

ESG Report 2025

*Improving lives
through innovative
and sustainable
manufacturing
of medicines*



CEO Message

FAYE FREEMAN



The world today depends more than ever on reliable access to foundational medicines — and for our customers, that reliability depends on responsible, resilient and high-quality manufacturing they can rely on every day. At Centrient, improving lives through the innovative and sustainable manufacturing of medicines is not only our purpose, but a responsibility we take seriously on behalf of the customers and patients that depend on us.

Guided by this responsibility, we are proud to share **Centrient’s ESG Report 2025**. This report reflects our commitment to responsible business practices and transparent communication and demonstrates how ESG underpins our ability to be a dependable partner to our customers - from enabling access to high-quality foundational medicines, reducing our environmental footprint to supporting our people and communities and upholding the highest standards of ethics and governance.

This year’s report also marks an important step in aligning our sustainability reporting with the European Sustainability Reporting Standards (ESRS) under the Corporate Sustainability Reporting Directive (CSRD). While the regulatory landscape continues to evolve, including the EU “Stop the Clock” changes, **we have chosen to remain proactive** and publish this report as a meaningful interim milestone on our path toward full CSRD compliance by 2028, **reinforcing confidence in how Centrient manages risk, compliance and long-term value creation**.

In a year marked by uncertainty in sustainability reporting and ESG expectations, increased complexity in global trade and intensified geopolitical tensions affecting the supply of medicines, **Centrient remained firmly committed to our purpose**. For our customers, this commitment translates into supply continuity, operational resilience and a long-term partner that remains reliable even in challenging global conditions.

Our responsibility is profound as 69% of our medicines are included on the World Health Organization (WHO) Model List of Essential Medicines, and in 2025 **we enabled 1.35 billion patient treatments around the world**. Every delivery reflects the trust our customers place in Centrient to manufacture responsibly and deliver medicines safely and reliably worldwide.

In 2025, we continued to reduce our environmental footprint, achieving a 12% reduction in Scope 1 and 2 emissions, compared with our 2022 base year. This progress was driven by efficiency measures, greener energy sources and tighter control of refrigerant leaks. Water stewardship also remains a priority, particularly in water-stressed regions, with a 14% reduction in water withdrawal in 2025 compared with 2021, demonstrating meaningful progress against our water ambitions.

We also carry a **particular responsibility in addressing antimicrobial resistance (AMR)**. Based on internal assessments and available data in 2025, all manufacturing sites remained 100% compliant with AMR IA standards and two sites, in Spain and India, received BSI Kitemark certification for minimised AMR risk.

On the social and governance front, we continued to strengthen our foundations. In 2025, all of employees formally acknowledged and signed our Code of Conduct, voluntary attrition remained low at 5.3% and **our CSR programme positively impacted 66,602 lives worldwide**, reflecting our commitment to sharing value with the communities in which we operate.

While our ESG strategy is delivering tangible progress, we are equally committed to being transparent about where challenges remain. These include constraints in renewable electricity sourcing in certain regions, the maturity of Scope 3 emissions data and the need to further progress on supplier engagement to support sustainable sourcing strategies.

Looking ahead, Centrient remains committed to strengthening the systems that safeguard quality, prevent AMR, protect the environment, support our people and reinforce trust across our value chain. I would like to thank every colleague and partner who contributed to the progress described in this report. The work behind ESG is often practical, detailed and continuous — but it is also deeply meaningful. **Every improvement we make, every risk we reduce and every community we support strengthens Centrient as a reliable partner and contributes to a healthier world**. Together, we will continue to advance the resilient manufacturing of essential medicines.



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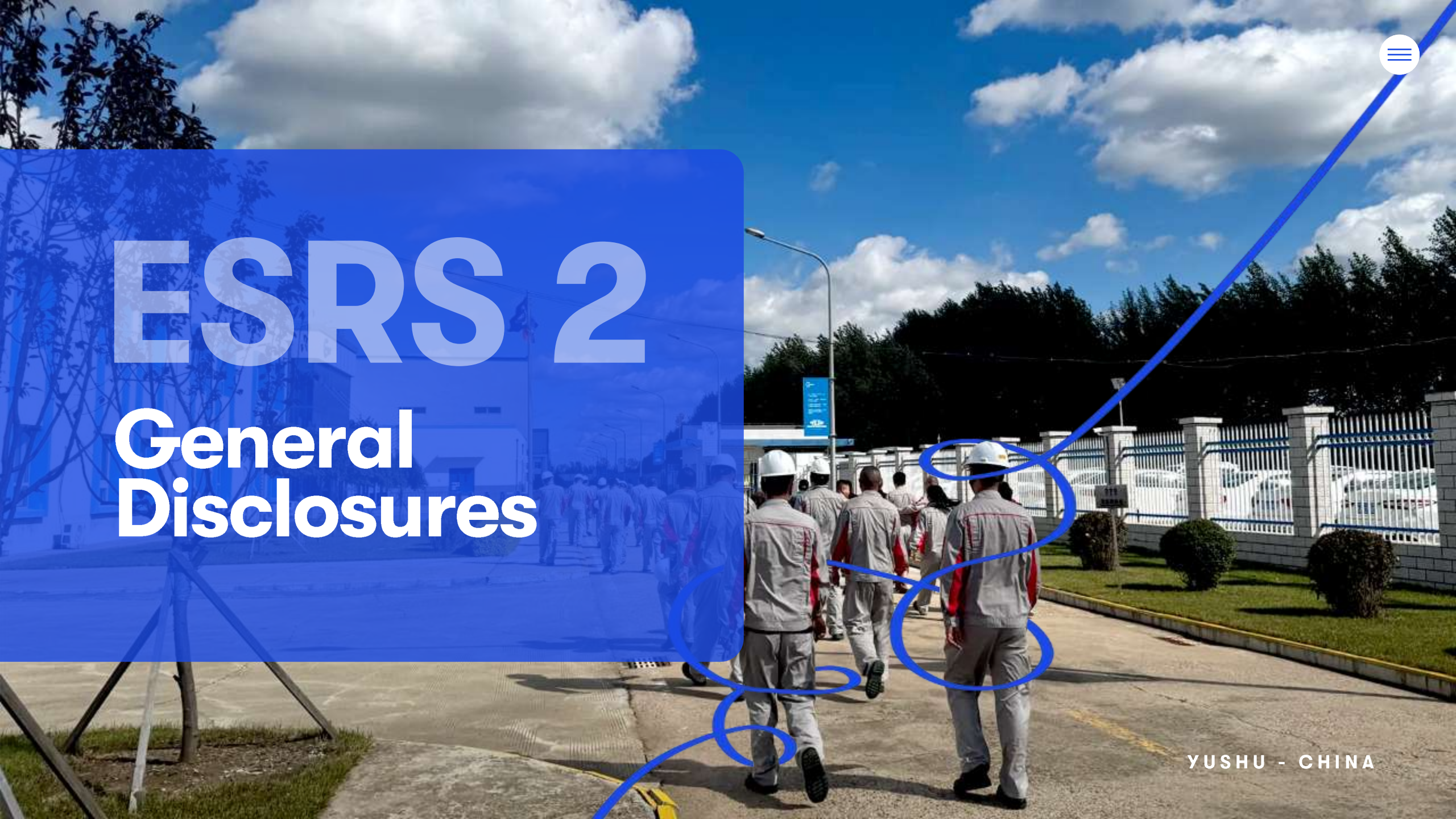
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ESRS 2

General Disclosures



YUSHU - CHINA

About this report

BP-1

This report marks a significant step in aligning Centrient's ESG reporting with the European Sustainability Reporting Standards (ESRS) disclosures, as set out in the Corporate Sustainability Reporting Directive (CSRD) issued by the European Financial Reporting Advisory Group (EFRAG). Following recent legislative developments, including the Omnibus approval of the 'stop-the-clock' directive, and as part of Centrient's preparatory efforts for CSRD compliance, the company decided to publish this report for the 2025 financial year (FY2025), covering the period from 1 January 2025 to 31 December 2025, as an interim step. This report demonstrates Centrient's commitment to transparent communication and responsible business practices, with the aim of publishing a fully CSRD-compliant report by 2028.

It has been prepared on a consolidated basis and incorporates sustainability information from BCPE Max Dutch JVCo B.V. ('the Company') and its subsidiaries, in line with the consolidation principles used in the company's financial statements. It covers Centrient's own operations, including all manufacturing plants, research laboratories, offices and trading entities, as well as relevant upstream and downstream elements of its value chain. For certain quantitative environmental metrics, non-manufacturing sites are excluded from data reporting, as these metrics are not considered material for those activities and are primarily relevant to manufacturing operations. Centrient has not exercised the option to omit information related to intellectual property, know-how or results of innovation or other sensitive information.

Our methodology

BP-2

For the purposes of sustainability reporting, Centrient applies defined time horizons, whereby the short-term is considered to be up to one year, the medium-term covers a period of two to five years, and the long-term refers to periods beyond five years. These definitions are aligned with ESRS 1 and are consistently applied across the identification and assessment of impacts, risks and opportunities.

Use of estimates and uncertainty measurement

Certain metrics disclosed in this report, particularly Scope 3 greenhouse gas (GHG) emissions, are based on value chain estimates using indirect data sources. These estimates rely on recognised and credible external data sources and emission factors databases, with the underlying methodologies described in the relevant environmental sections. As value-chain estimates depend on the quality of external data, a degree of uncertainty remains; however, no quantitative metrics disclosed in this report are subject to a level of uncertainty that would materially impair users' understanding. To address this, Centrient applies robust methodologies and regularly reviews to improve data accuracy over time, including strengthened internal controls and SOPs for ESG data collection, validation and reporting, along with improved calculation methodologies to assess GHG emissions.

Changes in FY 2025

Significant changes have been made to the preparation and presentation of sustainability information for the 2025 reporting period to align with ESRS requirements. Previous ESG reporting was prepared in accordance with the Global Reporting Initiative (GRI) framework. The transition to ESRS introduces a more structured, detailed and standardised approach, enhancing transparency, comparability and alignment with European regulatory requirements. Beyond these changes and the alignment with key ESRS definitions, no material changes were identified in the underlying sustainability information; no adjustments to comparative figures were required, and no material errors from prior reporting periods were identified.

Other standards and frameworks

In addition to the ESRS, Centrient references, along with this report, other recognised standards and frameworks, including the Greenhouse Gas Protocol - Corporate Accounting and Reporting Standard, the AMR Industry Alliance Antibiotic Manufacturing Standard and the International Financial Reporting Standards (IFRS). These frameworks support methodological consistency and alignment with established practices.



About us

OUR COMPANY

Centrient is a global leading pharmaceutical manufacturer of life-saving medicines, including antibiotics, statins and antifungals, spanning intermediates, active pharmaceutical ingredients (APIs) and finished dosage forms (FDFs). With more than 150 years of heritage, we are trusted by partners across continents to deliver quality and reliability at scale.

OUR PURPOSE

To improve lives through innovative and sustainable manufacturing of medicines

OUR VISION

Driven by our ESG proposition, we are the partner of choice for biosynthetic manufacturing

OUR PROMISE

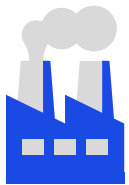
- Quality
- Reliability
- Sustainability

OUR VALUES

- Caring
- Collaboration
- Passion
- Innovation
- Accountability



Company figures



6
Manufacturing sites across Europe, Asia and the Americas



13
API products

4
FDF Products form combinations



+ 1.3 billion
Patient treatments facilitated globally each year



+ 150
years of expertise



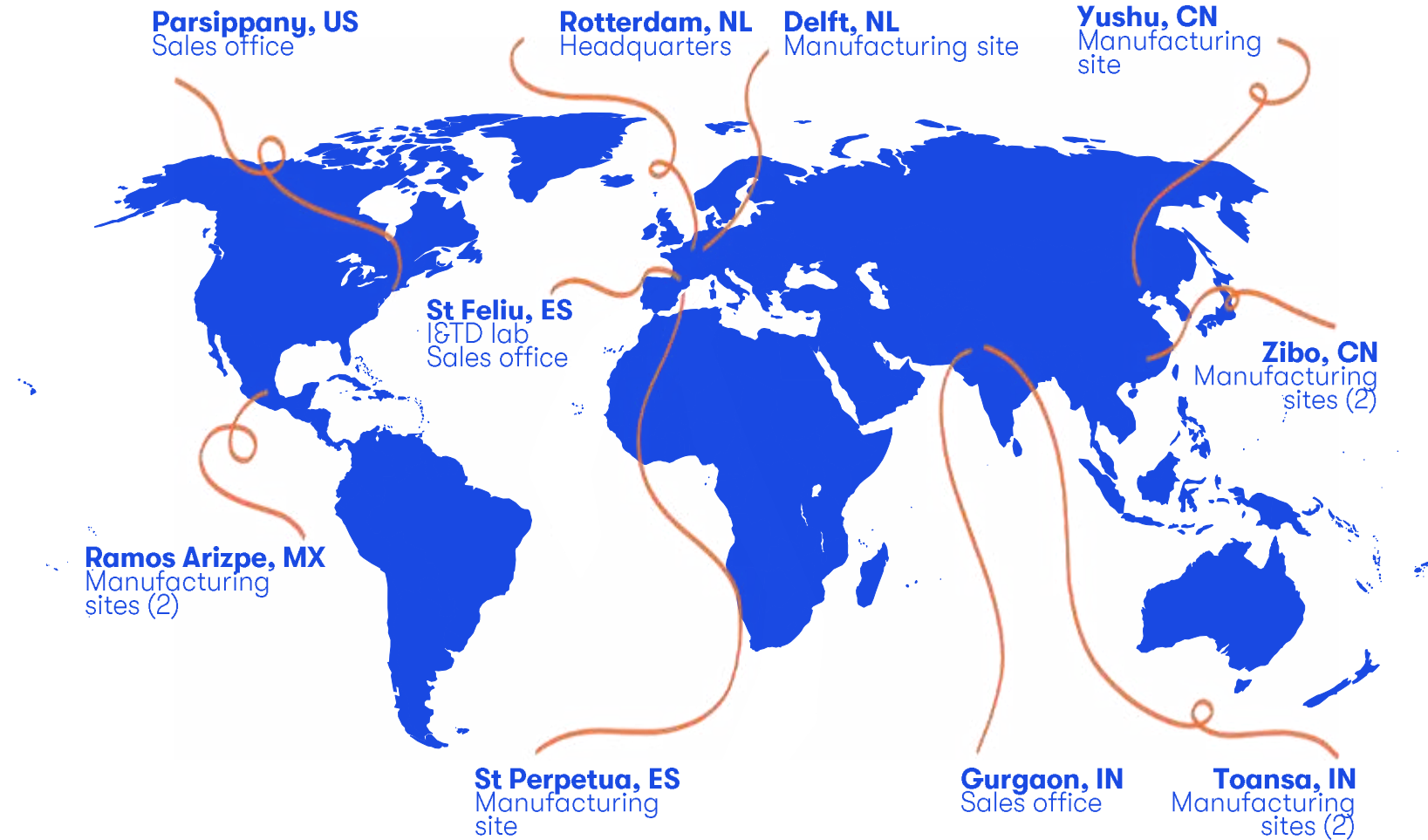
Our Footprint SBM-1



1668 Total Employees

As of 2025, Centrient had 1668 employees globally. This represents a diverse multinational workforce of over 32 nationalities operating from numerous sites and offices worldwide.

Our Locations



Our Strategy

SBM-1

Centrient is a key global player in the business-to-business manufacturing of foundational medicines, which provide the building blocks of global healthcare systems.

We manufacture our products using proprietary fermentation and enzymatic technologies, enabling more advanced and sustainable manufacturing compared to traditional chemical processes, with all enzymes produced in-house.

Our global network of manufacturing sites comprises six facilities across North America, Europe and Asia. This backward-integrated global manufacturing footprint with a multi-country presence ensures high-quality products and high reliability of supply for our customers, healthcare systems and patients. We have proactively invested in diversifying our supply chain – including key suppliers, contract manufacturing organisations (CMOs) and our own production network, including the expansion of our manufacturing plant in Yushu, China and the new boiler house in Delft, the Netherlands – ultimately helping to secure reliable supply by protecting against supply and demand shocks as well as events that disrupt global logistics. **We are one of the few providers of antimicrobial APIs and FDFs with manufacturing capabilities in Europe.**



Our scaled platform, diversified portfolio and developing pipeline will continue to drive growth. Centrient is accelerating the development of new products and manufacturing practices to strengthen our biotechnology capabilities and our market-leading position in biosynthetic production. Portfolio diversification is crucial to ensure long-term business continuity and the implementation of our strategy. We expect to grow approvals of our FDFs as well as expand the geographies where our existing APIs are sold, extending access to our live-saving medicines. **Building on our legacy of sustainable production, our Innovation Laboratory in Spain plays a central role in advancing both product and process innovation.**



Our Products SBM-1

Centrient plays a vital role across the pharmaceutical value chain, delivering intermediates, active pharmaceutical ingredients (APIs), and finished dosage forms (FDFs) for essential medicines, including antibiotics, statins and antifungals.

Through a diverse range of sales channels, these products reach other medicine manufacturers, healthcare providers, and public and private healthcare systems worldwide—ultimately reaching patients who rely on consistent access to high-quality treatments.

By ensuring the quality, reliability and availability of our products, **Centrient helps safeguard patient health around the world. Sustainability principles are applied consistently across our products, markets, and geographies, guiding how we operate and how we deliver long-term value.**

69% of Centrient’s medicines are included in the **WHO Model List of Essential Medicines**. The list presents the minimum medicine needs for a basic healthcare system, listing the most efficacious, safe and cost-effective medicines for priority conditions.

Our enzymatic technology

Our APIs and FDFs are manufactured using our enzymatic technology, replacing the traditional chemical production process for antibiotics with more efficient and natural processes. Enzymatic production ultimately minimises the use of solvents and other chemicals, reducing our impact to the environment.



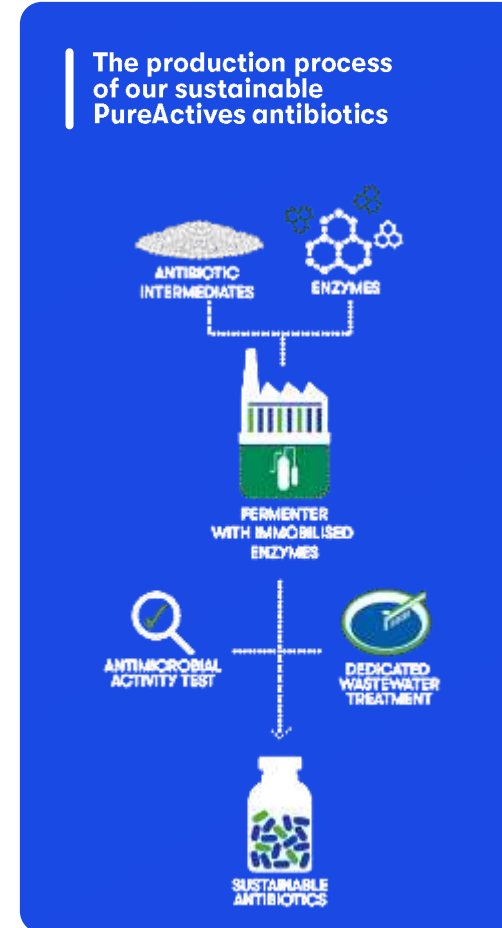
The production process of our sustainable PureActives antibiotics

01
Patented enzymatic technology replaces 13-step antibiotic production process

02
Minimises harmful solvents & chemicals

03
Reduces energy & water consumption

04
Delivers higher purity, better quality, longer shelf life



Our Portfolio

SBM-1

Intermediates

We manufacture the chemical compounds for semisynthetic penicillin (SSPs, 6-APA) and semi-synthetic cephalosporins (SSCs, 7-ADCA) in-house. This backwards integration is one of our strengths, meaning we secure the supply of high-quality ingredients for beta-lactam antibiotics ourselves.

Active Pharmaceutical Ingredients (API)

We are the leading global player in the enzymatic production of active pharmaceutical ingredients (APIs) for beta-lactam antibiotics. These include our amoxicillin trihydrate SSP beta-lactam antibiotics sold under the PureActives® brand (product names Purimox® and Puricillin®), as well as a range of SSCs (product names Purilex®, Puridrox®, Puridin® and Puriclor®), penicillin G and isoxazole anti-infectives. Completing our API portfolio are the cholesterol-lowering statins atorvastatin, rosuvastatin and anti-fungal nystatin.

Finished Dosage Forms (FDF)

Our FDFs are produced mainly from high-quality manufactured APIs, which we develop in-house. Our APIs and FDFs are manufactured using our enzymatic technology, which replaces the traditional chemical production process for antibiotics with more efficient, natural processes, thereby minimising the use of solvents and other chemicals. Our PureActives® range includes oral antibiotic applications, the statins atorvastatin and rosuvastatin, and the anti-fungal caspofungin.

Product type	Class	Product Name	Dosage form
Intermediates	Betalactam intermediates	6-APA (6-Amino Penicillanic Acid)	–
		7-ADCA (7-Amino Deacetoxy Cephalosporanic Acid)	–
Active Pharmaceutical Ingredients (APIs)	Semi-Synthetic Penicillins (SSPs)	Purimox® – Amoxicillin Trihydrate	Powder
			Powder Extra Dry
			Compacted
			Compacted Extra Dry
	Semi-Synthetic Cephalosporins (SSCs)	Puricillin® – Ampicillin Trihydrate	Micronized
			Other Special
			Powder
			Compacted
	Isoxazoles	Purilex® – Cefalexin Monohydrate	Other Special
			Powder
			Compacted
	Statins	Puridrox® – Cefadroxil Monohydrate	Compacted
			Powder
			Powder
	Penicillin G	Puridin® – Cefradine	Compacted
Powder			
Powder			
Antifungals	Cloxacillin Sodium	Compacted	
		Powder	
		Powder	
Finished Dosage Forms (FDFs)	Betalactam antibiotic	Dicloxacillin Sodium	Compacted
			Powder
			Powder
Statins	Flucloxacillin Sodium	Atorvastatin Calcium Trihydrate	Micronized
			Micronized
			Non-micronized
Betalactam antibiotic	Amoxicillin	Rosuvastatin Calcium	Powder
			Micronized
			Mycelium
Statins	Amoxicillin + Clavulanic Acid	Atorvastatin	Hard capsule
			Tablet (dispersible)
			Powder for oral suspension
Statins	Rosuvastatin	Rosuvastatin	Film-coated tablet
			Powder for oral suspension
			Powder for oral suspension in sachet
Statins	Atorvastatin	Rosuvastatin	Film-coated tablet
			Film-coated tablet



Our Value Chain SBM-1

Centrient’s global manufacturing operations are supported by a broad network of more than 2,600 suppliers and contract manufacturing organisations (CMOs).

Key inputs to our operations include raw materials and intermediates, energy and water, active pharmaceutical ingredients (APIs), solvents, chemicals and reagents, as well as packaging materials and logistics services, including the internal transfer of APIs between sites.

These inputs enable the manufacture of intermediates, APIs and FDFs for our essential medicines.

Centrient’s products are supplied to other pharmaceutical companies for further processing or formulation, as well as to customers serving public and private healthcare systems.

Through these channels, medicines ultimately reach hospitals, pharmacies and other healthcare providers, supporting patient access to life-saving treatments. At the end of the product lifecycle, waste streams, such as manufacturing residues, packaging waste and expired products, are managed in accordance with applicable regulatory requirements and responsible waste-handling practices.

UPSTREAM OPERATIONS



Suppliers
Raw materials and API materials

Procurement
Packaging materials

Transport and Logistics
Transportations of raw materials, APIs and packaging materials



OWN OPERATIONS

Storage
Warehousing of APIs and FDFs

Production
Raw materials for APIs, enzymatic production, intermediates, FDFs with CMOs, own workforce, own sites and offices

Innovation and development
New production processes and new production methods including New Pipeline programme

DOWNSTREAM OPERATIONS

Distribution and warehousing
Transportation of APIs and FDFs

Sales
Direct B2B agents and indirect impact on B2C

Consumers and end-users
Wholesalers, pharmacies, patients

Waste and disposal
Handling and treatment of distinct waste streams

Reverse logistics
Recalls and returns



Corporate Governance

GOV-1



Supervisory Board (non-executive directors)



Christina Dix
Bain Capital

Christina has 20 years of experience in healthcare investment banking, advising a wide range of mid- to large-cap companies across pharmaceuticals, medical technology and healthcare services



Florian Taufmann
Bain Capital

Florian is a Partner in the European Private Equity team and brings deep experience in private equity, focusing on investments in the DACH region across sectors, with a particular emphasis on European industrials.



Phil Wieland
Bain Capital

Phil brings a wealth of experience and a distinguished career spanning multiple sectors, with deep expertise in strategic leadership, finance and operations.

At Centrient, we understand the value of strong leadership. The company is led by its CEO, together with the Executive Committee and the Board of Directors, who provide strategic direction, oversight and industry expertise, to guide Centrient's continued development and long-term success.

The company operates under a two-tier governance structure, consisting of a Management Board and a Supervisory Board. Within their respective mandates, these bodies play an active role in overseeing sustainability matters, including the identification, management and monitoring of material impacts, risks and opportunities, ensuring that sustainability is embedded in decision-making and long-term value creation.

The governance bodies comprise three executive and three non-executive members, with employee representation on the Supervisory Board. Collectively, members bring experience across pharmaceuticals, manufacturing, finance, quality, sustainability, regulatory compliance and governance, reflecting Centrient's activities and geographic presence.

Gender diversity within the governance bodies is monitored as part of corporate governance practices. Female representation accounts for 33% of total board membership and 50% of board members are independent.



Executive Committee GOV-1

As regards the composition and profile of Centrient's Executive Committee, it currently comprises seven executive members: three women and four men. Each of these members has distinct responsibilities within the Group, performing strategic roles across the organisation's various areas of operation.



Faye Freeman, CEO (Chief Executive Officer)

Faye has more than 20 years of experience across global regulated manufacturing environments, most recently serving as CEO of Aurorium, a specialty ingredients and materials manufacturer. She began her career in engineering before moving into commercial roles across sales, marketing, procurement and supply chain. She is recognised for her commitment to operational excellence, building high-performing teams and embedding a strong culture of customer centricity.



Ronald Merckx, CFO (Chief Financial Officer)

Before joining us in 2019, Ronald spent eight years as the CFO of Wessanen, where he played a key role in transforming the company into a leader in healthy and sustainable food in Europe. A graduate of Tilburg University with a Master's in Business Economics and a Chartered Accountant qualification, Ronald's financial and sustainability expertise allow him to meet evolving reporting requirements, align with financial standards and maintain strong governance practices.



Alexander Krujatz, CCO (Chief Commercial Officer)

Alexander began his career in management consulting before holding roles at Sandoz and Alcon, where he led turnaround efforts and drove commercial execution in the Nordic region. As Chief Commercial Officer for Finished Dosage Forms (FDF) since December 2021, he has driven Centrient's commercial strategy, integrating sustainability into value creation and advancing sustainable pharmaceutical products. He holds a Master's degree from the Leipzig Graduate School of Management (HHL), Germany.



Manuel Soudant, General Counsel

Manuel has over 25 years of legal experience and oversees all legal, compliance and intellectual property matters at Centrient. He has expertise in managing relationships with shareholders, industry partners and other key stakeholders, including governments and regulatory bodies.



Vesna Kapelj, CTOO (Chief Technical Operations Officer)

Vesna has over 20 years of experience in manufacturing operations in global pharmaceutical companies with senior roles such as Head of API Production at Sandoz and Site Head of Novartis' Chemical Operations in Slovenia. Since joining us in 2022 as Head of Manufacturing, Science & Technology (MS&T), she has led initiatives to optimise resource use, improve energy efficiency, minimise waste and water usage, and address pollution and antimicrobial resistance. Vesna holds a Master's degree in Chemical Engineering from the University of Ljubljana and ensures our operations meet the highest standards in health, safety, regulatory compliance and quality.



Line Sandberg, CQO (Chief Quality Officer)

Line has nearly 30 years' experience in quality and supply chain management. She held leadership roles at Novo Nordisk, Novozymes and LEO Pharma before joining Centrient in 2021 as Vice President of Global Quality. A Chemical Engineer from the Technical University of Denmark (DTU) and a Master Black Belt in Lean and Six Sigma, she ensures the highest product safety and quality standards and plays a key role in sustainability and patient health.



Fangbin Lu, Global Vice President and China Lead

Fangbin is a Chemical Engineering Master's graduate from Tsinghua University in China. He brings over 20 years' experience across fields such as plastics, importing and chemicals. He led Sinochem's business in the USA and served as Deputy General Manager of Sinofert before joining our business in 2017 as Chief Strategy Officer. Now serving as Global Vice President and China Lead, Fangbin oversees the company's global operations with a strong focus on the Chinese market.



Sustainability Governance

GOV-1 GOV-2

Oversight of sustainability is primarily exercised by the **Executive Committee**, supported by the **ESG Steering Committee** and the **ESG Senior Manager**. Each Executive Committee member holds ESG responsibilities aligned with their functional accountability and expertise. The Executive Committee (ExCom) approves the sustainability strategy and receives regular updates on key initiatives and performance. The ESG Steering Committee, composed of relevant ExCom members, the ESG Senior Manager and the Corporate Development Director, coordinate sustainability contributions across global functions and monitor implementation progress. The ESG Senior Manager is responsible for designing and driving the ESG strategy, fostering collaboration across the organisation and guiding teams in achieving sustainability objectives. The role also includes reviewing impacts, risks and opportunities, and reporting to both the ESG Steering Committee and the Corporate Development Director.

SUSTAINABILITY OVERSIGHT AND INFORMATION FLOW

Centrient ensures that its administrative, management and supervisory bodies are consistently and transparently informed about sustainability-related topics. The ESG Senior manager provides regular updates to the Executive Committee twice per year and to the ESG Steering Committee on a quarterly basis, including material impacts, risks and opportunities identified, due diligence processes and the results and effectiveness of policies, actions, metrics and targets adopted. Sustainability considerations are integrated into the governance oversight and decision-making, including strategic discussions, risk management and the review and validation of material sustainability topics during the reporting period.

At the operational level, dedicated Core Groups manage specific ESG areas: the Environmental Core Group oversees environmental initiatives, technical operations and sustainable procurement, while the CSR Core Group manages corporate social responsibility activities. Both report within the sustainability governance structure, ensuring alignment with ESG strategy, legal requirements and internal policies.

Governance bodies maintain ESG expertise through internal knowledge sharing, dedicated ESG sessions and regular briefings and training on emerging ESG topics and regulatory developments. During the 2025 double materiality assessment, the Executive Committee and the ESG Steering Committee validated the final material topics and associated IROs, demonstrating structured oversight of sustainability risks and opportunities.

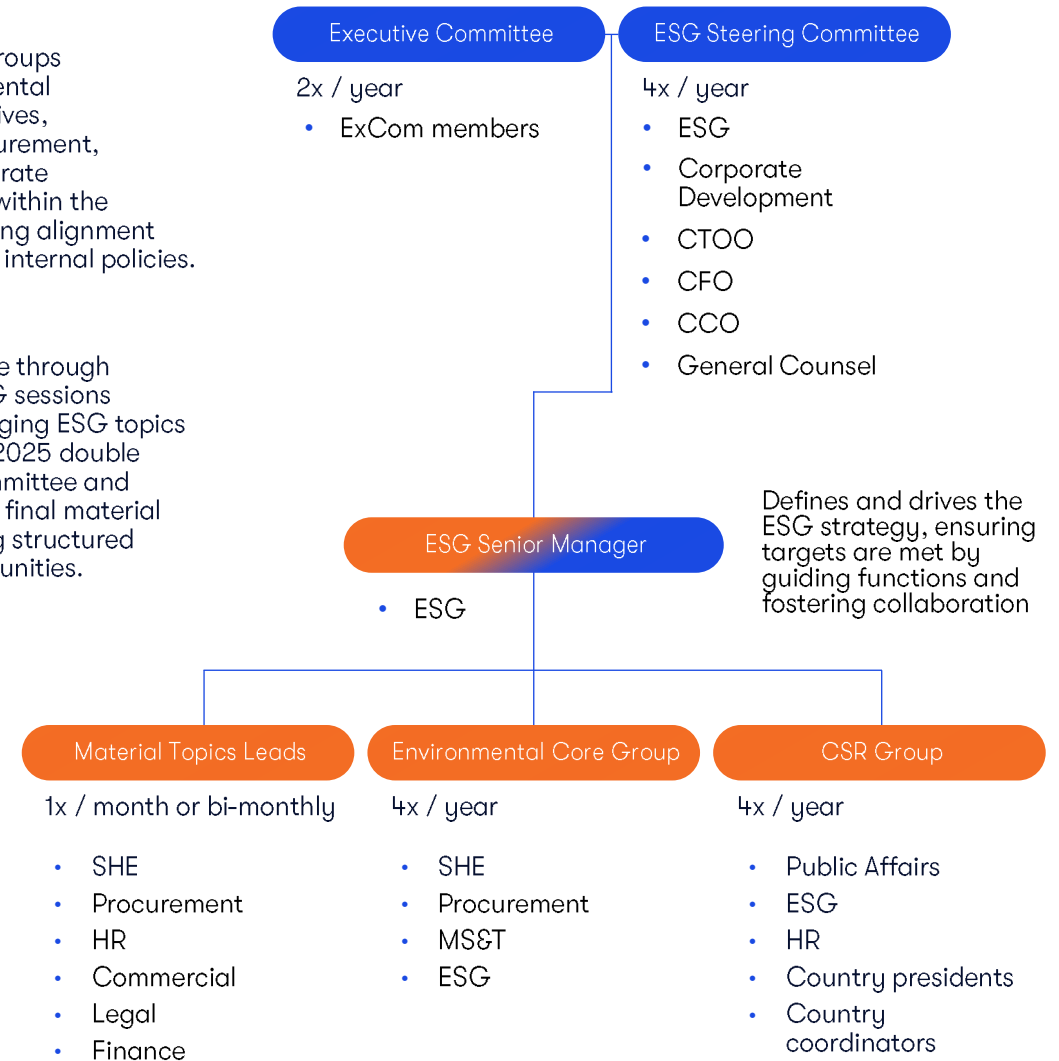
ROLES & RESPONSIBILITIES

Strategic groups / meeting

Steering strategic direction, ensuring alignment with corporate goals, monitoring progress and support decision-making

Operational groups / meetings

Implementing the ESG strategy by identify and delivering key actions, coordination ESG efforts with local sites and teams



Sustainability incentive schemes

GOV-3

As of the 2025 reporting period, Centrient has not yet established a direct link between executive variable remuneration and specific sustainability-related performance targets. Nevertheless, sustainability remains central to Centrient’s purpose and long-term strategy. ESG objectives are embedded across functional priorities, and tailored incentive arrangements apply for selected non-executive employees whose roles directly contributes to ESG performance.

Overseen by the CEO, Centrient regularly reviews its remuneration and incentive frameworks to ensure continued alignment with its strategic direction and intends to further integrate ESG-related targets over time. A roadmap for the implementation of ESG-related performance criteria into executive remuneration frameworks is currently under development and is expected to be defined in the short to medium term.

Due diligence statement

GOV-4

Centrient applies a due diligence approach aligned with international standards, including the United Nations Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises.

The core elements of due diligence are embedded across governance, strategy, impact identification, stakeholder engagement, action planning and performance monitoring and are mapped in the following table.

The effectiveness of due diligence processes is monitored through internal audits, KPI tracking and follow-up actions, including the closure of identified issues and implementation of corrective measures.

Core elements of due diligence	Points of the sustainability statement
A. Embedding due diligence in governance, strategy and business model	<p>GOV-1 and GOV-2 sections of this chapter, which describe our system for overseeing ESG issues and integrating ESG information into our decision-making.</p>
B. Engaging with affected stakeholders in all key steps of the due diligence	<p>SBM-2 section of this chapter, which describes our approach to stakeholder engagement. The following sections also address engagement with affected stakeholder to support due diligence:</p> <ul style="list-style-type: none"> E.S.: AMR – Engagement with AMR Industry Alliance S1-2: Employee engagement survey and exit Interviews S2-3 Engagement with value chain workers, through Speak Up S3-2: Engagement with affected communities through CSR Programme S4-1 and G1-1: Critical Medicines Alliance
C. Identifying and assessing adverse impacts	<p>IRO-1 section of this chapter, which describes our double materiality assessment. The following sections also address identification of adverse impacts:</p> <ul style="list-style-type: none"> E1-2: Policies for monitoring Planet KPIs E1-3: Supplier sustainability assessments E2-1: Approach to Environmental Impact Assessments and Planet KPIs E3-1: Planet KPIs; Water audit and assessment E.S.: AMR - AMR Surveillance Audit and internal audit S1-4: Gender Pay Equity Audit; Living Wage Assessment S2-4: Supplier audits G1-3: Due diligence to detect corruption
D. Taking actions to address those adverse impacts	<p>We provide information about actions to address adverse impacts in the following sections, which describe our actions in relation to material negative impacts:</p> <ul style="list-style-type: none"> E1-3: Climate actions E2-2: Pollution actions E3-2: Water actions E.S.: AMR - AMR actions S1-4: Own workforce actions S2-4: Workers in the value chain actions S3-4: Affected communities’ actions
E. Tracking the effectiveness of these efforts and communicating	<p>We provide information about tracking the effectiveness of these efforts in the following sections, which describe our metrics used to monitor effectiveness in relation to material negative impacts:</p> <ul style="list-style-type: none"> E1-5: Energy consumption E1-6: GHG emissions E2-4: Pollution metrics E3-4: Water use metrics E.S.: AMR - AMR metrics S1-6, 7, 8, 9, 14, 17: Own workforce metrics S3-5: Lives affected by CSR Programme S4-5: Patient reach



Risk management and sustainability internal controls GOV-5



The ESG function works closely with **relevant internal functions to manage sustainability reporting risks and ensure the accuracy and reliability of ESG reporting**, covering the collection, validation and consolidation of sustainability information.

Reporting risks are assessed using a risk-based approach, focusing on areas with the greatest potential impact on data quality, such as data completeness, the reliability of value-chain information and the use of estimates where primary data is not available.

These risks are mitigated through defined data governance and quality controls, which include the application of recognised standards, quality checks and supporting evidence.

This approach is supported by Centrient's ESG Reporting SOP and an ESG reporting system for structured data collection, control and consolidation.

The outcomes of ESG reporting risk assessments and control activities are **shared with relevant internal functions and reported regularly to the ESG Steering Committee**, supporting effective oversight and continuous improvement of sustainability reporting.



Our ESG Ambition

Our ESG Ambition 2021–2030 sets a clear direction for building a more sustainable and resilient business.

It reflects our commitment to focus on the ESG topics that matter most to our business and stakeholders, where we can create meaningful and lasting impact. Most of our targets are set with the ambition to be achieved by 2030, providing a clear long-term horizon for action and progress.

Guided by this ambition, we regularly review our goals to ensure they remain relevant, ambitious and aligned with our strategy and evolving stakeholder expectations. This ongoing review helps us stay focused, accountable and responsive as we continue our sustainability journey.



Climate

-46% Scope 1 & 2 and **-27%** Scope 3 emissions¹

Energy

50% renewable electricity

Water

-10% water withdrawal & **-5%** water intensity²

Waste

90% waste repurposed or recycled

Pollution (AMR)

100% compliant with AMR IA standards

Patient access

2 billion patient treatments facilitated

Communities

50,000 lives positively impacted

Employee engagement

Top 25% in our industry

Talent retention

<8% voluntary attrition

Gender balance

50% women in senior management

Business conduct

100% employees committed to Code of Conduct

Sustainable sourcing

Top 20 suppliers meet ESG standards

Sustainability assessments

ESG integrated in decision-making

ESG ratings

High scoring of ESG performance

Board diversity

At least **33%** female & **33%** male representation

1) While most targets are set with the ambition to be achieved by 2030, this specific target is aligned with SBTs, measured against a 2022 base year, and targeted for achievement by 2031. Performance in scope 3 target is measured focused on 2 categories: Purchased goods and services and Fuel and Energy-related activities.
2) Water withdrawal is measured against a 2021 base year, while water intensity is measured against a 2015 base year, with both targets set for achievement by 2030.



Our commitment to the UN Sustainable Development Goals

Centrient is committed to supporting the United Nations Sustainable Development Goals (UN SDGs), which provide a shared global blueprint to end poverty, protect the planet and ensure that all people can enjoy peace and prosperity by 2030.

Our sustainability strategy is closely aligned with the SDGs and their underlying targets. We focus our efforts on the goals where we can make the greatest contribution, using our expertise, operations and partnerships to deliver meaningful and lasting impact. Through this focused approach, we contribute to the following SDGs.



SDG 1 – No Poverty

We believe sustainable impact starts close to where we operate. Through our CSR Programme, we support vulnerable groups and contribute to stronger communities in the places where we operate.



SDG 2 – Zero Hunger

By supporting community resilience through local initiatives, as food campaigns in Spain and India, we help strengthen the foundations for healthier lives and more secure futures.



SDG 3 – Good Health and Well Being

Improving access to health and well-being is at the heart of our purpose. We work to support patients, communities and employees, with the ambition to increase access to our life-saving antibiotics to two billion patients by 2030.



SDG 4 – Quality Education

We see knowledge as a powerful driver of long-term change. Through our CSR pillar on education and AMR awareness, we aim to empower people with learning opportunities and stronger health awareness.



SDG 5 – Gender Equality

Inclusion and equal opportunity are essential to a strong culture. We continue to strengthen our people policies with a focus on equality, with the ambition to achieve 50% gender balance in senior management roles by 2030.



SDG 6 – Clean Water and Sanitation

Water stewardship is essential to responsible manufacturing. We advance this through wastewater treatment, water recycling and community initiatives, while continuing to strengthen our understanding through further water assessments.



SDG 7 – Affordable and Clean Energy

The energy transition is central to our environmental ambition. By increasing renewable electricity in our operations, we work towards a lower-carbon footprint and more resilient performance.



SDG 8 – Decent Work and Economic Growth

We aim to create a workplace where people can thrive, while also raising expectations across our value chain. Through sustainable procurement practices, we embed ESG considerations into supplier engagement and continuous improvement.



SDG 9 – Industry, Innovation and Infrastructure

Our manufacturing approach is rooted in enzymatic and fermentation-based technologies, replacing traditional chemical processes with more efficient and lower-impact solutions to the environment.



Our commitment to the UN Sustainable Development Goals



SDG 10 – Reduced Inequalities

We are committed to building a fair and inclusive workplace where everyone can contribute and grow. Our diversity and inclusion ambitions, including gender balance goals, help us progress towards more equitable outcomes.



SDG 11 – Sustainable Cities and Communities

We aim to be a positive presence in the communities around our sites. Through our CSR strategy, we focus on meaningful local support and long-term partnerships that address real needs.



SDG 12 – Responsible Consumption and Production

Responsible production is fundamental to our role in the pharmaceutical value chain. We prioritise prudent antibiotic manufacturing and supplier alignment, including a strong focus on AMR standards and environmental expectations across sites and suppliers.



SDG 13 – Climate Action

We are committed to reducing the emissions linked to our manufacturing and value chain. Our SBTi-validated targets guide action to reduce our operational emissions by 46% and value chain emissions by 27% by 2031, compared with a 2022 base year.



SDG 14 – Life Below Water

Protecting water ecosystems is part of acting responsibly as a manufacturer. By strengthening environmental controls and reducing pollution risks, we support healthier waterways and communities downstream.



SDG 15 – Life on Land

We recognise the importance of nature and healthy ecosystems for thriving communities. Our CSR environmental pillar includes conservation efforts and initiatives such as reforestation, supporting long-term environmental resilience.



SDG 17 – Partnerships for the Goals

Meaningful progress requires collaboration. Through partnerships and global initiatives—such as the UN Global Compact membership, Critical Medicines Alliance (CMA) partnership and as founding members of the AMR Industry Alliance — we work with others to accelerate shared impact.



Our Double Materiality Assessment

IRO-1 SBM-3

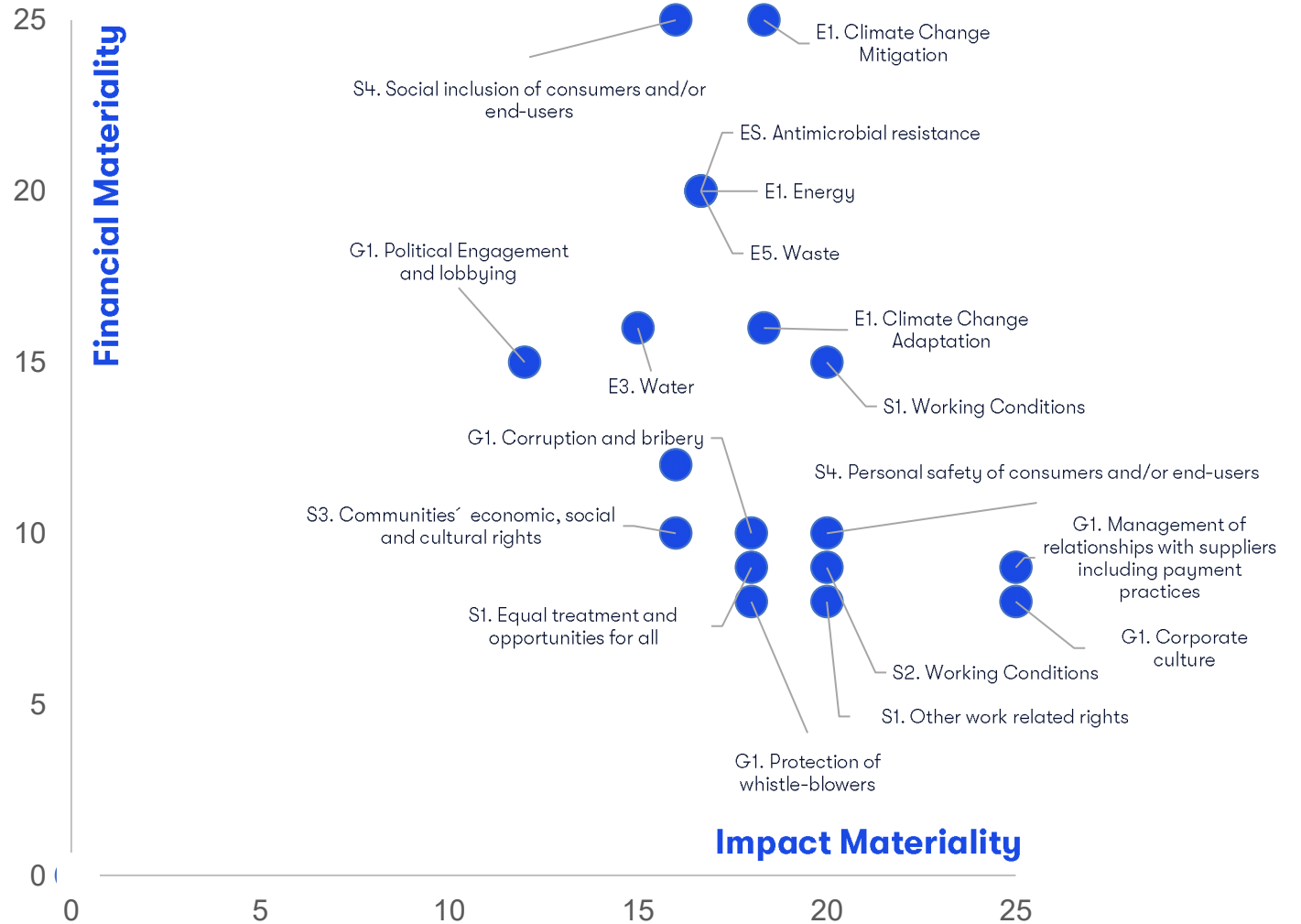
Centrient’s double materiality assessment identified material impacts, risks and opportunities across environmental, social and governance topics. Building on its first impact materiality assessment conducted in 2020, Centrient updated its approach in 2025 to align with the ERS methodology under the CSRD. The assessment covered both impact and financial materiality and considered actual and potential effects across the upstream value chain, own operations and downstream value chain, as well as across short, medium and long-term time horizons.

The material topics identified include climate change, pollution and antimicrobial resistance, water use, circular economy, workforce and value chain labour conditions, community impacts, consumer safety and business conduct. These material matters inform Centrient’s strategy, risk management and sustainability targets. While they have not led to fundamental changes in the business model, they guide priorities, investments and operational decisions, supporting long-term resilience and value creation.

The material impacts, risks and opportunities (IROs) identified through the assessment are summarised in the following graphic and further detailed in the relevant topical chapters.

Changes from last material analysis exercise

The list of material topics has expanded from 16 topics identified in 2020 to 20 material sub-topics following the 2025 assessment. This assessment differs from previous ones as it was conducted in line with the ERS methodology and applied a double materiality approach, considering both impact and financial materiality, as explained before. In addition, the 2025 assessment expanded the scope to include upstream and downstream value-chain considerations and incorporated input from both internal and external stakeholders.



Methodology approach to Identify IROs

IRO-1

SBM-3

Centrient's double materiality assessment followed a structured multi-step approach designed to identify, assess and prioritise sustainability-related impacts, risks and opportunities, including:

A)

Background context research. The process started with a review of Centrient's internal and external context. This included corporate strategy and plans, core products and processes, operational footprint and geographies, existing policies, peer benchmarks, among other relevant research. This step helped identify potential changes that could influence sustainability-related IROs.

B)

Sustainability matters list. Using the ESRs structure as a basis, Centrient established a comprehensive long list of ESG matters. This included all topical standards under ESRs E1–E5, S1–S4 and G1, as well as sector-specific and entity-specific topics. Topics not relevant to Centrient's activities—such as marine resource use, ocean discharges and animal welfare—were excluded at this stage.

C)

Impacts, Risks, and Opportunities (IROs) definition. For the assessment, impacts were defined as actual or potential positive or negative effects on people and the environment. Risks were defined as sustainability-related matters that could negatively affect Centrient's financial performance, reputation or long-term viability, while opportunities were defined as sustainability-related developments that could enhance performance, innovation or strategic positioning. The scope covered upstream, own operations and downstream activities.

D)

Stakeholder engagement and IRO evaluation. Centrient engaged internal and external stakeholders (including internal subject matters experts, NGOs, business partners and a CMO) through interviews and working sessions to validate and assess identified IROs. Each IRO was evaluated using a scoring system from 1 to 5 for both impact materiality and financial materiality, considering factors such as severity (scale, scope and irremediable character), magnitude (scale and scope), likelihood, stakeholder expectations and regulatory or financial relevance.

E)

Prioritisation and material topics definition. Based on the scoring results, Centrient applied defined thresholds, specifically ≥ 15 in either the impact or financial dimension, to prioritise IROs and determine material sustainability topics. The assessment resulted in 20 material sub-topics and 34 material sub-sub-topics identified as material across E1, E2, E3, E5, S1 to S4 and G1.

F)

Validation and approval. The final list of material topics and related IROs was reviewed and approved by subject-matter leads, the ESG Steering Committee and the Audit Committee, ensuring alignment with the ESRs methodology and Centrient's strategic priorities.

Resilience and linkage with topical ESRs

Centrient's analysis indicates that the resilience of its strategy and business model depends on its ability to anticipate and address sustainability-related impacts and risks while capturing relevant opportunities. This is particularly relevant in relation to climate-related resilience across manufacturing sites, workforce and supply chain stability, responsible community engagement and continued access to essential medicines. The analyses described above support management in understanding how these matters may evolve over time and in prioritising mitigation, adaptation and improvement measures accordingly. The impacts, risks and opportunities described in this section are further addressed in the relevant topical disclosures.

The full list of Disclosure Requirements complied with in preparing this report, based on the outcome of the double materiality assessment, can be found in the Appendices.



Interests and views of stakeholders SBM-2

Centrient engages with stakeholders to identify and assess issues that may influence its sustainability performance and business operations, covering employees, suppliers, customers, investors, regulators, communities and industry associations.

Engagement occurs through audits, surveys, interviews, site visits, performance reviews, among other channels. Insights from stakeholder engagement are integrated into decision-making processes, including the double materiality assessment performed in 2025, which incorporated both internal and external perspectives. Relevant outcomes are communicated to governance bodies as part of regular reporting processes.

Stakeholder	Engagement approach	Frequency	Purpose
Suppliers	Audits, surveys and feedback sessions	Every 1-3 years	Review climate action and resilience, GHG emissions, water management, effluents and waste, business ethics, anti-bribery and anti-corruption, inclusion and diversity, human and labour rights, quality, pharmaceuticals in the environment and circularity of products
Customers	Audits, surveys, visits and feedback sessions	Continuous	Review climate action and resilience, GHG emissions, water management, effluents and waste, business ethics, anti-bribery and anti-corruption, inclusion and diversity, human and labour rights, security of supply, quality and patient safety, corporate governance and circularity of products
Employees	Engagement survey, town hall meetings, functional meetings, performance reviews and training sessions	Continuous	Enhance employee engagement, development and retention and inclusion and diversity; ensure human and labour rights as well as employee health, safety and well-being
Community and civil society	Joint community projects and public-private projects, social media	Continuous	Support communities in which we operate; care for the local environment; enhance the quality of education and AMR awareness
Investors	Board and investor meetings	Quarterly	Align on business strategy, including pricing, quality manufacturing and patient safety; corporate governance; sustainability; inclusion and diversity; employee engagement; talent recruitment, development and retention
Regulators	Product registration, licences, consultations and legal compliance	Continuous	Ensure quality manufacturing and patient safety, business ethics, anti-bribery and anti-corruption, human and labour rights, emissions, effluents and waste, other legal requirements
Media	Press briefings and interviews, social media	As required	Raise awareness and contribute to dialogue around access to foundational medicines, security of supply, contribution to society, investments
Industry platforms	Events and working groups with AMR IA, PSCI, CMA, and CPHI	Continuous	Lead on adoption of industry-wide standards on AMR and sustainable manufacturing of medicines, including climate action and resilience; environmental topics related to water and air; emissions, effluents and waste; business ethics, anti-bribery and anti-corruption; inclusion and diversity; human and labour rights; quality manufacturing; pharmaceuticals in the environment; responsible supply chain; safety; security of supply



ESG

Environmental

- E1 Climate change
- E2 Pollution
- E3 Water and marine resources
- E5 Resource use and circular economy
- ES Antimicrobial resistance (AMR)

ESG

E1 CLIMATE CHANGE

Material sub-topics addressed

Climate change adaptation

Energy

Climate change mitigation

Climate change is one of the defining challenges of our time, shaping the future of people, ecosystems and economic resilience. As a pharmaceutical manufacturer, Centrient recognises both its role in contributing to this challenge—through energy use and greenhouse gas emissions generated – and its exposure to the risks of a changing climate.

With this awareness comes a clear sense of responsibility. Centrient is committed to reducing its climate impact while strengthening the resilience of its operations and value chain. Its approach focuses on mitigation, adaptation and the transition to more sustainable energy systems—supporting environmental stewardship and long-term business continuity.

Highlights

-12%

Scope 1 & 2 emissions
compared with 2022 base year

100%

Sites ISO 14001-certified
on Environmental Management Systems

LINKED SDG's:



Impacts, Risks and Opportunities

Material IROs and their interaction with strategy and business model

SBM-3

Climate change is an increasing priority for Centrient, given its reliance on stable energy, reliable infrastructure and resilient global value chains. As a result, in 2024, Centrient conducted a comprehensive climate risk and resilience assessment across all manufacturing sites, supported by external expertise and aligned with TCFD principles. The analysis considered both current and future risks (2030 and 2050), moving from general awareness to a more detailed, site-specific understanding of potential impacts.

Physical risks were assessed using climate modelling. Each site was examined for its exposure to key hazards such as heat stress, flooding, water scarcity and extreme weather. The results indicate higher exposure at sites in Spain and Mexico, particularly to water stress, heat and flooding, while sites in the Netherlands, China and India currently face lower exposure, though monitoring remains essential. Transition risks were also evaluated, including regulatory developments, evolving reporting requirements, energy market changes and stakeholder expectations. Overall, Centrient faces low to moderate transition risks, mainly linked to regulatory changes and the need for continued investment in the energy transition.

Centrient has incorporated the findings into management processes, including site-level SHE action plans, business continuity planning, investment decisions and enterprise risk management. This enables more structured prioritisation of adaptation measures, strengthening Centrient's ability to maintain reliable operations and adapt to changing conditions.

IRO TYPE

Impact materiality + Positive
- Negative

Financial materiality ▲ Opportunity
▼ Risk



UPSTREAM

- Sourcing of raw materials
- Value chain emissions

OWN OPERATIONS

- Climate change adaptation
- ▼ Extreme weather events
- ▲ Efficiency gains
- Operational emissions
- ▼ Financial resources to decarbonise our business
- ▲ Sustainable products demand
- ▲ Fossil fuel independence (e.g. biomass)
- Energy demand
- ▼ Rising energy prices



DOWNSTREAM



Transition plan for climate change mitigation

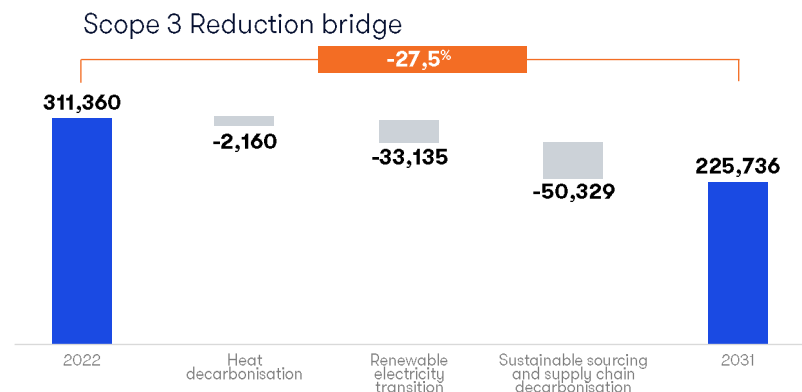
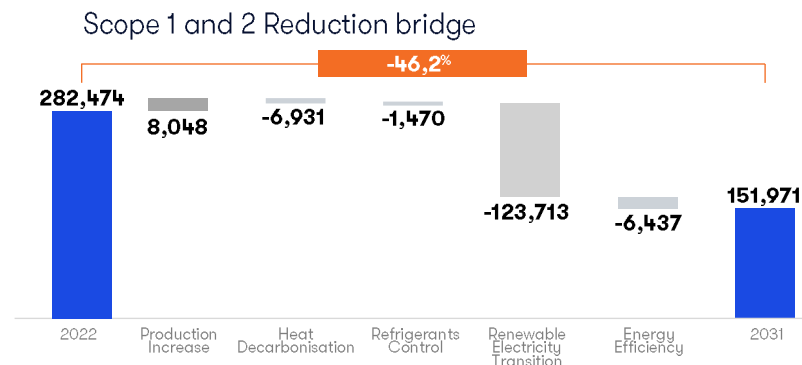
E1-1

Centrient has adopted a transition plan for climate change mitigation, formally approved by the administrative and management bodies. The plan translates Centrient’s SBTi-validated targets into a practical roadmap of actions and is fully aligned with limiting global warming to 1.5 °C under the Paris Agreement, providing a clear north star for action, while being integrated into the company’s overall business strategy and ESG governance framework.

The transition plan follows a risk-based approach, focusing efforts where they can have the greatest effect. Actions are prioritised based on carbon-reduction potential, technical feasibility and the specific constraints of each site. As a result, the plan concentrates on Centrient’s most carbon intensive facilities, Yushu in China, Delft in the Netherlands and Toansa in India, which together represent the majority of our operational Scope 1 and Scope 2 emissions.

To guide implementation, the plan is structured around several key pillars. Together, they provide a clear and actionable framework that turns Centrient’s climate goals into concrete steps.

Action	Description	Scope
Heat decarbonisation	Reduce fossil fuel use for heat and utilities through a combination of fuel switching, energy demand optimisation and reduction, while assessing longer term alternatives for low carbon heat.	Scope 1 & Scope 3
Refrigerants control	Improve equipment maintenance routines, monitor practices and better control and detection of refrigerant leaks, reducing fugitive emissions across all our sites.	Scope 1
Renewable electricity transition	Increase sourcing of renewable electricity through green tariffs, renewable electricity certificates and, where feasible, longer term power purchase arrangements (PPAs). The plan assumes a phased approach, with major sites expected to reach high levels of renewable electricity sourcing by the early 2030s.	Scope 2 & Scope 3
Energy efficiency	Optimise operations, conduct targeted technical studies, including energy efficiency and Kaizen projects, and develop site level energy action plans that identify efficiency measures.	Scope 1 & Scope 3
Sustainable sourcing and supply chain decarbonisation	Work collaboratively with suppliers to build awareness, strengthen capabilities and encourage emissions reduction initiatives across the value chain, through our supplier engagement program. Explore more sustainable alternatives for key raw materials.	Scope 3



Certain production sites depend on existing fossil-fuel-based infrastructure, such as boilers and utility systems, which creates locked in greenhouse gas emissions over their remaining technical lifetime. Where immediate electrification or deep decarbonisation is constrained by technical, infrastructural or economic factors, emissions reductions will follow a phased trajectory over the short to medium term, with larger reductions expected as assets reach end of life or alternative technologies become viable.

Centrient is currently assessing the alignment of its climate-related activities, revenues, capital expenditure and operating expenditure with the EU Taxonomy technical screening criteria for climate change mitigation. While decarbonisation investments and operational measures are underway, a formalised EU Taxonomy-aligned CapEx and OpEx plan has not yet been defined.



Policies related to **climate change**

E1-2



Centrient has put in place a comprehensive policy framework to address climate change. The global **Safety, Health and Environment (SHE) Policy**, which applies across all manufacturing sites, sets the expectations that guide the company's environmental management: compliance with applicable environmental and energy legislation, continuous performance improvement, prevention of pollution and efficient use of energy and natural resources.

Climate change mitigation, energy efficiency and emissions reduction are embedded within this framework to ensure that climate considerations are a routine part of operational decision making. The policy is reviewed on a regular basis, drawing on employee input and peer feedback. Approval sits with the Chief Technical & Operations Officer and the Chief Executive Officer, while the Global SHE function is responsible for updating the policy and providing supporting guidance to regional teams.

Implementation of the SHE Policy is supported by **ISO 14001-certified Environmental Management Systems (EMS)** at all production sites. These systems require sites to identify and assess climate-related environmental aspects, set operational controls, define improvement objectives and monitor performance on a continuous basis. Energy use and greenhouse gas emissions are treated as a priority within this process, demonstrating our commitment to taking proactive measures to minimise our environmental footprint.

Centrient complements these systems with internal procedures covering **energy management, environmental metrics and impacts assessments**, through the Planet KPI Reporting SOP. These procedures define roles and responsibilities, calculation methodologies, data-quality controls and review processes for climate-related metrics, including energy consumption, fuel mix and Scope 1, 2 and 3 GHG emissions. Data is collected at site level, reported in the global ESG system and validated through internal controls. These include reviews by responsible functions, trend analysis and checks for significant deviations, before being consolidated centrally to ensure consistency, comparability and audit readiness.

Together, these policies provide a strong foundation for Centrient to systematically reduce its climate impact and support its long-term decarbonisation journey.



Actions and resources related to **climate change** E1-3

Centrient has begun to advance its climate commitments through a range of targeted initiatives aimed at reducing emissions and improving energy performance across its operations. These actions are prioritised based on emissions-reduction potential, technical feasibility and site-specific conditions, and are supported by dedicated operational resources.

One of the actions being implemented as part of Centrient's climate journey is the gradual **transition toward renewable electricity**. Selected sites, such as Santa Perpetua, in Spain, and Yushu, in China, already source renewable electricity through a combination of green tariffs and renewable electricity certificates (RECs). The use of these market-based instruments is being progressively expanded, with further ramp-up planned at major sites, subject to contractual, financial and regulatory feasibility.

Heating decarbonisation represents another important, yet evolving, focus area. Where infrastructure permits, higher-carbon fuels, such as furnace oil at our site in India, are being gradually replaced with lower-carbon alternatives, including natural gas and biofuels. While natural gas is recognised as a transitional solution, these measures enable tangible near-term emissions reductions as Centrient continues to explore longer-term pathways toward fully decarbonised heating.

At the same time, continuous **energy efficiency improvements** are being promoted across all sites through operational optimisation, behavioural initiatives and targeted studies, including Kaizen programmes, as well as energy studies and audits. These initiatives are intended to reduce overall energy demand, often with limited capital investment.

To complement these efforts, **improved control of refrigerant leaks** is being implemented across all sites through enhanced equipment maintenance, monitoring and leak detection measures. These actions have contributed to reductions in refrigerant related emissions with relatively low financial investment.

Beyond its own operations, Centrient is taking initial steps to advance **responsible sourcing** through its sustainable procurement programme. By engaging suppliers to raise awareness, strengthen capabilities and encourage improved energy performance, the company seeks to gradually support emissions reduction across its value chain. Over time, Centrient will continue to explore more sustainable alternatives for selected raw materials, contributing to Scope 3 decarbonisation and long-term supply chain resilience.

The implementation of these actions primarily involves operational expenditure, including the procurement of renewable electricity, energy management activities, monitoring and studies. Capital expenditure remains selective and targeted, focusing mainly on justified energy efficiency upgrades, heating decarbonisation or optimisation of existing infrastructure.



Targets related to climate **change mitigation**

E1-4

Target	Performance	Our progress
-46% Scope 1 & 2 emissions by 2031 compared with 2022	-12% Scope 1 & 2 emissions in 2025 compared with 2022	Started ●○○
-27% Scope 3 emissions ³ by 2031 compared with 2022	-6% Scope 3 emissions in 2025 compared with 2022	Started ●○○
50% renewable electricity sourcing by 2030	18% renewable electricity in 2025	Started ●○○

By 2031, Centrient aims to reduce Scope 1 and 2 emissions by 46.2% compared with 2022 base year. In 2025, emissions had already decreased by 12%, marking a solid start. This reduction is driven by actions such as improving energy efficiency, optimising utilities, reducing refrigerant leaks and switching to lower-carbon fuels.

For Scope 3 emissions, the company targets a 27.5% reduction by 2031 (vs. 2022). By 2025, emissions were reduced by 6%, reflecting initial progress in addressing fuel and energy-related emissions across our operations and reflected in upstream activities.

Finally, **renewable electricity** is a key lever in this transition. Centrient aims to source 50% of its electricity from renewable sources by 2030. In 2025, renewable electricity accounted for 18% of total consumption, representing a decrease compared with 36% in 2024. This temporary decline reflects the limited availability of renewable energy certificates (RECs) in certain locations, specifically in China in the first half of 2025. Looking ahead, Centrient aims to identify additional alternatives for sourcing renewable electricity to achieve its ambition.

Progress against these targets is monitored annually through centrally coordinated GHG accounting processes, using defined calculation methodologies and internal controls. Performance is reviewed by management bodies as part of ESG governance processes and forms the basis for prioritising further climate related actions over time.

Centrient’s journey toward a low-carbon future is guided by clear science-based targets covering Scope 1, Scope 2 and Scope 3 emissions, validated by the Science Based Targets initiative (SBTi) in 2024. This recognition confirms that the company’s near-term decarbonisation efforts are compatible with limiting global warming to 1.5 °C, above pre-industrial levels, in line with the Paris Agreement. The targets are designed to address Centrient’s most significant sources of climate impact and reflect the structure of its emissions profile.

3) Performance of scope 3 target is measured focused on 2 categories: Purchased goods and services and Fuel and Energy-related activities.



Energy consumption and mix

E1-5

Centrient monitors and reports its **energy consumption and energy mix** across all manufacturing sites, supporting its effective energy management and transparency. Energy data is collected at site level and consolidated centrally through established ESG procedures and systems, ensuring consistency, traceability and audit readiness.

Centrient's energy mix reflects the characteristics of pharmaceutical manufacturing, with energy demand driven primarily by utilities, heating, cooling and process requirements. Electricity represents a significant share of total energy consumption, while thermal energy needs are currently met largely through fossil fuels.

To support decarbonisation, Centrient is progressively increasing the **share of renewable electricity** through green tariffs and renewable electricity certificates, where contractually and regionally feasible. At the same time, Centrient is exploring lower-carbon fuels alternatives to further reduces its emissions released to the environment.

Energy intensity and fuel mix developments are reviewed by management as part of ESG governance processes and inform prioritisation of energy efficiency measures, fuel switching initiatives and renewable electricity sourcing.

Energy source	2023	2024	2025
Fuel consumption from coal and coal products (MWh)	190,740	195,618	188,492
Fuel consumption from crude oil and petroleum products (MWh)	59,080	54,062	12,557
Fuel consumption from natural gas (MWh)	37,494	34,077	105,789
Fuel consumption from other fossil sources (MWh)	2,229	1,130	0
Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources (MWh)	291,360	250,282	294,947
Total fossil energy consumption (MWh)	580,903	535,169	601,784
Share of fossil sources in total energy consumption (%)	88%	82%	91%
Consumption from nuclear sources (MWh)	0	0	0
Share of consumption from nuclear sources in total energy consumption (%)	0%	0%	0%
Fuel consumption from renewable sources, including biomass (also comprising industrial and municipal waste of biologic origin, biogas, hydrogen) (MWh)	0	0	0
Consumption of purchased or acquired electricity, heat, steam, or cooling from renewable sources (MWh)	82,621	115,880	57,851
The consumption of self-generated non-fuel renewable energy (MWh)	0	0	0
Total renewable energy consumption (MWh)	82,621	115,880	57,851
Share of renewable sources in total energy consumption (%)	12%	18%	9%
Total energy consumption (MWh)	663,524	651,049	659,635



Energy consumption and mix

E1-5

While Centrient successfully reduced its total energy consumption by 1% compared with 2023, driven by the implementation of energy efficiency measures, the share of renewable energy in the overall energy mix declined. This decrease was primarily due to the limited availability of Renewable Energy Certificates (RECs) in China in the first half of 2025, as explained before.

This trend is also reflected in the progress toward our target of sourcing 50% of renewable electricity by 2030. Nevertheless, Centrient remains committed to increasing the proportion of renewable energy in its total consumption by pursuing additional renewable electricity sourcing alternatives.

With regard to energy production, Centrient does not generate renewable energy, however it generates biogas from its wastewater treatment plant digesters, in Delft. In 2025, Centrient supplied this energy source to the Delft Campus for external steam generation, but starting in 2026 we will use this energy internally for steam generation, reducing the need for fossil fuel usage, and data will be reported accordingly.

Regarding energy intensity from activities in high climate impact sectors (i.e., total energy consumption per net revenue), the value is lower than 0.01 MWh/€. We have considered the high climate impact sector “Manufacturing (Section C)” to determine the company’s energy intensity, based on total energy consumption and total group net revenue reported under IFRS standards.

Renewable Electricity	2023	2024	2025
Consumption of purchased or acquired electricity from renewable sources (MWh)	82,621	115,880	57,851
Share of renewable sources in total electricity consumption (%)	18%	36%	18%



Metrics and greenhouse gas emissions

E1-6

Centrient measures and reports its Scope 1, Scope 2 and Scope 3 greenhouse gas emissions annually, in line with recognised calculation methodologies and internal ESG reporting procedures. The process is coordinated centrally and supported by site level inputs to the global ESG system. Data is validated through internal controls managed by responsible functions, including the tracking of significant deviations, root-cause identification and trend analysis to ensure consistency, traceability and audit readiness. Emissions data are used to track progress against SBTi-approved targets and to inform management decisions related to energy sourcing, efficiency measures and capital allocation.

The methodology follows the GHG Protocol Corporate Accounting and Reporting Standard, including relevant Scope 2 and Scope 3 guidance. Emissions are calculated using the operational control approach and reported in tonnes of CO₂-equivalents (tCO₂e), covering the seven greenhouse gases defined under the Kyoto Protocol. Office sites are excluded, as they contribute less than 0.2% of Scope 1 and Scope 2 emissions, in line with GHG Protocol and SBTi criteria.

Against this methodological background, Centrient's GHG emissions are reported in tCO₂e and have evolved as follows.

Scope	Emission Category	2022	2025	2022-2025
1	Direct GHG emissions from stationary combustion	130,854	96,758	-26%
	Direct GHG emissions from mobile combustion	0	59	-
	Direct physical or chemical processing GHG emissions	0	0	-
	Direct fugitive GHG emissions	5,879	4,672	-21%
	Total Scope 1 emissions	136,734	101,489	-26%
2	Indirect GHG emission from imported electricity - location based	-	167,480	-
	Indirect GHG emission from imported electricity - market based	140,450	143,415	2%
	Indirect GHG emission from imported energy other than electricity (steam, heating, cooling, and compressed air)	5,290	4,589	-13%
	Total Scope 2 emissions location-based	-	172,069	-
	Total Scope 2 emissions market-based	145,740	148,005	2%
1 & 2	Total Scope 1 & 2 market-based	282,474	249,494	-12%
3	Purchased goods and services	248,028	244,419	-1%
	Capital goods	11,679	8,128	-30%
	Fuel- and energy-related activities not included in scope 1 or scope 2	63,332	47,690	-25%
	Upstream transportation & distribution	14,249	6,496	-54%
	Waste generated in operations	2,813	15,124	438%
	Business travel	462	581	26%
	Employee commuting	3,832	1,281	-67%
	Upstream leased assets	0	0	-
	Downstream transportation and distribution	6	262	4628%
	Processing of sold products	14,008	27,638	97%
	Use of sold products	0	0	-
	End-of-life treatment of sold products	374	699	87%
	Downstream leased assets	0	0	-
	Franchises	0	0	-
	Investments	0	0	-
		Total Scope 3 emissions	358,783	352,318
Total	Total GHG emissions location-based	-	625,877	-
	Total GHG emissions market-based	641,257	601,812	-6%

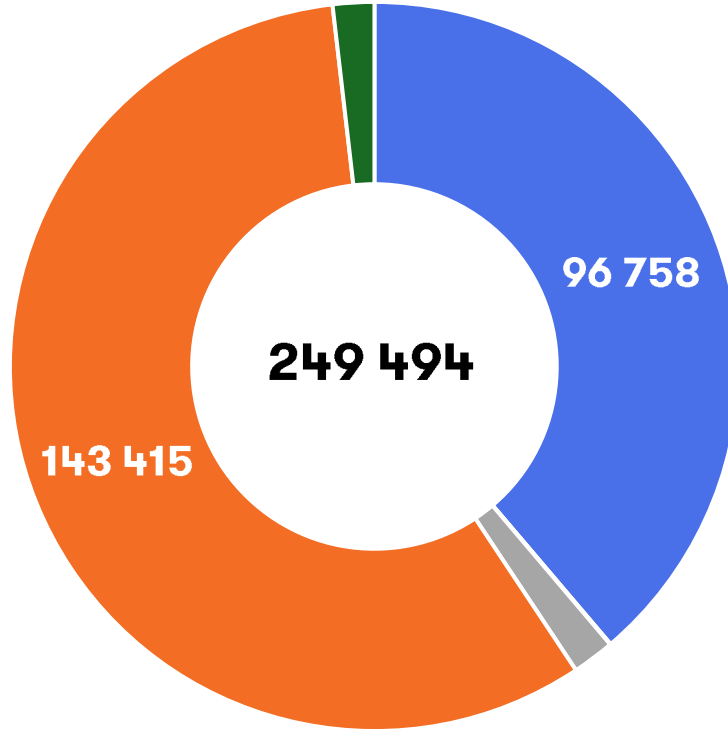


Metrics and greenhouse gas emissions

E1-6

In 2025, Scope 1 emissions decreased by 26% compared with our base year 2022, driven mainly by reductions in stationary combustion and fugitive emissions, reflecting effective energy efficiency, the replacement of furnace oil with natural gas in one of our manufacturing sites and the improved refrigerants leaks control across all sites.

Scope 2 emissions remained relatively stable, with a slight 2% increase in market-based emissions, indicating limited growth in renewable electricity procurement. Total Scope 3 emissions decreased by 2%, mainly driven by our targeted categories - Purchased Goods and Services and Fuel- and Energy-Related Activities – which together decreased by 6%. This trend reflects the positive impact of energy efficiency measures, which are also reflected in Scope 3 performance, alongside supplier engagement initiatives.



2025 – Scope 1 & 2 emissions per GHG category (tCO2e)

- 1.1 Direct GHG emissions from imported combustion
- 1.2 Direct GHG emissions from mobile combustion
- 1.4 Direct fugitive GHG emissions
- 2.1 Indirect GHG emission from imported electricity
- 2.2 Indirect GHG emissions from imported energy other than electricity (steam, heating, cooling and compressed air)

In the reporting year, we reviewed and updated certain emission factors used in the calculation of our GHG emissions. Going forward, these changes will be assessed to identify any material impact on base-year figures and to ensure that our targets remain based on accurate data. Full disclosure of our GHG assessment methodology is specified in a GHG assessment report for that purpose.

In 2025, biogenic emissions, totalised 68,087 tCO2e. These refer to greenhouse gas (GHG) emissions from biogenic sources, namely glucose used in the fermentation processes, meaning they originate from natural biological processes and, according to the GHG Protocol, their impact is considered net zero, as emissions released are compensated during the growth phase of the plant or natural source. Therefore, these emissions have been taken out of scope from our carbon balance.

Finally, both location-based and market-based emissions intensity totalised less than 0.01 tCO2e / €, based on our total emissions and net revenue as reported in our annual financial report.



Internal carbon pricing

E1-8

In 2023, Centrient introduced an internal shadow carbon price to better integrate climate considerations into investment decisions. This marked the start of a more structured approach, where Scope 1 and 2 emissions are assessed alongside financial performance within the company's investment evaluation process, enabling climate impacts to be considered quantitatively.

Building on this initial phase, the mechanism was expanded in 2024. The internal carbon price, set at **€46.3 per tonne of CO₂e**, now applies to all new capital expenditure projects affecting energy or utility use across all regions and legal entities. This ensures that investments with potential climate impacts are evaluated consistently. The shadow carbon price does not involve actual financial transactions and is not reflected in financial statements. It currently applies only to Scope 1 and 2 emissions and does not yet cover operating expenditures or Scope 3 emissions.

Centrient views this as an evolving element of its climate governance framework. As data quality improves and climate considerations become further embedded in financial processes, the company will assess opportunities to expand the approach and enhanced related disclosures.

Anticipated financial effects from climate-related risks and opportunities

E1-9

During the reporting period, Centrient did not identify any material short-term financial impacts directly attributable to climate-related physical or transition risks. This assessment is based on qualitative analysis, considering current data availability and without detailed quantitative scenario modelling. However, over the medium and long term, climate change may affect operating costs in particularly energy and water expenses, as well as capital investment needs for infrastructure upgrades and compliance with evolving regulations, such as the Corporate Sustainability Reporting Directive (CSRD), EU Taxonomy alignment, carbon taxes in certain European countries and other climate-related regulatory developments. At the same time, the energy transition presents opportunities. Improvements in energy efficiency, greater use of renewable electricity and enhanced operational resilience are expected to contribute to long-term cost stability, reduce exposure to energy price volatility and help reserve market access.

In line with the ESRS phase-in provisions, Centrient currently reports these anticipated financial effects on a qualitative basis and will further develop its quantitative analysis as data maturity and scenario analysis capabilities continue to evolve.

LOOKING AHEAD

Centrient recognises that responding to environmental and climate challenges is an ongoing and evolving journey. By progressively strengthening energy efficiency, increasing the use of greener energy sources and advancing sustainable sourcing, the company is taking deliberate steps to reduce its environmental footprint while supporting the long-term stability of its value chain.

Despite the progress achieved, challenges remain, particularly in improving Scope 3 data quality, addressing increases in certain emission categories and ensuring consistent access to renewable electricity across regions.

Looking ahead, Centrient remains committed to continuously refining its approach in line with emerging science, regulatory developments and stakeholder expectations, reinforcing the belief that responsible environmental stewardship is not only essential for protecting the planet, but also fundamental to sustaining resilient, future ready business operations.



ESG

E2 POLLUTION

Material sub-topics addressed

Pollution of water

Pollution management is a key aspect of Centrient's responsibility as a trusted producer of essential medicines. Given the nature of its operations, the company recognises the potential impacts associated to its operations and the importance of managing these responsibly.

Centrient is committed to preventing and controlling pollution across its activities, guided by science-based standards and robust environmental management practices. Through this approach, the company seeks not only to operate in full compliance with regulatory requirements, but also to protect ecosystems, safeguard human health and contribute to the long-term effectiveness of antibiotics and other life saving therapies.

Highlights

100%

Compliant with PNEC limits for antibiotics in wastewater effluents

LINKED SDGs:



Policies related to pollution

E2-1

At Centrient, managing pollution is not just a regulatory obligation it is a core part of how we operate responsibly. Pollution risks are addressed through our overarching Safety, Health and Environment (SHE) Policy, which applies across all manufacturing sites.

This policy sets clear commitments to prevent, minimise and control pollution to air, water and soil, ensure regulatory compliance while fostering continuous improvement to reduce pollutive emissions. Each site develops its own Safety, Health and Environment (SHE) plan, aligned with the global policy, ensuring that local actions reflect our company-wide commitments. Regular reviews, employee feedback and peer reviews help us keep the policy relevant and effective, while the Chief Technical & Operations Officer and Chief Executive Officer authorise it, with the Global SHE function providing guidance and updates to the regions.

To track progress, the Standard Operating Procedure for Planet KPIs Reporting defines how environmental KPIs – such as volatile organic compounds (VOCs) and other pollutants released to air, water and soil – are monitored and reported. Site directors implement this policy locally, while the ESG team oversees the global application. Authorised by the SHE Director.

Finally, all production sites, including Fersinsa, Santa Perpetua, Zibo, Toansa, Yushu, and Delf, have certified Environmental Management Systems (EMS), specifically ISO 14001. This certification demonstrates Centrient’s commitment to proactively preventing pollution and minimising environmental impacts, reinforcing that responsibility, leadership and continuous improvement are embedded across our operations.



UPSTREAM



IRO TYPE

Impact materiality + Positive - Negative

Financial materiality ▲ Opportunity ▼ Risk

OWN OPERATIONS

- Water pollution (potential antibiotic activity)



DOWNSTREAM



Actions and resources related to pollution E2-2

During 2025, Centrient continued to take meaningful steps to prevent and control pollution, reinforcing its commitment to protecting the environment and supporting sustainable operations.

Training remains a cornerstone of pollution prevention. In 2024 and 2025, Centrient provided **targeted training on pollutants** to employees at our sites in India and China. These sessions covered the environmental impacts of discharges to air, water and soil, and offered practical guidance on effective management and risk reduction, including adherence to standard wastewater and solids management programmes.

Beyond our direct operations, Centrient engages upstream in its value chain through the **Pharmaceutical Supply Chain Initiative (PSCI)**, sharing knowledge, promoting good practices and participating in webinars and audits. This collaborative approach encourages responsible environmental practices among suppliers, ensuring that sustainability principles are reinforced throughout our network.

One of the most impactful actions was the closure of the chemical synthesis production line in Mexico at the end of 2024. This decision led to a **significant reduction in pollutants** and refrigerant gases released into both water and air while lowering energy consumption, demonstrating how operational changes can create measurable environmental benefits.

In Delft, we initiated an exploration project to **upgrade or replace the wastewater treatment plant**. This forward-looking project ensures compliance with future pollutant limits and prepares the facility to handle changes in wastewater loads following the closure of a third-party manufacturing unit, reflecting our proactive approach to environmental management.



Targets related to pollution E2-3

Centrient’s pollution target focuses on the responsible management of antibiotics residues released to the environment through wastewater discharges.

The company aims to achieve 100% compliance with Predicted No Effect Concentrations (PNECs) limits for antibiotics in wastewater effluents, ensuring that concentrations in receiving water bodies remain below established risk thresholds and that no harmful effects are expected. This target is central to Centrient’s efforts to safeguard aquatic ecosystems and protect public health and is closely monitored through established environmental management processes (see the AMR chapter for further information).

In 2025, as in previous years, Centrient met this target with all our manufacturing sites remaining compliant with the established PNEC limits.

Beyond this targeted focus, Centrient’s approach to pollution is grounded in full regulatory compliance across its sites, supported by regular monitoring to identify and address potential deviations in a timely manner, before environmental impacts arise. Pollution-related targets are reviewed regularly to ensure alignment with regulatory requirements, scientific developments and evolving environmental expectations.

Target	Performance	Our progress
100% compliance with PNEC limits for antibiotics in wastewater effluents by 2030	100% compliant with PNEC limits for antibiotics in wastewater effluents in 2025	Target met ● ● ●



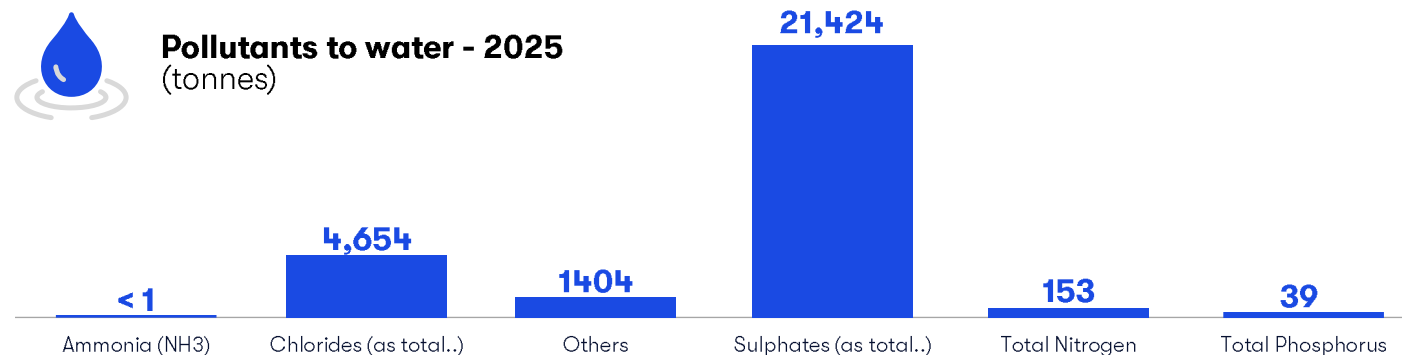
Pollution of air, water and soil E2-4

Centrient actively monitors emissions to air, water and soil, reflecting our commitment to environmental stewardship and compliance with regulatory requirements. Our approach combines mandatory periodic monitoring of regulated pollutants with additional voluntary sampling, through direct measurement of emissions - particularly for wastewater - to ensure effective operation of wastewater treatment plants and to prevent environmental release of antibiotics.

Our monitoring processes follow standardised methodologies, including site-specific programmes aligned with permits and third-party verification of water, air emissions and noise where relevant.

Emissions to water have remained stable since 2023, with no material variation in the total volume of pollutants released in 2025 compared to 2023 or 2024.

Pollutant type * (tonnes)	Location	2023	2024	2025	2023-2025
COD (Chemical Oxygen Demand)	Water	941	951	1,140	21%
Dissolved salts (chlorides)	Water	4,867	4,880	4,654	-4%
Dissolved salts (sulphates)	Water	21,549	21,080	21,424	-1%
NH3 (Ammonia)	Water	-	-	0.01	-
Nitrogen	Water	139	126	153	10%
Phosphorous	Water	30	35	39	30%
Suspended Solids	Water	262	173	263	0%
Total Pollutants to Water	Water	27,788	27,245	27,673	0%



Anticipated financial effects from pollution-related impacts, risks and opportunities

E2-6

During the reporting period, **Centrient did not record any material pollution related incidents or associated financial penalties.** As a result, no material short-term financial impacts or remediation provisions were recognised. This assessment is based on qualitative analysis, considering current data availability and without detailed quantitative scenario modelling. This reflects the company's proactive approach to pollution prevention, which is embedded in day-to-day operations.

Looking ahead, **Centrient recognises that pollution related requirements—particularly those linked to antibiotic residues in wastewater and increased regulatory focus on Predicted No Effect Concentration (PNEC) thresholds—**may increasingly influence the operating environment. To mitigate these risks, the company is proactively investing in wastewater treatment performance, advanced monitoring programs and alignment with evolving regulatory and industry standards, supporting long term operational continuity, regulatory compliance and future market access.



LOOKING AHEAD

Pollution management remains a core pillar of Centrient's environmental responsibility. Through strong governance, targeted actions and continuous monitoring, the company seeks to prevent adverse environmental impacts while enabling the responsible and reliable production of essential medicines. By continuously strengthening treatment technologies, aligning with evolving standards and engaging across the value chain, Centrient aims to further reinforce its pollution control framework and contribute to the long-term protection of ecosystems and public health.



ESG

WATER AND MARINE RESOURCES

Material sub-topics addressed

Water



Water is fundamental to life and healthy ecosystems. At Centrient, water also plays a vital role in the manufacture of life-saving antibiotics, making responsible water stewardship an essential part of how we operate and create value.

By managing water use and discharges with care, we aim to protect human health and aquatic ecosystems, while supporting the long-term resilience of our operations and the communities in which we operate.

Highlights

-14%

Water withdrawal compared with 2021

-8%

Water intensity compared with 2015

LINKED SDG-s:



Policies related to water

E3-1

Centrient’s approach to water is anchored in its broader commitment to environmental responsibility and regulatory compliance. Rather than treating water as a standalone issue, water stewardship is fully integrated into our global Safety, Health and Environment (SHE) Policy and environmental management systems, applying to all owned and leased sites under our control. This framework guides responsible resource use, environmental protection and compliance across our operations. Within this policy, we continuously assess our processes to identify opportunities to reduce water consumption and groundwater withdrawals, while safeguarding surface waters from contamination. Where feasible, we prioritise alternative water sources, such as surface water, to help protect groundwater levels and local water balances.

Water related performance is monitored through our environmental management and KPI reporting systems, enabling consistent oversight of water withdrawals, use in high-risk areas and treated wastewater discharges. Implementation is led at site level, supported by the ESG and SHE functions.

This integrated approach reflects Centrient’s belief that responsible water management is inseparable from operational excellence, environmental protection and regulatory compliance. While Centrient does not yet have a dedicated policy addressing water considerations in product development and innovation, this area will be further explored in the coming years.



UPSTREAM

IRO TYPE

Impact materiality + Positive
- Negative

Financial materiality ▲ Opportunity
▼ Risk



OWN OPERATIONS

- Water withdrawal
- Water use in production
- ▲ Water recycling practices

- ▲ Efficient water management
- ▼ Water scarcity in stressed areas



DOWNSTREAM



Actions and resources **related to water**

E3-2

Centrient translates its commitment to responsible water stewardship into concrete, site-specific actions that reduce water consumption, improve efficiency and strengthen resilience. These actions are informed by the group-wide water risk assessments, which enables us to focus our efforts where they matter most.

Across these sites, initiatives are embedded into daily operations to optimise water use. Measures include minimising water consumption during shutdown periods (Zibo and Santa Perpetua), upgrading equipment to eliminate continuous water flushing (Santa Perpetua), improving steam condensate recovery to generate water and energy savings (Toansa), and enhancing monitoring of cooling systems to reduce make-up water needs (Fersinsa). Together, these actions reflect a practical and locally grounded approach to water efficiency.

In 2025, Centrient conducted a water assessment, which identified three sites located in areas of high-water stress, including sites in Zibo (China), Santa Perpetua (Spain) and Fersinsa (Mexico). To address this, site-specific water management plans are being developed and are expected to be finalised in the coming years. These efforts will support the development of more formalised policies and strengthen our long-term approach to water stewardship.

Beyond operational improvements, Centrient also engages with external stakeholders to explore longer-term solutions that support shared water resilience. In Mexico, the company is assessing participation in the “Purple Pipeline” project, which could enable the industrial reuse of treated municipal wastewater. In China, the Yushu site is evaluating a transition from groundwater to surface water in line with regulatory guidance.



Targets related to water E3-3

Target	Performance	Our progress
-5% water intensity by 2030 compared with a 2015 base year (relative to production output)	-8% water intensity in 2025 compared with a 2015 base year	Target met ● ● ●
-10% water withdrawal by 2030 compared to with 2015 base year	-14% water withdrawal in 2025 compared with a 2015 base year	Target met ● ● ●



Centrient’s water ambitions are anchored in clear forward-looking targets that guide our action and drive continuous improvement. These targets reflect our commitment to using water responsibly while strengthening the resilience of our operations.

Our progress to date demonstrates this commitment in action. By 2025, we exceeded our target to reduce water intensity by 5% compared to 2015 levels, achieving an 8% reduction. In the same year, we also surpassed our longer-term ambition to reduce total water withdrawal by 10% by 2030 (compared to a 2021 baseline), reaching a 14% reduction well ahead of schedule.

Looking ahead, Centrient plans to carry out a comprehensive water assessment in the coming years to further strengthen its approach in water stressed regions. This assessment will update baselines, shape new targeted goals and guide future actions to improve efficiency, reduce impacts and build resilience where water risks are highest.



Water consumption and related metrics

E3-4

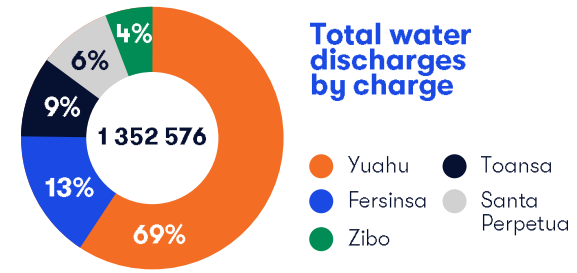
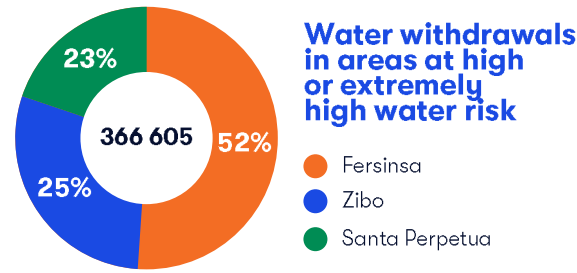
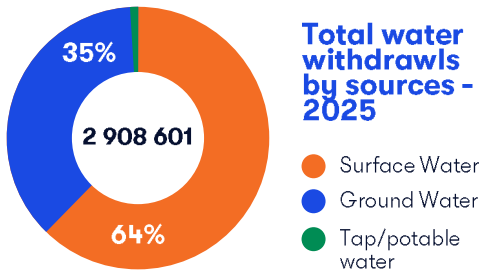
Centrient recognises the importance of monitoring its water stewardship efforts through key performance indicators, such as total water withdrawals and water discharges. These metrics are complemented by regular review meetings with site teams, which help identify priorities, share best practices and drive continuous improvement across operations.

In 2025, Centrient’s total water withdrawal amounted to 2,908,601 m³, sourced from a mix of groundwater, surface water and municipal supply, depending on site location. Of this volume, 366,605 m³ was withdrawn in areas classified as having high or extremely high-water stress, based on the Aqueduct Water Risk Atlas. Water withdrawals have continued to decline over recent years, with a 14% reduction compared to 2021 and a 6% reduction compared to 2023, reflecting our ongoing efforts to manage water responsibly, including in water-stressed areas, where a 7% reduction was achieved compared to 2023.

Withdrawn water is primarily used in our manufacturing processes, incorporated into products or evaporated during production. A significant portion is subsequently treated and discharged safely to the environment or municipal sewage systems. Centrient operates on-site wastewater treatment plants at all manufacturing sites, which, through robust treatment practices described before, discharges meet applicable environmental and regulatory standards.

In 2025, the total volume of water treated and discharged was 1,352,576 m³, representing 47% of total water captured. In line with ERS definitions, water consumption – the portion not returned to the environment or a third party – amounted 1,556,025 m³, of which 67,335 m³ was consumed in areas at high or extremely high stress. For these specific risk areas, water consumption decreased by 76% between 2023 and 2025, reflecting the effectiveness of our targeted water management measures at sites in water stressed areas.

Centrient reports a water intensity ratio of 0.00314 m³ per million euro of net revenue, supporting comparability over time. All water consumption data is obtained through direct measurement based on water invoicing or meter reading, with no reliance on estimates or extrapolation, ensuring a high level of data accuracy.



[6] Areas at water risk include areas of high and extremely high-water stress, assessed based on the Aqueduct Water Risk Atlas.

Metric (m3)	2023	2024	2025	2023-2025
Total water withdrawals	3,078,447	2,917,690	2,908,601	-6%
Total water withdrawals, areas of water risk ⁶	395,166	318,044	366,605	-7%
Total water recycled and reused	43,626	66,433	Not collected	-
Total water discharged	1,866,482	1,149,482	1,352,576	-28%
Total water consumption	1,211,965	1,768,208	1,556,025	28%
Total water consumption in areas of water risk ⁶	277,800	149,114	67,335	-76%



Anticipated financial effects from water-related **risks and opportunities**

E3-5

Given Centrient's initial phase of CSRD implementation, we currently assess the financial effects of water risks and opportunities primarily through qualitative analysis.

Water is essential to Centrient's manufacturing processes and, while robust practices are in place to ensure the reliable water availability and quality, potential risks and opportunities have been identified linked to water efficiency and operations in water-stressed regions.

In the short term, increased water scarcity could lead to higher operating costs, constraints on water availability, or, in extreme cases, limitations on production capacity. Conversely, improved water efficiency, recycling and reuse can reduce operational costs, strengthen operational resilience and support regulatory readiness. While these effects are not expected to be material in the short term, they are actively monitored as part of our operational and environmental management processes.

Going forward, as data availability, methodologies and internal processes continue to evolve, Centrient aims to progressively enhance the quantitative assessment of water-related financial effects supporting more informed long-term planning and greater transparency in future reporting.

LOOKING AHEAD

While water-related targets have been met, ongoing challenges remain in managing water risks in high-stress regions.

As water scarcity intensifies and regulatory expectations continue to evolve, Centrient recognises that responsible water stewardship will play an increasingly important role in shaping resilient and future ready operations—particularly in water stressed regions. In this context, water is not only a critical resource, but a shared responsibility that requires continuous attention and thoughtful action.

By securing responsible water sourcing, improving efficiency and expanding recycling and reuse practices, we aim to protect production continuity while reducing our environmental footprint and supporting the communities and ecosystems that depend on the same water resources. The definition of new targets and the development of robust, site-specific water plans will further strengthen this commitment and ensure alignment with evolving regulatory and stakeholder expectations.



ESG

RESOURCE USE AND CIRCULAR ECONOMY

Material sub-topics addressed

—
Waste



Responsible resource use and circularity are integral to Centrient's ability to operate sustainably and deliver its products safely. As a pharmaceutical manufacturer, Centrient relies on complex material flows, while generating a range of hazardous and non-hazardous waste streams across its operations.

The scale, complexity and regulatory sensitivity of these material flows make effective resource and waste management essential. By strengthening circular practices and ensuring the safe handling and disposal of waste, Centrient seeks to minimise environmental impacts, protect health, and maintain full regulatory compliance.

Highlights

-15%

Waste generated in our operations

88%

Waste repurposed or recycled

LINKED SDG's:



Policies related to resource use and circular economy

E5-1

Given the nature of pharmaceutical manufacturing, which involves complex chemical and biological processes, the generation of hazardous and non-hazardous waste streams is inherent to operations. The company's policy approach therefore focuses on ensuring regulatory compliance, minimising environmental impacts associated with waste generation and promoting responsible material management practices across its sites.

The global Safety, Health and Environment (SHE) Policy governs waste management across Centrient's operations. It requires that hazardous and non-hazardous waste generated from our own operations is handled and disposed of in compliance with applicable legal requirements. The policy promotes waste reduction at source and prioritises recovery or repurposing over disposal where feasible.

While pharmaceutical production limits the use of recycled materials in finished products, Centrient promotes efficient material use, process optimisation, and the use of renewable and bio-based inputs where possible, such as the glucose derived from corn used in fermentation.

Implementation of these principles is supported by site-level and global environmental management systems, including Certified Environmental Management Systems (ISO 14001) at all our production sites (Fersinsa, Santa Perpetua, Zibo, Toansa, Yushu and Delft), as well as IT systems that enable the structured management, continuous improvement and reporting of waste generated in operations. Together, these systems ensure consistency and transparency in environmental performance, while supporting compliance with national, regional and local environmental regulations.

Operational waste management practices are further governed by the Standard Operating Procedure for Planet KPIs Reporting, which defines the internal guidelines for monitoring and reporting environmental performance indicators. These indicators include, among others, the total amount of waste generated from own operations, disaggregated by material type and disposal method.

Overall, these policies provide a strong foundation for consistent, transparent and continuously improving waste management and circularity.

IRO TYPE

Impact materiality + Positive
- Negative

Financial materiality ▲ Opportunity
▼ Risk



OWN OPERATIONS

- Waste generated in operations
- Waste management practices
- By-products repurposed



DOWNSTREAM



Actions and resources related to resource use and circular economy

E5-2

Centrient's actions related to resource use and circular economy focus primarily on waste repurposing and optimisation of waste management practices. Across its operations, the company has implemented processes to divert waste from disposal routes such as landfill or incineration without energy recovery, favoring repurposing and recovery options where safety, quality, and regulatory conditions allow.

At its site in Spain, selected waste streams are repurposed for downstream use in fertilizer production for agricultural applications, thereby reducing disposal volumes and supporting resource recovery outside Centrient's operations.

In the Netherlands, targeted process improvements, including enhanced microfiltration, have reduced overall waste generated. In addition, the site also repurposes and redirects for further use two by-products arising from its regular production processes: one is repurposed as an input for agricultural fertilizers, while the other is redirected as feedstock for biogas to generate biogas.

Meanwhile in China, repurposed waste streams are supplied as filler materials for building bricks, contributing to reduced demand for virgin raw materials in external value chains.

Together, these initiatives support waste prevention, resource efficiency and circular use of materials. They are implemented through dedicated operational teams and established waste handling procedures, in collaboration with certified waste treatment partners. In parallel, strict controls are maintained to safeguard environmental and public health, including measures to mitigate antimicrobial resistance risks through appropriate destruction, sampling, and verification of waste streams.



Targets related to resource use and circular economy

E5-3

At Centrient, waste is not just an operational by-product – it is an opportunity to close the loop and turn materials into valuable resources. Guided by this vision, the company has set a clear target to repurpose at least 90% of its total waste by 2030, reflecting its commitments to circular economy, resource use and responsible waste management.

Progress toward this target is monitored annually using site-level data, with the net weight of individual waste shipments measured directly at source and verified against invoices from certified waste service providers. This approach ensures accuracy, transparency, and confidence in the company’s reporting. Performance is reviewed internally at both corporate and site levels, enabling teams to identify further efficiency opportunities to innovate in waste management practices.

In previous years, Centrient exceeded its internal target, repurposing 93% of its total waste in both 2023 and 2024. In 2025, the proportion of total waste repurposed decreased slightly to 88%. This reduction in repurposed waste weight is mainly the result of improved in-process separation, which typically lowers residual water content and, consequently, the net weight of waste streams. This trend is expected to continue in the coming years as Centrient identifies further opportunities for internal reuse of by-products and implements more efficient separation processes. At the Delft site, for example, decisions in the coming years regarding the redevelopment of the wastewater treatment facility may need to balance maximising external reuse of certain waste streams with retaining sufficient material internally to ensure the effective operation of the wastewater treatment plant.

Looking ahead and recognising that the current target does not yet cover other aspects of resource use or circular economy, Centrient intends to explore new or updated targets during 2026, reflecting operational developments, evolving regulatory expectations and opportunities for further strengthen circularity across the business.

Target	Performance	Our progress
90% waste repurposed or recycled by 2030	93% waste recycled or repurposed in 2023/2024 and 88% in 2025	Target met ●●●



Resource outflows and waste streams E5-5

Centrient’s manufacturing processes generate a range of waste streams that are characteristic of the pharmaceutical sector. These streams include both hazardous and non-hazardous materials, each requiring careful management to ensure safety, compliance, and environmental protection

Hazardous waste comprises spent solvents, distillation residues, incineration ash, contaminated packaging, and other hazardous by products, while non-hazardous waste includes by products, wastewater treatment sludge, packaging waste, scrap metals and mixed industrial waste. Waste composition is closely monitored to ensure safe handling and to support continuous improvement in waste reduction and recovery.

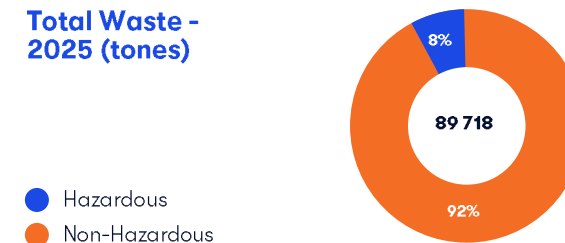
Across its operations, Centrient’s waste streams contain a wide range of materials, including rejected product, biomass from fermentation and wastewater treatment plants processes, inorganic salts and residues from incineration ash, as well as plastics, metals, paper and wood. By maintaining detailed oversight of these materials, Centrient strengthens its ability to manage waste responsibly, enhance recovery opportunities, and advance more circular practices across its operations.

The total waste generated in 2025 and its evolution was as follow:

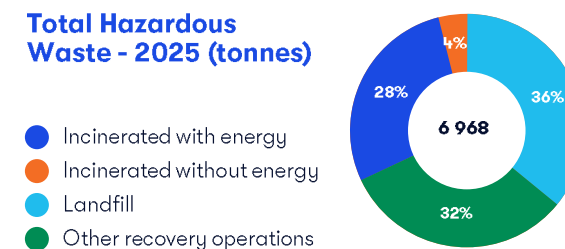
Waste [tonnes]	2023	2024	2025	2024-2025
Total amount of waste generated	110,452	105,355	89,719	-15%
Total amount of hazardous waste generated	8,481	8,018	6,968	-13%
Total amount of hazardous waste generated - prepared for reuse	0	0	0	-
Total amount of hazardous waste generated - recycling	0	0	0	-
Total amount of hazardous waste generated - other recovery operations	2,617	3,081	2,218	-28%
Total amount of hazardous waste generated - incinerated with energy recovery	297	1,816	1,946	7%
Total amount of hazardous waste generated - incinerated without energy recovery	2,852	217	293	35%
Total amount of hazardous waste generated - landfill	2,715	2,903	2,512	-13%
Total amount of hazardous waste generated - other disposal operations	0	0	0	-
Total amount of non-hazardous waste generated	101,972	97,336	82,750	-15%
Total amount of non-hazardous waste generated - prepared for reuse	0	0	0	-
Total amount of non-hazardous waste generated - recycling	15	16	15	-8%
Total amount of non-hazardous waste generated - other recovery operations	100,107	94,890	76,921	-19%
Total amount of non-hazardous waste generated - incinerated with energy recovery	1,465	1,325	1,560	18%
Total amount of non-hazardous waste generated - incinerated without energy recovery	268	129	50	-61%
Total amount of non-hazardous waste generated - landfill	117	977	4,205	330%
Total amount of non-hazardous waste generated - other disposal operations	0	0	0	-
Total amount of non-recyclable waste	7,713	7,367	10,565	43%
Total amount of repurposed waste	102,739	97,987	79,154	-19%
Total weight of repurposed waste (%)	93%	93%	88%	-5 p.p.
Total weight of non-recycled waste (%)	7%	7%	12%	+5 p.p.

Data related to waste generation and circular use are compiled using site level operational data. Quantities are based on direct measurements, with the net weight of individual waste streams measured at source and verified against documentation from certified waste service providers. This approach ensures transparency and confidence in the company’s reported figures.

Total Waste - 2025 (tonnes)



Total Hazardous Waste - 2025 (tonnes)



Total Non-Hazardous Waste 2025 (tonnes)



ESRS Anticipated financial effects from resource use and circular economy-related risks and opportunities

E5-6

In line with the first-year application of CSRD requirements, **Centrient currently assesses the financial effects of resource use and circular economy measures** mainly on a qualitative basis.

In the short term, **benefits may arise from improved waste segregation, lower disposal volumes, and the recovery of value from repurposed or recycled waste, leading to potential cost savings.** Conversely, efforts to improve resource efficiency and circular practices may require additional processing steps, quality controls or logistics, which could influence costs and investment decisions. While such measures may involve additional expenditure, they are viewed as supporting long term efficiency, regulatory resilience and more sustainable operations. These impacts are monitored through existing operational processes and are not expected to be material in the short term.

As data availability and methodologies continue to mature, **Centrient aims to further strengthen the assessment of financial effects** in future reporting periods.

LOOKING AHEAD

Centrient will continue to advance its approach to resource use and the circular economy by reducing waste generated from operations, improving material efficiency and identifying opportunities to strengthen circular practices within its manufacturing processes. Through this continued focus, the company aims to enhance operational resilience, reduce its environmental footprint and ensure full regulatory compliance, supporting sustainable manufacturing of life-saving medicines over the long term.



ESG

ES ENTITY-SPECIFIC

Material sub-topics addressed

Antimicrobial resistance (AMR)

Antimicrobial resistance (AMR) poses a growing threat to global public health, making infections harder to treat and increasing the risk of severe illness and mortality. Recognised by the WHO as a major global challenge, AMR was directly responsible for 1.27 million deaths globally and contributed to 4.95 million deaths in 2019*. AMR is particularly relevant for the pharmaceutical sector, where manufacturing-related waste and runoff can contribute to its spread.

As a key pharmaceutical manufacturer, Centrient recognises its responsibility to manage and mitigate its potential contribution to AMR. Identified as an entity-specific material topic, AMR has led Centrient to place strong emphasis on responsible antibiotic production, effective wastewater treatment and contributing to industry and multilateral efforts aimed at tackling AMR and protecting public health.

*Sources: WHO, Antimicrobial resistance, 21 November 2023; Antimicrobial Resistance Collaborators (2022) "Global burden of bacterial antimicrobial resistance in 2019: a systematic analysis".

Highlights

100%

Compliant with AMR IA standards including PNEC limits

2

Sites with BSI Kitemark™ Certification for Minimized Risk of AMR and the first API manufacturer to obtain this certification in India

LINKED SDGs:



Policies adopted to manage AMR ESRS 2

Centrient has established a robust policy framework to manage antimicrobial resistance (AMR). This framework brings together industry collaboration, clear internal standards and site-level mitigation technologies, reflecting Centrient's commitment to responsible antibiotic manufacturing and environmental stewardship.

At the core of this approach is Centrient's active membership in the **AMR Industry Alliance (AMR IA)** and alignment with the **AMR IA Antibiotic Manufacturing Standard as one of its founding members.** This industry-led framework sets harmonised, science-based requirements for responsible antibiotic production, including effluent water discharge limits applicable across all Centrient manufacturing plants and laboratories. These standards are regularly strengthened to reflect scientific progress and best practice, with updated discharge limits introduced in 2025 to further advance efforts to mitigate AMR. Centrient reinforces its commitment through representation on the AMR IA Board and active participation in technical working groups, contributing to the continuous evolution of industry standards.

To translate these commitments into day-to-day practice, Centrient has implemented a global **Quality Method** for Sampling and Testing Anti-Microbial Activity (AMA). This methodology governs the systematic monitoring of antibiotic residues across liquid and solid waste streams, air emissions and surface samples at sites performing AMA/AMR testing. Clear governance structures are in place: the Corporate Quality function oversees the implementation, maintenance, and control of the global methodology; Local QA Managers ensure compliance and approve site-specific adaptations where needed; and Laboratory Heads are responsible for applying the methodology in practice within their laboratories.

AMR-related risks are further addressed through Centrient's Safety, Health and Environment (SHE) Policy, which is mandatory at all sites producing or handling antibiotics. The policy establishes clear commitments to prevent, minimise and control the release of antibiotic activity into the environment and requires each site to appoint a dedicated owner for AMR-related matters. In line with industry best practices, sites are expected to comply with the AMR IA Antibiotic Manufacturing Standard to minimise environmental releases, with formal certification assessed and approved by management on a case-by-case basis. In addition, Centrient requires sites to assess potential environmental release and human exposure pathways and to implement appropriate controls to prevent accidental releases and cross contamination during product or equipment handling. The policy framework is authorised by the Chief Technical & Operations Officer and the Chief Executive Officer, with the Global SHE function providing ongoing guidance, coordination and updates to maintain its relevance and effectiveness.

In strengthening its approach to AMR, Centrient considers relevant regulatory and international guidance and ensure transparency and communication through mandatory internal training and public sustainability reporting.

UPSTREAM



IRO TYPE

Impact materiality + Positive
- Negative

Financial materiality ▲ Opportunity
▼ Risk

OWN OPERATIONS

- Raw materials production
- Operational activities
- ▲ AMR mitigation efforts



DOWNSTREAM



Actions and resources in relation to AMR ESRS 2



To translate its AMR policy commitments into meaningful action, Centrient embeds responsible practices directly into its operations. All production sites implement the requirements of the **AMR Industry Alliance Antibiotic Manufacturing Standard**, with full compliance achieved against the 2022 version. Following the publication of an updated standard in 2025, all Centrient sites are assessing potential gaps during 2026 and defining targeted actions to ensure continued alignment.



Independent external assurance plays a central role in Centrient's AMR mitigation approach. Certification audits conducted by the **British Standards Institution (BSI)**, at the Spain and India sites, confirmed compliance with the AMR IA standards. As a result, both facilities were awarded the **BSI Kitemark[®] Certification for Minimised Risk of Antimicrobial Resistance** in 2024 and 2025, placing Centrient among the first companies in obtaining BSI certification for this important issue. In fact, the Toansa facility was the first API manufacturer in obtaining this certification in India, reinforcing our commitment to addressing AMR and our leading position in this area. Identified improvement opportunities primarily related to risk-assessment methodologies are being addressed as part of continuous improvement efforts.

At operational level, Centrient maintains routine environmental monitoring programmes **aligned with Predicted No-Effect Concentration (PNEC)-based requirements**, complemented by Delvotests for antibiotic residue detection across all sites. These monitoring activities support early identification of potential deviations and enable timely corrective action where needed.

In addition, Centrient deploys antimicrobial agent (AMA) removal technologies across all production sites as part of its Sustainable Antibiotics programme. Depending on the antibiotic type produced, sites implement tailored methodologies, including pH treatment, heat treatment, filtration and enzymatic degradation to reduce antibiotic concentrations in waste streams, particularly liquid effluents.

The programme continues to evolve in line with strengthened AMR Industry Alliance commitments, incorporating stricter emissions limits consistent with revised PNEC-based guidelines.

Beyond its own operations, Centrient promotes responsible manufacturing practices across its antibiotics value chain through supplier engagement and independent audits under the Pharmaceutical Supply Chain Initiative (PSCI). In 2025, this approach was strengthened through a dedicated supplier engagement programme covering key ESG topics, including AMR for antibiotic producers.

Awareness and capacity-building actions are also undertaken to embed AMR considerations internally and externally. **Employees receive targeted training** on AMR and the AMR IA standards, while community-level awareness initiatives are delivered through corporate responsibility programmes in India and Mexico.

Centrient supports these actions with dedicated financial, technical and human resources, and will continue investing to align with updated AMR Industry Alliance standards and strengthen monitoring, mitigation and assurance activities.



Targets adopted to manage AMR ESRS 2

Target

100% compliance with AMR IA standards including PNEC limits by 2030

Performance

100% compliance with AMR IA standards including PNEC limits in 2025

Our progress

Target met



Centrient has set forward-looking targets aligned with its AMR objectives and industry commitments. By 2030, Centrient aims to achieve full compliance across all manufacturing sites with the AMR Industry Alliance Antibiotic Manufacturing Standard, including alignment with PNEC limits. **In 2025, this target was met, and two sites received BSI certification for minimised risk of AMR in 2024 and 2025**, confirming continued compliance with the standard.

Beyond its own sites, Centrient extends this ambition into its antibiotics value chain through its **Sustainable Procurement** approach. By 2030, we aim for selected suppliers to meet defined sustainability criteria, including PNEC-related requirements, supporting responsible manufacturing practices across the value chain. This ambition is further explained in the Governance chapter – G1.



Metrics adopted to manage AMR ESRS 2

Centrient monitors the effectiveness of its AMR actions using operational and environmental indicators, including treated wastewater volumes and chemical oxygen demand (COD) levels in discharged wastewater. These metrics help assess the effectiveness of wastewater treatment processes and potential AMR risks.

In addition, Centrient also tracks **PNEC compliance** across all manufacturing sites, ensuring that antibiotic concentrations in discharged water remain below science-based thresholds, through quantitative analysis. This means that concentrations are below scientifically established limits and no antimicrobial resistance should be expected. All Centrient sites are in 100% compliance with these limits.

Following the 2025 update of the AMR Industry Alliance standards, including revised PNEC thresholds, Centrient is working in 2026 to align its targets, metrics and methodologies with the latest guidance and evolving best practices.



Looking Ahead

Recognising AMR as a critical global public health threat, Centrient remains committed to strengthening its role in managing and mitigating AMR risks across its operations and value chain. Building on the progress achieved to date, the company will continue to enhance environmental monitoring and control systems in line with evolving AMR IA standards, including updated discharge limits and PNEC thresholds.

Through ongoing reassessments, potential site certifications and continuous improvement initiatives, Centrient aims to reinforce responsible antibiotic manufacturing practices and contribute meaningfully to collective efforts to protect public health.



ESG

Social

- S1 Own workforce
- S2 Workers in the value chain
- S3 Affected communities
- S4 Consumers and end-users



ESG

S1 OWN WORKFORCE

Material sub-topics addressed

— Working conditions

— Equal treatment and opportunities for all

— Other work-related rights

People are at the heart of Centrient's operations and our success is driven by their commitment, expertise and dedication. Across manufacturing sites, corporate functions and support roles, employees play a critical role in delivering high-quality, life-saving medicines and sustaining the company's long-term performance.

Through strong governance, clear policies, continuous engagement and targeted actions, Centrient is committed to fostering a safe, supportive and fair working environment. In doing so, Centrient aims to contribute to a culture where employees feel supported, respected and empowered to contribute to the company's shared success.

Highlights

8/10

Score in the global employee engagement survey

100%

Employees covered by the health and safety management system

LINKED SDG's:



Impacts, Risks and Opportunities

Material IROs and their interaction with strategy and business model

SBM-3

Centrient’s business depends on its people—the thousands of employees who operate its manufacturing sites, support corporate functions and keep its global operations running every day. The company recognises that its activities both depend on and directly affect its workforce, creating a shared responsibility to foster positive outcomes while carefully managing potential risks across diverse working environments.

The scope of this disclosure covers all people within Centrient’s own workforce who may be impacted by its activities. This includes **permanent employees**, who make up the majority of the workforce and work across manufacturing, corporate and support functions, as well as **non-employees** such as temporary workers and contractors who support operations during periods of increased demand or provide specialised expertise. Together, these groups play an important role in maintaining operational continuity and performance across Centrient’s global footprint in Asia, Europe and the Americas.

Through its double materiality assessment and ongoing dialogue with employees and their representatives, Centrient considers how different groups may experience impacts in practice. Permanent employees may be affected by working conditions, occupational health and safety, work-life balance, wellbeing career development and equal treatment. Temporary workers and contractors may face additional considerations related to job security, access to training, integration into teams and continuity of benefits. In higher-risk geographies such as China and India, broader labour market challenges in the surrounding environment require heightened attention, even though no incidents related to child or forced labour have been identified within Centrient’s own workforce. Across all workforce categories, the responsible handling of personal, employment and health related data remains a key area of focus.

These considerations are addressed through clear policies, strong governance, regular engagement and targeted actions at both site and corporate levels. Through this approach, Centrient seeks to support its people, strengthen positive outcomes across its workforce and ensure that potential risks are prevented.

IRO TYPE

Impact materiality + Positive
- Negative

Financial materiality ▲ Opportunity
▼ Risk



UPSTREAM

OWN OPERATIONS

- + Ongoing training
- + Zero tolerance to violence or harassment
- + Child labour prevention
- + Forced labour prevention
- + Access to fair housing
- + Worker’s representation
- + Work-life balance
- Work-related incidents
- + Permanent contracts
- + Working time
- + Competitive compensation
- + Safety culture
- + Transparent remuneration
- ▼ Unsecured employment
- ▲ Health & Safety programs



DOWNSTREAM



Policies related to Own Workforce S1-1

Centrient has established a comprehensive and integrated framework of people related policies that underpin how the company supports, protects and engages its workforce. Together, these policies are designed to promote fair treatment, uphold human rights, safeguard health and safety, support wellbeing and work-life balance and foster an inclusive, respectful and high-performance working environment. This global framework applies across Centrient's operations and, where necessary, is complemented by site-specific policies to reflect local legal requirements and cultural contexts.

At the core of this framework is **the Centrient Code of Conduct**, which defines the ethical standards that guide how the company operates. The Code applies to all employees, regardless of role, location, or seniority and extends to temporary workers, consultants and other parties acting on Centrient's behalf.



It is implemented consistently across all countries in which Centrient operates, including jurisdictions with less stringent regulatory environments. Key principles embedded in the Code include compliance with regulations, respect for fundamental human rights, prioritisation of health and safety, promotion of diversity, equity and inclusion and prevention of misconduct. All employees formally acknowledge the Code on an annual basis, reinforcing shared accountability and ethical decision-making. The CEO is the most senior executive accountable for its implementation.

Centrient's **Human Rights Position** further articulates the company's commitment to respecting and upholding human rights across its operations and value chain. This commitment applies to employees, business partners and suppliers and includes zero tolerance for child labour, forced labour, harassment, discrimination, trafficking and slavery.

It also reinforces the provision of a safe and healthy workplace, fair and equal treatment, robust governance arrangements and accessible channels for engagement and reporting concerns.

To support fair and inclusive access to employment, the **Global Recruitment Policy** establishes a merit-based recruitment framework that promotes equal opportunity and diversity while explicitly prohibiting child labour and discriminatory practices. Recruitment decisions are based on role requirements and suitability, without exclusion on the basis of protected characteristics. It applies to all internal and external recruitment for permanent positions and is approved by the Global CEO.

Once employed, Centrient supports performance, development and accountability through its **Performance Management Policy**, which translates organisational strategy into clear individual goals and values-based behaviours. The framework promotes ongoing dialogue, regular feedback and consistent assessment across the organisation, reinforcing a culture that values not only what is achieved, but how it is achieved.

Where performance falls below expectations, the **Performance Improvement Plan (PIP) Policy** provides a structured and supportive approach to help employees improve and succeed. The policy emphasises early intervention, coaching, clarity of expectations and objective assessment, ensuring that performance challenges are addressed transparently, with the aim of enabling positive outcomes wherever possible.

Centrient's **Global Compensation & Benefits Policy** underpins a fair, transparent and performance-driven approach to remuneration. Guided by a "pay for performance" philosophy, the policy supports the attraction, retention and motivation of talent while ensuring internal equity, market competitiveness and compliance with local legal requirements. Oversight is provided through clearly defined governance structures, including the Remuneration Committee. To prevent conflicts of interest and support workforce diversity, the **Policy for Employment of Family Members and People in Relationships** sets clear boundaries regarding reporting lines and decision-making responsibilities, ensuring objectivity and fairness across employment practices.

Employee wellbeing and flexibility are further supported through policies on **Remote Working, Parental Leave, and International Assignments**. Centrient's **Parental Leave Policy** provides gender-neutral paid leave for birthing and non-birthing parents, as well as grandparents, supporting employees during important life events.

International mobility is governed through the Short-Term and Long-Term International Assignment Policies, which aim to enable professional development and business continuity while minimising disruption to employees and their families. These policies provide structured support for relocation, housing, travel and integration, reflecting Centrient's duty of care for employees working across borders.

Employee safety is a central priority. The Safety, Health and Environment (SHE) Policy establishes a strong foundation for preventing work related illness and injury and for promoting physical and mental wellbeing across all operations. Measures include mandatory risk assessments, safety training, life-saving rules for high risk activities, incident investigation and continuous learning. This policy is authorised by the Chief Technical Operations Officer and Global CEO and overseen by the global SHE function. This is complemented by the Travel Policy and Standard Operating Procedure on Safety Procedures and Guidelines for Travelling, which provides detailed guidance for business travel, including risk assessment, emergency preparedness and mandatory use of travel risk management tools to protect employee health and security while travelling.

Centrient's Diversity, Equity and Inclusion (DEI) roadmap reinforces the company's ambition to create an inclusive workplace where employees can be themselves and contribute fully. This is supported by inclusive leadership practices and ongoing monitoring of diversity metrics. In Spain, this commitment is further reinforced through a locally aligned Equality Plan, which promotes equal treatment and opportunities between women and men. Across the policy framework, alignment with internationally recognised standards—including the UN Guiding Principles on Business and Human Rights and relevant ILO conventions—is maintained. Policies are communicated through onboarding, training programmes and internal platforms, and are reviewed periodically to ensure they remain relevant, effective and aligned with evolving expectations.



Processes for **engaging with own workers and workers' representatives** S1-2

Centrient actively engages with its workforce through a mix of formal and informal channels, ensuring that employees' voices are heard and meaningfully inform decision-making. These engagement mechanisms include global employee engagement surveys, pulse surveys, exit interviews, works councils and employee committees where applicable, as well as town halls and regular team meetings at both global and site level.

Engagement takes place on a regular basis, with certain mechanisms operating on quarterly cycles depending on geography and organisational context. In particular, the global employee engagement survey (THRIVE) is conducted every two years and is benchmarked against peers in our sector, supporting continuous improvement over time.

Overall responsibility for workforce engagement rests with the Executive Committee, which ensures that insights and outcomes are considered in management decisions. Effectiveness is monitored through participation rates, survey outcomes and follow-up action plans. **Particular attention is given to inclusive and accessible communication**, including the use of local languages for operational staff and targeted efforts to capture the perspectives of potentially vulnerable or under-represented groups.



Processes to **remediate negative impacts and channels to raise concerns** S1-3

Centrient is committed to ensuring that all workers feel safe, heard and supported in raising concerns or seeking remedy. To this end, the company has established multiple trusted channels through which concerns can be raised openly and responsibly.

The primary mechanism is the **SpeakUp Channel**, which enables individuals to raise questions or concerns related to potential breaches of the Code of Conduct or other company policies. For workforce-related topics, this may include matters such as personal data protection, discrimination or harassment. SpeakUp is available all the time and is embedded in the Code of Conduct, which is accessible to all employees. Centrient actively promotes awareness of this channel and works to build trust in the process, encouraging employees to speak up without fear.

In addition, employees can raise concerns through regional and site-level mechanisms, including local grievance procedures, HR processes, the global **Employee Assistance Programme (EAP)**, and worker councils where applicable (Spain and the Netherlands). The EAP provides a confidential space for employees to seek support with personal challenges, helping them navigate difficulties and strengthen wellbeing.

All concerns raised are addressed through defined and transparent procedures, with appropriate corrective actions taken where necessary. Centrient maintains a clear **non-retaliation commitment**, ensuring protection for individuals who raise concerns in good faith. The effectiveness of these mechanisms is monitored through reporting, follow-up actions, engagement surveys and indicators, such as the number of cases raised, resolution rates and time to closure, supporting continuous improvement and trust over time.



Taking action on material impacts and managing **Risks and Opportunities** S1-4

Beyond policies, Centrient takes concrete action to care for its people, reduce potential risks and strengthen positive outcomes across the workforce.

Fair and adequate remuneration is a cornerstone of employee wellbeing at Centrient. **Living Wage Assessments** have been conducted periodically in recent years, with the most recent completed in 2025. The assessment confirmed that employees in Centrient's main operating countries—the Netherlands, Spain, India, China and Mexico—generally meet living wage standards based on local cost-of-living benchmarks. Two cases below the defined living wage threshold were identified in China; these are currently under investigation, with remediation actions being defined. Living wage levels are assessed using benchmarks from the Global Living Wage Database and continue to be monitored as part of Centrient's ongoing commitment to fairness and wellbeing.

In 2025, Centrient also conducted a **Gender Pay Equity** audit across its operating countries to assess remuneration practices and identify potential gender related pay gaps. The results showed that, on average, female employees are paid more than male employees, reflecting workforce composition, with women more represented in office-based roles and men predominantly occupying lower-paid shopfloor positions.



Centrient also invests in **learning, development and skills enhancement** to support performance, engagement and long-term organisational resilience. Development opportunities combine structured programmes with on-the-job learning, tailored to different roles, seniority levels and geographic contexts.

These include regular performance and career development reviews; technical, functional and behavioural training delivered through classroom learning, eLearning and coaching; Sand Pitting, a targeted development programme offering immersive, cross functional experiences; and international assignments and rotations that support knowledge transfer, cultural exposure and professional growth, while being managed in line with work-life balance principles.

In addition, Centrient supports leadership growth through the **EDGE programme**. Launched in **2025**, this programme supports the development of future leaders by strengthening leadership capabilities, cross functional collaboration and strategic thinking. EDGE provides participants with the opportunity to learn from peers, gain broader business perspectives and build the capabilities needed to lead with confidence in a complex and evolving environment.



The global Health and Safety management framework is supported by regular trainings across the world. During the reporting period, employees received health and safety training through workshops and awareness sessions tailored to local risks, roles and legal requirements. These actions aim to prevent work-related injuries and ill health, promote safe behaviours and reinforce a strong safety culture across operations.

Employee engagement and a sense of belonging are further strengthened through corporate social responsibility (CSR) initiatives, which enable employees to use working time to participate in company organised activities that support local communities. These initiatives foster connection, purpose and pride, while contributing positively to the communities linked to Centrient's operations.

The effectiveness of these actions is assessed using indicators such as engagement scores, performance outcomes, attrition rates and training participation. Responsibility for implementation rests with HR, site management and executive leadership, supported by defined governance structures.



Targets related to Own Workforce S1-5

Target	Performance	Our progress
Employee engagement scoring in top 25% of our industry by 2026	Employee engagement scored 8.0 in 2024, close to top 25% of our industry (8.1)	In Progress ● ● ○
<8% voluntary attrition ensuring talent retention annually	5.3% voluntary attrition in 2025, talent retained	Target Met ● ● ●
50% women in senior management positions by 2030	35% women in senior management positions in 2025	In Progress ● ● ○

One of Centrient’s key ambitions is to be among the **top 25% of the industry for employee engagement by 2026**. Employee engagement is measured through the global staff survey, THRIVE. In 2024, the most recent year in which the survey was conducted, Centrient achieved an engagement score of **8.0**, compared with a score of **8.1**, which corresponds to top-quartile industry performance, with a 95% response rate.

Centrient has also established an ongoing annual target to maintain **voluntary attrition below 8%**, supporting long-term talent retention. In 2025, the company achieved a voluntary turnover rate of **5.3%**, a decrease from 6% in 2024, and remained well below the defined threshold.

Retention is supported through learning and development opportunities, competitive remuneration, wellbeing programmes and regular dialogue between employees and managers.

In addition, Centrient has set the ambition to achieve **50% gender representation in senior management roles by 2030**. As of 2025, **35%** of senior management roles were held by women, up from 32% in 2024. Progress towards this target is supported by inclusive recruitment practices, leadership development initiatives, succession planning and the ongoing monitoring of gender diversity metrics.



Characteristics of Employees S1-6

Centrient’s workforce is predominantly composed of permanent employees distributed across Asia, Europe and the Americas, reflecting the company’s global presence and diverse talent base. Workforce data are collected centrally through HR systems and reported primarily on a headcount basis. Metrics include breakdowns by gender, age group, region, country and contract type, as well as employee turnover. Methodologies and assumptions are based on consistent HR definitions and data-collection practices across locations.

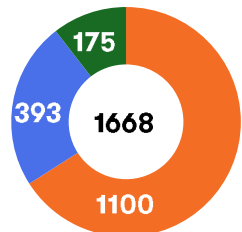
Gender Distribution

Gender	2023	2024	2025
Male	1,459	1,415	1,335
Female	343	382	333
Other		-	-
Not Reported			-
Total	1,802	1,797	1,668

Employees by Country

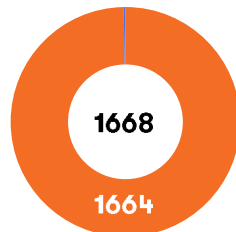
Gender	2023	2024	2025
Netherlands	181	183	170
India	612	601	553
China	515	506	455
Spain	148	193	187
Mexico	342	311	290
United States	4	3	2
Total	1,802	1,797	1,668

Total Employees by age group – 2025 (Headcount)



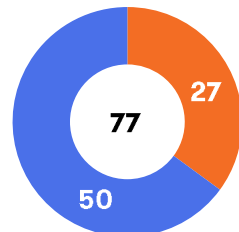
- > 50 years old
- Between 30 and 50 years old
- < 30 years old

Total Employees by type of job – 2025 (Headcount)



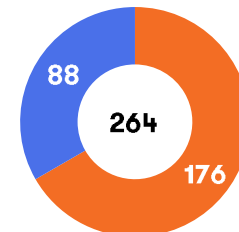
- Full-time
- Part-time

Employees at top management by gender – 2025 (Headcount)



- Female
- Male

Turnover by type of termination -2025 (Headcount)



- Planned
- Voluntary

% of Turnover - 2025

15.83



Characteristics of Non-Employee

S1-7

In addition to employees, Centrient works with **non-employee workers**, primarily individuals engaged through employment agencies or contractors who support specific operational activities. Where relevant, these workers are considered within the scope of Centrient's workforce for risk management and health and safety purposes, reflecting the company's commitment to safe and responsible working conditions for all those contributing to its operations.

While Centrient does not yet collect quantitative data on non-employee workers, relevant information is addressed qualitatively. These focus on the nature of roles performed, applicable working arrangements and clear expectations regarding health, safety and responsible conduct.

Nevertheless, Centrient is currently working to enhance data collection processes for non-employee workers, with the objective of improving data completeness and reporting coverage in future reporting periods.

Social Protection

S1-11

All employees in Centrient's own workforce are covered by social protection systems, either through statutory public schemes or employer-provided benefits.

Coverage typically includes protection against loss of income due to sickness, unemployment, occupational injury, parental leave and retirement. While arrangements vary by country in line with local legal frameworks and benefit structures, these provisions reflect Centrient's commitment to responsible employment practices and to supporting employees beyond the workplace.

Adequate Wages

S1-10

Centrient is committed to fair and adequate pay as a fundamental pillar of employee wellbeing. Wage adequacy is monitored through regular internal reviews and, where relevant, living wage and gender pay assessments, ensuring alignment with legal requirements and market benchmarks.

The most recent assessment, conducted in 2025, confirmed that employees across Centrient's principal countries of operation—including the Netherlands, Spain, India, China, and Mexico—are generally compensated at levels that meet recognised living wage benchmarks, reflecting local cost of living conditions. The assessment identified **two instances in China**, (representing 0.1% of the workforce) where wages fell below the applicable living-wage thresholds. These cases are currently under review, and appropriate remediation measures are being developed. Living-wage benchmarks were derived from the **Global Living Wage Database**, and Centrient remains committed to ongoing monitoring of wage levels as part of its broader approach to fair pay and employee wellbeing.



Training and Skills Development metrics S1-13

Centrient supports the continuous development of its workforce through regular performance and career development reviews, complemented by training and learning opportunities aligned with business needs and individual development plans. Participation in performance and career development reviews is tracked centrally through HR systems.

During the reporting period, **89% of female employees and 62% of male employees** participated in regular performance and career development reviews. Differences in participation rates reflect variations in role types, operational environments and local practices across geographies.

Training delivery includes a combination of classroom-based learning, eLearning and on the job development. The **average number of training hours per employee** during the reporting period was **1.46 hours**, with **female employees averaging 2.49 hours and male employees averaging 1.20 hours**. Training topics include health and safety, compliance, technical skills, leadership development and inclusion-related training.

At present, Centrient does not systematically include non-employee workers in performance or career development review processes. As data collection practices evolve, Centrient will assess opportunities to expand training related information and improve comparability over time.

Health and Safety Metrics S1-13

Protecting the health and safety of everyone working at its sites is a fundamental priority for Centrient.

This commitment is embedded in a global Safety, Health and Environment (SHE) management framework, supported by local implementation in line with applicable legal requirements.

To foster a strong and proactive safety culture, Centrient conducts regular SHE trainings, internal audits and inspections aimed at identifying risks, preventing incidents and promoting safe behaviours. All sites undergo annual internal SHE audits, complemented by periodic global SHE audits every three to five years and inspections by local authorities where required. While external certification is not mandatory, **compliance and performance are actively monitored through these internal and regulatory mechanisms.**

During the reporting period, no work-related fatalities occurred among employees or non-employee workers. Seven recordable work-related accidents were reported, resulting in 50 lost working days due to work related injuries or ill health.

	2023	2024	2025
Percentage of employees covered by the health and safety management system	100%	100%	100%
Fatalities as a result of work-related injuries and work-related ill health	0	0	0
Number of recordable work-related accidents	6	4	7
Cases of recordable work-related ill health	0	0	0
Days lost to work-related injuries and fatalities from work-related accidents, work-related ill health and fatalities from ill health	355	41	50

Health and safety data covers both employees and non-employees and are captured using the same system, reinforcing a consistent and inclusive approach. All incidents are investigated with equal rigour and the same risk assessments, safeguarding measures, personal protective equipment and other health and safety requirements apply to non-employees workers as to employees.

The average number of training hours per employee is calculated by dividing the total number of e-learning hours delivered by the total number of employees. This calculation excludes on-the-job training and classroom based training. Centrient recognises the limitations of this approach, as not all forms of learning are yet consistently tracked or monitored.



Work-life Balance Metrics

S1-15



Supporting employees in balancing work and personal life is an important aspect of Centrient's approach to employee wellbeing.

This commitment is reflected through a combination of global policies and local statutory arrangements, including parental leave, flexible working and remote working options. All employees are entitled to family related leave through statutory social protection systems, collective bargaining agreements or company policies, depending on the jurisdiction. Work-life balance is further supported through complementary initiatives developed at the site level, such as sport activities, awareness workshops and celebration of special days or events.

While quantitative data on the uptake of family related leave is not yet fully available, the company continues to strengthen data-collection systems and, in the interim, prioritises qualitative transparency. **Centrient remains committed to improving the consistency and completeness of work-life balance metrics** in future reporting periods, reinforcing its people centred approach.

Remuneration Metrics (pay gap and total compensation)

S1-16



Centrient seeks to ensure that remuneration practices are fair, equitable and consistently applied across the organisation.

To support this ambition, a **gender pay equity audit** has been conducted across Centrient's main operating countries, indicating that, on average, female employees are paid more than male employees. This outcome primarily reflects workforce composition, with women more represented in office-based roles and men predominantly occupying lower-paid shopfloor positions in several countries.

Quantitative metrics on the gender pay gap and remuneration ratio are currently under development and subject to further methodological refinement, particularly to ensure consistency and full alignment with ESRS calculation requirements. Centrient expects to progressively expand these disclosures as data maturity and methodological robustness increase.



Incidents, Complaints and **Severe Human Rights Impacts**

S1-17

Centrient provides trusted and accessible channels through which employees and other workers can raise concerns or seek support. These mechanisms are supported by a strict non-retaliation policy, reinforcing a culture of openness and confidence in speaking up.

During 2025, 14 complaints were raised through these channels, including one case related to discrimination. No complaints were filed with OECD National Contact Points and no severe human rights incidents or related fines, penalties or compensation were identified.

All concerns raised are investigated and addressed through defined procedures, with oversight by the Risk & Compliance and HR functions. Grievance data are centrally compiled in line with data protection and confidentiality requirements, and grievance mechanisms are regularly reviewed to support continuous improvement.

LOOKING AHEAD

The long-term success of Centrient is shaped by the people who bring its purpose to life every day. Looking ahead, the company will continue to improve how it listens to, supports and invests in its workforce—fostering safe, inclusive and engaging working environments where individuals can thrive. By deepening engagement, improving insight and embedding people-focused thinking into everyday decisions, Centrient aims to build a resilient organisation grounded in trust, care and shared responsibility.



ESG

WORKERS IN THE VALUE CHAIN

Material sub-topics addressed

—
Working conditions

—
Other work-related rights

At Centrient, respect for people extends beyond our own workforce to the workers who support our operations across the value chain. We recognise that fair, safe and dignified working conditions are essential not only for those individuals, but also for the resilience, quality and integrity of our business.

Our approach to workers in the value chain is grounded in clear expectations, responsible sourcing practices and ongoing engagement with business partners. Through this framework, Centrient seeks to identify, prevent and address risks related to working conditions, health and safety and fundamental labour rights, while promoting responsible practices that align with our values and international human rights standards.

Highlights

5

Suppliers meet **Centrient's sustainability standards**

LINKED SDG's:



Impacts, Risks and Opportunities

Material IROs and their interaction with strategy and business model

SBM-3

Centrient operates within a global pharmaceutical value chain that brings together customers, raw material suppliers, contract manufacturing organisations (CMOs), service providers and logistics partners. While Centrient’s own workforce is comparatively limited in size, a significantly larger community of workers contributes indirectly through these business relationships.

This way, by strengthening labour standards across its value chain through clear expectations, targeted actions and ongoing engagement, Centrient seeks to support safe and fair working conditions while reinforcing supply continuity and long-term partnerships.



IRO TYPE

Impact materiality + Positive
- Negative

Financial materiality ▲ Opportunity
▼ Risk



UPSTREAM

- + Health & safety requirements
- + Safe sanitation facilities

OWN OPERATIONS



DOWNSTREAM

- Worker’s health & safety

+ Child labour prevention



Policies related to Value Chain Workers S2-1

Centrient's commitment to respecting the rights of value chain workers is reflected in a clear set of policies that guide how the company works with business partners and promote respect for human rights and fair labour practices.

Central to this approach is the **Business Partner Code of Conduct**, which translates Centrient's human rights expectations into clear and practical requirements for suppliers and contractors. These include safe and healthy working conditions, fair labour practices, access to effective grievance mechanisms, and zero tolerance for child labour and forced labour. Compliance with the Code is embedded into supplier onboarding, contractual arrangements and ongoing monitoring.

These principles are reinforced by **Centrient's Sustainable Procurement Policy**, which sets out the company's ambition to integrating environmental, social, and governance considerations across procurement activities for our strategic top 20 suppliers, including human rights, ethical business conduct, environmental stewardship and, where relevant, antimicrobial resistance (AMR). It applies across all regions and business units and is overseen by the Global Procurement function, supported by the ESG function.

To put these commitments into practice, the **Sustainable Procurement Standard Operating Procedure (SOP)** defines how ESG requirements are applied throughout the supplier lifecycle. Through structured assessment, engagement and monitoring—supported by training, knowledge-sharing and capability building—Centrient works with its most strategic suppliers to strengthen labour standards and support continuous improvement where it can have the greatest impact.

Centrient's Human Rights Position reinforces this framework by setting out the company's commitment to respect internationally recognised human rights across its operations and value chain. Aligned with the UN Guiding Principles on Business and Human Rights, the ILO core conventions and the OECD Guidelines for Multinational Enterprises, it provides the foundation for due diligence, risk assessment and remediation related to health and safety, non-discrimination, and the prevention of child or forced labour.

These policies apply across the value chain and are communicated through supplier onboarding, contractual clauses, audits and ongoing engagement. **In 2025, Centrient did not receive reports** of any cases involving non-respect of international human rights or labour standards related to value chain workers, and the company is not aware of any such cases across its upstream or downstream activities.



Processes for engaging with Value Chain Workers

S2-2

Centrient recognises that, as a pharmaceutical manufacturer operating within a complex global supply chain, its engagement with workers in the value chain is largely indirect. Even so, the company is committed to understanding working conditions beyond its own operations and using its influence responsibly to promote fair, safe and dignified work.

To do so, **Centrient has established a progressive engagement framework** that combines supplier audits, sustainability assessments and participation in recognised industry initiatives such as the Pharmaceutical Supply Chain Initiative (PSCI). These activities are complemented by open and constructive dialogue with suppliers, helping to identify risks, address gaps and support continuous improvement in labour practices across the value chain.

Beyond bilateral engagement, **Centrient actively participates in multi-stakeholder and industry platforms**, including the Convention on Pharmaceutical Ingredients (CPI). These forums enable shared learning, training and benchmarking on responsible practices, allowing Centrient to contribute to broader industry progress while staying informed of emerging risks and best practices affecting value chain workers.



While direct engagement with value chain workers is not yet conducted on a routine basis, the combination of these mechanisms enables Centrient to **uphold its human rights commitments**, influence supplier practices and respond proactively to potential adverse impacts. Oversight of this framework is maintained by senior management, with dedicated support from the Procurement, Legal, ESG and Human Resources functions, ensuring accountability and the integration of social considerations into business decision-making. Currently, **Centrient does not have Global Framework Agreements or agreements with global union federations** related to the human rights of value chain workers, including collective bargaining rights, and this remains an area for potential future development.



Remediation and Grievance Mechanisms S2-3

Centrient is committed to providing or enabling remedy where adverse impacts on value chain workers are identified. **This commitment reflects the company's responsibility to act with care and accountability** when concerns arise.

To support access to remedy, **Centrient ensures that value chain workers have safe and trusted channels** through which concerns can be raised, including its Grievance mechanism – the SpeakUp platform – which is available to external stakeholders and allow workers or their representatives to report potential human rights or labour issues confidentially and anonymous, without fear of retaliation. The platform operates independently of contractual relationships, **ensuring all reports are taken seriously and handled with appropriate protections.**



When concerns are identified—through audits, ESG assessments, or grievance channels—Centrient responds promptly and works collaboratively with suppliers to develop and implement Corrective and Preventive Action Plans (CAPAs). Progress is monitored to ensure effective remediation and prevent recurrence and suppliers are expected to maintain effective grievance mechanisms of their own and to cooperate fully in addressing identified issues.

Awareness of and trust in these mechanisms are explored through audits and supplier engagement, providing indicative insights into their use and perceived effectiveness. The effectiveness of these mechanisms is also monitored through key metrics such as number of cases raised, resolution rates and time to closure.

While Centrient recognises that visibility remains limited given the indirect nature of engagement, these inputs, together with ongoing improvement efforts, help inform gradual enhancements to accountability and the protection of the rights and wellbeing of workers in the value chain.



Taking action on material IROs related to Value Chain Workers S2-4



By working closely with suppliers and partners through audits, engagement and collaboration, Centrient seeks to promote responsible practices that support workers across its value chain, while continuing to build its understanding and approach over time.

Beyond assessment, Centrient invests in capability building to drive lasting improvement. This includes supplier workshops, training initiatives and active participation in industry forums such as the PSCI Summits, which foster shared learning and contribute to higher labour standards across the sector.

Centrient's actions are grounded in risk-based supplier audits and sustainability assessments, which help identify where value chain workers may be exposed to higher risks.

In 2025, the company conducted five supplier audits, further strengthening its understanding of labour-related impacts. Where issues are identified, they are addressed through Corrective and Preventive Action Plans designed to remediate concerns and prevent recurrence. In parallel, as part of the supplier engagement program, (further explained in the Governance chapter) sustainability assessments were carried out for Centrient's strategic suppliers, covering labour standards, human rights and diversity, and were complemented by focused dialogue to better understand workforce practices.

The management of material impacts is supported by dedicated internal resources, including the Procurement and ESG teams, alongside qualified external auditors. Effectiveness is monitored through audit outcomes, closure of corrective actions, assessment results and trends identified through grievance reporting.

During the reporting period, no severe human rights issues related to value chain workers were identified. Through responsible business conduct and continued improvement of supplier engagement and oversight, Centrient seeks to ensure that its practices support safer, fairer and more resilient supply chains.



Targets related to workers in the Value Chain S2-5

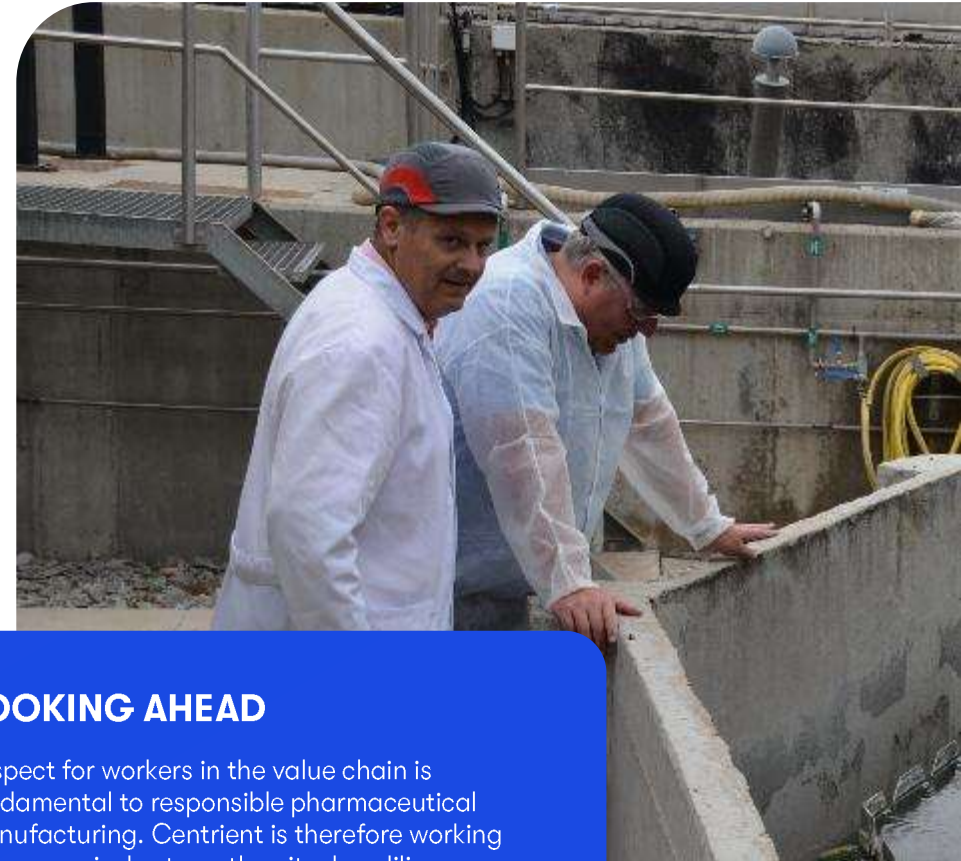
Target	Performance	Our progress
Top 20 suppliers meet sustainability standards by 2030	5 suppliers meet sustainability standards in 2025	Started ● ○ ○

Centrient has not yet defined targets dedicated exclusively to workers in the value chain. Instead, **the company has focused its ambition on sustainable procurement as a key lever to address labor standards and human rights across its supply chain.**

A central element of this ambition is the commitment to ensure that Centrient's top 20 suppliers meet the company's ESG standards by 2030, including requirements related to social responsibility and human rights. In 2025, five suppliers assessed were already aligned with these standards, marking an important step in the journey toward broader supplier alignment. Centrient will continue to work closely with suppliers to address gaps and progressively strengthen ESG performance across its supply chain.

While value chain workers or their representatives are not yet directly involved in target-setting or performance tracking, progress is monitored through assessments and supplier engagement.

As part of the ongoing development of its Sustainable Procurement Strategy, Centrient recognises the opportunity to further strengthen this approach by clarifying objectives and performance indicators related to labour practices in the value chain. In the interim, progress is tracked through qualitative insights from audit outcomes and continuous supplier engagement, which provide a strong foundation for future target-setting and greater consistency over time.



LOOKING AHEAD

Respect for workers in the value chain is fundamental to responsible pharmaceutical manufacturing. Centrient is therefore working to progressively strengthen its due-diligence processes, deepen collaboration with suppliers and industry peers, and enhance transparency as data quality and engagement practices continue to mature. Together, these ongoing efforts aim to support fair working conditions, respect for human rights and the continuity of Centrient's value chain.



ESG

AFFECTED COMMUNITIES

Material sub-topics addressed

Communities' economic, social and cultural rights



At Centrient, being a responsible corporate organisation means recognising and respecting the communities connected to our operations and value chain.

Our activities interact with a wide range of local communities, and managing these relationships responsibly is essential to how we operate, enabling positive local contributions and building lasting trust. Through structured governance, continuous dialogue, and targeted actions, including our global Corporate Social Responsibility (CSR) programme, Centrient seeks to engage constructively with communities and contribute positively to their well-being and local development.

Highlights

66,602

Lives positively impacted by our CSR programme

+1,200

Volunteers around the world engaging in local community initiatives

LINKED SDG-s:



Impacts, Risks and Opportunities

Material IROs and their interaction with strategy and business model

SBM-3

Centrient’s presence across different regions means that its operations are closely connected to communities around its sites and throughout its value chain, reflecting both its geographic footprint and its role as a global manufacturer of essential medicines.

Guided by structured governance, ongoing dialogue, and targeted initiatives—including our Corporate Social Responsibility programme—Centrient works to build strong relationships with communities near its operations in Spain, China, the Netherlands, India, and Mexico, as well as with those linked to our value chain, such as suppliers and logistics partners.

The company’s activities largely create positive outcomes for affected communities through locally relevant initiatives, such as donations and environmental clean-ups, contributing to improved quality of life, long term community resilience, and environmental restoration. At the same time, Centrient recognises potential challenges associated with its upstream and downstream value chain, including pressures on local water resources and risks to improper antibiotic disposal. These are addressed through responsible operational practices and mitigating actions embedded in our operations and CSR programme, such as effective wastewater management, community education on antimicrobial resistance, and initiatives promoting responsible water use and proper antibiotic disposal, reinforcing Centrient’s commitment to supporting communities in a responsible and sustainable manner.

IRO TYPE

Impact materiality + Positive
- Negative

Financial materiality ▲ Opportunity
▼ Risk



UPSTREAM

- Water use in supply chain

OWN OPERATIONS

+ CSR Program supporting land restoration



DOWNSTREAM

- Antibiotic disposal



Policies related to Affected Communities S3-1

Centrient's approach to affected communities is rooted in a clear commitment to respect human rights, act responsibly and contribute positively to the environments in which we operate. This approach is anchored in three core frameworks – The **Code of Conduct**, the Human Rights Position Paper and the CSR Policy, which together shape how the company engages with communities and conducts its activities across the value chain.

At the foundation of this approach is Centrient's Code of Conduct, which sets out clear expectations for ethical behaviour, environmental responsibility, health and safety, and respect for human rights in day-to-day operations. These principles help guide employee conduct and business relationships, supporting responsible interactions with local communities and civil society. The Code is complemented by the **SpeakUp grievance mechanism**, which provides accessible channels for employees and third parties to raise concerns, enabling issues to be identified and addressed in a timely and responsible manner, including those related to affected communities.

Building on this foundation, Centrient's **Human Rights Position Paper** reaffirms the company's commitment to internationally recognised human rights standards across its operations and value chain. It underscores Centrient's responsibility to uphold dignity, fairness, and safety, particularly for vulnerable groups and communities located near operational sites. This commitment is aligned with key international frameworks, including the UN Guiding Principles on Business and Human Rights and the core conventions of the International Labour Organisation.

Alongside these commitments, Centrient's **Corporate Social Responsibility (CSR) Policy** translates our values into concrete actions at community level. The policy defines clear priorities, governance structures, and guiding principles for community related initiatives across all regions. These activities focus on supporting local development, promoting environmental stewardship and advancing education and awareness on antimicrobial resistance. Implementation follows a model that combines global oversight with local coordination, ensuring that initiatives respond to local needs while remaining aligned with the Centrient's broader ESG strategy and the UN Sustainable Development Goals. Progress is monitored and reported internally and, where appropriate, externally. In India, CSR activities are also carried out in line with applicable regulatory requirements.

Centrient's overall policy framework is aligned with internationally recognised standards, including the UN Sustainable Development Goals and the UN Guiding Principles on Business and Human Rights, and is further reinforced through its participation in the UN Global Compact. In 2025, no cases of non-compliance with these frameworks, including the OECD Guidelines for Multinational Enterprises and the ILO Declaration on Fundamental Principles and Rights at Work, were reported in relation to affected communities, either within Centrient's operations or, to the company's knowledge, across its value chain.

Based on our current operational footprint, Centrient has assessed indigenous communities as not material and, therefore, no dedicated policies have been developed in this area.

To ensure consistent implementation, all relevant policies are communicated internally through the Master Control platform and reinforced through targeted training, helping employees understand their role in upholding Centrient's commitments towards affected communities and local development.



Processes for **engaging with Affected Communities about Impacts** S3-2

Engagement with affected communities lies at the heart of Centrient's Corporate Social Responsibility approach and is embedded throughout the lifecycle of its community related initiatives.

Through open, respectful, and ongoing dialogue, Centrient seeks to build trusted relationships that reflect local needs and priorities. Engagement is primarily conducted through established partners such as non-governmental organisations (NGOs) and community groups, which act as credible intermediaries and help ensure that voices from diverse groups, including women, older people, children and other vulnerable populations, are heard and considered.



This engagement is guided by a dedicated global steering committee that brings together strategic oversight and local insight. The committee includes the Global Communications and Public Affairs Director, the Global CSR Lead, the Global Project Manager, and local CSR leads across regions.

This governance model enables Centrient to combine global consistency with local relevance, ensuring that community engagement remains meaningful, context specific, and action oriented. Insights gathered through engagement play a key role in shaping priorities, guiding decision-making, and directing resources at both global and local levels.

Progress is measured against Centrient's long-term ambition to positively reach 50,000 lives per year by 2030, complemented by qualitative feedback from partners and the continuity of long-term collaborations. Results are regularly monitored by both local and global teams. Feedback and insights gathered through engagement with partners and NGOs are used to continuously refine Centrient's CSR approach, helping the company remain responsive and committed to making a positive and lasting contribution to the communities it engages with.



Processes to **remediate negative impacts and channels for Affected Communities to raise concerns** S3-3



Centrient is committed to ensuring that communities connected to its operations have clear, trusted, and accessible ways to raise concerns or share feedback. This commitment is reflected in the SpeakUp mechanism, which is available to both internal and external stakeholders, including those linked through business relationships. The channel allows for confidential and anonymous reporting and is underpinned by strong protections against retaliation, enabling individuals to speak up with confidence and without fear.

Beyond formal channels, Centrient recognises the value of proximity and trust at local level. Local CSR leads and long-standing partners play an important role in maintaining open dialogue with communities and surfacing concerns through informal yet reliable pathways. All issues raised are carefully tracked and addressed by local teams, with insights feeding into the continuous improvement of our CSR approach. The effectiveness of these mechanisms is also monitored through key indicators, such as the number of lives impacted by our CSR programme.

Centrient also acknowledges that awareness of formal grievance mechanisms within affected communities can continue to be strengthened. While engagement is currently often linked to specific projects, this represents an opportunity to further deepen dialogue and build trust over time. By strengthening communication and responsiveness, Centrient aims to ensure that community voices are heard and meaningfully reflected in its approach going forward.



Taking action on material IROs and effectiveness of those actions

S3-4



Through our CSR programme, Centrient seeks to create meaningful and lasting value for the communities connected to its operations. Built around three core pillars - supporting local development, taking care of the environment, and advancing education and awareness on antimicrobial resistance - the programme reflects our commitment to contributing positively beyond our direct operations. Initiatives such as community support projects, food campaigns, environmental clean-up activities, educational programmes, and health awareness, efforts are delivered in close collaboration with local non-governmental organisations, helping to ensure relevance, credibility, and long-term impact.

Alongside these positive contributions, Centrient remains mindful of its broader responsibilities across the value chain. The company recognises the importance of responsible water management and the safe handling and disposal of antibiotics, particularly in regions where local resources may be under pressure. These risks are addressed through operational practices, including effective wastewater treatment and AMR awareness sessions, alongside targeted educational initiatives that promote responsible behavior among partners and communities, such as proper water use and responsible management and disposal of antibiotics.

Progress is monitored through a central CSR activity tracker and reviewed regularly by a dedicated steering committee, supported by qualitative feedback from partners. In 2025, no severe human rights issues related to affected communities were reported within Centrient’s own operations, and the company is not aware of any such incidents across its upstream or downstream value chain.

Centrient takes a **thoughtful and structured approach to create a positive impact to affected communities**, grounded in long-term planning, trusted partnerships, and regular review. Guided by its Corporate Social Responsibility policy, the company works across global and local teams to ensure that community contributions are purposeful, coordinated, and aligned with its broader sustainability ambitions.



Centrient works closely with legitimate community representatives, including NGOs and community organisations, to identify priorities and guide actions where needed. While the company acknowledges that its mechanisms to provide or enable remedy continue to evolve, it remains committed to strengthening its approach over time through learning, engagement, and continuous improvement.

Most CSR activities are coordinated by our **Global Purpose Platform (GPP)**, launched in 2020 and driven by early-career colleagues motivated to make a meaningful difference in the communities we operate. Supported by strong employee engagement and more than 1,200 volunteers worldwide, this model combines global coordination and local ownership, enabling Centrient to scale our impact while remaining closely connected to the communities we serve and reinforcing our ambition to create positive, measurable and sustainable outcomes for affected communities.



Our global and local CSR Projects



In 2025, Centrient continued to bring its commitment to affected communities to life through its Corporate Social Responsibility programme, combining global initiatives with locally led actions across its operations. By uniting employees around shared values of environmental stewardship, health, and well-being, global programmes such as Earth Day and STEPtember help foster a strong sense of purpose and collective action, while reinforcing Centrient’s belief that meaningful and lasting community engagement is achieved when global ambition is closely connected to local involvement.

Every April, employees around the world come together to mark Earth Day, turning shared awareness into collective action for the planet. Inspired by the global EARTHDAY movement and the 2025 theme “Our Power, Our Planet – Recycling Waste, Fueling the Future”, Earth Day is a key moment in Centrient’s CSR programme and a strong expression of the company’s commitment to environmental stewardship. Through a mix of global and locally led activities, such as recycling campaigns with collection points at all our sites, clean-up activities, and tree-planting efforts, employees are encouraged to take practical action and adopt more sustainable behaviours in their daily lives. By focusing on waste removal, reduction and recycling, Earth Day 2025 highlighted the power of collective effort and reinforced Centrient’s ambition to contribute to a greener future while setting a positive example in the communities it serves. In total, these collective efforts resulted in 260 kilograms of waste collected and more than 500 trees planted.



Earth day

STEPtember



Through a company-wide walking challenge, STEPtember brings Centrient colleagues together each September around a shared purpose: turning movement into meaningful impact. Employees are encouraged to stay active and collectively maximise the number of steps taken to raise funds for good causes that support the communities we serve.

In 2025, colleagues across regions came together for organised “marathon days”, including city walks, park strolls, and even mountain hikes, strengthening connection and team spirit while walking for a good cause. Through the collective efforts of more than 700 employees, participants walked 96 million steps, raising €5,000, which was donated to the NGO Save the Children to support initiatives that improve children’s access to education, healthcare, and economic opportunities worldwide. STEPtember demonstrates how simple, everyday actions—when taken together—can create lasting positive change beyond the workplace.



Local impact

Alongside its global initiatives, Centrient’s local sites bring the company’s commitment to communities to life through a wide range of locally driven programmes. These initiatives focus on priority needs such as access to healthcare, education, local development and antimicrobial resistance awareness, reflecting the specific contexts and challenges of the communities where Centrient operates. Examples include mobile health units and charitable dispensaries in India, education and AMR awareness activities with schools and universities, food collection campaigns and targeted support for vulnerable groups such as the elderly, children in need, and people with disabilities. Many of these initiatives are delivered in close partnership with local NGOs,

helping to build trust, ensure relevance, and support long-term positive outcomes across regions.

Centrient India supporting Robin Hood Army (RHA)



Through a meaningful collaboration between Centrient India and the Robin Hood Army, Centrient contributed to supporting nearly 2,000 lives in Gurgaon by providing essential goods, including food and other supplies. This initiative brought Centrient’s core value of Caring to life—spreading hope, strengthening community bonds, and supporting a mission that uplifts well-being and creates lasting positive change for those most in need. The Robin Hood Army is a Global Zero Funds NGO dedicated to providing food and essential support to disadvantaged communities in India and across 13 other countries.

The Centrient team in Fersinsa, Mexico hosted an AMR awareness session for university students from relevant scientific fields, offering them insight into the global challenge of antimicrobial resistance and the importance of responsible antibiotic manufacturing. Through discussions and a visit to the site’s advanced wastewater treatment plant, students saw how Centrient actively mitigates antibiotic residues in its waste streams and upholds high standards of environmental stewardship.



AMR awareness session in Fersinsa, Mexico



Targets related to **Affected Communities** S3-5

Target	Performance	Our progress
50,000 lives positively impacted by our CSR programme per year by 2030	66,602 lives positively impacted by our CSR programme in 2025	Target met

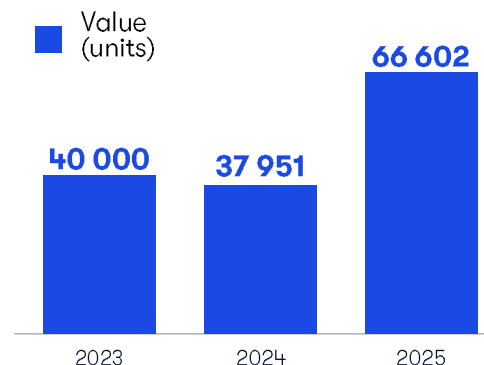
Centrient has set a clear and ambitious global goal: to **positively impact 50,000 lives per year by 2030 through its CSR initiatives**. This target reflects the company’s long-term commitment to creating meaningful and measurable value for the communities connected to its operations and value chain.

While affected communities were not directly involved in setting the target, their needs and priorities play an important role in shaping programme design and continuous improvement. In some cases, particularly with long-term partners receiving ongoing support, Centrient engages directly with community representatives to better understand local priorities, learn from experience, and identify opportunities to strengthen its approach. A consistent methodology is applied across regions to ensure comparability over time, and performance is monitored through ongoing engagement with community partners, who provide valuable insights and feedback on the outcomes achieved. The target is aligned with the UN Sustainable Development Goals and the principles of the UN Global Compact.

In 2025, Centrient’s Global CSR programme marked its five-year anniversary, celebrating a significant milestone in our commitment to local communities. For the first time since the programme’s launch, and thanks to the collective efforts of employees and volunteers across the world, we successfully exceeded our annual ambition, positively impacting **66,602 people worldwide**. This achievement demonstrates the strength of our collective efforts and brings Centrient’s core value of Caring to life, with employees actively responding to local needs through meaningful, community-driven initiatives.

Communities Impact

Units – Number of lives impacted by our CSR program



LOOKING AHEAD

Centrient remains committed to nurturing respectful, transparent, and constructive relationships with the communities connected to its operations and value chain to continue creating positive and lasting impact. Recognising that responsible community engagement is an ongoing journey, Centrient will further strengthen governance, deepen dialogue, and refine how community insights are integrated into decision-making.

By learning, adapting, and improving access to engagement and grievance mechanisms, Centrient seeks to strengthen trust and support community well-being over the long term.



ESG

CONSUMERS AND END USERS

Material sub-topics addressed

— Personal safety of consumers and/or end-users

— Social inclusion of consumers and/or end-users

Centrient plays an essential role in helping millions of people around the world access safe and effective medicines. Even though the company operates purely as a business-to-business manufacturer, its impact reaches far beyond its direct customers. The antibiotics it produces ultimately support patients, doctors, and hospitals globally, and this responsibility shapes how Centrient works every day.

Because its products are used in treatments that save lives, Centrient places strong emphasis on quality, safety, and reliability. The company supplies active pharmaceutical ingredients and finished dosage forms to partners who depend on these products to care for patients — including children who rely on pediatric formulations. This connection to real-world health outcomes is central to Centrient's purpose.

Highlights

**+1.3
billion**

Patient treatments
facilitated around the world

LINKED SDG's:



Impacts, Risks and Opportunities

Material IROs and their interaction with strategy and business model

SBM-3

Centrient’s role in the pharmaceutical value chain goes beyond manufacturing, ultimately supporting patients and end-users worldwide. Centrient’s contribution is most visible in the positive impacts it delivers through the consistent supply of high-quality antibiotics manufactured in line with Good Manufacturing Practice (GMP) standards. By applying advanced enzymatic production processes, the company further strengthens product safety, consistency and reliability—helping ensure that patients receive treatments they can trust. Beyond manufacturing, Centrient safeguards end-users through secure logistics, robust anti-counterfeiting measures and full traceability across the supply chain.

Together, these controls play a vital role in protecting patient safety and maintaining trust with regulators, customers and partners.

Every year, Centrient’s products enable on average 1.5 billion treatments worldwide, underscoring the scale and significance of its contribution to global public health.

At the same time, Centrient recognises that this role brings both opportunities and responsibilities. A key opportunity lies in continuing to strengthen its position as a reliable and responsible producer of essential medicines—one that healthcare stakeholders can depend on.

This trust supports long term partnerships and reinforces Centrient’s market position. However, operating in an environment of increasing pressure on healthcare budgets and ongoing scrutiny of medicine pricing also presents challenges. Addressing these requires a careful balance between keeping medicines affordable, ensuring uninterrupted supply and maintaining sustainable business performance—always with patient safety and access to treatment at the forefront.

UPSTREAM

IRO TYPE

Impact materiality + Positive
- Negative

Financial materiality ▲ Opportunity
▼ Risk



OWN OPERATIONS



DOWNSTREAM

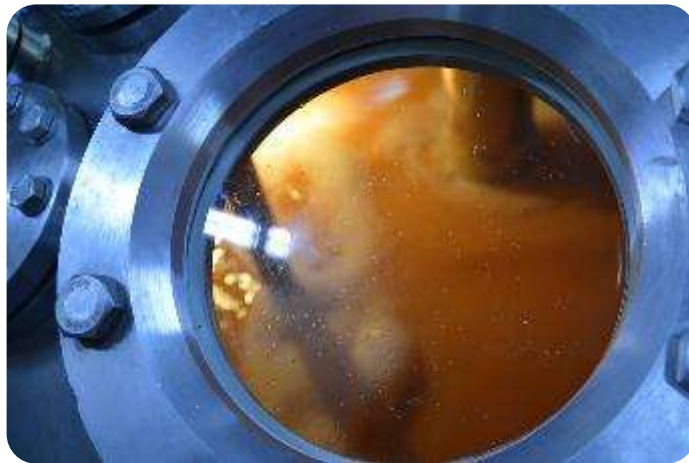
- + High-quality products
- + Secure Logistics
- + Supply Chain Traceability
- + / ▲ Life-saving treatments delivery
- ▼ Price scrutiny of medicines



Policies related to Consumers and End-Users S4-1

Protecting consumers and end users begins with a deep commitment to quality, safety and access to medicines.

At Centrient, this commitment is embedded in a robust framework of policies, systems and practices designed to safeguard patient wellbeing at every stage of the value chain.



At the heart of this framework is the **Global Quality Management System (QMS)**, overseen by the **Chief Quality Officer** and implemented across all sites and overseen by the **Chief Quality Officer**. The QMS provides a consistent and structured approach to managing quality risks, deviations, investigations, corrective and preventive actions (CAPAs), change management, complaints, and management review, ensuring that potential issues are identified early and addressed effectively.

This foundation is reinforced through the application of **Good Manufacturing Practice (GMP)** across all manufacturing facilities and **Good Distribution Practice (GDP)** across relevant logistics activities. Together, these externally validated standards ensure product integrity, traceability and consistency throughout production, storage and transportation, supporting reliable and safe delivery of medicines to downstream partners and patients.

Centrient's commitment to patient safety extends beyond manufacturing through its Pharmacovigilance framework in the EU, which includes structured adverse event reporting, periodic safety updates, dedicated oversight by a **Qualified Person for Pharmacovigilance (QPPV)** and ongoing training. Compliance with applicable regulatory requirements—such as product registrations, safety data management and chemical frameworks including **REACH** (Registration, Evaluation, Authorisation and Restriction of Chemicals)—further strengthens transparency and responsible downstream use, ultimately protecting human health and the environment from chemical risk.

To ensure a rapid and effective response when needed, Centrient has established global **Standard Operating Procedures (SOPs)** for both product recall and complaint handling. These processes enable the timely and effective execution of mandatory or voluntary product withdrawals, root cause analysis, investigation and resolution of complaints, supported by validated electronic quality systems and robust management oversight.

Through this integrated framework and by upholding the highest standards of quality and safety, Centrient supports the right to health in line with internationally recognised frameworks such as the UN Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises.



Processes for **engaging with Consumers and End Users** S4-2



Although Centrient operates as a business-to-business manufacturer, its responsibility to consumers and end users is deeply embedded in how it listens, learns and acts across the downstream value chain.

Rather than engaging directly with consumers on a routine basis, Centrient gathers meaningful insights through credible and trusted channels, including customers, healthcare systems and regulatory mechanisms. Through customer audits, surveys, site visits and feedback sessions, the company captures downstream perspectives on product performance, clarity of technical information and product availability. In addition, Centrient's pharmacovigilance system in the EU provides a regulated pathway through which information originating from healthcare professionals or patients can be received and assessed. Adverse events, safety signals and periodic safety updates are reviewed in line with regulatory requirements, enabling the timely identification of potential risks and regulatory decision-making.

Responsibility for managing and responding to consumer related insights sits with the Regulatory Affairs, Quality Assurance and Commercial functions, working together to ensure that feedback informs product quality and safety, regulatory compliance and supply decisions.

The effectiveness of these engagement processes is reflected in issue resolution, audit outcomes and safety data reviews. While recognising the limitations inherent in an indirect engagement model, Centrient remains transparent about its approach and committed to continuously strengthening how patient and end user perspectives are reflected in its decisions.



Processes to **remediate Negative Impacts** and Channels for Raising Concerns S4-3

Even within an indirect engagement model, Centrient is committed to ensuring that concerns related to consumers and end users are heard and addressed with care and accountability, safeguarding patient safety and product integrity.

Centrient has established defined channels through which concerns can be raised and effectively managed, including its EU-aligned pharmacovigilance system and structured customer interaction processes.

Together, these mechanisms provide a robust framework for identifying, escalating and resolving issues related to product quality or safety in a timely manner. All concerns are formally recorded, investigated and resolved through established quality and compliance processes. Regular management review of trends, outcomes and resolution status promotes transparency and continuous improvement, while confidentiality, data protection and safeguards against retaliation are embedded at every stage.

As part of its broader commitment to product stewardship and trust, Centrient closely monitors and reports customer complaints. In 2025, the company received 104 complaints, including 61 technical complaints and 45 related to the supply chain. Each case was thoroughly investigated and resolved through defined processes, with no product recalls required, reflecting the effectiveness of Centrient's quality systems and preventive controls.



Taking action on Material IROs related to Consumers and End-Users S4-4

Centrient is committed to deliver high quality and reliable medicines across the world, by setting clear expectations and working closely with employees, customers, suppliers and partners, to promote patient safety, product quality and access to essential medicines.

Across global sites, teams engaged in interactive sessions, discussions, games and idea generation activities, encouraging fresh perspectives and challenging established ways of working to continuously elevate quality across functions.

By reinforcing quality as a shared responsibility across the company, Centrient fosters a culture where everyday actions contribute patients' health. This culture is strengthened through mandatory internal training on key aspects of product safety and quality, ensuring that critical roles are equipped with the knowledge and awareness needed to uphold the highest standards.

Beyond its operations, Centrient reinforces this commitment through active participation in multi stakeholder initiatives such as the European Commission's Critical Medicines Alliance (CMA), the Joint Industrial Cooperation Forum (JICF) and the Pharmaceutical Supply Chain Initiative (PSCI). These platforms enable Centrient to collaborate with industry peers and public stakeholders to enhance supply chain resilience, promote responsible standards and safeguard access to high quality medicines that underpin healthcare systems.

To strengthen its commitment, Centrient invests in building quality awareness and knowledge across its organisation. A key initiative is the **Quality Awareness Week**, an annual global event that brings colleagues together to reinforce the importance of quality management across functions such as manufacturing, healthcare, and the wider value chain. Under the 2025 theme "Thinking Differently", the initiative highlighted how quality underpins everything Centrient does—from the responsible production of sustainable antibiotics to protecting patient health and the environment.



Dedicated teams within Centrient's global Quality and Regulatory functions support the effective delivery of these actions, helping to safeguard consumers and end users. Quality Assurance and Regulatory Affairs specialists operate within robust quality management systems and established processes such as pharmacovigilance, complaint handling and product recall. Clear governance and senior oversight ensure that issues are addressed promptly and that quality performance is continuously strengthened.



Targets related to Consumers and End-Users S4-5

Target	Performance	Our progress
2 billion patient treatments facilitated by 2030	1.3 billion patient treatments facilitated in 2025	In progress ●●○

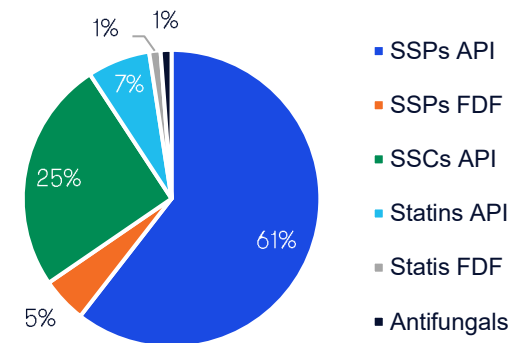
Centrient’s core ambition for consumers and end users is defined by patient reach. By 2030, the company aims to enable access to 2 billion patient treatments from its foundational medicine portfolio—reflecting its commitment to improving global health at scale.

This ambition is underpinned by a robust and consistent methodology based on API and FDF sales volumes, average treatment durations and dosage assumptions, ensuring comparability and transparency over time. While operating within a predominantly B2B model and without direct consumer engagement in target setting, Centrient closely tracks progress through internal performance, translating operational excellence into meaningful public health impact in support of UN Sustainable Development Goal 3: Good Health and Well being.

In 2025, Centrient enabled approximately 1.35 billion patient treatments. While this represents a slight decrease compared to the previous year - reflecting normal fluctuations in demand and sales volumes - the company remains firmly on its path towards achieving its 2030 ambition.

Patient Treatment	2023	2024	2025
SSPs API	854,136,004	904,042,135	817,765,235
SSPs FDF	56,854,733	62,523,215	66,593,430
SSCs API	426,067,589	435,700,826	342,091,139
Statins API	124,750,449	113,994,062	92,264,284
Statis FDF	30,944,889	26,243,263	16,698,538
Antifungals	16,130,420	16,076,200	16,000,000
Total	1,508,884,084	1,558,579,701	1,351,412,625

Patient treatments per product category in 2025



LOOKING AHEAD

Centrient will continue to strengthen the systems that safeguard patient safety, product integrity and access to essential therapies. In a healthcare environment shaped by evolving regulation, affordability pressures and the need for secure supply, the company remains firmly committed to its responsibility as a trusted producer of foundational medicines.

By upholding the highest quality standards and ensuring reliable availability of its products, Centrient seeks to support resilient healthcare systems and enable access to safe and effective treatments worldwide. Through this commitment, the company aims to make a meaningful and lasting contribution to patient wellbeing and public health across the communities it ultimately serves.





ESG

Governance

G1 Business Conduct



ZIBO - CHINA

ESG

G1 BUSINESS CONDUCT

Material sub-topics addressed

Corporate culture

Protection of whistle-blowers

Political engagement and lobbying

Management of relationships with suppliers

Corruption and bribery

At Centrient, strong business conduct is foundational to how we operate, make decisions, and build trust with our stakeholders. Our governance framework is designed to ensure that ethical behavior, legal compliance, and responsible decision-making are embedded across the organisation and consistently applied throughout our operations and value chain.

Business conduct is overseen through a multi layered governance model, supported by clear policies, robust internal controls, and continuous training. This framework enables Centrient to identify, prevent, and address risks related to unethical behavior, corruption, conflicts of interest, and non-compliance, while fostering a culture of integrity and accountability.

Highlights

100%

Employees signed Centrient's Code of Conduct



Gold sustainability rating from EcoVadis for the 5th consecutive year

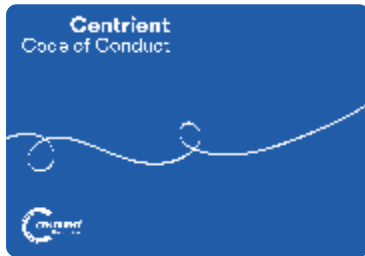
LINKED SDGs:



Corporate Culture and Business Conduct Policies G1-1

Centrient has multiple policies in place designed to manage our impacts in relation to the material topics identified. At the core of this framework is a strong ethical culture, which underpins how we operate across all functions and geographies.

A cornerstone of this governance framework is our **Code of Conduct**, which defines the principles and standards that guide employee behavior and reflects our commitment to conducting business in a fair, responsible and honest manner. The Code establishes clear expectations regarding integrity, transparency and accountability, including a zero-tolerance approach to bribery and corruption, the avoidance of conflicts of interest, strict compliance with trade controls and competition laws, and robust fraud prevention measures. It further requires accurate and complete record-keeping supported by effective internal controls and adherence to anti-money laundering legislation.



To ensure that these principles are embedded in daily practice rather than remaining aspirational statements, the Code is rolled out annually to all employees and requires formal digital acknowledgement. It is supported by mandatory training initiatives and regular company-wide awareness campaigns focused on specific ethical and compliance topics, reinforcing that ethical conduct is a shared responsibility across all organisational levels. In 2025, 100% of Centrient employees formally acknowledged and signed the Code of Conduct. This reflects the requirement for all employees, including new joiners, to sign the Code of Conduct upon joining the company and to complete annual refresher training thereafter.

Our commitment to responsible business conduct extends beyond our own workforce. Suppliers and business partners are expected to align with Centrient's ethical standards through our **Business Partner Code of Conduct**, approved by the Executive Committee.



This document outlines the conduct expected from third parties and requires adherence to principles aligned with our internal Code of Conduct, including compliance with laws and regulations, fair and honest business practices, and the right and obligation to Speak Up to prevent misconduct.

All suppliers are required to formally acknowledge this Code as part of the onboarding or contractual process.

To operationalize these commitments, Centrient has implemented dedicated compliance policies and manuals.

The Centrient **Global Anti-Bribery and Corruption (ABC) Compliance Policy**, overseen by the Legal Affairs department, provides practical guidance on compliance with anti-corruption laws, including mandatory annual e-learning, annual compliance declarations and third-party due diligence procedures. Similarly, Centrient **Competition Law Compliance Policy and Manual** provide detailed guidance, inspection procedures and online training to support compliance with competition legislation.



Corporate Culture and Business Conduct Policies G1-1

As part of its integrity and compliance framework, Centrient applies its **Global Trade Control Policy, Trade Control Standard and SOPs (Trade Control framework)**, which establishes the controls, responsibilities, and processes required to ensure compliance with international sanctions, export controls, and applicable regulations. This framework incorporates screening processes, risk assessments, mandatory training, and blocking and escalation mechanisms to prevent non-compliant transactions. This framework directly contributes to the mitigation of significant regulatory risks and the protection of the company's operational integrity. Its implementation is supported by clearly defined roles and responsibilities (including the Trade Control Officer).

Our SpeakUp approach

An essential pillar of our ethical culture is the ability to raise concerns safely and without fear. Centrient maintains a structured **SpeakUp framework**, governed by the SpeakUp Policy and communicated annually across the organisation. The framework offers multiple reporting channels – including management, support functions and formal confidential reporting channels (email, phone and online) – and clearly defines reporting procedures, investigation responsibilities, anonymity, confidentiality safeguards and available protection measures.

All reported cases are investigated promptly, independently and objectively under Centrient's SpeakUp framework. Robust safeguards are in place to protect individuals who report concerns in good faith, including a strict non-retaliation policy, confidentiality protections, the option to report anonymously, and independent investigation procedures. These measures are designed and implemented in full compliance with applicable EU and national whistleblower protection legislation. Governance oversight, combined with mandatory training, reinforces trust in the system and supports a culture in which speaking up is actively encouraged.

In 2025, a total of 14 SpeakUp cases were reported, demonstrating continued utilisation of Centrient's ethics and compliance reporting mechanisms. The majority of the cases related to other violations of the Code of Conduct (4 cases), followed by anti-bribery and corruption and discrimination or harassment (3 cases each).



Additional cases concerned quality or regulatory non-compliance, fraud or falsification of records, health, safety and environmental matters, and violence or threats. This distribution confirms that the SpeakUp system is used to report a broad range of ESG-related risks.

From a regional perspective, most reports originated from China (5 cases) and Mexico (4 cases), followed by the Netherlands and Spain (2 cases each) and India (1 case), demonstrating the global accessibility and relevance of the reporting channels across Centrient's operations. Over time, reported cases decreased from 19 in 2023 to 11 in 2024, before increasing to 14 in 2025. This trend indicates a stabilisation in reporting levels following the previous year's decline and reflects sustained awareness and trust in the SpeakUp framework. Overall, these results demonstrate Centrient's commitment to maintaining effective reporting mechanisms, ensuring appropriate follow-up of concerns and strengthening transparency and accountability within its governance framework.

Taken together, these policies are more than a framework of controls - they represent how Centrient chooses to do business. They translate our values into everyday decisions, empower our people to act with integrity, and create an environment where speaking up is encouraged, accountability is shared, and trust is actively built. By embedding ethical conduct into our culture, processes and partnerships, we ensure that responsible business is not an obligation imposed from outside, but a commitment lived from within.



Anti-corruption and Anti-bribery G1-3

Centrient maintains a zero-tolerance approach to corruption and bribery.

This commitment is formalised through a comprehensive ABC Compliance Policy and supporting compliance manuals, which apply to all employees and relevant third parties and translate our ethical standards into clear operational safeguards.

Our ABC framework is designed not only to respond to misconduct, but to prevent it. Mandatory annual training applies to all employees and includes a compulsory e-learning module on anti-bribery and corruption, training on competition law, periodic classroom sessions and the yearly signing of the ABC Compliance Statement. Through this structured cycle of training and confirmation, expectations are reinforced and accountability is embedded into day-to-day responsibilities.

Recognising that certain roles carry greater exposure, defined as ABC Target Group (employees who are active in marketing and sales, purchasing and licencing and those who meet with competitors from time to time), enhanced and recurring training, certifications and oversight mechanisms are in place for approximately 300 employees in high-risk functions.

In 2025, 89% of the identified high-risk functions are covered by targeted anti-corruption training programmes.

Members of administrative and management bodies are also subject to mandatory ABC training and annual compliance confirmations, reinforcing governance oversight at the highest levels of the organisation.

Our expectations extend beyond our own workforce. Third-party partners are bound by contractual anti-corruption clauses requiring compliance with applicable laws, accurate record-keeping and the avoidance of improper interactions with officials.

Customers and suppliers undergo compliance screening registration processes to verify their identity, while our third-party information security due diligence programme includes cyber risk assessments benchmarked against industry standards.

Corruption risks are periodically assessed through structured risk assessments supported by internal and external audit procedures. Where allegations arise, clear disciplinary and remediation processes apply.

Confirmed violations may result in disciplinary action, contract termination or legal action, reaffirming our commitment to ethical, transparent and responsible business conduct.

Concerns can be raised through our Speak Up framework, which enables structured reporting, protects whistleblowers and ensures appropriate investigation and case management. Investigation outcomes are escalated through a defined governance chain, from the Compliance Director to the Risk & Compliance Committee and the Audit Committee, ensuring transparency, accountability and appropriate oversight.

Centrient ensures that investigators and investigation committees are structurally and procedurally independent from the management responsible for the area under investigation, including corruption and bribery matters. Investigations are conducted by individuals with no involvement in, or reporting relationship to, the implicated functions.

Through this structured and proactive approach, Centrient seeks to ensure that corruption risks are actively managed, responsibilities are clearly defined, and integrity remains central to how we conduct business.



Supplier Relationships and Responsible Procurement G1-2

Centrient's relationships with suppliers are built on the understanding that responsible business conduct extends beyond our own operations. Our procurement and governance framework is designed not only to ensure operational reliability, but also to promote transparency, accountability and the progressive integration of sustainability considerations across our supply chain.



This framework is supported by multiple formalised documents and practices.

Centrient's Global Procurement Policy and **Purchase-to-Pay governance documents**

define clear roles, responsibilities, approval controls, and contractual standards for supplier engagement, ensuring accountability and consistency throughout the sourcing and purchasing process while mitigating risks of unethical behavior, non-compliance, and late payments. The **Global Procurement**

Purchase Authorisation Framework ensures

that all purchase orders and contracts are properly authorised before invoices are issued, reducing disputes and delays. Standardised Procure-to-Pay roles and processes govern the full purchasing lifecycle, from requisition to payment, while operational guidance and onboarding materials, including the "no PO, no pay" principle, ensure that employees follow a disciplined and transparent workflow.

Continuous improvement initiatives, internal workshops, and targeted training further enhance these processes, addressing common challenges such as missing receipts, incorrect supplier data, or unclear responsibilities.

Contractual payment terms embedded in Centrient's General Purchase Conditions provide suppliers with visibility and certainty on payment timing, reducing operational risks and supporting a strong, predictable partnership.

Our sustainable sourcing strategy

Beyond transactional reliability, Centrient is committed to sustainable and responsible sourcing. In 2025, we launched our Supplier Engagement Program with our top 20 strategic suppliers, designed as the main platform to address ESG-related risks and drive continuous improvement across the supply chain. The program selects Centrient's top 20 strategic suppliers based on spending, risk and criticality. Through this program, suppliers are engaged in a structured and collaborative process where we clarify ESG expectations, request acknowledgement of the Business Partner Code of Conduct and collect relevant sustainability data.

Our ambition is to progressively ensure that our top 20 suppliers are aligned with, and meet, the ESG standards defined by Centrient. Such standards cover environment, social, and governance topics, from GHG emissions and water management to labor practices and governance maturity. These standards are structured across progressive levels, offering suppliers a clear improvement pathway rather than a pass-or-fail approach. This focus on engagement, capability building and long-term development ensures that suppliers are supported in enhancing their sustainability performance without facing penalties. Supplier performance is measured through ESG questionnaires and PSCI audits. The results are reviewed in dedicated engagement meetings, allowing open dialogue, identification of ESG gaps and agreement on improvement priorities. Where gaps are identified, Centrient works alongside suppliers to define action plans with clear actions, responsibilities and timelines, monitoring progress over time. The program is implemented through close collaboration between the Global Procurement Team, Local Procurement Teams and the Global ESG Team, ensuring consistent application across regions and alignment with Centrient's ESG strategy. By combining risk management with partnership-building, Centrient supports its suppliers in aligning with our values and sustainability ambitions, creating a supply chain that is responsible, resilient and future-focused.



Payment Practices G1-6

Centrient is committed to fair, transparent, and predictable payment practices that support responsible business conduct and stable relationships with suppliers across its value chain.

These practices are governed through Centrient's Procure-to-Pay framework, a robust system designed to ensure consistency, timely processing, and alignment with agreed contractual terms. By standardising payments processes, we create clarity for suppliers and efficiency for our teams, turning a routine operational task into a cornerstone of responsible supply chain management.

Centrient aims to apply a **standard payment term of 60 days** across all supplier categories and regions. For certain transactions, based on volume or supplier size, shorter payment terms of **45 or 30 days** may be agreed. The overarching objective is to ensure that all purchases of goods and services are governed by a consistent and clearly defined payment-term structure.



Payment terms are contractually embedded in **Centrient's General Purchase Conditions** and purchase orders, ensuring that suppliers have clear visibility on how and when payments will be made. Preventive controls – including mandatory purchase order approval, clearly defined roles and responsibilities, and systematic invoice matching within Centrient's ERP environment – reinforce compliance and minimize errors.

As a result, **the majority of payments in the reporting period were aligned with contractual payment terms**, demonstrating strong adherence to Centrient's payment standards. In the reporting period, the **average number of days to pay invoices was 61 days**, calculated from the date when contractual or statutory payment terms started to apply. No outstanding legal proceedings related to late payments were recorded during the reporting period.

Continuous monitoring, supported by data quality initiatives and close collaboration between finance and procurement teams, ensures that payment practices remain efficient, reliable, and aligned with Centrient's values. Through this disciplined and transparent approach, we meet contractual obligations, while strengthening trust and partnership across our supply chain.



Political Engagement and Lobbying G1-5

At Centrient, we recognise that **our role in healthcare extends beyond developing and supplying medicines** – it also involves responsibly shaping the policies that affect patients, society and the sustainability of healthcare systems. Centrient does not engage directly in lobbying activities. However, it engages in constructive dialogue with government authorities, industry associations, and other relevant organisations to deepen understanding of local markets, share perspectives, and ensure its voice is represented in discussions. Our approach to external engagement is guided by **transparency, integrity and clear governance**, ensuring that **every action align with our values and complies with applicable laws and regulations**.

Oversight of political engagement and lobbying activities in 2025 sits with senior leadership, including the Global Public Affairs & Communications Director and the Chief Executive Officer. Together, they provide strategic direction, ensure compliance with relevant regulations and maintain transparency around any external engagement.

Centrient's engagement is focused on a set of topics that are directly tied to the safety, reliability and sustainability of global healthcare. We advocate for stronger stewardship and responsible manufacturing practices to combat antimicrobial resistance, recognising that coordinated global action is essential to safeguard public health.



We also promote the resilience and transparency of supply chains for essential medicines, supporting policies that ensure uninterrupted access for patients around the world. Our involvement in the European Union's (EU) Critical Medicines Alliance (CMA) and the Joint Industrial Cooperation Forum (JICF) reflects **our dedication to strengthening local production capabilities** and safeguarding access to critical medicines that form the backbone of healthcare systems.



Beyond these immediate concerns, Centrient contributes to broader health-security initiatives, helping shape preparedness and response frameworks that protect populations in times of crisis. This includes, for example, on-the-ground support through our CSR programme, such as the mobile healthcare unit operating near our Toansa site in Punjab, India, which provides essential medical services to local communities that might otherwise face barriers to care.

At the same time, we drive sustainable pharmaceutical manufacturing, promoting clear, science-based environmental standards and encouraging the adoption of greener technologies.

Our commitments are reflected in our participation in the Science Based Targets initiative, as well as in the BSI Kitemark certification achieved at our Toansa, India and Santa Perpetua, Spain sites. These certifications demonstrate our efforts to mitigate the threat of antimicrobial resistance by reducing the likelihood of antibiotic residues entering waste stream - all with the goal of advancing a more resilient and sustainable healthcare system.

In 2025, Centrient made no financial or in-kind political contributions and remains fully registered in the **EU Transparency Register** (494574538937-86), underscoring our commitment to ethical, responsible engagement.

Through this principled approach, **we ensure that our voice in public policy not only advances our corporate mission but also contributes positively to society**, reinforcing trust in the healthcare systems we serve. During the reporting period, no members of the administrative, management or supervisory bodies held a comparable position in public administration, including regulatory roles, in the two years preceding their appointment.



Targets related to Governance

Target	Performance	Our progress
100% employees committed to Code of Conduct by 2030	100% employees committed to Code of Conduct in 2025	Target met ●●●
Top 20 suppliers meet sustainability standards by 2030	5 suppliers meet sustainability standards in 2025	Started ●○○
ESG integrated in decision-making through sustainability assessments by 2030	ESG integrated in decision-making through 5 sustainability assessments conducted in 2025	Target met ●●●
High scoring of ESG performance through sustainability ratings by 2030	Gold Sustainability rating from EcoVadis for the 5th consecutive year in 2024	Target met ●●●
Board of Directors with at least 33% of female and 33% of male representation	Board of Directors with 33% of female and 67% of male representation in 2025	Target met ●●●

Centrient’s governance ambitions focus on integrity, accountability and responsible decision-making across the organisation. Many of these ambitions have already been achieved, including 100% employee compliance with Centrient’s Code of Conduct. All employees are required to formally acknowledge and sign the Code of Conduct upon joining and to complete annual training, reinforcing a shared culture of ethical behaviour and compliance. The company has also maintained strong external ESG recognition, achieving a gold rating from EcoVadis for the fifth consecutive year and placing Centrient among the top 5% of companies assessed globally. Governance is further strengthened through board diversity, with female representation reaching 33% in 2025 and through the integration of sustainability assessments into decision-making.

In 2025, Centrient carried out assessments on climate, biodiversity, water, and remuneration and pay equity to support more informed and responsible management decisions.

Additional governance targets are progressing, including the implementation of sustainable sourcing, with five suppliers already meeting Centrient’s ESG criteria. Together, these efforts reflect Centrient’s commitment to governance as a cornerstone of trust, accountability and sustainable business practices.

LOOKING AHEAD

Strong governance and ethical business conduct are central to Centrient’s approach to sustainable value creation. Through a robust governance framework, clear policies, and effective oversight, Centrient embeds integrity, compliance and accountability into strategic decision-making and day-to-day operations.

Looking ahead, Centrient remains committed to continuously strengthening its governance practices to meet evolving regulatory requirements, manage risks effectively, and uphold responsible business conduct across its operations and value chain.





Appendices

- Our recognitions and awards
- Glossary
- ESRS content index
- Technical sheet

Our recognitions and awards



In 2025, Centrient was honoured to receive several prestigious awards, recognising our continued commitment to sustainability, quality and responsible business practices. These recognitions span key areas including operational excellence, sustainability performance, diversity and inclusion and strong partnerships with our customers and stakeholders. Together, these achievements reflect the dedication and passion of our teams, who strive to create a positive impact while driving continuous improvement across our operations.

Global Generics and Biosimilars Awards 2025 – API Supplier of the Year: Recognising our consistent excellence in the development and supply of high-quality active pharmaceutical ingredients to the global market for 3 times and the second consecutive year.

2025–2026 Mercer China DEI Excellence Awards:

China DEI Premier Leadership Award: Recognising leadership commitment to fostering a diverse, equitable and inclusive workplace.

China DEI Best Practice Award: Celebrating the effective implementation of DEI initiatives within our organisation.

India Pharma Awards 2025 – Excellence in Make in India Initiatives: Acknowledging our strong contribution to local manufacturing and our commitment to supporting India’s pharmaceutical ecosystem.

ESG Transparency Award 2025 – Excellence Level (by EUPD Research): Reflecting our strong performance in transparent ESG disclosure and communication.

2025 Total Quality Achievement Awards – Preferred Supplier (by Unilab Inc.): Highlighting our reliability, product quality and strong partnership with customers.

EcoVadis Gold Rating (December 2024): Achieving this award for the fifth consecutive year and placing Centrient among the top 5% of companies assessed globally in sustainability, ethics, labour and human rights and procurement practices.



Glossary

A

ABC Anti-bribery and corruption
 ADCA Aminodeacetoxy cephalosporanic acid
 AMA Antimicrobial activity
 AMR Antimicrobial resistance
 AMR IA Antimicrobial Resistance Industry Alliance
 API Active pharmaceutical ingredient
 APIC Active Pharmaceutical Ingredients Committee

B

BSI British Standards Institute
 B2B Business to business

C

CAPA Corrective action and preventive action
 CAPEX Capital expenditure
 CCoC Centrient Code of Conduct
 CEFIC European Chemical Industry Council
 CI Continuous improvement
 CMO Contract Manufacturing Organisation
 CRO Contract Research Organisation
 CPHI Convention on Pharmaceutical Ingredient
 CSDDD Corporate Sustainability Due Diligence Directive
 CSR Corporate social responsibility
 CSRD Corporate Sustainability Reporting Directive

D

DEI Diversity, equity and inclusion
 DMA Double materiality assessment

E

EAP Employee assistance programme
 EFRAG European Financial Reporting Advisory Group
 EMEA Europe, Middle East & Africa
 ERG Employee resource groups
 ERM Enterprise risk management
 ESG Environmental, Social and Governance
 ESRS European Sustainability Reporting Standards
 EU European Union
 EVP Employee value proposition
 ExCom Executive Committee

F

FDA Food and Drug Administration (USA)
 FDF Finished dosage forms
 FY Financial year

G

GDP Good distribution practice
 GHG Greenhouse gas
 GMP Good manufacturing practice
 GRI Global Reporting Initiative
 GWP Global warming potential

H

HR Human Resources

I

ILO International Labor Organisation
 IRO Impact, Risk and Opportunity
 ISO Internal Organisation for Standardisation
 IT Information technology
 I&TD Innovation & technology development

K

KPI Key performance indicator

L

LEAP Learning Experience Accelerator Platform
 LOPC Loss of primary containment
 LTI Loss time injury

M

MS&T Manufacturing, science & technology

N

NGO Non-governmental organisation
 NPS Net Promoter Score

O

OECD Organisation for Economic Co-operation and Development
 OPEX Operational expenditure

P

OECD Organisation for Economic Co-operation and Development
 OPEX Operational expenditure

R

RAMP Responsible Antibiotics Manufacturing Platform
 REACH Registration, Evaluation, Authorisation and Restriction of Chemicals

S

SBM Strategy and business model
 SBT Science-based target
 SBTi Science Based Targets initiative
 SDG Sustainable Development Goal
 SHE Safety, health and environment
 SOP standard operating procedure
 SSC Semi-synthetic cephalosporin
 SSP Semi-synthetic penicillin

U

UN United Nations
 UNGC United Nations Global Compact

V

VOC Volatile organic compounds

W

WHO World Health Organisation
 WBSCD World Business Council for Sustainable Development



Disclosure requirements in ESRS covered by the sustainability statement IRO-2

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The sustainability statement covers all disclosure requirements of ESRS 2 and the applicable disclosure requirements of topical ESRS identified as material through the double materiality assessment.

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Disclosure requirements in ESRS covered by the sustainability statement IRO-2

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Disclosure requirements in ESRS covered by the sustainability statement IRO-2

DISCLOSURE REQUIREMENTS UNDER ESRS

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Disclosure requirements in ESRS covered by the sustainability statement IRO-2

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The sustainability statement covers all disclosure requirements of ESRS 2 and the applicable disclosure requirements of topical ESRS identified as material through the double materiality assessment.



Technical sheet

Colophon

Produced by Centrient
Pharmaceuticals –
Global ESG department

Coordinator & Editor

Vera Correia,
ESG Senior Manager

External consultancy

KPMG

Graphic design

Slide Lab

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For more information, please visit www.centrient.com
or email: info@centrient.com

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