

Responsible Business & Sustainability Report

A red, four-pointed starburst shape containing the year "2025" in white text. The background of the entire page is a laboratory setting with a glass pipette dripping a drop of liquid into a series of test tubes. The scene is lit with a cool blue light, and white diagonal lines cross the image.

Table of Contents



Introduction

- 3 A Letter from Leadership
- 5 Our Purpose
- 6 Our Values
- 7 BeOne by the Numbers



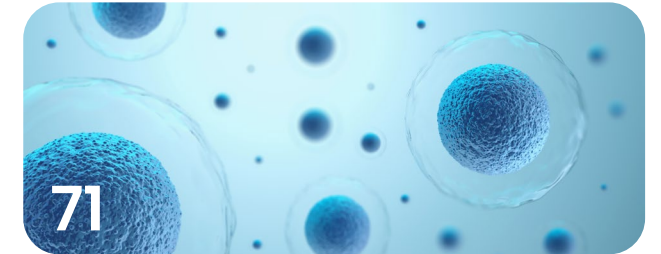
Advancing Global Health

- 18 Our Unique Approach to Innovation
- 19 Research & Development
- 24 Commercialization
- 29 BeOne Care Foundation
- 30 Patient Support & Partnerships



Innovating Sustainably

- 45 Our Environmental Governance
- 46 Our Environmental Strategy
- 47 Putting Our Environmental Strategy into Action



Appendix

- 72 STAR & HKEX Index
- 93 Swiss Statutory Non-Financial Matters Index
- 94 Data Tables
- 98 About This Report
- 98 Forward-Looking Statement



Our Approach to Responsible Business & Sustainability

- 9 Guiding Principles
- 10 Our RB&S Strategy
- 12 RB&S Governance
- 13 Double Materiality Assessment
- 15 2025 Goals & Progress



Empowering Our Colleagues

- 34 Experience & Engagement
- 40 Learning & Development



Operating Responsibly

- 55 Corporate Governance
- 58 Commitment to Integrity
- 62 Enterprise Risk Management
- 63 Patient Safety & Product Quality
- 65 Privacy & Data Ethics
- 68 Global Protection
- 69 Supply Chain Management



A Letter from Leadership

BeOne Medicines is driven by purpose: to discover, develop, and deliver breakthrough medicines through scientific excellence and exceptional speed to more patients than ever before. Today, our fully integrated in-house model is optimized for speed, cost, quality, and scale, and provides a strong foundation for long-term sustainable growth. Our commitment to patients informs our innovation and growth strategies as well as our long-term objectives.

2025 was a transformational year which produced remarkable results. Our medicines are now approved in more than 75 markets and our deep pipeline of 27 clinical candidates, including 20 internally discovered molecules, exemplifies the unique scalability of our global development superhighway. We recorded product revenues of \$5.3 billion, reflecting a 40% year-over-year increase, thus enabling further investment in innovation and long-term value creation.

Advancing global health necessitates a balance of speed and discipline. Our dedicated in-house R&D model provides enhanced oversight of quality and allows us to uphold rigorous standards while accelerating development. Patient engagement begins during clinical development to ensure our research reflects the real needs of patients. To date, more than 27,000 patients have participated in over 175 clinical trials around the world, including North America, Europe, Asia-Pacific, Latin America, Africa, and the Middle East. Our extensive operations and strong partnerships enable us not only to expedite site activation

and accelerate patient enrollment but also generate robust data that accurately reflect the global patient populations we aim to treat.

Our commitment to patients transcends clinical development. We seek to pursue regulatory approval and reimbursement as quickly as possible in markets around the world. Through the BeOne Care Foundation, we executed the second round of Access to Cancer Care grants, supporting programs that improve access to cancer screening and detection, and strengthen diagnostic capabilities for underserved communities around the world.

The Foundation and BeOne Medicines also continued their support of The Max Foundation for the third consecutive year, emphasizing our belief that access to care is not merely an aspiration; it is an imperative.

Our greatest strength is our people – colleagues across six continents are united by our purpose. This past year, we grew our team by over 700 new colleagues, including senior leaders and subject matter experts who bolster our capacity for thoughtful scaling amidst increasing complexity. Our colleague engagement scores reached 87%, reflecting a culture anchored in persistence and opportunity. We have invested in learning and development initiatives by expanding flagship programs such as the Strengthening Experience, Exposure, and Development (SEED) program, Mentoring@BeOne, and Development Week.

“

2025 was a transformational year which produced remarkable results. Our medicines are now approved in more than 75 markets and our deep pipeline of 27 clinical candidates, including 20 internally discovered molecules, exemplifies the unique scalability of our global development superhighway.

”



“

With a talented global team, a differentiated pipeline, and an **operational model anchored in scientific excellence and designed for scalability and resilience**, we remain focused on delivering meaningful sustainable value for patients and our other stakeholders.

”

As a health-centric organization, we are equally devoted to sustainable and responsible operations. In October of 2025, we achieved our target of reducing Scope 1 and 2 greenhouse gas (GHG) emissions by 25% per unit of internally manufactured commercial product ahead of schedule. Building on this momentum, we have already established a new target: to achieve a 50% reduction per unit of internally manufactured commercial product for Scope 1 and 2 GHG emissions by 2030 from a 2024 baseline. To reach this objective, we plan to continue enhancing energy efficiency initiatives across key facilities, supporting our environmental goals while also realizing energy and cost savings. We also refreshed our climate risk assessment and established our first quantitative Scope 3 GHG reduction target. As a global organization, we also made strides in strengthening the resilience of our organization and our supply chain through a dedicated oversight committee focused on third-party risk as well as efforts such as localized sourcing strategies. In addition, we continued enhancing our responsible AI governance framework, ensuring that innovation is guided by transparency, ethics, and accountability.

Looking forward, BeOne is poised to embark on its next chapter with clarity and confidence as we aspire to become the world’s leading oncology company. With a talented global team, a differentiated pipeline, and an operational model anchored in scientific excellence and designed for scalability and resilience, we remain focused on delivering meaningful sustainable value for patients and our other stakeholders.

Together, we are how the world stops cancer.

John V. Oyler
Co-Founder,
Chairman & Chief
Executive Officer



Ranjeev Krishana
Lead Independent
Director,
Board of Directors





Our Purpose

We're building the world's leading oncology company –
driven by scientific excellence and exceptional speed –
to reach more patients than ever before.

Together, we are how the world stops cancer.





Our Values





BeOne by the Numbers

\$5.3B

in FY25 product revenue

~12,000

colleagues across six continents

27

clinical candidates in pipeline

5 NMEs

advanced into the clinic in 2025

75+

countries and regions with regulatory approvals

27,000+

patients have enrolled in clinical trials managed by BeOne to date

2M

Patients treated with approved medicines to date



Our Approach to Responsible Business & Sustainability

At BeOne Medicines, Responsible Business & Sustainability (RB&S) is core to the foundation that shapes how we operate, innovate, and grow. It drives us to challenge the status quo, transform cancer care, and expand access for patients around the world. Resiliency is both a guiding principle and a strategic outcome of this work, leveraging the full breadth of RB&S to support long-term growth that is adaptive, forward-looking, and aligned with our values and stakeholder expectations. Through this approach, we continue to build a responsible business that delivers meaningful impact today and remains ready for the challenges of tomorrow.

In this chapter, we share our RB&S approach, including the following:

- > Guiding Principles
- > Our RB&S Strategy
- > RB&S Governance
- > Double Materiality Assessment
- > 2025 Goals & Progress



Guiding Principles

To operate as a responsible and sustainable organization that creates positive impact for patients and society, we align our strategy and goals with leading international frameworks that promote a more prosperous and resilient global economy. This alignment reinforces our commitment to integrating global best practices into our business and contributing to shared progress across the healthcare ecosystem and beyond.



Our Responsible Business & Sustainability Strategy

BeOne is driven by purpose: to build the world's leading oncology company through scientific excellence and exceptional speed to reach more patients than ever before. Fulfilling our promise to patients means that we must also achieve the following:

- **Invest** in the success of our colleagues
- **Enhance** operational efficiencies
- **Strengthen** business resilience
- **Innovate** with integrity

RB&S is not a standalone program—we recognize that to be effective, its priorities must be woven into the core of our corporate strategy. BeOne's work to strengthen patient access, our talent, operational integrity, and environmental stewardship can impact our ability to grow and innovate over the long term. By embedding responsible business practices into everyday decision-making, we protect the resources, people, and relationships that allow us to deliver breakthrough therapies to patients around the world. This connection is intentional: RB&S reinforces the goals of the organization by helping us stay resilient, maintain trust, and operate in a way that supports sustainable progress for our business and the patients we serve.

“
Our Responsible Business & Sustainability strategy at BeOne is about **prioritizing long-term resilience to support how we grow, innovate, and deliver for patients.** This work ensures that as BeOne expands globally, we do so in a way that supports innovation and collaboration, safeguards trust, and positions the company for long-term success.”

Christine Riley Miller, Executive Director of Global RB&S



We launched our RB&S strategy in 2021, and we currently focus our efforts on four key areas:



ADVANCING GLOBAL HEALTH

We are focused on developing impactful medicines that will be accessible to more patients around the world



EMPOWERING OUR COLLEAGUES

We are committed to fostering a culture of innovation and building a global workforce that enables our colleagues to thrive.



INNOVATING SUSTAINABLY

We aim to assess and mitigate our impact on the environment and ensure business continuity.



OPERATING RESPONSIBLY

We operate with integrity, transparency, and discipline to ensure we meet the diverse expectations of our stakeholders.

In 2025, BeOne took an important step in aligning our RB&S strategy with the evolving sustainability-related regulations that shape global business today.

As part of this alignment, BeOne conducted a refresh of our climate risk assessment. The assessment identified physical risks—such as those related to extreme weather events—and transitional risks tied to changing regulations, markets, and stakeholder expectations. We plan to use insights from this analysis to inform our business planning, risk management, and operational decisions.



In 2025, we made progress toward goals within each area.

We also undertook a comprehensive gap assessment in response to the findings of our double materiality analysis, identifying key areas for improvement within our material topics. To capitalize on these opportunities, we have developed a three-year implementation roadmap that will steer our initiatives across the organization. As part of this effort, we have revamped the governance structure for RB&S, ensuring strategic alignment and robust oversight of our key initiatives. This holistic approach will enable us to effectively drive meaningful change and maximize our impact.

Our proactive approach supports operational resilience, builds trust and helps us meet the expectations of our stakeholders across the healthcare ecosystem and around the world.



Responsible Business & Sustainability Governance

We recently refreshed the governance structure of our RB&S strategy and initiatives to meet the changing needs of our growing organization.

Our Board of Directors will continue to oversee BeOne's RB&S work and review the strategy and progress on objectives at least annually in addition to its formal review and approval of the annual RB&S Report prior to publication. The Board also regularly engages in discussions on RB&S topics that are core to our long-term success, including risk management, patient access, and employee engagement.

To ensure strong leadership engagement and oversight, BeOne's dedicated RB&S Steering Committee, formerly known as the RB&S Working Group, is comprised of executive leaders from across the organization. The group meets quarterly with the RB&S team to discuss priorities, track progress, and address emerging issues. In 2025, the team focused on establishing a new target for reducing Scope 1 and Scope 2 greenhouse gas (GHG) emissions, setting our first reduction target for Scope 3 emissions, completing an updated climate risk assessment, and monitoring developments across the sustainability regulatory landscape.

To support and implement BeOne's RB&S initiatives at the operational level, a new RB&S Working Group was established and includes executive and senior representatives from various business functions,

including procurement, internal audit, enterprise risk management, and technical operations.

BeOne's Executive Director of RB&S leads the strategy and execution of our initiatives. The dedicated RB&S team is responsible for monitoring BeOne's sustainability-related impacts, risks, and opportunities. As a part of this effort, the team works across functions to strengthen alignment and collaboration, engaging interdisciplinary task forces as needed to address key issues. Recommendations from these groups are then reviewed and approved by functional leaders, the RB&S Working Group, and the RB&S Steering Committee, as appropriate, ensuring cross-functional alignment and integration throughout our business.



Double Materiality Assessment

We develop our RB&S strategy and key priorities within a clear framework that focuses on the issues that are most significant to our business and stakeholders. This approach reflects our commitments to expanding access to high-quality therapies for patients everywhere and to understanding how sustainability topics shape our long-term growth and impact.

Our most recent double materiality assessment was conducted in 2024 and identified the topics most relevant to BeOne's business and the communities we serve. The assessment was aligned with the latest requirements of the European Union's Corporate Sustainability Reporting Directive (CSRD) and the Shanghai Stock Exchange Science and Technology Innovation Board (STAR Market) and was conducted in accordance with the European Financial Reporting Advisory Group's (EFRAG) *Implementation Guidance on Materiality Assessment* and the European Sustainability Reporting Standard's (ESRS) Application Requirement 16 (AR 16), which provides guidance for evaluating sustainability factors across the value chain. Insights from this assessment now guide our RB&S strategy, priorities, and reporting.

Our Double Materiality Process

Our approach considered the entire BeOne value chain; like others in our industry, we recognize the challenge of achieving full visibility across each tier of our value chain. Acknowledging this challenge, we continue to strengthen how we engage stakeholders and monitor performance across our operations.

Throughout the assessment, we gathered input from a range of internal and external subject matter experts, selected through an engagement matrix. Stakeholders were selected for their expertise and

ability to provide insights into each sustainability-related topical area, ensuring broad representation across our functions and value chain. This comprehensive approach helped define the material matters most relevant to BeOne's business.

The assessment followed four key steps:

Identified potentially material sustainability matters.

Interviewed subject matter experts (SMEs) to support impact, risk, and opportunity (IRO) identification and determine materiality thresholds.

Scored and validated identified IROs through internal SMEs.

Applied materiality thresholds to confirm the final list of material IROs.





IDENTIFICATION OF IMPACTS, RISKS, AND OPPORTUNITIES

As part of this process, BeOne developed IRO statements to identify and evaluate potentially material topics across our business and value chain. The IRO identification and scoring methodology aligned with the ESRS definitions and requirements.

The following inputs informed our assessment of actual and potential positive and negative impacts on people and the environment—including human rights impacts, as well as financial risks and opportunities relevant to our business:

- Issues raised by stakeholders over the past year
- Topics central to BeOne’s mission
- Current and future applicable regulations
- Reporting standards and frameworks
- Material topics identified by industry peers
- Broader industry trends

IMPACT MATERIALITY

Actual and potential positive and negative impacts were assessed based on the learnings from seven interactive workshops with key SMEs and over 180 surveys. The scoring was based on severity, considering time horizon¹, scale, scope, irremediability, and likelihood. In alignment with regulatory and voluntary reporting frameworks, we placed greater weight on the severity of human rights impacts than on their likelihood.

FINANCIAL MATERIALITY

We evaluated risks and opportunities using our established Enterprise Risk Management (ERM) framework. This process scored each item by impact, time horizon¹, likelihood, and vulnerability.

RESULTS VERIFICATION

Materiality results were verified and approved internally by BeOne’s core double materiality assessment team, key internal SMEs, and the RB&S Steering Committee.

MATERIAL TOPICS

From the original list of 227 IROs that were identified, 36 were determined to be material. These have been grouped into the 15 material topics shown below.





| Material Topic | Impact Materiality | Financial Materiality |
|-----------------------------|--------------------|-----------------------|
| Patient access | ✓ | ✓ |
| Clinical trial practices | ✓ | ✓ |
| Health system strengthening | ✓ | |
| Human capital resources | ✓ | ✓ |
| Climate change | ✓ | ✓ |
| Water and marine resources | ✓ | ✓ |
| Biodiversity and ecosystems | ✓ | ✓ |
| Circular economy | ✓ | ✓ |
| Pollution - microplastics | ✓ | |
| Corporate culture | ✓ | |
| Patient safety | ✓ | ✓ |
| Responsible R&D | ✓ | |
| Animal welfare | ✓ | |
| Brand protection | ✓ | ✓ |
| Supply chain management | | ✓ |

¹ For the purposes of BeOne’s double materiality assessment, time horizons were defined as follows: short term (up to one year), medium term (one to five years), and long term (more than five years).





2025 Goals & Progress

Each year, BeOne reviews our efforts to achieve our strategic priorities. In line with the results of our double materiality assessment, our formal goals reflect those related to our material topics.

A summary of our progress in 2025 is below.

| Focus Area | Goal | Progress |
|---|--|---|
|  Advancing global health | Bring multiple high-quality new molecules from discovery into the clinic on an annual basis. | <ul style="list-style-type: none"> 27 candidates are in clinical development, including 20 internally discovered molecules. In 2025, five new molecules entered the clinic, demonstrating the strength and scalability of our discovery engine. |
| | Push forward new approvals for our medicines and expand access for underserved populations. | <ul style="list-style-type: none"> In 2025, BeOne medicines gained new approvals in 26 countries. Over 60 marketing authorization applications in multiple indications are under review around the world. The BeOne Foundation supported six programs around the world in 2025 through its second round of Access to Cancer Care grants. |
|  Empowering our colleagues | Maintain colleague engagement scores globally versus 2022 engagement scores with a stretch goal of +3% for the 2025 engagement survey. | <ul style="list-style-type: none"> The 2025 engagement survey achieved the stretch goal with an overall engagement score of 87%, representing a 3% increase compared to the 2022 score. This improvement reflects continued progress in fostering a highly engaged workforce. |
|  Innovating sustainably | Reduce our Scope 1 and 2 emissions by 25% per unit of internally manufactured commercial product by 2026, using 2021 as the base year. | <ul style="list-style-type: none"> In October 2025, we announced that we achieved our GHG emissions goal to reduce our Scope 1 and 2 emissions by 25% per unit of internally manufactured commercial product by 2026 (with 2021 as the base year). This milestone was reached primarily through a strategic focus on energy conservation and efficiency improvements across operations, supplemented by the purchase of energy attribute certificates. |
| | Set a quantitative Scope 3 emissions goal by 2025. | <ul style="list-style-type: none"> In October 2025, BeOne set a target to reduce Scope 3 emissions per unit of internally manufactured commercial product by 2030 from a 2024 baseline. |
|  Operating responsibly | Develop a plan to better align key privacy performance metrics with RB&S practices by 2025. | <ul style="list-style-type: none"> In 2025, the Privacy & Data Ethics Office (PDEO) advanced its plan to align privacy and data ethics metrics with RB&S practices by defining a framework that connects privacy, data ethics, and AI governance to BeOne's RB&S objectives. The phased approach focused on mapping existing privacy indicators to global standards, identifying and validating a limited set of meaningful metrics, and defining a practical implementation roadmap for 2027 and beyond. <p>Consistent with BeOne's RB&S reporting principles, the plan is to report on a number of core indicators, supported by relevant context.</p> |
| | Develop a strategy that aligns with the United Nations Global Compact's guidance on human rights by 2025. | <ul style="list-style-type: none"> With competing priorities, we were unable to address this goal by the original timeframe. Given the importance of this work, we will continue to work towards this important objective with a goal of completion by 2028. |

Future Goals

| Focus Area | Goal |
|---|---|
|  <p>Advancing global health</p> | <ul style="list-style-type: none"> • Bring multiple high-quality new molecules from discovery into the clinic on an annual basis. • Earn new approvals for our medicines and expand access for underserved populations. |
|  <p>Empowering our colleagues</p> | <ul style="list-style-type: none"> • Train all leaders across the organization on the Leadership Essentials curriculum by the end of 2026 to ensure consistent leadership capability and alignment with our core values. • Maintain voluntary turnover for key talent below 10% in 2026.¹ • Maintain a colleague engagement score above 80%.¹ |
|  <p>Innovating sustainably</p> | <ul style="list-style-type: none"> • Reduce Scope 1 and 2 emissions by 50% per unit of internally manufactured commercial product by 2030, from a 2024 baseline. • Reduce Scope 3 emissions by 10% per unit of internally manufactured commercial product by 2030 from a 2024 baseline. |
|  <p>Operating responsibly</p> | <ul style="list-style-type: none"> • Develop a strategy that aligns with the United Nations Global Compact's guidance on human rights by 2028. • Continue to deliver regular global privacy training across the organization, including bi-annual general privacy awareness training for all colleagues and annual targeted General Data Protection Regulation (GDPR) training for clinical teams. • By 2028, we aim to: <ul style="list-style-type: none"> – Strengthen privacy risk assessment quality and consistency to support the early identification and mitigation of privacy and data ethics risks. – Enhance transparency of notices and consent documentation to improve their clarity, accessibility, and effectiveness. – Advance governance of cross-border data transfers subject to internal coordination and evolving regulatory requirements. – Refine and elevate the ethical use of data in clinical and research contexts informed by ongoing data ethics reviews and governance practices. |

¹ Goal is tied to annual incentive bonus plan for colleagues



Advancing Global Health

As a global oncology company, BeOne is focused on developing the next generation of cancer therapies. Through our unique approach, we seek to defy the limits of traditional oncology development, discover innovative therapies designed to meet the broad range of patient needs, and deliver them to more patients around the world with sustainability and efficiency built into every step.

Our *Patients First* value guides this work. We support not only patients but also their families and care partners and the patient organizations that champion them. By listening to lived experiences and engaging in global health discussions, we help strengthen support systems and advance patient care worldwide.

In this chapter, we describe how we deliver on our *Patients First* focus through:

- > Our Unique Approach to Innovation
- > Research & Development
- > Commercialization
- > BeOne Care Foundation
- > Patient Support & Partnerships





Our Unique Approach to Innovation

At BeOne, innovation begins with how we are built. We operate through a model designed to streamline the path from discovery to development to access. Supported by one of the largest oncology research teams in the industry, with more than 1,200 scientists worldwide, we pursue our mission with focus, speed, and scientific rigor. Our entrepreneurial culture and commitment to *Bold Ingenuity* drive us to develop therapies for the world's most deadly cancers while advancing access for patients everywhere.

To deliver on this mission, our business is intentionally structured to broaden global access through the following strategic cost and time advantages:

- In-house R&D and manufacturing enable speed and cost efficiencies with better oversight to ensure that our high standards are met.
- Our global footprint supports local expertise, broad participation in trials, expedited regulatory approvals, and operational resilience.
- Strategic partnerships help us overcome barriers and reach patients in underserved communities.

This model strengthens our scientific foundation and operationalizes our commitment to access. Our Patient Engagement Guidebook reinforces that commitment by providing a clear roadmap for integrating patient insights at every stage of therapy development—from early research decisions to clinical trial design and community partnerships. These perspectives inform relevant, responsive, and impactful therapies for patients around the world.

Research & Development

Built to Discover and Develop at Scale

Beigene's R&D engine is built to discover and advance new cancer therapies at scale. Our fully integrated model brings together discovery, translational science, clinical development and execution together, allowing us to move with the speed, scientific depth, and precision needed to deliver breakthrough medicines. Unlike traditional models that rely heavily on external partners, our in-house capabilities give us greater control over quality, cost, and timelines, enabling a faster and more coordinated path from target selection to first-in-human studies to large pivotal studies.

Our disciplined portfolio strategy reinforces this advantage. We prioritize high-quality, high-throughput programs, focus on rapid proof-of-concept, and make decisive investment choices based on data.

A central aspect of our portfolio strategy is the efficient generation of proof-of-concept data across multiple molecular candidates, all while aiming to maintain modest incremental costs. By leveraging clinical data, we can concentrate our late-stage program investments on those investigational medicines that demonstrate the greatest clinical differentiation. To achieve our fast-to-proof-of-concept strategy, we continuously streamline all elements of early drug development; we utilize preclinical validation insights, in-house toxicology and manufacturing for clinical material, and strong Phase 1 investigator and site relationships to accelerate timelines and efficiently generate actionable early clinical data.

Over the past 3+ years, we have discontinued more than 60 preclinical programs that did not meet our standards, ensuring that our resources remain focused on the most promising candidates. This deliberate, science-first approach is already producing meaningful results.

GOAL

Bring multiple high-quality new molecules from discovery into the clinic on an annual basis.

PROGRESS

- **27 candidates are in clinical development, including 20 internally discovered molecules.**
- **In 2025, five new molecules entered the clinic, demonstrating the strength and scalability of our discovery engine.**

“ Our fast-to-proof-of-concept strategy enables us to **bring promising medicines to patients around the world with unprecedented speed**, accelerating the impact we can have on global health. By concentrating our efforts on the programs and our operations with the greatest potential to transform care, we advance innovations that expand access to lifechanging therapies for patients everywhere.

Melika Davis, SVP, Global Clinical Operations





Science-Led, Multi-modal Approach

We build our research around an advanced suite of in vitro, ex vivo, and in vivo cancer models that integrate human tumor biology and immune system components. These models allow us to evaluate promising targets in biologically relevant settings and improve the likelihood that our discoveries translate into meaningful clinical benefit.

No single modality can address the full complexity of cancer, so we follow a fit-for-purpose strategy that matches each target to the therapeutic approach that best aligns with its biology, mechanism, and delivery needs. This multi-modal capability allows us to pursue a broad range of platforms, including small molecules, protein degraders, monoclonal and multi-specific antibodies, antibody-drug conjugates, cytokine therapeutics, and cell therapies.

As part of our commitment to patients, we aim to move quickly to generate the data required to understand each candidate's potential.

Advancing Global Clinical Trials

Clinical trials account for the largest share of time and cost in oncology development. Our in-house R&D model enables greater efficiency and has been shown to reduce certain trial timelines by up to 30%, driven by study start-up that takes weeks instead of months. This model improves our control over quality, speed, cost, and risk—all of which are essential to advancing innovative and accessible therapies worldwide.

Our execution is not only rapid but also geographically broad with over 27K patients enrolled in more than 175 clinical trials to date. Our global footprint allows us to run trials that are more inclusive of various patient demographics, strengthening the quality and relevance of our data across patient populations.

Our broad geographic reach also enables early study concept review and rapid site activation through strong partnerships with investigators. By combining this operational discipline with our fast-to-proof-of-concept strategy, we continue to deliver molecules to the clinic at an industry-leading speed.

As of the end of 2025, we have more than 90 clinical trials actively running in more than 40 countries, including the U.S., Canada, Australia, New Zealand, China, South Korea, South Africa, Mexico, Argentina, Brazil, the Middle East, and countries across Europe. We know that every moment matters for people living with cancer, so we design our trials to start enrollment early and move as efficiently as possible.

Continuous Improvement and Operational Agility in Australia and New Zealand

Our Australia and New Zealand (ANZ) Clinical Operations team exemplifies BeOne's commitment to speed, efficiency, and quality through a culture of continuous improvement and operational agility, enabling faster and higher-quality trial execution.

Our team applies innovative trial start-up practices to compress timelines and avoid unnecessary delays all while ensuring consistency in quality. Independent benchmark data indicate that BeOne's ANZ clinical operations have consistently outperformed industry median timelines for study start-up activities in Phase I studies. Between 2019 and 2024, the median time from internal protocol approval to first subject enrollment was approximately 50% faster than industry comparators, primarily driven by the expedited completion of pre-submission activities, reflecting effective internal coordination and early site engagement.

Beyond our start-up practices, BeOne's ANZ team engages early, at least six months

before the protocol is finalized to ensure that both scientific and practical site perspectives inform the trial protocol design and operational planning. For example, scientific engagement leaders collaborate directly with investigators on protocol design and standard-of-care considerations while site partnership liaisons work closely with research managers to address issues and metrics related to the safety, quality, and performance of operational delivery. This dual interface ensures that communication is targeted, relevant, and responsive to each site's role in the study.

The ANZ team also operates with streamlined governance and clear accountability. Site issues are addressed swiftly across multiple levels—study, site, and portfolio—through well-defined escalation pathways. From clinical research associates to regional leadership, all functions are aligned and consistent in execution. This disciplined coordination ensures that studies proceed efficiently, positioning BeOne to deliver faster and more reliable results than many of its peers.



Ensuring Broad Participation and Robust Data

We design our trials with the purpose of generating robust, inclusive data that strengthens scientific rigor and accelerates high-quality medicines for all communities affected by cancer. By intentionally supporting participation from populations across varied geographies, demographics, and lived experiences, we ensure that our evidence accurately represents the affected population of each disease and that every eligible patient has the opportunity to access emerging therapies.

To support this, our site-selection model integrates epidemiology, real-world evidence, and the patient’s journey and pain points to identify where patients most affected by a disease live and receive care. This data-driven approach enhances scientific rigor, reduces enrollment risk, accelerates timelines, and supports more representative populations.

We conduct studies not only in major academic centers but also in smaller cities and community healthcare settings, intentionally expanding research into communities that may not typically be represented in clinical research. This strategy leaves lasting benefits in the communities where we work: Our presence promotes the development of data systems, navigation services, and healthcare education that remain long after our clinical trial concludes.

Participation barriers are often location-specific, so we engage early with patient and community organizations, community hospitals, and academic partners to guide tailored solutions—such as logistical support or culturally relevant education—that make enrollment more feasible for a broader range of patients.

“

BeOne advances research with communities to **ensure clinical trials reflect real-world patients**. Our partnerships aim to reduce participation barriers, expand access to innovation, and strengthen the rigor and relevance of our clinical evidence.

Rochelle Williams-Belizaire, Director, Head of BeOne COHERE¹

”

BeOne’s commitment to representative clinical trials is global, and it informs how we design and plan studies across all regions. In the U.S., this commitment is reflected in a strategy that positions inclusive representation as both a scientific necessity and a business priority. In 2025, BeOne strengthened its enterprise approach with a proactive, data-driven framework that integrates broad patient representation into development planning and operational decision-making. We also introduced U.S.-specific resources, including a Standard Operating Procedure (SOP) and template, to support consistent, regulatory-aligned submissions.

Through these advancements, BeOne continues to evolve a governance structure that balances regulatory readiness, operational excellence, and patient inclusivity—ensuring that every clinical trial reflects the populations most affected by disease and benefits from the trust and participation of the communities we serve.

In parallel, BeOne is working to establish a sustainable clinical trial enrollment pathway model by engaging research sites and community-based organizations as early collaborators. These efforts will deepen education on the importance of representative research and build the foundation for future referral pathways that connect patients to BeOne-supported clinical trials.

In-line with our Patients First value, BeOne recognizes that broad and varied patient representation in clinical trials is a critical component in generating robust, actionable data, and we strive to execute clinical trials that are inclusive and representative of impacted patient populations around the world.

¹ COHERE - Collaborative Operations for Health Engagement, Representation & Enrollment. BeOne COHERE is a new initiative launching first in the Americas to unite data, operations, and engagement to create collaborative, locally driven approaches to clinical trial access. The team partners directly with research sites and communities to ensure patients have the opportunity—and the choice—to participate in clinical research.



Invite and Inform: Expanding Access to Clinical Trials

In 2024, BeOne identified a critical gap in clinical representation in the U.S.: Patient enrollment among Black communities was significantly below disease prevalence, revealing an urgent need to strengthen awareness, trust, and access to clinical research opportunities. In response, the team established a goal to increase Black enrollment in BeOne clinical trials in the U.S. by 10% by the end of 2025.

By December 2025, BeOne had achieved a 64% increase in Black patient participation – a milestone that represents meaningful progress toward closing this critical gap and demonstrates the impact of intentional, community-centered engagement.

At the heart of this progress was the “Invite and Inform” initiative, which was developed through a multi-year collaboration with the South Central Prevention Coalition in metropolitan Los Angeles. This initiative was grounded in a simple but powerful premise: Go where people live, listen with intention, invite them into dialogue, and inform them about the role that clinical trials play in expanding access to innovative treatments in the fight against cancer. Working together with community leaders, BeOne co-designed outreach and education efforts that directly reflected the cultural, logistical, and informational needs of under resourced communities. This approach has become a model for how BeOne can build trust, transparency, and shared understanding around clinical research.

Building on this foundation, BeOne expanded the Invite and Inform program beyond in-person engagements to a virtual platform, in partnership with community and patient organizations and the BeOne Medical Affairs Early Patient Engagement and Professional Societies team. This digital expansion broadened access to accurate and culturally relevant information for individuals unable to attend in-person events, and helped to demystify clinical trials, strengthen self-advocacy, and empower patients to speak confidently with their oncologists about research opportunities as potential treatment pathways.

While the progress to date has been meaningful, BeOne recognizes that continued effort is required to sustainably advance clinical trial access. In 2026, the program will evolve into “Invite. Inform. Activate”—expanding beyond patient awareness to actively enabling participation. This next phase emphasizes empowering communities to seek and discuss clinical trial opportunities, while simultaneously activating community-anchored and academic research sites to proactively identify and engage community members with unmet needs. Through expanded education, practical tools, and shared resources, this approach strengthens self-advocacy, enhances site readiness, and reinforces a collective commitment to improving access to novel therapies for all communities impacted by cancer.



Nearly 500 colleagues across 50+ cities participated in Light the Night, organized by Blood Cancer United.



Research Informed by Physicians, Patients, and Care Partners

We design our studies in partnership with physicians, patients, and care partners to ensure that our research reflects real-world needs and accelerates the path to the most effective treatments. Because we focus on advancing the most promising assets, we can take a bolder trial design approach—including studies that evaluate superiority against current standard-of-care benchmarks.

Patient engagement is a core pillar of how BeOne operates. Through advisory groups, we gather input from patients, and care partners, and we incorporate that practical feedback on everything from study design to medicine packaging. We aim to ensure that all materials, particularly those in early development, are developed with guidance from the patients who will ultimately use them.

Our commitment to patient engagement and insights begins early: We start to seek patient input during clinical development, and our Patient Engagement Guidebook reflects this goal. It provides a detailed roadmap outlining where, why, and how to integrate patient insights across the drug development period. Our Early Patient Engagement and Professional Societies team facilitates and manages these efforts. Together with study teams, the team prioritizes clinical programs that garner patient insights, develop collaboration plans, and use clear success metrics to ensure accountability. This approach

embeds patient and care partner perspectives directly into clinical development strategy and planning.

In addition, we partner with internal and external experts to refine our patient engagement strategy so that our development and commercialization efforts accurately reflect patients' lived experiences and expectations. Progress during 2025 included the following:

- Continuing to evolve the Patient Engagement Guidebook and partner with teams to ensure that the patient voice is embedded in BeOne's work.
- Conducting 11 Patient and Patient Advisors Advisory Board meetings to gather study-specific insights that will guide future clinical trials.
- Continuing our Plain Language Commitment to ensure that clinical trial materials and study brochures are easy to understand and support informed decision-making.

Together, these efforts reflect our belief that the best science begins with listening—grounding our clinical programs in the real experiences of patients and the people who care for them. By integrating these insights early and often, we strengthen our ability to discover therapies that are truly meaningful in practice, not just in theory.

Global Patient Voice R&D Hematology Council

BeOne's Global Patient Voice R&D Hematology Council, a patient- and care partner-led body with advisors representing Brazil, Canada, Denmark, Ireland, and the U.S., provides a meaningful and affirming forum to discuss lived experiences and insights. The Council meets biannually with smaller focus groups convened as needed, to provide BeOne with insights into unmet needs related to clinical trials, access, education, mental health, and demographics.

"It is nice to see a pharmaceutical company look to actual patients and care partners to make their materials better for all. BeOne is not just assuming they know what is best, but actually asking those who have or are going through it."

—Patient Advisor



Commercialization

We take a global, patient-first approach to commercialization that is designed to more quickly reach more people by working with health systems and partners to seek to remove barriers to care.

This includes offering assistance programs that offer low- or no-cost medicines to eligible patients, where permissible. From early registration planning to post-approval support, we focus on expanding access in every market we enter, working with local authorities, providers, and organizations to ensure that patients can receive our medicines.

GOAL

Push forward new approvals for our medicines and expand access for underserved populations.

PROGRESS

- In 2025, BeOne medicines gained new approvals in 26 countries.
- Over 60 marketing authorization applications in multiple indications are under review around the world.
- The BeOne Foundation supported six programs around the world in 2025 through its second round of Access to Cancer Care grants.

Global Promotional Review Committee

Launched in 2025, our Global Promotional Review Committee enhances speed, consistency, and compliance in BeOne's promotional and educational material dissemination for patients and healthcare providers. Enabled by a centralized platform to review and distribute materials across all BeOne markets, a cross-functional group of dedicated reviewers, including representatives from our Commercial, Medical Affairs, Regulatory Affairs, and Legal teams, meets regularly to review and approve materials. This structure has enabled BeOne to successfully deliver over 160 informational pieces about BeOne therapies to patients and healthcare providers. By leveraging a unified process and technology, the Global Promotional Review Committee facilitates efficient approvals, cross-country sharing, and consistent messaging, ultimately contributing to increased patient safety, broader access and expedited information delivery.



Across all markets, we remain committed to the principle that every patient who needs our medicines should have access to them. In doing so, we recognize the varied structures and maturity levels of global healthcare systems. By partnering with national health authorities, private payers, and local stakeholders we work to overcome regional challenges and support patients wherever they live.

This broad, coordinated approach remains central to our mission to deliver transformative medicines to patients as quickly and equitably as possible.

Engaging with Healthcare Providers

We work closely with healthcare providers around the world, including academic experts, community oncologists and hematologists, nurses, and other frontline clinicians, to share clinical evidence, gather insights, and translate data into better outcomes. Our teams engage through scientific congresses, peer education, advisory boards, and direct collaboration, ensuring that real-world expertise informs how our medicines are used and how future therapies are developed.

A focus of this engagement is improving patient access to innovative oncology treatments. Across regions, we collaborate with healthcare providers, patient organizations, decision makers, and Non-Governmental Organizations (NGOs) to navigate differing healthcare systems and strengthen pathways to care. In emerging markets, we prioritize building foundational relationships and increasing awareness of the available cancer resources. In every geography, we work to identify barriers that limit timely treatment—and partner with stakeholders to help remove them where possible—so that more patients can benefit from the therapies they need.



BTK-Inhibitor Listed on the World Health Organization (WHO) Model Essential Medicines List

Every two years, the WHO creates a comprehensive list of medicines considered essential for addressing global priority healthcare needs. In 2025, BeOne's foundational BTK inhibitor was added to the list, reinforcing the impact of our medicines on patients in need. This achievement may also support further access efforts in low- and middle-income countries that rely on guidance from the WHO to identify medicines that should be added to their national reimbursement registries.



Supporting Investigator-Initiated Research Worldwide

Part of our commitment to developing transformative therapies includes enabling external researchers to advance meaningful science. We accomplish this by collaborating with qualified investigators around the world who are conducting independent studies and Investigator-Initiated Trials (IITs) and using BeOne molecules when an unmet need is identified in existing data.

To ensure that our high standards are met, our Medical Affairs Internal Review Committee reviews every IIT submission to evaluate whether the scientific rationale is sound. When a study meets our criteria,

we may provide scientific data, financial support, or free drugs as determined on a case-by-case basis. These studies must follow all local and regional regulations.

We currently support more than 100 IITs across the U.S., Europe, Asia Pacific and other markets around the world. By empowering independent investigators to generate new insights, we expand the real-world understanding of our medicines and strengthen the global scientific community working to improve outcomes for people with cancer.

Meanwhile, we have executed over 30 research collaborations with impactful investigators around the world. These collaborations aim to deepen our understanding of disease biology, establish innovative platforms, and advance the development of our assets. In 2025, we launched our BeOne Research Collaboration Campaign, which calls for preclinical research proposals on B-cell lymphoma. We invited researchers from academia, research organizations, and the healthcare sector to join forces with us to drive innovative research and help identify better treatment outcomes for people with B-cell lymphoma.



Our vision in Global Medical Affairs is to drive science and maximize its impact to improve outcomes for all patients. Rooted in BeOne's commitment to Patients First, we focus on expanding access to our medicines and ensuring that our foundational science truly makes a difference in people's lives. Through close collaboration with healthcare professionals and patient communities, **we are advancing an end-to-end patient strategy that strengthens how our work supports patients across the care continuum.** This shared sense of responsibility inspires us, both professionally and personally, to deliver lasting scientific value in service of patients and the communities that support them.

Dany Habr, Head of Medical Affairs, North America & International Markets



Expanding Access in Singapore

In 2025, BeOne's tislelizumab was included on the Singapore National Cancer Drug List, establishing eligibility for the Medication Assistance Fund (co-pay reimbursement) for critical indications. This achievement improves access for patients and helps to ensure that BeOne's treatments reach all eligible patients in need.

This milestone also represents the first reimbursement for the selected indication in the JAPAC region, reinforcing BeOne's commitment to expanding healthcare access and supporting patients across geographies.

Expanded Access Programs

Expanding access is central to our mission. Across global markets, we work to make our medicines available to patients as quickly as possible, including those who have exhausted other treatment options. Where possible, our Expanded Access Programs (EAPs) provide investigational therapies—often at no cost—to eligible patients who lack access to clinical trials. In compliance with all applicable regulations and ethical standards, these programs have been established in 37 countries, and we have already distributed medicines to over 1,800 patients across 32 of those countries.

Our EAP portfolio currently includes the following pathways, which have been designed to meet varied patient needs:

- **Pre-Reimbursement Access Programs (PRAPs):** PRAPs allow us to expedite access to medications already approved by healthcare authorities. Where permitted by local laws, these programs increase availability in advance of final reimbursement decisions. In 2025, BeOne established new PRAPs for patient groups in Australia, Belgium and Italy, increasing the total number of PRAPs to 20. To date, these programs have reached over 1,000 patients.
- **Compassionate Use (CU):** Through our global CU programs, patients who lack access to clinical trials and alternative therapies can benefit from investigational medicines prior to regulatory approval, where permissible. In total, over 750 patients across 18 countries have benefited from free-of-charge compassionate access.
- **Post-Trial Supply (PTS):** The PTS program provides continued no-cost access to treatment for patients who complete a confirmatory BeOne-sponsored clinical trial. We offer this option until the therapy receives local regulatory approval and becomes commercially available. At present, this program is available to patients in 12 countries.

Patient Support Program

Beyond investigational access, our myBeOne Support program expands access to approved medicines in the U.S. and Canada through a combination of free medicines, assistance with reimbursement and insurance coverage, copay relief, and additional resources. Oncology Nurse Advocates build trusting relationships with patients and care partners, gaining insight into their individual needs and connecting them with the right resources, allowing patients to focus on their cancer treatment.



BeOne team members at the 2025 Singapore Cancer Society Race Against Cancer



BeOne Care Foundation

Through the BeOne Care Foundation, we advance our commitment to eliminating barriers to access to cancer care in underrepresented communities around the world.

Established as an independent nonprofit organization in 2023, the BeOne Care Foundation achieves this mission by partnering with grantees to break down systemic barriers—such as low awareness, workforce availability, and stigma—that may prevent patients from receiving timely and effective treatment.

In 2025, the Foundation completed its second round of Access to Cancer Care grants, supporting programs that both improve access to cancer screening and detection, and strengthen diagnostic capabilities, enabling earlier and more accurate cancer diagnosis.

Across the globe, these grants are enabling tangible progress, including the following highlights from 2025:

- **Global:** The Foundation issued its third grant to The Max Foundation, a leading global health nonprofit organization dedicated to accelerating health equity, as part of a three-year collaboration with BeOne to deliver medicine at no cost to patients in low- and middle-income countries. As of the end of 2025, 285 patients with chronic lymphocytic leukemia (CLL) in three countries have received treatment through the partnership for a total of 74,280 defined daily doses of medicine.

- **South Africa:** As part of the South African Clinical Haematology Society’s effort to train at least 100 subspecialists in South Africa and neighboring countries over the next decade, BeOne’s grant supports three years of training for a subspecialist clinical hematologist. This will help increase early diagnosis rates and improve access for rural and underserved populations.
- **Brazil:** BeOne’s funding to ABRALÉ and Instituto Camaleão supports their efforts to expand access to reliable information about diagnosis, treatment, and rights for leukemia patients. The funding also enables the organizations to develop training programs for healthcare professionals and Community Health Workers. Their work aims to strengthen capacity and improve the quality of cancer care across the country.
- **Thailand:** BeOne’s funding supported the Department of Medical Services Foundation in developing a digital database to improve colorectal cancer screening in Lampang, Thailand.
- **United States:** BeOne partnered with Crossroads4Hope to expand public health outreach through the Health Champion and MyGo2Support programs in underserved communities in New Jersey.
- **Romania:** BeOne supported Federatia Asociatiilor Bolnavilor de Cancer in their work to provide early cancer screening and diagnostic services to underserved rural populations, with a focus on breast, cervical, lung, colorectal, and hematologic cancers.

Together, these initiatives reflect our core belief that working collaboratively with local organizations will create innovative and transformative solutions to reduce disparities in cancer care.



The support of the BeOne Care Foundation for the Orange February Project was crucial for the success of both the awareness campaign and the training activities. Thanks to this partnership, informative videos, patient testimonials, social media posts, and content on the Instituto Camaleão website were produced, reaching 2,420,906 people and promoting greater awareness about the different types of leukemia. The in-person and online training sessions engaged 62 health professionals and students from various regions, strengthening the dissemination of information on early diagnosis, risk factors, and treatment options.

Instituto Camaleão



Patient Support & Partnerships

Cancer is too complex for any organization to solve alone, and collaboration sits at the heart of how we deliver for patients. We work across the full cancer ecosystem —patients, care partners, healthcare providers, health systems, nonprofits, academia, and industry partners—to close gaps in education, diagnosis, and access. Today, we partner with more than 65 patient and advocacy organizations around the world to better understand the cancer journey and address the real-world barriers that patients face.

Our patient-centered approach is grounded in the lived experiences, expectations, and treatment pathways of people with cancer. These insights shape how we design programs, build partnerships, and bring therapies to market, reflecting our belief that meaningful progress in oncology requires deep engagement across communities and geographies. Through these collaborations, we strengthen our ability to reach patients earlier, support them more fully, and deliver impact where it matters most.

Blood Cancer Awareness Month

In 2025, BeOne supported and participated in Blood Cancer Awareness Month across multiple regions.

In Europe, BeOne launched a call-to-action multi-stakeholder consensus [report](#), in collaboration with the CLL Advocates Network. The report highlighted the critical unmet needs faced by patients with CLL during active monitoring. The report launch culminated in a BeOne symposium hosted in September 2025 as part of the CLL Horizons 2025 conference. At the conference, patients, patient advocates and healthcare providers from six continents discussed the report and its recommendations for helping patients with CLL thrive during active monitoring. BeOne's dedicated session at CLL Horizons underscored our commitment to partnering with the patient community to drive meaningful change in CLL care and advancing patient support across Europe and beyond.

In the U.S., BeOne kicked off Blood Cancer Awareness Month on World Lymphoma Day with a LinkedIn video series. BeOne continued its support throughout the month by participating in the CLL Active Monitoring Campaign, Light the Night, and by hosting a Behind the Diagnosis webinar that was attended by more than 350 U.S. colleagues.

For World Leukemia Day on September 4, BeOne connected top experts from four cities across China to host a large-scale patient education event. The event brought patients and care partners together to participate in a question-and-answer session with hospitals. In total, 7,500 patients and care partners joined the event either online or in-person.





Partnering with Patient Organizations

Partnering with patient organizations is a central part of how we deliver on our mission. These organizations offer real-time insights into the lived experiences of people with cancer and help us understand what patients and care partners need across various oncology therapeutic areas.

Our approach is grounded in the principles outlined in our [Global Policy Position on Partnering with Patient Organizations](#). Our intent is to partner for the long term so that we may achieve the following:

- Understand patient and care partner needs and integrate them into our work
- Incorporate patient perspectives early and often into clinical development
- Advance healthcare access and public health policy to reduce disparities
- Generate and co-publish data with patients to authentically reflect the patient experience
- Co-develop educational resources and programs that empower patients
- Engage and educate colleagues in supporting the whole patient
- Ensure that interactions are culturally appropriate, regionally relevant, and responsive to local realities

Across markets, we collaborate with patient organizations to create educational materials, support awareness activities, convene forums, and align on policy issues that affect cancer patients. These partnerships offer insights into local capabilities and gaps within healthcare systems, enabling us to tailor our support and investment to where it is most needed. We uphold the independence and autonomy of patient organizations in accordance with all regulatory, legal, ethical, and industry standards. Our partners retain full control over their policy positions, advocacy priorities, and strategic decisions. We maintain transparency around all forms of support—financial or otherwise—and we do not influence organizations to promote prescription-only medicines. These commitments guide every engagement we undertake.

In 2025, we continued our collaboration with trusted organizations around the world. We were a founding sponsor of the Reagan-Udall Foundation for the U.S. Food and Drug Administration's Fellowship in Regulatory Science & Innovation, and we partnered with global health organizations like The Max Foundation to help expand access to treatment in regions where resources are limited. These collaborations reflect our commitment to supporting the broader cancer ecosystem—not only through medicine development but also through education, policy dialogue, and community support.

In Europe, our *Patients First* value was further embedded in our BeOne organization with the launch of our Guidelines for Interacting with Patients and Patient Organizations in Europe. This set of guidelines, informed by internal and external consultation, serves as our blueprint for building transparent and mutually meaningful collaborations with the patient advocacy community. The guidelines also meet external industry codes of practice, codifying the independence of these interactions from our commercial activities and objectives.

The guidelines are integrated into how BeOne operates in Europe, supported by training of all European employees. Beyond this launch, our team continued to engage with over 10 pan-European and global patient organizations. This year, we expanded our relationships in Italy through collaborations seeking to raise public awareness of the administrative burdens faced by oncologists, which restrict the time they can devote to patient care. We look forward to continuing this work in 2026.

Our collaborations continued to expand through sponsored forums, educational initiatives, and patient advocacy events across multiple regions. In the U.S., we partnered with patient organizations to impact nearly 20 million patients through 35 corporate sponsorships totaling over \$2 million invested in disease awareness, community activities, and overall support. Additionally, 2025 marked the fifth year of BeOne's Patient Advocacy Council, which features 12 representatives from major advocacy organizations as well as patient representatives from our key therapeutic areas. The Council provides insights and bi-directional communication for cross-functional partners. In China, we supported almost 6,000 patient education sessions that benefited more than 200,000 patients in 2025. We also brought together, for the first time, patients and patient organizations in a sharing session at the Gastric Cancer Symposium of the Chinese Congress on Holistic Integrative Oncology. The session encouraged physicians to pay attention to the wide array of patients' needs to maximize patient well-being.

These partnerships remain essential to our patient-centered approach, and we will continue to strengthen them as we work to improve care, support informed decision-making, and advance access for patients worldwide.

Supporting the Well-Being of Patients

Cancer affects far more than the body. Patients and care partners must navigate complex treatment decisions, coordinate care, manage logistics, and cope with the emotional strain that accompanies a diagnosis. BeOne recognizes these challenges and partners with patient organizations to support the whole patient—starting with access to medicines— throughout the continuum of care.

The *Talk About It* campaign elevates and amplifies the underserved intersection of cancer care and mental health to help improve outcomes for cancer patients. The campaign makes important resources readily available to everyone involved in the provision of care, from physicians and nurses to home care partners, family members, advocates, and the patients themselves.

Over the course of the program, we have accomplished the following:

- Established multiple partnerships with North American patient organizations that focus on cancer and mental health (including Cancer Support Community, Association of Oncology Social Work, and Association of Community Cancer Centers) and are actively working with our global partners to expand the education campaign into Australia, South Korea, Canada, and the EU.
- Continued to host a central digital resource for cancer and mental health at cancerandmentalhealth.com.
- In 2025, hosted three *Talk About It/Behind the Diagnosis* webinars with over 900 attendees on topics such as survivorship, the CLL journey and coping with CLL as a couple.
- Published monthly blogs on the *Talk About It* website and expanded the site to include our solid tumor portfolio.

Together with our partners, we serve as a resource to help patients build confidence in managing their care.



Investing in the Community in Basel

In 2025, marked by a celebratory event with key partners, including government representatives, industry leaders, and healthcare partners to exchange ideas and explore future opportunities, BeOne redomiciled to Switzerland.

Building upon our well-established presence in Basel, we continued to strengthen relationships with local organizations. For example, we deepened our partnership with the Basel Cancer League (KLBB) through multiple volunteer and fundraising initiatives. In June, colleagues joined cancer survivor Michi for a charity bike ride; in August, volunteers supported the organization of the Rhine swim for cancer patients and their families; in September, BeOne sponsored KLBB's gala dinner; and in October, colleagues participated in a breast cancer charity sale in Basel to raise funds. We will continue to proactively give back to the communities where we live and work to be good corporate citizens across our operations.



Empowering Our Colleagues

People drive everything we do. The talent and curiosity of our team shape who we are and how we grow. Their work advances our vision of transforming the biotechnology industry and expanding access to meaningful cancer treatments around the world.

As a founder-led company with deep scientific roots, we attract those who are driven by purpose and are inspired by people who want to be part of a company with real momentum and a clear purpose. We look for individuals who share our core values—*Patients First, Bold Ingenuity, Collaborative Spirit, and Driving Excellence*. These values, together with our culture of mutual respect and belonging, empower our people to create a meaningful impact and achieve our shared goals.

In this chapter, we share our approach to the following:

- > Experience & Engagement
- > Learning & Development



Experience & Engagement

Over the past year, we have grown significantly—increasing our headcount by over 700 new colleagues across regions and functions. This growth included senior leaders and SMEs with proven experience building and scaling organizations, who have joined us from both large global companies and fast-growing biotech environments. These additions, along with new members of our management team, strengthened our ability to navigate a complex industry and support our long-term growth.

As our team expands, we remain focused on creating an environment in which colleagues feel supported and able to do their best work. Our culture of respect, inclusion, belonging, and accountability gives people the foundation they need to contribute meaningfully from day one. We combine this culture with strong engagement, competitive compensation and rewards, and a global footprint, that offers diverse growth opportunities and an environment in which talented people can build long, impactful careers.

“

Our people are the driving force behind our success. **We're united by a shared sense of purpose and values, supported by an entrepreneurial culture** that is focused on finding better ways to reach the patients that need our medicines. We know this fuels colleague engagement, drives innovation, and ensures our ability to deliver on our mission.

Graham Hardiman, Head of Global Human Resources

”



Colleague Engagement & Support

From the beginning, we have worked to create a culture in which people feel welcome, respected, valued, and part of something meaningful. Our mission gives us a shared purpose, but it is our people—each bringing different experiences, strengths, and perspectives—who make that purpose real. Our colleagues bring deep experience, a dedication to scientific rigor, and a shared commitment to patients—qualities that shape our culture and accelerate our progress.

We know innovation thrives when people feel valued, trust their colleagues, and have the space, support, and encouragement to share ideas openly. This belief guides how we build teams, how leaders show up, and how we work together across functions and geographies.

In 2025, engagement across BeOne continued to rise. Our most recent engagement survey showed a score of 87%, with colleagues repeatedly naming our founder-led, purpose-driven culture as a defining differentiator. Attracting and retaining the right people remains a top priority, and we continue to build programs that strengthen connection, communication, and development across the Company.

Our Coffee & Conversation series strengthens engagement and deepens our collective understanding of the experiences and challenges of our colleagues and the patients we serve. Colleagues around the world join open discussions, listen to personal stories from a wide range of perspectives, and broaden their understanding of the issues shaping our workplace and our

world. One such example was Christina Langdon, a passionate entrepreneur, mentor, and coach who spent 30 years leading sales and marketing teams at media brands including Fast Company. After a diagnosis of acute myeloid leukemia (AML), Christina took time to reflect and identify the “red thread”—the unifying theme that connected her personal and professional experiences. Christina shared her insights on leadership, empowerment, and creating extraordinary outcomes. The Coffee and Conversation series is appreciated across colleagues with more than 90% of surveyed participants indicating that they highly recommend the series.

Engagement begins at the start—new colleague orientation immediately creates space for building relationships. Through small-group discussions and cross-functional touchpoints, people begin forming networks that support them as they navigate a global, fast-moving environment. We introduce them to the broader biotechnology ecosystem as well—providing early exposure to the trends, partners, and regulatory landscape that shape our field. This foundation helps colleagues step into their work with clarity and reinforces that they are part of something larger than their individual role.

To foster community and create meaningful opportunities for connection and learning, BeOne empowers colleagues to form Business Resource Groups (BRGs). Led and driven by colleagues, BRGs are open to everyone who wishes to participate. Our first BRG—BeWISE (Women in Support of Excellence)—launched in 2024 and has since grown into a vibrant, cross-regional network with an expanding and engaged membership. Participants consistently share that BeWISE strengthens their sense of belonging and deepens their connection to BeOne’s mission and culture.



2025 Company Awards

BeOne Korea Certified™ by Great Place to Work® with Two Special Awards of Best Workplace for Millennials and Best Workplace for Women

BeOne Korea earned its first Great Place to Work® Certification™, reflecting the strong engagement, trust, and sense of belonging our colleagues continue to build across the region. Additionally, BeOne Korea earned two Great Place to Work® Special Awards—Best Workplace for Millennials and Best Workplace for Women—alongside a 93% Trust Index™ score and perfect marks for fairness and community contribution.

BeOne Australia Named One of the Best Workplaces for Women

For the second year in a row, BeOne Australia was recognized as one of the country’s Best Workplaces for Women, underscoring our commitment to creating an inclusive, supportive environment where all colleagues can grow and lead.

BeOne Australia and New Zealand Certified™ by Great Place to Work®

BeOne Medicines has once again earned Great Place to Work® Certification™—for the fourth year in Australia and the second in New Zealand. Achieving this high standard year after year, especially as BeOne continues to grow, highlights the strength of our shared values and dedication to an exceptional employee experience.

Work Better, Live Better, our company-wide approach to creating healthier, more sustainable ways of working, centers on the following three core pillars that support balance at every level of the organization.

Company Focus

Improving work processes through the adoption of automation and technological solutions.

Team Focus

Setting expectations around meeting effectiveness, roles and responsibilities, and autonomy; understanding what *Work Better, Live Better* means for colleagues; and discovering how managers can support their colleagues' goals related to balance.

Colleague Focus

Giving colleagues resources and training to help them adopt proactive behaviors, realize new efficiencies, and improve their well-being, all while exploring what they need to feel their very best.

We reinforce these principles through initiatives designed to give colleagues time, space, and clarity. Two designated quiet weeks reduce meetings and calls so teams can focus on essential work and personal needs. Focus Fridays and local quiet hours help limit interruptions and encourage true disconnection when people step away. Leaders play a central role in this effort, and we continue to equip managers with training and resources that help them model healthy behaviors and set clear expectations around work hours, time off, and deadlines.

In 2025, we deepened the program's impact. We track manager check-ins and turnover trends to ensure a holistic view of how *Work Better, Live Better* is embodied in daily routines. Looking ahead, we are integrating these principles into leadership development in 2026, reflecting how we continue to shape a culture where colleagues can thrive.

Across all our efforts, our goal remains constant: to create a workplace where collaboration fuels discovery, where inclusive teams solve complex problems together, and where colleagues can build long, meaningful careers advancing care for patients.

GOAL

Maintain colleague engagement scores globally versus 2022 engagement scores with a stretch goal of +3% for the 2025 engagement survey.

PROGRESS

The 2025 engagement survey achieved the stretch goal with an overall engagement score of 87%, representing a 3% increase compared to the 2022 score. This improvement reflects continued progress in fostering a highly engaged workforce.

NEW GOALS

- **Maintain a colleague engagement score above 80%.¹**
- **Maintain voluntary turnover for key talent below 10% in 2026.¹**

¹ Goal is tied to annual incentive bonus plan for colleagues



Cooking class and meal kit programs in South Korea supported more than 100 patients with nutritional guidance and fresh meals, respectively.



Global Engagement Survey

BeOne Medicines continues to demonstrate strong colleague engagement and organizational pride. In the 2025 Global Engagement Survey, overall engagement increased by three points, and improvements were demonstrated across five key areas:

89% I would recommend our Company as a great place to work

82% I rarely think about looking for a job at another company

87% Our Company motivates me to go beyond what I would in a similar role elsewhere

85% I see myself still working at our Company in two years' time

91% I am proud to work for our Company

The survey included questions across areas such as learning & development, leadership, collaboration, values, and organizational culture. Strong engagement results were driven by high scores in the following areas:

- Colleagues understand how their work contributes to overall company goals
- Colleagues believe that BeOne puts patients first
- Colleagues recognize that the Company holds itself and its teams accountable for results

The most significant improvements were observed in perceptions of compensation, work-life flexibility, and a long-term future with BeOne. The survey also provided actionable insight into priority areas for continued improvement, including organizational structure and resourcing, career development, and internal communication. Action planning at the corporate, functional, and team levels is underway to address these opportunities to further strengthen the colleague experience. Building on this work, a dedicated focus in 2026 will be placed on improving decision-making clarity and efficiency, which is expected to be a key lever in optimizing resources and enabling faster, more effective execution.

A pulse survey is planned later in 2026 to gauge interim progress in these efforts as we reinforce BeOne Medicines' commitment to listening to colleague feedback and embedding continuous improvement into our people strategy.

Compensation & Benefits

We support the well-being of our colleagues in every dimension—physical, financial, and social-emotional—and we value the individual goals and perspectives they bring to BeOne. We work to build a community and culture that gives people the opportunity to thrive, both professionally and personally.

Our approach includes rewarding colleagues with competitive compensation and benefits that strengthen their well-being. Our total rewards structure starts with a competitive base salary and provides opportunities for all full-time colleagues to receive merit increases, annual performance bonuses, incentive compensation for Commercial colleagues, equity grants, paid leave, and comprehensive healthcare and wellness benefits based on local market needs, as well as an opt-in Employee Share Purchase Plan.

We evaluate our global benefits each year to ensure that they remain competitive and inclusive across regions and industries. We track market trends, new technologies, and emerging options while validating that every offering supports our mission and culture, and the varied needs of our workforce. We consider whether our benefits are culturally appropriate and inclusive, whether they deliver real value, and whether they foster well-being with the flexibility that colleagues need at different life stages and across varied abilities and demographics. This ongoing review helps us provide the strongest possible support for our global teams.

To explore more about the benefits available to colleagues across regions, visit meetus.BeOnemedicines.com.

New San Carlos Site Offers an Array of Colleague-Friendly Amenities

In March 2025, we opened our new office in San Carlos, CA. The site features ample office space, an advanced bioanalytical lab, and a brand-new R&D lab: state-of-the-art facilities designed to enhance collaboration, productivity, and community. With a variety of meeting spaces, a modern on-site restaurant and fitness center, and thoughtfully designed areas for both quiet work and team interactions, our goal was to create a workplace that inspires innovation and fosters connection, encouraging colleagues to regularly share ideas and strengthen our culture. This new space embodies our belief that while we excel as individuals, we achieve even greater success as a united team.



Employee Assistance Program This program provides work-life and mental health resources for colleagues, including free therapy sessions for colleagues and family members.

Modern Health This platform offers mental well-being resources such as coaching and therapy, on-demand self-help, and community education and forums. Colleagues and eligible family members have access to six coaching and six therapy sessions per year. This access is virtual and readily available.

Wellness Coach A resource with mindfulness, meditation, sleep and various wellness programs. The platform allows colleagues to engage in activities and fitness programs through company-wide challenges with gamification for reward opportunities.

ThrivePass This program provides two types of benefits: The Lifestyle Spending Account allows colleagues to get reimbursed for a variety of expenses related to health and well-being; the Tuition Reimbursement program allows for reimbursement for courses relating to one's career.

Carrot¹ This program, which provides help and monetary support for family forming, family planning, and hormonal health, is meant to meet colleagues at every stage of life.

Care.com¹ This platform supports colleagues by connecting them with trusted care providers for their children, seniors, and pets. Some countries allow for a back-up care subsidy.

AccessHope This program provides access to cancer support services for colleagues and family members, including expert second opinions on treatment plans and guidance through treatment to ensure success.

Programs may vary by region

¹ Vendors reflect 2025 program offerings. Effective in 2026, fertility and family-forming benefits transitioned from Carrot to Progyny, and caregiving support transitioned from Care.com to Cleo.

All colleagues participate in an annual performance review process that incorporates peer input and managerial assessments. This structured evaluation process promotes transparency, supports consistent talent development practices, and provides each colleague with the opportunity to reflect on accomplishments, discuss growth priorities, and plan future career development.

Annual performance outcomes, which are one of several factors that inform our pay-for-performance programs, support fair and merit-based reward practices. As a pay-for-performance company committed to equal pay for equal work, we embed inclusive policies and practices throughout our culture, processes, and colleague lifecycle. We fairly compensate colleagues based on the work they perform and the value they bring to BeOne. All employees are eligible for equity and bonuses. High-performing employees can receive additional compensation and/or equity for their contributions to the business.

Our median employee compensation for 2025 totaled \$82,226. This figure includes annual base pay, annual target cash incentive opportunities, and the grant-date fair value of equity awards issued during the year. Our CEO Pay Ratio for 2025 was approximately 218:1, as determined in accordance with the U.S. Securities and Exchange Commission (SEC) rules.

In the U.S., we conduct internal pay-equity reviews every two years, and our analyses to date have shown no systemic pay-equity issues. In France, our 2025 gender pay equity index showed a score of 99/100. As our global team grows, we will continue to run similar audits in accordance with local legislation and review our processes to ensure fair and consistent pay practices for colleagues across all regions.



U.S. colleagues spend their volunteer PTO at Food Banks and Diaper Banks to help those less fortunate

Colleague Health and Safety

We integrate Environment, Health, and Safety (EHS) principles into daily decision-making to protect our colleagues and the communities where we work. Our mission is to create a safe, healthy, and sustainable environment for every colleague across the globe. We base our EHS approach on the ISO 14001 and ISO 45001 standards, which guide our programs, training, and new-hire education and establish clear expectations for identifying and managing risk. This standards-driven framework underpins strong EHS performance across our labs, offices, and manufacturing sites, where several BeOne facilities also maintain active ISO 14001 and ISO 45001 certifications, with other major facilities targeting certification in 2026. For example, a major site goal of our U.S. manufacturing campus in Hopewell, NJ, is to obtain ISO 14001 certification by the end of 2026.

In 2025, we continued to strengthen core elements of our global EHS program. We engaged external experts in several countries to build safety management systems that meet the varied expectations of local legislative requirements. We also introduced a subscription-based tool to conduct gap assessments, identify compliance needs, and track corrective actions—many of which we have already closed. In the Japan and Asia-Pacific (JAPAC) region, we rolled out a work-from-home safety checklist to help colleagues identify hazards and maintain ergonomic setups. We also launched a new EHS committee in Australia and New Zealand to support structured consultation, we and expect to expand this model to the broader region in the future.

BeOne’s Global Security program prioritizes minimizing risks to colleagues across global operations. By partnering with an external security provider, the program offers critical resources such as local emergency contacts, a global hotline, and safety check-in tools, to support colleagues during dynamic events. BeOne also maintains a comprehensive SOP that outlines clear protocols for the first hours and days following a crisis, ensuring swift and coordinated action. For instance, during the Los Angeles fires in early 2025, these measures enabled affected employees to confirm their safety and share

locations, ensuring timely assistance. These efforts reinforce BeOne’s resilience and commitment to safeguarding its workforce worldwide.

We are preparing several new initiatives for 2026 that will continue to strengthen our safety culture. These include implementing a single global EHS reporting system to track incidents and hazards, a safe-driving program, and a new safety handbook that outlines expectations and provides guidance for colleagues across all locations. Together, these efforts reinforce our commitment to maintaining a secure workplace and ensuring that every team member has the tools they need to work safely and confidently.

EHS Snapshot¹

| | 2023 | 2024 | 2025 |
|---------------------|------|------|------|
| Total incident rate | 0.05 | 0.04 | 0.07 |
| Lost workdays | 0 | 1 | 0 |
| Fatalities | 0 | 0 | 0 |

¹ Metrics reflect labs and manufacturing





Learning & Development

Throughout 2025, we continued our companywide focus on professional development and growth. We introduced learning opportunities that help colleagues build new skills, expand their impact, and progress in a rewarding career.



NEW GOAL

Train all leaders across the organization on the Leadership Essentials curriculum by the end of 2026 to ensure consistent leadership capability and alignment with our core values.

Global Competencies

Patients First

When we exhibit our values through our competencies, we help get more affordable medicines to more patients around the world

Fosters Teamwork
Provides and Solicits Honest and Actionable Feedback
Self-Awareness
Acts Inclusively


Collaborative Spirit

Demonstrates Initiative
Entrepreneurial Mindset
Continuous Learning
Embraces Change


Bold Ingenuity

Results-Oriented
Analytical Thinking/
Data Analysis
Financial Excellence
Communicates with Clarity


Driving Excellence



Development Planning

We encourage all colleagues to set and pursue their own professional development goals. These goals are captured in Individual Development Plans (IDPs), through which colleagues partner with their managers to identify meaningful learning opportunities—from on-the-job experiences to targeted skill-building and education.

BeOne's Global Competencies, first introduced in 2023, continued to guide our development approach in 2025. These competencies define the knowledge, skills, and behaviors that drive strong performance and effective collaboration across BeOne. They help colleagues understand what success looks like at every level and support a culture of ongoing feedback and growth. We aligned our learning resources to this framework to ensure that managers and colleagues have a clear, shared structure for identifying development needs and encouraging employee-led progress. Each IDP now reflects priority competencies, supported by toolkits that help managers identify gaps and guide meaningful development conversations.



Development at BeOne is about preparing people for future opportunities, not just current roles. Through continuous feedback, internal mobility, and values-aligned performance development, we aim to empower employees to grow in ways that benefit both the individual and the Company.

Laura Last, Head of Global Talent Development and Enterprise Learning



At the end of 2024, we advanced our performance model by moving away from traditional ratings to a more personalized and holistic approach. The new model evaluates both the “What”—achievement of goals—and the “How”—demonstration of BeOne's Global Competencies. This shift created richer, more values-aligned conversations and was well received across the organization, as reflected by an 8% increase in satisfaction with the performance review process in the 2025 Global Engagement Survey results.

To strengthen talent development and succession readiness, we also launched the Integrated Talent Review Process. This process gives managers structured tools and insights to assess potential, understand development needs, and define “What's Next” for each colleague. Together, these advancements are building a culture of continuous feedback, clarity, and long-term growth—empowering colleagues to perform with purpose and develop for the future.

Internal recruitment, promotion, and advancement remained strong throughout 2025. Approximately 12% of open roles were filled by current colleagues, reflecting our commitment to developing talent from within. This continued focus creates new opportunities for career growth, supports long-term retention, preserves institutional knowledge, and strengthens our workforce.

BeOne's Annual Summer Internship Program

BeOne's Summer Internship Program continued its strong momentum in 2025, drawing more than 48,000 applications for 78 positions—a 35% increase from the prior year. This year's cohort included 45% on-site interns in San Carlos, Hopewell, and Basel and 55% remote interns across the U.S. and Europe, many of whom visited BeOne offices through coordinated meetups and team-hosted lunches. We also introduced an Intern Summit, where leaders across various departments shared their career journeys, discussed their teams' impacts, and engaged in Q&A with interns. The Summit offered meaningful exposure to different parts of the business and helped interns begin building connections that will support their future growth.



Education & Training Opportunities

As BeOne grows, we remain committed to ensuring that every colleague—at every level—has the opportunity to learn, develop, and thrive. We structure our resources around the 70-20-10 model of professional development, which reflects our belief that job-relevant learning is best supported through 70% experience, 20% exposure, and 10% formal education. Our learning and development programs bring this model to life by building growth pathways aligned with our Global Competencies and focused on effective communication, strong teamwork, and leadership at every level.

97%+

of participants in Mentoring@BeOne reported a highly positive experience

BeOne University users completed over

540,000

activities across mandatory trainings, e-learning courses, videos, books, virtual classes, and more in 2025

In 2025, we introduced two major enterprise initiatives designed to strengthen development across the Company. First, we launched our new LEAD programs—BeOne’s first unified leadership development framework. These programs provide tailored learning pathways for aspiring, new, and experienced leaders, all anchored in Leadership Essentials and built to create consistency in how leaders manage, grow, and support their teams. As part of this unified leadership development initiative, the prior Leading Innovation Future Transformation (LIFT) program was integrated into the LEAD BeOne programming. We also created an Enterprise Learning Council—a new cross-functional group that brings together global and regional learning leaders to align learning technology, metrics, curricula, and vendor strategies across BeOne. The Council meets biweekly and plays a key role in establishing shared standards, coordinating major initiatives, and improving the efficiency and consistency of learning across the enterprise.

BeOne University remains the foundation of our learning infrastructure and continues to see strong global adoption. The platform provides personalized, easily updated learning resources across functions and regions, and we have set a goal to train all leaders on the Leadership Essentials curriculum by the end of 2026. We strive to ensure that learning remains accessible, scalable, and closely aligned with the skills that matter most to our mission.

Our mentoring program—Mentoring@BeOne—also continues to expand. After a strong launch in 2024, the 2025–2026 cycle now includes 240 mentor–mentee pairs, with matching beginning in July 2025 and concluding in March 2026. Results from the inaugural cohort reinforce the program’s value—over 97% of participants reported a highly positive experience, and the program earned a 4.9 out of 5 recommendation score. These outcomes highlight the importance of cross-regional and cross-functional connections as part of career growth at BeOne.

In 2025, the Program Strengthen, Experience, Exposure, and Development (SEED) program continued to grow as an important driver of experiential learning across BeOne. SEED gives colleagues the opportunity to take on short-term assignments outside their current team, function, or region while remaining in their existing roles, allowing them to build new skills, support priority business needs, and gain broader exposure across the organization. In 2025, SEED participation increased by 50%—well above the 20% annual growth goal—reflecting its strong impact on development, agility, and business performance. Looking ahead, we plan to introduce manager-focused campaigns to expand participation even further and create additional opportunities for global learning and growth.

SEED Program

One example of SEED’s impact is the collaboration between the Hong Kong, Macao, and Taiwan marketing teams, which used targeted short-term assignments to address critical resourcing needs during new product launches. The teams combined expertise across markets to accelerate launch readiness, strengthen commercial capabilities, and enhance cross-regional collaboration.

“The SEED program has united our strengths to amplify our collective influence... This wasn’t just a collaboration; it was a shared journey of learning and mutual growth.”

—2025 SEED Program Participant

Leadership Succession Planning

BeOne continued to strengthen its leadership pipeline through targeted development programs and a more structured approach to succession planning. Our Executive Coaching Program remained a core component of senior leader development, providing a structured process in which participants work with coaches that are matched with their needs. Through assessments and collaboration with coaches and managers, participants identify strengths, development goals, and opportunities for growth, receiving feedback and guidance as they put new actions and behaviors into practice.

We continue to expand leadership development through initiatives that strengthen capabilities across all levels. Project Eagle was launched as a global initiative to enhance alignment and leadership within Global Clinical Operations line management. Starting with clinical research managers and expanding to additional roles in 2026, Project Eagle provides tailored resources, standardized role assessments, and a clinical operations-specific leadership approach. This

approach, which is based on the Situational Leadership II framework, is delivered through e-learning, live virtual sessions, and in-person workshops. Together, these programs equip leaders with the tools and insights needed to drive innovation, operational excellence, and business success.

As BeOne has grown, we have intensified our focus on leadership continuity and long-term organizational readiness. Our global leadership succession plan incorporates succession-planning training for all members of the executive leadership team and is overseen by the Nominating and Corporate Governance Committee. In 2025, we advanced this work through a comprehensive review of CEO-1 and CEO-2 leaders, identifying successors for all global critical roles and extending the process into functional and regional leadership positions. Through the implementation of our Integrated Talent Review process, we established a unified framework for assessing leadership potential, readiness, and development priorities. These insights now inform 2026 objectives, which include targeted development plans and preparation for future leadership transitions. We also continue to work with our future leaders to formalize IDPs that prepare them to take on expanded roles when needed.



BeOne's Annual Development Week and Inaugural Back-to-School Month

BeOne hosted its third annual Development Week in August, during which we offered focused learning opportunities to colleagues worldwide through more than 80 live, regionally delivered sessions centered on skill and competency development. The week drew over 5,000 unique participants who attended a total of over 15,000 sessions, generated 11,455 hours of engagement—equivalent to 477 days of learning—and received an average satisfaction rating of 4.8 out of 5. As one participant noted, “I have a clearer picture of the Company’s strategy and goals, and I was inspired hearing about the successful talent journeys of my colleagues.”

To extend this momentum, we launched our inaugural Back-to-School Month in September, adding four weeks of additional development programming. The initiative offered 3–5 courses per week, combined colleague-focused learning with business function updates, and attracted more than 4,400 total attendees, further embedding a strong learning culture across BeOne.



Innovating Sustainably

BeOne is committed to reducing our environmental impact while improving health and access to care around the world. To fulfil this commitment, we must proactively minimize our environmental impact and manage our exposure to environmental risks. Environmental challenges, such as resource scarcity or extreme weather events, can interrupt our ability to discover and deliver essential treatments to patients. That awareness drives us to manage our environmental footprint carefully, conserve natural resources, and build resilience throughout our operations. By doing so, we strengthen our ability to consistently deliver vital medicines around the world and support the long-term, sustainable growth of our business.

In this chapter, we share our approach to the following:

- > Our Environmental Governance
- > Our Environmental Strategy
- > Putting Our Environmental Strategy into Action

Our Environmental Governance

BeOne's environmental oversight begins with strong governance and clear accountability. The RB&S Steering Committee reports to the Board at least annually to keep directors informed of progress, priorities, and emerging risks. Over the previous three years, the RB&S Steering Committee has reviewed and approved our climate-related strategy, climate-related risk assessment, nature-related preparedness assessment, and quantitative Scope 1, 2, and 3 reduction targets.

As sustainability regulations expand across global markets, the RB&S Steering Committee guides how we are adapting our strategy to meet new and changing requirements. The group informs our preparation, helps us anticipate expectations, and strengthens the systems that support effective implementation. For more on the RB&S Steering Committee, see [Responsible Business & Sustainability Governance](#).





Our Environmental Strategy

As a global organization, we face a wide variety of both challenges and opportunities. To ensure long-term operational resilience and business continuity, we are taking a proactive approach—looking beyond immediate risks to understand how shifting weather patterns, resource constraints, and regulatory trends could shape our future. This perspective allows us to identify ways to strengthen our operations, protect patients' access to therapies, and potentially contribute to a more resilient healthcare system.

Our environmental strategy is built on practical action and accountability. As it has evolved, so have the systems we use to track progress and drive results. We set formal emissions reduction targets, are developing mitigation plans, and are exploring cleaner energy options. We are also evaluating opportunities in areas such as packaging, logistics, and distribution to decrease cost and risk. Together, these efforts contribute to reducing our environmental impact, strengthening our resilience, and supporting sustainable growth.

The following sections show how BeOne puts this strategy into action to assess risks, identify opportunities, and manage our environmental impact across the business. This work centers on two focus areas: climate and nature, which together capture the most significant ways our operations rely on and interact with the environment.

“

Caring for the environment is part of how we care for patients. Managing our environmental impact and conserving resources supports long-term, sustainable growth across our global operations.

Leo Li, Global Head, Environmental Health & Safety

”

BeOne's environmental strategy follows a structured, recurring four-step approach:

- 1. Understand** our current impacts and conduct risk assessments as deemed necessary at the enterprise level.
- 2. Integrate** and operationalize findings to develop mitigation plans at the enterprise level.
- 3. Set goals** while continuing to ensure alignment with relevant regulations and the needs of our business and stakeholders.
- 4. Implement** practices to achieve goals and ensure regulatory compliance.



Putting Our Environmental Strategy into Action

Climate

Over the past year, BeOne has continued to expand its global operations to deliver innovative medicines to more patients. At the same time, we remain focused on operating responsibly and refining our practices to support sustainable business growth. As we grow, progress toward certain goals may fluctuate from year to year, reflecting the addition of new facilities and increased production. In light of this, we are enhancing how we measure performance and invest in cleaner, more efficient energy solutions to support responsible growth.

CLIMATE RISK ASSESSMENT

In 2025, BeOne built upon its initial 2022 climate risk assessment by completing an expanded analysis of its own operations and critical suppliers and partners in its supply chain. This assessment was aligned with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and the requirements of the Hong Kong Stock Exchange, the STAR Exchange, and other climate disclosure requirements. The review examined physical risks such as extreme heat, flooding, wind and wildfires, as well as transition risks related to policy, legal, market, reputational, and technological factors.

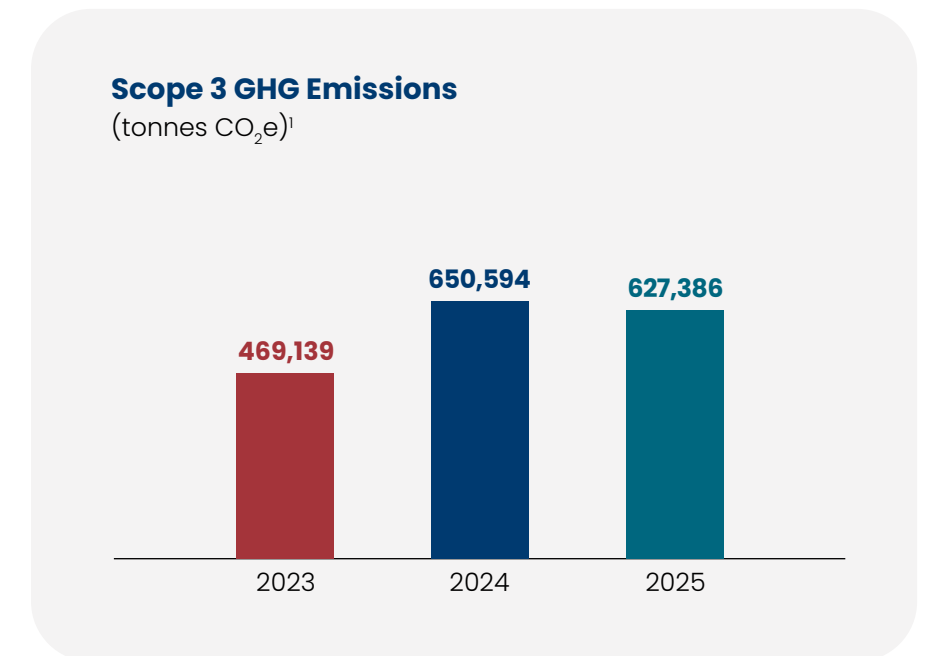
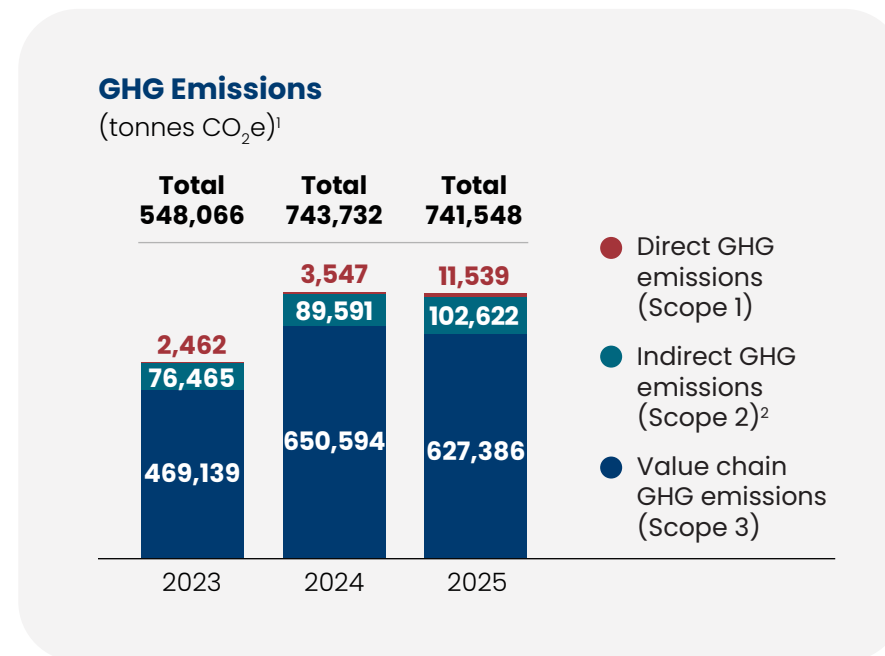
From this analysis, we identified and prioritized six key risks and opportunities that may affect our business in the years ahead. These findings inform our approach to risk management, financial planning, and strategic decision-making. As new regulations take effect around the world, we plan to update this assessment to reflect evolving expectations and emerging data. These updates will also continue to inform BeOne’s strategy for business continuity, financial resilience, and impact reduction. For more details, see our [Climate-related Financial Risks and Opportunities Disclosure](#).

GREENHOUSE GAS EMISSIONS PERFORMANCE

In 2025, we achieved our target to reduce the intensity of Scope 1 and Scope 2 GHG emissions by 25% per unit of internally manufactured commercial product compared with our 2021 baseline. This milestone reflects consistent year-over-year improvements in GHG emissions intensity and demonstrates the effectiveness of our strategy to enhance energy efficiency and optimize energy use across operations.

At the same time, BeOne significantly expanded manufacturing output, increasing year-over-year production by nearly 55%. This growth was driven by the expansion of our Suzhou Manufacturing

facility and continued activity at our other primary manufacturing facility in Guangzhou. Our newest manufacturing facility in Hopewell, New Jersey opened in 2024 and became fully operational in 2025. The operational scale-up led to a 23% increase in absolute Scope 1 and 2 market-based emissions, driven by higher energy demand across facilities, including increased consumption of natural gas, diesel, and electricity. As the Hopewell facility begins commercial production in the near future, we expect to see continued growth in our production volumes.



¹ Due to rounding, numbers may not sum to total.

² Scope 2 emissions are market-based emissions.



Beyond our facilities, our Scope 1 and 2 emissions also include those generated by our vehicle fleet, which supports commercial sales teams across the EU, the U.S., and other major regions of operation. In 2024, we introduced a global fleet strategy, excluding China and JAPAC, designed to improve cost efficiency, enhance colleague well-being, and advance environmental sustainability. This strategy focuses on optimizing fleet operations across regions to align with corporate objectives and ensuring that all new vehicle orders meet minimum safety requirements. As part of this effort, in 2025, we added our first electric vehicles to the U.S. fleet in Hopewell, New Jersey, and began rolling out EV-transition incentives across Europe—including in Germany, Austria, France, Italy, Spain, the Netherlands, and Belgium—to accelerate the shift toward lower-emission mobility. In 2025, we increased the number of electric or hybrid vehicles in our fleet to over 70.

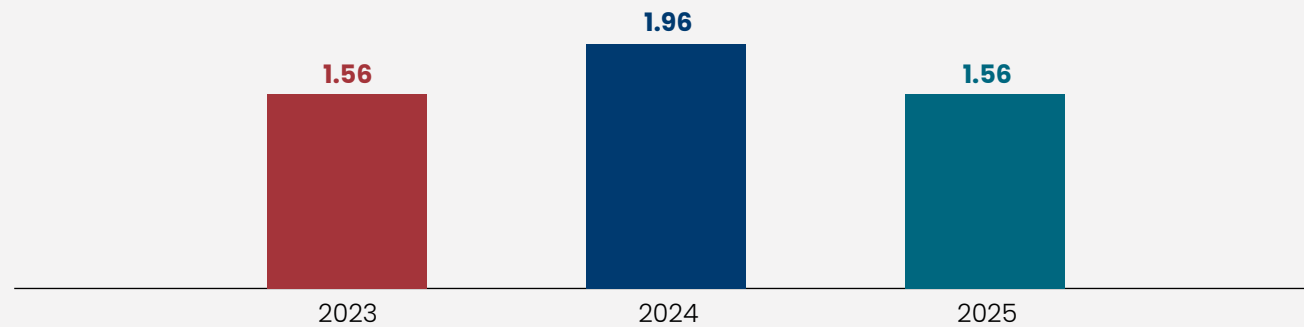
As we advanced our fleet-optimization strategy in 2025, we expanded primary data collection across multiple regions, including Japan, Brazil, Israel, Mexico, and South Africa. Improved visibility into vehicle counts and fleet activity enhanced overall data maturity and contributed to an increase in reported Scope 1 fleet emissions.

Compared with 2024, BeOne’s Scope 3 emissions decreased marginally in 2025, driven primarily by a 64% reduction in the Capital Goods category following the completion of expansion and construction activities at our Hopewell and Suzhou sites. Additional reductions of 12% in the Upstream Transportation and Distribution category were achieved through improved visibility and engagement with logistics partners.



Scope 1 and 2 GHG Emissions per kg of Internally Manufactured Commercial Product

(tonnes CO₂e/kg of internally manufactured commercial product)¹



¹ Commercial product refers to net weight of commercial products, not including packaging



SCOPE 1 AND SCOPE 2 EMISSIONS REDUCTION STRATEGY

GOAL

Reduce our Scope 1 and 2 emissions by 25% per unit of internally manufactured commercial product by 2026, using 2021 as the base year.

PROGRESS

In October 2025, we announced that we achieved our GHG emissions goal to reduce our Scope 1 and 2 emissions by 25% per unit of internally manufactured commercial product by 2026 (with 2021 as the base year). This milestone was reached primarily through a strategic focus on energy conservation and efficiency improvements across operations, supplemented by the purchase of energy attribute certificates.

NEW GOAL

Reduce Scope 1 and 2 emissions by 50% per unit of internally manufactured commercial product by 2030, from a 2024 baseline.

In 2025, one year ahead of our timeline and amid the opening of a new manufacturing and clinical R&D facility in Hopewell, New Jersey, we achieved our Scope 1 and 2 emissions intensity target. This achievement reflects the effectiveness of our company-wide energy efficiency programs and our commitment to reducing our relative impact on the environment as we grow.

Building on this progress, BeOne has established a new emissions intensity target: to reduce the intensity of Scope 1 and Scope 2 GHG emissions by 50% per unit of internally manufactured commercial product by 2030 from a 2024 baseline. As with our previous goal, this target is based on production intensity rather than total emissions. To achieve this goal, we are expanding the implementation of energy efficiency initiatives across several key facilities, which are expected to yield meaningful energy and cost savings. In parallel, we are continuing to supplement our initiatives with the purchase of Energy Attribute Credits (EACs) to further reduce our emissions and increase the share of renewable energy supporting our operations. We are already seeing the positive impact of our efforts, with emissions intensity decreasing by over 20% from 2024 to 2025.

See our [Climate Transition Action Plan](#) for more information.

SCOPE 3 REDUCTION STRATEGY

GOAL

Set a quantitative Scope 3 emissions goal by 2025.

PROGRESS

We announced our first quantitative Scope 3 emissions reduction goal in October 2025.

NEW GOAL

Reduce Scope 3 emissions¹ by 10% per unit of internally manufactured commercial product by 2030 from a 2024 baseline.

Scope 3 emissions have made up over 80% of our total GHG footprint since 2021, when we first started measuring our global GHG emissions footprint. Recognizing the significance of emissions coming from our supply chain, we have worked towards strengthening the data and systems necessary to formally set a Scope 3 reduction goal which we announced in October 2025. As purchased goods and services account for most of our Scope 3 emissions, we have focused on collecting primary and supplier-specific data, embedding climate considerations into procurement, and deepening supplier engagement.

Our supplier engagement program is intended to increase collaboration and transparency across our supply chain. In 2025, we engaged with 11 suppliers, representing about 25% of our 2024 Scope 3 Category 1: Purchased Goods and Services emissions. In 2026, we plan to shift our focus toward building a structured, multi-year supplier engagement roadmap that segments suppliers by climate maturity and identifies tailored engagement approaches. This effort will lay the foundation for a coordinated program aimed at improving data quality and accelerating supplier decarbonization.

In 2025, we also continued to improve the accuracy and completeness of our Scope 3 footprint by expanding direct data collection from suppliers and training internal data owners to strengthen data quality. These actions reinforce accountability across our organization and supply chain and support ongoing progress toward our Scope 3 reduction goal.

While 2025 performance suggests that we have already met our 2030 Scope 3 emissions intensity reduction target, this target was established with the expectation that Scope 3 emissions would fluctuate as the business continues to grow and evolve. Forward-looking uncertainties, such as increases in production volumes, facility investments, and ongoing improvements in Scope 3 data quality, are expected to influence year-over-year results. As a fast-growing organization, BeOne views its Scope 3 target as a directional benchmark that helps guide priorities and inform decision-making that has long-term results rather than a fixed endpoint. Therefore, we will continue to focus on emissions reduction efforts, including supplier engagement and internal capacity building, while monitoring and managing Scope 3 emissions over time and progressing toward sustained emissions reductions through 2030.

¹ For Scope 3 emissions associated with Purchased Goods and Services, Capital Goods, and Waste Generated in Operations.



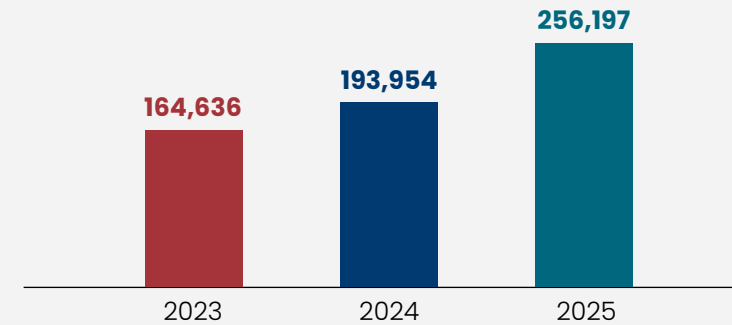
ENERGY EFFICIENCY PERFORMANCE

At BeOne, we remain committed to improving energy efficiency across our operations while supporting responsible business growth. In 2025, total energy consumption increased by 32% compared with 2024, driven by higher production volumes, while energy intensity per kilogram of internally manufactured commercial product declined by 14%. This reduction in intensity reflects BeOne’s efforts to grow efficiently, and the effectiveness of our energy-efficiency initiatives, which not only lower GHG emissions but also enhance operational performance as our manufacturing capacity expands.

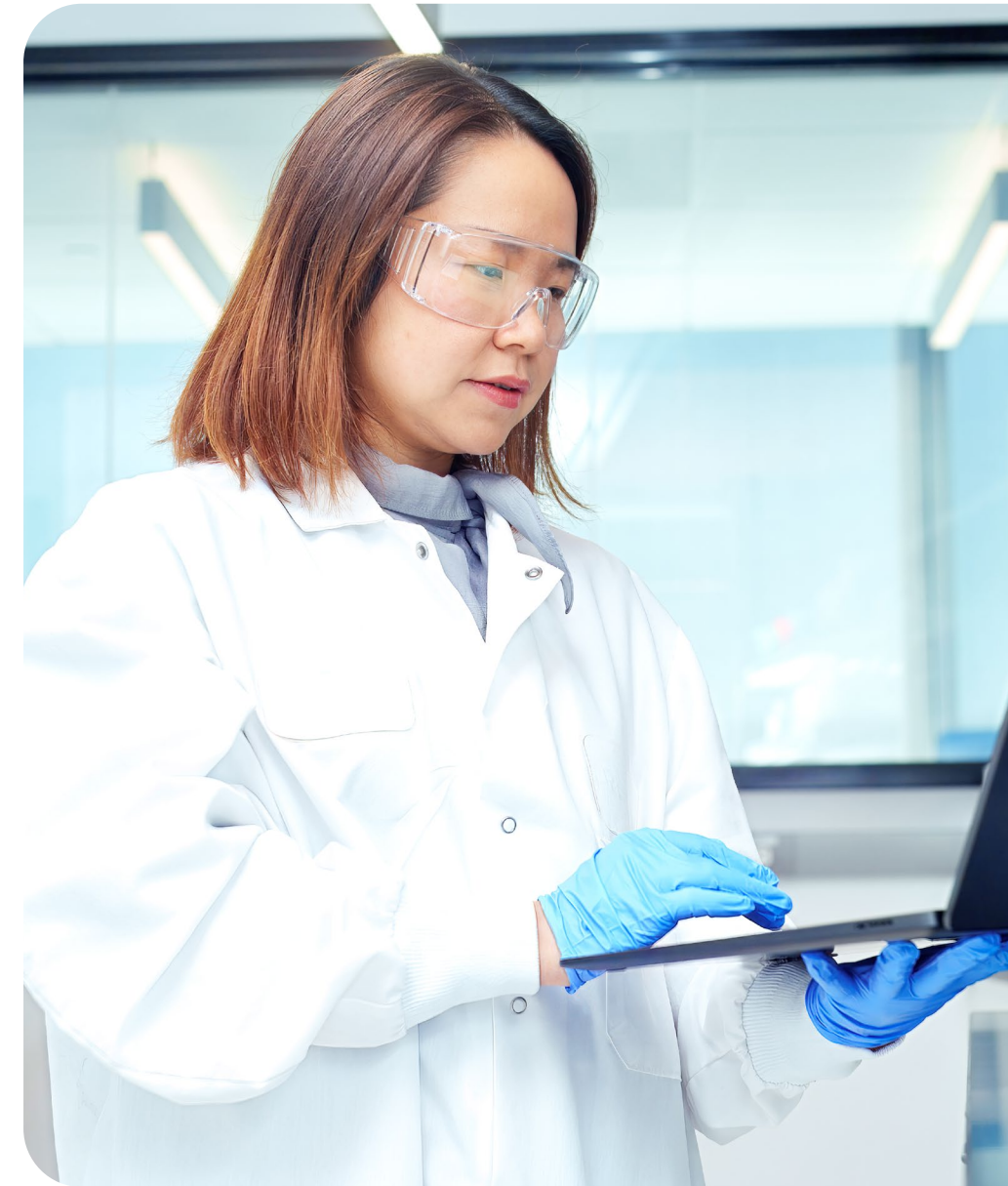
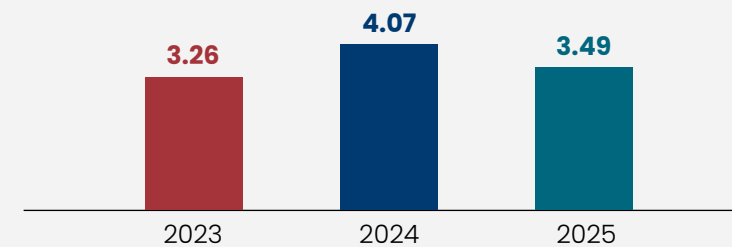
Across our facilities, we upgraded cooling, air conditioning, and heating systems, and assessed lighting improvements. In total, we implemented five energy conservation initiatives at the Guangzhou Innovation Center and our manufacturing facilities in Guangzhou and Suzhou, achieving an estimated reduction of more than 1,700 MWh in electricity consumption—equivalent to over 1,000 tonnes of CO₂e.

We also continued to integrate efficiency and renewable energy solutions into new construction. In Beijing, our new research building opened in April 2025, featuring on-site solar panels, high-efficiency cooling systems, water reuse, and a heat recovery system. Our new Suzhou manufacturing facility, which opened in July 2025 and spans more than 46,000 square meters, incorporates solar generation, advanced insulation, and smart energy controls to optimize performance.

Total Energy Consumption
(MWh)



Total Energy Consumption per kg of Internally Manufactured Commercial Product
(MWh/kg of internally manufactured commercial product)



Nature

As a company dedicated to improving health and driving broad access to care, we understand that protecting the planet’s essential resources, especially those that are crucial to our operations like water—is central to that mission. Managing how we use and return water, and how we handle waste across our operations, is a part of our sustainability strategy. Through this work, we aim to reduce our impact on the systems that sustain both our business and the communities we serve.

NATURE-RELATED PREPAREDNESS ASSESSMENT

In 2024, we completed a nature-related preparedness assessment guided by the Taskforce on Nature-Related Financial Disclosures (TNFD) and the Science Based Targets Network (SBTN) frameworks.

The assessment looked at BeOne’s dependence on natural resources and how our operations and supply chain affect the environment. It included our own facilities and select supplier locations, including

areas with high biodiversity risk or exposure to natural hazards, such as extreme heat, flooding, cyclones, or landslides. Using the SBTN framework, we identified and ranked the activities most relevant to our nature-related impacts and dependencies.

The assessment revealed that our direct operations depend on nature for sources of clean freshwater and limited raw materials used in manufacturing processes. The results also indicated that our operations can affect the environment through emissions and waste, with additional impacts occurring across our supply chain through energy use, land use, and water consumption. Through our Supplier Engagement Program, we continue to collaborate with partners to better understand their practices and support measurable improvements in environmental performance (see page 49).

We also recognize that overuse of natural resources and the generation of waste and pollution contribute to biodiversity loss. We currently track and report our water use, air pollution and waste data (see [Data Tables](#)

for more information) and we intend to work towards improving how we measure, manage, and reduce these impacts.

With our first nature-related preparedness assessment complete, we plan to collaborate across functions to set priorities and define next steps. With our first nature-related preparedness assessment complete, we plan to collaborate across functions in 2026 to codify existing processes relating to water, pollution, nature, biodiversity, and circularity and to develop a roadmap for further action.



Nature-Related Impacts and Dependencies



DIRECT OPERATIONS

Top Impacts

- Water pollution
- Soil pollution

Top Dependencies

- Water use



UPSTREAM SUPPLY CHAIN

Top Impacts

- GHG emissions
- Water pollution
- Soil pollution
- Solid waste

Top Dependencies

- Water use
- Land use

WATER AND WASTEWATER MANAGEMENT

We continue to advance the management and conservation of water and wastewater across our operations. In 2025, total company-wide water consumption increased by 50% compared with 2024, driven by operational growth to support an increase in commercial production of our medications. Despite this increase, water-consumption intensity remained steady, reflecting the effectiveness of BeOne's ongoing efficiency initiatives and our commitment to sustainable resource use.

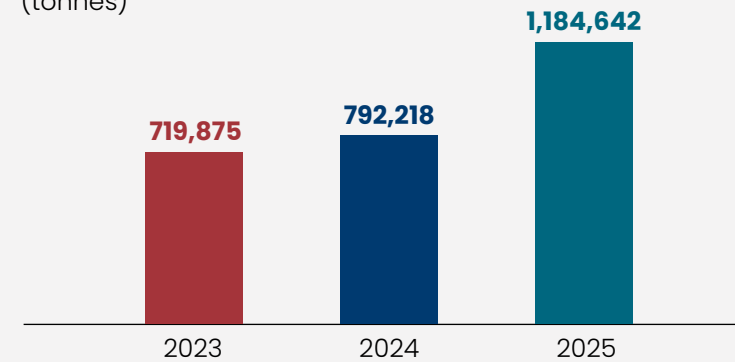
We have studied water availability and risk across the regions where we operate to better understand local conditions and guide responsible water use. For example, our Guangzhou and Suzhou facilities are located in areas rated medium-high and high for water risk, respectively, according to the WRI Aqueduct assessment (2022). In contrast, our clinical R&D and manufacturing facility in Hopewell, New Jersey, operates in a region with a water surplus. These insights can help us design site-specific strategies that balance operational needs with environmental responsibility.

Whenever possible, we reuse water by recycling cleaner-quality water for non-critical purposes such as landscaping and cooling tower replenishment.

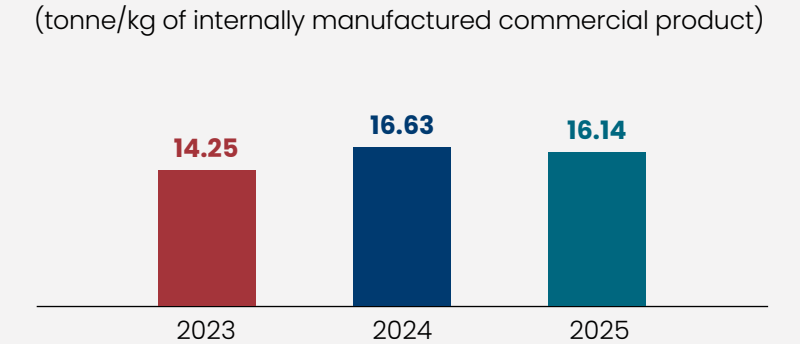
We have achieved a reduction in water consumption intensity as our production continues to expand through a series of targeted water efficiency initiatives. Projects implemented at our Shanghai R&D facility included installing water-saving sanitary ware, regulating faucet flow rates, checking all usage points for leaks during routine inspections, and deactivating humidification functions during heating, ventilation, and air conditioning operations.⁵

All of our R&D centers and manufacturing facilities are equipped with wastewater treatment systems that comply with national and local standards. We monitor discharge to confirm that treated water meets these requirements, and we engage qualified third parties to conduct regular testing.

Total Water Consumption (tonnes)



Total Water Consumption per kg of Internally Manufactured Commercial Product (tonne/kg of internally manufactured commercial product)





WASTE MANAGEMENT

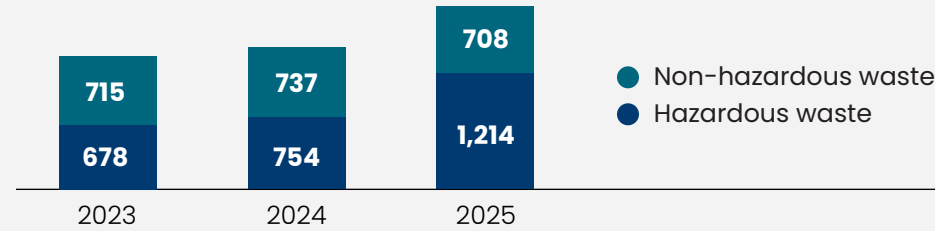
In 2025, we generated a total of 1,922 tonnes of waste, including both hazardous and non-hazardous materials, representing a 29% increase compared with 2024. Despite this rise in absolute waste, our waste intensity—measured as the amount of waste generated per kilogram of internally manufactured commercial product—declined by 16%, reflecting improved waste management practices and greater efficiency as production scaled. We expect this positive trend in intensity to increase as efficiency initiatives expand while commercial production increases.

Our non-hazardous waste includes materials from office operations and production activities. Waste from our manufacturing and R&D facilities is managed by municipal sanitation partners, while office waste is handled by local property management companies. Across our sites, we work to recycle materials as possible, including cardboard, glass, plastic, and paper. Every location follows waste sorting standards and complies with local laws and regulations.

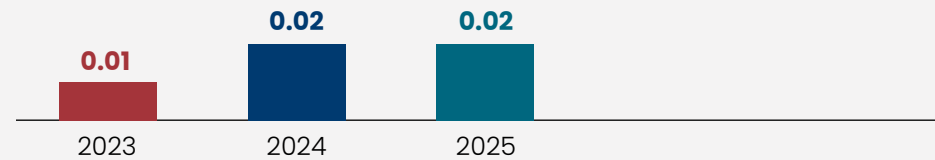
Hazardous waste from manufacturing and laboratory operations is collected, stored, and disposed of in full compliance with applicable regulations. We partner with qualified third-party vendors to ensure safe transportation and proper disposal.

We continue to look for ways to reduce waste at the source, increase recycling, and improve tracking across our global operations. These efforts support our broader commitment to minimizing environmental impact and strengthening resource efficiency.

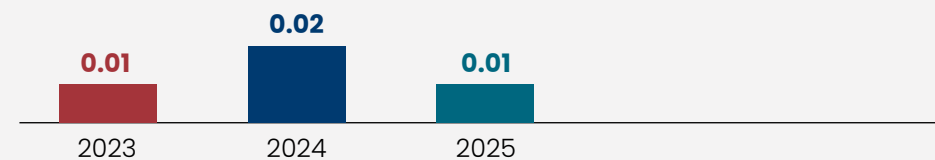
Waste
(tonnes)



Hazardous Waste per kg of Internally Manufactured Commercial Product
(tonnes/kg of internally manufactured commercial product)



Non-Hazardous Waste per kg of Internally Manufactured Commercial Product
(tonnes/kg of internally manufactured commercial product)



PRODUCT STEWARDSHIP

At BeOne, we view product stewardship as an extension of our mission to advance health responsibly. By managing environmental impacts across the product life cycle, we help protect access to essential materials, improve efficiency, and reduce emissions and costs.

In 2024, we introduced our formal [Product Stewardship Statement](#) to define this approach and guide future progress. Developed in collaboration with teams across EHS, Procurement, Supply Chain, and Legal, the statement outlines how we integrate environmental considerations into every stage of a product’s life—from development through use and disposal.

As outlined in our statement, we conduct environmental risk assessments for all products, following international standards from the U.S. Food and Drug Administration and the European Medicines Agency to identify and manage potential impacts. We also support the safe disposal of unused medicines through licensed third-party vendors and our participation in the Pharmaceutical Product Stewardship Working Group, which expands public access to drug takeback programs. In our manufacturing operations, we maintain a comprehensive EHS system across all facilities in alignment with ISO 14001 and ISO 45001 standards to minimize environmental impacts and strengthen operational performance.

As an example of our commitment in this area, BeOne is continuing to work towards our goal of transitioning our BTK inhibitor from a capsule to a tablet, which we estimate will reduce the bottle size by approximately 70%. These efforts are expected to build upon the 12% reduction in packaging volume intensity per kilogram of internally manufactured commercial product from 2024 to 2025. This change will also allow the medicine to be shipped with fewer temperature-control requirements, which is expected to lower energy use, decrease GHG emissions, and reduce transportation costs.

Together, these efforts reflect our commitment to reducing the environmental footprint of our products while continuing to deliver life-changing oncology therapies worldwide.



Operating Responsibly

Purpose-driven and guided by our values, BeOne strives to build meaningful relationships with everyone we work with. As our business grows, we remain focused on understanding and supporting the needs of our stakeholders. Across our Board, leadership teams, colleagues, partners, and suppliers, we act with honesty, integrity, and transparency in everything we do.

In this chapter, we share our approach to the following:


- > Corporate Governance
- > Commitment to Integrity
- > Enterprise Risk Management
- > Patient Safety & Product Quality
- > Privacy & Data Ethics
- > Global Protection
- > Supply Chain Management

Corporate Governance

Strong governance is the foundation of BeOne's long-term success. Our structure, policies, and commitments foster a culture of responsibility and transparency that supports our Company, stakeholders, and patients. Across every function and region, we hold ourselves accountable to the highest standards of ethics and performance.

BeOne's Board Composition Policy guides how we maintain the appropriate balance of skills, experience, and perspectives across our Board. Each year, the Nominating and Corporate Governance Committee reviews the Board's size, structure, and composition and recommends updates as needed. In this process, the Committee considers a range of factors, including the directors' expertise, tenure on the Board, industry knowledge, and regional experience.

Over 80% of our Board members are independent, in accordance with the rules of the Nasdaq, the Hong Kong Stock Exchange (HKEX), and the STAR Market. For details on recent Board changes, please see our latest [Proxy Statement](#).

 For more information on our approach to [RB&S governance](#), see page 12.

Our Board consists of five independent committees:

- 1 _____
Audit Committee
- 2 _____
Compensation Committee
- 3 _____
Nominating and Corporate Governance Committee
- 4 _____
Scientific Advisory Committee
- 5 _____
Commercial and Medical Affairs Advisory Committee



Board Committee Composition

| Name | Independent Director | Audit Committee | Commercial and Medical Affairs Advisory Committee | Compensation Committee | Nominating and Corporate Governance Committee | Scientific Advisory Committee |
|---|----------------------|-----------------|---|------------------------|---|-------------------------------|
| John V. Oyler¹ | | | | | | |
| Xiaodong Wang, Ph.D. | | | | | | ● |
| Olivier Brandicourt, M.D. | ■ | ◆ | ◆ | | | |
| Margaret Han Dugan, M.D. | ■ | | ◆ | ● | | ◆ |
| Michael Goller | ■ | | | | ◆ | ◆ |
| Anthony Hooper | ■ | ◆ | ● | | ● | |
| Ranjeev Krishana | ■ | | ◆ | ◆ | | |
| Alessandro Riva, M.D. | ■ | | | | ◆ | ● |
| Corazon (Corsee) D. Sanders, Ph.D. | ■ | ◆ | ◆ | | | ◆ |
| Shalini Sharp | ■ | ● | | | ◆ | |
| Qingqing Yi | ■ | | | ◆ | | ◆ |

¹ Chairman of the Board ■ Independent Director ● Chairperson ◆ Member

Executive Leadership

BeOne's Corporate Planning Team (CPT) comprises executive leaders responsible for aligning our strategy, operations, and mission. The team ensures that our decisions create meaningful impact for patients while advancing the interests of our stakeholders and the long-term success of our Company.

The CPT includes our Chief Executive Officer (CEO), Chief Financial Officer (CFO), Chief Operating Officer (COO), Chief Technology Officer (CTO), General Counsel, Chief of Staff to the CEO, and the Heads of Research & Development, Human Resources, Strategy, Corporate Communications, Strategic Partnerships, Business Development and Mergers & Acquisitions, and Government Affairs.

As a global company committed to transforming cancer care and expanding access for patients, we attract leaders who are recognized experts in their fields. Together, our CPT combines deep experience, diverse perspectives, and a shared commitment to innovation and growth.





Stakeholder Engagement

To achieve our goals and continue building a global oncology company, we must understand and respond to the evolving needs of our stakeholders.

Across BeOne, teams actively engage with patients, partners, colleagues, and communities who share our mission. These conversations provide valuable insights that shape departmental strategies and help guide our RB&S priorities and programs.

We also play an active role in the broader healthcare community through our participation in industry associations and professional networks. These connections create opportunities to exchange knowledge, share best practices, and advance progress across the field.

For more on our stakeholder engagement, see [Research Informed by Physicians, Patients, and Care Partners](#), [Patient Support and Partnerships](#), [Colleague Engagement & Support](#), and [Supply Chain Management](#).

“

Real progress against cancer begins with community. By listening, partnering, and showing up for one another—from patients and caregivers to advocates, clinicians, and industry partners—we turn compassion into trust and collaboration into impact. Here at BeOne Medicines, we truly believe that together, we are how the world stops cancer.

Eleanor Duff, Head of Corporate Affairs



| Stakeholder | Key Methods of Engagement | Desired Outcomes |
|--|---|--|
| Our Patients, Caregivers & Healthcare Providers | <ul style="list-style-type: none"> Educational content, including videos, forums, and webinars Fact sheets Meetings Newsletters Website and online channels BeOne's "Talk About It" Program Patient Advisory Boards | <ul style="list-style-type: none"> Key findings regarding challenges for each patient population Benefits our therapies may provide for patients, caregivers, and healthcare providers Innovation and collaboration on future treatments Trust |
| Patient Organizations | <ul style="list-style-type: none"> Advocacy conferences Contributions, sponsorships, and medical education grants Forums and advisory groups Meetings Patient insights into drug development Education and awareness campaigns Website and online channels | <ul style="list-style-type: none"> Support, education, and resources provided to patients Better understanding of the unmet needs of our patients Prioritization of our patients' needs to improve oncology-related policies Incorporation of the patient voice into our R&D efforts Expanded advocacy for patient organizations' supporting healthcare access for a broad range of populations Patient transparency |
| Colleagues | <ul style="list-style-type: none"> Company town halls and events Coffee & Conversations series Surveys Workshops and professional development courses Business Resource Groups Compliance/Whistleblower Helpline Performance reviews and management | <ul style="list-style-type: none"> Retention of key talent Employee engagement Employee education and development Recruitment of high-quality candidates Employee satisfaction |
| Suppliers | <ul style="list-style-type: none"> Supplier Enablement Help Desk Online Supplier Network Webinars Workshops and meetings | <ul style="list-style-type: none"> Innovation and collaboration Transparency Risk mitigation for variables such as extreme weather, geopolitical issues, or supply shortages Achievement of shared goals, such as environmental sustainability |
| Industry Groups & Professional Services | <ul style="list-style-type: none"> Industry conferences Industry association meetings Medical education Professional networks | <ul style="list-style-type: none"> Innovation through the sharing of challenges and best practices Education and awareness of emerging trends |
| Academic Institutions | <ul style="list-style-type: none"> Medical and academic conferences Relationships with academic medical centers Professional networks | <ul style="list-style-type: none"> Innovation and collaboration Educational opportunities |
| Investment Community | <ul style="list-style-type: none"> Annual Reports and Proxy Statements Investor conferences Medical meetings Meetings and Events Other regulatory filings Press releases and corporate updates Website and online channels | <ul style="list-style-type: none"> Access to management Education Transparency |
| Government Policymakers & Elected Officials | <ul style="list-style-type: none"> Compliance program Quarterly disclosure report Engagement with industry trade associations and coalitions | <ul style="list-style-type: none"> Education of policymakers and legislators Improvement of public policies for patients and innovators |
| Local Communities | <ul style="list-style-type: none"> Employee volunteerism Community support | <ul style="list-style-type: none"> Employee engagement and satisfaction Support and resources for local businesses and community organizations Disaster relief, as necessary |



Commitment to Integrity

At BeOne, integrity guides every decision we make. Our policies and procedures are designed to uphold the highest ethical standards—putting patients first, promoting transparency, and fostering trust with all stakeholders.

As we expand globally, we continue to strengthen our compliance program to meet regional requirements and reflect our global values. We partner with organizations that share our commitment to ethical business, support policies that advance science and innovation, and work to improve access to care for patients around the world.

Business Ethics

Our daily interactions are guided by BeOne’s [Code of Conduct](#), which defines the global standards that shape how we work—with one another, with partners, and across the communities we serve. The Code is reinforced through regular training, updates, and workforce-wide certification, helping to ensure that integrity remains central to everything we do.

In 2025, we completed, and the Board approved, a comprehensive update to the BeOne Code of Conduct. This revision reflects operational changes, emerging risk areas, and insights from benchmarking across the industry. The process involved input from more than 50 cross-functional reviewers and expanded several sections to strengthen clarity and alignment with industry standards. Updates include enhanced guidance on artificial intelligence (AI), antitrust and competition laws, human rights, whistleblower protections, ethical leadership, and conflicts of interest.

“
At BeOne, strong business ethics are foundational to how we make decisions and operate every day. Upholding clear standards and accountability builds trust with our colleagues, partners, and patients—and that trust is essential to sustaining long-term value creation.

Chan Lee, General Counsel





Anti-Bribery & Corruption

BeOne maintains a zero-tolerance stance toward corruption and bribery in all forms. We are committed to conducting business with integrity and at the highest professional standards.

Our [Anti-Bribery and Anti-Corruption \(ABAC\) Policy](#), last updated in 2024, reinforces this commitment. The revised policy reflects regional differences, aligns with international regulations, and supports BeOne's continued global growth. It serves as a clear framework for ethical decision-making, outlining expectations for colleagues, partners, and third parties.

To reinforce this commitment, all new-hire colleagues complete mandatory ABAC training, and existing colleagues complete it every other year, most recently in Q3 2024. The training, which includes a customized e-learning module and region-specific sessions led by local compliance teams, is tailored to each employee's role and responsibilities.

Global Compliance Week

BeOne held its second annual Global Compliance Week in September 2025 as part of its ongoing Compliance Culture Awareness efforts. Guided by the global theme "Your Voice, Our Values," the week recognized how integrity advances the Company's mission and highlighted the importance of speaking up and living BeOne's core values. Colleagues across BeOne participated in engaging in-person and virtual events and activities designed to foster a culture of trust, openness, and ethical decision-making. The initiative was supported by leadership videos and intranet communications, including visuals and lock screens.

Whistleblower & Anti-Retaliation Protection

BeOne is committed to maintaining a workplace where everyone feels respected, supported, and heard. We want colleagues to speak up about questions or concerns without hesitation or fear of retaliation.

In 2025, we strengthened the whistleblower protections in our Code of Conduct to include clearer language on non-retaliation, confidentiality, and creating a culture where people feel safe and comfortable raising concerns. These updates build on our ongoing commitment to transparency and accountability. They are designed to ensure full alignment with Directive (EU) 2019/1937, particularly with respect to acknowledgment timelines, follow-up deadlines, and the availability of local reporting channels where required.

Our safeguards reflect this approach. In 2024, we introduced an updated policy on harassment, discrimination, and retaliation. Any employee who reports a concern, takes part in an investigation, or raises a complaint is protected from retaliation in all forms.

Our employees have several ways to report issues: They can speak directly with management, the Human Resources Department, the Legal & Compliance Department, or the BeOne Legal & Compliance Helpline. The latter allows for anonymous reporting (where allowed by applicable law) by phone or [web portal](#) and is available 24 hours a day, 365 days a year. Reporting options are also explained during onboarding and reinforced through ongoing ethics training.

Our [Reporting Misconduct Policy](#), which governs complaints and investigations, mandates that every report be reviewed by independent staff with expertise in compliance or human resources, as appropriate. The policy also requires that investigations be handled in a timely manner and that corrective actions be taken to address investigation findings where remediation is required. Corrective actions are assigned using a consistent framework to determine the appropriate remediation. The Audit Committee of the Board receives quarterly updates on all significant matters related to complaints and investigations.

“

Our Compliance Champions Program is a collaborative group of representatives from many functions across the organization, **reflecting our belief that compliance is everyone's responsibility.** Champions are dedicated to advancing compliance best practices within their areas of the business. Through quarterly meetings, we engage in thoughtful discussions on current issues impacting BeOne and the broader industry, **helping us stay proactive in identifying and addressing potential challenges.** The program reinforces our 'Speak Up' culture and plays an important role in protecting patients while fostering trust and operational excellence.

Ji Yang, Chief Compliance Officer

”

Responsible Marketing

BeOne is committed to helping patients, physicians, and partners make informed decisions about our medicines. We provide accurate, up-to-date clinical data and safety information, and we support regulators and business partners through a clear commitment to transparency and compliance.

Our approach to communication is rooted in accuracy and accountability. All BeOne-developed marketing material undergoes a thorough internal review to ensure that prescribers and patients understand both the benefits and the risks of our medicines and that the former possess the information needed to determine whether a BeOne product is right for their patients.

Fair and transparent labeling is central to responsible marketing. The Executive Labeling Committee reviews and approves all new medicine labels and any significant label changes before submission to regulators or commercialization. A parallel review process is managed by the Promotional Review Committee, which ensures that promotional content aligns with local approvals, maintains clinical accuracy, and complies with all applicable laws.

BeOne also provides dedicated ethical marketing training for sales personnel, ensuring that they understand and uphold all relevant policies and regulations in their daily work.

Bioethics

At BeOne, bioethics is at the core of how we design, conduct, and oversee clinical research. It provides the principles and governance structure that guide every decision—from early-stage discovery through late-stage clinical trials—ensuring that our pursuit of innovation is grounded in integrity and protection for patients.

Our Clinical Development Plan (CDP) is the foundation for how we design clinical trials. For each investigational medicine, cross-functional Development Core Teams—including experts from clinical development, operations, patient safety, pharmacology, and regulatory affairs—collaborate to assess potential patient benefits and risks and to define mitigation strategies. Each CDP undergoes review by the Development Review Committee, which is composed of senior R&D leaders and chaired by the appropriate Chief Medical Officer or Global Head of R&D, ensuring consistent oversight and accountability.

Building on this foundation, BeOne operates an active, industry-leading Bioethics Program that sets us apart from others in the field. The program translates the principles of autonomy, beneficence, non-maleficence, and justice into daily research practices. It informs how we evaluate patient safety, privacy, and informed consent, how we balance risk and benefit, and how we promote fairness in participant recruitment and trial access. Every colleague and partner involved in research completes regular bioethics training aligned with

global standards, including the Declaration of Helsinki, ICH Guidelines, and the Biotechnology Industry Organization (BIO) Statement of Ethical Principles.

We strive to be an innovative leader in clinical trial operations by combining safety, efficiency, effectiveness, and quality with a deep respect for the patients and communities we serve. This commitment is reflected in a culture of continuous improvement—we refine our processes, strengthen data integrity, and evolve alongside scientific and regulatory advancements. Patient safety remains our highest priority, supported by robust pharmacovigilance systems, continuous risk-benefit assessments, and compliance with global regulatory requirements.

“

Bioethics is not a checkpoint—it’s a framework that shapes how we develop therapies from the very beginning. By embedding ethical principles into study design, risk assessment, and decision-making, we strengthen both the quality of our science and the trust patients place in our work.

Yu Shen, Head of Biology

”



Image: South America.jpg (Freeoik)



Clinical Trial Transparency & Sharing of Research Data

Clinical trial transparency and the dissemination of our trial data help advance biomedical innovation, increase awareness of clinical research, and reinforce public confidence in our products and treatments. We proudly adhere to the BIO Principles on Clinical Trial Data Sharing. We register Phase 1 through 4 interventional trials, as well as certain non-interventional studies, on publicly accessible platforms, such as [ClinicalTrials.gov](https://clinicaltrials.gov), [BeOne's clinical trials website](#), and other similar sites. In addition, we comply with all regional and national regulatory requirements worldwide, in alignment with BeOne's [Data Disclosure and Transparency Policy](#).

BeOne typically discloses study results within one to three years of the primary completion date (or study completion, when applicable), in line with regulatory timelines and company policy. In certain cases, we may delay submission to protect intellectual property, support business development, or meet publication requirements. We also publish clinical study documents as required and, for select studies, provide plain-language summaries of the design, objectives, and outcomes to improve accessibility for non-specialist audiences.

We are committed to the responsible sharing of data from completed studies. Qualified scientific and medical researchers may request access to clinical trial data and supporting documentation for medicines and indications after approval in the U.S., China, and Europe. Clinical trials supporting subsequent local approvals, new indications, or combination products may also be eligible following regulatory authorization. All data sharing adheres to applicable privacy and security laws, and we do not release any information that could compromise participant confidentiality.

Animal Welfare

Medical research and innovation sometimes require the use of animal test subjects to advance new therapies. When this is necessary, BeOne is committed to maintaining the highest standards of ethical and humane treatment. We follow rigorous oversight processes and continuously evaluate opportunities to minimize the use of animals in research. Our [Global Statement on Animal Welfare](#) outlines this commitment and aligns with the National Research Council's principles of Replacement, Reduction, and Refinement (3Rs). In recognition of our approach, BeOne received accreditation from the Association for Assessment and Accreditation of Laboratory Animal Care International in 2023.

In 2025 and in recent years, BeOne has maintained

100%

completion of animal welfare training for all colleagues engaged in animal research activities, demonstrating our unwavering commitment to compliance and ethical standards.

In 2025, we strengthened this commitment through new policies, measurable goals, and targeted investments that promote alternative methods and greater accountability. We established specific budgetary targets to advance non-animal research tools through our Computer-Aided Drug Design and Artificial Intelligence-Driven Drug Discovery teams. To reduce early reliance on animal testing, these groups now play an active role in every BeOne research program. A cross-functional team of more than 10 members is also expanding the use of organoid and computer modeling technologies to better evaluate disease mechanisms, drug efficacy, and toxicity.

We measure success through both quantitative and qualitative assessments, including tracking of the number of animals used, the implementation of the 3Rs principles, and the reduction of repeat experiments. We also conduct regular internal and external audits to confirm compliance with internal policies and regulatory standards. In addition, BeOne has achieved 100% training compliance for all staff involved in animal research, ensuring awareness of best practices and emerging alternatives.

Through these actions, BeOne continues to advance scientific excellence while upholding its ethical responsibilities. By investing in innovation and alternative methods, we aim to enhance research outcomes and reduce the ethical burden of animal testing across our global operations.



Enterprise Risk Management

BeOne remains deeply committed to strong ERM practices and the ongoing evolution of our risk assessment and mitigation processes.

Led by our Head of ERM, we conduct a company-wide risk assessment approximately every 18 months, with interim updates in between. This assessment engages BeOne leaders, SMEs, and risk stewards across functions to identify both current and emerging risks to our Company operations, goals, and strategy. Once identified, each enterprise risk is evaluated based on its potential impact, likelihood, and vulnerability and is scored to create a weighted risk inventory. The findings are reviewed with executive leadership and our Board, and adjustments are made as needed. We subsequently develop detailed mitigation plans that outline the processes, timelines, and resources needed to manage and monitor each risk. In addition, we perform targeted assessments between review cycles for any newly identified risk areas.

Accountability is central to our ERM approach. Each mitigation area is assigned to a functional risk steward, who is responsible for implementing actions with support from the ERM team. Each risk steward is also paired with an

executive sponsor/risk owner who oversees engagement and progress. The core ERM team meets weekly and collaborates regularly with risk owners to maintain momentum on mitigation plans. An oversight committee meets quarterly to review progress and validate ongoing activities. The Head of ERM provides quarterly updates to the Board's Nominating & Corporate Governance Committee and periodic briefings to the CPT.

The ERM function also partners closely with the RB&S team to strengthen the alignment between business risks and sustainability priorities. In 2025, the two groups collaborated on BeOne's climate risk assessment and on enhancing the integration of climate-related risks within the ERM framework. BeOne's material climate-related impacts, risks, and opportunities are also being considered by the ERM function when discussing top risks with internal stakeholders as we work toward completing our next full ERM assessment in 2026.





Patient Safety & Product Quality

Patient Safety

BeOne's approach to patient safety continues to evolve, reflecting our commitment to minimizing risk and protecting patients throughout the entire product lifecycle—from clinical trials to post-market surveillance. Guided by a robust governance framework, we continue to cultivate a culture of accountability, transparency, and continuous improvement throughout the organization. All colleagues receive annual training on handling reported side effects (adverse events [AEs]), product complaints, and urgent safety measures, supplemented by on-demand learning and awareness campaigns. This reinforces our commitment to placing patient safety at the core of our operations.

The Global Patient Safety (GPS) team, led by the Chief Safety Officer, includes more than 160 physicians, scientists, and pharmacovigilance professionals dedicated to safeguarding patients worldwide. The dedicated patient safety team ensures that safety decisions remain fully independent from commercial considerations and are grounded in scientific, regulatory, and ethical standards. Unlike many companies that outsource safety data processing and insight generation, BeOne manages these functions internally—providing stronger oversight, better data quality, and more direct engagement with stakeholders. BeOne also leverages assistive AI and digital tools to more efficiently analyze safety data and to expedite the identification of potential risks.

To facilitate patient safety reporting, BeOne provides multiple accessible channels for patients, providers, and our partners around the world—including a [webform](#), a dedicated AE reporting email, and 24/7 call centers across Europe, the Americas, and Asia Pacific. The GPS team also maintains an emergency response plan to ensure the continuity of safety operations in the event of any local or global disruption.

The GPS team continuously reviews new safety data to monitor the benefit-risk profiles of all our medicines and communicates safety

information transparently through label updates, risk management plans, and safety communications, helping prescribers and patients make informed decisions. In accordance with BeOne's internal protocols, as well as national and international legislation, safety data are shared regularly with health authorities. GPS scientists and safety epidemiologists further enhance the understanding of our medicines through real-world evidence insights and scientific publications. BeOne's commitment to maintaining high safety standards extends to our partners through a robust vendor management program and resource hub, equipping teams to effectively oversee third parties performing critical pharmacovigilance tasks or supporting patient safety IT systems.

Good pharmacovigilance practices (GVP) require adherence to strict regulatory, legal, and scientific obligations, and BeOne meets or exceeds those expectations, as shown from multiple successful inspection reports. Dedicated cross-functional teams ensure that essential safety documents remain current, that audits are performed regularly, and that findings drive continuous improvement. BeOne's 2025 GVP inspections did not identify any critical opportunities indicating that the safety, quality, and monitoring guidelines established by regulatory authorities were being upheld.

Collaboration is central to this work. The GPS team partners closely with Clinical Development, Clinical Operations, Regulatory Affairs, Quality, and other R&D functions, facilitated by a safety governance framework. As part of our global expansion and mission to reach as many patients as possible, we partner with our Commercial regions to ensure that appropriate patient safety systems and operations are in place. Together, these efforts reflect our ongoing commitment to advancing pharmacovigilance science, improving global safety systems, and maintaining the trust of the patients we serve.

Supporting World Patient Safety Day

BeOne Medicines proudly supported the WHO's World Patient Safety Day on September 17, 2025. The theme, "Safe Care for Every Newborn and Every Child," emphasized safety for all patients, regardless of age—a mission that resonates deeply with our work. Chief Safety Officer Han Ma shared an inspiring video message highlighting how BeOne and the GPS team champion patient safety throughout the product lifecycle. The GPS team reinforced this commitment by delivering cross-functional presentations on measures that safeguard patients at every stage of development. These efforts reflect BeOne's unwavering dedication to patient safety.

"At BeOne Medicines, our mission is to expand the highest-quality therapies to more people around the world. That means we're committed to innovating safe, effective, and life-changing treatments. This commitment is not just a guiding principle but embedded in our culture and day-to-day work, from generating safety insights throughout the development process to robust pharmacovigilance for patients around the world."

—Han Ma, Head of Global Patient Safety



Product Quality Management

BeOne’s commitment to quality extends across every stage of our operations—from research and development to manufacturing, distribution, and commercialization. We adhere to a Quality Management System (QMS) that meets the requirements of all applicable Good Practice (GxP) regulations in the jurisdictions in which we operate. Our QMS aligns with ICH Q10 and ICH E6 and incorporates standards for Good Laboratory Practice, Good Clinical Practice), GVP, Good Manufacturing Practice, and Good Distribution Practice. Together, these frameworks provide a foundation for maintaining the highest levels of product quality, safety, and regulatory compliance.

In 2025, BeOne launched a new digital QMS strategy designed to modernize and harmonize quality operations across the enterprise. This multi-year initiative—targeted for completion in 2027—represents a major step forward in how quality is managed, tracked, and reported. The new system reimplements our validated GxP platform, aligning with industry best practices and supporting global standardization, scalability, and integration. It also enables faster, more reliable performance that reduces risk, enhances connectivity, and ensures full compliance across functions.

Strengthening Our Culture of Quality

BeOne continues to invest in programs that reinforce quality as a shared responsibility across the Company. Initiatives such as World Quality Week and enhanced onboarding for new colleagues help embed quality values from day one and encourage teams to “think quality” in their daily work.

In November 2025, BeOne celebrated World Quality Week, guided by the theme “Quality: Think Differently.” Led by a dedicated Quality Team Global Taskforce, the program brought together colleagues

Our QMS framework encompasses critical processes such as deviation management, complaint handling, and change control, and is supported by risk-based monitoring and Quarterly Management Reviews of performance. These reviews help identify trends and drive proactive improvements to prevent quality issues before they occur. Data are reviewed across multiple systems to predict, prevent, and mitigate potential risks. The Quality Compliance Auditing Program, which continuously draws QMS data from BeOne facilities, research sites, and vendor partners, provides comprehensive oversight and early visibility of quality-related trends.

To strengthen the people and processes that support these systems, BeOne completed a Quality Organization Reorganization in 2025. This restructuring clarified roles and responsibilities across quality functions, improved decision-making speed, and strengthened communication across teams. The Quality Leadership Team now fosters two-way engagement and shared accountability throughout the organization, ensuring alignment between quality initiatives and corporate priorities. Since its launch, the reorganization has improved cross-functional collaboration, employee engagement, and measurable performance outcomes. BeOne continues to strengthen its Culture of Quality, emphasizing that lasting excellence comes from embedding quality into people, processes, and technology.

across regions to promote practical quality habits and highlighted the role each person plays in maintaining high standards. Activities included leadership videos, coffee chats, newsletters, social media outreach, and shared visual tools, such as slogans, backgrounds, and templates to empower global and local engagement.

Looking ahead, our Quality Team Global Taskforce will continue to extend this impact by linking this effort to other quality initiatives and strengthening a consistent Culture of Quality across BeOne.

BeOne maintains strong alignment between our quality-related goals and our broader corporate strategy. These goals include:

- 

Fostering a common quality mindset and behaviors across the organization
- 

Raising awareness of GxP standards to promote quality
- 

Increasing end-to-end collaboration among teams
- 

No critical findings in our inspections



Privacy & Data Ethics

Privacy

BeOne is committed to protecting personal data and upholding the rights of patients, colleagues, and partners across all regions in which we operate. Every business function plays a role in meeting global data protection requirements, guided by our Global Privacy Policy and in accordance with policies set by the Privacy & Data Ethics Office (PDEO). This shared responsibility model reflects BeOne's belief that privacy is an organizational discipline—not solely a technical one—that requires close coordination across teams, systems, and workflows.

We collect, use, and store only the minimum data required for each activity, and we maintain a governance framework designed to respect individual rights, comply with local laws, and promote transparent data practices. Our processes support timely and respectful responses to individual rights requests and ensure that personal data is handled with care throughout its lifecycle.

Collaboration is central to our privacy and data ethics program. In 2025, the PDEO partnered closely with key functions across BeOne to support compliance with applicable privacy and data laws: alignment between cybersecurity and data privacy teams was further strengthened, particularly regarding policy development and AI governance. Clinical Operations, R&D, Patient Engagement, HR, Marketing, and Commercial teams play an essential role in embedding privacy and data ethics considerations into their day-to-day activities, helping to ensure that responsible data use is integrated into how BeOne operates across functions and geographies.

We have also expanded our safeguards for data privacy. To ensure that no patient identifiers are captured in our database or appear in submissions, BeOne has implemented a robust inadvertent disclosure

process for clinical documentation that requires quality checks. Recurring errors trigger root-cause reviews and targeted retraining. This process, first introduced in late 2023, adds a layer of protection beyond standard procedures and supports continuous improvement across functions.

Training remains a foundational part of our privacy program. In 2025, we updated our global privacy curriculum to include advanced topics such as privacy by design, records of processing, privacy impact assessments, and record retention. We also continued distributing quarterly privacy newsletters within BeOne to raise awareness and reinforce personal accountability. In the coming year, BeOne will roll out a formal data ethics program that sets clear principles and best practices to guide all functions in real-world scenarios.

The PDEO currently measures the effectiveness of its programs through compliance and awareness indicators, such as global training completion rates, the absence or mitigation of substantiated privacy complaints or data breaches, the implementation of governance tools, and colleague participation in company-wide initiatives, such as Privacy Day. As BeOne's privacy and data ethics maturity evolves, the PDEO is designing a preliminary framework of performance metrics to support future disclosures.

As part of our commitment to ongoing governance, in 2025, BeOne completed its first internal privacy audit for the clinical program, which reported no major findings. Additional internal audits and enhanced data ethics controls are planned. We also conducted extensive diligence to review data access and security settings and established a dedicated workstream with external consultants to support this review.



GOAL

Develop a plan to better align key privacy performance metrics with RB&S practices by 2025.



PROGRESS

In 2025, the PDEO advanced its plan to align privacy and data ethics metrics with RB&S practices by defining a framework that connects privacy, data ethics, and AI governance to BeOne's RB&S objectives. The phased approach focused on mapping existing privacy indicators to global standards, identifying and validating a limited set of meaningful metrics, and defining a practical implementation roadmap for 2027 and beyond.

Consistent with BeOne's RB&S reporting principles, the plan is to report on a number of core indicators, supported by relevant context.

PDEO Objectives to Ensure Ongoing Accountability and Future Performance

COMMITMENTS

Privacy-by-design and risk-based governance

We are committed to continuously enhancing privacy-by-design and risk-based assessment practices across the lifecycle of systems, processes, and projects that involve personal data.

Transparency and stakeholder trust

We are committed to enhancing the transparency, clarity, and accessibility of privacy notices and patient consent forms for clinical trials to support informed decision-making and trust.

Data minimization and responsible data lifecycle management

We are committed to data minimization by limiting the collection of personal data to what is necessary for defined purposes and disposing of or anonymizing personal data when it is no longer required, in accordance with our Global Records Retention and Disposition Policy and Schedule.

GOALS

Continue to deliver regular global privacy training across the organization, including bi-annual general privacy awareness training for all colleagues and annual targeted General Data Protection Regulation (GDPR) training for clinical teams.

By 2028, we aim to:

- **Strengthen** privacy risk assessment quality and consistency to support the early identification and mitigation of privacy and data ethics risks.
- **Enhance** transparency of notices and consent documentation to improve their clarity, accessibility, and effectiveness.
- **Advance** governance of cross-border data transfers subject to internal coordination and evolving regulatory requirements.
- **Refine** and elevate the ethical use of data in clinical and research contexts, informed by ongoing data ethics reviews and governance practices.

In addition, the PDEO will annually disclose the number of material privacy data breaches¹ and aim to progressively report qualitative and, where appropriate, quantitative metrics aligned with the PDEO goals outlined above. We are committed to periodically refining our disclosures as governance practices and stakeholder expectations evolve.



¹ BeOne's definition of materiality aligns with the SEC's established standards for material information.



AI Governance & Policies

Monitoring the rapid expansion of AI and data privacy regulations around the world and ensuring compliance was a key focus for BeOne in 2025. We advanced our approach to AI governance through a new cross-functional workstream focused on building AI literacy, conducting periodic validation checks, and developing a consistent framework for responsible use. This includes tailored training and governance practices that address cross-border regulatory divergence through a global risk-based approach.

Driving Smarter Workflows with AI

BeOne continues to expand its use of AI to drive efficiency, scale insights, and support smarter decision-making across departments. One notable example is Databot, a retrieval-augmented generation platform that enables teams to build function-specific chatbots capable of answering questions based on curated document collections and external knowledge sources. With nearly 100 bots in use across the organization, Databot helps teams retrieve accurate, context-aware responses in real time—freeing up time and increasing productivity while reinforcing our commitment to responsible, well-governed AI adoption.

These enhancements build on foundational efforts launched in 2024, when BeOne introduced its first formal AI Policy to guide the ethical development and use of AI technologies. The policy establishes high-level principles centered on accountability, transparency, fairness, and human oversight. We also created an internal AI Impact Assessment to evaluate intended use and potential risks, in line with frameworks such as the EU AI Act.

To operationalize these principles, BeOne developed an AI Lifecycle Management Standard outlining the roles, responsibilities, and required processes for managing AI systems across their full lifecycle—from design and deployment to post-market monitoring. The Standard integrates BeOne’s internal values with external regulatory expectations.

Oversight is led by a cross-functional, executive-level AI Committee with representation from Global Technology Solutions, Legal & Compliance, Privacy, Human Resources, and Clinical Research. The Committee ensures alignment with corporate priorities and provides strategic guidance to our AI Working Group. Building on the executive AI Committee formed in 2024, we deployed several custom-built tools—BeIntelligent for research, AI Ask for commercial teams, and a GPT-based internal platform for employees. These solutions help teams work more efficiently, respond to threats in real time, and scale the responsible use of AI across functions as part of BeOne’s broader digital risk management strategy.

To deepen understanding across the enterprise, BeOne hosts an annual AI Month—a company-wide education initiative developed by Global Technology Solutions, Information Security, and the PDEO. The events feature internal and external experts who lead sessions on the risks and opportunities of AI in biopharma, equipping teams to engage with emerging technologies responsibly and effectively. AI was also a prominent part of 2025’s Tech Month.

“

AI has enormous potential to accelerate how we work and make better decisions, and its value depends on how responsibly it is adopted. At BeOne, strong governance, clear accountability, and human oversight allow us to harness AI’s benefits while managing risk and earning trust across the organization.

Marcello Damiani, Chief Technology Officer

”



Global Protection

Brand & Product Integrity

BeOne remains deeply committed to protecting the safety of patients and the integrity of our medicines. As counterfeit and illicit drug threats evolve, so too does our approach to safeguarding a legitimate supply chain and addressing emerging risks. The Global Brand Protection (GBP) function, newly positioned under Legal & Compliance as of April 2025, works across functions to anticipate, detect, and respond to criminal threats, such as counterfeiting, diversion, and theft. This strategic realignment is designed to strengthen criminal and civil enforcement pathways, enhance coordination with the commercial organization, and better protect BeOne's intellectual property.

In 2025, the GBP function launched a new five-year plan grounded in four workstreams—Detect, Defend, Educate, and Innovate. Guided by this plan, we are driving focused improvements across the organization, including the professionalization of investigative processes, supply chain protection through standardized risk assessment, and more robust patient-level threat awareness and response mechanisms.

Cross-functional coordination continues to be a hallmark of BeOne's approach. The Brand Protection Working Group and Steering Committee—which bring together representatives from 14 departments to assess risk, share intelligence, and implement security solutions globally—were further expanded in 2025 to strengthen tactical input and execution across regions and functions. These teams also participate in ERM exercises to identify and prioritize threats. In BeOne's 2025 ERM assessment, large-scale commercial theft and the infiltration of counterfeit medicines into the legitimate supply chain were identified as the highest risks to patient safety.

To mitigate these risks, BeOne's GBP program employs a range of proactive and collaborative strategies. In 2025, BeOne joined a global pharmaceutical consortium that addresses the growing use of social media to advertise and sell illicit medicines. This effort brings together social media platforms, regulators, law enforcement agencies, healthcare professionals, and patient advocacy groups to promote awareness and reduce the advertising, buying, selling, and trading of prescription products online. GBP has also partnered with various groups, such as the International Anti-Counterfeiting Coalition, Pharmaceutical Security Institute, Rx-360, and the Quality Brands Protection Committee to deliver training for law enforcement and regulatory agencies. These sessions help partners better understand BeOne medicines, legitimate supply chain flows, and how to identify suspect goods.

Technology continues to play an important role in protecting brand integrity. Working with the Global Supply Chain organization, GBP advanced the rollout of regional anti-counterfeit packaging and shipment-tracking technologies designed to strengthen supply chain visibility, reduce cargo-theft exposure, verify product legitimacy, and support timely regulatory incident reporting. These efforts complement existing security features, such as serialization, controlled-channel distribution, and online monitoring for illicit sales.

Patient safety remains the unifying driver across all GBP workstreams. Our anti-counterfeiting and supply chain strategies which are complemented by public awareness resources, such as BeOne's [Anti-Counterfeiting web page](#), reflect our continued investment in collaborative, technology-enabled, and patient-first solutions.

Cybersecurity

BeOne continues to advance its cybersecurity efforts in response to growing risks, evolving technologies, and changing global regulations. In 2025, we prioritized consolidating technology platforms and streamlining operations to align with business needs, regulatory requirements, and global priorities while also expanding the use of AI to strengthen cybersecurity and enhance operational efficiency. As part of this effort, we implemented centralized utility tools to monitor and respond to cyber threats more efficiently—strengthening our infrastructure in support of sustainable growth.

Our Information Security Program is guided by the most current version of the National Institute of Standards and Technology (NIST) framework and remains certified under ISO 27001: 2022 Information Security Management. In 2025, BeOne successfully achieved recertification under the updated ISO 27001 v2022 guidelines. We are also actively managing third-party vendor risks and regulatory compliance, including new regulations on sensitive data transfer.

Cybersecurity awareness and training are core components of our approach. We engage employees through ongoing education and outreach, including Cybersecurity Awareness Month and regular information security newsletters.

Our cybersecurity and technology teams collaborate closely with every major business function—research, clinical, regulatory, commercial, and more—to streamline activities, strengthen compliance, and optimize operations. These cross-functional efforts are central to BeOne's commitment to efficiency, quality, speed, scale, and productivity. By embedding security in AI and technology across workflows, we continue to help every function operate smarter, safer, and with greater insight.

Supply Chain Management

BeOne partners with suppliers who demonstrate a strong commitment to patient safety, product quality, and responsible operations. We maintain a rigorous procurement process to evaluate and select vendors aligned with these priorities. In 2025, we established a new cross-functional oversight committee to enhance governance and visibility around third-party risks. 2025 also marked the second full year of collaboration with BeOne's third-party risk management program, during which we made significant progress in digitizing our processes to better track supplier data, performance, and compliance.

Global Supplier Code of Conduct

We require all suppliers to adhere to the BeOne global Supplier Code of Conduct, which we update annually to reflect our evolving business commitments and keep pace with regulatory, legal, and technological developments. The Supplier Code outlines the same high standards BeOne applies to its own operations, covering areas such as quality assurance, worker safety, human rights, and anti-corruption practices. Every new master service agreement includes an obligation for the counterparty to acknowledge and accept the Supplier Code.

All members of BeOne's Global Procurement Team receive corporate and locally tailored training on our procurement approach and policies. Relevant teams—including Procurement, Global Supply Chain, and Compliance—also have access to additional training on topics such as environmental best practices, supply chain management, and risk assessment to support responsible procurement.

BeOne is a proud member of Procurement Leaders, a global network that provides access to webinars, resources, and collaboration tools designed to help procurement professionals make efficient and informed high-impact decisions.

Supply Chain Risk Management

BeOne expects all suppliers to meet our standards for patient safety, product quality, and operational integrity, as well as all applicable healthcare, labor, environmental, and financial regulations. Our onboarding and due diligence policy guides quality audits for manufacturing-related suppliers and includes evaluations of key RB&S areas, such as ethics, worker safety, and environmental performance. When we identify noncompliance, we act swiftly to communicate the issue, develop a mitigation plan with the supplier, and support a timely return to compliance.

To enhance risk visibility and responsiveness across our supply chain, BeOne continues to advance its third-party risk management efforts. In 2025—the program's second full year—we focused on initiatives that mitigate operational risk and improve resource efficiency across sourcing, manufacturing, and distribution. Key actions included expanding the pool of qualified suppliers for critical materials, optimizing planning and inventory processes, and introducing sustainability-driven logistics and packaging improvements. These efforts collectively contributed to cost control, waste reduction, and



reducing Scope 3 transportation emissions while safeguarding product quality and supply reliability. BeOne remains committed to aligning its supply chain practices with evolving sustainability expectations and international standards for responsible sourcing and operations.

To further strengthen our approach, BeOne established a new cross-functional oversight committee in 2025 that focused on third-party risk. This committee, which includes senior leaders from Finance, Quality, Compliance, ERM, Procurement, Legal, Internal Audit, and IT and is chaired by our CFO, codifying a sustainable global strategy. The committee aims to improve governance, boost efficiency and collaboration across functions, and increase senior management visibility into emerging risks.

Responsible Procurement

BeOne continues to integrate environmental considerations into our procurement approach. In 2024, we updated our supplier selection process to formally include environmental sustainability as a weighted factor when certain financial thresholds are met. In 2025, we maintained this practice while continuing to use the optional supplier questionnaire introduced during supplier onboarding. The questionnaire helps us gain greater visibility into supplier climate maturity, human capital management, and value chain-related emissions.

We also continue to localize sourcing by prioritizing raw material vendors based in the same countries as our production sites. This shift reduces our environmental impact, improves resilience, and supports the development of stronger, more flexible supply chains. We value our relationships with local vendors and view them as critical partners in our operations.

Finally, BeOne remains committed to working with suppliers who reflect the communities we serve. By engaging small and local businesses, we support our local communities and welcome innovative solutions that contribute to patient health. For more information, visit our [Responsible Procurement webpage](#).

Digitizing Compliance for Smarter Supply Chain Risk Management

In 2025, as part of our supply chain risk management program, we centralized our compliance and procurement intake forms to support digital tracking and streamline the overall process. The program helps procurement teams identify potential legal or operational red flags during onboarding, such as incomplete incorporation status or past disciplinary actions. When extended due diligence is needed, we assess a supplier's legal and reputational standing using a range of sources, including regulatory databases, sanction lists, and media reports on issues such as labor violations, data privacy concerns, environmental harms, or financial misconduct. We tailor assessments based on the supplier's size, risk level, and role in BeOne's procurement network.





Appendix

In this chapter, we share our approach to the following:

- > **STAR & HKEX Index**
- > **Swiss Statutory Non-Financial Matters Index**
- > **Data Tables**
- > **About This Report**
- > **Forward-Looking Statement**



STAR and HKEX Index

| STAR Topic | STAR Article | HKEX | Description | 2025 Response |
|-----------------------------|--------------|--|--|---|
| General Disclosures | | | | |
| N/A | N/A | HKEX 15: Reporting Boundary | Entities included in the organization’s sustainability reporting | About This Report, pg. 98. |
| N/A | N/A | HKEX 14: Consistency | Restatements of information | Scope 3 data for 2023 and 2024 has been restated due to a calculation error in the prior reporting period. |
| Corporate Governance | 12.1 | HKEX 13 (I, ii, iii): Governance Structure | STAR: Internal bodies responsible with management and oversight of sustainability-related impacts, risks, and opportunities HKEX: Role of the highest governance body in overseeing the management of impacts | Responsible Business & Sustainability Governance, pg. 12. |
| | 12.2 | | Professional expertise and capabilities of the internal bodies | Collective Board Skills and Experience, as of 12/31/25 Advanced Degrees in a Science Field: 7 directors Business Operations Experience: 11 directors Digital/IT Experience: 6 directors Drug Commercialization/Development Experience: 9 directors Executive/Leadership Experience: 11 directors Financial/Accounting Expertise: 10 directors Government/Regulatory Experience: 8 directors Industry Expertise: 11 directors International Business Experience: 11 directors Investor Experience: 9 directors Other Public Company Directorships: 9 directors Public Company CEO/CFO/CMO/COO/CCO Experience: 6 directors Risk Management Experience: 10 directors |
| | 12.3 | | Reporting mechanisms to the internal bodies | Responsible Business & Sustainability Governance, pg. 12. |
| | 12.4 | | Internal bodies role in target setting, strategy execution, and achievement of goals | Responsible Business & Sustainability Governance, pg. 12. |
| | 12.5 | | Measures and methodologies employed by internal bodies to incorporate sustainability-related impacts, risk, and opportunities into decision making processes | Responsible Business & Sustainability Governance, pg. 12. Enterprise Risk Management, pg. 62. |



STAR AND HKEX INDEX

| STAR Topic | STAR Article | HKEX | Description | 2025 Response |
|--|--------------|----------------------|--|--|
| Impacts, Risks, and Opportunities | 14.1 | | Sustainability-related risks and opportunities identified and the timeframes within which they will be material | Climate-related Financial Risks and Opportunities Disclosure We do not disclose sustainability-related risks beyond climate-related risks. |
| | 14.2 | | The company's definitions of short-term, medium-term, and long-term periods | Our Double Materiality Process, pg. 13. |
| | 15.1 | | Methods used to develop strategies to address sustainability-related impacts, risks, and opportunities | Responsible Business & Sustainability Governance, pg. 12. |
| | 15.2 | | Plans to achieve relevant strategic goals | 2025 Goals & Progress, pg. 15. Report sections provide more details on the plans to achieve our strategic goals. |
| | 15.3 | | Assessments regarding sustainability-related impacts, risks, and opportunities | Our Double Materiality Process, pg. 13. |
| | 16 | | Impacts of sustainability-related risks and opportunities on current period's financial positions | BeOne does not disclose this information. |
| Double Materiality Assessment | 18.1 | | Methodology for identifying and assessing sustainability-related impacts, risks, and opportunities | Our Double Materiality Process, pg. 13. |
| N/A | N/A | HKEX 14: Materiality | Disclose the process to identify material ESG factors and if stakeholder engagement is conducted | Our Double Materiality Process, pg. 13. |
| Double Materiality Assessment | 18.2 | | Priority ranking and ranking standards for sustainability-related impacts, risks, and opportunities | Identification of Impacts, Risks and Opportunities, pg. 14. We do not disclose the priority ranking of our material sustainability-related impacts, risks, and opportunities. |
| | 18.3 | | How the sustainability-related impacts, risks, and opportunities are monitored | Responsible Business & Sustainability Governance, pg. 12. Enterprise Risk Management, pg. 62. |
| | 18.4 | | Integration of the process for managing sustainability-related impacts, risks, and opportunities into the company's internal management procedures | Responsible Business & Sustainability Governance, pg. 12. Enterprise Risk Management, pg. 62. |
| Sustainability Targets | 19 | | Sustainability targets and related indicators | 2025 Goals & Progress, pg. 15. |



STAR AND HKEX INDEX

| STAR Topic | STAR Article | HKEX | Description | 2025 Response |
|---|--------------|--|---|---|
| I Environment | | | | |
| Topic 1: Climate Change Tackling | 11.1 | Section D: 19, Governance, and 35, Executive Remuneration | Governance structures | Responsible Business & Sustainability Governance, pg. 12. Climate-related Financial Risks and Opportunities Disclosure Climate-related performance metrics are not included in executive remuneration policies. |
| | 11.2 | Section D: 20, Strategy | Planning, tactics, and methods it uses to address the sustainability related impacts, risks, and opportunities | Climate-related Financial Risks and Opportunities Disclosure |
| | 11.3 | Section D, 26, Climate Resilience, and 27, Risk Management | Measures and processes to identify, assess, monitor, and manage the sustainability-related impacts, risks, and opportunities. | Enterprise Risk Management, pg. 62. Climate-related Financial Risks and Opportunities Disclosure Climate Transition Action Plan |
| | 11.4 | KPI A1.5, Section D, 36, Industry-based metrics, and 37, 38, 39, 40, Climate-related Targets | Metrics and goals | Climate, pg. 47. Climate-related Financial Risks and Opportunities Disclosure |
| | 22.1 | Section D, 21, Business Model and Value Chain | Assessment of climate change impacts on the business | Climate-related Financial Risks and Opportunities Disclosure |
| | 22.2 | Section D, 26, Climate Resilience | Uncertainties considered when assessing climate adaptation | Climate-related Financial Risks and Opportunities Disclosure |
| | 22.3 | Section D, 26, Climate Resilience | Company's capacity to adapt to climate change | Climate Transition Action Plan |
| | 22 | Section D, 26, Climate Resilience | Key assumptions and the procedures of scenario analysis | Climate-related Financial Risks and Opportunities Disclosure |
| | 23.1 | Section D, 22, Strategy and Decision-Making | Adjustments made in the company's current and future strategies, business models, and resource allocation to respond to climate risks and opportunities | Climate-related Financial Risks and Opportunities Disclosure Climate Transition Action Plan The BeOne Climate Transition Action Plan was recently finalized, but information our efforts to reduce our emissions can be found in Climate, pg. 47. |



STAR AND HKEX INDEX

| STAR Topic | STAR Article | HKEX | Description | 2025 Response |
|---|--------------|--|--|---|
| Topic 1: Climate Change Tackling | 23.2 | Section D, 22, Strategy and Decision-Making | Actions by the company to update the production processes and equipment to directly or indirectly tackle climate risks and opportunities | Climate-related Financial Risks and Opportunities Disclosure Climate Transition Action Plan The BeOne Climate Transition Action Plan was recently finalized, but information our efforts to reduce our emissions can be found in Climate, pg. 47. |
| | 23.3 | Section D, 22, Strategy and Decision-Making | Transition plan to address climate risks and opportunities | Climate-related Financial Risks and Opportunities Disclosure Climate Transition Action Plan The BeOne Climate Transition Action Plan was recently finalized, but information our efforts to reduce our emissions can be found in Climate, pg. 47. |
| | 23.4 | Section D, 22, Strategy and Decision-Making | The resources allocated by the company to execute the transition plan | Climate Transition Action Plan BeOne does not currently have the capability to track these specific resource allocations. |
| | 23.5 | Section D, 23, Strategy and Decision-Making | The progress in executing the company's transition plan | Climate Transition Action Plan The BeOne Climate Transition Action Plan was recently finalized, but information our efforts to reduce our emissions can be found in Climate, pg.47. |
| N/A | N/A | Section D, 24, Current Financial Effect | Information about how climate-related risks and opportunities have affected its financial position, financial performance and cash flows for the reporting period | Climate-related Financial Risks and Opportunities Disclosure BeOne does not currently have the capability to track these specific financial figures. |
| N/A | N/A | Section D, 25, Anticipated Financial Effect | Information about how the issuer expects its financial position to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities | Climate-related Financial Risks and Opportunities Disclosure Given the innate uncertainties, BeOne does not issue financial guidance for this information. |
| Topic 1: Climate Change Tackling | 24 | KPI A1.1, Section D, 28, Metrics and Targets | Scope 1, Scope 2, and Scope 3 GHG emissions | Climate, pg. 47. |
| | 24 | | Participation in carbon emissions trading | BeOne does not participate in carbon emissions trading. |
| N/A | N/A | KPI A1.1 | GHG emissions intensity | Climate, pg. 47. Data Tables, pg. 96. |
| Topic 1: Climate Change Tackling | 25.1 | | GHG emissions by operational units or facilities | Data Tables, pg. 96. |
| | 25.2 | | GHG emissions by countries or regions | Data Tables, pg. 96. |
| | 25.3 | KPI A1.1 | GHG emissions by type of source (e.g., combustion, processing, electricity, heating, cooling, and steam) | Data Tables, pg. 96. |



STAR AND HKEX INDEX

| STAR Topic | STAR Article | HKEX | Description | 2025 Response | | | |
|---|--------------|---|---|---|--|--|--|
| Topic 1: Climate Change Tackling | 26 | HKEX 14: Quantitative, Section D, 29, Metrics and Targets | Standards and assumptions used to calculate GHG emissions | Data Tables, pg. 96. We aligned our GHG emissions accounting with the standards and methodologies detailed in the GHG Protocol Corporate Accounting and Reporting Standard and the Corporate Value Chain (Scope 3) Accounting and Reporting Standard. We engage a third-party to support the calculation of our GHG emissions. Our GHG emissions are calculated from business activities within our financial and operational control. | | | |
| | | | | 1. Purchased goods and services | Due to data availability, calculated using the spend-based method and EPA supply chain emissions factors. | | |
| | | | | 2. Capital goods | Due to data availability, calculated using the spend-based method and EPA supply chain emissions factors. | | |
| | | | | 3. Fuel- and energy-related activities not included in scopes 1 or 2 | Calculated using BeOne's electricity and natural gas consumption data with emissions factors from the U.K. Department for Environment, Food & Rural Affairs (DEFRA) and IEA. | | |
| | | | | 4. Upstream transportation and distribution | Calculated used the weight-based calculation method and DEFRA emissions factors. | | |
| | | | | 5. Waste generated in operations | Calculated using actual waste data and DEFRA and EPA emissions factors. | | |
| | | | | 6. Business travel | Calculated using primary supplier data and emissions factors where possible. Where needed, DEFRA and EPA emissions factors were used. | | |
| | | | | 7. Employee commuting | Due to data availability, calculated using average-data method and DEFRA emissions factors. | | |
| | | | | 8. Upstream leased assets | Due to data availability, calculated using average-data method, CBECs survey-based intensity factors and IEA emissions factors. | | |
| | | | | 9. Downstream transportation and distribution | Due to data availability, calculated using weight-based calculation method and DEFRA emissions factors. | | |
| | | | | 12. End-of-life treatment of sold products | Calculated using actual packaging details to estimate packaging discarded along with DEFRA categories. | | |
| | | | | 15. Investments | Calculated using average-data calculation method, revenue or equity data and environmentally-extended input-output (EIO) data. | | |
| | | | | 27 | KPI A1.5 | GHG emissions reduction practices | Climate, pg. 47. |
| | | | | 27 | KPI A1.5 | For each scope level, the amount of GHG emissions directly reduced by emissions reduction measures | Climate, pg. 47. |
| | | | | 27 | | Participation in trading activities in relation to the national projects for voluntary GHG emissions reduction and the China Certified Emission Reduction (CCER) | We do not participate in the CCER or any other emissions trading activities. |



STAR AND HKEX INDEX

| STAR Topic | STAR Article | HKEX | Description | 2025 Response |
|-------------------------------------|--------------|---|---|--|
| N/A | N/A | Section D, 30, Climate-related transition risks | An issuer shall disclose the amount and percentage of assets or business activities vulnerable to climate-related transition risks. | Climate-related Financial Risks and Opportunities Disclosure BeOne does not currently have the capability to track these specific financial figures. |
| N/A | N/A | Section D, 31, Climate-related physical risks | An issuer shall disclose the amount and percentage of assets or business activities vulnerable to climate-related physical risks. | Climate-related Financial Risks and Opportunities Disclosure BeOne does not currently have the capability to track these specific financial figures. |
| N/A | N/A | Section D, 32, Climate-related opportunities | An issuer shall disclose the amount and percentage of assets or business activities aligned with climate-related opportunities. | Climate-related Financial Risks and Opportunities Disclosure BeOne does not currently have the capability to track these specific financial figures. |
| N/A | N/A | Section D, 33, Climate-related opportunities | An issuer shall disclose the amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities. | Climate-related Financial Risks and Opportunities Disclosure Climate Transition Action Plan BeOne does not currently have the capability to track these specific financial figures. |
| N/A | N/A | Section D, 34, Internal Carbon Price | An issuer shall disclose an explanation of whether and how the issuer is applying a carbon price in decision-making | Climate-related Financial Risks and Opportunities Disclosure BeOne does not apply a carbon price in decision-making. |
| N/A | N/A | Aspects A1, A2, A3 | General disclosures | BeOne is committed to acting as a responsible environmental steward. This includes minimizing our use of materials, energy, and water and reducing the amount of waste produced by our operations. We comply with relevant environmental laws and regulations. We also maintain a robust EHS program to ensure sound environmental practices in our laboratory, clinical trial, manufacturing, and office settings. Our EHS management system is based on the ISO14001 framework, and two of our facilities in Guangzhou and Suzhou are certified ISO14001 compliant. Our system includes our EHS Management System Manual, which has corresponding policies and SOPs. For example, we maintain management procedures for wastewater, gas emissions, leak prevention, and solid waste, among others. We regularly review and update our SOPs. To assess risk, we conduct regular internal assessments. External assessments are periodically conducted at our manufacturing and R&D sites by governmental agencies, including the Environmental Protection Bureau. Our Global Head of Technical Operations and Manufacturing is responsible for overseeing and directing overall EHS management and is supported by the EHS department that integrates EHS considerations into our business. |
| Topic 2: Pollutant Discharge | 11.1 | | Governance structures | Based on our most recent double materiality assessment, no risks or opportunities relating to this topic were found to be financially material. |
| | 11.2 | | Planning, tactics, and methods it uses to address the sustainability related impacts, risks, and opportunities | Based on our most recent double materiality assessment, no risks or opportunities relating to this topic were found to be financially material. |
| | 11.3 | | Measures and processes to identify, assess, monitor, and manage the sustainability-related impacts, risks, and opportunities. | Based on our most recent double materiality assessment, no risks or opportunities relating to this topic were found to be financially material. |



STAR AND HKEX INDEX

| STAR Topic | STAR Article | HKEX | Description | 2025 Response |
|-------------------------------------|--------------|-----------------------|---|--|
| Topic 2: Pollutant Discharge | 11.4 | | Metrics and goals | Based on our most recent double materiality assessment, no risks or opportunities relating to this topic were found to be financially material. |
| | 30.1 | | Types, names, total discharge | Data Tables, pg. 94. Please see our 2025 Annual Report filed with the Shanghai Stock Exchange for more information. |
| | 30.2 | | Methods employed to treat pollutants | Data Tables, pg.94. Please see our 2025 Annual Report filed with the Shanghai Stock Exchange for more information. |
| | 30.3 | | Discharge reduction targets | Pollutant discharge is material to BeOne from an impact perspective due to the risk of microplastics in our product packaging and manufacturing processes. BeOne does not currently have targets relating to microplastics but plans to evaluate setting a target in the coming years as a part of our sustainability roadmap. |
| | 30.4 | | The impact of pollutant discharge on such groups as its employees and local communities | There is no material impact on local communities and colleagues in Guangzhou. |
| | 30.5 | | Major administrative penalties received by and any criminal liabilities charged against it in the reporting period for pollutant discharge | No major administrative penalties in the reporting period. |
| Topic 3: Waste Disposal | 11.1 | | Governance structures | Our Environmental Governance, pg. 45. |
| | 11.2 | | Planning, tactics, and methods it uses to address the sustainability related impacts, risks, and opportunities | Waste Management, pg. 53. |
| | 11.3 | | Measures and processes to identify, assess, monitor, and manage the sustainability-related impacts, risks, and opportunities. | Waste Management, pg. 53. |
| | 11.4 | | Metrics and goals | Waste Management, pg. 53. Data Tables, pg. 94. In 2026, we plan to create a roadmap towards setting appropriate targets in the coming years. |
| | 31.1 | KPI A1.3 and KPI A1.4 | The total amounts (in metric tons) and density (e.g., per unit of revenue, unit of output, or facility) of hazardous wastes and non-hazardous wastes produced | Waste Management, pg. 53. Data Tables, pg. 94. |
| | 31.2 | KPI A1.6 | The treatment methods and disposal of hazardous and non-hazardous wastes | Waste Management, pg. 53. |
| | 31.3 | KPI A1.6 | Waste disposal targets | In 2026, we plan to create a roadmap towards setting appropriate targets in the coming years. |



STAR AND HKEX INDEX

| STAR Topic | STAR Article | HKEX | Description | 2025 Response |
|---|---|----------|--|--|
| Topic 4: Ecosystem and biodiversity protection | 11.1 | | Governance structures | Our Environmental Governance, pg. 45. |
| | 11.2 | KPI A3.1 | Planning, tactics, and methods it uses to address the sustainability related impacts, risks, and opportunities | Nature-Related Preparedness Assessment, pg. 51. |
| | 11.3 | KPI A3.1 | Measures and processes to identify, assess, monitor, and manage the sustainability-related impacts, risks, and opportunities. | Nature-Related Preparedness Assessment, pg. 51. |
| | 11.4 | | Metrics and goals | Nature-Related Preparedness Assessment, pg. 51. Data Tables, pg. 94. |
| | 32.1 | | The discontinuation of any production and operational activities and relevant facilities that were in the ecological red zones | BeOne strictly adheres to the relevant regulations in the jurisdictions where we operate. Following the regulatory gap assessment and strategic planning process, the RB&S team has created a roadmap to address priority gaps and projects in the coming 3-5 years. Our nature-related work is a part of that effort. |
| | 32.2 | | Efforts to protect areas around operational sites | |
| | 32.3 | | Efforts to protect natural habitats | |
| | 32.4 | | Efforts to protect biological genetic resources | |
| | 32.5 | | Efforts to reduce products ecological footprint | |
| | Topic 5: Environmental compliance management | 11.1 | | Governance structures |
| 11.2 | | | Planning, tactics, and methods it uses to address the sustainability related impacts, risks, and opportunities | |
| 11.3 | | | Measures and processes to identify, assess, monitor, and manage the sustainability-related impacts, risks, and opportunities. | |
| 11.4 | | | Metrics and goals | |
| 33.1 | | | Risk assessments for environmental incidents | Based on our most recent double materiality assessment, no impacts relating to this topic were found to be material. |
| 33.2 | | | Major environmental emergencies in the reporting period | |
| 33.3 | | | Major administrative penalties or criminal charges in the reporting period for an environmental incident | |



STAR AND HKEX INDEX

| STAR Topic | STAR Article | HKEX | Description | 2025 Response |
|--|--------------|-----------|---|--|
| Topic 6: Energy usage | 11.1 | | Governance structures | Our Environmental Governance, pg. 45. |
| | 11.2 | | Planning, tactics, and methods it uses to address the sustainability related impacts, risks, and opportunities | Our Environmental Strategy, pg. 46. |
| | 11.3 | | Measures and processes to identify, assess, monitor, and manage the sustainability-related impacts, risks, and opportunities. | Energy Efficiency Performance, pg. 50. |
| | 11.4 | | Metrics and goals | Energy Efficiency Performance, pg. 50. Data Tables, pg. 94. In 2026, we plan to create a roadmap towards setting appropriate targets in the coming years. |
| | 35.1 | KPI A2.1 | Energy usage | Energy Efficiency Performance, pg. 50. Data Tables, pg. 94. |
| | 35.2 | | Renewable energy usage | Energy Efficiency Performance, pg. 50. |
| | 35.3 | KPI A2.3 | Energy saving goals and associated energy reduction strategies | Energy Efficiency Performance, pg. 50. In 2026, we plan to create a roadmap towards setting appropriate targets in the coming years. |
| Topic 7: Usage of water resources | 11.1 | | Governance structures | Our Environmental Governance, pg. 45. |
| | 11.2 | | Planning, tactics, and methods it uses to address the sustainability related impacts, risks, and opportunities | Water and Wastewater Management, pg. 52. |
| | 11.3 | | Measures and processes to identify, assess, monitor, and manage the sustainability-related impacts, risks, and opportunities. | Water and Wastewater Management, pg. 52. |
| | 11.4 | | Metrics and goals | Water and Wastewater Management, pg. 52. Data Tables, pg. 94. We use the metrics disclosed in the Data Tables to measure, manage, and oversee our water usage. In 2026, we plan to create a roadmap towards setting appropriate targets in the coming years. |
| | 36.1 | KPI A2.2 | Water consumption | Water and Wastewater Management, pg. 52. |
| | 36.2 | KPI A.2.4 | Water conservation goals and associated strategies | Nature-Related Preparedness Assessment, pg. 51. Water and Wastewater Management, pg. 52. In 2026, we plan to create a roadmap towards setting appropriate targets in the coming years. |



STAR AND HKEX INDEX

| STAR Topic | STAR Article | HKEX | Description | 2025 Response |
|--------------------------------------|--------------|----------|---|---|
| Topic 8: Circular economy | 11.1 | | Governance structures | Our Environmental Governance, pg. 45. |
| | 11.2 | | Planning, tactics, and methods it uses to address the sustainability related impacts, risks, and opportunities | Nature-Related Preparedness Assessment, pg. 51. Product Stewardship, pg. 53. Our Global Statement on Product Stewardship |
| | 11.3 | | Measures and processes to identify, assess, monitor, and manage the sustainability-related impacts, risks, and opportunities. | Nature-Related Preparedness Assessment, pg. 51. |
| | 11.4 | | Metrics and goals | Nature-Related Preparedness Assessment, pg. 51. Data Tables, pg. 94. |
| | 37.1 | | Goals and plans established to achieve a circular economy | In 2026, we plan to create a roadmap towards setting appropriate targets in the coming years. |
| | 37.2 | | Actions taken in the reporting period toward achieving a circular economy | Water and Wastewater Management, pg, 52. Waste Management, pg.53X. Product Stewardship, pg. 53. |
| | 37.3 | | Progress in attaining circular economy objectives in the reporting period | Water and Wastewater Management, pg, 52. Waste Management, pg. 53. Product Stewardship, pg. 53. |
| N/A | N/A | KPI A2.5 | Materials used by weight or volume | Data Tables, pg. 94. |
| II Society | | | | |
| Topic 9: Rural revitalization | 11.1 | | Governance structures | Based on our most recent double materiality assessment, no risks or opportunities relating to this topic were found to be financially material. |
| | 11.2 | | Planning, tactics, and methods it uses to address the sustainability related impacts, risks, and opportunities | |
| | 11.3 | | Measures and processes to identify, assess, monitor, and manage the sustainability-related impacts, risks, and opportunities. | |
| | 11.4 | | Metrics and goals | |
| | 39.1 | | Support for rural revitalization | Based on our most recent double materiality assessment, no impacts relating to this topic were found to be material. |
| | 39.2 | | Actions taken to support the specialty industries and local employment in rural areas | |
| | 39.3 | | Total investment made toward rural revitalization in the reporting period | |



STAR AND HKEX INDEX

| STAR Topic | STAR Article | HKEX | Description | 2025 Response |
|---|--------------|-----------|--|---|
| Topic 10: Contributions to the society | 11.1 | | Governance structures | Based on our most recent double materiality assessment, no risks or opportunities relating to this topic were found to be financially material. |
| | 11.2 | | Planning, tactics, and methods it uses to address the sustainability related impacts, risks, and opportunities | |
| | 11.3 | | Measures and processes to identify, assess, monitor, and manage the sustainability-related impacts, risks, and opportunities. | |
| | 11.4 | | Metrics and goals | |
| | 40 | | Contributions to the public and society in the reporting period | |
| N/A | N/A | Aspect B8 | Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests. | Stakeholder Engagement, pg. 57. |
| N/A | N/A | KPI B8.1 | Focus areas of contribution (e.g., education, environmental concerns, labour needs, health, culture, sport) | Expanded Access Programs, pg. 28. BeOne Care Foundation, pg. 29. |
| N/A | N/A | KPI B8.2 | Resources contributed (e.g. money or time) to the focus area | Expanded Access Programs, pg. 28. BeOne Care Foundation, pg. 29. |
| Topic 11: Innovation-driven | 11.1 | | Governance structures | Responsible Business & Sustainability Governance, pg. 12. Corporate Governance, pg. 55. Commitment to Integrity, pg. 58. Patient Safety & Product Quality, pg. 63. |
| | 11.2 | | Planning, tactics, and methods it uses to address the sustainability related impacts, risks, and opportunities | |
| | 11.3 | | Measures and processes to identify, assess, monitor, and manage the sustainability-related impacts, risks, and opportunities. | |
| | 11.4 | | Metrics and goals | |
| | 42.1 - 42.4 | | Strategies and objectives for technological innovation, involvement in R&D and innovation projects, R&D progress and achievements | |



STAR AND HKEX INDEX

| STAR Topic | STAR Article | HKEX | Description | 2025 Response |
|---|--------------|------|---|--|
| Topic 12: Ethics of science and technology | 11.1 | | Governance structures | Responsible Business & Sustainability Governance, pg. 12. Corporate Governance, pg. 55. Business Ethics, pg. 58. Bioethics, pg. 60. Patient Safety and Product Quality, pg. 63. |
| | 11.2 | | Planning, tactics, and methods it uses to address the sustainability related impacts, risks, and opportunities | Business Ethics, pg. 58. Bioethics, pg. 60. Patient Safety and Product Quality, pg. 63. Privacy and Data Ethics, pg. 65. |
| | 11.3 | | Measures and processes to identify, assess, monitor, and manage the sustainability-related impacts, risks, and opportunities. | Business Ethics, pg. 58. Bioethics, pg. 60. Patient Safety and Product Quality, pg. 63. Privacy and Data Ethics, pg. 65. |
| Topic 12: Ethics of science and technology | 11.4 | | Metrics and goals | Business Ethics, pg. 58. Bioethics, pg. 60. Patient Safety and Product Quality, pg. 63. Privacy and Data Ethics, pg. 65. |
| | 43.1 | | Fields of the company's scientific and technological activities | Research and Development, pg. 19. Bioethics, pg. 60. Clinical Trial Transparency & Sharing of Research Data, pg. 61. Patient Safety and Product Quality, pg. 63. |
| | 43.2 | | Rules within the company's internal management systems that concern the ethics of science and technology | Business Ethics, pg. 58. Bioethics, pg. 60. Patient Safety and Product Quality, pg. 63. Privacy and Data Ethics, pg. 65. |
| | 43.3 | | Any instances of a violation of the ethics of science and technology | 2025 Annual Report on Form 10-K, pg. 120 |
| | 43.4 | | Training on ethics in science and technology | Responsible Marketing, pg. 60. Bioethics, pg. 60. Clinical Trial Transparency & Sharing of Research Data, pg. 61. Patient Safety and Product Quality, pg. 63. Privacy and Data Ethics, pg. 65. |



STAR AND HKEX INDEX

| STAR Topic | STAR Article | HKEX | Description | 2025 Response |
|--|--------------|-----------|---|--|
| Topic 13: Supply chain security | 11.1 | | Governance structures | Responsible Business & Sustainability Governance, pg. 12. Corporate Governance, pg. 55. Supply Chain Management, pg. 69. |
| | 11.2 | | Planning, tactics, and methods it uses to address the sustainability related impacts, risks, and opportunities | Supply Chain Management, pg. 69. |
| | 11.3 | | Measures and processes to identify, assess, monitor, and manage the sustainability-related impacts, risks, and opportunities. | Supply Chain Management, pg. 69. |
| | 11.4 | | Metrics and goals | Scope 3 Reduction Strategy, pg. 49. Supply Chain Risk Management, pg. 69. |
| | 45.1 | | Supply chain risk management program | Supply Chain Risk Management, pg. 69. |
| N/A | N/A | Aspect B4 | Information on the policies and compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour | Supply Chain Risk Management, pg. 69. Code of Conduct Supplier Code of Conduct |
| N/A | N/A | KPI B4.1 | Description of measures to review employment practices to avoid child and forced labour | Code of Conduct |
| N/A | N/A | KPI B4.2 | Description of steps taken to eliminate such practices when discovered | Supply Chain Risk Management, pg. 69. Code of Conduct Supplier Code of Conduct |
| N/A | N/A | Aspect B5 | Policies on managing environmental and social risks of the supply chain | Scope 3 Reduction Strategy, pg. 49. Supply Chain Management, pg. 69. Supplier Code of Conduct |
| N/A | N/A | KPI B5.1 | Number of suppliers by geographic region | Data Tables, pg. 94. |
| N/A | N/A | KPI B5.2 | Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored | Scope 3 Reduction Strategy, pg. 49. |



STAR AND HKEX INDEX

| STAR Topic | STAR Article | HKEX | Description | 2025 Response | |
|--|--------------|----------------------|--|---|--|
| N/A | N/A | KPI B5.3 | Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored. | Scope 3 Reduction Strategy, pg. 49. Supply Chain Risk Management, pg. 69. | |
| N/A | N/A | KPI B5.4 | Engagement with suppliers to improve environmental performance | Scope 3 Reduction Strategy, pg. 49. | |
| Topic 13: Supply chain security | 45.2 | | Actions to maintain and enhance supply chain security | Supply Chain Management, pg. 69. | |
| Topic 14: Equal treatment to small and medium-sized enterprises | 11.1 | | Governance structures | Based on a refreshed look at the material issues identified in our most recent double materiality assessment, no risks or opportunities relating to this topic were found to be material. | |
| | 11.2 | | Planning, tactics, and methods it uses to address the sustainability related impacts, risks, and opportunities | | |
| | 11.3 | | Measures and processes to identify, assess, monitor, and manage the sustainability-related impacts, risks, and opportunities. | | |
| | 11.4 | | Metrics and goals | | |
| | 46 | | The amount of overdue accounts payable as of the end of the reporting period | | This reporting requirement is not applicable to BeOne. |
| | 46 | | The amount and details of any overdue payments for SME suppliers | | |
| Topic 15: Safety and quality of products and services | 11.1 | | Governance structures | Responsible Business & Sustainability Governance, pg. 12. Corporate Governance, pg. 55. Patient Safety and Product Quality, pg. 63. Brand & Product Integrity, pg 68. | |
| | 11.2 | | Planning, tactics, and methods it uses to address the sustainability-related impacts, risks, and opportunities | Patient Safety and Product Quality, pg. 63. Brand & Product Integrity, pg 68. | |
| | 11.3 | | Measures and processes to identify, assess, monitor, and manage the sustainability-related impacts, risks, and opportunities | | |
| | 11.4 | | Metrics and goals | | |
| | 47.1 | Aspect B6 & KPI B6.4 | Product quality management systems and policies | | |
| | 47.2 | | Quality management-related certifications | | |
| | 47.3 | KPI B6.1 | Product safety or quality liability incidents in the reporting period | | |



STAR AND HKEX INDEX

| STAR Topic | STAR Article | HKEX | Description | 2025 Response |
|--|--------------|----------|---|--|
| N/A | N/A | KPI B6.2 | Number of products and service-related complaints received and how they are dealt with | Patient Safety and Product Quality, pg. 63. |
| Topic 15: Safety and quality of products and services | 47.4 | | After-sales service and product recall policies | Patient Safety and Product Quality, pg. 63. Brand & Product Integrity, pg 68. |
| Topic 16: Data security and customer privacy protection | 11.1 | | Governance structures | Responsible Business & Sustainability Governance, pg. 12. Corporate Governance, pg. 55. Privacy and Data Ethics, pg. 65. Cybersecurity, pg. 68. |
| | 11.2 | | Planning, tactics, and methods it uses to address the sustainability related impacts, risks, and opportunities | Privacy and Data Ethics, pg. 65. Cybersecurity, pg. 68. |
| | 11.3 | | Measures and processes to identify, assess, monitor, and manage the sustainability-related impacts, risks, and opportunities. | Privacy and Data Ethics, pg. 65. Cybersecurity, pg. 68. |
| | 11.4 | | Metrics and goals | Privacy and Data Ethics, pg. 65. |
| | 48.1 | | Data security management systems | Cybersecurity, pg. 68. |
| N/A | N/A | KPI B6.5 | Management approach/description of consumer data protection and privacy policies and how they are implemented and monitored | Privacy and Data Ethics, pg. 65. |
| Topic 16: Data security and customer privacy protection | 48.2 | | Data security incidents in the reporting period | We did not receive any complaints concerning breaches of customer privacy nor have we experienced any material breach in 2025. |
| | 48.3 | | Customer privacy protection system | Privacy and Data Ethics, pg. 65. |
| | 48.4 | | Privacy breach incidents in the reporting period | We did not receive any complaints concerning breaches of customer privacy nor have we experienced any material breach in 2025. |
| Topic 17: Employees | 11.1 | | Governance structures | Responsible Business & Sustainability Governance, pg. 12. Global Engagement Survey, pg. 37. Corporate Governance, pg. 55. |

**STAR AND HKEX INDEX**

| STAR Topic | STAR Article | HKEX | Description | 2025 Response |
|------------|--------------|------------------|---|--|
| N/A | N/A | Aspect B1 | General disclosures on the policies and compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare. | Experience & Engagement, pg. 34. |
| N/A | N/A | Aspect B3 | Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities. | Learning & Development, pg. 40. |
| N/A | N/A | Diversity Policy | Issuers should integrate diversity into their strategies and operations | <p>Experience & Engagement, pg. 34. Learning & Development, pg. 40. Whistleblower & Anti-Retaliation Protection, pg. 59. Code of Conduct Board Composition Policy</p> <p>2025 Senior Management* by gender: Female: 41% Male: 59% Not disclosed: 0%</p> <p>2025 Workforce (excluding senior management) by gender: Female: 59% Male: 41% Not disclosed: 0.08%</p> <p>* Senior Management includes all employees with a VP or higher title.</p> |



STAR AND HKEX INDEX

| STAR Topic | STAR Article | HKEX | Description | 2025 Response |
|----------------------------|--------------|------------------------|---|--|
| Topic 17: Employees | 11.2 | | Planning, tactics, and methods it uses to address the sustainability related impacts, risks, and opportunities | Empowering Our Colleagues, pg. 33. |
| | 11.3 | | Measures and processes to identify, assess, monitor, and manage the sustainability-related impacts, risks, and opportunities. | Experience & Engagement, pg. 34. Stakeholder Engagement, Colleagues, pg. 57. |
| | 11.4 | | Metrics and goals | Empowering Our Colleagues, pg. 33. |
| Topic 17: Employees | 50.1 | Aspect B1 and KPI B1.1 | Employment and compensation policies and how they are implemented | <p>Empowering Our Colleagues, pg. 33. Data Tables, pg. 94. Code of Conduct.</p> <p>2025 Colleagues by age: 30 & Under: 24% 31-50: 66% 51-65: 10% 65 & above: 0%</p> <p>2025 Colleagues by gender: Female: 59% Male: 41% Not declared/other: 0%</p> <p>We maintain compliance with relevant laws and regulations related to employment, including, but not limited to, the U.S. Civil Rights Act of 1964; U.S. Americans with Disabilities Act; U.S. Age Discrimination in Employment Act; U.S. Equal Pay Act; U.S. Employee Retirement Income Security Act; Labor Law of the People’s Republic of China; Labor Contract Law of the People’s Republic of China; Law of the People’s Republic of China on the Protection of Women’s Rights and Interests; Social Insurance Law of the People’s Republic of China; Provision on Minimum Wage of the People’s Republic of China; Swiss Code of Obligations; German Civil Code; French Labour Law; Italian Civil Code and its Collective Bargaining Agreements; UK Employment Rights Act 1996; and Spanish Civil Code and its Collective Bargaining Agreements.</p> <p>Company personnel who engage third party contractors, vendors, and consultants on behalf of the Company must ensure that they are made aware of and support the principles and requirements set forth in the Code.</p> |
| N/A | N/A | KPI B1.2 | Employee turnover rate by gender, age group and geographical region | <p>Data Tables, pg. 94.</p> <p>2025 Colleague Turnover by age: 30 & Under: 18% 31-50: 13% 51-65: 13% 65 & above: 28%</p> <p>2025 Colleague Turnover by gender: Female: 13% Male: 17% Not declared/other: 9%</p> |

**STAR AND HKEX INDEX**

| STAR Topic | STAR Article | HKEX | Description | 2025 Response |
|----------------------------|--------------|-----------|---|--|
| | 50.2 | Aspect B2 | Occupational health and safety information | Colleague Health and Safety, pg. 39. BeOne China full-time colleagues are covered by Work-related Injury Insurance which is a part of the national social security scheme. Part-time colleagues including students and retirees are covered by Employer's Liability Insurance which has a comprehensive coverage including work-related injuries and workplace safety. Full-time employees are covered by Employer's Liability Insurance. |
| N/A | N/A | KPI B2.1 | Number and rate of work-related fatalities occurred in each of the past three years including the reporting year | Data Tables, pg. 95. |
| N/A | N/A | KPI B2.2 | Lost days due to work injury | Colleague Health and Safety, pg. 39. |
| N/A | N/A | KPI B2.3 | Description of occupational health and safety measures adopted, and how they are implemented and monitored, and communication on occupational health and safety | Colleague Health and Safety, pg. 39. |
| Topic 17: Employees | 50.3 | | Employee career development and training information | We do not track training hours per employee at this time. For more information, see Career Development on pg. 40. |
| N/A | N/A | KPI B3.2 | The average training hours completed by gender and employee category | On average, employees completed 79 hours of training per year, including mandatory trainings. We do not track training hours by gender or employee category at this time. For more information, see Learning & Development, pg. 40. |
| N/A | N/A | KPI B3.1 | The percentage of employees trained by gender and employee category | We do not track training hours by gender or employee category at this time. For more information, see Learning & Development, pg. 40. |



STAR AND HKEX INDEX

| STAR Topic | STAR Article | HKEX | Description | 2025 Response |
|--|--------------|------|---|---|
| III Sustainability-related governance | | | | |
| Topic 18: Due diligence | 11.1 | | Governance structures | Based on a refreshed look at the material issues identified in our most recent double materiality assessment, no risks or opportunities relating to this topic were found to be material. |
| | 11.2 | | Planning, tactics, and methods it uses to address the sustainability related impacts, risks, and opportunities | |
| | 11.3 | | Measures and processes to identify, assess, monitor, and manage the sustainability-related impacts, risks, and opportunities. | |
| | 11.4 | | Metrics and goals | |
| Topic 19: Communications with stakeholders | 11.1 | | Governance structures | Responsible Business & Sustainability Governance, pg. 12. Corporate Governance, pg. 55. Stakeholder Engagement, pg. 57. |
| | 11.2 | | Planning, tactics, and methods it uses to address the sustainability related impacts, risks, and opportunities | Double Materiality Assessment, pg. 13. Patient Support and Partnerships, pg. 30. Colleague Engagement & Support, pg. 35. |
| | 11.3 | | Measures and processes to identify, assess, monitor, and manage the sustainability-related impacts, risks, and opportunities. | Stakeholder Engagement, pg. 57. |
| | 11.4 | | Metrics and goals | |
| | 53.1 | | Stakeholder engagement rules | |
| | 53.2 | | Channels for receiving and responding to stakeholder comments | |
| Topic 20: Anti-commercial bribery and anti-corruption | 11.1 | | Governance structures | Responsible Business & Sustainability Governance, pg. 12. Corporate Governance, pg. 55. Anti-Bribery & Corruption, pg. 59. |
| | 11.2 | | Planning, tactics, and methods it uses to address the sustainability related impacts, risks, and opportunities | Anti-Bribery & Corruption, pg. 59. Anti-Bribery and Anti-Corruption Policy |
| | 11.3 | | Measures and processes to identify, assess, monitor, and manage the sustainability-related impacts, risks, and opportunities. | Anti-Bribery & Corruption, pg. 59. Anti-Bribery and Anti-Corruption Policy |



STAR AND HKEX INDEX

| STAR Topic | STAR Article | HKEX | Description | 2025 Response |
|--|--------------|-----------|--|---|
| N/A | N/A | Aspect B7 | <p>Management approach</p> <p>The policies and compliance with relevant laws and regulations that have a significant impacts on the issuer relating to bribery, extortion, fraud, and money laundering.</p> | <p>Business Ethics, pg. 58.</p> <p>Anti-Bribery & Corruption, pg. 59.</p> <p>We implement anti-corruption control measures and strictly follow relevant laws and regulations against corruption, extortion, fraud, bribery, and unfair competition, such as the Sarbanes-Oxley (SOX) Act, the U.S. Anti-Kickback Statute, UK Antibribery Act, the U.S. Foreign Corrupt Practices Act, and the Law of the People's Republic of China against Unfair Competition.</p> |
| Topic 20: Anti-commercial bribery and anti-corruption | 11.4 | | Metrics and goals | We do not currently have metrics or targets related to this topic; we plan to evaluate the disclosure of metrics and targets for our material topics in the coming years. |
| Topic 20: Anti-commercial bribery and anti-corruption | 55.1 | | Anti-commercial bribery and anti-corruption risk management system | <p>Anti-Bribery & Corruption, pg. 59.</p> <p>Anti-Bribery and Anti-Corruption Policy</p> |
| N/A | N/A | KPI B7.2 | Mechanisms for seeking advice and raising concerns | Whistleblower & Anti-Retaliation Protection, pg. 59. |
| Topic 20: Anti-commercial bribery and anti-corruption | 55.2 | | Commercial bribery and corruption risks | <p>Anti-Bribery & Corruption, pg. 59.</p> <p>Anti-Bribery and Anti-Corruption Policy</p> |
| | 55.3 | | Board members, management-level staff and other employees who received anti-commercial bribery and anti-corruption training | <p>Anti-Bribery & Corruption, pg. 59.</p> <p>Anti-Bribery and Anti-Corruption Policy</p> |
| N/A | N/A | KPI B7.3 | Communication and training about anti-corruption policies and procedures | <p>Anti-Bribery & Corruption, pg. 59.</p> <p>Anti-Bribery and Anti-Corruption Policy</p> |
| Topic 20: Anti-commercial bribery and anti-corruption | 55.4 | | Commercial bribery and corruption incidents that occurred in the reporting period | 2025 Annual Report on Form 10-K, pg. 120 |
| N/A | N/A | KPI B7.1 | <p>Confirmed incidents of corruption and actions taken</p> <p>Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.</p> | 2025 Annual Report on Form 10-K, pg. 120 |



STAR AND HKEX INDEX

| STAR Topic | STAR Article | HKEX | Description | 2025 Response |
|--|--------------|------|---|--|
| Topic 21: Anti-unfair competition | 11.1 | | Governance structures | Responsible Business & Sustainability Governance, pg. 12. Corporate Governance, pg. 55. |
| | 11.2 | | Planning, tactics, and methods it uses to address the sustainability related impacts, risks, and opportunities | Business Ethics, pg. 58. Responsible Marketing, pg. 60. Code of Conduct Our Global Statement on Patents & Intellectual Property |
| | 11.3 | | Measures and processes to identify, assess, monitor, and manage the sustainability-related impacts, risks, and opportunities. | Business Ethics, pg. 58. Responsible Marketing, pg. 60. Code of Conduct |
| | 11.4 | | Metrics and goals | We do not currently have metrics or targets related to this topic; we plan to evaluate the disclosure of metrics and targets for our material topics in the coming years. |
| | 56.1 | | Measures to prevent unfair competition | Business Ethics, pg. 58. Code of Conduct |
| | 56.2 | | Litigation or significant administrative penalties from anti-competitive practices in the reporting period. | 2025 Annual Report on Form 10-K, pg. 120 |
| | N/A | N/A | KPI B6.3 | Description of practices relating to observing and protecting intellectual property rights. |



Swiss Statutory Non-Financial Matters Index

The following sections comprise the report on nonfinancial matters in accordance with Article 964b of the Swiss Code of Obligations. The advisory vote on the report at the annual general meeting of shareholders is limited to the content of these sections.

| Art. 964b content requirement | Section | Reference |
|---|--|---|
| General information required to understand our business | Our Purpose Our Responsible Business & Sustainability Strategy Double Materiality Assessment | p. 5 p. 10 p. 13 |
| Description of the business model | Advancing Global Health | p. 17 Annual Report on Form 10-K, pg. 3 |
| Environmental matters | Innovating Sustainably - Our Environmental Governance - Our Environmental Strategy - Putting our Environmental Strategy Into Action | p. 44 Climate-related Financial Risks and Opportunities Disclosure Climate Transition Action Plan |
| Social matters | Advancing Global Health - Our Unique Approach to Innovation - Research and Development - BeOne Care Foundation - Patient Support and Partnerships | p. 17 |

| Art. 964b content requirement | Section | Reference |
|---|---|--|
| Employee-related matters | Empowering Our Colleagues - Experience & Engagement - Learning & Development | p. 33 |
| Respect for human rights | Operating Responsibly - Commitment to Integrity - Supply Chain Management | p. 54 Code of Conduct Supplier Code of Conduct |
| Anti-corruption | Operating Responsibly - Commitment to Integrity | p. 54 Code of Conduct Supplier Code of Conduct |
| Material Risks | Double Materiality Assessment | p. 13 |
| Main Performance Indicators | Data Tables | p. 94 |
| References to national, European or international regulations | About this Report | p. 98 |
| Coverage of subsidiaries | About this Report | p. 98 |



Data Tables

| Metric | Units | 2023 | 2024 | 2025 |
|---------------------------------|--------|--------|--------|--------|
| Employees | | | | |
| Total¹ | Number | 10,473 | 11,047 | 11,785 |
| By Employment Type | | | | |
| Full-Time Employees | Number | 10,452 | 11,013 | 11,738 |
| Part-Time Employees | Number | 21 | 34 | 47 |
| Contingent Workers | Number | 1,813 | 2,470 | 2,643 |
| By Region | | | | |
| JAPAC | Number | 8,215 | 8,377 | 8,612 |
| North America | Number | 1,572 | 1,714 | 1,949 |
| Europe | Number | 616 | 814 | 1,018 |
| Middle East & Africa | Number | 10 | 32 | 43 |
| Latin America | Number | 60 | 110 | 163 |

¹ Total employees includes full-time and part-time employees.

| Metric | Units | 2023 | 2024 | 2025 |
|---------------------------------|--------|-------|-------|-------|
| New Employee Hires | | | | |
| Employee Hires | | | | |
| Total | Number | 3,218 | 2,105 | 2,391 |
| By Region | | | | |
| JAPAC | % | 72% | 66% | 66% |
| North America | % | 16% | 19% | 20% |
| Europe | % | 9% | 12% | 11% |
| Middle East & Africa | % | 0% | 1% | 1% |
| Latin America | % | 2% | 3% | 3% |
| Employee Turnover | | | | |
| Turnover | | | | |
| Total Turnover | % | 14% | 14% | 15% |
| Voluntary Turnover | % | 8% | 8% | 8% |
| Total Turnover by Region | | | | |
| JAPAC | % | 15% | 15% | 23% |
| North America | % | 12% | 15% | 4% |
| Europe | % | 4% | 6% | 2% |
| Middle East & Africa | % | 9% | 4% | 0% |
| Latin America | % | 0% | 7% | 1% |



DATA TABLES

| Metric | Units | 2023 | 2024 | 2025 |
|---|---------------------------------|-------|-------|-------|
| Health and Safety Performance in Lab and Manufacturing Facilities | | | | |
| Total Incident Rate | Rate | 0.05 | 0.04 | 0.07 |
| Lost Time Incident Rate | Rate | 0 | 0.04 | 0 |
| Lost Workdays | Number | 0 | 1 | 0 |
| Fatalities | Number | 0 | 0 | 0 |
| Suppliers by Region¹ | | | | |
| Total Suppliers | Number | - | 6,255 | 5,964 |
| North America | Number | - | 1,494 | 1,067 |
| LATAM | Number | - | 94 | 154 |
| Europe | Number | - | 1,325 | 1,513 |
| Middle East & Africa | Number | - | 35 | 74 |
| JAPAC | Number | - | 3,307 | 3,156 |
| Packaging Use | | | | |
| Total packaging material used for finished medicines | Tonnes | 200 | 194 | 264 |
| Packaging material used per kg of internally manufactured commercial product | Tonnes/kg of commercial product | 0.004 | 0.004 | 0.004 |

¹ 2024 is the first year we are reporting the total and regional breakdown of our suppliers.

² Due to rounding, numbers may not sum to total.

| Metric | Units | 2023 | 2024 | 2025 |
|--|---------------------------------|---------|----------------------|-----------|
| Energy Use | | | | |
| Total energy consumption | MWh | 164,636 | 193,954 | 256,197 |
| Direct energy consumption | MWh | 10,383 | 13,667 ² | 53,284 |
| Natural gas | MWh | 4,041 | 5,498 | 36,974 |
| Mobile | MWh | 5,901 | 7,950 | 15,460 |
| Diesel fuel | MWh | 441 | 220 | 849 |
| Indirect energy consumption | MWh | 154,252 | 180,287 ² | 202,913 |
| Electricity | MWh | 98,364 | 106,907 | 133,330 |
| Steam | MWh | 55,888 | 73,379 | 69,583 |
| Total energy consumption per kg of internally manufactured commercial product | MWh/kg of commercial product | 3.26 | 4.07 | 3.49 |
| Water Use | | | | |
| Total water consumption | Tonnes | 719,875 | 792,218 | 1,184,642 |
| Production water consumption | Tonnes | 659,463 | 750,476 | 1,109,255 |
| Office water consumption | Tonnes | 60,411 | 41,742 | 75,386 |
| Recycled water | Tonnes | 6,709 | 98,819 | 43,945 |
| Wastewater | Tonnes | 182,394 | 248,761 | 453,294 |
| Chemical oxygen demand | Tonnes | 16 | 12 | 12 |
| Ammonia nitrogen | Tonnes | 0.89 | 0.47 | 0.82 |
| Water consumption per kg of internally manufactured commercial product | Tonnes/kg of commercial product | 14.25 | 16.63 | 16.14 |



DATA TABLES

| Metric | Units | 2023 | 2024 | 2025 |
|--|---------------------------------|--------|--------|---------|
| Wastewater consumption per kg of internally manufactured commercial product | Tonnes/kg of commercial product | 3.61 | 5.22 | 6.18 |
| GHG Emissions^{1,2} | | | | |
| Direct GHG emissions (Scope 1) | Tonnes CO ₂ e | 2,462 | 3,547 | 11,539 |
| Natural gas | Tonnes CO ₂ e | 826 | 1,071 | 7,233 |
| Mobile | Tonnes CO ₂ e | 1,454 | 1,908 | 3,799 |
| Diesel fuel | Tonnes CO ₂ e | 112 | 56 | 215 |
| Refrigerant loss | Tonnes CO ₂ e | 0 | 437 | 168 |
| CO₂ purchased | Tonnes CO ₂ e | 71 | 75 | 124 |
| GHG Emissions – Market Based | | | | |
| Indirect GHG emissions (Scope 2) | Tonnes CO ₂ e | 76,465 | 89,591 | 102,622 |
| Electricity | Tonnes CO ₂ e | 54,351 | 60,556 | 75,090 |
| Steam | Tonnes CO ₂ e | 22,114 | 29,035 | 27,533 |
| GHG Emissions – Location Based | | | | |
| Indirect GHG emissions (Scope 2) | Tonnes CO ₂ e | 76,485 | 81,095 | 90,661 |
| Electricity | Tonnes CO ₂ e | 54,371 | 52,060 | 63,128 |
| Steam | Tonnes CO ₂ e | 22,114 | 29,035 | 27,533 |

¹ BeOne calculates its Scope 1 and Scope 2 GHG emissions in line with the GHG Protocol Corporate Accounting and Reporting Standard. The Scope 1 and Scope 2 inventories include GHG emissions from business activities within BeOne’s operational control. BeOne uses emissions factors from the U.S. Environmental Protection Agency (EPA), U.S. Energy Information Administration (EIA), and the China Energy Statistical Yearbook to calculate its Scope 1 GHG emissions.

² BeOne uses emissions factors from a number of sources, including E-Grid, Green-E, Emissions Factors of China Regional Power Grid Baseline for Emission Reduction Projects, the International Energy Agency (IEA) and the Association of Issuing Bodies (AIB).

| Metric | Units | 2023 | 2024 | 2025 |
|---|--------------------------|---------|---------|---------|
| GHG Emissions³ | | | | |
| Direct GHG emissions (Scope 3) | Tonnes CO ₂ e | 469,139 | 650,594 | 627,386 |
| 1. Purchased goods and services | Tonnes CO ₂ e | 333,844 | 505,006 | 523,618 |
| 2. Capital goods | Tonnes CO ₂ e | 97,211 | 81,940 | 29,531 |
| 3. Fuel- and energy-related activities not included in scopes 1 or 2 | Tonnes CO ₂ e | 21,678 | 24,771 | 29,349 |
| 4. Upstream transportation and distribution | Tonnes CO ₂ e | 1,694 | 11,940 | 10,500 |
| 5. Waste generated in operations | Tonnes CO ₂ e | 139 | 148 | 343 |
| 6. Business travel | Tonnes CO ₂ e | 6,380 | 17,628 | 21,253 |
| 7. Employee commuting | Tonnes CO ₂ e | 7,193 | 6,507 | 8,432 |
| 8. Upstream leased assets | Tonnes CO ₂ e | 875 | 2,014 | 3,603 |
| 9. Downstream transportation and distribution | Tonnes CO ₂ e | 0 | 0.008 | 0.066 |
| 12. End-of-life treatment of sold products | Tonnes CO ₂ e | 127 | 53 | 293 |
| 15. Investments | Tonnes CO ₂ e | N/A | 588 | 464 |
| GHG Emissions | | | | |
| Total GHG emissions per kg of internally-manufactured commercial product (tonnes CO₂e/kg commercial product) [Scopes 1 and 2] | Tonnes CO ₂ e | 1.56 | 1.96 | 1.56 |

³ Scope 3 calculation methodology can be found on p. 76. Scope 3 data for 2023 and 2024 has been restated due to a calculation error in the prior reporting period.



DATA TABLES

| Metric | Units | 2025 |
|--|--------------------------|--------|
| GHG Emissions by Location¹ | | |
| Basel, Switzerland | Tonnes CO ₂ e | 95 |
| Beijing, China | Tonnes CO ₂ e | 41,235 |
| Cambridge, MA, United States | Tonnes CO ₂ e | 626 |
| Chengdu, China | Tonnes CO ₂ e | 20 |
| Guangzhou, China | Tonnes CO ₂ e | 40,159 |
| Hangzhou, China | Tonnes CO ₂ e | 28 |
| Hopewell, NJ, United States | Tonnes CO ₂ e | 7,290 |
| Jinan, China | Tonnes CO ₂ e | 27 |
| Nanjing, China | Tonnes CO ₂ e | 25 |
| Seoul, South Korea | Tonnes CO ₂ e | 222 |
| Shanghai, China | Tonnes CO ₂ e | 6,558 |
| Suzhou, China | Tonnes CO ₂ e | 12,425 |
| Sydney, Australia | Tonnes CO ₂ e | 248 |
| Taipei, China | Tonnes CO ₂ e | 1,200 |
| Tokyo, Japan | Tonnes CO ₂ e | 2 |
| Wuhan, China | Tonnes CO ₂ e | 153 |

| Metric | Units | 2023 | 2024 | 2025 |
|--|---------------------------------|------|------|-------|
| Air Emissions | | | | |
| SO ₂ emissions | Tonnes | 0.01 | 0.13 | 0.18 |
| NO _x emissions | Tonnes | 0.57 | 0.19 | 1.34 |
| VOC emissions | Tonnes | 2.88 | 3.39 | 5.26 |
| Waste | | | | |
| Hazardous waste | Tonnes | 678 | 754 | 1,214 |
| Non-hazardous waste | Tonnes | 715 | 737 | 708 |
| Hazardous waste per kg of internally manufactured commercial product | Tonnes/kg of commercial product | 0.01 | 0.02 | 0.02 |
| Non-hazardous waste per kg of internally manufactured commercial product | Tonnes/kg of commercial product | 0.01 | 0.02 | 0.01 |

¹ These values reflect total Scope 1 and Scope 2 (market-based) emissions for each location.



About This Report

BeOne reports annually on our RB&S progress. This report covers all consolidated entities of BeOne during the fiscal year 2025, which ended on December 31, 2025, and aligns with our financial reporting. The report, published on April 14, 2026, was developed using principles of accuracy, balance, clarity, comparability, completeness, sustainability context, and timeliness, and it serves as BeOne's RB&S Report in accordance with Appendix C2: Environmental, Social and Governance Reporting Code of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited, Guidelines of Shanghai Stock Exchange of Self-Regulation for Listed Companies No. 1—Standardized Operation and Guideline No. 14 of Shanghai Stock Exchange for Self-Regulation of Listed Companies—Sustainability Report, and Article 964a-c of the Swiss Code of Obligations. We are exempt from the due diligence and reporting obligations as detailed in Article 964d-l of the Swiss Code of Obligations. Our reporting obligations as outlined by the Swiss Ordinance on Climate Disclosures can be found in our Climate-related Financial Risks and Opportunities Disclosure. Published data includes BeOne's global operations for fiscal year 2025 unless otherwise noted. All data are as of December 31, 2025, except where noted. All monetary figures are in U.S. dollars (USD). This report was reviewed by internal subject matter experts, the RB&S Steering Committee, and BeOne's Corporate Planning Team, prior to approval by our Board of Directors. This report will be submitted to shareholders for an advisory vote at the Company's 2026 annual general meeting of shareholders. Questions or comments about BeOne's RB&S performance or this report may be submitted to responsibility@beonemed.com.

Forward-Looking Statement

Certain statements contained in this report, as well as websites or materials cross-referenced herein, other than statements of fact that are independently verifiable at the date hereof, constitute forward-looking statements. Examples of such forward-looking statements include statements regarding our Responsible Business & Sustainability strategy, targets, commitments, progress, and goals, as well as BeOne's mission and vision; BeOne's overall growth potential; the potential of, and expectations for, our commercial business and pipeline programs; and our future financial and operating results. Actual results may differ materially from those indicated in the forward-looking statements as a result of various important factors, including BeOne's ability to make progress toward and achieve its Responsible Business & Sustainability goals and targets and its overall mission and vision; changes in regulatory requirements, including those related to environmental, social, and governance disclosures and standards, which may impact BeOne's operations; BeOne's ability to demonstrate the efficacy and safety of its drug candidates; the clinical results for its drug candidates, which may not support further development or marketing approval; actions of regulatory agencies, which may affect the initiation, timing, and progress of clinical trials and marketing approval; BeOne's ability to achieve commercial success for its marketed medicines and drug candidates, if approved; BeOne's ability to obtain and maintain protection of intellectual property for its medicines and technology; BeOne's reliance on third parties to conduct drug development, manufacturing, commercialization, and other services; BeOne's

limited experience in obtaining regulatory approvals and commercializing pharmaceutical products; BeOne's ability to obtain additional funding for operations and to complete the development of its drug candidates and maintain profitability, as well as those risks more fully discussed in the section entitled "Risk Factors" in BeOne's most recent periodic report filed with the U.S. Securities and Exchange Commission (SEC), as well as discussions of potential risks, uncertainties, and other important factors in BeOne's subsequent filings with the SEC. Except where otherwise noted, all information in this presentation is as of the date of this presentation, and BeOne undertakes no duty to update such information unless required by law.

The inclusion of information contained in this document should not be construed as a characterization regarding the "materiality" of that information in the context of the U.S. federal securities laws or any other regulatory framework, even where we use words such as "material" or "materiality." Our approach to Responsible Business & Sustainability disclosures is informed by impacts on communities, the environment, and stakeholders such as employees, customers, and suppliers, and, therefore, the inclusion of topics in this report does not indicate that such topics are material to BeOne's business, operations, or financial condition. Website references and hyperlinks throughout this document are provided for convenience only, and the content on the referenced websites is not incorporated into this report. We assume no liability for any third-party content contained on the referenced websites.



Responsible Business & Sustainability Report

2025