



ARCERA
LIFE SCIENCES

**SUSTAINABILITY
REPORT**
2025

CONTENTS

CEO foreword

Shared values

CONTINUING OUR PROGRESS

One Arcera

Our values

One Arcera and sustainability

Consistent

SOLIDIFYING OUR FOUNDATIONS

Understanding our
sustainability priorities
Small steps add up

Inspiring

OUR TEAMS

Sustainability is a shared responsibility

Cascading our sustainability values and behaviors

Using innovation to support our sustainability strategy

Working with our partners to accelerate Access to Medicine

3 Environment

Energy efficiency & emissions reduction	37
Waste management	47
Working with our suppliers	52

5

6

9 Social

14	Employee wellbeing & satisfaction	56
	Diversity, Equity & Inclusion	65
	Access to Medicines	67
	Product reliability & quality	70

15

Governance

16	First Annual Arcera Compliance Day	74
18	Cyber and Data Security	77

Annex

19

20

23

25

30

CEO foreword

Sustainability is fundamental to how Arcera creates value, manages risks and fulfils its **purpose** of enabling longer, healthier lives. It is not a standalone initiative. It is part of how we make decisions, serve patients and healthcare systems, and build a resilient company for the long term.

One Arcera, one shared responsibility

2025 was a defining year for Arcera Life Sciences. Through our One Arcera integration, we brought our businesses together as one global life sciences company, united by a common purpose, shared values and a clear ambition for the future.

Sustainability is an essential part of that ambition. For us, responsible growth means creating lasting value for patients, our people, the communities in which we operate and our shareholder, while respecting the environment and strengthening the resilience of our business.

During the year, we continued to integrate environmental, social and governance considerations into our strategy, risk management and decision-making. We focused our efforts on the areas where Arcera can make the greatest difference:

- expanding access to quality medicines and supporting resilient healthcare systems
- reducing emissions, improving energy efficiency and managing resources responsibly
- protecting the health, safety and wellbeing of our people
- building an inclusive, high-performing culture
- maintaining the highest standards of quality, integrity and ethical conduct
- strengthening data privacy and cybersecurity across our operations

From foundations to integration

Our businesses bring different histories, capabilities and experiences. In 2025, we took important steps to unite these strengths within a more consistent One Arcera approach to sustainability.

We established stronger governance through the Arcera Sustainability Council, advanced common priorities and began embedding sustainability goals into our business strategy. This provides greater clarity, accountability and coordination across our regions and operations.

Our values of Trust, Agility, Collaboration and Innovation guide how we approach this work. They remind us that sustainability is not only about what we aim to achieve, but also about how we achieve it.

CEO foreword

Innovation as an enabler

Innovation, digitalization and AI can help us operate more efficiently, use resources more responsibly and make better-informed decisions. They can also strengthen the reliability of our operations and help us expand access to medicines.

We are applying these capabilities with discipline and responsibility. Technology must serve a clear purpose, deliver measurable value and be supported by strong governance, quality standards and human accountability.

Looking ahead

I am proud of the progress we made in 2025, while recognizing that meaningful progress requires consistency, transparency and sustained action. We will continue to strengthen how we measure our performance, hold ourselves accountable and translate our commitments into tangible outcomes.

Our colleagues, partners, suppliers and customers all have an important role to play. By working together, we can build a stronger Arcera, contribute to more resilient healthcare systems and create value that endures.

Our ambition is clear: **to grow responsibly, expand access to quality medicines and improve health outcomes, while reducing our environmental impact and contributing positively to the communities we serve.**



Isabel Afonso
Chief Executive Officer

Shared values

CONTINUING OUR PROGRESS

We are very *proud* of the progress we made in 2025. We *strengthened* our headquarters in Abu Dhabi, bolstered our commercial presence across our five regions, *invested* in our manufacturing sites, and brought together the *best* people and the best practices from each legacy business to create an *exceptional* business ecosystem for life sciences.



One Arcera

In late 2024, we launched One Arcera, a transition from three legacy companies Acino, Amoun, and Birgi Mefar, towards a single organizational and operational structure that supports our vision of becoming a leading global life sciences company dedicated to enabling longer and healthier lives.

In 2025, our focus was continuing to strengthen One Arcera and to put strong foundations in place for our united company.

**We aim to
be *One Arcera*
in everything
we say and do.**



One Arcera

Our focus is to continue strengthening Arcera as a global life sciences platform by combining organic growth with targeted acquisitions. We are exploring expansion into different geographies and, at the same time, focusing on therapeutic areas with significant unmet need such as cardiometabolic diseases, neuroscience, oncology and rare diseases.

We partner

We form partnerships to develop, manufacture, and ultimately provide access to innovative and proven medicines to patients who need them.

We manufacture

We leverage our manufacturing capabilities and network to supply our own markets as well as leading pharma companies through contract manufacturing.

We market

We make high quality medicines available to patients in Africa, Latin America, the Middle East and Türkiye, Ukraine and Eurasian countries.

We support

We advance independent medical education and scientific knowledge to improve patient outcomes, collaborating on and funding educational initiatives for healthcare professionals.



One Arcera

Arcera employs around 6,100 people who reach patients in over 100 countries. Our portfolio comprises more than 2,000 product presentations marketed under 300+ brands across our focus therapeutic areas. In 2025, we continued to expand and strengthen our portfolio.

For the full year 2025, we achieved group sales of AED 4.0 billion (USD 1.1 billion).

Arcera Life Sciences was established by ADQ, an Abu Dhabi-based sovereign investor. Arcera supports the UAE's ambition to strengthen its position as a global life sciences hub. We foster a vibrant life sciences ecosystem that drives economic and social impact within the UAE and beyond.

Through innovation, partnerships, and investment in science and manufacturing, we help *strengthen* the UAE's role as a center for healthcare advancement and sustainable growth.



Our values

We use our values as the unifying force that brings our global teams together, guiding behaviors and supporting effective integration and alignment.

These values run through everything we do, supporting how we do business and how we build long-term trusting relationships with our end customers, our suppliers and our partners, and the communities we operate in.



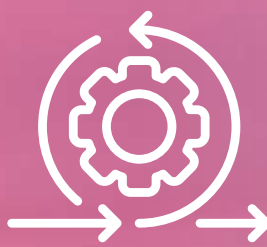
Trust

Acting with integrity and accountability to build lasting relationships.



Innovation

Driving progress through curiosity, science and continuous improvement to achieve impactful outcomes that address patient needs.



Agility

Anticipating and adapting quickly to change to deliver value in the dynamic environment of life sciences.



Collaboration

Working together and with partners to amplify our impact and advance life sciences.



CASE STUDY

Rebuilding our damaged plant in Ukraine

In early 2026, Arcera resumed operations at its Kyiv-based plant after multiple disruptions that had halted production for several months. We invested around UAH 500 million (USD 11.3 million) in reconstruction, modernization and upgraded production safety.

The investment was directed to repairs as well as equipment upgrades and staff training, strengthening the long-term efficiency and resilience of production. It signalled the company's commitment to our employees and patients in Ukraine despite the elevated risk.

During the shutdown, we continued to maintain supplies through existing inventories and through collaboration with partners, stabilizing medicine supply and supporting employment.

Throughout, the company continued to pay the salaries of the teams and many of the employees worked on-site to support the rebuilding works.

“*Rebuilding this plant wasn't just about restoring production — it was about keeping our promise to patients and to our employees who depend on us in Ukraine. Throughout the shutdown, we kept salaries paid and the supply of medicines moving, and when it was time to rebuild, our own teams were the ones who made it happen.*”

Eugene Zaika

General Director
UBA



Our values

In 2025, we undertook a series of initiatives to support the One Arcera transformation. These included the implementation of a new organization design and brand identity, a value creation initiative focused on resource allocation, significantly improved performance, and the harmonization of our governance framework, including the roll-out of new unified, global policies aligned with international standards.

Throughout the course of 2025, we published 11 new global policies, including a new Code of Ethics. Our new policies establish an aligned and comprehensive framework that reinforces our commitment to quality, patient safety and quality of life, ethical conduct, responsible business practices, and the well-being of our employees across the organization.

CASE STUDY

New EHS and Quality Policies

We aligned our manufacturing sites under unified global Environment, Health & Safety (“EHS”) and Quality Policies, ensuring all sites adhere to the same levels of EHS protection, and that patients around the world benefit from the standardized manufacturing practices that comply with applicable regulations and industry standards.

These policies foster a culture of ownership and collective engagement: every employee is empowered to take responsibility for safety and environmental stewardship at all levels, while upholding our commitment to delivering safe and effective medicines in full compliance with regulatory and ethical standards.





Our values

We introduced a Change Champions Network to support and reinforce the One Arcera transformation. Change Champions are individuals within the business who drive, support, and reinforce change. They act as a bridge between leadership and employees to provide trusted and peer-led guidance on the changes to the business.

By strengthening communications and feedback loops, and ensuring employees feel heard and supported through the transition, we have built sustainable support for the transformation to One Arcera, and ensure that change is understood and sustained.

We aim to make the *right decisions* for our employees, our partners and our customers

One Arcera and sustainability

Our company values also underpin our continued commitment to operate responsibly, which is an important part of being One Arcera. We are working to understand and reduce our emissions and better manage our waste. We support our people, we create a strong governance culture and build trust, and we ensure we make a positive impact on the communities we serve and work in.

Embedding sustainability guidelines across all our operations marks a global, unified approach, as well as our ambition to move from foundational ESG compliance to strategic sustainability. We want every product that is delivered and every partnership that is forged to be weighed against the impact on the global patient community, our climate and our people.

We seek to increase the availability of high-quality medicines through our portfolio, partnerships and geographic reach. We believe that improving the availability of medicines should be balanced with responsible environmental stewardship.

Our vision is to ensure that, as we expand our geographic footprint, we do so with a positive impact on the local ecosystems and the communities where we operate.

In 2025, we re-emphasized our global commitment to continuously reduce our carbon emissions.

We aim to be a
force for good in
our communities

Consistent SOLIDIFYING OUR FOUNDATIONS

Understanding our sustainability priorities

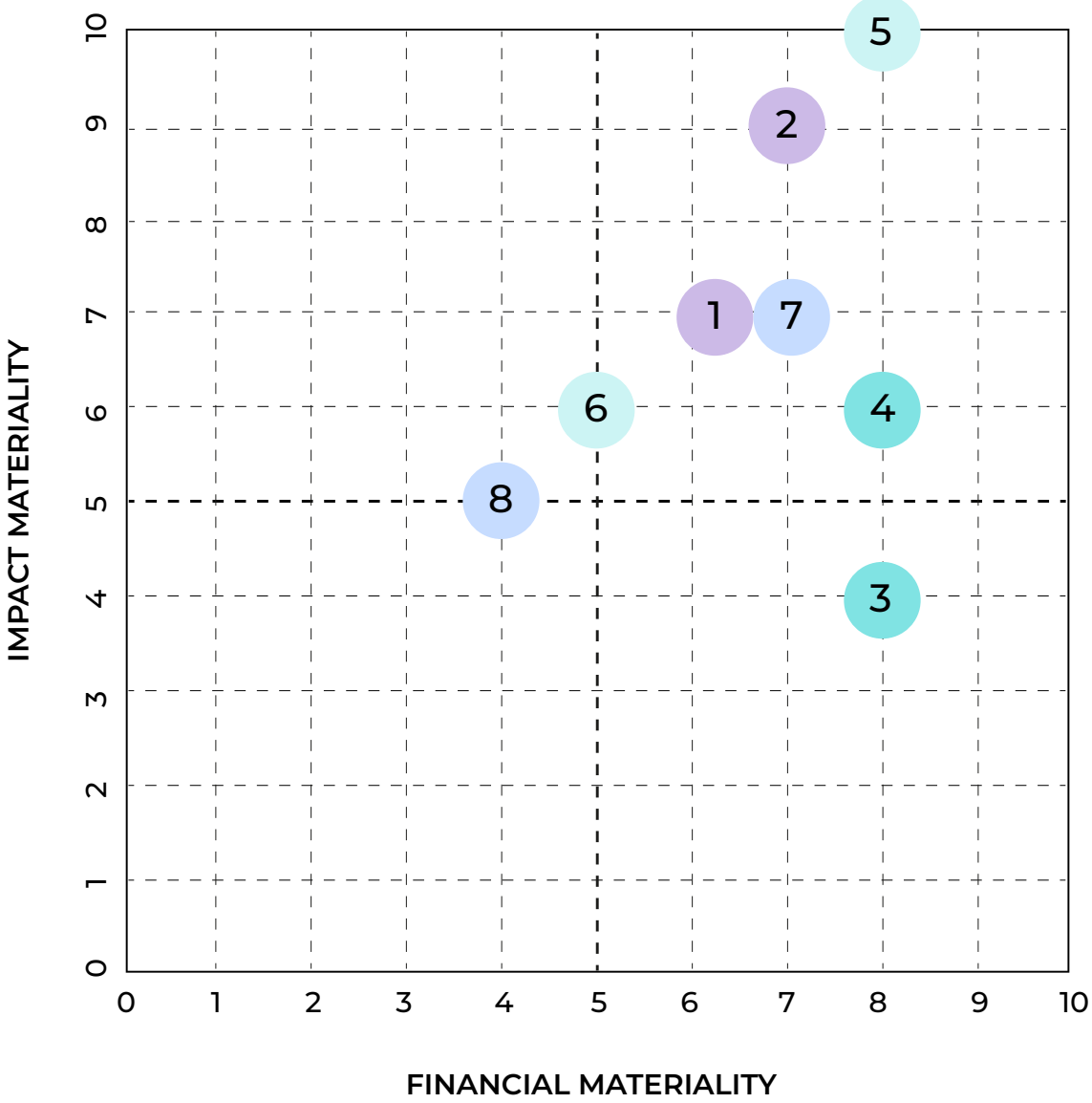
Our approach to sustainability has always been based on a thorough understanding of those risks and opportunities that are most relevant to us, across all our internal and external operations including our supply chain. However, the last assessment of the material sustainability issues was conducted in 2023, at the individual legacy company level.

In 2025, we therefore undertook a more advanced Double Materiality Assessment to get a more rounded view of the relevant risks and opportunities affecting the new and enlarged company. This covered both how the company’s own operations and products affect society and the environment (impact materiality), and how sustainability issues such as climate change and supply chain risks impact our business performance (financial materiality).

For a life sciences company like ours, this means assessing financial risks, such as regulation, manufacturing and development costs and resource availability, as well as broader impacts such as drug accessibility and the environmental effects of manufacturing.

The materiality assessment highlighted eight priority issues within three clusters of the environment, social and employee issues, and governance. These priority issues direct our strategic sustainability efforts and provide a major input into the further alignment of our sustainability activities with the wider business strategy.

MATERIAL TOPICS	
Environmental	① Energy efficiency and emissions reduction (Scope 1, 2 and 3), including use of renewable energy ② Waste management, including plastics and packaging
Social	Social, employees: ③ Employee wellbeing and satisfaction, including wages and benefits ④ Diversity, equity and inclusion, including gender balance Social, public and customers: ⑤ Access to Medicines, including availability ⑥ Product reliability and quality, including the supply chain
Governance	⑦ Cyber security, data privacy and data security ⑧ Anti-bribery and anti-corruption



Understanding our sustainability priorities

Care for the environment

- 1. Energy Efficiency & Emissions Reduction:**
We aim to continuously reduce our carbon emissions by reducing our overall energy use, increasing the use of renewable energy, and sharing best practices in energy efficiency and emission reduction between our manufacturing operations.
- 2. Waste Management:**
We minimize environmental impacts and protect our communities through responsible waste and water management. We reduce, reuse and recycle where possible.

Social wellbeing – employees, patients & communities

- 3. Employee Wellbeing & Satisfaction:**
Employee wellbeing and satisfaction are essential to sustaining a motivated workforce and protecting our company’s long-term success.

By supporting our people, we strengthen engagement, build a *positive* culture, and contribute to the wellbeing of the communities where we operate.

- 4. Diversity, Equity & Inclusion:**
Creating an inclusive workforce, where diversity in all its forms is valued and everyone has equitable opportunities to thrive, helps us make better decisions, drive innovation, and deliver results together. It strengthens our culture and deepens our impact in the communities we serve.
- 5. Access to Medicines:**
We are committed to improving and expanding access to medicines so more patients can receive the treatments they need, when and where they need them. This also strengthens our partnerships and supports better health outcomes in the communities we serve.
- 6. Product Reliability & Quality:**
Product reliability and quality are essential to ensuring our medicinal products are safe for patients and consistently available to our business partners. They build trust, protect our reputation, and support long-term success.

Good governance

- 7. Anti-Bribery & Anti-Corruption:**
Ethical interactions with healthcare professionals, regulators, and governments are critical to our success as a life science company. Improper influence can directly impact patient safety and public health and erode the company’s reputation and our stakeholders’ trust in us.
- 8. Cyber & Data Security:**
Cyber and data security are essential for protecting sensitive information and safeguarding our digital and commercial assets. Investing in these areas helps us stay compliant, resilient and trusted in a highly regulated environment.

Small steps add up

With the materiality assessment providing our direction, we take incremental steps every day to bring about the desired sustainability objectives. With every step, we solidify our foundations and move beyond fragmented regional sustainability activities to a unified global approach.

We now have a *larger* global presence: more people, more countries we serve, more local communities we engage with, and a larger and extended supply chain.

With this expansion comes the responsibility, and the opportunity, to use our influence on the sustainability issues we care about.

We recognize that some parts of the new organization have traveled further on their sustainability journey, whether that is in the management of the emissions, social and community outreach, or the engagement with the supply chain. That is why we are taking best practices from across the company and implementing them across the entire organization.

The clear articulation of the eight priority issues also provides the basis for regular and transparent reporting, to support clear accountability on whether we are meeting our sustainability goals. We report in reference to the Global Reporting Initiative (GRI guidelines). We also report our sustainability activities to standards set by organizations such as EcoVadis.



Inspiring OUR TEAMS

Sustainability is a shared responsibility

We have moved past the idea that sustainability is the job of a single department: it is a shared responsibility of all employees across the company.

It starts at the top. We established the Arcera Sustainability Council, which is chaired by our CEO and brings together our senior leadership. It oversees the integration of sustainability goals and targets into our long-term business strategy.

Each Priority Topic has an assigned Executive Sponsor responsible for oversight of progress against agreed objectives. In turn, we have appointed internal Topic Owners who are supported by a cross-functional team of subject matter experts from across the business to develop and execute the necessary actions against agreed timelines.

It's not just a Sustainability Team effort. It is a *full-company commitment*.

Arcera aims to embed collective responsibility across the company by raising awareness of sustainability as an integrated element of everyday operational decisions. For a laboratory worker, this might mean adopting Green Lab principles to reduce waste and environmental impact; for a procurement specialist, it involves vetting suppliers based on their ethical labor practices and their commitment to reduce carbon emissions.

We also invest in training and internal communications to provide our teams with a solid understanding of what sustainability means at Arcera.



Cascading our sustainability values and behaviors

Because sustainability is a shared responsibility across the company, we provide our employees with the values and guidelines that drive our sustainability approach, allowing them to make informed decisions in their daily roles.

This is supported by a more formal oversight structure for the delivery of the corporate sustainability objectives.

The Audit and Risk Committee of our Board of Directors oversees the company's approach to sustainability and provides its guiding principles.

Sustainability Council, chaired by the Chief Executive Officer and bringing together the Executive Leadership Team and functional experts, is responsible for agreeing the global sustainability strategy, and for setting targets.

Topic owners are tasked with developing action plans against each of the materiality issues. They are **sponsored by a member of the Executive Leadership Team** and supported by a cross-functional team of experts.

The Sustainability Team is responsible for day-to-day implementation of the sustainability program, **reporting to the Chief Compliance and Sustainability Officer (CCSO)**.

CASE STUDY

Online sustainability training

We launched an online Sustainability Training module that educates employees about sustainability concepts, explains the Arcera Sustainability Policy, and encourages employees to identify sustainability opportunities within their own departments.



Developing our people to deliver sustainability across the company

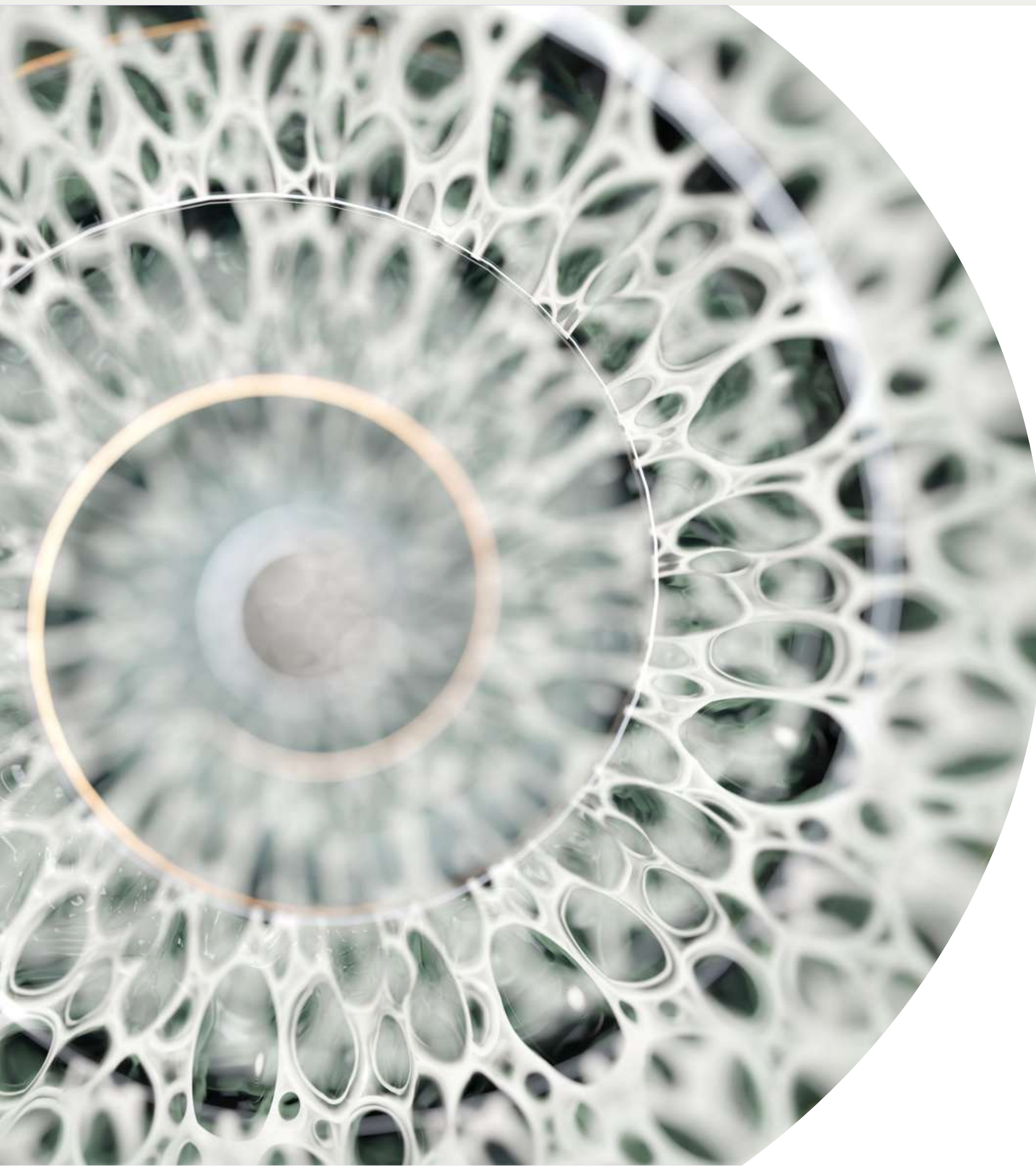
We train and develop our people to deliver sustainability across all parts of the business. Our training programs ensure employees possess both the technical expertise and the sustainability knowledge to identify more efficient or sustainable ways of working.

Arcera is committed to promoting internal mobility and we actively encourage staff to work cross-functionally and cross-regionally, share best practices across the company.

This ensures sustainability knowledge is not siloed within a single team but is carried by individuals as they collaborate across the organization, creating a more interconnected team.

We aim to identify high-potential employees across all our offices and provide them with the opportunities, skills and knowledge to support and influence the company's sustainability strategy.





Using innovation to support our sustainability strategy

Innovation is central to our sustainability strategy, which we define through several key areas:

- Building strategic partnerships to bring innovative therapies to more patients in current and new geographies
- Evolving our portfolio to areas of unmet medical need
- Investing in digital capabilities and AI-enabled decision-making and efficiency
- Implementing manufacturing excellence and efficiency

We are clear that we want to use innovation to help us achieve real progress against our sustainability priorities, whether that is by helping us reduce our energy use and our emissions, supporting our employees' wellbeing and safety, or helping achieve resilient healthcare systems and enhancing access to medicine across the markets we serve.

We are confident that *innovation* can play a major role in delivering greater access to medicine.

We partner with governments, academia, and industry to understand how scientific innovation can translate into real access for patients. Our objective is to facilitate effective collaboration, enabling innovation to reach patients more rapidly, sustainably, and on a larger scale.

Artificial intelligence and innovation

Artificial Intelligence (AI) is an important part of our thinking around innovation. It is transforming healthcare as it moves from experimentation to integration, and we are keen to understand and continue adopting how these new developments in AI can be used effectively and safely, and how it can help us bring about improvements in how we produce, deliver and market our products.



CASE STUDY

Catalyst forum on turning AI vision into value

In February 2026, we organized our Catalyst Forum: 'Collaborating to Turn AI Vision into Value' in Abu Dhabi. Bringing together leaders from healthcare, academia, government, and technology, the forum explored how to harness the power of AI for better health outcomes and how to move beyond AI pilots toward scalable, measurable impact.

The Catalyst Forum marked the beginning of the next phase of our innovation journey. It also reaffirmed our conviction that turning AI vision into measurable value requires collaboration, shared responsibility, and shared benefits.





Artificial intelligence and innovation

Arcera has already begun to expand its digital and AI capabilities by further digitizing core operations and commercial functions, enhancing data-driven workflows, and developing the organizational capabilities required to scale AI responsibly.

In 2025, we started embedding AI into clinical workflows, decision-making processes, and governance frameworks in ways that build trust and deliver measurable value.

Trust is essential. We are very clear that our AI use must be transparent, explainable, and supported by strong regulatory and ethical oversight, so all relevant stakeholders understand how decisions are made.

Leadership matters too. We treat AI as a strategic capability that will strengthen how we assess opportunities, allocate resources, and monitor outcomes across our global operations. It also enhances collaboration with our partners by enabling more efficient data sharing.

Strong governance will remain a priority. Responsible adoption of AI requires ethical frameworks, regulatory alignment, and clear oversight. When used thoughtfully, AI becomes a powerful enabler of our mission to use innovation to increase access to medicines.

We believe that innovation is only meaningful when it creates a lasting and sustainable impact. That is why sustainability is embedded across our entire value chain, from how we develop products to how we manufacture, package and distribute our medicines.

CASE STUDY

AI to support product reliability

We use AI and advanced machine learning to improve consistency, quality, compliance, and predictive insights across our technical and commercial operations. One use case is that AI helps us predict potential equipment failures before they happen, ensuring product reliability and minimizing waste.



Working with our partners to accelerate Access to Medicine

We continue to expand our network of long-term partners to improve the availability of health solutions across the markets we serve.

Our partnership model includes in-licensing, product acquisition, mergers and acquisitions, and joint ventures.

Our partnership activities focus mainly on therapeutic areas where significant patient and healthcare needs remain, including neuroscience, cardiometabolic health, oncology,

We will *continue* to support collaborations that help improve the availability of medicines, expand geographic reach and support healthcare systems through sustainable partnerships and responsible market expansion.



CASE STUDY

Partnership to increase access to medicine

Arcera signed an exclusive licensing and supply agreement to distribute a novel antibiotic drug within the Gulf Cooperation Countries and South Africa. The agreement reflects the understanding that there remains a significant need to address the dangerous increase of resistance to standard-of-care antibiotics.

Resistant bacterial infections place a growing burden on patients, healthcare providers, and healthcare systems around the world. By bringing innovative anti-infective therapies to select markets, Arcera seeks to contribute to improved patient outcomes and broader healthcare resilience. The partnership demonstrates how collaborations across the life sciences ecosystem can help address complex public health challenges while expanding access to important medical innovations.

“ At Arcera, we believe that innovation creates its greatest value when it reaches the patients who need it most. This partnership demonstrates how collaboration can help address pressing public health challenges, expand access to advanced therapies, and strengthen the resilience of healthcare systems across our target markets.

Mansoor Menai
General Manager
META



Working with our partners to accelerate Access to Medicine

We participate in local initiatives that support health awareness, disease education and the appropriate use of medicines. We also support independent educational activities for healthcare professionals and awareness initiatives for patients, conducted in accordance with applicable laws, regulations and industry codes.



CASE STUDY

Cardiovascular clinic in Iraq

In partnership with the Iraqi Ministry of Health, the team in Iraq delivered more than 1,000 cardiovascular screenings across four regions in just 10 days. Using the PREVENT risk calculator, the initiative identified high-risk individuals, provided immediate counselling, and referred patients for specialist care. Anonymized data contributed to the development of a national CVD Risk Map.

CASE STUDY

Educating healthcare professionals in Costa Rica

In Costa Rica, our employees launched a Speaker Tour to educate physicians about the use of treatments for acute or chronic urinary tract infections. The tour involved the support of one of the region's main experts and opinion leaders, who is also a practising consultant urologist.





Working with our partners to accelerate Access to Medicine

Increasing access to medicines, while operating sustainably and reducing our impact, remains our mission as we continue to strengthen and grow our presence across the world. Through our support for the United Nations Sustainable Development Goals (SDGs), we collaborate to find solutions to global challenges including health inequality and social injustice.

The SDGs serve as a framework for our efforts, enabling us to work with like-minded partners to focus on areas where collectively we can make a real difference.

ENVIRONMENT

Environment

We are committed to protecting the environment through responsible operations, efficient use of resources, and a clear path towards further decarbonization. The environmental initiatives we identified in our Double Materiality Assessment focused on two priority areas: Energy Efficiency and Emissions Reduction; and Waste Management.

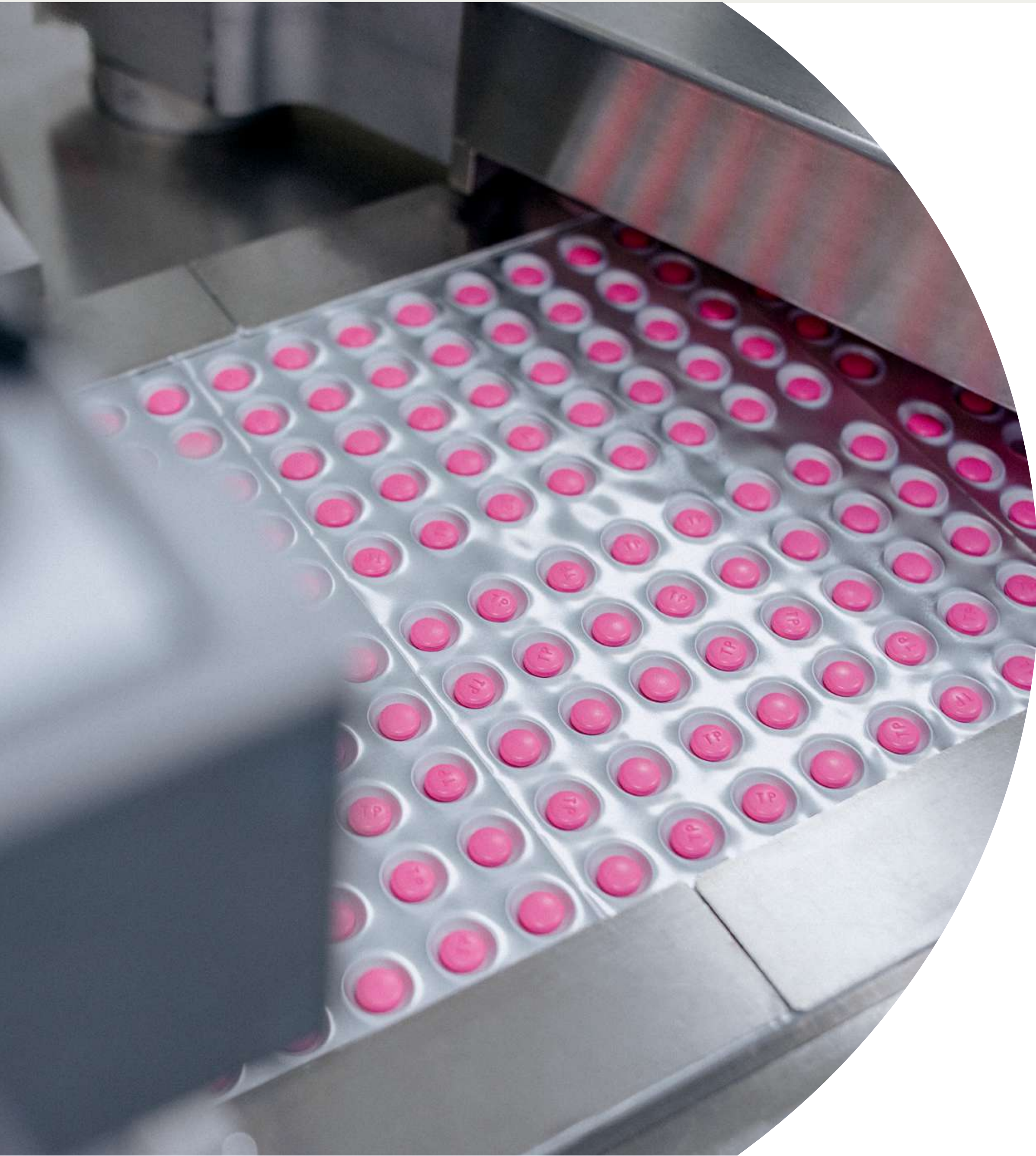
Within these priority areas, we are undertaking a broad range of activities that support the protection and regeneration of our environment. We continuously look for opportunities to improve our processes to reduce energy consumption, carbon emissions and waste, while maintaining the highest standards of safety and regulatory compliance.

Energy efficiency and emissions reduction

We continuously aim to reduce greenhouse gas emissions.

In 2025, our decarbonization efforts focused on:

- Measuring and reducing our Scope 1 and 2 emissions
- Measuring and laying the groundwork for managing Scope 3 emissions associated with our logistics
- Reducing our energy consumption and costs
- Increasing our energy efficiency



Scope 1 and Scope 2 emissions

We continue to assess energy performance across our manufacturing sites, to identify and implement the most effective actions to reduce Scope 1 and 2 emissions.

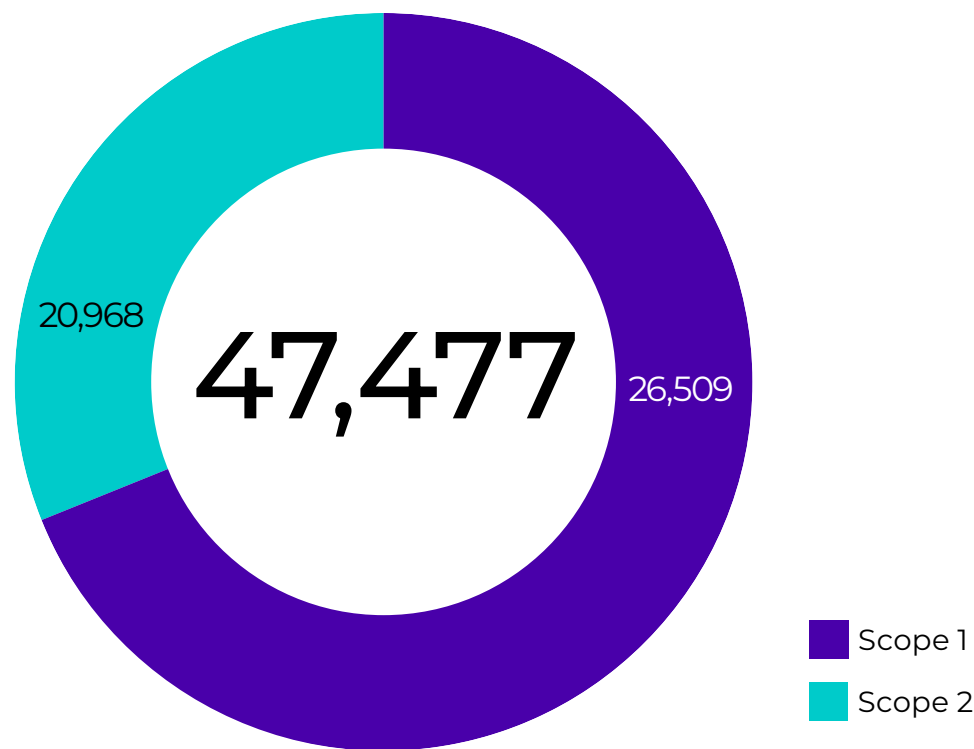
Energy-efficiency measures, including an extensive refit of the main warehouse in Switzerland, a fuel control and optimization initiative in Egypt, and a digital optimization processes in Dubai, have already delivered targeted reductions, which are detailed in the case studies.

Introduced last year, our Smart Lab program continues to transform our laboratory practices and increase efficiency, using best practices and digitalization to improve processes, quality control and testing procedures and reduce the environmental impact of our operations. The program was rolled out in Basel in 2025 and we aim to roll it out to all manufacturing sites per the roadmap, including in Dubai and Estonia.

Our manufacturing site in Ukraine has been substantially upgraded as part of its restoration, strengthening the site’s long-term resilience and energy efficiency.

Beyond our manufacturing sites, we also monitor our energy footprint across our non-manufacturing real estate, and we continuously look for opportunities to optimize the energy use in our offices.

Gross Scope 1 and 2 emissions (by tCO₂e)



* Scope 1 emissions are direct emissions from owned or controlled sources. Scope 2 emissions are indirect emissions from the generation of purchased energy.

CASE STUDY

Warehouse refit in Switzerland

A major retrofit of our warehouse in Aesch, Switzerland was completed in 2025. The newly modernized warehouse improves energy efficiency and heat recovery, lowering oil and gas consumption, and associated costs. As well as delivering modernized and more energy efficient warehouses, we have also increased our cost-effectiveness by reducing the use of external warehouses.



“By modernizing our warehouse in Aesch, we’ve lowered energy consumption and costs while reducing our reliance on external storage — a win for both efficiency and sustainability.

Dirk Knapp
Site Head
Switzerland

CASE STUDY

Sustainability gains from lean optimization of packaging line

In our Dubai manufacturing site, we worked to optimize the secondary packaging line by changing the set-up and workflow. We decongested the workspace, reduced material flow by 70% from 100m to 30m, and eliminated 14 non-value adding activities.

The optimized flow, improved space utilization and better-defined tasks resulted in lower energy consumption per pack and reduced process waste. The manpower requirement was reduced from 8-10 people per shift to five people.



CASE STUDY

Energy efficiency through heat and water recovery Egypt

In Egypt, we installed a heat and water recovery loop that allowed the site to capture high temperature reject water and condensate from the WFI and Pure Steam systems, reducing the energy needed to reheat the water.

High-quality water, that was already heated, used to be discharged in the drainage system while the boiler used energy to heat up low temperature water. By rerouting the 90°C reject water and condensate to the industrial boiler, the facility reduced the energy required for the water to reach boiling point again. It also reduced raw water consumption.

“ At Arcera Egypt, we believe that every step towards energy efficiency is a step towards a healthier planet. Our team’s commitment to innovation and sustainability proves that local action can drive global impact. Together, we are not just saving energy—we are shaping a brighter future for our communities and the generations to come.

Mohamed Heshmat
Head of Arcera
Egypt



CASE STUDY

Energy saving through new workforce shift model in Dubai

In Dubai, we implemented of a new shift pattern which moved us from one long day shift to two shifts, a day and evening shift. Through the shift model re-design we managed to eliminate daily overtime and Saturday operations, leading to energy savings through reduced need for lighting, heating or HVAC, and reduced equipment runtime.

The new one-hour shift overlap enables smoother transitions, reducing machine idle and standby time, and unnecessary energy draw. The better scheduling has also resulted in fewer machine starts and stops, and less frequent ramp-up energy peaks.



CASE STUDY

South African office to relocate to a more sustainable and resilient workspace

In early 2027, the headquarters for our Africa Region will relocate to a purpose-designed office environment in Gauteng, South Africa. The new premises were selected to support employee wellbeing, operational effectiveness, business continuity and our broader sustainability objectives.

The site will reduce the environmental footprint through improved energy efficiency, enhanced water management capabilities, and reliable backup utility arrangements.

“Our new offices reflect our commitment to our people, operational resilience and responsible growth. The enhanced sustainability, security and business continuity features will help us create long-term value for our employees, customers and stakeholders.

John Norman

Head of Africa
Region





IT and energy efficiency

We aim to reduce energy use in our IT systems by *optimizing* the use of cloud computing and *increasing* our efficiency in data storage and distribution.

Through a series of strategic IT projects, we have made significant progress in replacing legacy systems with scalable, modern platforms designed to enhance compliance, transparency, and operational and energy efficiency across the organization.

From major SAP rollouts in Ukraine to global AI adoption initiatives and regulatory-driven implementations in Kazakhstan and Switzerland, we are focused on building a unified digital foundation that supports business continuity and future growth.



CASE STUDY

IT projects to drive increased energy efficiency

In Switzerland, as part of the retrofit of the high-bay warehouse, we successfully integrated the new Stöcklin Warehouse software system.

The focus was on replacing the software itself and then gradually upgrading the material handling technologies, such as conveyor systems. The project marked a major step forward in modernizing our warehouse operations, improving stability, ensuring full integration, and increasing efficiency.



CASE STUDY

Digitalization of laboratory processes

A Laboratory Information Management System (LIMS) was successfully implemented at our manufacturing site in Liesberg, Switzerland, as part of a global Digitization Project. The goal of the project was to improve control processes in the laboratory, increase energy efficiency, reduce paper usage, automate processes, and improve product quality and safety.



CASE STUDY

Advancing efficiency through digital visitor management

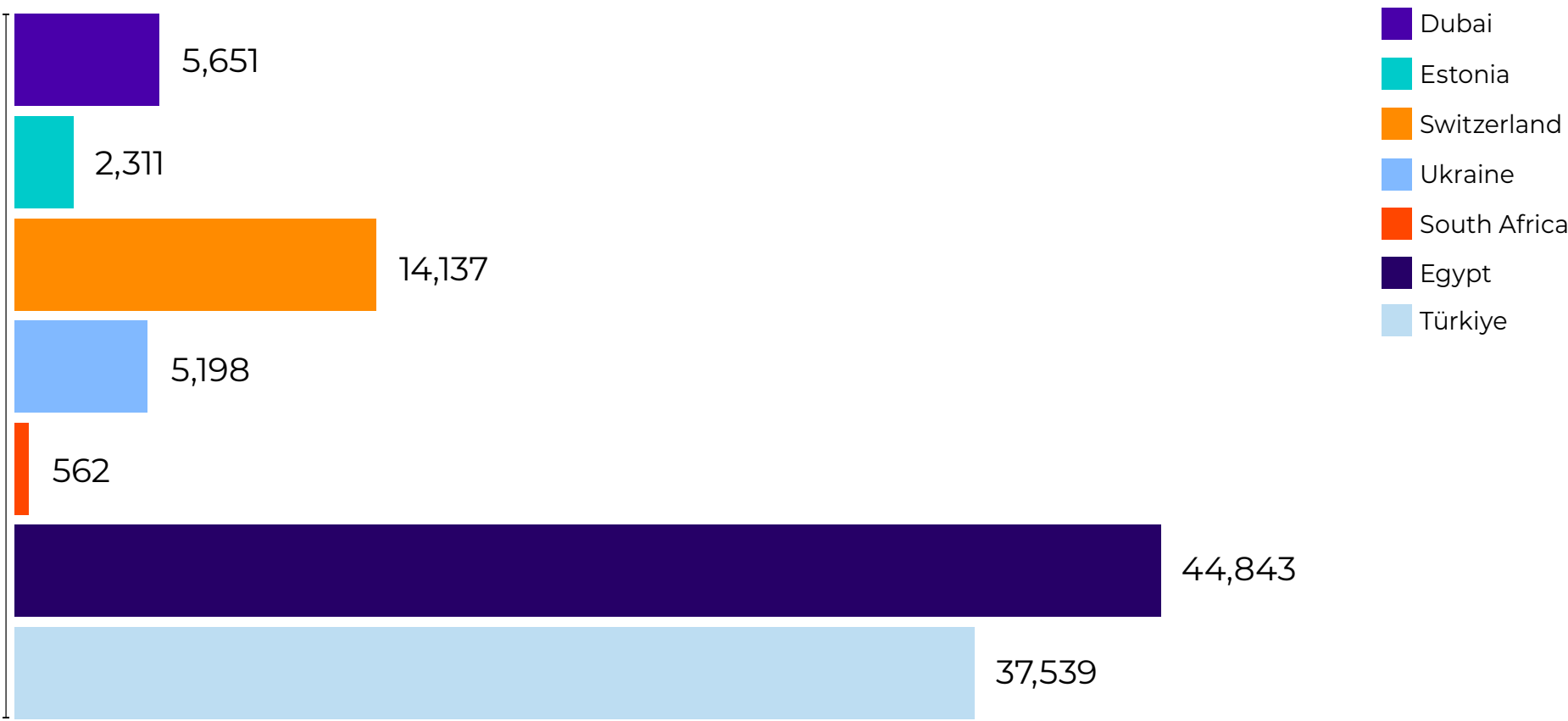
The visitor registration process in Dubai was transformed from manual paper logs into a fully digital solution, reducing energy and waste, providing real-time visibility and traceability, and improving workflows.

Using renewable energy

In 2025, total energy consumption across production sites was 110,241 MWh. We continue to increase renewable energy use across our manufacturing sites. In Switzerland, 100% of electricity is sourced from hydropower, and solar power installations support operations in Estonia, Ukraine, and Dubai.

This long-term investment, which underpins our carbon reduction ambitions, will deliver year-on-year benefits.

Total energy consumption by Arcera TechOps site (mwh).



Total 110,241 MWh

Scope 3 emissions

We encourage our suppliers to report on their environmental performance and emissions, supporting our ability to measure Scope 3 supply chain emissions. We require our priority suppliers to sign up to our Supplier Code of Conduct, which lays out our expectations for their adherence to sustainability principles, including responsible sourcing guidelines.

We work closely with our suppliers to look for ways to manage emissions in our value chain. We track the emissions associated with our shipments, and we continue to work with our transport partners to look for carbon emissions reduction opportunities.

We have starting the process of measuring our own Scope 3 emissions related to our vehicle fleet. In Egypt, a Fuel Control and Optimization program has resulted in a substantial reduction in fuel consumption, showing the scope for carbon reduction improvements through innovative and targeted initiatives.

In 2025, we started a program to move the production of some of our medicines closer to the end patients, thereby reducing the final delivery journeys and the associated carbon emissions.



CASE STUDY

Fuel control and optimization in Egypt

Arcera Egypt's Fuel Control and Optimization Initiative has reduced the fleet fuel consumption, supporting the company's strategy to cut energy use, lower emissions, and enhance cost efficiency.

The program established clear control for fuel usage, and it introduced optimization interventions to encourage efficient driving behaviors, improving fuel efficiency. The initiative achieved a 17.2% reduction in fuel consumption in 2025 compared to 2024, and cut carbon emissions of our fleet by 22%.

CASE STUDY

Continuing to track our shipment emissions

In collaboration with our partners, we continue to track the emissions associated with international shipments and explore new innovations in transport technology, digital monitoring and planning to lower our overall footprint.

As part of our supply chain decarbonization efforts, we continued with our air-to-sea initiative, a program to move an increasing percentage of our shipments to lower-carbon sea transport.

CASE STUDY

Improving supply efficiency and manufacturing sustainability

We launched a program to harmonize selected product presentations and optimize manufacturing processes. By standardizing certain packaging, labelling and production specifications, where appropriate and without compromising patient needs or regulatory requirements, we aim to improve operational efficiency and reduce complexity within our manufacturing and quality systems.

At the same time, we have initiated programs to optimize our manufacturing footprint and align production more closely with the markets we serve. This approach helps reduce transportation-related emissions, improve supply chain resilience and support the reliable availability of medicines for patients.

From complexity to efficiency

- Before
- Many different medicine packs
 - Multiple disconnected manufacturing sites
 - Long transport routes crossing continents



- After
- Harmonized product presentations
 - Optimized manufacturing network
 - Production closer to regional markets
 - Reduced transport footprint

Stronger supply continuity

Improved operational efficiency

Reduced emissions

Reliable medicine availability

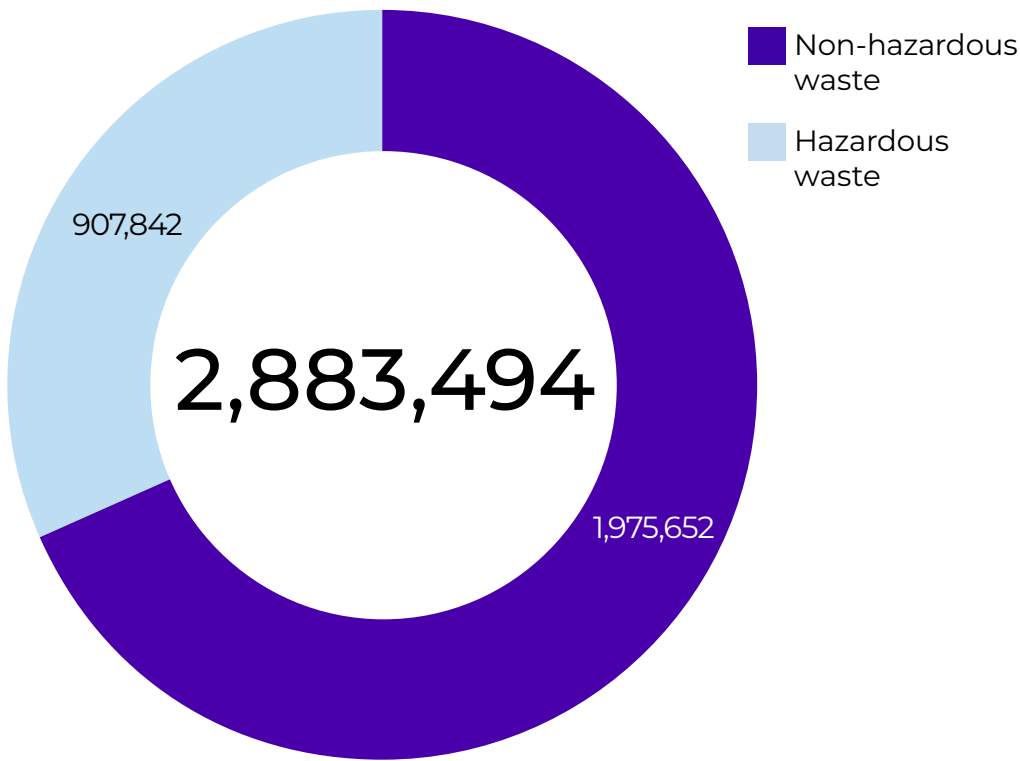
Waste management

Our waste management program objectives are:

- Reducing our total waste
- Increasing our recycling rate
- Reducing our costs of disposal

We minimize our environmental impacts through responsible waste and water management. We reduce, reuse and recycle where possible.

Non-hazardous and hazardous waste generated (kg) at Arcera



321,532kg*

Total waste recycled

* Estonia, Switzerland, Ukraine, South Africa.

We are committed to reducing the volume of waste generated through structured waste management practices. We assess both our hazardous and non-hazardous waste streams, classify them by type, and identify alternative solutions to reduce waste, increase recycling and/or increase diversion from disposal, wherever possible.



CASE STUDY

Continued increase in waste recovery in Türkiye

We have been running an ongoing waste management program in our manufacturing facilities in Türkiye, with the aim of increasing the recovery and re-use of waste.

The shift from incineration to converting waste into an energy source via our Refuse Derived Fuel (RFD) program accelerated in 2025, building on year-on-year improvements since 2020. In 2020, 36.2% of our total waste was disposed of via incineration and other methods. By 2025, this rate was reduced to a record low of 3.7%.



Waste management

We pursue continuous improvement in how we manage waste. We invest in technologies that improve the efficient use of our resources, including the increased use of digitalization and automation.

ISO 14001, the globally-recognized standard for environmental management systems, has been implemented at our manufacturing sites in Egypt, Türkiye, South Africa, and Ukraine, and we are working towards certification for additional manufacturing sites.

For end-of-life IT hardware, Arcera works with certified partners to ensure responsible reuse and recycling.

Employee education and continuous improvement programs continue to play a key role in driving behavioral change. We aim to reduce the environmental impacts on our local communities.

And we encourage employees to participate on local volunteering initiatives that support local ecosystems.



CASE STUDY

Employee environmental awareness in LATAM

Across our LATAM offices, we support employee awareness initiatives to educate our teams on environmental issues and encourage employees to support our efforts to increase our waste recycling. In our Mexico office, we have installed filling stations to refill water bottles, and we collect the caps of the water bottles as part of our recycling efforts, which we then donate to a chosen charity to support their cause.



CASE STUDY

Zero waste day in Türkiye

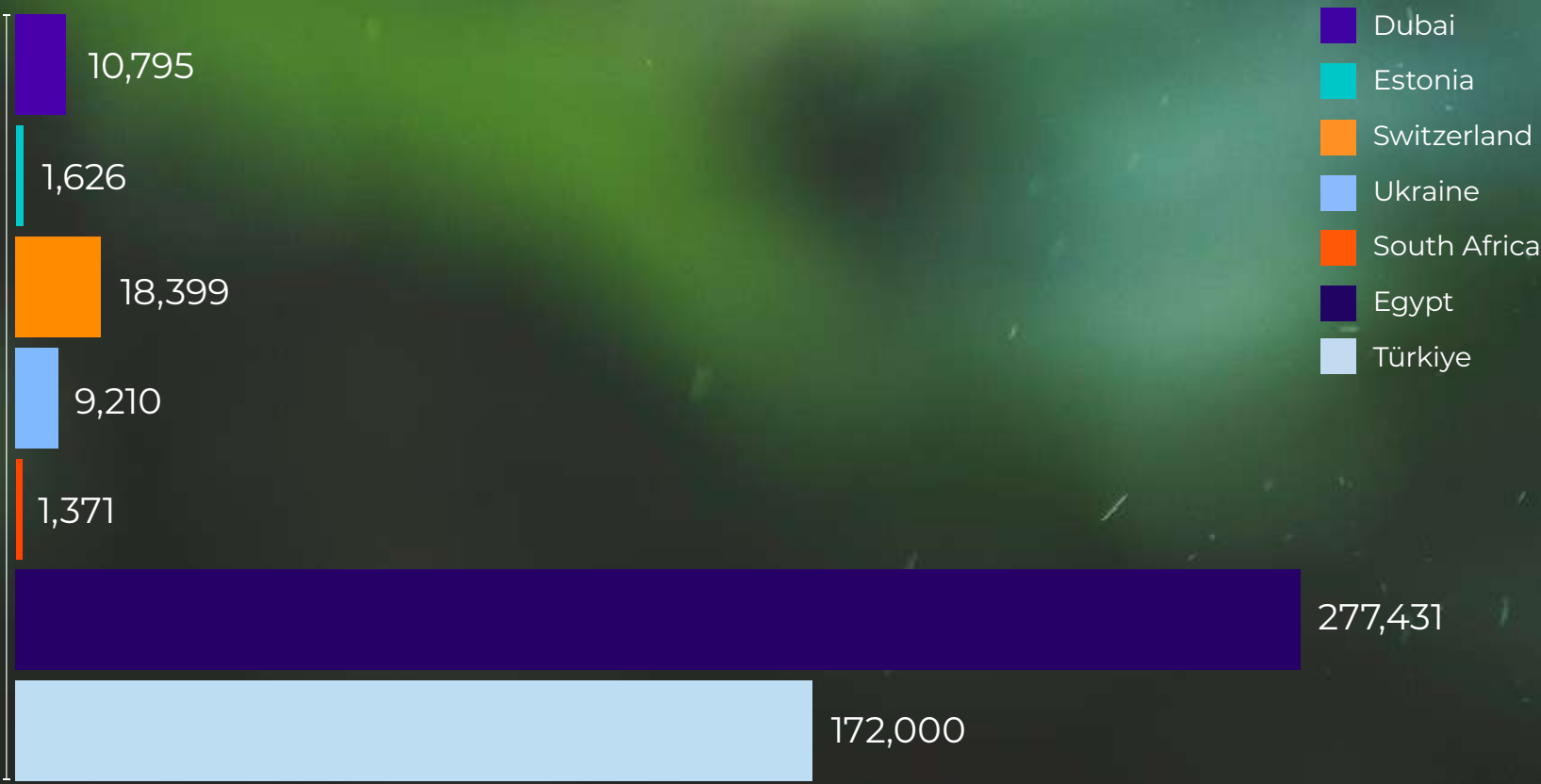
At our manufacturing site in Türkiye, we run a Zero Waste Day as part of our employee awareness program around waste reduction. We share factory waste management data with all employees, including waste types, recycling rates, and improvement actions. The increased data-driven transparency has proven to be a strong motivator for our teams to support our local waste reduction and recycling programs.

Water

We recognize water is a shared and finite resource, and we are committed to reducing water consumption across our production sites. We strictly avoid water pollution and comply with all applicable regulations related to wastewater treatment.

Water use is actively monitored and managed to reduce both consumption and wastage wherever possible.

Water consumption (m³) across Arcera TechOps manufacturing sites, 2025.



Total 490,832

CASE STUDY

Coastal clean-up and responsible water stewardship

In Türkiye, we celebrated World Environment Day by organizing a volunteer-led employee coastal clean-up event. The initiative aimed to reduce marine litter, raise employee awareness about water protection and marine pollution, and encourage responsible water stewardship in our operations.



Our suppliers

In 2025, we rolled out new standards for third-party due diligence screening of certain priority business partners and suppliers as part of the onboarding process. We use a third-party platform, Process Unity, which brings all EHS, ESG and Integrity & Compliance due diligence into a single screening tool.

Implementation of the new standards is prioritized according to a risk level assessed based on the type of services, geography and other factors. High-risk suppliers are subject to detailed assessments.

Our supplier risk assessment process also covers human rights and social issues, and governance topics such as anti-bribery and anti-corruption.

In 2025, we launched an updated Third Party Code of Conduct setting forth the principles and commitments expected of our business partners across ethics, human rights, health and safety, environmental responsibility and effective management systems.

We work with high priority business partners and suppliers to identify gaps, discuss corrective actions and agree on improvement plans to support their adherence to this Code.



Our suppliers

83

due diligence
assessments for
I&C and EHS/ESG

58

due diligence
assessments included
EHS/ESG criteria

We are a member of the Pharmaceutical Supply Chain Initiative (PSCI), which promotes responsible supply chains within the pharmaceutical industry. Through this membership, we gain insights into best practices, evolving standards, and approaches to supplier audit information.

SOCIAL

Social

We aim to deliver positive outcomes for our employees, partners, suppliers, and customers.

Our relationships are based on integrity, respect, and trust. These values shape our business strategy, guide our future growth ambitions, and make Arcera the partner of choice for many organizations around the world.

With operations spanning more than 60 markets, we aim to create a lasting value in the communities we operate in. We actively engage with local groups and tailor our initiatives to reflect local needs, cultural contexts and social priorities.

Our Double Materiality Assessment identified four priority social areas: Employee Wellbeing & Satisfaction; Diversity, Equity & Inclusion; Product Reliability & Quality; and Access to Medicines.

Employee wellbeing & satisfaction

Employee wellbeing and satisfaction are essential to sustaining a motivated workforce. By supporting our people, we aim to strengthen engagement and build a positive culture.

We want to create a supportive working environment where every employee feels valued, respected and encouraged to reach their potential. We believe this approach is a key reason why many employees choose to work at Arcera.

Our People & Culture strategy is built on eight guiding principles

1.

Creating a positive and collaborative environment
2.

Prioritizing wellbeing
3.

Promoting transparency and open communications
4.

Role-modelling positive behaviors
5.

Fostering continuous learning
6.

Nurturing leadership and growth opportunities
7.

Encouraging entrepreneurial and creative thinking
8.

Recognizing and awarding excellence



CASE STUDY

Arcera again recognized among Ukraine's Top Employers

Arcera was once again recognized as one of the top employers in the Ukraine. It was named in the Top 50 Best Employers and ranked among the top five employers in the pharmaceutical industry, according to Forbes Ukraine and its partner robota.ua.

The recognition highlights organizations that demonstrate strong leadership, employee trust, and long-term commitment to their employees. Eugene Zaika, Head of Ukraine and Eurasian countries said, 'This recognition underscores how trust, collaboration, and agility can sustain organizations even in complex environments.'

CASE STUDY

Arcera South Africa certified as a Top Employer for fifth year

For the fifth consecutive year, we have been recognized as a Top Employer in South Africa, marking an exceptional milestone.

The certification is awarded by the Top Employers Institute and involves a rigorous evaluation of key areas including talent strategy, workplace culture, employee development, wellbeing, and organizational practices that foster an inclusive and engaging environment.

Employee wellbeing & satisfaction

Our employee wellbeing program measures employee turnover rate and training rate, as well as absenteeism and satisfaction. At the end of 2025, Arcera employed some 6,100 people.

In 2025, we had a 7% involuntary turnover and an 8% of voluntary turnover. Most of the involuntary leavers were due to the restructure of the three legacy companies into Arcera.

715

new employees joined Arcera in 2025

945

employees left Arcera in 2025

15%

employee turnover rate





Employee wellbeing & satisfaction

We promote mental and physical wellbeing, and our policies and guidelines underpin best practice across all Arcera operations. We promote wellbeing awareness through local initiatives.

Our approach to health and safety at the workplace is guided by rigorous industry standards, and we emphasize safety awareness, safe working practices and accountability across all our operations.

It includes safeguarding the health and safety of all employees, contractors and visitors, complying with all relevant occupational safety regulations, and conducting regular internal audits and risk assessments. We monitor health and safety incidents, and health and safety risk assessments are part of regular site audits, enabling us to identify and mitigate safety hazards.

Arcera Work Related Injuries

67 recordable work-related injuries

45 lost-time injuries

Recordable injury rate: 5.19
(injuries per million hours worked)

Employee wellbeing & satisfaction

We believe training and development, including on-the-job training, are essential to unlocking the full potential of our employees. We invest in learning, training and mentoring programs to help employees adapt and thrive.

Training resources include online platforms such as LinkedIn Learning, CIFA professional development programs, and Coursera courses. We organize online learning through our Informetica learning management system, across numerous subject matters, including Integrity & Compliance, Quality and Data Integrity, and Data Protection

And, in 2025, we rolled out an online sustainability training course. We provide practical training, coaching and mentoring tailored to personal goals and career ambitions, and employees are encouraged to develop skills through internal mobility assignments.

We organize leadership development programs for high-potential talent, with a particular focus on middle management, early-career talent, and women in leadership. We also run intern and trainee development programs.

In TechOps, we introduced a new People Development Plan that includes the introduction of the Arcera Talent Pipeline and a Mentoring Program to support knowledge sharing and collaboration.





CASE STUDY

Implementation of Arcera talent pipeline

We run a dedicated talent pipeline program for employees within TechOps. Following capability assessments, employees can apply for specifically identified Arcera Talent Pipeline (ATP) projects from across the organization. Once a successful employee has been nominated for the ATP assignment, their effectiveness and performance is then tracked and evaluated throughout the project.



CASE STUDY

Mentoring program

The mentoring program within TechOps aims to connect employees across different levels and functions to support professional growth, knowledge sharing, and skills building, and to foster a culture of continuous development within Arcera. The program includes traditional mentoring while also exploring the introduction of peer-to-peer mentoring.

Employee wellbeing & satisfaction

We believe we have a responsibility to strengthen the communities in which we operate. We invest in initiatives that address community challenges and encourage employee volunteering at all levels of the organization. Our teams contribute to locally relevant initiatives.

Creative engagement initiatives, such as environmental art projects, team-based volunteering days and public health awareness campaigns, help foster community connection and shared purpose.



CASE STUDY Volunteering in LATAM

The LATAM team joined Good Deeds Day, a global employee volunteer initiative that invites people and organizations around the world to do good and generate a positive impact in their communities.

In Panama, the team organized a solidarity drive to collect clothing, toys, school supplies, and other items to be donated to families in need in Manglarito, a region in West Panama. The Panama team also donated food, blankets, and cleaning supplies to an animal shelter.

The team in Nicaragua supported a care home for people with disabilities and employees volunteered to organize a party for the patients with music, games, prizes piñatas, and food.

In Costa Rica, the team supported a clean-up project of a beach on the country's Central Pacific coast, removing waste that impacts the local marine ecosystem.

In Ecuador, the team provided lunches to support the families awaiting news from their family members undergoing treatment at local hospitals.

CASE STUDY Mangrove planting

More than 25 employees from our Dubai office joined a mangrove planting activity in partnership with Companies for Good. The initiative supported coastal restoration, biodiversity, and long-term environmental sustainability, aligning with the UAE's ecological goals around sustainability, local marine protection and biodiversity.





CASE STUDY

Greener school in Iraq

Arcera employees in Iraq supported the Healthy & Green Schools program, a local initiative impacting over 4,000 students in Baghdad, Anbar and Babylon. Activities included creating 920m² of green spaces, planting trees, establishing sports areas, and hosting anti-smoking educational talks and 'No Smoking Football matches'.



CASE STUDY

Earthquake awareness day Türkiye

In our offices in Türkiye, we organized an awareness seminar for our employees, focusing on risks of earthquakes. The session was delivered by the AKUT Search and Rescue, a prominent volunteer-based search and rescue organization that specializes in locating and rescuing victims trapped after natural disasters.

The session focused on personal earthquake preparedness, emergency response, and individual responsibilities during disasters, strengthening awareness and preparedness and enhancing employees' health, safety and crisis management capabilities.



CASE STUDY

Blood donation drives in Saudi Arabia and in Ukraine

Our team in Saudi Arabia participated in the National Blood Donation Drive as part of the CSR Challenge in our Middle east, Türkiye and Africa region.

In Ukraine, every year hundreds of our employees participate in blood donor days in the office and the factory.

CASE STUDY

Ramadan Iftar packing in Dubai

A collaborative employee initiative brought together employees from the Gulf markets, the Dubai Regional Office and our Dubai manufacturing site to support local communities during Ramadan.

Sixty employees volunteered their time to pack 600 iftar bags containing essential dry goods donated to labourers working in camps in Dubai, reinforcing our commitment to community support.



Diversity, Equity and Inclusion

We are committed to:

- Supporting and celebrating diversity at Arcera
- Achieving gender balance across the organization
- Building a supportive, inclusive workplace that encourages diverse perspectives and cross-regional collaboration
- Ensuring adherence to equity principles across our diverse workforce

Operating as a truly international organization with employees, patients and partners in over 120 countries, gives us a unique lens on diversity, equity and inclusion. We believe that this diversity strengthens our organization by enriching our thinking, driving collaboration, and fostering innovation.

5 out of 10 members of the Executive Leadership Team are women

Our culture is shaped by cross-regional teamwork and interdisciplinary cooperation. That is why diversity, equity and inclusion are core principles embedded within our Code of Ethics, which is the main policy that guides our conduct and decision-making across all operations.

Creating an inclusive workforce, where diversity in all its forms is valued and everyone has equitable opportunities to thrive, helps us make better decisions. It supports our business success and deepens our impact in the communities we serve.

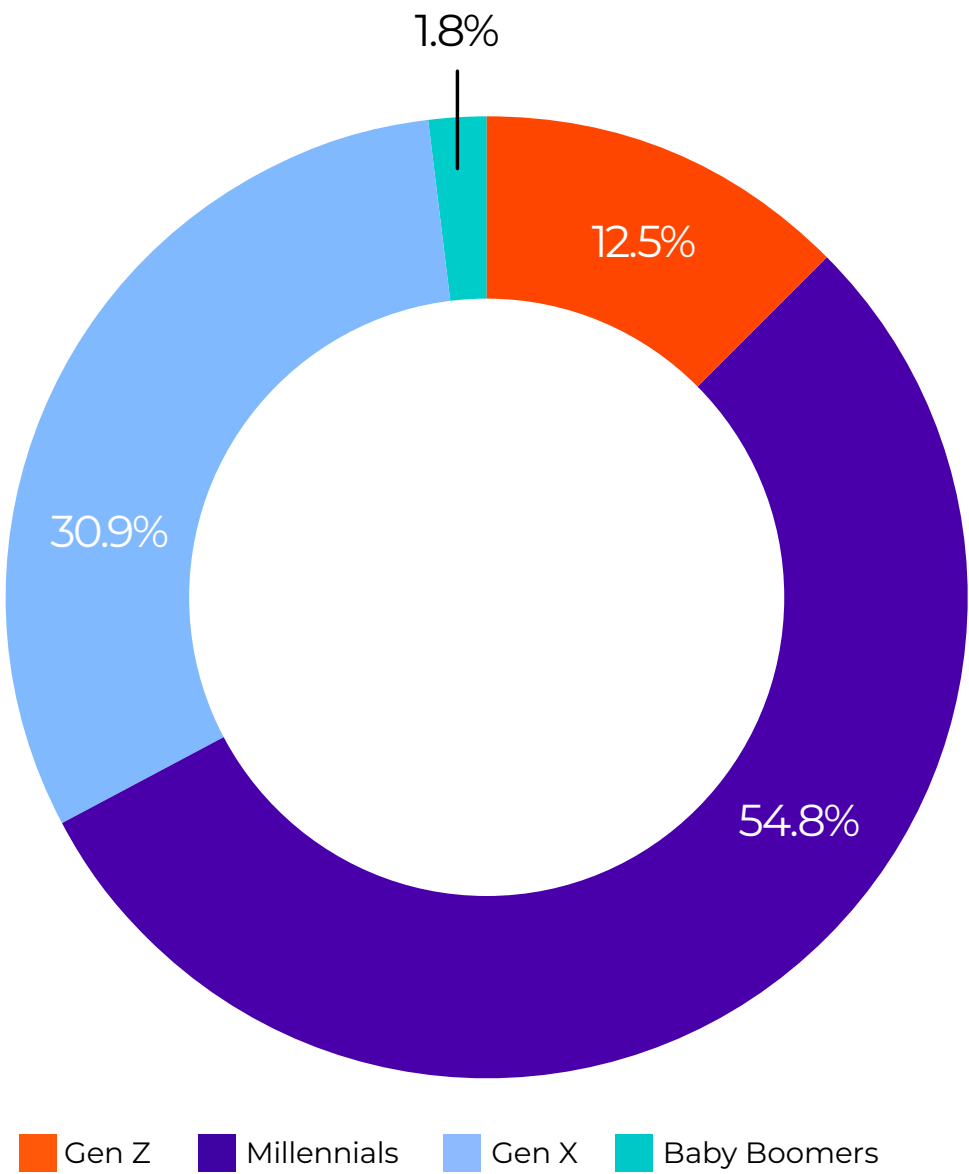
We do not tolerate discrimination in any form. Our recruitment and people processes are supported by standard operating procedures that ensure fairness and compliance with our non-discrimination principles.

Gender breakdown at Arcera, 2025

Male	Female
55.7%	44.3%

Based on 6,050 Full Time Employee (FTE) equivalent

Breakdown of employees by age group





CASE STUDY

Broad-Based Black Economic Empowerment accreditation in South Africa

For the sixth consecutive year, Arcera achieved Level 1 Broad-Based Black Economic Empowerment (B-BBEE) contributor status in South Africa. This milestone reflects our deep-rooted commitment to diversity, equity and inclusion, and it represents a clear strategy built around empowerment and economic participation.

It is the result of targeted efforts across multiple dimensions including preferential procurement, supplier development investment that nurture inclusive growth, and community uplifts through job creation and investment in initiatives such as Youth Employment services (YES) that help young people secure work experience.



CASE STUDY

International Women’s Day

We celebrated International Women’s Day. In line with the 2025 theme ‘Give to Gain’, we invited employees to nominate women who embody the spirit of giving at Arcera. Under the banner ‘The Ripple Makers of Arcera’ we asked for examples of women who create ripples by leading, supporting, innovating, and uplifting others.

The response was overwhelming and one message that came through clearly through all the nominations was that ‘Giving is not a subtraction’. Rather it is a multiplication with the women at Arcera multiplying their positive impact and creating ripples every day.

CASE STUDY

Say stop to street harassment online training

Arcera Türkiye introduced an online training program raising awareness of street harassment. The program helps to educate employees about personal safety and human rights, and aims to prevent harassment and sexual abuse, promote safe public spaces, and encourage responsible bystander behavior.



Access to Medicines

Arcera is present in many emerging markets, where we work to improve the availability of quality medicines through our commercial operations, partnerships and distribution networks. As we expand into additional markets, we increase our ability to make established and innovative medicines available to healthcare professionals and patients across the regions we serve.

In 2025, Arcera's products were available in *more than 120 countries*, supported by a portfolio of over 2,000 established and innovative medicines.

2.44 million

Total estimated patient reached with essential medicines* in 2025

Access to Medicines means different things in different markets. For Arcera, our contribution is primarily through ensuring the availability of quality medicines, expanding geographic reach, and establishing partnerships that help bring established and innovative therapies to markets.

We promote healthcare professional education, disease awareness activities and patient support initiatives designed to improve the appropriate use of medicines and understanding of treatment pathways, while contributing to improved access to medicines where healthcare needs are not adequately met.

We support independent educational initiatives and scientific exchange activities for healthcare professionals, conducted in accordance with applicable laws, regulations, industry codes and internal compliance requirements.

We have aided awareness initiatives in areas including Cerebral Palsy and Anti-Microbial Resistance, as well as patient support initiatives in selected therapeutic areas such as Multiple Sclerosis. We help patients better understand treatment administration and support healthcare professionals involved in patient care.

Access to medicines is a shared responsibility involving governments, healthcare systems, healthcare professionals, manufacturers and other stakeholders. Arcera's contribution is focused on improving the availability of quality medicines, supporting education and awareness initiatives, and collaborating with partners to broaden access to therapeutic options in regions where unmet healthcare needs remain significant.

*as defined by the World Health Organization (WHO) in its Model List of Essential Medicines



CASE STUDY

Cerebral Palsy awareness

We supported outreach initiatives to improve awareness and understanding of Cerebral Palsy, engaging patients, caregivers, healthcare professionals and relevant stakeholders. As part of the campaign, Arcera employees knitted Beanie Hats, a recognized symbol of solidarity, support and community-led fundraising, helping to raise awareness and encourage broader community engagement.



CASE STUDY

Arcera supports World Antimicrobial Resistance Week

Arcera participated in World Antimicrobial Resistance Awareness Week and supported the World Health Organization's campaign promoting greater awareness around responsible antibiotic use and antimicrobial resistance. We subsequently announced the signing of a strategic Memorandum of Understanding with the ISPOR UAE Chapter in support of the introduction of a novel antibiotic therapy aimed at addressing the growing challenge of antimicrobial resistance in the UAE.

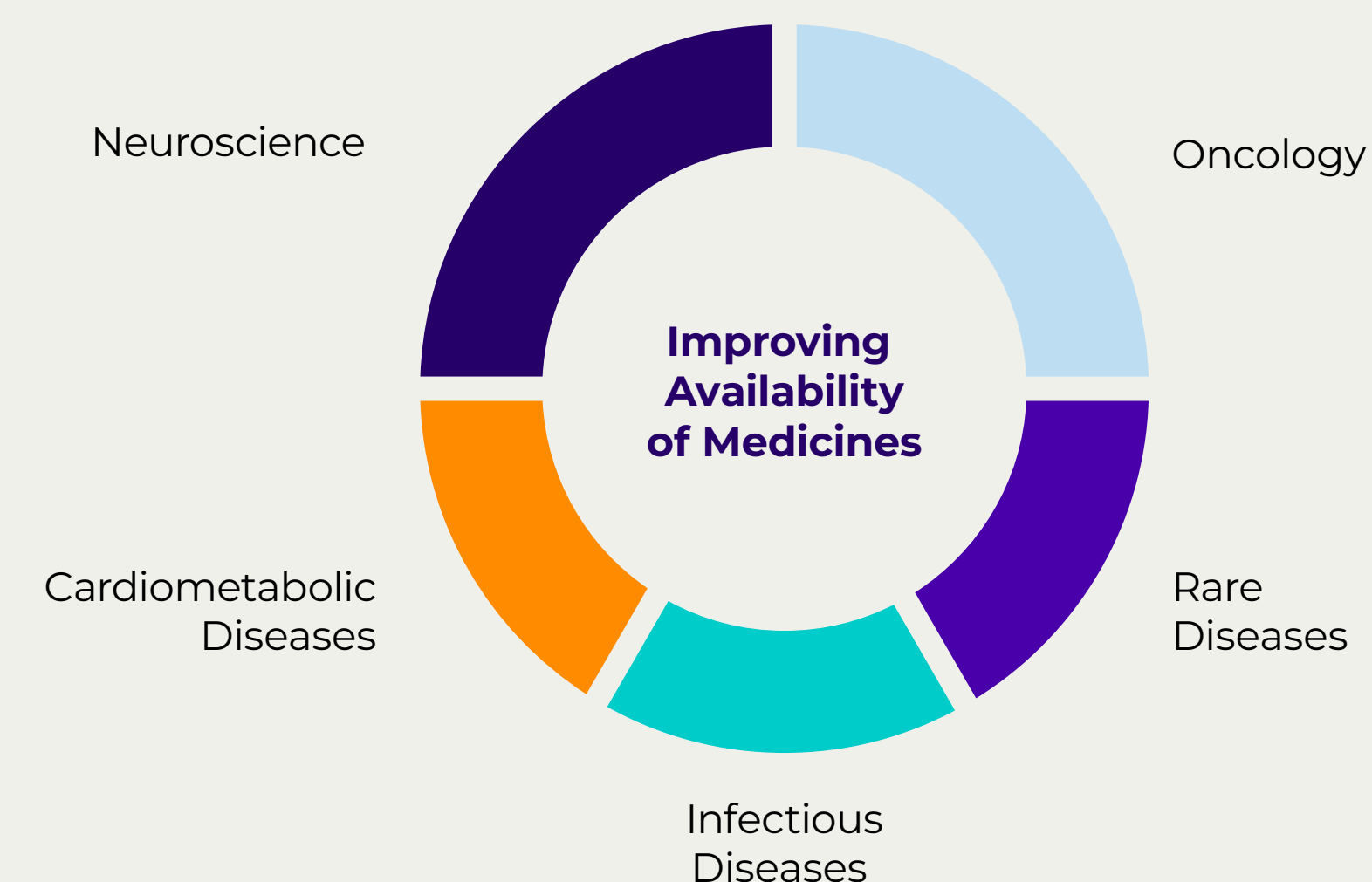
Access to Medicines

We use innovation, digitalization and selected technology-enabled solutions to support operational efficiency and improve the availability of medicines across our network. We work with strategic partners to support innovative collaborations that help expand healthcare solutions in underserved markets.

Some of our recent initiatives include:

- Licensing and distribution agreements supporting the availability of innovative therapies for infectious diseases, neuroscience, oncology and rare diseases across selected markets

- A licensing agreement for an investigational oral therapy for early-stage Alzheimer's disease
- An alliance focused on expanding the availability of ADHD treatments for both adults and children in Latin America
- A collaboration to support the availability of therapies used in onco-haematology care across selected Latin American markets
- A partnership in Kazakhstan supporting access to therapies for rare diseases, including treatments for rheumatoid arthritis and paroxysmal nocturnal haemoglobinuria





CASE STUDY

Expanding the availability of treatment options across multiple regions

Arcera entered into a strategic licensing arrangement with an international biopharmaceutical company to support the availability of an investigational therapy for a significant neurological condition. Subject to applicable regulatory approvals, the agreement will expand the availability of treatment options across selected markets in the Middle East, Latin America, Southern Africa, Ukraine and Eurasia.

CASE STUDY

Expanding Access to therapeutic options in LATAM

Arcera concluded a strategic licensing and distribution agreement to support access to innovative therapies in Mexico, Central America and the Dominican Republic. The partnership expands our presence in key therapeutic areas including Type 2 diabetes and osteoarthritis, bringing advanced therapeutic options to patients in multiple LATAM markets. By combining Arcera’s established commercial platform with our partner’s innovative portfolio, we are helping improve access to advanced therapies, supporting healthcare professionals with a broader range of treatment solutions, and contributing to better health outcomes and improved quality of life for patients.

“ At Arcera, we are committed to expanding access to innovative healthcare solutions across Latin America. Through our partnerships, we are strengthening access to advanced treatments for patients living with chronic conditions, helping more people benefit from innovations in medicine while supporting healthcare professionals with broader therapeutic choices.

Andres Garcia
Head of LATAM





Product reliability and quality

Product reliability and quality are critical to ensuring our products are safe for patients and consistently available to our business partners. We strongly believe that quality is one of our major competitive advantages, supporting our reputation and long-term success.

In our manufacturing operations, we strive to 'get it right the first time' driving consistency, reliability, and efficiency across our processes. Through our focus on continuous improvement, we systematically address root causes and implement sustainable solutions to prevent recurrence of deviations, reinforcing operational excellence.

Digitalization is a key driver to strengthening our quality and efficiency across our network. In early 2026, we successfully implemented a new electronic Quality Management System (eQMS) across our manufacturing operations. Strengthening data integrity, traceability and compliance enable a more harmonized way of working, reducing operational complexity and variability.



CASE STUDY

Equipment effectiveness program in Estonia and roll-out across Arcera

The packaging site in Estonia implemented a program to measure the overall equipment effectiveness (OEE) as part of the series of production quality metrics..

A high OEE rate represents production efficiency gains and a high utilization of the machinery. First implemented in Estonia, the approach is now rolled out across the Arcera network, including in Dubai and Switzerland.



CASE STUDY

Outreach and education / cooperation with Tartu University in Estonia

Arcera Estonia introduced an internship training program for graduates studying general pharmacy at the University of Tartu Institute of Pharmacy, the only university-level pharmacy program in Estonia. A small group of students from the University was invited for a week-long on-site training program to gain a better understanding of the pharmaceutical production and manufacturing process, as well as the product quality program.

Product reliability and quality

Our commitment to quality includes the recruitment and development of our people. We invest in training and professional development to ensure that our teams maintain the highest quality standards. We expand the use of automation and data analytics to enhance production consistency and performance.

Our manufacturing sites and legal entities conducting GMP activities are routinely inspected and GMP certified by the respective Health Authorities. In 2025, we successfully passed 14 Health Authority inspections and 6 Notified Body ISO certification audits.

We maintain a robust Safety and Pharmacovigilance (PV) organization and system. Our dedicated PV team continuously monitors the risk–benefit balance of our products, ensuring that all adverse events are systematically collected, assessed, and reported in a timely manner and in full compliance with applicable regulatory requirements.

The team works closely with health authorities and actively collaborates with partners, distributors, and industry peers to facilitate the transparent exchange of safety information. In 2025, we successfully passed 12 external pharmacovigilance inspections and audits without any critical findings.

GOVERNANCE

Governance

Our business ethics principles guide our internal risk management processes, as well as our relationships with customers, suppliers, and regulators.

We uphold the highest standards of integrity and transparency by ensuring clear and reliable business reporting, protecting personal data, and enforcing strict compliance with anti-bribery and anti-corruption legislation.

Environmental, Social and Governance priorities are embedded into our business strategy and our enterprise risk management approach. Progress is monitored against clearly defined ESG key performance objectives.

During 2025, we harmonized our governance policies, creating a single governance framework. Our Code of Ethics guides our approach to business ethics, compliance, data privacy, cyber security and more. We review the Code regularly to ensure it remains aligned with best practice and reflects expected behaviors.

Supply chain partners' compliance with our business ethics is managed through our Third Party Code and due diligence processes.

Continuous education plays a critical role in maintaining strong ethical standards. All employees participate in sustainability, ethics and governance awareness training. Governance and ESG topics are regularly integrated into internal communications and company-wide events.

The governance initiatives we identified in our Double Materiality Assessment focused on two priority areas: Anti-Bribery & Anti-Corruption; and Cyber & Data Security.



Anti-Bribery & Anti-Corruption

Ethical interactions with healthcare professionals, regulators, and government officials are critical to our success as a life science company. Improper influence can directly erode the company's reputation, and our partners' and patients' trust in us.

Our Anti-Bribery and Anti-Corruption policies are a cornerstone of our compliance framework, ensuring we uphold fair business practises. As a unified company, this year we have reinforced our compliance framework, launching and updating several policies, improving our reporting, and strengthening our speak-up framework.

100% of our operations are risk assessed for with Anti-Bribery & Anti-Corruption risks.

98.6% of all enrolled employees completed Anti-Bribery and Anti-Corruption training on time

All employees complete awareness training on the Anti-Bribery & Anti-Corruption principles and policies, as well as on our updated Code of Ethics and our Conflict of Interest Policy, reinforcing our view that upholding the highest business ethics is a shared responsibility.

Our Conflict of Interest Policy provides clear guidance on identifying, declaring and managing potential conflicts, so employees understand their responsibilities, the declaration and reporting procedures, as well as relevant regional and global compliance requirements.

First Annual Arcera Compliance Day

In October 2025, Arcera held its first Compliance Day as a unified company, bringing together employees across regions and legacy organizations under a shared commitment to integrity, ethics, and responsible business conduct. Under the motto “Our Values, our compass”, the event marked an important milestone in building a common culture and values framework following the company’s integration.

Through global communications, leadership engagement, and targeted learning activities, Compliance Day reinforced the message that integrity is a collective responsibility and a key enabler of sustainable business success. We organized general compliance townhall sessions open to all staff, and provided specific workshops on Privacy, EHS, Sustainability, Compliance and Regulatory issues.

We have updated our Code of Ethics to emphasize a positive framing that stresses the ethics of responsible behavior and encourages employees to live up to our values.

We have strengthened our whistleblowing procedures and launched a unified Arcera Speak-Up platform which allows employees and external stakeholders to report actual or suspected violations, without fear of retaliation.



CASE STUDY

Launch of new Speak Up line

Launched in 2025, the new Speak-Up Line is now available for all employees across the unified company that brings together 76 different nationalities.

The platform is run by a third party and allows for anonymous reporting.

We also introduced toll-free hotline numbers in several markets that allow employee and external stakeholders to report concerns.

Cyber & Data Security

Cyber and data security are essential for protecting sensitive information and safeguarding our digital and commercial assets. We continue to invest in these areas to help us stay compliant, resilient, and trusted in a highly regulated environment.

We are committed to maintaining strong cybersecurity systems that protect the integrity of our data, as well as the privacy of our employees, our partners and our patients.

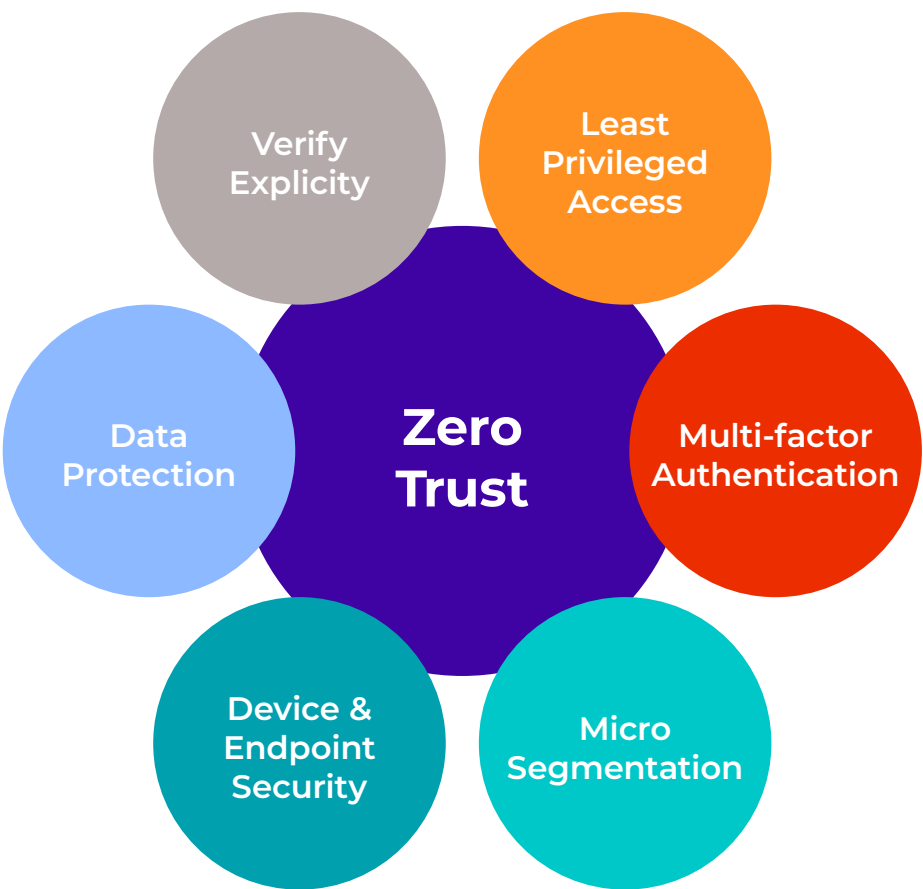
We have developed an Infrastructure and Security Roadmap that outlines the strategic direction and actions from now till 2029. It includes five steps to excellence, covering the introduction of a centralized data center, a software defined network, end-to-end analytics, upgraded access and authorization, and compliance with UAE information assurance.

As part of the Infrastructure and Security roadmap, we introduced a Zero Trust Security Model to strengthen our data security. The model assumes that no user or device is inherently trustworthy,

requiring continues verification for access. It includes explicit verification for each access request, multi-factor authentication and micro segmentation, dividing the network into smaller segments to make it harder for cyber threats to spread.

We have an established disaster recovery policy to address cybersecurity incidents and data recovery protocols.

We actively explore and investigate how AI and innovation can support our data governance and data security.





CASE STUDY

AI to drive cyber security

We have invested in advanced AI-driven security protocols to safeguard our patient data, addressing potential cyber security concerns. We use AI to assist us to automate threat detection, and to support effective mitigation strategies against cyber and data security risks.



Privacy Policy

Our new Arcera Privacy Policy stipulates how we collect, process, and safeguard personal data. The EU's General Data Protection Regulation (GDPR) serves as our global standard, unless stricter local laws apply.

We organized compulsory training on the new Privacy Policy for all employees as part of the annual Compliance Day. The new policy is shared with our business partners on request.

In 2025, Arcera concluded the Intercompany Data Transfer Agreement, a legal mechanism for secure data transfers across borders between different business entities, including with our shareholder.

The transfer agreement incorporates Standard Contractual Clauses and is underpinned by the GDPR and Swiss Federal Act on Data Protection.

We introduced Privacy by Design to emphasize that we want to ensure that privacy principles are considered as part of each project.



CASE STUDY

Launch of Privacy by Design on Data Privacy Day

On Data Privacy Day in early 2026, we rolled out our Privacy by Design campaign. The campaign, introduced to all employees by our CEO, stresses the importance of privacy being as an integral part of all our initiatives. When a new project is started, or an existing project significantly changed, we ensure privacy principles are considered from the beginning, rather than being implemented at the end.

As part of the Data Privacy Day, we also launched the new interactive and more comprehensive Data Privacy training for all employees.

ANNEX

GRI Content Index

This GRI Report outlines our response to the GRI Standards. We report on the topics identified through our double materiality assessment, which guides our reporting and helps us to identify the key issues to be addressed in this Content Index.

We report in reference to the most recent version of the GRI Standards (2021), underlining our ongoing commitment to transparent and accountable reporting on our environmental, social and governance impacts. Arcera Life Sciences has reported the information within and referenced in this Sustainability Report for the period 1 January 2025 to 31 December 2025.

GRI Standards		Our strategic focus
Universal Standards	GRI 1 Foundation – Reporting Principles	Reporting principles.
	GRI 2 General Disclosures	- Organizational details and reporting practices. - Activities and workers. - Governance, strategy, policies and practices. - Business ethics. - Employee wellbeing and inclusion.
	GRI 3 Material Topics	- Stakeholder engagement. - Materiality assessment.
Topic Standards	Economic performance	- Direct economic value generated. - Financial implications of climate change.
	Environmental	- Energy consumption. - Water consumption. - Climate and emissions. - Waste. - Supplier environmental assessments.
	Social	- Employees. - Health and safety. - Training. - Supplier social assessments.

How we have complied with the GRI Standards

The information in the report references the disclosures in accordance with the GRI 2021 Standards.

GRI 1: Foundation	GRI 2: General Disclosures	GRI 3: Material Topics
GRI 1: Foundation 2021	General disclosures 2021 GRI 2 1-3, 6-7, 9, 11-15, 22-23, 26, 28-29	Material Topics GRI 3 1-2

Economic performance
GRI 201-1 to 201-2 Direct economic value generated, and financial implications of climate change
GRI 203-1 to 203-2 Indirect economic impacts
GRI 205-1 to 205-3 Communication on Anti-Corruption

Environment
GRI 302-1 Energy
GRI 303-1 and 303-5 Water
GRI 305 -1 and 305-2 Emissions
GRI 306-1 and 306-3 to 306-4 Waste
GRI 308-1 Supplier environmental assessments

Social
GRI 401-1 Employees
GRI 403-1, 403-5 and 403-7 to 403-10 Health and safety
GRI 404-1 Training
GRI 405-1 Diversity and inclusion
GRI 414-1 Supplier social assessments

Global Reporting Initiative (GRI) Content Index

Statement of use	Arcera Life Sciences has reported the information cited in this GRI content index for the period 1 January 2025 – 31 December 2025 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI 2

Disclosure	Our response
General Disclosures 2021	
GRI 2-1 ●	Organizational details Arcera GenMed¹ Commercial and enabling functions for general medicines across multiple markets for both innovative and established products, and key therapeutic areas, such as cardiovascular & metabolism, neurosciences, gastroenterology, and infectious diseases. Arcera TechOps² Manufacturing and packaging, quality assurance, supply chain management, operational excellence, and business to- business operations across multiple regions, including Switzerland, Turkey, Ukraine, South Africa, the Middle East, and North Africa. Arcera Core Functions Finance, Legal, People & Culture, Communications, Compliance & Sustainability, Value Creation and Business Development and M&A, led from HQ with dual reporting lines. New Divisions in Life Sciences (Future ambition) Looking ahead, we will integrate novel patented therapies in high-specialty areas such as oncology, neurosciences, and rare diseases, while expanding internal R&D capabilities and diversifying into emerging segments like digital health and med-tech.
1. General Medicines. 2. Technical Operations	

GRI 2

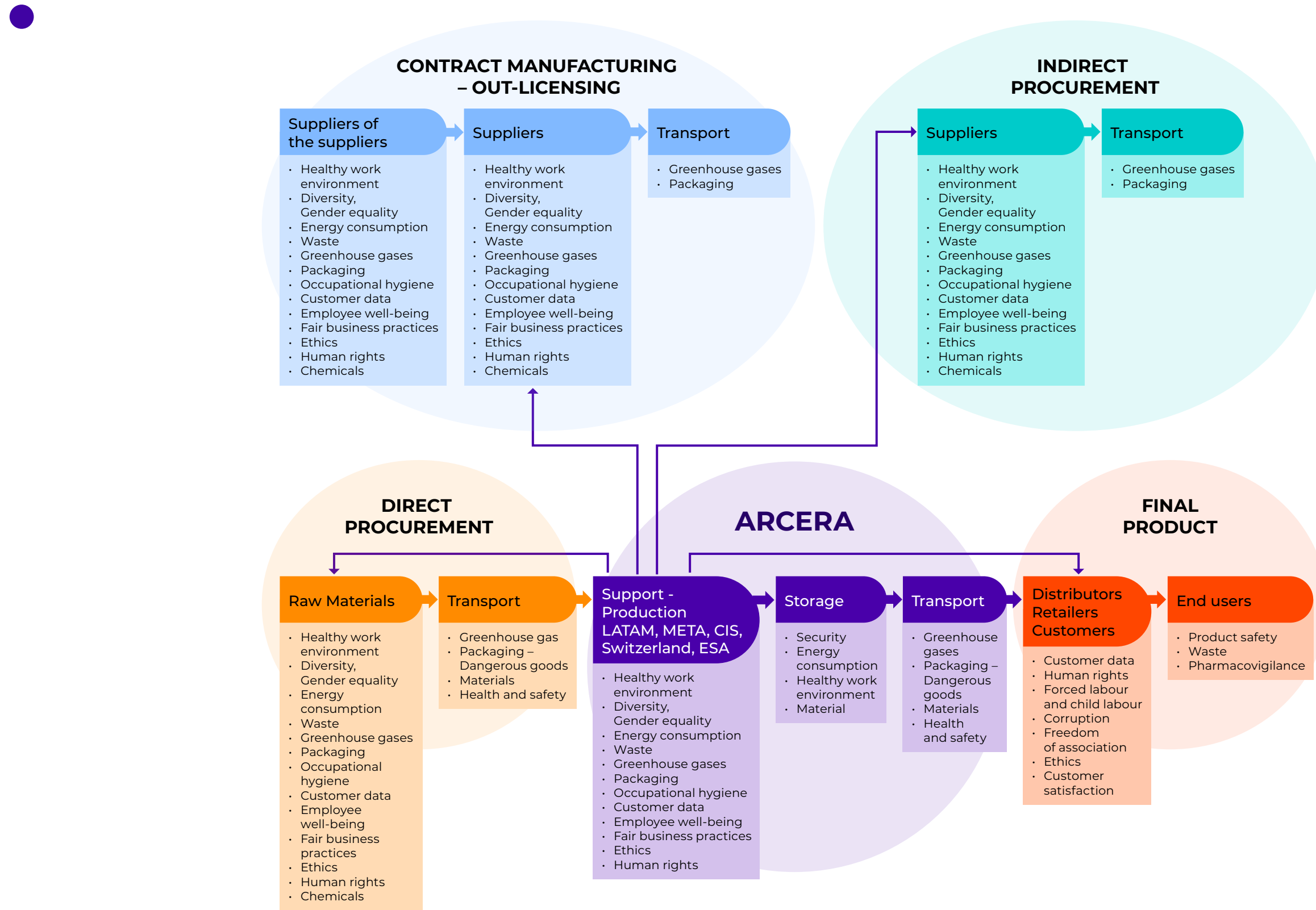
Disclosure	Our response
General Disclosures 2021	
GRI 2-2 ●	Entities included in the organization’s sustainability reporting We report this information and data for all Arcera Life Sciences entities, as per Arcera Group Corporate Structure Q4, 2025. Our approach to consolidating data and information in this report: · Environmental data, such as energy, emissions and water usage only cover the manufacturing sites. · Health & Safety, CSR and employee data cover all entities. · When we present case studies in this report, the case study information is specific to the considered entity or site in that specific case study.
GRI 2-3 ●	Reporting period, frequency and contact point This is Arcera’s second sustainability. The report covers the period from 1 January 2025 to 31 December 2025. We are committed to publishing a sustainability update on an annual basis.

Global Reporting Initiative (GRI) Content Index

GRI 2

Disclosure	Our response
General Disclosures 2021	

GRI 2-6 Activities, value chain and other business relationships



GRI 2

Disclosure	Our response
General Disclosures 2021	

GRI 2-7 Employees
At the end of 2025, Arcera employed 6,100 employees.

6,100

employees

(Full Time Employee FTE equivalent = 6,050)

Global Reporting Initiative (GRI) Content Index

GRI 2	
Disclosure	Our response
General Disclosures 2021	
GRI 2-9 ●	Governance structure and composition Arcera is a part of ADQ, an active sovereign investor and partner to the Government of Abu Dhabi. Since its establishment in 2018, ADQ has invested in a portfolio of companies with the aim of developing economic clusters that are aligned with strategic governmental priorities, including in Healthcare & Life Sciences. The Arcera Leadership Team is responsible for the oversight of all operations of the organizations. Chaired by the Chief Executive Officer, it comprises of nine people covering all the commercial operations and the central functions (Investments, Value Creation, Compliance and Sustainability, Legal, Finance, Technical Operations and People). The Arcera Leadership Team reports to the Board, which is made up of representatives of ADQ.
GRI 2-11 ●	Chair of the highest governance body The Chairman of the Board is Dr Jaap Kalkman, Chief Investment Officer at ADQ. He is not an executive at Arcera.
GRI 2-12 ●	Role of the highest governance body in overseeing the management of impacts Sustainability at Arcera is managed through a robust accountability framework with clearly defined roles and responsibilities. The Audit and Risk Committee of our Board of Directors oversees the company’s approach to managing sustainability impacts and provides the guiding principles for the sustainability approach.

GRI 2	
Disclosure	Our response
General Disclosures 2021	
GRI 2-13 ●	Delegation of responsibility for managing impacts The sustainability strategy is driven by the Arcera Sustainability Council, which is chaired by our CEO and brings together our senior leadership. It oversees the integration of sustainability goals and targets into our long-term business strategy. In 2025, we undertook a Double Materiality Analysis which identified the priority topics. Each priority topic has an assigned Executive Sponsor responsible for oversight of progress against agreed objectives. In turn, we have appointed internal Topic Owners who are supported by a cross-functional team of subject matter experts from across the business to develop and execute the necessary actions against agreed timelines The Sustainability Team is responsible for day-to-day implementation of the sustainability program, reporting to the Chief Compliance and Sustainability Officer (CCSO).
GRI 2-14 ●	Role of the highest governance body in sustainability reporting The sustainability report has been approved by the Sustainability Council and the CEO.
GRI 2-15 ●	Conflicts of interest The duty of avoiding conflicts of interest is covered by our Code of Ethics, which was launched in 2025. The Code of Ethics applies to all employees as well as to the highest governance body.

Global Reporting Initiative (GRI) Content Index

GRI 2	
Disclosure	Our response
General Disclosures 2021	
GRI 2-22 ●	Statement on sustainable development strategy Our Sustainability Policy outlines our commitment to integrating environmental stewardship, social responsibility and governance excellence into our business practices. We aim to reduce our carbon footprint, promote sustainable resource management, ensure fair labour practices, and foster a culture of transparency and accountability. Our commitment to sustainable development is embedded in our corporate strategy: operating responsibly and ethically while delivering value to our stakeholders. In alignment with the United Nations Sustainable Development Goals (SDGs), we aim to contribute to addressing critical global challenges such as climate change, health inequalities and social injustice. The SDGs serve as a framework for our efforts, enabling us to focus on areas where we can make a meaningful difference and create positive impacts in the communities we serve.
GRI 2-23 ●	Policy commitments Environment - Reducing our environmental impact. - Working with suppliers. Governance - Code of Ethics - Business ethics and our Code of Ethics - Quality - Data privacy and cybersecurity - Anti-Bribery and Anti-Corruption. - Pharmacovigilance. - Supplier Code of Conduct.
GRI 2-26 ●	Mechanisms for seeking advice and raising concerns - Whistleblowing procedures. - Speak Up platform.

GRI 2	
Disclosure	Our response
General Disclosures 2021	
GRI 2-28 ●	Membership associations Arcera is a member of the <i>Pharmaceutical Supply Chain Initiative (PSCI)</i>, the leading association for pharmaceutical and healthcare companies driving responsible value chain practices. The vision is for excellence in safety, environmental, and social outcomes, across the global pharmaceutical and healthcare value chain. This is achieved through the PSCI Principles for Responsible Supply Chain Management which are the blueprint for responsible practice in the pharmaceutical and healthcare industry. Through three modes of impact – Audit, Capability and Projects – the PSCI work as one voice to deliver responsible value chains.
GRI 2-29 ●	Approach to stakeholder engagement In 2025, we undertook a Double Materiality Assessment to get a rounded view of the relevant risks and opportunities affecting the new and enlarged company. As part of the materiality assessments, we conducted interviews with internal and external audiences as part of our stakeholder engagement, including customers, suppliers, pharmaceutical representative organizations, academics, and representatives from patient health organizations, health care professional organizations, and civic society NGOs.

Global Reporting Initiative (GRI) Content Index

GRI 3

Disclosure	Our response
Material Topics 2021	

GRI 3-1

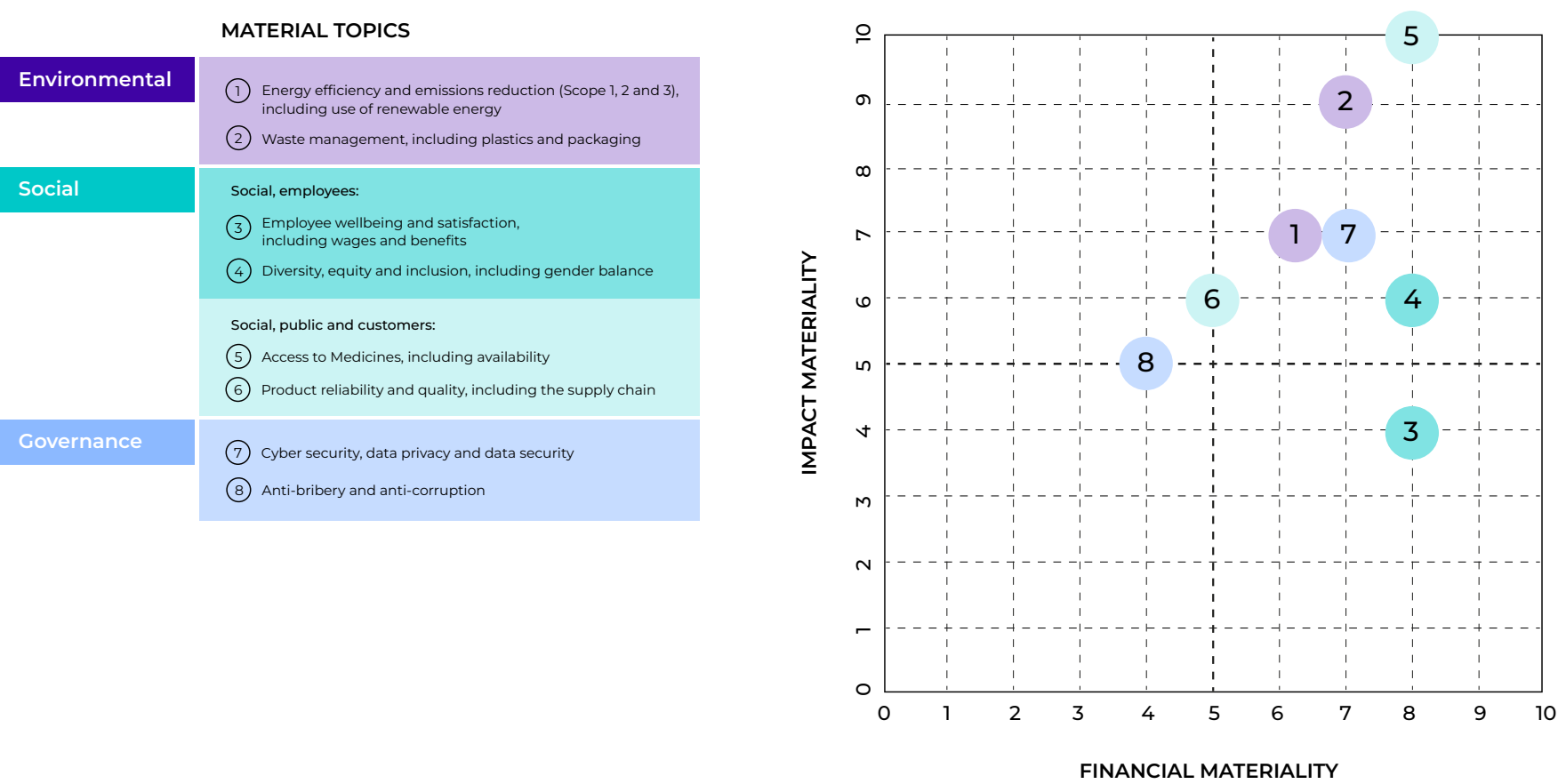
Process to determine material topics

The Double Materiality Assessment covered both how the company’s own operations and products affect society and the environment (impact materiality), and how sustainability issues such as climate change and supply chain risks impact our business performance (financial materiality).

For a life sciences company like ours, this meant assessing financial risks, such as regulation, manufacturing and development costs and resource availability, as well as broader impacts such as drug accessibility and the environmental effects of manufacturing.

The materiality assessment highlighted eight priority issues within three clusters of the environment, social and employee issues, and governance. These priority issues direct our strategic sustainability efforts and provide a major input into the further alignment of our sustainability activities with the wider business strategy.

Figure – the top priority issues



The double materiality assessment provides the platform for regular and transparent reporting on the activities that have the most impact.

GRI 3

Disclosure	Our response
Material Topics 2021	

GRI 3-2

List of material topics

Care for the environment

1.

Energy Efficiency & Emissions Reduction: We aim to continuously reduce our carbon emissions by reducing our overall energy use, increasing the use of renewable energy, and sharing best practices in energy efficiency and emission reduction between our manufacturing operations.

2.

Waste Management: We minimize environmental impacts and protect our communities through responsible waste and water management. We reduce, reuse and recycle where possible.

Social wellbeing – employees, patients & communities

3.

Employee Wellbeing & Satisfaction: Employee wellbeing and satisfaction are essential to sustaining a motivated workforce and protecting our company’s long-term success. By supporting our people, we strengthen engagement, build a positive culture, and contribute to the wellbeing of the communities where we operate

4.

Diversity, Equity & Inclusion: Creating an inclusive workforce where diversity in all its forms is valued and everyone has equitable opportunities to thrive, helps us make better decisions, drive innovation, and deliver results together. It strengthens our culture and deepens our impact in the communities we serve.

5.

Access to Medicines: We are committed to improving and expanding access to medicines so that more patients can receive the treatments they need, when and where they need them. This also strengthens our partnerships and supports better health outcomes in the communities we serve.

6.

Product Reliability & Quality: Product reliability and quality are essential to ensuring our medicinal products are safe for patients and consistently available to our business partners. They build trust, protect our reputation, and support long-term success.

Good governance

7.

Anti-Bribery & Anti-Corruption: Ethical interactions with healthcare professionals, regulators, and governments are critical to our success as a life science company. Improper influence can directly impact patient safety and public health and erode the company’s reputation and our stakeholders’ trust in us.

8.

Cyber & Data Security: Cyber and data security are essential to protecting sensitive information and safeguarding our digital and commercial assets. Investing in these areas helps us stay compliant, resilient and trusted in a highly regulated environment.

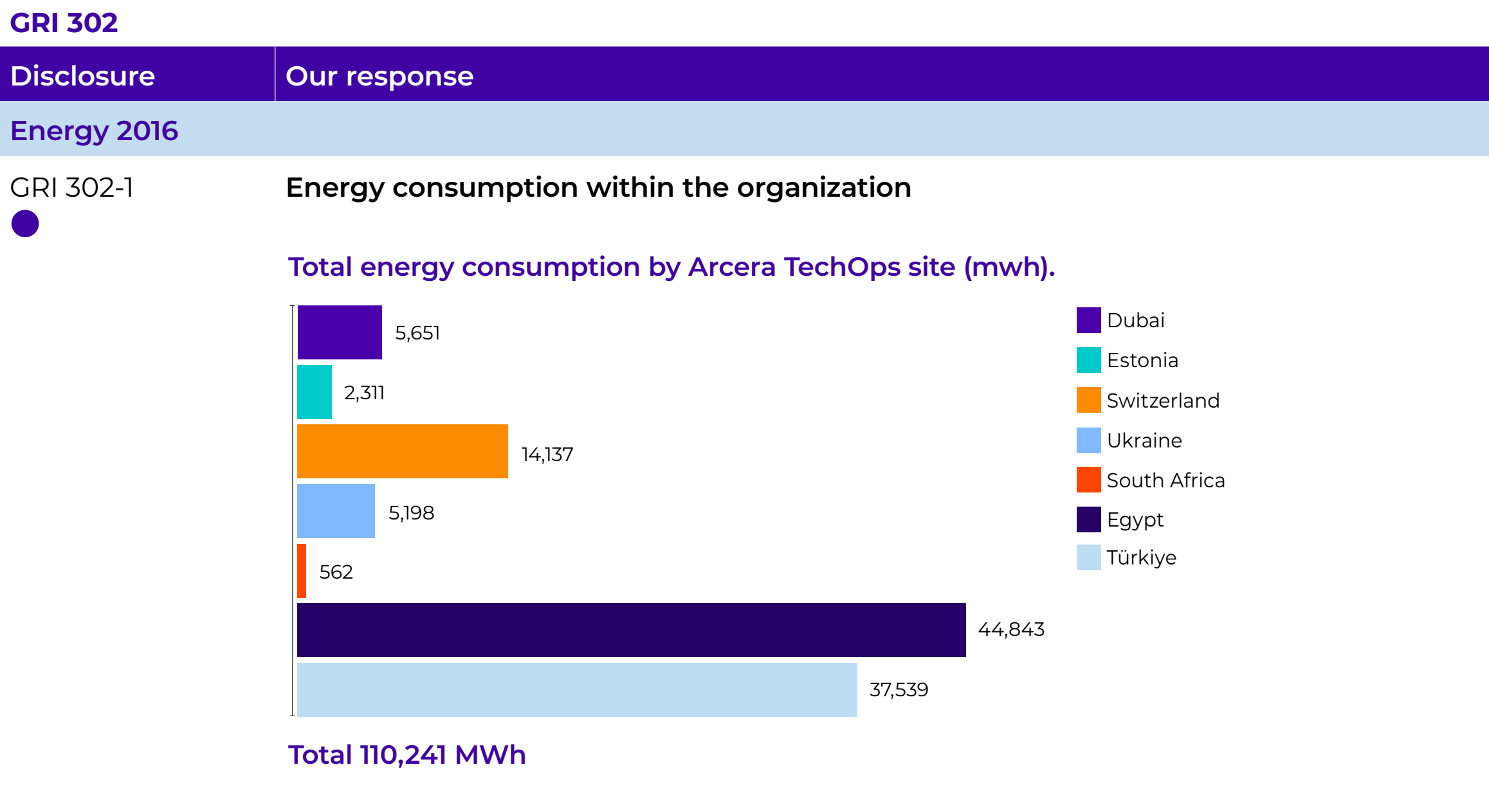
Global Reporting Initiative (GRI) Content Index

GRI 201	
Disclosure	Our response
Economic Performance 2016	
GRI 201-1 ●	Direct economic value generated and distributed We have an operational footprint spanning over 60 countries across four continents, and we have manufacturing and packaging bases located in eight countries. Our portfolio comprises more than 2,000 product presentations marketed under 300+ brands across our focus therapeutic areas. In 2025, we continued to expand and strengthen our portfolio. For the full year 2025, we achieved group sales of AED 4.0 billion (USD 1.1 billion). We Partner We form partnerships to develop, manufacture, and ultimately provide access of innovative and proven medicines to patients that need them. . We Manufacture We leverage our manufacturing capabilities and network to supply our own markets as well as leading pharma companies through contract manufacturing We Market We make high quality medicines available to patients in Africa, Latin America, the Middle East and Türkiye, Egypt, Ukraine and Eurasian countries. We Support We advance independent medical education and scientific knowledge to improve patient outcomes, collaborating on and funding educational initiatives for healthcare professionals.

GRI 201	
Disclosure	Our response
Economic Performance 2016	
GRI 201-2 ●	Financial implications and other risks and opportunities due to climate change As a pharmaceutical company with a strong presence in emerging markets, Arcera may face financial implications and other risks and opportunities due to climate change. Climate-related natural disasters such as hurricanes, floods, and droughts could disrupt supply chains, impact manufacturing processes, and lead to production delays or shortages. These disruptions could potentially result in financial losses or reputational damage. On the other hand, Arcera can potentially benefit from increased demand for medicines to treat climate-related health conditions, such as respiratory illnesses or vector-borne diseases. Additionally, Arcera’s commitment to sustainability could position the company as a leader in the industry, potentially attracting socially responsible investors and customers. However, there may also be additional costs associated with implementing sustainability initiatives and adapting to the impacts of climate change. Overall, Arcera aims to proactively assess and manage the potential financial implications and other risks and opportunities associated with climate change.

Global Reporting Initiative (GRI) Content Index

GRI 203	
Disclosure	Our response
Indirect economic impacts	
GRI 203-1 ●	Infrastructure investments and services supported By supplying essential medicines across multiple therapeutic areas and geographies and investing in health structures, we support health systems and improve access to treatments.
GRI 203-2 ●	Significant indirect economic impacts Our medicines help manage chronic and acute conditions, improve patient outcomes, reduce the burden of diseases, and contribute to healthier and more economically productive communities.
GRI 205	
Disclosure	Our response
Anti-corruption 2016	
GRI 205-1 ●	Operations assessed for risk related to corruption 100% of our operations are assessed for risks related to corruption.
GRI 205-2 ●	Communication and training about anti-corruption policies and procedures The duty of avoiding corruption is covered by our Code of Ethics, which was launched in 2025. The new Code of Ethics applies to all employees as well as to the highest governance body. Through our comprehensive compliance training program, every employee receives instruction to ensure a complete understanding of their duties, the declaration process, and the pertinent regional and global compliance procedures. In 2025, 98.6% of all enrolled employees completed training on Anti-Bribery & Anti-Corruption principles and policies on time. All employees participate in sustainability, ethics and governance awareness training, as well as training on our Code of Ethics and our Conflict of Interest Policy, Governance and ESG compliance topics are regularly integrated into internal communications and company-wide events.
GRI 205-3 ●	Confirmed incidents of corruption, and actions taken In 2025, we had no (0) confirmed incidents of corruption.



Global Reporting Initiative (GRI) Content Index

GRI 303

Disclosure	Our response
Water and Effluents 2018	
GRI 303-1	Interactions with water as a shared resource We recognize water is a shared and finite resource, and we are committed to reducing water consumption across our production sites. We strictly avoid water pollution and comply with all applicable regulations related to wastewater treatment. Water use is actively monitored and managed to reduce both consumption and wastage wherever possible.
GRI 303-5	Water consumption Water consumption (m³) across Arcera TechOps manufacturing sites, 2025. 10,795 Dubai 1,626 Estonia 18,399 Switzerland 9,210 Ukraine 1,371 South Africa 277,431 Egypt 172,000 Türkiye Total 490,832 m3

GRI 305

Disclosure	Our response
Emissions 2016	
GRI 305-1	Direct (Scope 1) GHG emissions 26,509 direct (Scope 1) emissions, tCO2e
GRI 305-2	Direct (Scope 2) GHG emissions 20,968 direct (Scope 2) emissions, tCO2e

Global Reporting Initiative (GRI) Content Index

GRI 306

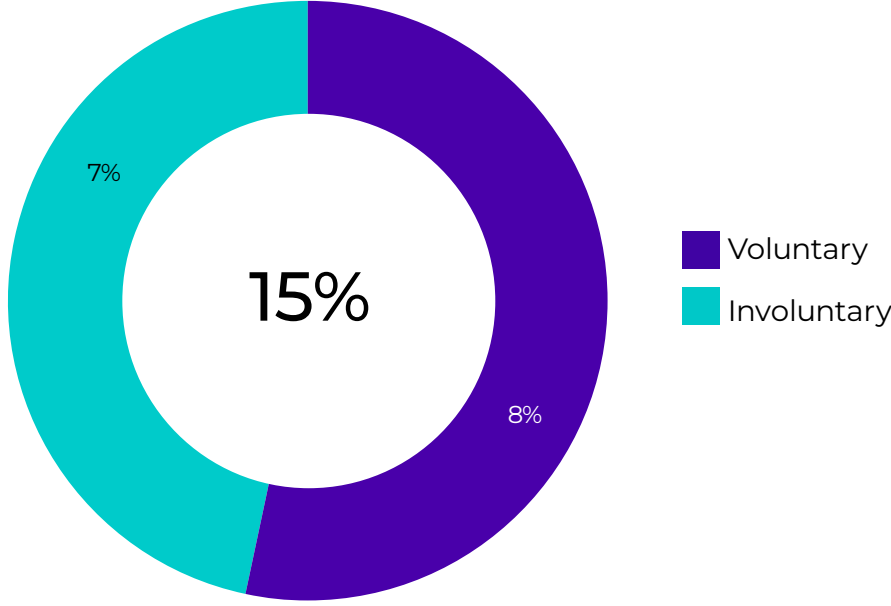
Disclosure	Our response
Emissions 2016	
GRI 306-1	Waste generation and significant waste-related impacts Our waste management program objectives are: - Reducing our total waste - Increasing our recycling rate - Reducing our costs of disposal We minimize our environmental impacts through responsible waste and water management. We reduce, reuse and recycle where possible. We are committed to reducing the volume of waste generated through structured waste management practices. We assess both our hazardous and non-hazardous waste streams, classify them by type, and identify alternative solutions to reduce waste, increase recycling and/or increase diversion from disposal, wherever possible.
GRI 306-3	Waste generated Arcera Non-hazardous and hazardous waste generated (kg) at Arcera. 2,883,494 907,842 1,975,652 Non-hazardous waste Hazardous waste

GRI 306

Disclosure	Our response
Emissions 2016	
GRI 306-4	Waste diverted from disposal Arcera Percentage of waste diverted from disposal 66%.. 321,532kg* Total waste recycled * Estonia, Switzerland, Ukraine, South Africa
GRI 308	
Supplier Environmental Assessment 2016	
GRI 308-1	New suppliers that were screened using environmental criteria The Supplier Code of Conduct asks suppliers to report on their environmental performance and emissions helping us on our way to start managing our Scope 3 supply chain emissions. As part of the onboarding program, all new suppliers were assessed against our standards.

Global Reporting Initiative (GRI) Content Index

GRI 401

Disclosure	Our response								
Employment 2016									
GRI 401-1	New employee hires and employee turnover Based on a Full Time Employee (FTE) Equivalent of 6,050, we had a turnover rate of 15% for the year: a 7% involuntary turnover and an 8% voluntary turnover. A majority of the involuntary leavers were due to the restructuring of the three legacy companies into one company, Arcera. <table><thead><tr><th>Category</th><th>Percentage</th></tr></thead><tbody><tr><td>Voluntary</td><td>8%</td></tr><tr><td>Involuntary</td><td>7%</td></tr><tr><td>Total</td><td>15%</td></tr></tbody></table>	Category	Percentage	Voluntary	8%	Involuntary	7%	Total	15%
Category	Percentage								
Voluntary	8%								
Involuntary	7%								
Total	15%								

GRI 403

Disclosure	Our response
Occupational Health and Safety 2018	
GRI 403-1	Occupational health and safety management system We provide a safe and healthy workplace, and continuously strive to improve workplace safety as well as employee awareness and behavior by: • Safeguarding the health and safety of our employees, contractors and any others who may be affected by our activities • Complying with all regulations regarding occupational safety, hygiene and environment

GRI 403

Disclosure	Our response
Occupational Health and Safety 2018	
GRI 403-1	We ensure all personnel and fully trained and protected. Our health and safety management system has been implemented on all sites in the same way, and 100% of our employees are covered by our health and safety management systems. List of requirements: • Elaboration of mission statement & objectives • Implementation of a safety organization • Providing education, training, instruction & information • Implementing safety rules • Performing hazard identification & risk assessment • Implementing action plan & implementation of corrective measures • Put in place an emergency response organization • Apply the principle of “right to participate” in EHS activities • Implementing occupational hygiene & health protection principle • Performing audit, inspection & control • Implement environmental protection concept and actions • Implement corporate social responsibility processes • Promote work place health
GRI 403-2	Hazard identification, risk assessment, and incident investigation When we introduce new processes are, we follow the approach of “safety by design” to minimize risk. For existing processes, it is necessary to identify the hazards and define which ones are under our control in a preliminary hazard survey. Hazards that are not adequately controlled are subject to an in-depth risk assessment to prioritize actions. The team in charge of the preliminary hazard analysis and the risk analysis is multidisciplinary, including health and safety specialists, employees facing these risks and third party employees with a fresh eye on the situation. The hierarchy of corrective actions is systematically as follows: 1) eliminate, 2) substitute, 3) technical measures, 4) organizational measures, 5) personal protective equipment. The implementation of corrective measures follows the PDCA concept to ensure their effectiveness.

Global Reporting Initiative (GRI) Content Index

GRI 403	
Disclosure	Our response
Occupational Health and Safety 2018	
GRI 403-3 ●	Occupational health services All manufacturing sites have a local EHS manager who is tasked with identifying and eliminating hazards and minimizing risks, following local, national and international regulations, as well as global EHS department requirements.
GRI 403-4 ●	Worker participation, consultation, and communication on occupational health and safety We have are several ways to consult employees and communicate with them during the development and the implementation of the occupational health and safety. Communication is done during training, during change of shifts and with communications to all employees (e-mail, townhall, etc.) Employees are represented at all levels, and we have Safety, Health and Environmental Representative that are selected by the employees to represent them on EHS issues . The Safety, Health and Environment (SHE) Committee is chaired by the Regional Director who is the highest authority with regards to decision making, the EHS officer is the Vice Chairperson of the committee. This committee meets monthly. All categories of workers are represented; the non-managerial workers are represented by the SHE representatives who present employee issues and concerns to the committee each month.
GRI 403-5 ●	Worker training on occupational health and safety Employees receive general safety training when they join. Once a year, EHS training is provided on through an online learning and compliance platform. For employees facing particular hazards, such as working at height, ATEX risk or exposure to active ingredients, specific training is provided.
GRI 403-7 ●	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships Where significant health and safety risks are identified, they are addressed either by Global EHS, or by Local EHS with the support of Global EHS. In both cases, a working group is formed and a project is set up. Depending on the severity of the risk, Local EHS and Global EHS are empowered to stop the process immediately.

GRI 403	
Disclosure	Our response
Occupational Health and Safety 2018	
GRI 403-8 ●	Workers covered by an occupational health and safety management system Workers from manufacturing sites are covered by occupational health and safety management. Workers from office sites are partially covered by occupational health and safety management, this because there are no dedicated EHS personnel for these regions.
GRI 403-9 ●	Work-related injuries Arcera Work Related Injuries 67 recordable work-related injuries 45 lost-time injuries Recordable injury rate: 5.19 (injuries per million hours worked)
GRI 403-10 ●	Work-related ill health Work-related ill health numbers are incorporated in the number of work related injuries (GRI 403-9), and not reported separately.
GRI 404	
Disclosure	Our response
Training and Education 2016	
GRI 404-1 ●	Average hours of training per year per employee The average hours of training per FTE is 10.038 hours (per male FTE 10.062 and per female FTE 10.006). The total training hours for all Full Time Employees is 60,226 hours (male FTEs 33,808 and female FTEs 26,418).

Global Reporting Initiative (GRI) Content Index

GRI 405

Disclosure	Our response
Diversity and Equal Opportunity 2016	

GRI 405-1

Diversity of governance bodies and employees

Executive Leadership Team

5

5

10

Male

Female

Gender breakdown at Arcera, 2025

Male	Female
55.7%	44.3%

(Based on Full Time Employee equivalent of 6,050)

Breakdown of employees by age group

1.8%

12.5%

54.8%

30.9%

Gen Z

Millennials

Gen X

Baby Boomers

GRI 405

Disclosure	Our response
Diversity and Equal Opportunity 2016	

GRI 405-1

Total employees

6,100

total employees

FTE equivalent is 6,050.

GRI 414

Disclosure	Our response
Supplier Social Assessment 2016	

GRI 414-1

New suppliers that were screened using social criteria

100% of our new suppliers were screened using social and environmental criteria.

- 83 due diligence assessments for I&C and EHS/ESG

- 58 due diligence assessments included EHS/ESG criteria

Report Coverage Key: ● Full ● Partial ○ Omission

Arcera Life Sciences Sustainability Report 2025



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