our standards for quality, recycling and consumer ease



## Warehouse and distribution

- Maintain facilities that optimise systems and technologies to drive distribution efficiencies, ensuring the right product gets to the right location at the right time
- Create a safe and healthy workplace for staff and minimise our footprint on the environment
- Ensure sustainable choices for secondary and tertiary packaging



## Consumers

- Supported with high quality advisory services and access to trusted information
- Provide clear information on the responsible disposal of components at products' end of life



## Retailers

- Support retailers with education and advice
- Provide shelf solutions to optimise consumer engagement with the brand
- Create partnerships to ensure responsible management of waste created through the distribution of our products



## Material recovery

- Promote responsible disposal advice using Blackmores' information platforms and advisory services



## Healthy communities

- Invest in the communities in which we operate
- Employ local talent in each market and nurture a highly engaged, safe and healthy workforce



# Business Operations & Supply Chains

Blackmores formulates more than 600 natural healthcare products using more than 1,000 ingredients.

More than half are manufactured at our Braeside manufacturing facility using ingredients sourced directly from more than 150 raw material suppliers.

Contract manufacturers are used to produce products based on their specialised capability; all have passed Blackmores' quality audit standards. They produce products to Blackmores' specifications using a combination of raw materials procured by Blackmores, those selected by Blackmores and their own supply partners.

These products are sold in retail outlets and online in 13 markets across the Asia Pacific region.

Products sold in Indonesia are through a joint venture with Kalbe Farma - Kalbe Blackmores Nutrition which has exclusive sales, marketing and distribution rights in that market.

Blackmores Group is an ASX 200 publicly-listed company employing over 1,200 people, and presence in Asia Pacific.

Founded by visionary naturopath Maurice Blackmore in 1932, our vision is to connect every person on Earth to the healing power of nature by combining our knowledge of nature and science to deliver quality health solutions to people and their pets everywhere, every day.

Our high quality, evidence-based range of brands includes Blackmores - Australia's No.1 natural health brand; BioCeuticals - Australia's leading practitioner range; PAW by Blackmores - natural health products for pets; and Impromy - our pharmacy based weight management program.

Blackmores Institute is the research and education arm of Blackmores Group; a centre of excellence established to improve and promote the quality use of natural medicine.

At Blackmores Group we seek to never compromise on quality, and always place the health and safety of our consumers at the heart of our business. Our supply chains involve premium ingredients from 38 countries across the globe (detailed on page 8). Our products are made to strict Australian therapeutic goods standards, and manufactured at TGA-licensed facilities including our manufacturing plant in Braeside, Victoria.

Recognising that you can't have healthy people without a healthy planet, we're strongly committed to embedding sustainability across our business. This includes a 2030 Net Zero Carbon Emissions target and giving back to the communities in which we operate.



# Blackmores' Workforce

Our people and remuneration structures are governed by the People & Remuneration Committee of the Board of Directors.

Key controls informing the Board include Workplace Health and Safety reporting, a Speak Up portal powered by Whispli (whistleblower service), regular Pulse surveys monitoring employee sentiment and a Staff Liaison Committee who are staff advocates and intermediaries supporting employees and management.

Employing over  
**1,200 people**

**192**

employees covered by a union agreement

**679**

employees on the Blackmores and BioCeuticals Working Together Enterprise Agreement

**347**

employees in Asia covered by individual contracts and Blackmores' company protections policies

**537**

Product Advisors employed through outsource partners on contracts of employment and covered by local labour protection legislation

# Our Sourcing

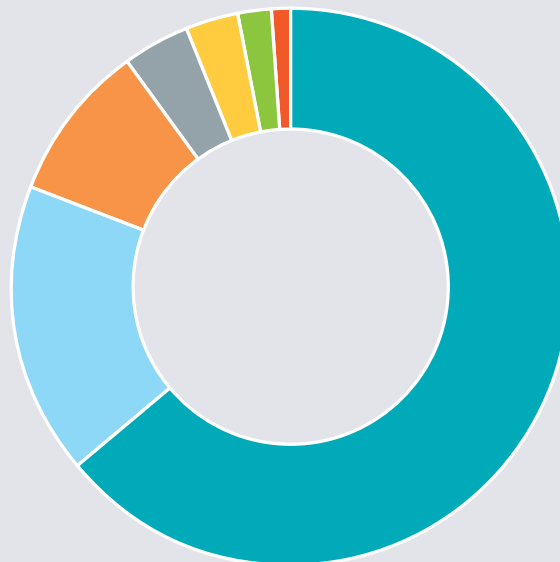
We source more than 1,000 ingredients that are used in our 600 product formulations and approximately 1,500 individual product units across four brands, sold in 12 markets.

More than 60% of the Group's Tier One Direct suppliers are located in the Australia New Zealand region, approximately 17% in the Asia region, 10% in Europe.

However, the spread of workers is more disparate with 31% in Asia and South Asia, 28% in Europe, 25% in Australia and New Zealand and almost 11% in North America.

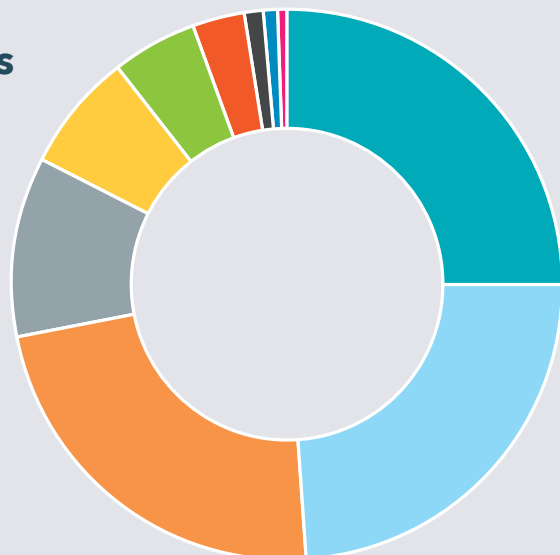
Less than 7% of workers are in Africa, Eastern Europe, Central America, South America and the Middle East. However, these regions are more vulnerable to the risk of modern slavery.

## Location of Tier 1 Direct Suppliers (%)



- ANZ - 64%
- Asia - 17%
- Europe - 9%
- North America - 4%
- South Asia - 3%
- South America - 2%
- Northern Europe - 1%

## Location of Workers (%)



- ANZ - 25%
- Asia - 24%
- Europe - 23%
- North America - 10.7%
- South Asia - 7%
- South America - 5%
- Northern Europe - 3%
- Eastern Europe - 1%
- Middle East - 1%
- Central America - 0.3%



# Blackmores Procurement Framework

Blackmores' Procurement Framework has been embedded into key processes and systems to better understand the risk profile of suppliers and underpins a continuous improvement program.

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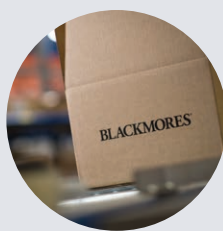
Less than 7% of workers are in Africa, Eastern Europe, Central America, South America and the Middle East. However, these regions are more vulnerable to the risk of modern slavery.



## Our major categories of procurement are:



**Raw materials** including herbal extracts, marine oils, vitamins and minerals and a number of other excipients and components for the manufacture of tablets, capsules, powders and liquid nutritional supplements.



**Packaging** including amber glass bottles, high density polyethylene tubs and closures, polypropylene tubs and cardboard shippers.



**Contract manufacturing** is used for a number of specialty formulations and product formats and as a dual source of supply for key lines. All contract manufacturers and **co packers** meet the regulatory requirements as well as Blackmores' own audit criteria.



**Indirect suppliers** are not related to the supply of products, but support the running of the business (such as waste contractors and cleaners).

# Blackmores' Human Rights Governance Framework

## Blackmores Group

### Board of Directors

Approves policies, reviews performance and aligns KPIs through biannual reporting to the Risk and Technology Committee

### Executive Team supported by the Ethical Sourcing Working Group

STRATEGIC SOURCING

SUSTAINABILITY

COMPLIANCE/ LEGAL

WORKPLACE HEALTH & SAFETY

### Supplier Evaluation

Supplier Code of Conduct  
Due diligence  
ESG Self-assessment  
CMA Supplier Questionnaire  
Procurement Risk Assessment  
Supplier Management Software

### Internal Alignment

Human Rights Policy  
Responsible Sourcing Policy  
Responsible Sourcing Principles/  
Standard Operating Procedures  
Group Formulation Philosophy

EDUCATION

TRAINING

### Controls

Pre-tender Briefing  
Supplier Risk Assessment  
Supplier Code of Conduct  
Supplier Contracts  
Supplier Performance Evaluation  
Corrective and Preventive Action Protocol in Supplier Relationship Management System  
Speak Up line, powered by Whispli

THIRD PARTY AUDIT

Remediation / Contract Management / Inspections and Audits

THIRD PARTY CONSULTATION

Reporting & Continuous Improvement

# Blackmores' Approach

Modern slavery is an extensive and endemic justice issue. Further to the requirement for all wages and working conditions to be lawful, Blackmores has identified the five principles that should apply to every worker. They apply to every Blackmores employee and are appropriate for every size of workforce and type of work. We also have mechanisms through our supplier assessment and audit program to observe issues relating to each principle, empowering us to identify areas of concern.

## Five principles for protecting people in our supply chain

Every worker is entitled to:

 <b>FREEDOM</b>	 <b>FAIR PAY</b>	 <b>GOOD WORKING CONDITIONS</b>	 <b>HEALTH &amp; SAFETY</b>	 <b>THE RIGHT TO BE HEARD</b>
<p>Work is voluntary Everyone has the right to freedom of association with others and to collective bargaining.</p>	<p>Workers are paid, at minimum, a living wage. As well as meeting the legal local requirement their pay is enough to meet basic needs and provide some discretionary income</p>	<p>Working hours are not excessive, employees are of an appropriate age, and adequately trained to perform their tasks. The workplace is hygienic, with potable water freely available, sufficient clean toilets, adequate ventilation and lighting, emergency exits, evacuation diagrams posted and evacuation drills regularly organised.</p>	<p>A clear health and safety policy exists. Employees have access to training and safety equipment.  Safety incidents and accidents are recorded and investigated. Medical services are available and first aid kits are accessible.</p>	<p>All workers have access to a grievance procedure. Workplaces promote an independent whistleblower hotline and ensure workers have access to the service.</p>



# Speak Up

Blackmores Speak Up is a whistleblower portal powered by Whispli, to enable discreet and anonymous reporting of inappropriate or illegal conduct in our workplaces and supply chain.

The portal enables anonymous reports to be received and two-way communication to occur without compromising a complainant's anonymity.

In the reporting period, seven reports have been received via the Speak Up portal including from our international markets and our manufacturing operations in Braeside. Matters requiring investigation were further explored and follow-up actions determined. The number of reports received is reported to the Executive Team and the Risk & Technology Committee of the Board at every committee meeting (which occurs quarterly). Reports relating to material matters are reported in more detail.

During this reporting period, no instances of modern slavery were reported using 'speak up', and Blackmores Group will continue to encourage discreet and anonymous grievance mechanisms for our workplaces and supply chain.





# Risk Assessment

## Group Risk Assessment Framework

1.

### Use of supplier management software

Data, supplier responses and evidence of compliance is captured in Blackmores Group's supplier management portal.

2.

### Risk by geographic location

Using the Global Slavery Index, each supplier is rated by both the location of the supplier and also by where the workers are based. For example, a herbal medicines supplier may be based in Australia but if they are procuring raw materials from numerous farms in India then risk would be assessed for both Australia and India.

3.

### Risk assessment

Using a weighted criteria, Blackmores' Ethical Sourcing Manager and the relevant Procurement Category Manager evaluate factors that would create an elevated risk such as type of work, use of contract or migrant labour, seasonal work, skill level required to complete work and geographic isolation of the facility.

This determines the risk to people.

A second risk criteria evaluates whether any procurement practices would be likely to heighten risk (such as extended payment terms or short lead times) and other commercial factors such as an excessive reliance on any single supplier.

This determines the risk to Blackmores.

These categories of risk are consolidated to determine a risk rating that aligns to the Enterprise Risk Framework.

4.

### Supplier assessment

A supplier evaluation is completed to build understanding of the approach and governance each supplier takes to address 23 areas of risk. This enables the Ethical Sourcing Team to adjust the risk rating and determine the residual risk.

The frequency of repeating this evaluation is determined by the level of risk assessed and whether or not there has been any significant change to the supply contract such as the supplier changing the source of a component.

Quality audits undertaken of supplier facilities are a further opportunity to identify areas of concern and support risk assessments.

5.

### Third party audit

Qualified audits are commissioned by Blackmores Group to provide a more detailed assessment for select suppliers. In the reporting period, Blackmores utilised authorised audit partners (BSI and SGS) using the Sedex Members Ethical Trading Audit (SMETA) protocol four-pillar audit covering practices relating to labour, health and safety, environment and business ethics.

The total number of audits completed in the reporting period was limited by restrictions to travel and access to sites as a result of the Covid-19 pandemic.

Corrective actions have been progressed following audits undertaken in the reporting period.

6.

### Continuous improvement and corrective actions

A cross-functional review team has responsibility for determining follow-up actions arising from the audit.

Using a documented framework, the team reports back to members of the Executive Team including the Chief Governance Officer and the Chief Operations Officer. Outcomes are reported to the Risk & Technology Committee of the Board of Directors.

The Group utilises a CAPA (Corrective and Preventive Action) protocol that exists in the Supplier Relationship Management System to work with the supplier to better understand the cause of the concern as well as the action and timing to remediate.

# Group Risk Areas

Following a review of Tier One Direct suppliers of the Group, the current areas of human rights risk include:

## Regional hotspots

The locations of workers for many suppliers are in regions identified using the Global Slavery Index as more vulnerable to the risk of modern slavery such as the Asia Pacific region.

Blackmores prioritises focus on regional hotspots that may represent increased levels of risk of harm to people.

## Type of work

Using a broad number of naturally-sourced materials from different countries and regions increases the potential risk of harm to vulnerable people associated with labour practices and types of work such as fishing and herb-picking. Blackmores prioritises attention on types of work that may represent increased levels of risk of harm to people.

## Working condition visibility deeper in the supply chain

While Blackmores has visibility over direct supply partners and their work practices, many of these suppliers do not conduct the same reviews of their suppliers. Existing systems are strongly weighted to knowing the quality, purity and identity of the ingredients we work with and not necessarily the working conditions of those further down the supply chain.

Increased supply chain transparency as a result of audits conducted in the reporting period resulted in 23 Corrective and Preventive Actions being addressed focusing on:

- Workplace health and safety equipment and training
- Non-systemic issues relating to overtime payments
- Non-systemic issues relating to excessive working hours



# Actions to Assess & Address Risk

## Progress in the reporting period

Blackmores' sustainable and ethical sourcing focus in the last year has been to drive progress towards a goal of zero exploitation within our supply chain. As a company, Blackmores has always taken pride in creating a best-practice workplace based on respect, fair remuneration and ensuring employees are healthy and safe.

We have the same expectations of those in our broader supply chain and take a proactive approach to better understand the working conditions impacting people in the sourcing of ingredients and manufacture of our products.

The Group program to address human rights risk with suppliers and industry is called Partnering for People – initiatives to work towards a value chain of suppliers who share our respect for the rights of those contributing to the production of our products.

We commit to take remedial action with suppliers who don't deliver on our commitments to eliminate modern slavery and to transparently report on our progress. This commitment is well aligned to Goal 8 of the United Nations Sustainable Development Goals (SDGs).

The evolution of a supplier relationship management portal enabled a more systemised approach to supplier risk assessment. This year ethical and sustainability risk assessments were undertaken on 100% of suppliers contributing to the ingredients, packaging, manufacture and packing of Blackmores Group products.

An outcome of the risk assessments was to guide the commissioning of independent human rights audits where greater transparency was sought to understand the conditions for the workers and address noted deficiencies.

Greater transparency of human rights risk and successfully addressing areas of concern for vulnerable workers is only possible by uplifting internal capability and growing awareness with suppliers and across the broader industry.

### Progress to assess and address the risk of modern slavery in our supply chain:

- 183 sustainability and human rights risk assessments undertaken, including 100% of the 174 Tier 1 direct suppliers, a 235% increase on the prior year.
- 4 SMETA audits reviewed in the reporting period. These were targeted to higher risk types of work and regions identified in the risk assessments. Blackmores commissions on-site independent human rights and sustainability audits using the Sedex Members Ethical Trading Audit (SMETA) protocol. The method evaluates all aspects of responsible business practice in global supply chain including labour standards, health and safety, the environment and business ethics. Areas of non-conformance are typically resolved within 90 days of release of the audit findings through a collaborative process with our suppliers to ensure better outcomes for people.
- 28 global supply chain good manufacturing practice quality and sustainability audits completed.
- 345 education modules on human rights were completed by employees in the reporting period.
- A further 455 employees attended an information session on employee obligations and to highlight work underway to deliver an ethical supply chain.
- Blackmores led industry-wide modern slavery capacity and capability building initiatives across the Australian natural healthcare industry.
- 118 suppliers representing 72 companies attended Blackmores' supplier webinars in June 2021, and 85% increase in participation on the prior year.
- 23 Corrective and Preventive Actions (CAPAs) were progressed in the reporting period, with 17 resolved and the remaining six in the process of being addressed. More than 95% of CAPAs were closed, or are on track to be resolved, within the agreed timeframe.

### Key governance updates:

- Bolstered Group Supplier Code of Conduct with stronger alignment between key processes through business including a Group Human Rights Policy, Strategic Sourcing Strategy and systemised Risk Assessment indicators.
- New cross-functional Blackmores Modern Slavery Working Group with collaborative review of SMETA audits.
- 100% of new supplier contracts introduced since the introduction of the Australian Modern Slavery Act 2018 include human rights clauses.

# Measuring Effectiveness

The cross-functional ethical sourcing working group reports to the Risk & Technology Committee of the Board of Directors, evaluating progress to:

- Continue to strengthen the governance framework, including review of risks, audit progress, corrective actions and stakeholder engagement.
- Seek external counsel and support from third party experts and human rights organisations to guide progress and further workshop identification of potential areas of risk to people and actions to address these risks.
- Ensure Blackmores considers risks that exist within our own Group.
- Deliver a program of training and education including the development of tools to help frontline workers better identify vulnerable people and to understand a clear process for escalating concerns.
- Ensure strong supplier on-boarding aligned to the Group Supplier Code of Conduct.
- Conduct annual risk assessments for all Tier One Direct suppliers to identify potential areas of risk and understand their nature, context and extent.
- Progress an audit program including commissioning independent onsite audits using the SMETA protocol and capturing insights through a Supplier Location Assessment for visits by Blackmores personnel to supplier workplaces.
- Ensure corrective and remedial actions are timely and effective.

## Consultation

During the reporting period, Directors of our owned and controlled subsidiaries\* were consulted to communicate our obligations under the Australian Modern Slavery Act 2018, our measures and controls to assess and address the risk of exploitation, to ensure key personnel had the opportunity to complete training modules and to ensure they were aware of our reporting requirements. Key policies and functions impacting risk to people, including Procurement, are centralised.





# Our Future Commitment



Our goals for the coming reporting period include:

**01**

Continuing to build capacity and capability by increasing training and education and increasing supplier engagement.

**02**

Extend human rights training into new employee onboarding and induction training .

**03**

Complete risk assessments on 100% of Tier One Direct Suppliers.

**04**

Continuing to audit relative to risk.

**05**

Initiate risk assessments for key indirect suppliers and Tier 2 Suppliers.

# Partnering for Progress

Thank you to the Board, Secretariat and Members of Complementary Medicines Australia for their continued support of the Modern Slavery Working Group and initiatives to boost industry capability and awareness. This work will support better outcomes for people in the natural healthcare industry.

Thank you to Robin Mellon, CEO of Better Sydney, who continues to share his expertise and support our progress.

Our thanks to our valued supply partners for recognising the importance of this program of work and sharing our vision for a world where people and nature thrive together.

## Glossary

### Tier One:

Suppliers of goods and services that Blackmores pays and can include both directly (related to our products e.g. ingredient suppliers, contracted manufacturers or packaging manufacturers) or indirectly (related to the running of the business such as cleaning and waste contractors).

### Tier Two:

Suppliers contracted and paid by our Tier One suppliers (such as a grower, transporter or packaging supplier) to provide goods or services that are then sold on to Blackmores.

### SMETA:

Sedex Members Ethical Trade Audit (SMETA) is one of the most widely used ethical audit formats in the world. SMETA is an audit methodology, providing a compilation of best practice ethical audit techniques. It is designed to help auditors conduct high quality audits that encompass all aspects of responsible business practice, covering Sedex's four pillars of labour, health and safety, environment and business ethics.

### Supplier Code of Conduct:

Describes how Blackmores chooses to do business with its suppliers by defining expectations and mutual commitment in achieving and maintaining improved environmental, ethical and social outcomes.

If you have any feedback or questions relating to the Blackmores Group Modern Slavery Statement 2021, please contact [sustainability@Blackmores.com.au](mailto:sustainability@Blackmores.com.au)

# APPENDIX

## BLACKMORES ENTITIES

This statement is given by Blackmores Limited (ACN 009 713 437) on behalf of all owned and controlled entities of and including Blackmores Limited (ABN 35 009 713 437)

NAME OF ENTITY	COUNTRY OF INCORPORATION	OWNERSHIP INTEREST		PRINCIPAL ACTIVITY
		2021 %	2020 %	
Blackmores Nominees Pty Limited	Australia	100	100	Management of employee share plans
Pat Health Limited	Hong Kong (China)	100	100	Marketing of natural health products
Blackmores Beijing Co. Limited	China	100	100	Marketing of natural health products
Blackmores China Co. Limited	China	100	100	Marketing of natural health products
Blackmores (Taiwan) Limited	Taiwan (China)	100	100	Marketing of natural health products
Pure Animal Wellbeing Pty Limited	Australia	100	100	Holder of intellectual property for PAW
Blackmores (New Zealand) Limited	New Zealand	100	100	Marketing of natural health products
Blackmores (Singapore) Pte Limited	Singapore	100	100	Marketing of natural health products
Blackmores (Malaysia) Sdn Bhd	Malaysia	100	100	Marketing of natural health products
Blackmores Holdings Limited	Thailand	100	100	Holding company
Blackmores Limited	Thailand	100	100	Marketing of natural health products
Blackmores Korea Limited	Korea	100	100	Marketing of natural health products
Blackmores International Pte. Limited	Singapore	100	100	Regional head office
PT Kalbe Blackmores Nutrition	Indonesia	50	50	Marketing of natural health products
Blackmores Vietnam Co. Limited	Vietnam	100	0	Marketing of natural health products
FIT-BioCeuticals Limited	Australia	100	100	Marketing of natural health products
FIT BioCeuticals (NZ) Limited	New Zealand	100	100	Marketing of natural health products
PharmaFoods Pty Limited	Australia	100	100	Marketing of natural health products
FIT-BioCeuticals Limited	United Kingdom	100	100	Marketing of natural health products
FIT-BioCeuticals (HK) Limited	Hong Kong (China)	100	100	Marketing of natural health products
Hall Drug Technologies Pty Limited	Australia	100	100	Holding company
Blackmores SPV Co Pty Limited	Australia	100	100	Holding company
New Century Herbals Pty Limited	Australia	100	100	Marketing of natural health products
Global Therapeutics Pty Limited	Australia	100	100	Marketing of natural health products
Blackmores Japan Limited	Japan	100	100	Marketing of natural health products
Catalent Australia Holdings Pty Ltd	Australia	100	100	Holding company
Catalent Australia Pty Ltd	Australia	100	100	Manufacturing of natural health products
Blackmores Philippines Inc.	Philippines	100	0	Marketing of natural health products
Blackmores India Private Limited	India	100	0	Marketing of natural health products

### Principal Place of Business

20 Jubilee Avenue  
Warriewood NSW 2102  
Telephone +61 2 9910 5000

### Registered Office

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**BLACKMORES**<sup>®</sup>  
| GROUP