

# Sustainability Report

2025

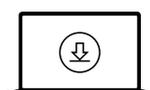


# Sustainability Report

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This is an excerpt of Siegfried's Annual Report 2025.  
All chapters can be found on our Investor Relations portal:  
[www.siegfried.ch/investors/](http://www.siegfried.ch/investors/)

## About this report

This non-financial report (Sustainability Report) is a conceptual part of Siegfried's Annual Report and complements the Progress Report, the Financial Report, the Corporate Governance Report and the Remuneration Report. This report is intended to enable readers to develop a comprehensive and differentiated understanding of Siegfried's commitment to sustainability. It explains how non-financial aspects are implemented in Siegfried's strategy, business model and organization.

Siegfried's reporting for the 2025 reporting year was prepared in accordance with the GRI Standards. To meet the requirements of the GRI Standards in a reader-friendly and comprehensible manner, the report is divided into basic information and reporting on the material topics. A reference table (p.53) shows which reporting elements cover the information required by the Swiss Code of Obligations.

This report also abides by the Ordinance on Climate Disclosures and addresses climate-related risks and opportunities in line with the Task Force on Climate-related Financial Disclosures (TCFD) guidelines (for more details see page 43). Furthermore, it has been prepared in accordance with the California Climate Corporate Data Accountability Act (Senate Bill 253), reflecting Siegfried's Scope 1 and Scope 2 greenhouse gas emissions. Siegfried actively monitors regulatory developments, including the potential implications of Senate Bill 261 on climate-related financial risk reporting, to ensure ongoing alignment with emerging requirements, robust ESG governance, and investor expectations.

In addition, Siegfried actively considers other relevant non-financial reporting obligations that may apply to its operations and stakeholders. These include the European Union's Corporate Sustainability Reporting Directive (CSRD) and the associated European

Sustainability Reporting Standards (ESRS), the EU Taxonomy Regulation for sustainable economic activities, and the U.S. Securities and Exchange Commission's proposed climate-related disclosure rules. Siegfried also monitors evolving requirements for Scope 3 emissions reporting, product carbon footprint disclosures, and sector-specific ESG standards, to ensure that the company remains ahead of regulatory expectations and provides investors with comprehensive, decision-useful sustainability information.

The Swiss Ordinance on Climate Disclosures requires climate-related information to be published in an internationally recognized, human- and machine-readable electronic format. However, as no widely used and suitable international machine-readable electronic format was available when this report was prepared, Siegfried published its climate disclosures only as a PDF and not in XBRL.

Siegfried's non-financial report is published once a year in English and can be viewed on the company's website (<https://www.siegfried.ch/sustainability/>).

This report was published on February 20, 2026. The final approval is incumbent on the General Meeting of Shareholders (April 16, 2026). Contact point for questions and suggestions regarding the report is:

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# Sustainability at Siegfried

Siegfried's purpose is to take the innovations of its customers to industrial scale, producing medicine in a safe and efficient manner to ensure the continuity of treatment for millions of patients worldwide. Improving patient health is at the heart of Siegfried's mission. Beyond this, however, the company is engaged to fulfill its responsibilities as a manufacturing company, avoiding or at least mitigating negative impacts of its business activities on environment, people and society, and creating transparency in this regard.

Siegfried's sustainability strategy is centered around three key pillars. The first pillar focuses on environmental sustainability, aiming to improve operational efficiency and minimize the company's ecological impact. The second pillar emphasizes collaboration with customers to develop more sustainable products and innovative solutions. The third pillar highlights integrity, culture, and people, strengthening Siegfried's values-driven workforce and commitment to fostering a strong team. These pillars guide Siegfried's efforts to create long-term value for stakeholders and contribute to a more sustainable future.

Due to the great responsibility that Siegfried and other pharmaceutical companies bear for patient safety, as well as that of politics, society, authorities and customers, the issue of sustainability is more relevant than ever before. Siegfried complies with national and international regulations and legal requirements that enable the company to strengthen its reputation as a safe and reliable manufacturer of chemical and pharmaceutical products.

Siegfried believes that integrating material ESG topics into its strategy, enterprise risk management framework and operational initiatives is the most effective way to meet business needs and stakeholder expectations. Therefore, Siegfried takes an integrated approach to the management of environmental, social and governance (ESG) topics that are considered material to its business.

## Risk management

As a global manufacturer of chemical and pharmaceutical products, Siegfried operates in an environment shaped by complex supply chains, stringent regulatory expectations, technological change and natural resource dependencies. Managing these risks responsibly is fundamental not only to ensuring business continuity and product quality, but also to creating long-term value for society and maintaining trust with Siegfried's stakeholders. In this context, an effec-

tive enterprise risk management approach remains an integral part of Siegfried's sustainability efforts and governance framework.

Siegfried's risk management approach is based on a long-standing risk culture and follows a structured process aligned with ISO 31000.

### A group-wide approach to understanding risk

Each year, Siegfried conducts a comprehensive assessment of risks across all sites and global functions. Using a uniform methodology, risks are identified and assessed based on their likelihood and potential financial and operational impacts and managed through a web-based platform. This process also considers evolving regulatory expectations, market dynamics and external sustainability factors. Based on the input provided from various stakeholders covering all sites and functions, the site-specific Risk Registers and a preliminary group-wide Corporate Risk Register are compiled. All results are analyzed by the local and corporate Risk Management teams. Following a calibration by the Corporate Risk Committee, the Corporate Risks are presented and discussed with the Executive Committee and the Board of Directors, which holds overall responsibility for risk control and management, including defining the Group-wide risk mitigation strategy.

In 2025, Siegfried completed its annual Group-wide update of the Risk Register. Insights from this assessment were presented to the Executive Committee and subsequently to the Board of Directors, contributing to improved transparency and informed decision-making at the highest governance levels. This assessment cycle ensures that risks are monitored continuously and reviewed promptly in case of significant changes, consistent with Siegfried's existing governance practice.

### Strengthening risk ownership across the network

To increase the understanding of risk exposures and strengthen ownership at the operational level, Siegfried conducted dedicated risk deep-dive sessions with selected subsidiaries and global functional leaders throughout 2025. These workshops enabled site leadership teams and functional experts to:

- Challenge and refine likelihood and impact assessments;
- Analyze root causes and drivers of key risks;
- Identify targeted mitigation actions; and
- Exchange best practices across the network.

The sessions contributed to greater consistency in risk evaluation across the Group and facilitated the creation of action plans tailored to local conditions. This enhanced cross-site alignment supports Siegfried's integrated approach to sustainability and risk management.

# Materiality

## Materiality analysis

In 2022, Siegfried performed a group wide materiality assessment led by the Sustainability Board. The aim was to identify and evaluate:

1. Impact materiality: ESG topics in which Siegfried has a significant impact on the economy, environment, people and society as a result of its business operations.
2. Financial materiality: ESG topics from which Siegfried faces significant risks and opportunities for the company's development, performance, and position.

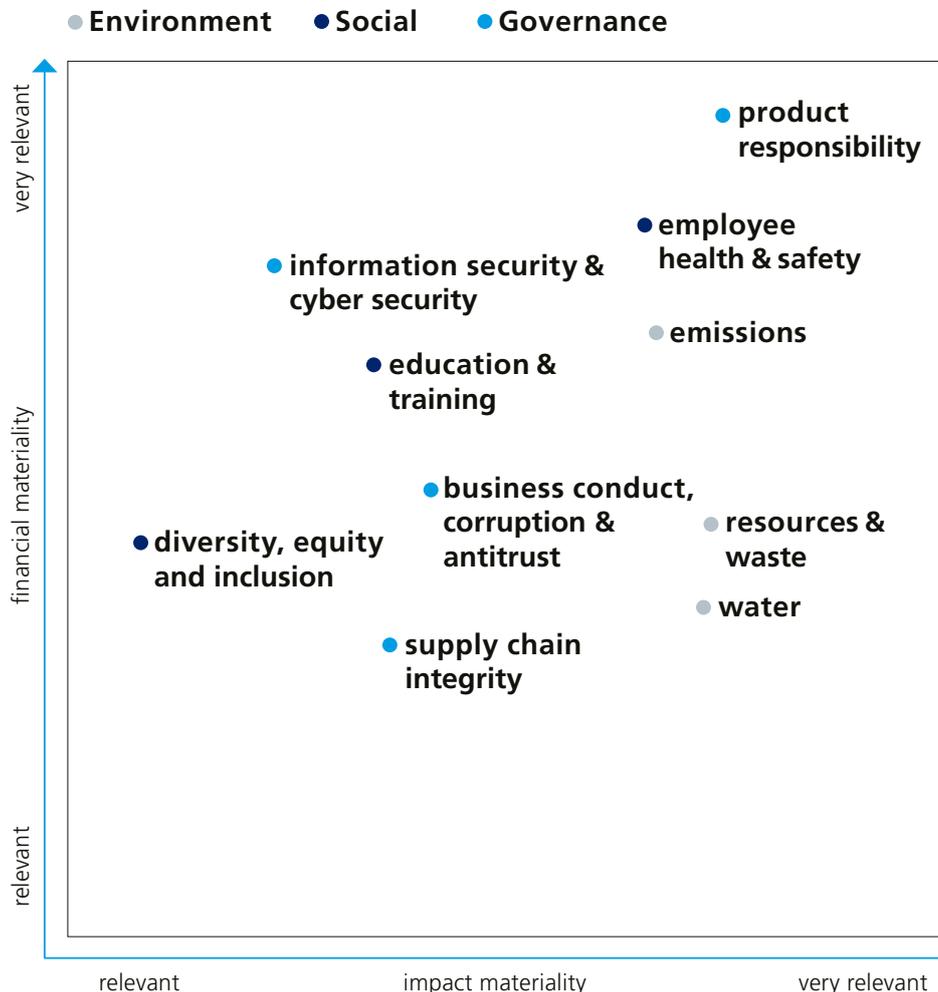
Initially, outside experts developed a comprehensive list of ESG topics, which was approved by the Sustainability Board, to identify and assess the most relevant potential fields of action. Using this list, a group-wide online survey was distributed to 150 high- and mid-level managers with responsibility for corporate and site management operations at one of Siegfried's global sites. The survey participants

included not only employees with primary (local or global) responsibility for sustainability related matters, such as Safety, Health and Environment (SHE), HR or Integrity and Compliance, but also members of the Business Development and Sales department, representing the customer's perspective, the Quality department, representing the patient's perspective, the Engineering and Operations department, representing Siegfried's core business activities, as well as other departments and functions. Each member of management rated and commented on two materiality dimensions: the impact of Siegfried's business activities (inside-out) and the impact of relevant issues on Siegfried's business (outside-in).

Based on these results, the Sustainability Board then discussed, grouped, assessed, and rated each individual ESG issue on both dimensions during internal workshops, using the results of the survey and raw data generated. The survey results and subsequent evaluations resulted in the materiality matrix (p. 5) which was presented to the Board of Directors of the Siegfried group during its 2022 Strategy Retreat and ultimately approved.

In 2023 Siegfried re-assessed the relevancy of its material topics and their compliance with Swiss legal requirements for non-financial reporting, starting by benchmarking against Siegfried's peers and then compared with the new legal requirements. Based

## Materiality matrix



on this analysis, Siegfried made minor adjustments to the material topics, regrouped or renamed some of them.

### Updates in the reporting year

In 2025, Siegfried conducted an update of its materiality matrix to reflect emerging stakeholder expectations and regulatory developments. This review confirmed the continued relevance of all identified material topics, however, their relative prioritization has been adjusted. In particular, "Emissions" was moved higher in the matrix due to the growing importance of decarbonization, driven by new sustainability reporting requirements (such as CSRD and ESRS) and intensified customer and investor scrutiny of product carbon footprints and transition progress. The validation of Siegfried's science-based emission-reduction targets by the SBTi in 2025 further reinforced the increased materiality of this topic. In parallel, information security remains essential; however, Siegfried's strong governance and controls have lowered residual risk, leading to a relative shift in external stakeholder attention toward environmental performance and transition readiness. In this context, Siegfried is further strengthening its focus on the robustness, consistency, and auditability of sustainability-related metrics. Recognizing the increasing relevance of ESG data for investment decisions, risk assessment, and valuation, the company is actively enhancing its metrics management framework, data governance, and internal control environment. This includes clearer ownership of KPIs, standardized methodologies across sites, improved system-based data collection, and strengthened validation processes to ensure accuracy, completeness, and comparability over time.

### Outlook

Siegfried initiated the materiality reassessment process in 2025, including the identification of impacts, risks, and opportunities (IROs) and the preliminary scoping and descoping of topics in line with the requirements of the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS). In 2026, Siegfried intends to continue these efforts to further advance CSRD readiness, deepen the analysis, and – depending on the regulatory updates – finalize the assessment. The results of the materiality assessment will be published in the Sustainability Report for the financial year 2026.

Alongside advancing CSRD readiness, Siegfried explicitly considers external assurance as a key enabler of credibility and capital markets confidence in sustainability disclosures. Limited assurance is therefore a defined element of Siegfried's sustainability reporting roadmap.

Current initiatives focus on building audit-ready structures by further formalizing metrics definitions, reinforcing documentation and evidence trails, and strengthening internal controls over sustainability data, in line with expectations typically applied to financial reporting. These measures are intended to reduce reporting risk, enhance transparency, and support the reliable integration of sustainability information into investor analysis and capital allocation decisions. As part of a phased approach, Siegfried intends to initially pursue limited assurance for a selected set of key sustainability KPIs. This targeted first phase allows the company to focus on those met-

rics that are most decision-useful, while further strengthening processes, controls, and data quality across the broader ESG reporting landscape. Over time, and in line with regulatory developments and stakeholder expectations, the scope of limited assurance may be expanded.

By proactively preparing for limited assurance, Siegfried aims to ensure that its sustainability disclosures meet rising investor, regulatory, and auditor expectations and provide a solid, decision-useful basis for evaluating the company's long-term resilience, transition progress, and value creation.

### Reference to the Sustainable Development Goals

As part of its sustainability management, Siegfried aims to contribute globally to sustainable development in line with the Sustainable Development Goals of the United Nations (SDGs). From the 17 global goals and 169 targets, Siegfried prioritizes the SDGs to which it contributes in particular and links them with the material topics. Siegfried identified two core SDGs on which Siegfried may have a significant positive impact through its business activities: SDG 3 "Good Health and Well-Being" and SDG 12 "Responsible Production".

SDG 3, which aims to "Ensure healthy lives and promoting well-being for all ages" is central to Siegfried's purpose to produce safe drugs that help ensure the continuity of treatment for millions of patients worldwide.

- Target 3.5: Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol.

- For more information on how Siegfried contributes to target 3.5: Statement on Ethical Use of Prescription Opioids

- Target 3.9: By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination.

- For more information on how Siegfried contributes to target 3.9: Sustainability Report 2025 p.7, p.12, p.15 (Material topics Emissions, Resources & waste and Water)

SDG 12 aims to "Ensure sustainable consumption and production patterns". As a manufacturing company, Siegfried understands its responsibility to mitigate negative impacts. And through its expertise in process optimization, it makes API production more sustainable.

- Target 12.4: By 2020, achieve environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil to minimize their adverse impacts on human health and the environment

- Target 12.5: By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse

- For more information on how Siegfried contributes to targets 12.4 and 12.5: Sustainability Report 2025 p.12 (Material topic Resources & waste)

Additional SDGs were identified for fields in which Siegfried may also contribute to the achievement of the targets defined by the United Nations:

**SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all**

- 4.4: Increase youth/adult skills for employment and entrepreneurship by 2030
- 4.5: Eliminate gender disparities and ensure equal access to education, especially for vulnerable groups
- 4.7: Promote sustainable development education, human rights, gender equality, etc. by 2030  
→ See Sustainability Report 2025, p.20 (Material topic: Education and training)

**SDG 5: Achieve gender equality and empower all women and girls**

- 5.1: End discrimination against women and girls
- 5.5: Ensure women’s participation and leadership
- 5.C: Strengthen policies for gender equality and empowerment  
→ See Sustainability Report 2025, p.21 (Material topic: Diversity, equity and inclusion)

**SDG 6: Ensure availability and sustainable management of water and sanitation for all**

- 6.3: Improve water quality by reducing pollution and hazardous chemical releases
- 6.4: Increase water-use efficiency and sustainable withdrawals
- 6.5: Implement integrated water management by 2030  
→ See Sustainability Report 2025, p.15 (Material topic: Water)

**SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all**

- 8.7: Eradicate forced labor, modern slavery, human trafficking, and child labor by 2025
- 8.8: Protect labor rights and ensure safe working environments  
→ See Sustainability Report 2025, p.24 (Supply chain integrity) and p.16 (Employee health and safety)

# Reporting on material topics

## Environment

### Emissions

**2025 performance in the field of emissions**

**-7.3%**

Scope 1 & 2 CO<sub>2</sub> emissions/ Million CHF sales vs. 2024

**-47%**

Absolute Scope 1 & 2 CO<sub>2</sub>eq emissions vs. 2020

**-5.3%**

Total energy use/ Million CHF sales vs. 2024

The production of active pharmaceutical ingredients and intermediates causes direct and indirect emissions of greenhouse gases. Direct emissions (Scope 1) are mainly generated from the chemical and

physical transformation steps that require considerable amounts of fossil fuel-based energy. Indirect emissions (Scope 2 & 3) include the carbon footprint of purchased energy (Scope 2) as well as the emissions caused upstream and downstream of Siegfried’s own operations (Scope 3). In 2021, Siegfried committed to reducing the carbon footprint of its Scope 1 and 2 emissions for the period up to 2030 by 50% normalized against sales. As an important next step in Siegfried’s sustainability transition roadmap and commitment, in March 2025, Siegfried’s near-term and net-zero greenhouse gas (GHG) reduction targets were validated by the Science Based Targets initiative (SBTi) (see p.8). The key levers identified in Siegfried’s decarbonization roadmap include, among others, the continued transition to renewable electricity, targeted energy efficiency measures across production processes, the gradual replacement of fossil fuel-based thermal energy with lower-carbon alternatives and the engagement of suppliers to address relevant Scope 3 emission hotspots. These levers form the basis for Siegfried’s structured and phased approach to reducing greenhouse gas emissions across its value chain.

Since 2020 (base year), Siegfried managed to considerably reduce Scope 1 and Scope 2 emissions by 47% compared to the base year.

The implementation of the identified measures is expected to be largely integrated into Siegfried’s regular investment and recapitalization cycles and therefore covered predominantly by standard replacement CapEx planning. At the same time, Siegfried acknowledges that certain initiatives – particularly those related to process transformation or low-carbon technologies – may require additional, dedicated CapEx.

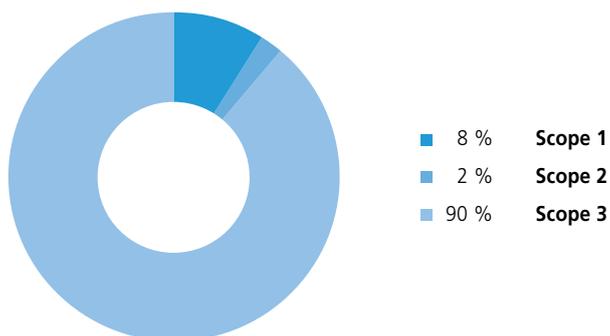
Siegfried’s overall greenhouse gas footprint consists largely of Scope 3 emissions (90%), followed by Scope 1 (8%) and Scope 2 (2%). The low Scope 2 figure reflects the high percentage of sus-

tainable electricity used throughout Siegfried’s manufacturing network (90%). The relative contribution of Scopes 1–3 is shown below:

Scope 1 & 2 are based on 2025 data, Scope 3 is calculated one year in arrears and will be updated as part of Siegfried’s CDP reporting cycle in 2026.

**2025 GHG emissions**

Total: 690k tons CO<sub>2</sub>eq



**Impacts**

**Greenhouse gas emissions**

The upstream and own chemical and pharmaceutical production of Siegfried’s products requires significant amounts of fossil fuels. Both their primary production and their consumption in Siegfried’s sites cause emissions that contribute to the company’s carbon footprint and can have negative impacts on the environment and climate change, which affects society as a whole.

**Other air emissions**

**Volatile organic compounds (VOC):**

VOCs are mainly generated in chemical manufacturing, where large amounts of organic solvents are used to dissolve solid materials, to facilitate reactions or to clean equipment. Excessive VOC emissions may harm local communities and workers, as well as ecosystems and wildlife, through short- and long-term effects on human and ecosystem health. VOCs can evaporate into the atmosphere, contributing to poor air quality, smog formation, and ground-level ozone. Some VOCs are also greenhouse gases, contributing to climate change. Although VOCs are regulated via tight emission standards and the off-gas streams are cleaned via charcoal filters, scrubbers or by incineration, a small amount of VOCs may still be emitted into the atmosphere.

**Nitrogen oxides (NOx):**

Nitrogen oxides are either formed during the combustion of fossil fuels or solvents, or during chemical reactions (e. g. ammonia oxidation). NOx emissions can cause health effects (e.g. irritation of the lung or chronic respiratory diseases) but also contribute to local environmental damage by enabling smog and acid rain formation. NOx indirectly contributes to climate change by enhancing the greenhouse effect through ozone production in the troposphere. Road

traffic and the energy sector are the main contributors to anthropogenic NOx in the atmosphere, chemical manufacturing is another important contributor.

**Sulfur dioxide (SO<sub>2</sub>)**

Sulfur dioxide (SO<sub>2</sub>) emissions are primarily formed through the burning of fossil fuels (like oil and natural gas) or the processing of sulfur-containing materials. SO<sub>2</sub> emissions can contribute to acid rain, respiratory problems, and other environmental issues.

**Risks and opportunities**

As part of a climate risk analysis, Siegfried has identified risks with an emissions context:

**Costs to transition to lower emissions technology:**

Manufacturing may become subject to tighter environmental and regulatory standards, requiring updates to existing assets or investments in new ones. Technological changes may also prompt additional approvals under Good Manufacturing Practices (GMP) regulations. Siegfried is closely and proactively following the regulatory trends and is following lower-emission technological developments (e.g. steam-generating heat pumps) as part of its decarbonization efforts to address this transition risk.

**Increased pricing of GHG emissions:**

A rise in manufacturing costs, coupled with an increase in raw material costs, may pose challenges. Furthermore, the need for additional internal resources to manage greenhouse gas (GHG) monitoring, reporting, and verification may become imperative. Siegfried’s business project management and procurement teams follow the energy and raw material costs very closely and have developed forward looking strategies to mitigate this risk to the extent possible.

**Enhanced emission reporting obligations:**

Escalating costs to meet national and international reporting obligations, coupled with the inherent risk of non-compliance within complex regulatory frameworks may pose challenges. Siegfried’s reporting and monitoring capacities have also been adjusted to meet the increasing demand in reporting volume and complexity.

Detailed information on climate-related risks in Siegfried’s business model can be found in the TCFD report p. 47

**Concept**

**Science-based targets validation**

As part of its sustainability ambition, Siegfried committed to science-based GHG reduction targets which were validated in March 2025 by the Science-Based Targets initiative (SBTi). SBTi is a corporate climate action organization that enables companies and financial institutions worldwide to play their part in combating the climate crisis. The validated climate target commitments are:

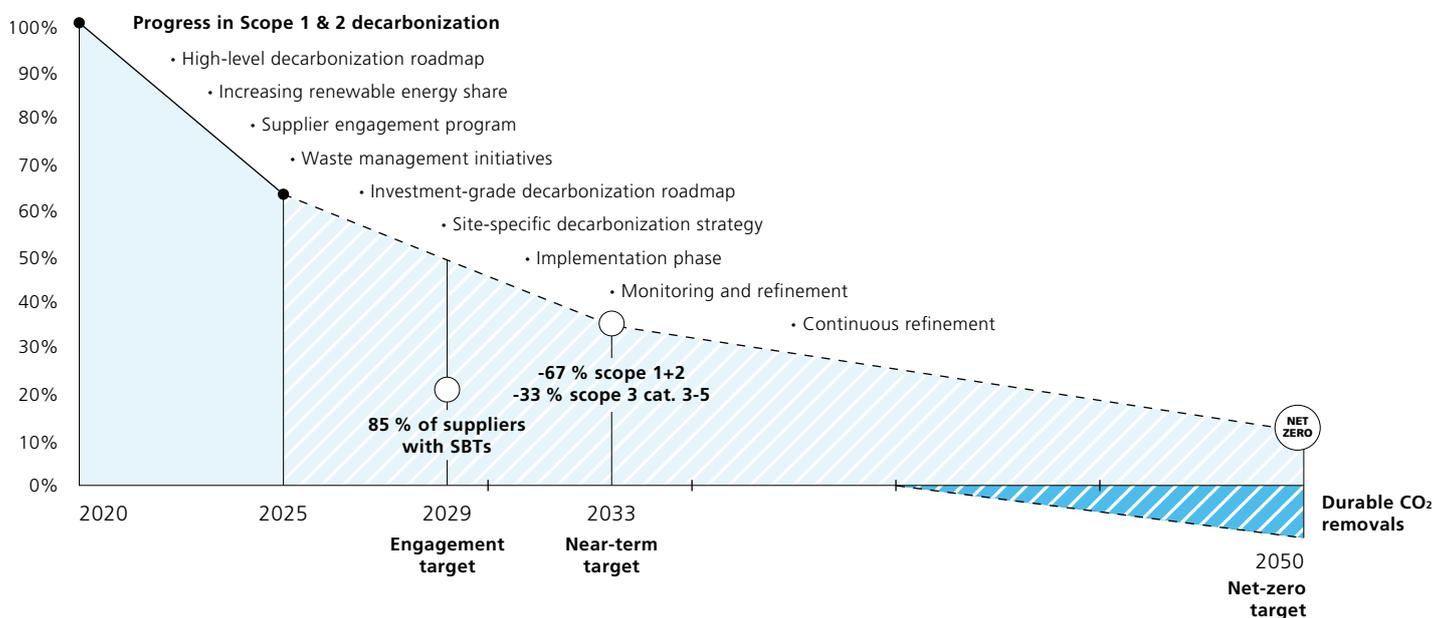
- Overall net-zero target: Siegfried commits to reach net-zero greenhouse gas emissions across the value chain by 2050.

- Near-term targets: Siegfried commits to reduce absolute scope 1 and 2 GHG emissions 66.89% by 2033 from a 2020 base year. Additionally, the company committed that 85% of its suppliers by emissions covering purchased goods and services (Scope 3 category 1), will have science-based targets by 2029. Siegfried further committed to reduce absolute Scope 3 GHG emissions from fuel and energy related activities (3.3), upstream transportation and distribution (3.4), and waste generated in operations (3.5) by 32.5% by 2033 from a 2022 base year.
- Long-term targets: Siegfried commits to reduce absolute scope 1 and 2 GHG emissions 90% by 2050 from a 2020 base year. Siegfried also commits to reduce absolute scope 3 GHG emissions from purchased goods and services (3.1), capital goods

(3.2), upstream transportation and distribution (3.4), waste generated in operations (3.5), processing of sold products (3.10) and end of life treatment of sold products (3.12) 90% by 2050 from a 2022 base year.

The new science-based targets (SBTs) complement Siegfried's earlier commitments to reduce the sales normalized Scope 1&2 footprint by 50% by 2030 and to meet Net Zero by 2050. To align with these commitments made in 2021, the scope 1 & 2 SBTs use the 2020 base year. On the other hand, Scope 3 emissions were first reported in 2023 after Siegfried's commitment to SBTi. For this reason, the base year 2022 was set for Scope 3 SBTs.

**SBTi targets**



**Decarbonization roadmap**

To deliver on its emissions reduction targets, Siegfried assessed its greenhouse gas emissions across Scopes 1, 2 and 3, covering direct operations as well as upstream and downstream activities. Building on this assessment, Siegfried conducted decarbonization workshops with an external partner at its three largest drug substance sites to identify and prioritize the most effective levers to reduce emissions.

The resulting high-level decarbonization roadmap is structured around three pillars:

i) Energy intensity reduction: Reducing energy demand and resource intensity across operations was identified as a key lever of continuous improvement. Measures to reduce energy demand include improving energy efficiency by upgrades to utility equipment, process innovation, optimization of HVAC performance, or automation of controls and deployment of smart control systems. Such improvements are already strongly pursued, particularly since the energy crisis and are integrated into Siegfried's continuous process improvement efforts and internal CapEx approval processes.

ii) Thermal energy transition: Thermal energy use (typically from on-site combustion of natural gas, diesel, oil and solvents, or from the purchase of steam) was identified as the key source of emissions. Priority solutions include electrification technologies such as electric boilers and heat pumps, increased use of biogas where available, and the procurement of low-carbon steam, for example from nearby waste incineration facilities. Some of these measures can be delivered through Siegfried's planned asset renewal and maintenance cycles, while others will require targeted capital investment to implement dedicated decarbonization solutions.

iii) Electricity decarbonization: Increasing the share of renewable electricity is the third major contributor to near-term emissions reductions. Siegfried has increased its self-generated electricity production through new photovoltaics (PV) installations, a number of which were commissioned in 2025. As a result, Siegfried could cover around 2% of its electricity consumption in 2025 with self-generated electricity. Since many production buildings cannot accommodate PV due to existing infrastructure, potential for further on-site PV installations is limited. Instead, Siegfried continues to prioritize

procuring renewable electricity and has concluded a significant proportion of sustainable power purchase agreements (PPAs). Currently, Siegfried achieves a share of approximately 90% renewable electricity. These PPAs are backed up by official, site specific Guarantee of Origin (GO) certificates or Renewable Energy Certificates (REC). In the frame of its near-term SBTs, Siegfried is aiming at sourcing 100% of its electricity from certified renewable sources within the next two years.

### Managing Scope 3 emissions

Siegfried has been reporting its Scope 3 greenhouse gas footprint since 2022. In the context of its SBTi target validation, the efforts to calculate all relevant scope 3 categories have been increased and all categories that are material to its operations have been included in its reporting. Categories 8, 11 and 13-15 have been assessed as non-material to Siegfried's business model. The most significant Scope 3 emissions are still generated in the upstream value chain in providing purchased goods and services (Scope 3 category 1, see figure p. 12). Within the Scope 3 categories covered by Siegfried's near-term target (categories 3-5), the largest contribution is associated with waste generated in operations (Scope 3 category 5), driven mainly by hazardous waste and, in particular, solvent waste. To address this, Siegfried has launched a dedicated program to increase the reuse and recovery of solvent waste streams, reducing both waste volumes and associated emissions (see chapter on Resources & waste p. 12).

With the key action areas defined, the next step is to translate the roadmap into detailed implementation plans and progressively scale measures across the remaining sites and track progress to refine action plans. For residual emissions that are technically or economically difficult to abate, Siegfried plans, at a later stage, to complement reductions with the purchase of high-quality carbon dioxide removal (CDR) certificates, supporting its ambition to achieve net-zero emissions by 2050.

### Supplier engagement program

Siegfried's decarbonization commitment, which is reflected in its SBTs, also presents a significant opportunity to reduce the product carbon footprint (PCF) of Siegfried's products. PCFs are of increasing interest to Siegfried's customer base to enable the calculation of their own Scope 3 emissions. Since purchased goods and services (Scope 3.1) are by far the biggest contributors to Siegfried's corporate carbon footprint, the company has committed to engaging with key suppliers to significantly reduce the carbon footprint of purchased goods and services. Siegfried's supplier engagement program, in preparation for launch in 2026, will focus on key suppliers to this category. Working together with these suppliers and adjusting Siegfried's procurement strategies to source materials and services with low environmental impact will be critical in reducing this emissions category. By 2029, Siegfried expects 85% of its Scope 3.1 suppliers to have set their own science-based targets, which it aims to achieve through direct supplier engagement.

### Other air emissions (VOCs, NOx and SO<sub>2</sub>)

All manufacturing sites of Siegfried fully comply with VOC, NOx and SO<sub>2</sub> emission limits. The relevant initiatives and projects are managed locally on a site level. Siegfried closely monitors its VOC emissions and fully supports international reduction targets such as those in Switzerland, consistently meeting or exceeding regulatory emission standards. All Siegfried sites are equipped with NOx reducing infrastructure (burners, scrubbers) to limit NOx emissions to a minimum and to meet or exceed regulatory standards. 90% of the electricity used by Siegfried is renewable, further contributing to low NOx emissions. Siegfried uses low sulfur fossil fuels (e.g. natural gas or light fuel oil) to minimize SO<sub>2</sub> emissions. Additionally, Siegfried's sites also employ pollution control technologies such as flue-gas desulfurization, catalytic converters, and scrubbers to reduce the amount of sulfur dioxide released into the atmosphere.

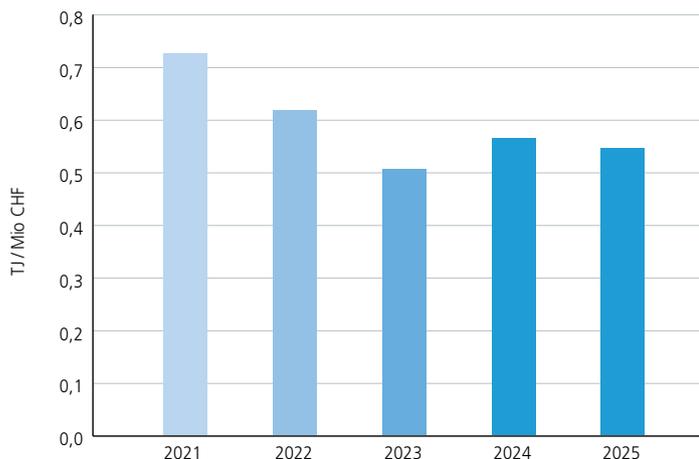
### Measures, progress and key indicators

Key environmental indicators on GHG emissions, air emissions, water and waste were assessed at all operational Siegfried sites. Of the 690 kilotons of CO<sub>2</sub>eq emissions in 2025, 8% came from Scope 1 (direct emissions from operations), 2% from Scope 2 (emissions caused by the production of purchased electricity, steam and heat). Scope 3 emissions (2024) were at 621 kT of CO<sub>2</sub>eq. This corresponded to 90% of the total GHG emissions. In the scope of the SBTi validation, the Scope 3 calculations were extended to include all Scope 3 categories material to Siegfried's operations. Due to the extensive calculations based on data that becomes available only after closing of the business year, Scope 3 emissions are reported one year in arrears and will be updated in full in the frame of Siegfried's 2026 CDP reporting cycle.

### Natural gas consumption

The most significant energy sources for Siegfried are natural gas and electricity. In 2022/2023, geopolitical realities drove a strong and successful effort to decrease the dependence on natural gas. Siegfried could reduce the consumption of natural gas in 2023 by 15% compared to 2022. This was partly due to a switch to more carbon intense alternative fuels, most notably liquefied petroleum gas (LPG) and light heating oil. In 2024, the supply pressure on natural gas declined and therefore the sites reduced the supply with less carbon efficient alternatives and used more natural gas. In 2025, various efficiency measures led to reductions in consumption of both natural gas and LPG. While natural gas consumption intensity (sales-based) could be reduced by -2.7%, consumption of LPG could be reduced drastically by -88.2% per million CHF compared to 2024. The change in natural gas consumption in recent years can be seen in the diagram below.

**Natural gas consumption TJ / Million CHF**

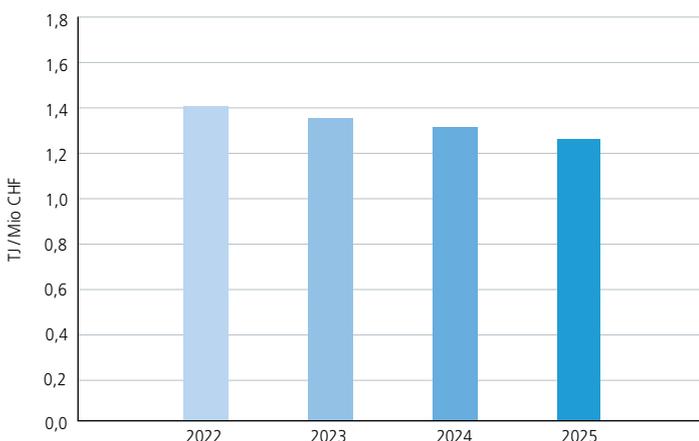


**Energy and electricity usage**

Despite a further growth in business volume, Siegfried's absolute energy use could be reduced by 54 TJ (-2.8%) compared to 2024. Relative to sales, energy use per million CHF therefore decreased by 5.3% versus 2024. This demonstrates that Siegfried's operational excellence program showed effects and investments paid off in terms of sustainability. For a further breakdown of energy use in absolute numbers → ESG data table p.57

The percentage of renewable electricity increased to 90% in 2025. This is the result of Siegfried's continued policy to purchase renewable electricity, in line with Siegfried's SBTi commitment. Continuous efficiency upgrades of Siegfried's equipment and machinery further reduce electricity consumption. In the case of its Spanish sites, e.g., efficiency upgrades resulted in a reduction of the sites' annual electricity consumption by 11% and 5%, respectively.

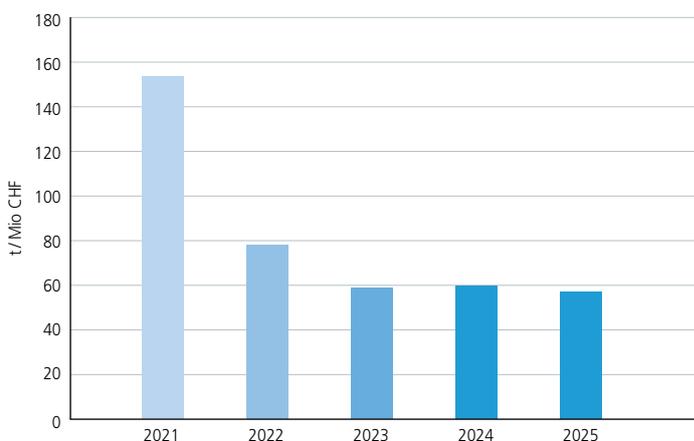
**Energy consumption TJ / Million CHF**



**CO<sub>2</sub> and other air emissions**

Siegfried slightly decreased the intensity of its Scope 1 & 2 emissions in 2025 by 4.9% (shown below). Relative to the base year 2020, absolute Scope 1 & 2 GHG emissions could be reduced by 47.3% which is an important step towards our SBTi near term targets (p. 8). Relative to business sales, a reduction of 66.3% has been achieved compared to 2020. This remarkable achievement is the result of a proactive purchasing strategy on renewable electricity, combined with great efforts in energy (fuel and electricity) saving initiatives by all sites, coordinated by a global energy task force.

**Scope 1 & 2 GHG emission / Million CHF**



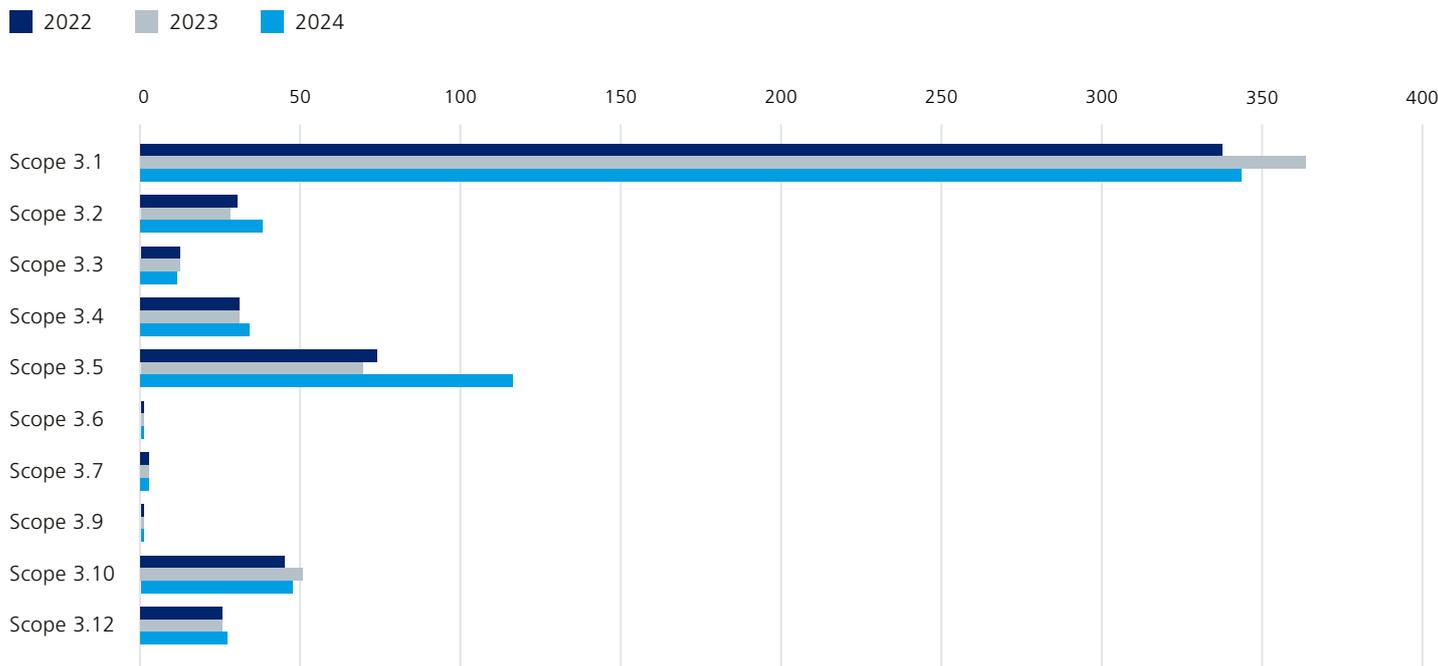
Losses of refrigerants and other greenhouse gases (GHGs) included in the GHG Protocol have been included in Siegfried's reporting and were accounted for using their global warming potential (GWP) as per IPCC AR5. As part of Siegfried's equipment upgrading, it replaced environmentally harmful refrigerants at several installations with environmentally more benign refrigerant blends.

For direct (Scope 1) and indirect (Scope 2) GHG emissions in absolute numbers → ESG data table p.57

**Scope 3 emissions**

The most relevant Scope 3 emissions are still generated in Siegfried's upstream value chain through purchased goods and services (Scope 3 category 1). The second largest Scope 3 category comprises emissions from the disposal of waste generated in its operations. In order to tackle these emissions, Siegfried launched a waste reduction program focused on solvent waste reduction. Solvent waste represents the largest share of Siegfried's hazardous waste. Increasing the recovery rate of these waste streams can substantially reduce Siegfried's Scope 3.5 emissions and, through in-house reuse or recycling, also lower its Scope 3.1 emissions. Siegfried's efforts in rendering its production processes more efficiently (see Resources & waste p. 12), also has direct positive impacts on these Scope 3 categories.

### Scope 3 emissions by category /ktons CO<sub>2</sub>eq



### Certifications and programs

In the 2025 EcoVadis assessments, Siegfried sites once again demonstrated strong sustainability performance, earning Gold, Silver, and Bronze medals across the network.

The two sites in Germany, Hameln and Minden, were ISO 50001 (energy management) certified in 2025. Both sites continue their long-standing energy reduction efforts and the Hameln site managed to drastically reduce its carbon footprint thanks to a direct steam connection to a local waste incineration facility.

The two Spanish sites – Barberà del Vallès and El Masnou – successfully maintained their ISO 14001 certifications (Environmental management). Therefore, 15% of the sites are ISO 14001 certified and 15% are ISO 50001 certified. Ultimately, 31% of the sites have environmental certifications.

For further metrics → ESG data table p.57

### Resources & waste

Chemicals are the primary resource required to produce active ingredients and pharmaceutical products. Where possible, Siegfried has started to collaborate with its clients and suppliers to develop more ecologically friendly second-generation processes or to source alternative raw materials that are not manufactured from fossil fuels. The second source is materials for packaging, mainly primary and secondary packaging materials for finished pharmaceutical products. Due to the significant impact associated with the resources used, responsible use of resources also means closing cycles and avoiding waste.

### 2025 performance in the field of resources & waste

**+4.9%** Total waste absolute vs. 2024

**+4.0%** Hazardous waste per Million CHF sales vs. 2024

### Impacts, risks and opportunities

The key environmental impacts of chemical-pharmaceutical manufacturing can be grouped into three areas:

- Resource depletion: The extraction and utilization of raw materials, including scarce elements like tantalum or palladium for manufacturing can lead to the depletion of these resources.
- Water usage and pollution: Manufacturing processes consume significant volumes of water, and if improperly treated, wastewater can cause pollution, impacting aquatic ecosystems and contaminating potable water sources.
- Chemical waste: The production of pharmaceuticals generates hazardous chemical waste, which can contaminate soil and water if not properly managed, leading to long-term environmental damage.

The majority of the carbon footprint caused by Siegfried is attributable to the raw materials purchased. This is partly due to the chemicals that Siegfried needs to manufacture its products, because many of them continue to be fossil-fuel based. Chemical and phar-

maceutical manufacturing often involves energy and resource intensive processes. Siegfried's post production side-streams, including liquid and solid waste from chemical and pharmaceutical manufacturing, can have an impact on the environment and on human health. They may be released into the environment through accidents or improper handling of hazardous substance mixtures, with potential impacts on the environment and human health.

Dependence on fossil fuel-based raw materials has various risks. Siegfried is primarily exposed to risks related to legislative obligations, as regulatory and stakeholder expectations for reducing the carbon footprint of chemical and pharmaceutical manufacturing continue to rise. Introduction of new regulations that may limit the use of particular chemicals is also a risk. The corresponding development measures can incur significant costs, while failure to meet these requirements may lead to reputational damage, legal and reputational consequences, and loss of customer orders. Overall, reliance on fossil-based raw materials represents a business risk. This is due to increasing price volatility and potential regulatory-driven price increases. An early transition to more sustainable alternatives (e.g. bioethanol) could help to ensure Siegfried's financial stability and mitigate reputational risks associated with market trends.

Packaging materials also play a significant role in Siegfried's environmental footprint. However, the options to reduce the environmental footprint of Siegfried's packaging materials are limited by strict regulatory requirements (GMP) for primary and many secondary packaging materials. Their aim is patient safety and product quality. Siegfried is nevertheless looking into opportunities to use e.g. recycled cardboard or recycled plastic materials in secondary and tertiary packaging materials.

In contrast, Siegfried can mitigate certain impacts associated with its materials by handling waste on-site, especially solid and liquid waste generated by chemical and pharmaceutical manufacturing processes. Siegfried strives to minimize waste by separating, recycling and re-using e.g. organic solvents or chemical catalysts. However, for the transport and disposal of non-recyclable waste, Siegfried relies heavily on a functioning disposal logistics, operated by specialized, licensed third parties. The costs and complexity of these operations is a strong driver for Siegfried to keep the amount of waste at an absolute minimum.

There are many opportunities to reduce waste in Siegfried's operations, driven by key concepts such as circular economy, raw material decarbonization, and green chemistry.

## **Concept**

Siegfried puts great emphasis on waste separation and, if possible, reusing and recycling this waste. As a last option, waste is treated according to best practice and legal requirements (e.g. by licensed incineration). Siegfried fully recognizes the importance of a circular economy and has set internal waste reduction targets which are included in Siegfried's short-term incentives plan (STIP) and supplement its science-based targets (SBTs).

Siegfried follows two distinct approaches to achieve resource efficiency gains: through process development and in manufacturing operations.

The lead for green process development is with the global R&D team, who has dedicated process excellence teams that revisit current manufacturing processes and develop more efficient and sustainable synthesis routes. R&D teams have also developed a process efficiency dashboard, helping project managers, product chemists and customers evaluate the environmental efficiency and maturity of a chemical process (details see below).

Siegfried's global operational excellence (OPEX) network, together with its manufacturing sites, is responsible for the identification and implementation of efficiency and saving opportunities in manufacturing operations across the entire network. Siegfried's environmental sustainability experts support the OPEX team in developing and defining environmental sustainability KPIs, which are tracked through the monthly and quarterly business reviews.

### **Materials used for production and life cycle assessment**

Since Siegfried does not design or market finished drug products, its sustainability focus is primarily on the life cycle of process development and manufacturing activities. Accordingly, Siegfried applies a life cycle perspective to better understand and manage the environmental impacts associated with its operations.

As part of its sustainability efforts, in 2025 Siegfried initiated life cycle assessments (LCAs) for a selected scope of products. At this stage, these assessments focus primarily on the calculation of Product Carbon Footprints (PCFs), which represent a key component of an LCA and provide a product-level view of GHG emissions associated with manufacturing activities. The PCFs are typically based on cradle-to-gate system boundaries and are intended as an initial, pragmatic step towards a broader life cycle understanding.

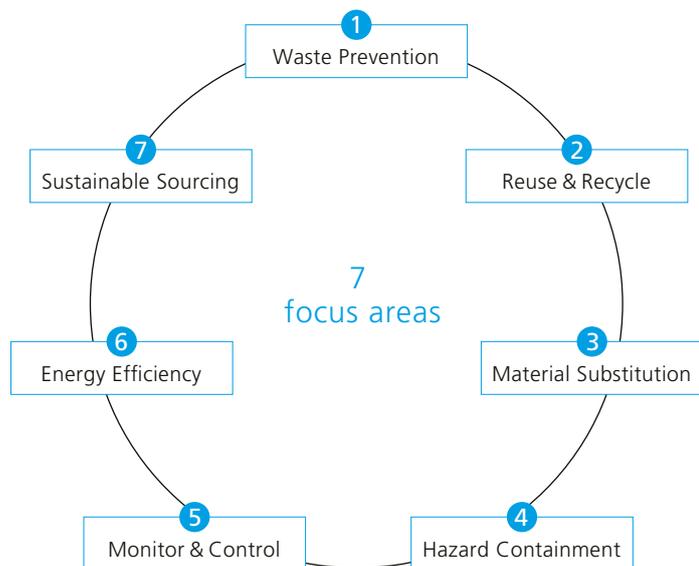
This work represents an important milestone in strengthening transparency on environmental impacts and supports more informed decision-making together with customers. Over time, and where relevant and feasible, Siegfried intends to further expand the scope, coverage and methodological depth of its life cycle assessments beyond climate-related impacts, in line with customer needs and evolving regulatory expectations.

The manufacturing of Siegfried's products is resource-intensive, requiring chemical input materials such as raw materials, catalysts and commodities, various forms of energy for heating, cooling, ventilation and operations, and resulting in the generation of waste. Siegfried therefore seeks to reduce its environmental footprint by closely engaging with R&D, business and regulatory teams of key clients on improvement opportunities, including the systematic application of resource efficiency principles and the seven principles of green chemistry.

Green chemistry focuses on the design of products and processes that minimize or eliminate the use and generation of hazardous substances, emphasizing safety, efficiency and waste reduction.

To support this approach, Siegfried's sustainability specialists in R&D have developed a green chemistry dashboard that enables customers and process experts to assess the environmental performance of chemical processes. The dashboard incorporates industry-accepted criteria such as atom efficiency, reagent and solvent acceptability, and predicted waste profiles.

### The 7 focus areas in support of the green chemistry principles



### Materials used for packaging

Siegfried uses packaging materials for the delivery of raw materials, for the internal transport and storage of liquid and solid intermediates and finished products, and most of all for the primary and secondary packaging of finished form pharmaceutical products, such as blisters, glass vials, cardboard boxes etc. Siegfried closely monitors the amounts used in its manufacturing processes. In the scope of the EU's upcoming Packaging and Packaging Waste Regulation (PPWR), Siegfried is in the process of evaluating impact and possible solutions for its customers. The new regulations affect the entire life cycle of packaging, from design and labeling to disposal; packaging must be designed according to defined "design for recycling" criteria. General responsibility is with the company who places the packaged products on the market. The further development of this regulation and its consequences will be followed closely by Siegfried and in close alignment with its customers.

### Waste

The pharmaceutical production sites in Barberà del Vallès and El Masnou are certified according to ISO 14001 (environmental management) this also includes constant improvements on waste management processes and tonnages.

The current optimizations focus in the Drug Substance area is on the main waste category, waste solvents. To this end, interdisciplinary project groups are set up at various locations, which are made up of employees from the Operational Excellence, Chemical Development, Production, Waste Management and Safety and Environmental Protection departments. The proportion of regenerated solvents is to be increased, particularly for the solvents used for plant cleaning. This initiative, led by the operational excellence team, aims at reducing the volume of waste solvents to be disposed of.

A key challenge in these efforts lies in balancing mutually identified environmental opportunities with perceived risks, such as those related to regulations, quality, or time-to-market. To address

this, Siegfried established a task force to pinpoint "safe" environmental opportunities that are minimally or only partially impacted by these risks.

### Measures, progress and key indicators

#### Task force for reduction of use of organic solvents

A dedicated task force was put in place to reduce the use of organic solvents, which are an important source of hazardous waste for Siegfried. Solvents are mostly used in chemical production sites. The task force will interact tightly with regulatory/quality departments and Siegfried's customers to identify improvement opportunities without negative consequences for product quality.

#### Guidelines for the sustainability of the production process

Siegfried continued to utilize its comprehensive internal manufacturing process sustainability guidance document, issued in 2023 and trained its global process chemistry expert community. The document contains an excerpt of directly applicable green chemistry pharmaceutical industry knowledge, condensed to 42 pages.

Among the most important topics included are:

- A solvent selection guide to optimize recycling opportunities
- A selection guide for reagents, acids and bases
- A "fate of waste" cost and criticality calculator
- Reagent sustainability guidance (complexity and scarcity etc.)

#### Materials used for production

Through their dedicated green chemistry work, Siegfried's Process Excellence (PEX) teams delivered significant sustainability gains across key manufacturing processes. Specific examples of process improvements in 2025 include:

- Cutting Product Mass Index (PMI) by 75%.
- Reducing consumption of hazardous solvents by 24%.
- Improving route design to remove two synthetic steps without compromising quality, while improving yield and lowering material consumption.
- Decreasing waste generation (by 675 kg per batch) while reducing cycle time (by 66 hours).
- Increasing product yield while eliminated energy-intensive processing steps, improving both environmental and operational efficiency.

Collectively, these advances strengthen Siegfried's environmental performance by reducing waste, solvent use, and resource intensity while supporting more efficient, scalable, and cost-effective production. A key challenge of the team are time, cost and quality/regulatory restrictions that they need to consider and whenever possible resolve, in close collaboration with the client.

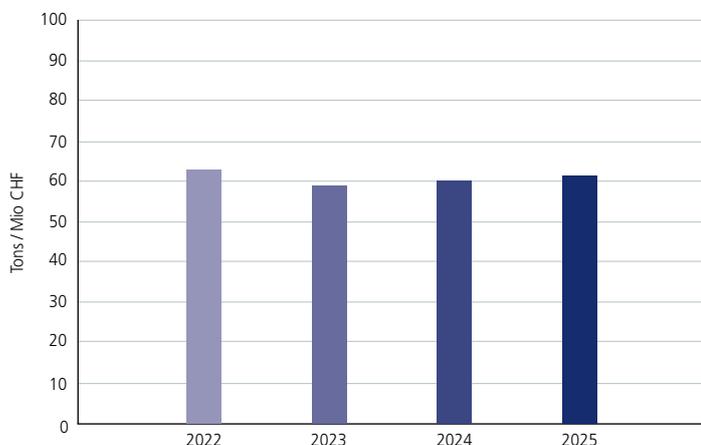
#### Development of waste volumes

Annually, Siegfried collects and consolidates data on sites' waste performance, which is tracked and managed by the sites in collaboration with local waste managing companies and is typically monitored in a waste management database. For corporate reporting,

waste streams are reported based on the differentiation between hazardous and non-hazardous waste, as well as on fate of the waste stream (disposal or diversion thereof) and Siegfried is continuously improving on the granularity and process, in which these data are collected and reported. The absolute amounts of total waste (hazardous and non-hazardous waste) are still increasing (4.9% vs. 2024), partly due to portfolio changes towards more resource intensive products, partly due to a change to decrease material throughput time and reduce stocks. Sales based total waste intensity increased slightly (2.3% vs. 2024).

In 2025, Siegfried further refined the classification and granularity of its waste streams and continued to enhance internal reporting processes. As a result, the reported hazardous and non-hazardous waste figures more accurately reflect actual waste generation, however direct comparability with previous years is limited. Despite this increase in waste volumes, many sites continue to be engaged in local initiatives to reduce waste, e. g. by increasing recycling rates or by finding solutions for re-use. In order to further accelerate internal waste reduction efforts, Siegfried has launched a program to tackle solvent waste as main contributor to its waste streams to increase solvent reuse and recovery rates. At the same time Siegfried connected its internal compensation scheme (STIP) to the relative reduction of waste volumes, which also incentivizes Siegfried's efforts towards reducing Scope 3.5 emissions (see above).

**Total waste (tons per Million CHF sales)**



For further metrics → ESG data table p.58

**Water**

Water is a critical resource for Siegfried. In its operations, water is required to cool reactors, motors and compressors, and to dissipate heat released directly in the processes. In addition, water is used as a solvent in reactions and as cleaning agent and for sterilization. Effluent water quality, especially the levels of pharmaceutical residues in the environment, as well as the risk of water scarcity and flooding are also key concerns.

**2025 performance in the field of water**

**-2.2%**

Water withdrawal/ Million CHF vs. 2024

**6 ML**

Water consumption in areas with water stress

**Impacts, risks and opportunities**

Water is a strategically important resource to Siegfried. Both Siegfried's water consumption and the wastewater resulting from production processes can have an impact on the environment and people living near Siegfried's production facilities. Above all, groundwater, self-pumped water, and drinking water obtained from the local waterworks are used. At specific locations, there is a proportion of spring water in the drinking water obtained from waterworks. The countries in which Siegfried operates production facilities show great differences in water availability and in the specifications for the handling of water and wastewater by industry. The sites in Barberà del Vallès, El Masnou, Hal Far and Irvine are exposed to the risk of water shortages, as determined using the WWF Water Risk Filter. Accordingly, Siegfried's water consumption poses a risk to the local environment and population. However, water scarcity also represents a business risk for Siegfried. Thus, effective water management is necessary.

The wastewater from Siegfried's production plants contains chemical and pharmaceutical pollutants, which need to be treated and removed by an industrial wastewater treatment plant (WWTP).

More details on the climate related risks concerning water as a resource can be found in the TCFD report (p. 47)

**Concept**

Siegfried's water stewardship focuses on safeguarding water as a shared and finite resource. In order to achieve this, three aspects are important in its water management: sustainable water consumption, the protection of water quality, and the management of potential impacts from Pharmaceuticals in the Environment (PiE).

In terms of sustainable water consumption, Siegfried continuously implements water efficiency measures within its operations. Sites in water-stressed regions, such as the Spanish sites, also work on specific locally approved water action plans and implement actions in close collaboration with regional authorities to reduce water consumption and strengthen overall water resilience. Siegfried also uses the global water risk tool of its insurance company to improve local water risk management plans (see TCFD report for details).

To protect water quality, chemical and pharmaceutical pollutants need to be treated before releasing effluents into water bodies. The first step to reduce the discharge of pollutants is always the

avoidance or reduction of aqueous losses of chemicals and pharmaceuticals into local wastewater, followed by regular water quality checks. Except for uncontaminated cooling wastewater, which can be fed into the local watercourse, polluted sewage from all Siegfried sites is treated. The drug substance plants in Minden (Germany), Pennsville (New Jersey) and Evionnaz (Switzerland) have their own wastewater treatment plants for industrial wastewater. The wastewater from the Zofingen (Switzerland) drug substance plant is pre-cleaned in a separate biological stage before it is mixed with municipal sewage. The wastewater from the drug product plants is cleaned in municipal wastewater treatment plants. Several of Siegfried's plants have activated carbon filter equipment, which helps to remove residual active pharmaceutical ingredients from the wastewater stream. Effluents are monitored regularly to confirm compliance with regulatory requirements and internal standards. Siegfried follows the specified environmental standards and regularly engages with the responsible local environmental authorities. These agreements typically result in site specific emission specifications, while the sites proactively report irregularities and give authorities access to their analytical data.

Moreover, Siegfried is also aware of the broader environmental concerns associated with Pharmaceuticals in the Environment (PiE). To minimize potential impacts, its facilities apply risk-based approaches designed to address such concerns. Collaboration with customers and participation in assessments in line with the Pharmaceutical Supply Chain Initiative (PSCI) help ensure that emerging best practices are consistently applied. Sites also work closely with environmental authorities to define lists of substances to be monitored, establish maximum allowable concentrations, and set testing intervals.

**Measures, progress and key indicators**

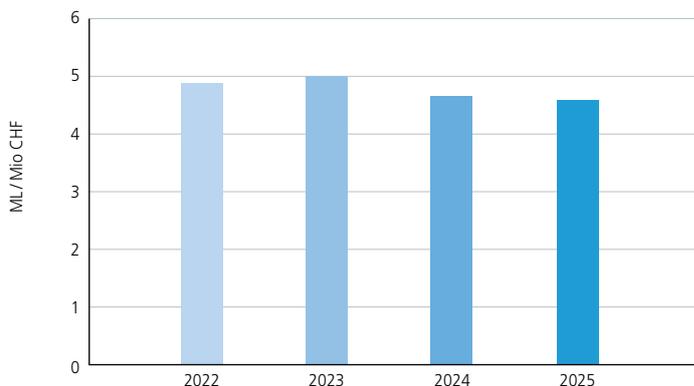
**Development of water use**

Water withdrawal intensity per sales volume has steadily decreased since 2018 with the exception of 2023. In 2025, the sales-based water withdrawal decreased by 2.2% compared to 2024 and water consumption amounted to 170 megaliters (ML) (2024: 743 ML). This could be achieved by implementing various water efficiency measures at Siegfried's production sites, that aim at reducing consumption of water and/or the volumes of wastewater. Recent examples include reusing steam condensate in re-boilers, repurposing concentrated wastewater from purified water production for scrubbers and cooling water towers, and increasing wastewater recirculation to improve efficiency and reduce discharge. In an effort to reduce solvents for cleaning, the use of water-based detergents for cleaning has increased, countering some of Siegfried's water use reduction measures.

Taken together, these measures demonstrate Siegfried's commitment to responsible water stewardship and continuous improvement and Siegfried will continue to further strengthen its ability to monitor, manage, and improve water-related impacts in line with regulatory expectations and industry best practice.

For absolute numbers → ESG data table p.59

**Water withdrawal ML / Million CHF**



For further metrics → ESG data table p.59

**Social**

*Employee health and safety*

Employee safety and health are integral to Siegfried and firmly embedded in its mission. Preventing accidents is both an ethical responsibility and a driver of operational excellence, reducing disruption risks, safeguarding system reliability, and supporting Siegfried's commitment to the highest-quality performance.

**2025 performance in the field of employee health and safety**

**-25%**

Lost Time Injury Frequency Rate/ 200 000 work hours vs. 2024

**-5%**

Accident points rate/ Million work hours vs. 2024

**1.32**

Proactive incident reports submitted/ FTE

**Impacts, risks and opportunities**

Siegfried's purpose is to produce safe drugs, ensuring the continuity of treatment for millions of patients worldwide. This is only possible when Siegfried's own people are protected. Strong safety and health management is a leadership imperative and a foundation of operational excellence. Inadequate safety and health protection not only put employees at risk, but also undermine morale and engage-

ment, while increasing the likelihood of operational, financial, and reputational impacts that can weaken Siegfried's long-term performance and success.

## **Concept**

Siegfried manages health, safety and environmental topics through a global SHE group that maintains the company-wide SHE Management System and sets standards, guidance and tools for all sites. SHE teams apply these global requirements to their specific operational and regulatory contexts, ensuring risk-appropriate implementation. In 2025, governance was strengthened with the appointment of a Global Head of SHE reporting to the CEO and expanded expertise in Environment, Occupational Hygiene, Regulatory Safety and SHE Compliance.

Siegfried's global SHE policy underpins its commitment to protecting employees, communities and the environment. More than 80 SHE professionals, supported by global and local committees with employee representation, drive the consistent execution and continual improvement of SHE programs that enhance operational reliability and reduce risk.

Occupational health and safety programs are led locally by site committees involving senior management, chaired by the site manager and supported by local SHE managers. Where unions or employee representatives are present, they are formally consulted and engaged in decision-making; otherwise, employees participate directly through structured consultation mechanisms.

Occupational health services are provided at all sites, scaled to local risk profiles. These include ergonomic and workplace design assessments, advice on protective equipment, occupational hygiene monitoring, first-aid and emergency readiness, and job-specific health surveillance. Workplace conditions—and where applicable, sanitary facilities or canteens—are routinely reviewed, and employees have confidential access to occupational health support during working hours.

Hazard identification and risk minimization are ensured through coordinated processes across Occupational Health, Environment, Process Safety and SHE Compliance, supported by standardized methodologies, internal / external audits and regular management reviews.

To better understand how employees experience safety, Siegfried integrated a workplace-safety indicator into its global employees pulse survey in 2025. Initial results scored 72 and 73 out of 100 in the first two measurement rounds, providing a new baseline for targeted improvements and strengthening the effectiveness of SHE initiatives over time.

## **Certifications and programs**

To further strengthen its Safety, Health and Environment (SHE) Management System, Siegfried has undertaken a structured review to align its framework with internationally recognized standards, including ISO 45001 and ISO 14001. While Siegfried does not currently pursue a global certification strategy, it actively promotes the consistent implementation of these best-practice principles across its network. This approach enables sites to strengthen risk manage-

ment, operational discipline, and environmental performance in a way that is both robust and adapted to local contexts.

Several sites already demonstrate this maturity through long-standing certifications. In Spain, El Masnou has been certified to ISO 14001 since 2002, and the Barberà site has held ISO 14001 certification since 2004 and ISO 45001 certification since 2020. These sites serve as reference points for the continued development of our SHE management practices across the Group.

## **SHE management and operational risk control**

*"Passion for Zero": Core of Siegfried's SHE strategy*

"Passion for Zero," launched in 2022, is the foundation of Siegfried's global occupational safety program and remains central to the company's SHE strategy. Built on four pillars – Shape, Share, Care and Comply – it provides a structured and measurable approach to improving safety performance across all sites.

In determining key figures and corrective measures, Siegfried also uses key performance indicators (KPI) in the SHE area to steer the management processes, review targets, and define corrective actions. Siegfried defined so-called "Leading Safety Indicators":

- Near misses and unsafe situations
- MySTOP Management – culture and visibility
- Safety Walks – compliance
- Positive Observation
- Unsafe behaviors
- SHE walkthrough compliance
- CAPA compliance

Siegfried uses these indicators only for internal effectiveness monitoring.

## **Measures, progress and key indicators**

### **"Passion for Zero"**

In 2025, Siegfried significantly strengthened "Passion for Zero" framework through several key initiatives, including the implementation of a global SHE incident reporting tool, the deployment of a standardized incident-investigation methodology, the reinforcement of psychological safety, leadership engagement through MySTOP Walks and observations and the advancement of SHE governance and standardization. Together, these actions demonstrate disciplined execution of the program, reinforce a strong safety culture and reduce operational risks – key drivers of reliability, resilience and long-term value creation.

### **Operational risk management**

In 2025, Siegfried strengthened its Lock Out, Tag Out and Try Out (LOTOTO) program through a network-wide external assessment that benchmarked practices against industry standards and identified improvement opportunities. The results are being used to enhance LOTOTO standards and establish a consistent global approach to hazardous-energy control, supporting safe and reliable operations.

In parallel, Siegfried launched a group-wide initiative to strengthen Physical Security. An external expert reviewed existing

systems and procedures across all sites, with the findings feeding into a harmonized global security framework with clear requirements to better protect people, assets, and operations, and to reinforce operational resilience.

**Substance hazard classification**

In 2025, Siegfried strengthened this framework by establishing a global team of three specialists dedicated to standardizing Substance Hazard Classification across all sites. Collaboration with the Business Development team was also enhanced to ensure customer proposals reflect accurate hazard information and maintain strong employee protection. Partnering with external experts helped benchmark practices and integrate industry best standards, further improving risk transparency and decision-making.

**Crisis management**

The 2025 electricity shutdown affecting Spain and Portugal demonstrated the effectiveness and resilience of Siegfried’s business continuity plans. The Spanish sites maintained stable operations thanks to well-established preparedness measures, while the situation activated Siegfried’s global Crisis Management process under the Emergency Management Program. The coordinated response showcased strong leadership readiness, rapid decision-making and effective cross-functional communication – providing investors with tangible evidence of Siegfried’s capability to manage external disruptions and safeguard operational continuity. Following this crisis, Siegfried reinforced global procedures based on lessons learned and conducted a training and simulation exercise with senior management.

**Psychological safety**

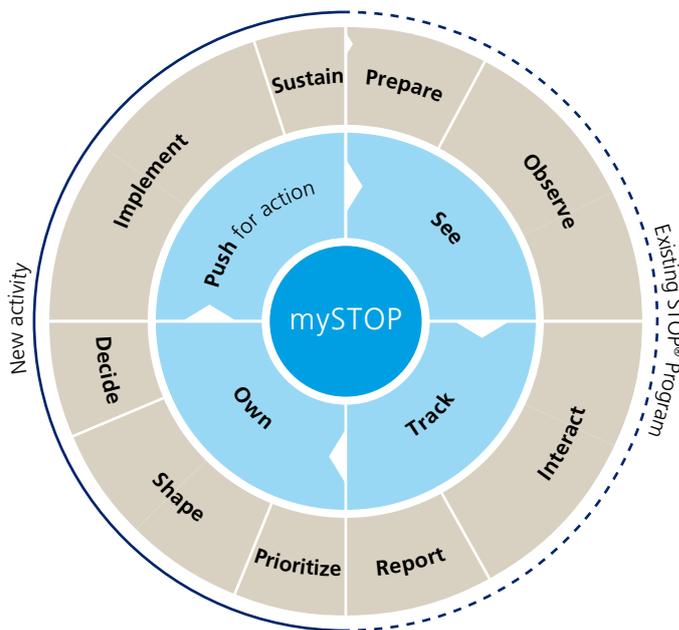
Psychological safety is an integral part of Siegfried’s SHE policy. In 2025, the updated Safety, Health, Environment & Security Policy Statement, signed by the CEO, reinforced a culture in which employees are encouraged to speak up, report concerns, and intervene when safety risks arise. The global SHE reporting tool further strengthens transparency by enabling reporting of observations, near misses, and unsafe conditions. As a result, proactive reporting increased to 5 671 reports, corresponding to 1.6 reports per employee. All reports are analyzed at the site level and local initiatives are then taken.

**Leadership visibility and engagement: MySTOP program**

In 2023, Siegfried launched the mySTOP program, building on the long-established STOP® program by adding digital tracking and analysis, pragmatic solution-finding, and a stronger focus on implementing corrective actions to address unsafe conditions and behaviors. By redefining S-T-O-P as “See – Track – Own – Push for action”, mySTOP was rolled out across the entire network in 2024.

In 2025, the program was revitalized with a strong emphasis on senior management visibility: each Site Head and their direct reports committed to completing at least ten mySTOP observations. By year-end, 1,355 mySTOP visits had been completed, corresponding to 109% of the annual target.

**The Siegfried mySTOP safety cycle**



**Trainings related to safety & health**

The need for training results from the job requirements, at the request and suggestion of employees or in the event of errors in the execution of the work. The in-house training courses on safety and environmental protection are free of charge for the participants and run during working hours. The attendance and quality of the training is monitored by the sites. For more information, see "Education & training" p. 20.

100% of Siegfried employees and external service providers are required to complete mandatory safety & health training before being granted access to any Siegfried site and prior to commencing work on-site. This requirement applies equally to internal employees and third-party contractors and is a prerequisite for site access and operational activities.

In addition, advanced safety training courses and workshops were offered to company employees at sites and in functions with higher exposure to health, safety, and environmental risks. In the reporting year, Senior Management workshops on Leadership through Health and safety in were conducted in Hameln, Pennsville, Grafton and El Masnou.

**Management of occupational accidents and illnesses**

In 2025, Siegfried reached two major milestones in strengthening global safety governance:

- Global SHE Incident Reporting Tool: Complete rollout of a single reporting platform integrating all sites, improving transparency, data consistency and reporting culture.
- Global Incident-Investigation Standard: Deployment of a unified methodology supported by training, ensuring consistent root-cause analysis and effective corrective actions.
- Leadership visibility and proactive risk management: Senior Management presence at sites was strengthened through the

revised MySTOP Observation program, with 1'372 safety discussions conducted, including 10 visits by Senior Leadership Team members. MySTOP fosters direct dialogue at the point of work, reinforcing visible leadership, shared accountability, and early risk identification.

- Proactive reporting culture: Employees submitted 5'671 proactive reports, corresponding to 1.32 per FTE, covering near misses, unsafe conditions, unsafe acts, and positive feedback. Proactive reporting serves as a leading safety indicator, enabling early hazard mitigation, continuous improvement, and reduced risk of injuries, operational disruption, and reputational impact.

Together, these advancements enhance risk management, support learning across sites and reinforce a proactive safety culture.

### Accident reporting

In 2025, Siegfried introduced Quentic, a digital platform that makes it easier for employees to report accidents, near misses and unsafe conditions. The improved accessibility has led to an expected increase in reported events, reflecting stronger reporting behavior rather than a decline in safety performance. To further strengthen learning and prevention, Siegfried also implemented a global investigation program and actively promotes the reporting of unsafe conditions, unsafe behaviors and positive safety observations. As a result, year-on-year accident-reduction trends appear less rapid, but the enhanced visibility enables more accurate risk assessments and more targeted preventive measures across all sites.

To measure its SHE performance, Siegfried currently uses a severity-based indicator called "Accident points" per 1 million worked hours, which aggregates events including severe injuries, severe loss of primary containment, and severe infrastructure damage. Beginning in 2026, the company intends to transition to Lost Time Incident Rate (LTIR) and Total Recordable Incident Rate (TRIR) per 200,000 working hours to align more closely with industry benchmark.

### Safety performance for the Siegfried Group

	2024	2025	% Change
Accident points per million work hours	15.0*	14.3	-5%
LTIR per 200 000 work hours	0.76**	0.58	-25%
TRIR per 200 000 work hours	NA	0.86	—

\* 2024 figure recalculated to reflect actual hours worked, in line with OSHA standards

\*\* 2024 figure recalculated to reflect 200,000 working hours, in line with OSHA standards, and with contractors removed from the calculation

### Occupational diseases and work-related fatalities

No occupational diseases or work-related deaths were recorded in 2025.

### Enhancing employee wellbeing and engagement

As part of its ongoing commitment to strengthening employee engagement, Siegfried conducts a global employee pulse survey three times a year, covering the entire workforce. The survey gathers insights across key dimensions such as leadership, wellbeing, growth, empowerment, and clarity of work. In January, May, and September 2025, Siegfried conducted its regular pulse surveys, consistently achieving excellent participation rates of 73%–75% (2024: 75%). Engagement scores improved steadily throughout the year, rising by 1–2 points to 69%–70%, indicating continued progress compared to 2024 (68%). Communication and collaboration will remain key focus areas for 2026.

To further underline Siegfried's strong commitment to employee safety, an additional survey question was introduced in 2025 to measure perceptions of workplace safety. This new indicator provides deeper insight into how SHE measures are experienced on the ground, enabling the company to track impact more effectively and focus management attention where it can create the greatest value. Many sites also launched local health and wellbeing initiatives as part of Siegfried's "Great Workplace to Grow" program. These efforts support a safe, supportive and high-performing work environment – key drivers of workforce stability and operational resilience.

Employee turnover rates (voluntary and involuntary) increased slightly to 5.04% in 2025 compared with 4.47% in 2024. Overall turnover remains within benchmark levels, reflecting sustained effectiveness in workforce retention practices. Absenteeism rates slightly improved, declining from 5.43% in 2024 to 5.12% in 2025 (based on contractually worked hours), reflecting sustained progress in employee wellbeing and workforce engagement.

Overall, this performance indicates a high level of workforce stability, effective people practices, and a continued commitment to employee wellbeing within a demanding and highly regulated environment.

For further metrics → ESG data table p.59

## Education and training

The quality of Siegfried’s products and services is rooted in the expertise of its employees. As an employer, Siegfried is committed to providing the structures and opportunities that enable continuous learning and professional growth. Development programs are offered at all levels of the organization –from entry-level employees to experienced professionals and leaders – through a variety of channels, including the new Learning Management System, the Siegfried Academy, Siegfried’s E-Learning Hub, and a broad range of additional training formats.

### 2025 performance in the field of education and training

16

Hours of training/  
employee

~CHF  
2 M

Spent on training and  
development worldwide

100%

% of employees who receive  
mandatory skills related  
training

### Impacts, risks and opportunities

Siegfried’s focus on education and training supports the development of a skilled, adaptable, and future-ready workforce. Investments in employee training and development generate broad positive impact. Employees typically view these initiatives as a sign of appreciation, which enhances motivation, engagement, and job satisfaction. At the same time, continuous learning strengthens individual employability and supports long-term economic stability for employees.

Siegfried is mindful of demographic shifts that will result in an increasing number of retirements in certain roles. Against this backdrop, attracting new talent and actively developing and promoting internal employees remain important elements of the company’s talent management strategy and its positioning as an employer of choice. By continuously updating the technical and managerial capabilities of its workforce, the company maintains its capacity to innovate and respond effectively to evolving market demands and workplace requirements.

In the healthcare and life-science sector, Good Practice (GxP) training is essential to ensure that all activities comply with regulatory standards designed to safeguard product quality, patient safety and data integrity. Employees performing GxP-relevant tasks must be

appropriately trained, qualified, and, where required, certified before independently carrying out such responsibilities. This includes training in basic GxP principles, technical skills, health and safety, and hygiene topics aligned with job requirements, as well as On-the-Job Training. Personnel involved in GxP activities are required to complete refresher training in current GxP standards annually.

### Concept

By promoting inclusive, high-quality training and lifelong learning, Siegfried supports the development of employees and junior talent – from apprenticeships to global rotations and ongoing professional and leadership education. Core elements include technical training and continuous learning aligned with the organization’s critical capability needs.

### Early talents

Siegfried offers apprenticeship programs across its sites and provides dedicated training for career changers entering production or laboratory roles, preparing them for operator or lab technician positions. These programs are developed and delivered locally.

### Siegfried Academy

The Siegfried Academy drives Siegfried’s Learning & Development agenda by building critical capabilities and supporting strategic priorities.

### Leadership programs

Siegfried recognizes that strong leadership at all levels is essential to sustainable performance and a high-quality workplace. To support this, Siegfried has implemented its global Leadership Education Advancement Program (LEAP) since 2020. Offered in English, German, French, Spanish, and Mandarin, LEAP supports people leaders as well as global and functional project leaders working across sites or in matrix environments.

### E-learning hub

“Bright Blue” is Siegfried’s e-learning hub, offering curated learning content to ensure all employees have access to key topics. Launched in 2023, the hub continues to support employee development in 2025 by providing training on Siegfried’s values, integrity, cybersecurity, talent management, coaching, feedback, and performance management.

### Global talent management

Siegfried’s global talent management process was rolled out across all sites for the fourth consecutive year, further strengthening its ability to systematically develop and support employees worldwide.

By applying a unified, global talent management framework, the company preserves critical expertise, enables cross-generational knowledge transfer, and maintains a strong pipeline for leadership succession. This structured approach helps identify potential, target development opportunities, and strengthen internal mobility – supporting a capable, motivated, and future-ready workforce. Comple-

menting this, the performance management process ensures continuous growth and accountability across the organization. Managers are responsible for conducting individual development and quarterly feedback discussions with each employee, reinforcing a culture of ongoing development. These conversations review progress on job execution, collaboration, cultural alignment, and personal growth, while setting clear development goals and action plans. Siegfried will continue to further strengthen this process to ensure meaningful and consistent performance dialogue across the company. Notably, the annual performance review has been completed by nearly 100% of managers and employees.

### Transitioning into retirement

Siegfried offers outplacement support on a case-by-case basis through an external provider for employees transitioning to retirement. The external provider is an employer-provided transition support service that helps employees prepare for and move into retirement, focusing on planning, adjustment, and next-phase activities including services as pre-retirement planning, retraining for those intending to continue working or assistance (counselling, training) on transitioning to a non-working life.

### Global and site value awards

Recognizing and celebrating success is a key element of Siegfried's company culture. Through the annual Siegfried Global Value Awards, teams are honored worldwide who exemplify Siegfried's core values of Integrity, Passion, Sustainability, Excellence, and Quality. These global recognitions strengthen culture, highlights outstanding achievements, and empowers the organization to acknowledge value-driven behaviors. It also reinforces the importance of Siegfried's environmental and social performance by giving greater visibility to initiatives that create positive impact.

In addition to the global program, each site also presents its own Site Value Awards, selected at the end of the year from the pool of Value Awards honored throughout the year. These awards recognize contributions of outstanding nature and impact, celebrating initiatives that positively influence the entire site and further elevate the visibility. Celebrating success, outstanding work and exemplary behavior is an important part of Siegfried's culture and one of its "Great Workplace to Grow" initiatives.

## Measures, progress and key indicators

### Siegfried Academy

In 2025, Siegfried's focus with the Siegfried Academy was to (1) strengthen global leadership development for people managers and (2) review the Academy's portfolio to ensure alignment with future organizational needs. Looking ahead, 2026 initiatives will center on:

- Digital upskilling, including AI fundamentals, to prepare employees for ongoing digital transformation.
- Customer centricity, supporting a consistent, proactive, customer-first approach.
- Leadership excellence, through an updated leadership framework and enhanced programs for new leaders, teams, and cross-functional collaboration.

- Coaching and individual development, including a global coaching offering and local initiatives such as Switzerland's "Spot Learning" program.

Together, these priorities reinforce Siegfried's commitment to continuous development, capability building, and a future-ready workforce.

### Global and local Leadership programs (LEAP)

In 2025, LEAP programs were delivered as 4- to 8-month development journeys incorporating virtual kick-offs, direct manager involvement, pre-work and activation activities, self-awareness or 360° feedback assessments, coaching, and follow-up development sessions – reflecting best-practice learning design. Program structure includes:

- Local programs: LEAP 1, LEAP On-Site, and the newly introduced LEAP On-Site Essentials.
- International programs: LEAP 1 International, tailored to middle management and enabling cross-site collaboration and exposure.

As an example of program quality, LEAP 1 and LEAP 1 International achieved a net promoter score (NPS) of 9/10 and an overall satisfaction score of 4.5/5. NPS is a standardized metric used to measure participant satisfaction and willingness to recommend a training program. It is based on a single question rating the likelihood of recommendation on a scale from 0 to 10, allowing the organization to assess the perceived quality of its training initiatives and identify areas for continuous improvement.

All LEAP programs follow global standards with local adaptations as needed and are governed by Global HR. Participants are nominated by line managers during annual Talent Management conferences, where performance, potential, and succession needs are assessed.

In 2025, the company invested CHF 2 110 901.33 in training and development worldwide (2024: CHF 2 313 083), equivalent to an average of CHF 477 per FTE (2024: CHF 595). On average Siegfried's employees completed 16 hours of training encompassing all material aspects of role-specific competencies and soft skills.

For further metrics → ESG data table p.59

## Diversity, equity and inclusion

Siegfried is committed to providing a work environment that ensures equal opportunities and fair treatment in all employment practices—including wages, benefits, recruitment, and career development. Guided by the [Code of Conduct](#) and the [Diversity, Equity and Inclusion \(DE&I\) Policy](#), the company fosters gender equity, supports work-life balance, and promotes diversity across gender, age, education, nationality, and cultural background.

Fair treatment and equal opportunities are fundamental to Siegfried's culture and are reflected in how employees are supported, developed, and empowered at every level of the organization. This inclusive approach enables people from diverse backgrounds to contribute their strengths and grow professionally.

Looking at the employee age distribution, the majority (55%) are between 31 and 50, representing a strong presence of Generation X and older Millennials. Employees under 30 account for 18%, reflecting a smaller share of younger Millennials and Gen Z. Meanwhile, 27% of employees are above 50, highlighting the continued contribution of Baby Boomers. This generational mix indicates a workforce that balances experience with emerging talent, providing both stability and fresh perspectives.

In terms of gender diversity, women represented 32% of Siegfried’s overall workforce in 2025, while 27% of management positions were held by female employees. These figures highlight ongoing progress while also underscoring the opportunity to further strengthen gender balance, particularly at leadership levels. Progress in gender diversity will remain a key focus within the company’s broader DE&I agenda and will be monitored over time.

**2025 performance in the field of diversity, equity and inclusion**

**32%** Share of overall female employees

**27%** Share of female employees in management positions

**Impacts, risks and opportunities**

Siegfried actively works to maintain a working environment in which equal opportunities prevail, directly supporting the personal and professional development of employees to contribute to satisfaction and well-being in the workplace. Ineffective management of diversity, equity, and inclusion could pose risks such as reduced employee engagement, increased turnover, or mental health challenges resulting from perceived inequities or exclusion, ultimately affecting organizational culture and performance.

A diverse workforce is a critical driver of success in today’s rapidly changing business environment. As a globally active company and employer, Siegfried regards diversity as both an enrichment in employee interactions and a prerequisite for innovation, effective decision-making, and balanced, high-quality outcomes. Diversity, equity, and inclusion foster flexibility, adaptability, and a willingness to think creatively, learn continuously, and operate effectively in dynamic and sometimes uncertain conditions.

By cultivating a workforce that thrives in an atmosphere of equity, inclusion, and collaboration, Siegfried strengthens its long-term resilience and business performance. A clear and proactive strategy for promoting diversity, equity, and inclusion is essential not only for attracting and retaining key talent, but also for safeguarding the company’s operational effectiveness and reinforcing its commitment to sustainable and responsible growth.

**Concept**

The principle of “non-discrimination” is defined in Siegfried’s → [Code of Business Conduct](#) and the Siegfried [Diversity, Inclusion and Equity Policy](#).

Siegfried does not tolerate any form of discrimination based on gender, age, nationality, ethnicity, race, skin color, physical and psychological characteristics or limitations, faith, caste, language, physical disability, membership in an organization, health condition, civil status, maternity, sexual orientation, religion, union membership or political affiliation. The company communicates clearly and ensures that all Siegfried employees have equal rights in terms of wages, social benefits, recruitment, work assignments, promotion, continuing education and training, disciplinary action, retirement rules, access to services, etc.

In case of complaints or for a report of violations of Siegfried’s values, → [Code of Business Conduct](#), → Siegfried [Diversity, Inclusion and Equity Policy](#), internal instructions or laws, employees have a variety of channels available, such as their line managers, the HR department, the employee representatives, ombudspersons, or the Integrity Officer via an external speak up line offering the option for anonymous reporting. All reports concerning violations are systematically handled by the Integrity Office consisting of the Head of Integrity, the Chief Legal and Sustainability Officer and the Chief HR Officer of the Siegfried Group. The safe and confidential handling of sensitive matters and the personal protection of the informant are guaranteed at all times.

**Measures, progress and key indicators**

**Female employees**

Women represent 32% of the total workforce and 27% of management positions. These indicators are monitored as part of the company’s ESG framework to support equal opportunity and diversity across all levels of the organization. Continuous monitoring of these indicators enables the identification of gaps and supports the implementation of actions aimed at increasing female representation, particularly in leadership roles.

**Diversity of governance bodies and employees**

Siegfried’s commitment to a diverse workforce and equal opportunities is also reflected in its highest body, the Board of Directors which plays an exemplary role. The diversity of the board of directors as well as the executive committee is shown in detail in the Corporate Governance Report, page 9.

The gender distribution and share of women in different positions and management levels are shown in the table below.

Share of women per region (based on permanent employees):

	2025			
	#male	#female	Total	% female
Europe	2300	1146	3446	33.3
USA	302	132	434	30.4
Asia	200	53	253	20.9
<b>Group</b>	<b>2802</b>	<b>1331</b>	<b>4133</b>	<b>32.2</b>
	2024			
	#male	#female	Total	% female
Europe	2178	1093	3271	33.4
USA	312	136	448	30.4
Asia	220	38	258	14.7
<b>Group</b>	<b>2570</b>	<b>1407</b>	<b>3977</b>	<b>31.9</b>
		2024	2025	Change
Europe		33.4%	33.3%	-0.1%
USA		30.4%	30.4%	0.0%
Asia		14.7%	20.9%	6.2%
<b>Group</b>		<b>31.9%</b>	<b>32.2%</b>	<b>0.3%</b>

Share of women in management & specific positions	2024	2025
Share of women in senior management positions (as % of total top senior management positions)		
*Definition of Senior Management level: "Includes all Chief Officers (CEO, CFO, CTO, etc.), and all members of mid and top management (directors, VP, etc.), and excludes members of the board of directors"	13%	17%
Share of women in other management positions i.e. first level of management (as % of total other management positions)	31%	28%
Share of woman in non-management positions (as % of total all management positions)	36%	33%
Share of women in the Board of Directors	43%	43%
Share of women in total workforce	32%	32%

Incidents of discrimination and corrective actions taken

In 2025, five cases (previous year: 29) of discrimination were reported to the Siegfried Integrity office. Three of them resulted in the termination of an employment contract due to a violation of Siegfried’s [Code of Business Conduct](#) (discriminatory or harassing

behavior by Siegfried employees toward colleagues in violation of principle no 9 of the Code). More information on this can be found on p. 26

For further metrics → ESG data table p.59

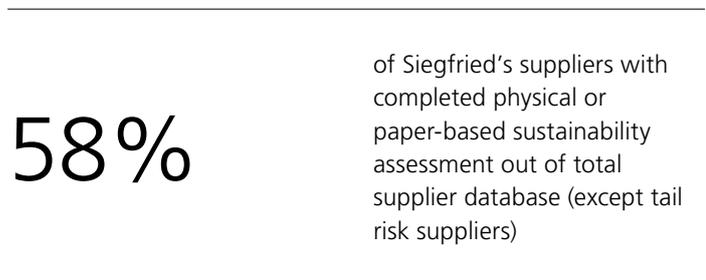
# Governance

## Supply chain integrity

For Siegfried, compliance with sustainability standards in the supply chain is an elementary value-added factor and an important risk management tool. It requires joint efforts and long-term, value-oriented action to ensure product quality and social and environmental compatibility. Therefore, suppliers play a key role in the sustainability of Siegfried’s business, which is why working with them must be based on shared beliefs.

Siegfried is convinced that sustainability in the supply chain can only be achieved through clear rules when selecting and qualifying suppliers and in close cooperation with established suppliers.

### 2025 performance in the field of supply chain integrity



### Impacts, risks and opportunities

In its commitment to sustainability, Siegfried recognizes the critical role of supply chain management in shaping its environmental, social, and economic footprint (see chapters “Resources & waste” and “Emissions”). The following sections outline the impacts, risks, and opportunities associated with Siegfried’s upstream and downstream operations and its responsibilities towards various stakeholder groups. Understanding these stakeholders and the timing and reasons of potential exposure enables Siegfried to proactively manage and mitigate risks while capitalizing on opportunities to strengthen supply chain resilience and overall sustainability performance.

Siegfried is committed to closely monitoring the sourcing of critical raw materials and other materials to prevent potential environmental damage and ensure responsible practices. Within its supply chain integrity activities, Siegfried remains attentive to potential human rights and labor risks, including exploitative or unsafe working conditions. Siegfried also monitors political instability, natural disasters, or geopolitical events in sourcing regions, as these factors could disrupt the supply chain and affect production schedules. Furthermore, Siegfried tracks changes in environmental or labor regu-

lations that may create compliance challenges or cost pressures for suppliers.

Upstream operations can have significant impacts on local communities and workers. Environmental issues such as pollution from raw material extraction or API production can affect nearby communities, while poor labor practices and unethical behavior in upstream operations pose reputational and trust risks. Downstream, Siegfried focuses on ensuring the safe and compliant handling of its products, maintaining transparent communication with customers, and promoting high ethical standards in its business relationships. Siegfried regularly assesses the likelihood and severity of such impacts through its supplier sustainability risk assessment framework and applies a risk-based approach to prioritize action. These risks are mitigated through a structured due diligence process, including supplier assessments, audits, and corrective action plans. Strengthening supply chain integrity not only reduces exposure to environmental and social risks but also offers opportunities to enhance innovation, resilience, and customer confidence.

As part of the 2025 risk assessment cycle and deep-dive analyses conducted with subsidiaries, Siegfried reviewed potential emerging risks that may become increasingly relevant for the company in the coming years (see p. 4). Through this review, Siegfried identified geopolitical confrontation as an emerging risk. Rising geopolitical tensions and increasing use of economic instruments such as tariffs and trade restrictions may influence global pharmaceutical supply chains. For Siegfried, potential tariffs on pharmaceutical ingredients or intermediates, as seen in the current environment, could affect sourcing costs and supply reliability. While impacts today remain limited, the long-term significance could be substantial. In 2026, Siegfried will continue to monitor these developments closely and integrate them into its forward-looking risk considerations.

### Concept

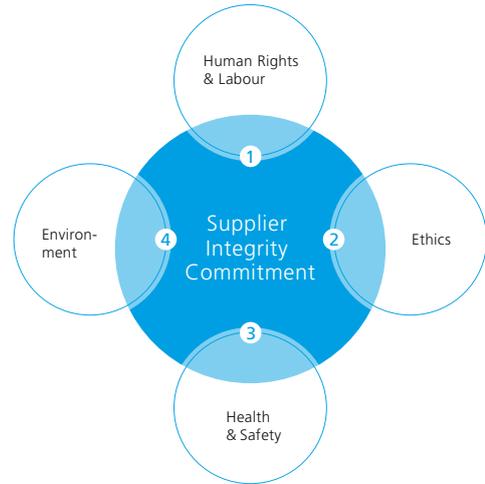
As a supplier to the pharmaceutical industry and a global group company, Siegfried is committed to the highest legal and ethical standards in all business relationships. The company expects its partners to uphold the same ecological and social standards, including compliance with internationally recognized human and labor rights, prohibition of discrimination and harassment, adherence to environmental regulations, prevention of bribery, and sustainable use of raw materials. Achieving a shared understanding and consistently integrating Siegfried’s sustainability principles across all production and business processes remains a challenge, given the complexity of global supply chains and the large number of suppliers and sub-suppliers.

To address this, all major Siegfried suppliers are formally informed of the Supplier Integrity Commitment. This supplier code defines Siegfried’s expectations in the areas of human rights and labor, ethics, health and safety, and environmental responsibility. Siegfried actively monitors supplier compliance through risk-based assessments, audits, and follow-up plans, ensuring that sustainability requirements are systematically implemented and continuously improved throughout the supply chain.

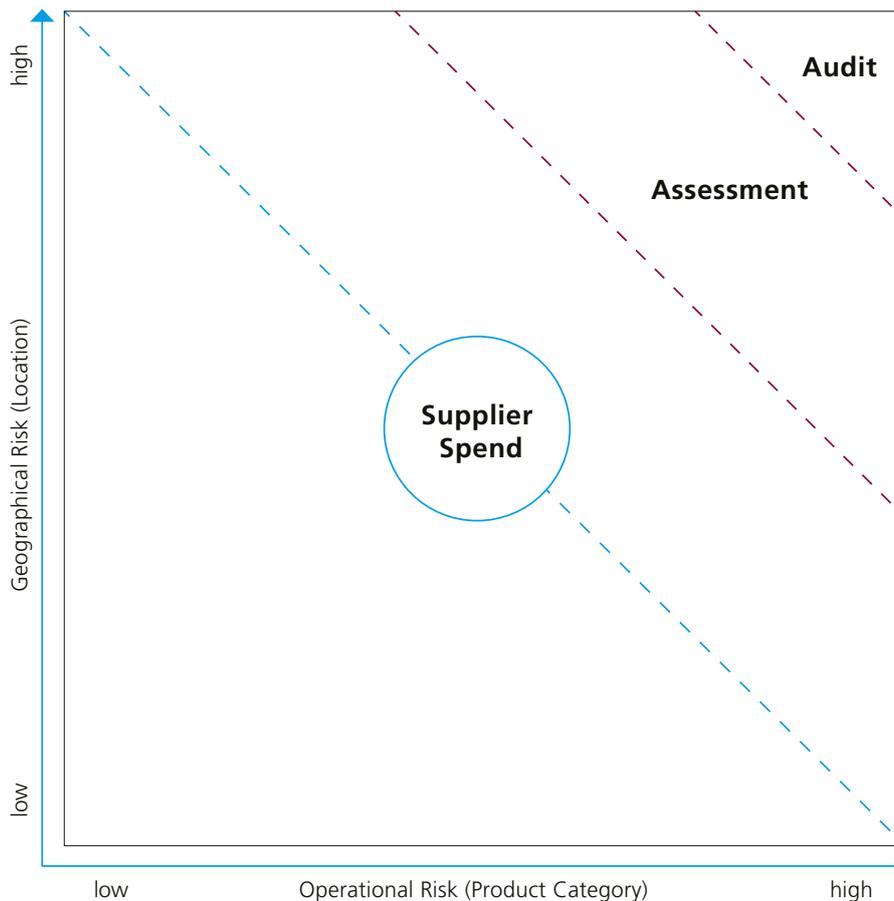
Siegfried expects that its partners should meet the same ecological and social standards, be it compliance with internationally recognized human and labor rights, the prohibition of any discrimination or harassment, compliance with environmental standards, the consistent prevention of any bribery or the sustainable use of raw materials. A common understanding and the consistent integration of Siegfried's sustainability claim in all production and business processes represents a challenge given the global, complex supply chains and the large number of suppliers and sub-suppliers.

All major Siegfried suppliers are informed of the Supplier Integrity Commitment. This supplier code defines Siegfried's expectations to suppliers relating to human rights & labor, ethics, health & safety and environment.

**Elements of Siegfried's supplier integrity program**



**Supplier sustainability risk heat map**



Sustainability risk	Definition	Assessment depth
Low	Supplier with low relevance for Siegfried's sustainability risk	Supplier to acknowledge or contractually agree to the Siegfried Supplier Integrity Commitment in writing.
Medium	Supplier with moderate relevance for Siegfried's sustainability risk	Paper-based assessment provided by an independent and reputable third party such as Dun & Bradstreet or EcoVadis.
High	Supplier with high relevance for Siegfried's sustainability risk	On site audit conducted by Siegfried or an independent and reputable third party.

Siegfried has implemented a risk-based approach to sustainability supplier due diligence and supplier management, including an internal guideline to assess the sustainability risk of suppliers with a focus on human rights, including all relevant issues related to child labor, and conflict minerals → [Supplier Integrity Risk Assessment](#)

All Siegfried suppliers are assessed in terms of:

- the operational risk (type of goods/services supplied to Siegfried); and
- the geographical risk (location of goods/services supplied to Siegfried).

The score of both dimensions leads to a specific sustainability risk level (low, medium or high) and is visualized in a dedicated supplier sustainability heat map (see above), from which Siegfried derives the recommended depth of supplier sustainability due diligence. As a general rule, Siegfried endeavors to include the Siegfried Supplier Integrity Commitment in all contractual agreements with suppliers, whenever possible.

Based on the assigned sustainability risk level, each supplier is required to undergo a specific set of due diligence activities, ranging from physical on-site audits for high sustainability risk suppliers, to paper-based assessments by internationally renowned third parties such as EcoVadis and/or Dun & Bradstreet for medium sustainability risk suppliers, to recognition of the Siegfried Supplier Integrity Commitment for tail sustainability risk suppliers (see table above). A cross-functional team of sustainability experts evaluates all supplier feedback received. Where necessary, follow-up actions are addressed and discussed with the supplier. In case of non-response or non-compliance, Siegfried reserves the right to terminate the business relationship with the supplier.

### Human rights and conflict minerals

Siegfried has implemented a dedicated due diligence process to comply with the Swiss Ordinance on Due Diligence and Transparency regarding Minerals and Metals from Conflict-Affected Areas and Child Labor (DDTrO). In addition, Siegfried's Supplier Sustainability Risk Assessment Manual includes a thorough assessment of potential risks along its supply chain, with a particular focus on human rights issues, including the risk of child labor and conflict minerals.

Siegfried is fully committed to support the protection of internationally proclaimed human rights as defined in the UN-Global Compact and the International Labour Organization (ILO) policies and recommendations and takes its suppliers to task: All suppliers, agents and distributors of Siegfried are required to prevent or mitigate adverse human rights and labor standards impacts as further specified in the Human Rights & Labor Standards Commitment. Additionally, Siegfried conducts an annual internal human rights employee assessment on all its sites (completion rate 2025: 100%) to monitor the correct implementation of this policy and identify potential gaps and areas for improvement. In alignment with the International Labour Organization's (ILO) Supplier Guidance on preventing, identifying, and addressing child labor, Siegfried strives to ensure the effective implementation of these standards, including the establishment of appropriate remediation measures. Based on

Siegfried's due diligence process, Siegfried certifies that there is no reasonable suspicion of child labor in connection with the products or services provided to Siegfried.

In cooperation with the procurement team, Siegfried confirms that the only conflict mineral specified by the DDTrO that is materially relevant to its operations is Tantalum. Tantalum is mainly used by contracted third parties in the field of engineering and maintenance (repair of reactors). In the year under review, the quantities of Tantalum used by these contractors for Siegfried were well below the thresholds defined in the DDTrO. Irrespective of whether Siegfried is exempted from the extensive due diligence requirements due to exceeding the threshold, the majority of third parties provided Siegfried with certificates of origin for the Tantalum used.

Regarding child labor, Siegfried has no evidence to suspect the use of child labor in its supply chains

## **Measures, progress and key indicators**

### **Continued screening of supply chains based on Supplier Sustainability Risk Assessment Guideline**

In 2025, Siegfried continued the screening of all suppliers based on the guidelines and risk mapping that was established in 2023. The focus of these screenings continues to be on human rights issues, including child and forced labor as well as conflict minerals. During the reporting year, Siegfried has significantly strengthened its supply-chain integrity program:

- The Supplier Sustainability Risk Assessment Regulation was applied, mapping suppliers according to operational and geographical sustainability risks (low/medium/high) and using a heat-map to determine the required depth of due diligence.
- Currently, 57% of Siegfried's suppliers (excluding tail-risk suppliers) have completed a physical or paper-based sustainability assessment.
- Among suppliers with high sustainability impact, 100 % were assessed or audited and had an agreed corrective-action or improvement plan.
- A structured approach was established to conduct on-site audits for high-risk suppliers, with an internal audit team trained externally in all material aspects of sustainability standards, including human-rights and labor-rights as well as ethical supply-chain practices.

These activities demonstrate Siegfried's shift from policy-setting to active monitoring and management of supplier sustainability risks. A robust governance framework now underpins supply-chain integrity, combining procurement, audit, sustainability subject-matter experts, and executive oversight. The company continues to deepen the integration of sustainability criteria in supplier onboarding, contracting, and ongoing relationship management, with the goal of further increasing transparency, remediating non-conformances, and supporting suppliers' continuous improvement.

Siegfried also placed particular emphasis on compliance with the Swiss Ordinance on Conflict Minerals and Child Labor (DDTrO) during the reporting year. As part of these efforts, a pilot project with a key supplier providing engineering and maintenance services

at multiple sites was launched to implement a semi-automated reporting system. This initiative enhances transparency, simplifies compliance monitoring, and strengthens the integration of sustainability and human-rights standards into operational processes.

Through these measures, Siegfried not only mitigates risks related to human rights, environmental impact, and ethical business conduct but also fosters stronger collaboration with suppliers. These efforts provide opportunities to enhance supply chain resilience, drive continuous improvement, and secure long-term sustainability throughout Siegfried’s global operations.

**Human rights remediation procedure**

Whenever potential human rights or safety issues and/or potential non-compliance with our Supplier Integrity Commitment are identified along our supply chains, Siegfried works closely with suppliers to implement immediate corrective actions. This includes halting exploitative practices, providing support to affected individuals, and addressing root causes through revised management practices and training. In cases of child labor, suppliers must ensure the child’s safe return home, continue wage payments until the legal working age, provide access to education, and cover all medical and related costs. For worker safety issues, suppliers are required to conduct third-party audits, eliminate hazards, provide certified protective equipment, ensure proper training, and cover medical expenses or compensation for affected workers. Siegfried monitors progress through audits, site visits, and regular reporting. If a supplier fails to implement adequate remediation, Siegfried may terminate the business relationship to uphold ethical and responsible practices.

**External training on human rights matters for employees in audit functions and sustainability leaders**

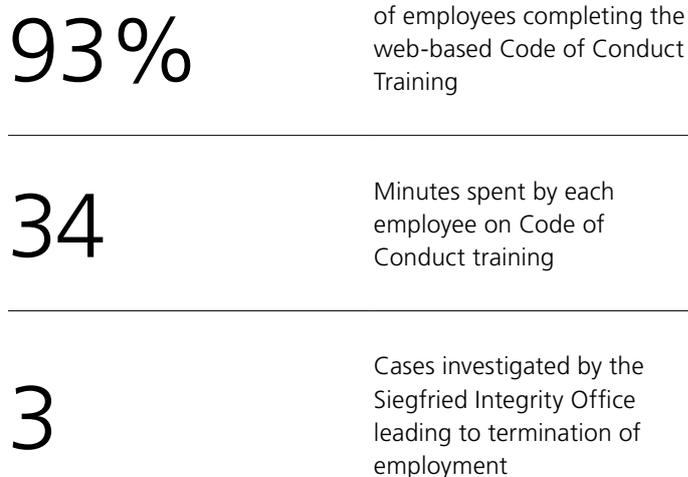
Following the external human rights training conducted in 2024 in collaboration with Bureau Veritas, Siegfried implemented structured follow-up and refresher trainings in 2025 using a train-the-trainer approach. Employees in audit-related and sustainability functions with exposure to at-risk value chain activities were trained as internal trainers and subsequently rolled out standardized trainings across sites and functions. Participation was mandatory and ensured full (100%) training coverage of all employees and external service providers in relevant audit and sustainability roles. The trainings focused on updating and deepening knowledge on salient human rights risks, including child labor, forced labor, and human trafficking, in line with ESRS requirements for capacity building and risk management in the value chain.

For further metrics → ESG data table p.60

*Business conduct, corruption and antitrust*

As a supplier to the pharmaceutical industry and a company that is active worldwide, Siegfried is committed to high legal and ethical standards in all business relationships. In the context of these standards, Siegfried ensures that employees and intermediaries comply with all legal provisions when carrying out business activities. This and rejecting unfair and unethical business conduct are the basis of Siegfried’s daily work.

**2025 performance in the field of business conduct, corruption and antitrust**



**Impacts, risks and opportunities**

Legal violations, particularly those relating to corruption and anti-trust laws, are a complex phenomenon that can significantly threaten the global health care ecosystem. Bribery and corruption in which Siegfried employees, distributors or agents are involved could significantly harm Siegfried’s reputation and trust with clients, partners, and stakeholders, potentially causing lasting damage. Failure to address these issues could result in legal consequences, including fines and regulatory actions, disrupting Siegfried’s regular operations.

Bribery and corruption incidents can also disrupt Siegfried’s operations, leading to inefficiencies, increased costs, and potential project delays. Operating internationally exposes Siegfried to diverse anti-corruption regulations, requiring ongoing efforts to ensure compliance across various regions. Siegfried’s global supply chain and business in regions with a higher corruption risk introduces vulnerabilities as indicated by the global Corruption Perceptions Index issued by Transparency International (see <https://www.transparency.org/en/cpi/2023>), with the potential for corruption in logistics, distribution and procurement, leading to disruptions and reputational damage. When conducting business, diverse cultural contexts may pose additional challenges in ensuring a uniform ethical standard, potentially leading to unintentional compliance breaches.

Improving corporate governance practices fortifies Siegfried's commitment to ethical conduct and minimizes corruption risks. Fostering a culture of integrity and transparency attracts business partners who prioritize ethical practices, contributing to sustainable and trustworthy relationships.

## Concept

Siegfried is a globally active company with sites across the globe. This business model comprises a variety of business relationships, regionally, nationally, and internationally. Siegfried's commitment to integrity, including its aim to avoid becoming involved in any corrupt activities, is essential to Siegfried. It is anchored in the [Code of Business Conduct](#): "We set the highest standards and are committed to acting ethically, lawfully and responsibly." The Code provides the framework for Siegfried's business operations and is available in the five company languages Mandarin, German, English, French and Spanish. The Code is designed to address all areas important for the comprehension and strengthening of awareness regarding Siegfried's integrity program:

1. Lawful business conduct
2. Bribery and corruption
3. Competition law
4. Insider trading
5. Fraud, offenses against property and data integrity
6. Confidentiality and data protection
7. Conflicts of interest
8. Trade controls and embargoes
9. Discrimination and harassment

Training and communication measures are implemented globally and differentiated by employee category, region and risk exposure. Mandatory web-based Code of Conduct training applies to all employees worldwide, while role-specific and in-depth integrity-related trainings are provided to employees in exposed functions, including management, procurement, sales, logistics, finance, audit-related roles and other functions operating in higher-risk regions. Progress in embedding these standards is monitored through clear performance indicators, including the share of employees completing the mandatory training. Members of the Site Leadership Teams and Corporate Senior Management receive additional and dedicated integrity-related briefings and trainings, reflecting their oversight and supervisory responsibilities with regard to ethical business conduct, anti-corruption and antitrust compliance. The intensity and depth of these trainings are reflected in the average time spent per employee on integrity-related training activities, which serves as a further key performance indicator for the effectiveness and reach of the integrity program.

Beyond prevention and awareness-raising, Siegfried's integrity framework also includes mechanisms for detection, investigation and response. Potential violations are assessed by the Siegfried Integrity Office, and substantiated cases are investigated in line with defined procedures. The number of investigated cases leading to disciplinary measures, including termination of employment, is used

as an outcome-oriented KPI to monitor the effectiveness of the integrity system and to underline Siegfried's zero-tolerance approach towards serious breaches of the [Code of Business Conduct](#).

### Anti-corruption and anti-bribery

Siegfried explicitly prohibits any form of corrupt business conduct, particularly the active and passive bribery of public and private officeholders and decision-makers. This specifically includes:

- The OECD Anti-Bribery Convention
- US Foreign Corrupt Practices Act 1977
- UK Bribery Act 2010

### Antitrust and anti-competitive behavior

Any conduct that violates national or supranational legislation protecting free and fair competition is prohibited for Siegfried's suppliers and employees. All their actions must mandatorily be fully compliant and within the limits of European competition law, US antitrust law, Chinese antitrust law and all other competition rules that apply according to the effects doctrine.

Siegfried conducts periodical training sessions for the employees to ensure understanding and adherence to the applicable laws and Siegfried's [Code of Business Conduct](#).

### Grievance mechanism and cases of violations against the Code of Business Conduct

Various reporting channels are open to internal stakeholders and third parties. All stakeholders have the possibility and are encouraged to use Siegfried's web-based and third party-operated reporting channel to submit concerns or reports and receive follow-up on an anonymous basis and in the reporter's preferred Siegfried language. All cases are investigated by the permanent members of the Integrity Office under the lead of the Head Integrity. Where necessary, internal and/or external experts are consulted on an ad hoc basis. The speak-up channels are embedded in Siegfried's corporate risk management system. Siegfried regularly reviews and, if necessary, adapts the grievance mechanisms to the needs of the stakeholders. The effectiveness of the grievance mechanisms is monitored through regular checks and reviews in various areas. More information can be found at <https://www.siegfried.ethicspoint.com/>.

Business partners, including suppliers, distributors and agents, are informed of Siegfried's expectations regarding ethical business conduct and anti-corruption through contractual clauses, onboarding processes, supplier codes of conduct, targeted communications and – where applicable – by explicit reference in agreements and general terms and conditions (AGBs). Where relevant, enhanced communication and awareness measures apply to business partners operating in higher-risk regions or functions.

### Siegfried Integrity Office

The Siegfried Integrity Office is responsible for the definition and implementation of the Siegfried integrity program, including the three pillars of prevention, detection, and enforcement. The Integrity Office consists of three permanent members (Chief Human Resources Officer, Chief Legal and Sustainability Officer, Head Integrity), and it is committed to creating an environment where anyone

can speak up in good faith without any fear of retaliation. Establishing a robust whistleblower protection mechanism encourages employees to report suspicious activities, fostering a proactive approach to identifying and addressing corruption risks.

The operational responsibility for the integrity program lies with the Global Head Integrity of the Siegfried Group. They are the first point of contact for Siegfried employees and third parties to raise questions or concerns using one of the various reporting channels (physical or virtual meeting, e-mail, phone, and letter). All reports are treated confidentially. Siegfried's speak-up channels also allow employees to raise concerns anonymously.

## **Measures, progress and key indicators**

### **Anti-competitive behavior and antitrust**

Siegfried has implemented a zero-tolerance policy for violations in the field of anti-competitive behavior and antitrust. In line with said target, during the reporting period, no company of the Siegfried Group was involved in administrative or legal proceedings for anti-competitive behavior or violation of antitrust law in the year under review or in any other year in the company's history.

### **Anti-bribery and corruption**

Siegfried has a zero-tolerance policy for violations in the field of bribery and corruption. A dedicated [Anti-Bribery and Anti-Corruption Policy](#) has been established based on the Siegfried [Code of Conduct](#), providing detailed guidance on prohibited conduct, responsibilities, and preventive measures across all sites and business functions. In line with these principles, during the reporting period, no employee, distributor or agent of the Siegfried Group was involved in administrative or legal proceedings related to bribery or corruption, neither in the year under review nor in any other year in the company's history.

### **Anti-money laundering and fraud prevention**

In 2025, Siegfried developed a dedicated [Anti-money Laundering Policy](#) detailing the internal controls dedicated to ensure that all financial transactions are conducted with integrity.

### **Violation of the Code of Business Conduct**

In the reporting year, 15 cases of suspected misconduct (previous year: 42) were reported to the Siegfried Integrity Office. Three cases (previous year: three) resulted in the termination of an employment contract due to a violation of Siegfried's [Code of Business Conduct](#) (discriminatory or harassing behavior by Siegfried employees toward colleagues in violation of principle no 9 of the Code). Four cases (previous year: 26) led to corrective action by the Integrity Office other than termination of employment (e.g. policy/ process review or training). The decreases compared with the previous year reflect ongoing preventive measures, including mandatory integrity trainings, enhanced awareness campaigns and strengthened informal grievance mechanisms, which contribute to reducing incidents of potential violations. None (previous year: none) resulted in monetary fines or other non-monetary sanctions against Siegfried. In the reporting year, two cases of corruption and bribery have been

assessed, in addition, two cases of conflicts of interest have been reported, and lastly, none cases of money laundering or insider trading have been reported.

### **Further strengthening of the Integrity Training Center**

Regular training ensures that all employees understand the importance of avoiding bribery and corruption, fostering a vigilant and compliant workforce. The Siegfried Integrity Training Center, launched in 2023, is a web-based training tool to globally raise awareness and harmonize understanding of legal and ethical business conduct among all Siegfried employees. In 2025, a variety of new global Integrity training campaigns were rolled out covering (i) anti-discrimination and harassment, and (ii) diversity, equity and inclusion. In addition, all members of the senior management and the local site leadership teams continue to receive specific integrity training that includes all aspects of Siegfried's Code of Business Conduct. In the reporting year, the Integrity Office also launched two global integrity awareness campaigns, using physical posters and the lock screens of all Siegfried computers to draw employees' attention to speak-up channels and generally raise awareness for the Integrity program. In addition, flyers about fair competition and interpersonal conduct were created and shared with employees to raise awareness.

The web-based Integrity Training Center launched in March 2023. In 2025, more than 93% of all employees globally completed the Code of Business Conduct training, 96% completed the training on anti-discrimination and anti-harassment, and lastly, 98% completed the diversity, equity and inclusion training. In total, each Siegfried employee spent approximately 34 minutes (previous year: 32 minutes) on integrity-related trainings in the reporting year.

For further metrics → ESG data table p.60

## *Product responsibility*

Product responsibility is paramount to Siegfried's business as it ensures high-performance products that always meet strict quality and safety standards. Siegfried's main objective is to support its customers with integrated products and services and to manufacture safe drugs for patients worldwide.

Products manufactured by Siegfried for its customers reach approximately 300 million patients worldwide every year. Therefore, it is crucial that these products are manufactured in a way that does not compromise product safety and quality. All products have to meet relevant product quality standards and comply with applicable laws and regulations throughout the value chain. As part of product responsibility, Siegfried commits management and employees to full compliance with the requirements of the current Good Manufacturing Practice (cGMP) and relies on continuous improvement and review through internal and external audits.

## 2025 performance in the field of product responsibility

9

Successful authority inspections at Siegfried sites

&gt;500

Quality contracts concluded, revised or in negotiation

&gt;100

Customer and corporate audits at the Siegfried sites

## Impacts, risks and opportunities

Siegfried's products and services are used in various pharmaceutical areas by its customers: in non-communicable diseases such as diabetes, respiratory and cardiovascular diseases, mental illnesses such as depression and bipolarity, and as vaccines. With its products, Siegfried creates the basis for people's physical and mental health. Ensuring that Siegfried's products are in accordance with applicable quality standards and compliant with laws and regulations is essential to avoid endangering patients and the environment.

As a contract development and manufacturing organization (CDMO), Siegfried operates in a highly regulated business environment. Non-compliance with those regulations may negatively impact Siegfried's business relationships, which may result in financial losses, reputational damages and eventually compromise the company's status in the pharmaceutical sector.

These risks highlight the importance of stringent quality assurance and quality control and adherence to growing industry norms and laws. Effectively managing these risks is crucial to preserving Siegfried's performance and reputation in the pharmaceutical sector.

## Concept

Siegfried has implemented a comprehensive management system for quality compliance along the entire value chain. The elements of the management system ensure that Siegfried produces in compliance with cGMP quality standards, acts economically and ecologically responsibly, and evaluates new technologies according to their contribution to sustainability. These procedures mainly deal with the aspects for product quality and safety and the same principles of the management system are used to cover the areas of finance, safety, health and the environment, legal compliance issues, communication, and employee behavior. Both national and international standards and guidelines are benchmarks for the further development of the systems. Siegfried's Corporate Quality team is responsible for developing the global quality management system while each site is responsible for implementing the global

system and harmonizing the local procedures with the global policies.

Siegfried's quality management system is based on the process thinking of ISO 9001 for quality management and fully covers all applicable and internationally valid guidelines for cGMP, including:

- GMP guidelines in the EU and US (21 CFR part 210-211)
- Guidelines of the "International Council for Harmonization of Technical Requirements for Pharmaceuticals for Human Use" (ICH)
- Pharmaceutical Inspection Co-operation (PIC)-GMP
- All applicable national drug laws
- Guidelines of the "World Health Organization"
- United States, European, British and Japanese Pharmacopoeias (USP, EP, BP, JP)

## Compliance Committee

Siegfried has a Compliance Committee (ComCom) responsible for all global compliance, standardization, and harmonization along Siegfried's value chains for Active Pharmaceutical Ingredients (APIs) and finished pharmaceutical products.

The ComCom defines quality-related goals, management systems, initiatives and measures and adopts the guidelines that apply to Siegfried. Its work is based on the international cGMP standards but also considers national regulations if they are relevant to the export of products. Currently there are more than 50 policies implemented covering GMP and non GMP related topics. These policies are governed by a Quality Manual, a SHE Manual, a Finance Manual and a Legal Manual.

The committee meets monthly under the direction of the Head Corporate Quality.

## Compliance checks and audits

Siegfried regularly checks that its guidelines are up-to-date and relevant and checks compliance using corporate audits.

Official inspections and customer audits focus on the quality of all products manufactured and supplied by Siegfried to ensure the highest protection of consumer health. The inspections and audits therefore check compliance with the binding rules for manufacturing, quality control and logistics processes. Open and continuous communication with authorities, notified bodies, customers and suppliers is essential for a functioning cooperation.

## Quality requirements and certifications

The number of tests to be carried out and certificates required by the pharmaceutical industry is constantly increasing. This is due in part to increasing quality awareness and requirements on the part of customers, but also because of counterfeiting and sub-mixtures. In addition to the long-established analysis certificates (with statements on e.g. the appearance, content, purity or physical properties), data and certificates on genotoxic impurities, freedom from genetically modified components, elemental impurities, free from BSE and TSE (prion diseases that can attack the brains of animals and humans), freedom from melamine or freedom from benzene are required.

The issue of nitrosamine impurities in APIs and finished medicinal products is relevant to all manufacturers: the health authorities

are demanding that all active ingredients and finished medicinal products are to be checked for the absence of nitrosamines. This is initially done through risk assessments and if a potential risk is identified, through analytical procedures in the laboratory. The range of nitrosamines to be addressed in the reviews has grown steadily over the past two years. Siegfried has met all official requirements and deadlines at all times.

### Assessing impact of ECHA proposed restrictions for PFAS

In February 2023, the European Chemicals Agency (ECHA) made a proposal for restriction of Per- and polyfluoroalkyl substances (PFAS). Such a restriction would impact wide areas of the industry and, although the pharmaceutical sector is not specifically part of the current proposal, all PFAS and uses are covered, unless explicitly derogated. In the current version of the proposal, unless a time-unlimited derogation is proposed for APIs, no derogation is considered for use in the synthesis of the APIs or in production/lab/analytical equipment.

Following the screening of many comments received during the consultation, ECHA is clarifying the next steps for the proposal to restrict PFAS under REACH, the EU's chemicals regulation. The agency's scientific committees for Risk Assessment (RAC) and for Socio-Economic Analysis (SEAC) are reviewing the proposed restriction together with the comments from the consultation in batches, focusing on the different sectors that may be affected. In tandem, the five national authorities who prepared the proposal, are updating their initial report to address the consultation comments. This updated report will be assessed by the committees and will serve as the foundation for their opinions.

The recent progress in the RAC's evaluation highlights the possibility of allowing the continued use of PFAS in certain circumstances e.g. where there are no suitable alternative substances or technologies available, while still ensuring that emissions into the environment are minimized. Newly identified uses and sectors may also be added to the proposal e.g. medical applications like packaging and excipients for pharmaceuticals. Alternative restrictions options, besides a full ban or a ban with time-limited derogations, are also being considered.

Siegfried is following the progress of the ECHA regulations. In parallel, Siegfried is assessing the impact of upcoming regulations and the presence of PFAS in the manufacturing process and is performing PFAS-containing waste treatment risk assessments. Furthermore, Siegfried is evaluating replacement possibilities with its suppliers, working on alignment with peers in the industry and industry associations as well as staying current with the activities of its customers.

### Customer dialogue and complaints system

Siegfried has a formal customer complaint system. All external questions and complaints are followed up, systematically recording the type and number of complaints. The individual cases are examined and evaluated under the leadership of the local quality managers. If necessary, changes are initiated. Critical or strategic issues are escalated to the Chief Compliance Officer and the Chief Operations Officers of Drug Substance and Drug Product operations. The cus-

tomers receive the results or interim reports of the tests as quickly as possible, after 30 days at the latest.

### Quality contracts with customers

Siegfried is proud of its high-quality standards meeting the increasing and diverse requirements of its customers. To meet customer expectations, quality contracts play a crucial role in clearly defining and allocating responsibilities regarding the agreed-upon services and required standards. Together with its customers, as required by GMP regulation, the quality contracts are regularly revised, and new quality contracts are put into effect before work is carried out on product realization.

The number of contracts with customers including periodic revisions is shown in the table below.

Quality contracts with customers	2023	2024	2025
New quality contracts concluded or revised with our partners for the Siegfried sites	App. 230	App. 220	App. 300
Contracts in the pipeline for negotiation or periodic review	App. 330	App. 260	App. 530

### Integrity in logistics and sales

Responsible action is also a high priority in the areas of logistics and sales. The safe transport of materials and products is central; Product safety is guaranteed by having the appropriate controls defined and implemented along the entire value chain and thus meets national and international standards and, in particular, the Good Distribution Practice (GDP) guidelines that are widespread in the pharmaceutical industry.

The Good Distribution Practice guidelines are intended to ensure that the entire supply chain for materials is protected against improper transport and storage conditions and fraudulent counterfeiting attempts. Siegfried fulfills these guidelines and the associated requirements for the measurement and documentation of transport and storage conditions. In addition, Siegfried must ensure that the delivered goods only reach authorized recipients. Embargoes and sanctions imposed for example by the UNO, USA or EU must also be consistently considered.

## Measures, progress and key indicators

### Inspections and audits

Positive outcomes from customer audits and official inspections provide transparent confirmation of Siegfried's performance. The following authorities and notified bodies inspected the Siegfried sites in 2025. The level of no critical findings by Health authorities was maintained:

Barberà del Vallès (Spain)	Ministry of Industry and Trade of the Russian Federation, ISO 13485
El Masnou (Spain)	US-FDA, ISO 13485
Evionnaz (Switzerland)	ISOPTh / Swissmedic
Grafton (Wisconsin)	–
Hameln (Germany)	National Center for Expertise of Medicines and Medical Devices, Kasachstan; Ministry of Health of the Republic of Belarus
Irvine (California)	US-FDA, ISO 13485
Hal Far (Malta)	–
Minden (Germany)	ISO/FSSC 22000
Nantong (China)	–
Pennsville (New Jersey)	US-FDA
St. Vulbas (France)	–
Zofingen (Switzerland)	RHI / Swissmedic, US FDA (by Mutual Recognition Agreement)

	2022	2023	2024	2025
<b>Inspection by authorities + notified bodies</b>				
All Siegfried sites	12 + 4	12 + 3	8 + 4	9 + 4
<b>Internal audits on site</b>				
Corporate GMP Audits annually as system audits	10*	11*	12	14
<b>Internal audits performed by local QA</b>	all areas and departments are covered annually			
Customer audits	>100 per year (all sites)			

All Siegfried sites are also inspected internally by the Corporate Quality Department to ensure that the Siegfried sites comply with the cGMP standards, the Corporate Quality Management System is implemented, and that processes and systems are harmonized throughout the Siegfried sites.

Internal audits are also conducted by local Quality Assurance as self-inspection programs required by the cGMP rules.

All inspections by authorities and notified bodies in the reporting year were successful and without critical observations (the US-FDA inspections resulted in "NAI" – No Action Indicated for the Pennsville site and "VAI" – Voluntary Action Indicated for the El Masnou and Zofingen sites). The same applies to customer audits. All feedback from such inspections and audits is formally recorded in TrackWise™ and accompanied by an action plan. Not only the individual case is considered. The same improvement measures are also defined for similar or analogous cases and processes to improve the entire system.

For further metrics → ESG data table p.60

### Information security and cyber security

Information security and cyber security have become major topics for all types of companies in recent years, as the threat of cyber-attacks has grown exponentially. AI enhanced cyber-attacks, social engineering, ransomware, data leak, phishing, CEO fraud or business e-mail compromise are all on the rise and have caused various issues for companies from all industries, including breaches of confidentiality, data loss and outages of core IT systems. Due to the high level of digitalization and the great importance of information security, Siegfried pays highest attention to this topic.

#### In 2025 Siegfried continued its journey to enhance information security

- 2023**
  - Improved internal attack simulation
  - Enhanced E-mail security
  - Improved awareness training

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- 2024**
  - Senior Management training on incident response
  - Information Security Management System
  - Improved Security Operations Center
  - Improved CASB

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- 2025**
  - Improved vulnerability management
  - Improved e-mail fraud defense
  - Improved network access control
  - NIS2 Assessment

#### Impacts, risks and opportunities

Information and cyber security represent a fundamental field of action for the entire pharmaceutical industry, as they are associated with management of major risks. At Siegfried, significant cyber risks arise from the high degree of digitalization of the entire company, the large portfolio of applications in use and the distributed network of production sites, where cross-site collaboration and communication is a key element of Siegfried's strategy. As a Contract Development and Manufacturing Organization (CDMO), Siegfried manages sensitive information to a significant extent, including intellectual property related to production processes and products owned either by its strategic customers or by Siegfried itself. A leak of this information would threaten Siegfried's reputation as a reliable partner to the pharmaceutical industry and reduce the competitive value of the know-how gained over more than 150 years.

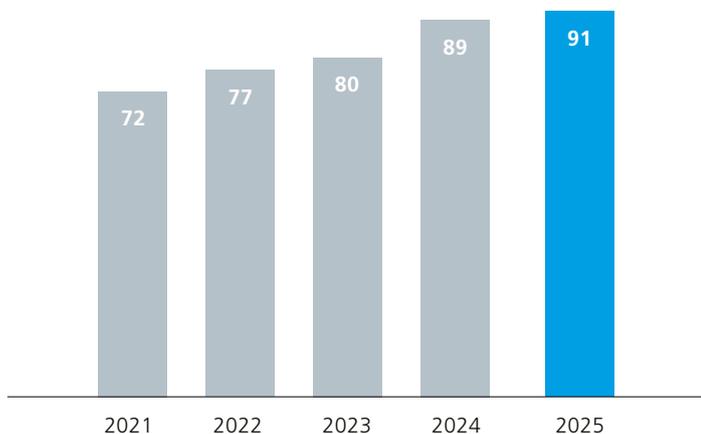
As part of the 2025 risk assessment cycle and deep-dive analyses conducted with subsidiaries, Siegfried reviewed potential

emerging risks that may become increasingly relevant for the company in the coming years (see p. 4). Through this review, Siegfried identified the rapid development of artificial intelligence as a technology that could pose an emerging risk. AI exposes Siegfried to new challenges around data protection, regulatory expectations and the speed of acceptance of this new technology. For Siegfried, this evolving landscape may increase exposure to information security risks at a pace faster than regulations can fully address. Although current impacts are still emerging, the long-term significance of AI-related security challenges is expected to grow as these technologies become more widely integrated across the industry. In 2026, Siegfried will continue to monitor these developments closely and integrate them into its forward-looking risk considerations.

**Concept**

Siegfried is dedicated to continuously enhancing its cyber security and data protection measures, ensuring a comprehensive approach to safeguarding sensitive information and preventing data loss or misuse. Its overarching ambition is to achieve zero breaches of privacy and data losses and constantly improve Siegfried’s compound index for IT security (see below). This index reflects progress in implementing preventive and corrective measures, responding quickly to emerging threats, conducting employee awareness training, and meeting the standards of audits conducted by security experts, strategic customers, and authorities.

**IT Security compound index 2021–2025**



**Governance and responsibility**

At Siegfried, the responsibility for cyber security and data protection is assigned to the Chief Financial Officer. The Information Security Board, headed by Siegfried’s Chief Information Security Officer, proactively oversees these matters and provides regular reports to the Executive Committee (see below).

As part of Siegfried’s Quality Management System, which meets all requirements for good practice (GxP), all relevant IT processes are outlined in Standard Operating Procedures (SOPs). This ensures that not only IT security principles are upheld, but also that processes are properly implemented, and all Siegfried employees and their strategic partners are trained.

The Human Resources, Legal, and Safety Health and Environment departments have worked together to build an Information Security Management System (ISMS) (see below) to define and manage data protection across the board.

Based on the framework of the National Institute of Standards and Technology (NIST) and the ISO 27001 standard (information technology), and with the support of specialized consultants, Siegfried has implemented a Data Classification System to distinguish various categories of data protection from each other. An [Information Security Policy](#) was created to provide standards and guidelines for implementing processes and systems that form a multi-layer security architecture. This information security manual lays out how to comply with all legal regulations, such as Swiss Data Security Law (DSG/DSV), European General Data Protection Regulation (DSGVO).

The ISMS consists of fourteen manuals, policies and guidelines which cover, amongst other topics, Siegfried’s cloud strategy, incident response management, patch management, asset management or system hardening.

Siegfried’s Security Operations Center (SOC), which includes procuring and managing external SOC services, monitors all critical network activities, reviews log files and assesses all critical access activities, resulting in faster qualification and handling of incidents.

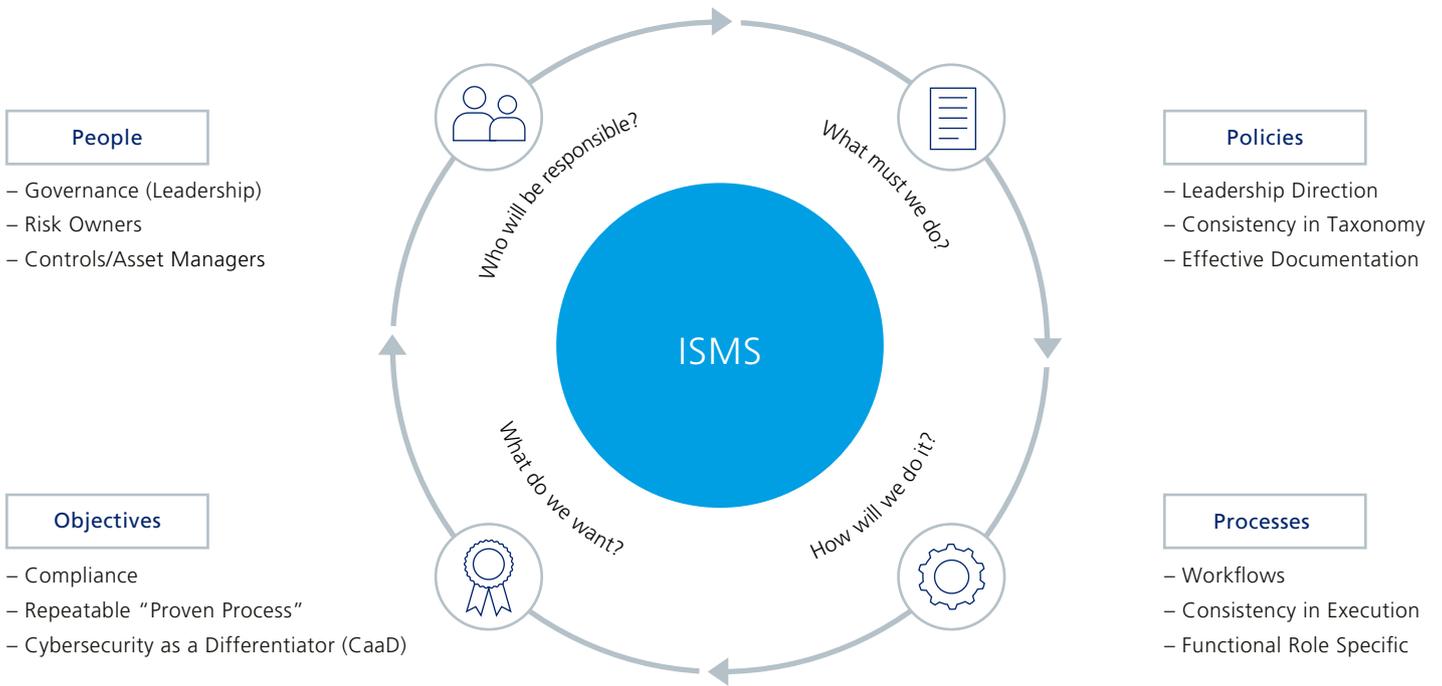
Periodic reviews, external and internal attack simulation and investigations conducted by multiple strategic customers in the pharmaceutical industry, together with continual testing by internal and external experts, ensure that Siegfried’s standards incorporated in the Information Security Management System (ISMS) are fully implemented and hence the ISMS meets industry best-practice and complies with regulations specified by authorities.

**Measures, progress, and key indicators**

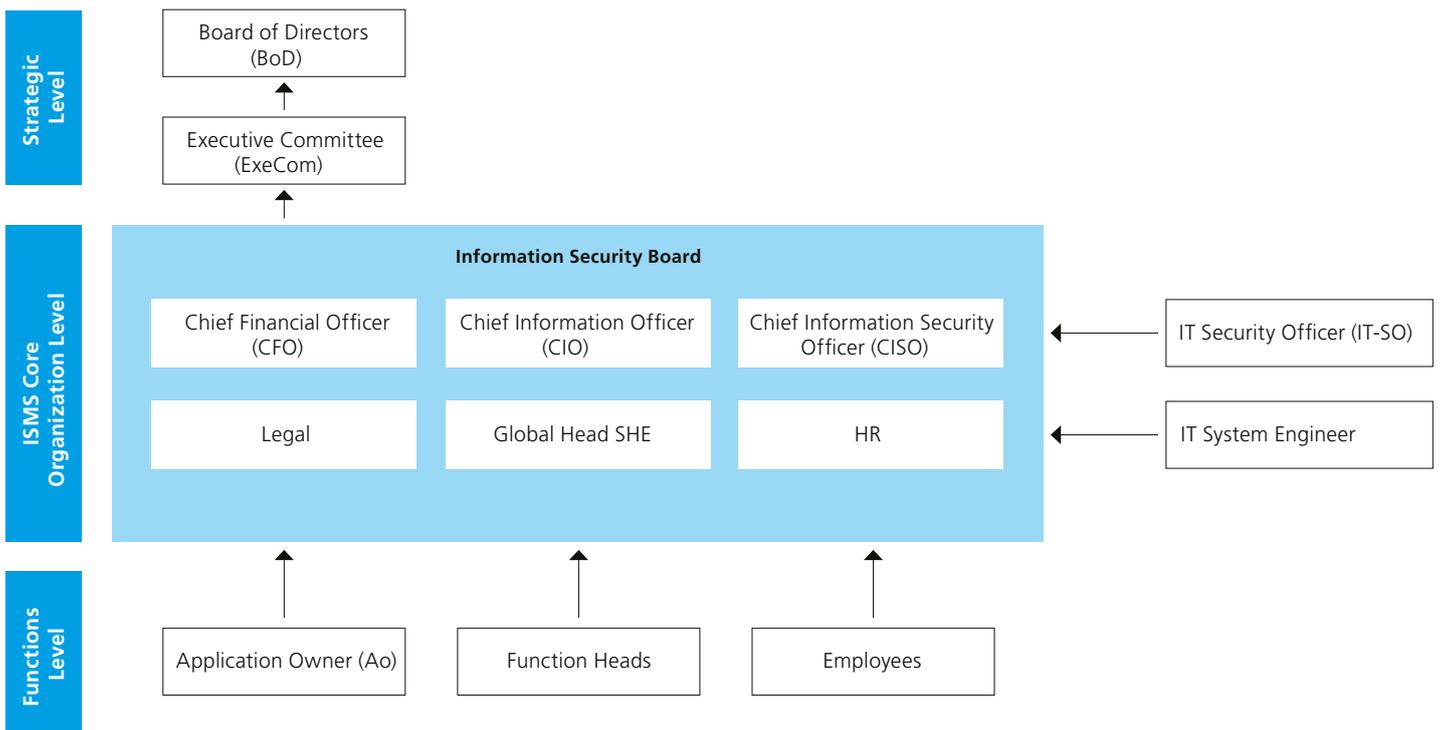
Siegfried defines key initiatives to improve data and cyber security on a yearly basis. Priorities for these initiatives are defined by the ISMS in alignment with input from IT strategy, customer and authority audits as well as external and internal security testing:

- Interception of encrypted data (SSL Interception) was implemented to allow for screening of incoming data and to filter malicious content, enforce security policies, and protect against threats.
- Improved E-Mail Fraud Defense was activated to enhance filtering of E-mail fraud, threatening all Siegfried employees to be caught in a phishing attack on a constant basis.
- Improved Network Access Control based on a centralized monitoring instance with enhanced and restricted ruleset to only grant access for registered devices in Siegfried’s network and identify external partners before getting access to the guest network.
- Establishment of Vulnerability Management and identification of potential weak points in Siegfried’s security architecture by integrating SIEM (Security Information and Event Management) into the SOC (Security Operation Center) procedures and processes.

**Information Security Management System**



**Information Security Board is embedded in Siegfried's governance structure**



- Enhanced Zero Trust Architecture to ensure that no user or device will be trusted by default, regardless of their location on or off the network.

Defined initiatives were monitored and reported to the ISMS and were rated as in line with project plan that was set up at the beginning of the year. At the same time, relentless efforts for continuous improvement in data and cyber security will continue resulting in new priorities for 2026.

**NIS2 audit**

To test and increase maturity level of Siegfried's ISMS an NIS2 audit was conducted in 2025. Full compliance with the NIS2 framework was asserted by an external auditor and an overall rating above industry standard best practice was confirmed. One area of improvement was identified and guideline and procedures to govern cryptography (D SN 0023) have been established in the postprocessing of the audit.

**Audits and assessments**

More than 50 audits and assessments per year are a constant source for lessons learned and adaptation of security architecture. Standard operating procedures as well as information security management systems profit from this dialogue with external professionals. Progress made in data and cyber security were reflected in positive feedback both from strategic customers and authorities in the form of

written audit reports. In addition, an audit conducted for renewal of a cyber security insurance policy concluded with an improved protection level resulting in below average price premiums that Siegfried had to pay for cyber and ransomware insurance. In addition, penetration testing an internal attack simulation was repeated in 2025 to amend internal vulnerability management.

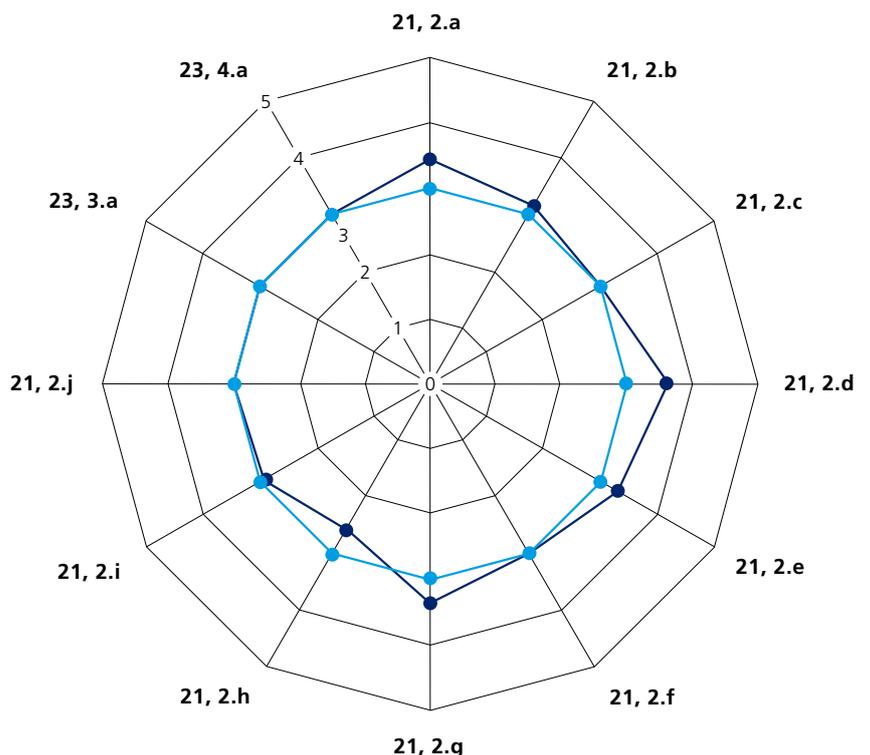
**Awareness trainings**

Awareness training for all Siegfried employees and external partners working for Siegfried has been a key initiative since the launch of Siegfried's first awareness training platform. Constant improvement of awareness and pattern recognition of critical cyber threats are seen as levers to improve behavior and effectiveness of employees with respect to handling potential cyber-attacks. In 2025, seven training campaigns were conducted addressing topics including basic awareness, phishing simulation, fraud, and social engineering. These trainings are mandatory for all employees. Monitoring of completion rate on senior management level, as well as establishing follow-up processes for incomplete training or failed testing following the awareness training campaigns were key focuses for the security team in the previous year. In addition to cyber threat training a proficiency assessment to rate actual level of maturity of trained employees has been conducted.

**NIS2 maturity rating**

<b>21, 2.a</b> policies on risk analysis and information system security
<b>21, 2.b</b> incident handling
<b>21, 2.c</b> business continuity, disaster recovery, crisis management
<b>21, 2.d</b> supply chain security
<b>21, 2.e</b> security in network and information systems acquisition, development and maintenance
<b>21, 2.f</b> policies and procedures to assess the effectiveness of cybersecurity risk
<b>21, 2.g</b> basic cyber hygiene practices and cybersecurity training
<b>21, 2.h</b> Policies and procedures regarding the use of cryptography
<b>21, 2.i</b> human resources security, access control policies and asset management
<b>21, 2.j</b> the use of MFA/ alternate solutions, secured (emergency communication) systems
<b>23, 3</b> identification of significant incidents
<b>23, 4</b> timely reporting of incidents

● Current Rating  
● Target Rating



### The use of Artificial Intelligence

In addition to the [Information Security Policy](#), a [policy on use of artificial intelligence](#) was established. The main purpose of this guideline is to define and establish Siegfried's way of using artificial intelligence from a technical and behavioral perspective and give clear guidance to all Siegfried employees on how to use AI.

### Substantiated complaints concerning breaches of customer privacy and losses of customer data

In 2025, no substantiated complaints or incidents concerning breaches of privacy or data losses have been reported, including but not limited to customer-related data, across all Siegfried sites.

For further metrics → ESG data table p.60

# General disclosures

## 1. The organization and its reporting practices

### 2-1 Organizational details

Siegfried Holding AG (Siegfried), headquartered in Zofingen (Switzerland), is specialized on the development and production of drug substances and their intermediates (DS) as well as drug products (tablets, capsules, sterile vials, ampoules, cartridges and ointments, DP) for the pharmaceutical industry.

Siegfried's facilities are located in Switzerland (Zofingen (DS), Evionnaz (DS), Zurich (Viral Vectors (DP)), the USA (Pennsville (DS), Irvine (DP), Grafton (DS), Malta (Hal Far(DP), China (Nantong, DS), Germany (Hameln (DS), Minden (DP)), France (St. Vulbas (DS)) and Spain (Barberà del Vallès (DP), El Masnou (DP)).

→ detailed description of the locations (<https://www.siegfried.ch/locations>)

### 2-2 Entities included in the organization's sustainability reporting

Non-financial reporting – analogous to financial reporting – includes all consolidated companies. Any deviations from this are declared at the point of information.

→ list of consolidated companies: Financial Report 2025, p. 17

### 2-3 Reporting period, frequency and contact point

Siegfried has published an annual sustainability report since 2006. The reporting period of the non-financial reporting coincides with

the reporting period of the financial reporting (January 1 to December 31). The point of contact point for inquiries regarding the non-financial reporting is: Luca Dalla Torre, Chief Legal and Sustainability Officer, [luca.dallatorre@siegfried.ch](mailto:luca.dallatorre@siegfried.ch)

### 2-4 Restatements of information

Due to the alignment of Siegfried's climate reporting with SBTi requirements and improvements made to the greenhouse gas inventory during the SBTi validation process, differences may arise when comparing current Scope 1, 2, and 3 emissions and energy data with figures reported in previous years. These differences reflect updates to methodologies and reporting boundaries implemented to meet SBTi standards and enhance transparency. In general, such differences do not exceed 5%, unless otherwise stated in this report.

Scope 1 and Scope 2 emissions were restated to correct conversion factors for natural gas at Minden and steam at Nantong, and to include purchased heat in Scope 2 and total energy consumption. In addition, global warming potential (GWP) values for refrigerants and other non-CO<sub>2</sub> fugitive emissions were updated, and the list of assessed refrigerants was expanded in alignment with the GHG Protocol. These changes resulted in an increase in reported Scope 1 and 2 emissions of 2.5 kT CO<sub>2</sub>e for 2023 and less than 1 kT CO<sub>2</sub>e for 2024.

In line with SBTi requirements, Scope 2 emissions are now reported using both market-based and location-based approaches. Furthermore, Scope 3 calculations were expanded to include additional categories assessed as material to Siegfried's operations, leading to higher reported Scope 3 emissions compared to figures published prior to SBTi validation.

Siegfried refined its waste categorization methodology to improve transparency on total waste generated and treatment outcomes, distinguishing between disposal and diversion pathways. As part of this refinement, certain waste categories were renamed and classification improved. Differences may arise when comparing current waste data with figures reported in previous years. In addition, the 2023 figure for hazardous waste incinerated was restated due to a reporting error at St. Vulbas (29 kT instead of 24 kT).

Due to an improvement in reporting systems, Siegfried recalculated its permanent and full-time employee numbers for 2024 (see p. 38-39 (GRI 2-7)).

### 2-5 External assurance

Siegfried considers external assurance a key enabler of credibility and capital markets confidence in sustainability disclosures. Limited assurance is therefore a defined element of Siegfried's sustainability reporting roadmap. While this non-financial report was not subjected to an external audit, Siegfried is proactively preparing for this. See "Outlook" on p.6 for more details. PricewaterhouseCoopers AG (PwC) as auditors reviewed Siegfried Holding AG's Consolidated Financial Statements and the Remuneration Report (tables with remark "audited") for the financial year ending December 31, 2025.

→ report of the statutory auditor: Financial Report 2025, p. 38

→ report of the statutory auditor: Remuneration Report 2025, p. 29

2-6 Activities, value chain and other business relationships

Siegfried was founded in 1873 by a Swiss pharmacist. Today, Siegfried is a Contract Development and Manufacturing Organization (CDMO), providing a wide range of services related to the development, manufacturing, and testing of pharmaceuticals. Siegfried operates 13 production sites in Switzerland, the United States, Malta, China, Germany, France and Spain.

Siegfried is active in both primary and secondary drug manufacturing. The company develops and produces pharmaceutical active ingredients for the research-based pharmaceutical industry and corresponding intermediates, and additionally offers development as well as manufacturing services for finished formulated drugs including sterile filling.

**Siegfried’s upstream value chain**

Siegfried’s operations involve direct and indirect procurement:

- Direct procurement includes everything that goes into the Bill of Materials of the products manufactured by Siegfried, mainly basic chemicals (solvents & commodities), chemical intermediates, active pharmaceutical ingredients (APIs), and excipients packaging (primary, secondary). The origin of direct materials is mainly OECD countries (big volumes chemicals like solvents & commodities) as well as China, India and Taiwan (high value chemical intermediates and APIs).

- indirect procurement means everything necessary for the operations of the Siegfried sites (reactors, production equipment such as filling lines, IT hardware/software, office equipment).

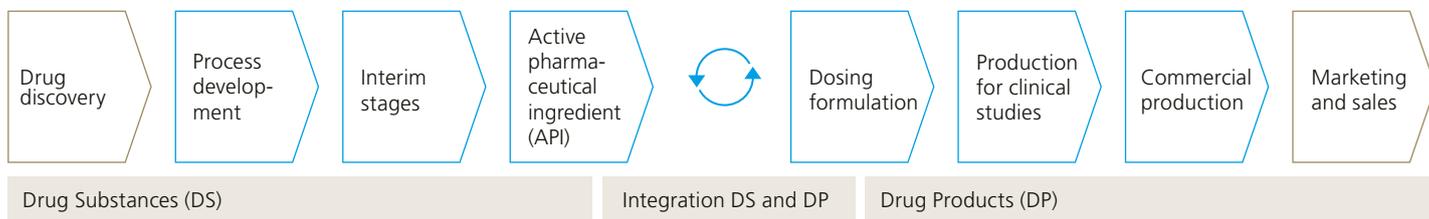
**Siegfried’s internal value chain**

Siegfried has two strategic pillars:

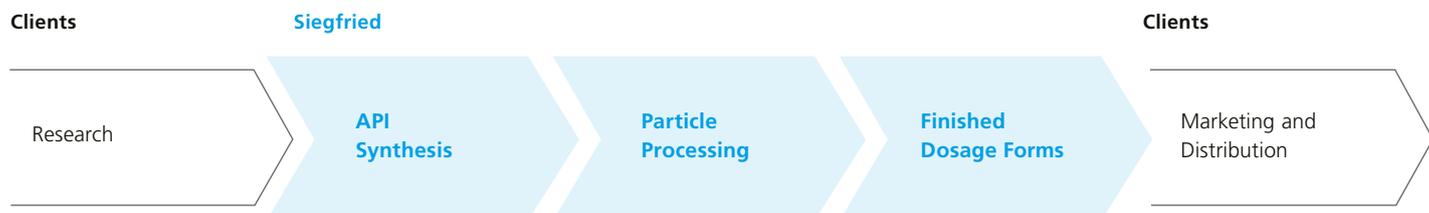
- Drug substances (ca. 70% of Siegfried’s sales) encompasses the development and production of active pharmaceutical ingredients (APIs) and intermediates. Siegfried’s services in this field cover:
  - Exclusive Synthesis: development and production of custom-made active pharmaceutical ingredients and intermediates for innovative customers of the pharmaceutical industry;
  - API Portfolio Offering: production of a wide portfolio of APIs that are no longer protected by patents. In this field Siegfried’s focus lies on anesthetics, pain and addiction treatment applications, central nervous and respiratory diseases as well as caffeine for human health and nutrition.
- Drug products (ca. 30% of Siegfried’s sales) are finished dosage forms (e.g. tablets, capsules, sterile vials, ampoules, cartridges and ointments). They are the delivery method to get an API into the body to perform its intended effect.

→ Further information on Siegfried’s product categories: [www.siegfried.ch/offering](http://www.siegfried.ch/offering)

**The CDMO value chain**



**Siegfried’s business model**



The research-based pharmaceutical company discovers an active ingredient.

Siegfried develops the manufacturing process, starting from early-phase all the way to commercial scale.

Bridging technologies such as milling, micronization and spray drying form an essential link between drug substance and the finished dosage form.

Siegfried produces finished drugs from the active ingredients and packages them: in solid form (tablets, capsules); semi-solid (ointments, gels); liquid (sterile filled)

The finished product is marketed and used.

### Siegfried's downstream value chain

Siegfried sells its products to customers in the pharmaceutical industry. Outsourcing certain aspects of drug development and manufacturing to CDMOs, enables pharmaceutical industry customers to focus on their core competencies of drug discovery as well as marketing and distribution. Outsourcing also allows them to gain access to expertise and capabilities that they do not have in-house. Siegfried does not sell drugs directly to hospitals, physicians, pharmacies or end consumers.

### 2-7 Employees

Siegfried employs globally – at thirteen locations in seven countries – approximately 4 133 people permanently (prior year: 3 974) and 161 people temporarily (prior year: 235), in total 294 (prior year: 209). Additionally, Siegfried takes care of the education and training of 128 apprentices (prior year: 123).

Employees* (December 31) (permanent & temporary)	2025			2024		
	Female	Male	Total	Female	Male	Total
Europe	1 212	2 392	3 604			
USA	134	303	437			
Asia	53	200	253			
<b>Group</b>	<b>1 399</b>	<b>2 895</b>	<b>4 294</b>			
Permanent employees* (December 31)	2025			2024		
	Female	Male	Total	Female	Male	Total
Europe	1 146	2 300	3 446	1 093	2 175	3 268
USA	132	302	434	136	312	448
Asia	53	200	253	38	220	258
<b>Group</b>	<b>1 331</b>	<b>2 802</b>	<b>4 133</b>	<b>1 267</b>	<b>2 710</b>	<b>3 974</b>
Temporary employees * (December 31)	2025			2024		
	Female	Male	Total	Female	Male	Total
Europe	66	92	158	74	156	230
USA	2	1	3	3	2	5
Asia	0	0	0	0	0	0
<b>Group</b>	<b>68</b>	<b>93</b>	<b>161</b>	<b>77</b>	<b>158</b>	<b>235</b>
Full-time employees* (December 31)	2025			2024		
	Female	Male	Total	Female	Male	Total
Europe	983	2 298	3 281	952	2 243	3 195
USA	130	300	430	135	312	447
Asia	53	200	253	38	220	258
<b>Group</b>	<b>1 166</b>	<b>2 798</b>	<b>3 964</b>	<b>1 125</b>	<b>2 775</b>	<b>3 900</b>
Part-time employees* (December 31)	2025			2024		
	Female	Male	Total	Female	Male	Total
Europe	229	94	323	236	69	305
USA	4	3	7	2	2	4
Asia	0	0	0	0	0	0
<b>Group</b>	<b>233</b>	<b>97</b>	<b>330</b>	<b>238</b>	<b>71</b>	<b>309</b>

\*Excluding apprentices

All employees (December 31)	2025		2024	
	#	% of all employees	#	% of all employees
Full time employees*	3 964	90%	3 900	90%
Part-time employees**	330	7%	309	7%
Apprentices	128	3%	123	3%

\*100% / \*\* <100%

\*\*\*Including all sites (US, Europe and Asia)

### 2-8 Workers who are not employees

Siegfried employs external staff mainly to compensate for fluctuations in production, in connection with projects or to cover absences. Typical areas of deployment are production, laboratory, maintenance, facility management or IT. Over the year, an average of approximately 83 FTEs (2024: approx. 95) of external resources are deployed at Siegfried.

All partners of Siegfried concerning external employees comply with legal regulations and minimum wage requirements. The basic salaries of external employees are comparable to those of Siegfried's

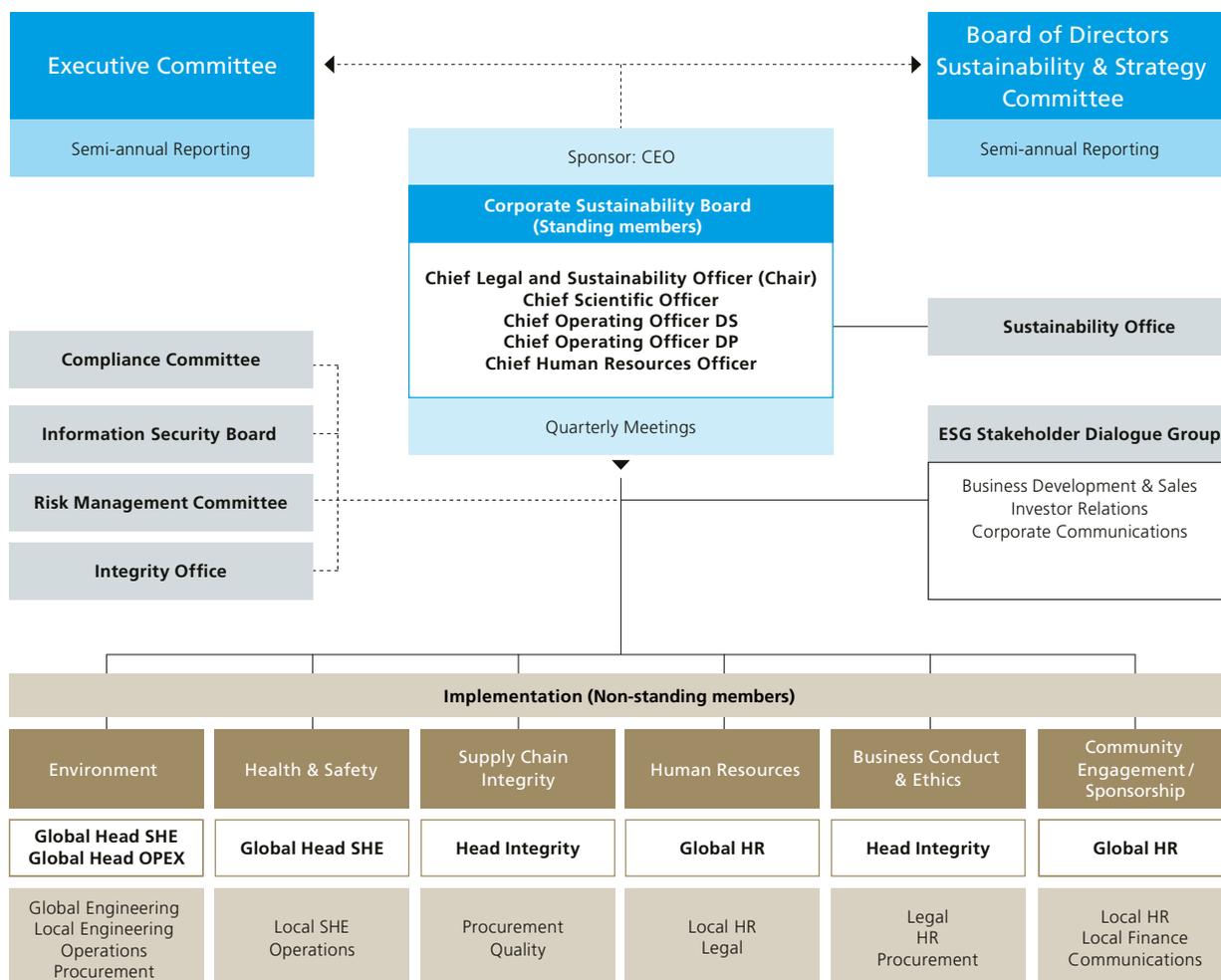
employees. If qualified, external employees working for Siegfried are given preference when internal positions become available.

## 2. Governance

### 2-9 Governance structure and composition

→ Information on Siegfried's overarching governance structure: Corporate Governance Report 2023, p. 3; and [Organizational Regulations](#).

### Organizational structure with regard to sustainability at Siegfried



### Board level: Strategy & Sustainability Committee

The ultimate responsibility for the definition of the strategy, the governance and the risk management of the Siegfried Group in the area of sustainability lies with the Board of Directors. The Board has delegated the preparatory work in the field of ESG to its "Strategy & Sustainability Committee" but retains all decision-making authority.

The Strategy & Sustainability Committee comprises three members of the Board of Directors, one of whom chairs the Committee. The Committee meets as often as necessary, but at least three times a year.

In particular, the Strategy & Sustainability Committee and, ultimately the Board of Directors, is responsible for the following matters;

- Environmental and social impacts of Siegfried's business activities, including climate change, human rights, ethics & compliance, responsible sourcing and employee issue.
- Assessing the impact, both in terms of opportunities and risks, of environmental and social developments on the Siegfried Group's business, financial position and strategy in the medium and long term.
- Oversight of Siegfried's Supply Chain Integrity program.
- Monitoring regulatory developments regarding environmental and social issues and their applicability to implementation by the Siegfried Group.
- Monitoring of management incentives and performance of the company concerning sustainability goals based on internal metrics and external sustainability indices.
- Non-financial reporting and its accuracy, completeness and conformity with respect to financial and non-financial disclosures.

### Corporate level: Corporate Sustainability Board

In 2021, Siegfried introduced a Corporate Sustainability Board on Group corporate level. The Corporate Sustainability Board is the governing body for the definition, oversight and implementation of Siegfried's sustainability program on an operational level and supports the operations in their sustainability work. The sponsor of the Sustainability Board is the CEO, who is regularly involved in strategic sustainability discussions.

In 2025, the Corporate Sustainability Board was restructured as an Executive Committee panel, to enhance ownership at the executive level and broaden the organizational reach needed to deliver on Siegfried's ambitious sustainability goals. The Chief Legal and Sustainability Officer of the Siegfried Group chairs the Corporate Sustainability Board. It is further composed of the Chief Scientific Officer, Chief Operating Officers for Drug Products and Drug Substances and the Chief Human Resources Officer as standing members. The Board oversees six main ESG working groups:

- Environment
- Health & Safety
- Supply Chain Integrity
- Human Resources
- Business Ethics
- Community Engagement

Each sustainability workstream is assigned to a member of Senior Management. Workstream leads engage with the Board as non-standing members and provide regular progress updates

The Corporate Sustainability Board regularly reports to the Board of Directors or the Strategy & Sustainability Committee on ESG strategical and governance issues. In addition, the Corporate Sustainability Board closely interacts with the ESG Stakeholder Dialogue Group and other internal steering bodies such as the Integrity Office, the Compliance Committee, the Information Security Board and the Risk Management Committee. The Sustainability Board meets at least four times annually.

Information on ESG Stakeholder Dialog Group: Sustainability Report 2025, p. 45 (GRI 2-29)

### 2-10 Nomination and selection of the highest governance body

→ Information on the election of the Board of Directors: Corporate Governance Report 2025, p. 12; and [Articles of Incorporation](#)

### 2-11 Chair of the highest governance body

Siegfried's Chairman of the Board of Directors is non-executive and independent.

→ Further information on the Chairman of the Board of Directors: Corporate Governance Report 2025, p. 9

### 2-12 Role of the highest governance body in overseeing the management of impacts

The ultimate responsibility for the definition of the strategy, the governance and the risk management of the Siegfried Group in the area of sustainability, in particular on the topics of "Environment, Social and Governance" ("ESG"), lies with the Board of Directors.

→ Further information on the Board of Directors' responsibility for ESG topics: Sustainability Report 2025, p. 39 (GRI 2-9); [Organizational Regulations](#)

### 2-13 Delegation of responsibility for managing impacts

The Board has delegated the preparatory work in the field of ESG to its "Strategy & Sustainability Committee" but retains all decision-making authority.

→ Further information on the delegation of ESG responsibilities: Sustainability Report 2025, p. 39 (GRI 2-9)

### 2-14 Role of the highest governance body in sustainability reporting

The Board of Directors has delegated the preparatory tasks relating to non-financial reporting to the Strategy & Sustainability Committee. As required by the Swiss Code of Obligations, the Board of Directors of Siegfried approved this report on non-financial matters at an ordinary Board meeting. The report will be submitted to the Annual General Meeting of Shareholders for approval on April 16, 2026.

→ Statement signed by the Board of Directors confirming that this report on non-financial matters has been approved: Sustainability Report 2025, p. 53

→ Further information on the role of the Board of Directors: [Organizational Regulations](#).

### 2-15 Conflicts of interest

All members of the Board of Directors of the current term of office 2025/2026 qualify as non-executive and independent within the meaning of the Swiss Code of Best Practice for Corporate Governance. None of the current members ever held a position in the Executive Committee of Siegfried or any other company of the Siegfried Group, nor did they, or the companies or organizations they represent, ever have any significant business relationship with Siegfried. Comprehensive rules on conflicts of interests are also stated in the → [Organizational Regulations](#)

→ Further information about the independence of Siegfried's Board of Directors: Corporate Governance Report 2025, p. 8

### 2-16 Communication of critical concerns

The responsibility for reporting critical concerns about the organization's potential and actual negative impacts on stakeholders is with the Chief Executive Officer who has a direct reporting line to the Chairman of the Board of Directors. The responsibility for informing the Board of Directors about critical matters in the field of sustainability lies with the Chairman of the Sustainability Board. As Chief Legal Officer of the Siegfried Group, the Chairman of the Sustainability Board also serves as Secretary of the Board of Directors, and, as such, has a direct reporting line to the Chairman of the Board of Directors. During the reporting period, no critical concerns were communicated to the highest governance body. Accordingly, there were no sustainability-related critical matters involving potential or actual negative impacts on stakeholders that required escalation to the highest governance body during the reporting period.

### 2-17 Collective knowledge of the highest governance body

→ Information on the professional background of the members of the Board of Directors: Corporate Governance Report 2025, p. 9- 11

→ Analysis of the competences of the Board of Directors: Corporate Governance Report 2025, p. 9

### 2-18 Evaluation of the performance of the highest governance body

The Board conducts a self-assessment every two to three years or when a vacancy needs to be filled, of the performance of its members as well as its processes and organization, with the target to improve the governance, enhance efficacy, identify gaps in the skill sets and diversity and define future priorities. The latest self-assessment was conducted in 2023.

### 2-19 Remuneration policies

→ Information about Siegfried's remuneration policy and remuneration elements: Remuneration Report 2025 p. 10

### 2-20 Process to determine remuneration

→ Information about Siegfried's remuneration procedures: Remuneration Report 2025, p. 5

### 2-21 Annual total compensation ratio

At Siegfried, the individual with the highest remuneration is the CEO. Detailed information on the remuneration of Group Management and the Board of Directors can be found in the Remuneration Report 2025 from p. 17

The calculation includes the total, remuneration including variable components. The ratio between the annual remuneration of the highest-paid individual and the median annual remuneration is calculated using the remuneration of employees in Switzerland, as this is the CEO's place of residence and work. In Siegfried's opinion, a comparison with the remuneration of employees in other countries distorts the informative value of this ratio.

In the year under review the median ratio is 25.5.

## 3. Strategy, policies and practices

### 2-22 Statement on sustainable development strategy

→ Statement of Siegfried's Chief Executive Officer: Progress Report 2025, p. 17-18

## 2-23 Policy commitments

### 2-24 Embedding policy commitments

The [Code of Business Conduct](#) is the baseline for all further policy commitments by Siegfried in the field of business integrity. Employees and business partners of Siegfried are informed of the various policies when applicable to them. Implementation, integration into strategy, and training employees in relation to policy commitments lies in the responsibility of the relevant member of the Sustainability Board. For more information: Sustainability Report 2025, p.39 (GRI 2-9).

For more information on how Siegfried's internal training is structured: Sustainability Report 2025 p.20

### Code of Business Conduct

As a global pharmaceutical supplier, Siegfried is dedicated to adhering to rigorous legal and ethical standards in all its business relationships. It ensures that the employees, and business partners are informed of relevant legal regulations and act in accordance with the law, ethical standards and with a sense of responsibility while conducting all business activities. Siegfried's Code of Business Conduct serves as a guide, highlighting critical legal areas and applicable laws including but not limited to human rights adherence, bribery and corruption, and trade controls and embargoes. This policy was approved by the Executive Committee.

→ [Access the policy](#)

### Supplier Integrity Commitment

Siegfried applies the highest standards when it comes to sustainability and expects the same commitments to be shared by all parties along its supply chain. Sharing a common understanding of quality, reliability of supply, ethical, social and ecological standards in all production and business processes adds ecological and economic value for Siegfried's clients while minimizing risk. The Supplier Integrity Commitment provides Siegfried's suppliers, contractors, service-providers, agents and distributors a binding code that guides them in supporting the sustainability and integrity efforts in the supply chain. This policy was approved by Executive Committee.

→ [Access the policy](#)

### Ethical and Responsible Marketing Commitment

Siegfried's Ethical and Responsible Marketing Commitment establishes four key principles guiding Siegfried's actions in marketing, product advertising, and promotion. Applicable to all Siegfried sites, employees, and third parties representing Siegfried, this commitment underscores Siegfried's dedication to responsible marketing practices. Emphasizing respect for customers and fostering long-term growth, Siegfried's approach reflects an unwavering commitment to ethical standards in all facets of its marketing endeavors. This policy was approved by the Sustainability Board.

→ [Access the policy](#)

### Human Rights and Labor Standards Commitment

This policy outlines Siegfried's full commitment to support the protection of internationally proclaimed human rights as defined in (i) the UN-Global Compact and (ii) the International Labour Organization (ILO) policies and recommendations. Together with employee representatives and trade unions, Siegfried has transferred these principles to its working environment. This ensures that the business activities of Siegfried do not cause or contribute to any negative impacts on human rights. In case such effects occur, they are immediately eliminated upon their detection. Siegfried's commitments to human rights and compliance with internationally recognized labor standards are endorsed at the highest level by the Board of Directors and Executive Committee.

→ [Access the policy](#)

### Anti-Money Laundering Policy

Siegfried is committed to preventing money laundering and related financial crimes. It implements rigorous internal controls to ensure that all financial transactions are conducted with integrity, strictly for legitimate business purposes, and exclusively with properly identified and approved counterparties. By adhering to these principles, Siegfried upholds its commitment to maintaining the highest standards of compliance and transparency in every aspect of its operations. For further information, please refer to the Code of Business Conduct.

→ [Access the policy](#)

### Donation and Sponsorship Policy

Siegfried is committed to responsible corporate behavior and social responsibility. As a global company with strong local roots, the communities Siegfried operates in are a vital factor to its success. Siegfried gives back by supporting projects that have a positive effect on society. Siegfried believes that what it does matters, and supports activities aligned with this core belief. This policy covers the guidelines and delineates the roles and responsibilities with regard to the realization of donations and sponsorships by all Siegfried entities. This policy was approved by the Executive Committee.

→ [Access the policy](#)

### Global Tax Principles Policy

This policy outlines Siegfried's commitment to being a good corporate fiscal citizen. Siegfried respects the local tax legislation and administrative practices in the countries where it operates and is liable to taxation. Siegfried ensures cooperation with all tax authorities and other relevant bodies in a proactive and transparent manner. The company maintains and follows a strict transfer pricing policy, based on the OECD Transfer Pricing Guidelines and on the Base Erosion and Profit Shifting (BEPS) project deliverables. Siegfried files a country-by-country report to the Swiss Tax Administration, containing aggregated tax information per country relating to the global allocation of income, taxes paid, among other indicators. This

tax policy has been approved by the Board of Directors of Siegfried.

→ [Access the policy](#)

### **Safety, Health and Environment Policy**

Siegfried's SHE Policy was updated in 2025 to align with ISO 45001 and ISO 14001 and to formally integrate the Right to Stop Work, empowering employees to halt unsafe activities. The policy outlines Siegfried's commitment to protecting the health and safety of employees, customers and the public, as well as minimizing environmental impact. It sets clear objectives to reduce injuries, lower waste and emissions, and strengthen SHE awareness among employees, contractors, customers and the wider community. The updated policy was approved by the Executive Committee.

→ [Access the policy](#)

### **Diversity, Inclusion and Equity Policy**

This policy outlines Siegfried's commitment to fostering diversity, inclusion and equity internally as well as along its supply chain. Siegfried does not tolerate any form of discrimination and takes any complaints relating to bullying, harassment, victimization and unlawful discrimination seriously. The company values and treats everyone equally regardless of gender and gender identity, disability, race, ethnicity, national origin, cultural and social background, sexual orientation, age, tenure, marital and parental status, language, professional and industry background, veteran status, geographical experience, personal characteristics, religious belief, and diversity of thought. Siegfried's commitments to diversity, inclusion and equity are endorsed at the highest level by the Board of Directors and Executive Committee.

→ [Access the policy](#)

### **Guideline on Artificial Intelligence**

This guideline establishes binding regulations across Siegfried sites and global functions for the code of conduct in use of artificial intelligence and was approved by the Information Security Board.

→ [Access the policy](#)

### **Guideline on Cryptography**

This guideline establishes principles for the use of cryptographic controls for securing the confidentiality and integrity of sensitive data during transport and storage and was approved by the Information Security Board.

### **UN Global Compact**

Siegfried is a member of UN Global Compact since 2022. Siegfried supports the UN Global Compact Initiative with a mission to better the world and care for customers, patients, and society.

### **Sustainable Development Goals**

As part of its sustainability management, Siegfried aims to contribute globally to sustainable development. Therefore, it also refers to the 17 global goals and 169 targets of Sustainable Development Goals (SDGs), prioritizing the SDGs where it contributes in particular.

→ Further information about Siegfried's contribution to SDGs: Sustainability Report 2025, p. 6

#### *2-25 Processes to remediate negative impacts*

By complying with all applicable laws and legislations as well as internal policies and guidelines, Siegfried strives to avoid any negative impacts. When facing any negative impact, Siegfried is committed to mitigating such impact by strictly adhering to all applicable laws and regulations.

Siegfried has established multiple mechanisms to remediate negative impacts, including the Integrity Office, compliance hotlines, and formal grievance procedures. These mechanisms are regularly reviewed and, if necessary, adapted to the needs of stakeholders. The design, operation, and continuous improvement of these mechanisms involve active stakeholder participation: employees, management, and external partners provide feedback on usability, accessibility, and effectiveness. This feedback is incorporated into updates to ensure the mechanisms remain responsive, effective, and fit for purpose.

The effectiveness of the grievance mechanisms is monitored through regular checks and reviews in various areas.

#### *2-26 Mechanisms for seeking advice and raising concerns*

As a supplier to the pharmaceutical industry and a group of companies that is active worldwide, Siegfried is committed to the highest legal and ethical standards in all business relationships.

Siegfried employees and third parties can use various channels to raise questions or concerns. First point of contact is Siegfried's integrity office, which is described under the material topic Business conduct, corruption and antitrust, Sustainability Report 2025, p. 27

#### *2-27 Compliance with laws and regulations*

During the reporting period, Siegfried did not have significant instances of non-compliance with laws and regulations.

## 2-28 Membership associations

Overview of the memberships of the Siegfried Group and its companies at each individual site:

Group		European Fine Chemical Group (EFCG) (Sector group of the European Chemical Industry Council (CEPIC))
		Scienceindustries Chemie Pharma Biotech, Swiss economic umbrella organization
		Swiss-American Chamber of Commerce
		Swiss-Chinese Chamber of Commerce
		The Association of Swiss Enterprises in Germany (VSUD)
		Avenir Suisse
		UN Global Compact Network Switzerland & Liechtenstein
		DCAT Drug, Chemical, & Associated Technologies Association, USA
		Active Pharmaceutical Ingredients Committee (APIC) (Sector group of the European Chemical Industry Council (CEPIC))
Zofingen	Switzerland	Aargau Chamber of Commerce and Industry (AIHK)
		Zofingen Regional Economic Association (WRZ)
		Park InnovAARE
Evionnaz	Switzerland	Chambre Valaisanne de Commerce et d'Industrie
		Groupement Romand Industrie Pharma
		Union Industriels Valaisans
		Groupement d'Entreprises du Chablais
		Association Valaisanne des Industries chimiques(AVIC)
Hameln	Germany	AdU
		Chemie Nord Arbeitgeberverband
		Creditreform Hameln Bolte KG
		IHK Hannover
		Weserbergland Aktiengesellschaft
		BME e. V.
		Bundesverband der Energie-Abnehmer
		Heacon Service GmbH (pharmaplace AG)
		DGRA-Dt.Ges.für Regulatory Affairs
		Europäisches Patentamt
		VPP-Geschäftsstelle
		Allgemeine Arbeitgebervereinigung
		HSW (Hochschule Weserbergland)
Minden	Germany	Arbeitgeberverband für die Chemische Industrie Ostwestfalen-Lippe e. V.
		East Westphalia Chamber of Industry and Commerce (IHK)
		Association of the Chemical Industry (VCI)
St. Vulbas	France	France Chimie Auvergne Rhône-Alpes
		Mouvement des entreprises de France (MEDEF)
		Syndicat Mixte du Parc Industriel de la Plaine de l'Ain (SMPIPA)
Hal Far	Malta	Malta Chamber of Commerce
		Malta Employers' Association
		Foundation for Human Resources Development

Pennsville	USA	SOCMA Society of Chemical Manufacturers and Affiliates
		NJBIA (New Jersey Business & Industry Association)
		Salem County Chamber of Commerce
		Employers' Association of New Jersey
		Chemical Council of New Jersey
Irvine	USA	International Society of Pharmaceutical Engineers (ISPE)
		Parenteral Drug Association (PDA)
		American Society of Quality (ASQ)
		California Chamber of Commerce
Nantong	China	SwissCham Shanghai
		Nantong Pharmaceutical Association
		Nantong Biopharmaceutical Industry Union
Barberà	Spain	Col.legi de Farmacèutics (Pharmacists College)
		COASHIQ
		AEFI Asociación española de farmacéuticos de la industria (Spanish Association of Pharmacists from the Industry)
		Spanish Commercial Codification Association (Asociación Española de Codificación Comercial -AECOC-)
El Masnou	Spain	AEFI Asociación española de farmaceuticos de la industria (Spanish Association of Pharmacists from the Industry)
		Collegi de Farmacèutics (Pharmacists College)
		COASHIQ
		Parental Drug Association (PDA)

## 4. Stakeholder engagement

### 2-29 Approach to stakeholder engagement

Siegfried attaches great importance to regular contact and ongoing dialogue with its stakeholder groups at both the local and the global level. Siegfried thus pursues the goal of creating a better mutual understanding and a basis of trust. The aim is to closely link the stakeholders' interests with the company's business strategy and to recognize early trends so they can be incorporated into the strategy process.

Siegfried uses a stakeholder map for a specific and systematic stakeholder dialogue (see "Siegfried in dialog" p. 46). The categories

of organizations listed therein are not final. They were selected based on their relevance and possible influence on Siegfried.

The company's stakeholder activities include specific dialogues on the local, national and international levels, involvement in committees and professional panels, comprehensive information programs, and participation in international initiatives and collaborations. The stakeholder dialogue includes communication and active interaction with individual target groups and issue-related multi-stakeholder events.

## Siegfried in dialog

Stakeholder group	Topics	Platforms
Media	News and results	Media conferences, media releases, direct contact with CorpCom
Capital market	Results, business models/ product range, news	Financial analyst conference, direct contact with CEO and CFO, roadshows
Customers	Business model/product range, technological innovations, sustainability	Meetings, visits, symposiums, trade fairs
Local stakeholders	Jobs, safety and environmental protection	Direct contact with site managers, advertise- ments, social media and sponsorships
Employees	Working conditions and course of business, safety and environmental protection	Information/town hall meetings, "Insight" employee magazine, Intranet, Internet, internal memos, information cascade via line management
Trade unions	Working conditions	Information meetings with HR, direct contact with line management
Supervisory and regulatory authorities	Compliance, safety and environmental protection	Direct contact, audits, training events, information letters
Political decision-makers	Economic framework and specific concerns of the company	Company visits, seats on the board of professional associations (industry associations, chambers of commerce, etc.), involvement of site management
Suppliers	Order security	Visits, supplier audits, trade fairs
Science	Technological innovations and development of trainees	Direct contact with universities and advanced technical colleges, symposiums
Associations	Economic framework and specific concerns of the company	Seat on leadership committees of various asso- ciations as well as professional and knowledge sharing groups

### 2-30 Collective bargaining agreements

At all sites, Siegfried unconditionally respects the local statutory regulations concerning labor and the universal international standards of the International Labor Organization (ILO). The salaries are above the legal minimum wage at all sites.

Siegfried respects the right of every employee to join an employee representation, works council or a union without suffering any negative consequences, such as termination, discrimination or retaliation. New employees will be contacted and informed by the relevant employee representation, works councils or unions. Siegfried cultivates a direct, transparent and constructive dialogue with all employee and union representatives. Joint information meetings and discussions concerning Siegfried's business development and workplace-related decisions and participation in employee-relevant aspects occur at each site regularly.

Collective labor agreements are available to substantial groups of employees in Switzerland, Germany, France, Malta, Spain, China, and the USA. Overall, 2736 employees, or 62%, (2024: 2900/67%)

are subject to a collective labor agreement. In 2023, Siegfried inaugurated a European Works Council (EWC). The council is an important forum for exchange and consultation on transnational issues relating to Siegfried sites within the European Community. In 2025, the EWC met twice, once on premise and once virtually. Swiss representatives were also invited as guests. The EWC was informed by the CEO, CFO, CHRO, etc. about topics around strategy, business development, financials, employee engagement, corporate compensation & benefits programs, HRIS suite & IT projects, etc. Siegfried also offered a full day communication training to the EWC members.

The rights of co-determination of each employee representation are defined in the respective contracts and regulate the participation rights relevant to the applicable negotiations. All employees not covered by a collective agreement – mainly middle, upper and senior management will benefit from working conditions in line with collective agreements and market practice.

# TCFD report

In 2025, Siegfried advanced its work on fulfilling the requirements of the Taskforce on Climate-related Financial Disclosures (TCFD), including the disclosure of qualitative financial impacts associated with both physical and transition risks. Risks and opportunities and their impact on the business strategy were analyzed in a multi-stage process. The main risks for Siegfried lie in potential supply chain disruptions and extreme weather events that could affect Siegfried's production sites.

## Governance

### **Board of Directors oversight**

Siegfried's organizational structure is based on a clear delineation of tasks, competencies, and responsibilities. The responsibility for the definition of the strategy and the oversight of risk lies with the Board of Directors of the Siegfried Group ("Board") at a corporate level. This includes risks from both financial and non-financial issues and climate related risks and opportunities.

To support these responsibilities, the Board has delegated certain preparatory responsibilities to the "Strategy & Sustainability Committee" ("Committee", details see page 40) which includes the Committee's responsibility for assessing the climate-related risks and opportunities on Siegfried's business, financial impacts and strategy over different time horizons. The Committee ensures that climate-related considerations are adequately integrated into Siegfried's strategic decision-making processes at the highest level.

The Committee receives regular updates from Siegfried's Corporate Sustainability Board, which provides detailed analyses of climate-related risks and opportunities. Additionally, the Corporate Sustainability Board works closely with the Group's Risk Management Committee to ensure alignment with Siegfried's overall risk management program, where climate-related risks are recognized as one of five primary risks pillars.

Siegfried maintains an annual process to review, update, and calibrate its climate-related risk assessment in line with the TCFD recommendations. While a full climate risk and resilience workshop – such as the one conducted in 2024 with members of the Executive Committee and key Senior Management stakeholders – is not carried out every year, the insights gained from this exercise are revisited annually. Delegates of the Corporate Sustainability Board assess and recalibrate the updated climate-related risks and opportunities, ensuring that their relevance, prioritization, and potential impact remain up to date. This recurring review informs the continuous refinement of mitigation strategies and reinforces Siegfried's commitment to strengthening climate resilience across the organization. These outcomes are presented to and approved by Siegfried's Executive Committee and the Board of Directors.

### **Executive management oversight**

Executive Management plays a central role in overseeing Siegfried's climate-related risk assessment process. Senior Management stakeholders annually review the analyses prepared by the TCFD leading group (comprised of the colleagues responsible for sustainability, integrity and risk), validate the assessed impact levels using their functional expertise, and request adjustments where necessary. They also evaluate the financial and operational implications of identified risks and opportunities and guide the development of appropriate mitigation and response measures. Through this governance structure, Executive Management ensures that climate-related risks are consistently integrated into strategic decision-making across the organization.

The operational implementation of the Board's directives regarding climate-related matters is delegated to Siegfried's Corporate Sustainability Board under the chair of the Chief Legal & Sustainability Officer (member of Siegfried's ExeCom). The Sustainability Board is responsible for the strategic implementation of climate-related matters into the Group's operations and ensures regular reporting to the Siegfrieds ExeCom and the Board's Strategy & Sustainability Committee (see page 40). Sustainability is a standing agenda item in the monthly ExeCom meetings and is covered in the functional update reports from DS, DP, and Legal/Sustainability. In addition, an annual risk reporting process is carried out, which also includes an assessment of climate-related risks.

The Corporate Sustainability Board oversees the evaluation of climate-related risks and opportunities across Siegfried's global operations. Key risks include potential impact on infrastructure, critical company assets, and business continuity, which are assessed as part of the broader risk management framework. These assessments are informed by contribution from various teams, including Global SHE, OPEX, Engineering and the Global Insurance Team.

The TCFD leading group, chaired by the Chief Legal & Sustainability Officer, meets annually to review climate-related risks and resilience across Siegfried's operations, involving subject-matter experts when significant updates are anticipated. In 2025, this process has shifted from a comprehensive overhaul to an annual fine-tuning cycle, ensuring that climate-related risks and opportunities are regularly reassessed while appropriately considering both the financial impact and operational implications. The 2025 review confirmed the relevance of the previously identified risks and mitigation strategies, with no major changes to the risk landscape. As part of this assessment, the group agreed to expand Siegfried's climate-related reporting and, for the first time, include a qualitative disclosure of the potential financial impacts associated with the identified climate-related risks. The results of the annual review are presented to Siegfried's Executive Committee and subsequently submitted to the Board of Directors for approval. Actions stemming from these evaluations are monitored and updated regularly through the operational business reviews to ensure continuous improvement and alignment with the company's long-term strategy.

## Strategy

According to TCFD recommendations, a distinction is made between climate-related physical and transitional risks as well as opportunities. Physical risks arise from direct climate and weather events and therefore may potentially impact Siegfried’s operating activities as well as its supply chain. Transition risks, on the other

hand, arise from the decarbonization of the economy and from the resulting legal, social, economic or technological conditions. Siegfried has assessed risks in both categories and further categorized them based on probability and severity, applying a consolidated view at a Group-wide level. These identified risks as well as their potential impact on Siegfried and selected mitigation measures are summarized in table 1 and 2

### Physical risks

Scenarios for physical risk analysis	Low emissions pathway: IPCC SSP1-2.6 (central estimate for temperature rise by 2100 +1.8°C)	Medium emissions pathway: IPCC SSP2-4.5 (central estimate for temperature rise by 2100 +2.7°C)
Time horizon	2030, 2050	
Data sources	Intergovernmental Panel on Climate Change (IPCC), Swiss Re RDS Sustainability Compass climate tool, G20 Risk Atlas, and internal data.	

**Table 1: Physical risks (Group-wide view)**

Physical risk	Likelihood*		Description and potential impact	Mitigation measures
	<2C scenario (2030)	>2°C scenario (2050)		
Fluvial Flood	Moderate	Moderate	Risk of flooding from fluvial floods (river floods) leading to property losses or business interruption.	<ul style="list-style-type: none"> <li>– Extend or adapt flood emergency response plans</li> <li>– Insurance risk engineering/property &amp; business-interruption insurance policies</li> <li>– Evaluation of additional sites to enhance security of supply (multi-site manufacturing capability)</li> </ul>
Extreme Precipitation	High	High	Risk of heavy downpour may lead to property losses or business interruption outside of flood zones.	<ul style="list-style-type: none"> <li>– Proactive roofing and leak detection work</li> <li>– Protection of identified critical infrastructure with flood barriers</li> <li>– Elevation of vital infrastructure above critical levels</li> <li>– Insurance risk engineering/property &amp; business-interruption insurance policies</li> <li>– Evaluation of alternative sites for security of supply (multi-site manufacturing capability)</li> </ul>
Heat Stress	High	High	Risk of extreme temperatures and long-term water scarcity may lead to physical strain, health challenges, reduced productivity, or disruption of activities.	<ul style="list-style-type: none"> <li>– Multi-stage escalation plans involving authorities, municipalities and industry for ground-water and drinking / cooling water supply</li> <li>– Site heat balance studies to define cooling capacity needs and env. investments</li> <li>– Long-term investment in preventive measures, in cooperation with local authorities – Water consumption reduction programs</li> <li>– Evaluation of alternative sites for security of supply (multi-site manufacturing capability)</li> </ul>
Storm Surge	Low	Low	Risk of flooding from storm surge for coastal locations. Storm surge can cause indirect impacts such as supply chain disruptions, delays in raw materials or equipment, and regional infrastructure failures affecting logistics.	<ul style="list-style-type: none"> <li>– Offer dual or triple sourcing of critical raw materials to customer</li> <li>– Partner with logistics providers for alternative routes or methods of transportation</li> <li>– Build-up of safety stock in alignment with customers</li> <li>– Evaluation of alternative sites for security of supply (multi-site manufacturing capability)</li> </ul>

\* The likelihood levels above are directly derived from the Future Hazard Risk as provided by the Swiss Re Sustainability Compass. The Future Hazard Risk combines the current risk with projected changes based on Climate Risk Scores, which quantify the severity of risk development on a scale from stable to extreme. Thus, the Future Hazard Risk shows the overall risk level at any given point in the future for a given climate change scenario.

## Transition risks

Siegfried categorizes transition risks and opportunities across three different time horizons: short-term, medium-term, and long-term.

- Short term: 2–3 years up until 2028;
- Medium term: 5 years until 2030;
- Long term: 10–25 years up until 2050.

**Table 2: Transition risk (Group-wide view)**

Transition risk	Type	Time horizon	Risk description	Mitigation measures
Availability and increased costs of raw materials	Market	Short Term	<ul style="list-style-type: none"> <li>– Supply chain disruptions may delay or interrupt manufacturing</li> <li>– Higher raw material cost leads to increase in Cost of Goods sold</li> <li>– Supply chain management may require additional resources</li> </ul>	<ul style="list-style-type: none"> <li>– Offer dual or triple sourcing of critical raw materials to customer</li> <li>– Build-up of safety stock in alignment with customers</li> <li>– Long-term supply agreements with critical suppliers</li> <li>– Internalization of the production of (raw) materials and APIs required for own operations</li> </ul>
Costs to transition to lower emissions technology	Technology	Medium Term	<ul style="list-style-type: none"> <li>– Manufacture of products may become subject to tighter environmental/regulatory framework that requires replacement of existing or investment in new manufacturing assets</li> <li>– Changes in technology may trigger additional approval requirements under GMP regulations</li> </ul>	<ul style="list-style-type: none"> <li>– Long-term CAPEX planning process</li> <li>– Green engineering for expansion and replacement CAPEX</li> <li>– Enhanced focus on operational excellence</li> <li>– R&amp;D in circular economy</li> </ul>
Changing customer and shareholder behavior and priorities	Market	Medium and Long Term	<ul style="list-style-type: none"> <li>– Customers' focus on environmental footprint may lead to customer expectations beyond regulatory or legal requirements</li> <li>– Customers may require substitution of services with lower emissions options</li> <li>– Additional internal resources for management of customer requirements with respect monitoring and reporting on ESG issues</li> </ul>	<ul style="list-style-type: none"> <li>– Enhanced focus on environmental footprint in line with customer expectations in order to stay ahead of competition</li> <li>– Offering of (optional) sustainable sourcing and low emission manufacturing services</li> <li>– Development of second and third generation processes for eco-friendly and efficiency enhanced manufacturing of products</li> </ul>
Changing shareholder behaviour and priorities	Reputation	Medium and Long Term	<ul style="list-style-type: none"> <li>– Increasing pressure from investors to adopt robust ESG standards and align operations with sustainability goals, potentially affecting access to capital and valuations.</li> </ul>	<ul style="list-style-type: none"> <li>– Improve transparency in sustainability reporting</li> <li>– Engage stakeholder dialogue on ESG efforts (share distinctions on key sustainability initiatives such as S&amp;P Global, EcoVadis)</li> </ul>
Enhanced emission reporting obligations	Policy & Legal	Medium Term	<ul style="list-style-type: none"> <li>– Increased costs to comply with national and international reporting obligations</li> <li>– Risk of non-compliance with complex regulatory framework</li> </ul>	<ul style="list-style-type: none"> <li>– Early adaption and compliance with Swiss- and EU-reporting standards</li> <li>– Introduction of technology-based data analytics and reporting capabilities</li> </ul>
Increased pricing of GHG emissions	Policy & Legal	Medium and Long Term	<ul style="list-style-type: none"> <li>– Increase in manufacturing costs</li> <li>– Increase in raw material costs</li> <li>– Additional internal resources for management of GHG monitoring, reporting and verification may become necessary</li> </ul>	<ul style="list-style-type: none"> <li>– Reduction of Scope 2 GHG emissions through purchase of green/ renewable energy and certified energy management system</li> <li>– Green engineering for expansion CAPEX and replacement CAPEX</li> <li>– Active participation in emission trading systems</li> </ul>
Shortage of renewable energy supply	Market	Medium Term	<ul style="list-style-type: none"> <li>– Insufficient renewable energy supply driven by infrastructure limitations, supply chain issues, and rising global demand poses operational and cost risks.</li> <li>– Reliance on non-renewable energy sources may hinder sustainability goals and long-term energy security.</li> </ul>	<ul style="list-style-type: none"> <li>– Proactive energy planning, investments in infrastructure, and collaboration with suppliers.</li> <li>– Long term Purchase agreements</li> </ul>

**Climate-related opportunities**

Aside the risks, Siegfried also identified climate-related opportunities with a potential substantive impact on its business. These are shown in Table 3.

**Table 3: Climate-related opportunities (Group-wide view)**

Opportunity	Type	Time horizon	Description (Current opportunity for Siegfried)	Action
Sustainable production and cost optimization	Resource Efficiency	Medium to Long Term	Pro-active energy management, improvement of recycling of high-volume waste streams (e.g. solvents) and additional research & development focus on circular economy may lead to lower manufacturing costs and higher margins	<ul style="list-style-type: none"> <li>– Implement recycling programs</li> <li>– Launch R&amp;D projects targeting circular economy innovations</li> <li>– Enhance energy efficiency across sites.</li> </ul>
Strategic energy procurement	Energy Sourcing	Immediate to Long Term	Pro-active management of energy sourcing activities and long-term power purchase agreements leads to a more sustainable (“greener”) sourcing at lower manufacturing costs and higher margins	<ul style="list-style-type: none"> <li>– Long-term Power Purchase Agreements (PPAs)</li> <li>– Switch to green electricity</li> <li>– Upgrading production infrastructure to reduce energy consumption</li> </ul>
Customer-centric innovation	Products and Services	Short to Medium Term	<p>Focus on environmental footprint of manufacturing activities in line with pharma customer expectations may lead to competitive advantage</p> <ul style="list-style-type: none"> <li>– Offering of additional services such as development of more sustainable second or third generation manufacturing processes may lead to additional business (sales) and positive perception in the markets</li> <li>– Offering of risk minimized sourcing options (dual/triple sourced raw materials) may lead to additional business (sales) and competitive advantage</li> <li>– Offering of sustainable and eco-friendly options (e.g. in the field of sourcing) to customer may strengthen customer relationship and improve customer retention</li> </ul>	<ul style="list-style-type: none"> <li>– Collaborate with customers on eco-friendly manufacturing</li> <li>– Develop sustainable production processes</li> <li>– Offer green and risk-minimized sourcing options.</li> </ul>
Risk mitigation advantage	Resilience	Immediate to Long Term	Demonstrating resilience in the field of climate-related and other risks (e.g. cyber risks) and offering site-specific or multi-site business continuity plans may allow for differentiation against competitors and higher reliability and resilience of services provided	<ul style="list-style-type: none"> <li>– Expand multi-site sourcing options for critical materials.: Siegfried’s multi-site strategy allows customer to mitigate risks by double-sourcing from different Siegfried sites, and hence, allows for better customer retention and competitive advantage</li> <li>– Strengthen site-specific business continuity plans</li> </ul>

**Strategic actions to respond to climate-related risks on Siegfried’s business**

Siegfried’s 2024 scenario analysis indicates that climate change introduces both risks and opportunities for the business. However, Siegfried’s robust strategy and financial health provide a solid foundation to withstand these challenges. The results highlight that by meeting the targets in key areas such as emissions reduction, renewable energy integration, and waste reduction, Siegfried can mitigate climate risks and enhance its ability to capitalize on emerging opportunities. All of these efforts contribute to Siegfried’s long-term resilience and sustainability.

In line with these efforts to build resilience, Siegfried is also actively addressing the physical risks posed by climate change, in anticipation of the potential impact of extreme weather events,

Siegfried diversifies its operations across different locations, reducing vulnerability to localized disruptions. Locations with the highest level of risk are Nantong, Barberà del Vallès, El Masnou, Irvine and Evionnaz.

As part of the Capital Expenditure (CapEx) strategy, Siegfried makes significant investments in preventive measures, such as fire and flood protection. This primarily concerns the sites in coastal areas, specifically in Nantong, Barberà del Vallès and El Masnou. In the frame of their business continuity management activities, sites implement flood protection measures in close collaboration with Siegfried’s risk insurers and local authorities. Typical measures include the installation or upgrade of flood barriers and drainage systems, putting critical infrastructure at elevated levels above known flood levels. Where possible and necessary (for example for sites

located close to open water bodies and during infrastructure extension activities), strategic landscaping and natural defenses are used to minimize the risk of flooding.

Also, due to climate change, there is a risk of drought or water scarcity, which plays a crucial role in Siegfried's manufacturing, e. g. cooling. To address this risk, projects to reduce water consumption are planned (also see Sustainability Report 2025, p. 15).

To address the anticipated transition costs to lower emissions technologies the CapEx strategy is also being adapted. Siegfried is embedding sustainability into CapEx by aligning projects with the five-year plan, ensuring targeted investments in sustainable initiatives. The five-year plan will detail specific CapEx requirements, prioritizing resources for impactful environmental projects. CO<sub>2</sub> savings initiatives will be systematically tracked using the Operation Excellence Initiative Savings tool, ensuring accountability. This approach enhances awareness of sustainability efforts, promoting data-driven reporting and transparent progress monitoring. By taking these actions, Tech Ops strengthens its commitment to sustainability and supports achieving the organization's environmental goals.

Additionally, with an intensified focus on operational excellence, Siegfried enhances efficiency and cost-effectiveness in the transition process. Also, R&D initiatives in circular economy were initiated to make manufacturing processes more efficient and thus reduce emissions. For example, thanks to sophisticated distillation processes, more solvents can be reused. Furthermore, Siegfried has rolled out a new standardized procedure for the methodical assessment of the level of sustainability of chemistry-based manufacturing processes. This includes the identification of process steps with high energy use (Scope 1 & 2), or opportunities to reduce the use of raw materials and their associated Scope 3 emissions. Projects with the greatest benefit can thus be selected preferentially. With an enhanced focus on environmental footprint, Siegfried is also aiming at facing the customers' increasing priorities for sustainable production, for instances by using a matrix to measure the sustainability of the production processes, which helps to identify the priority areas that should be addressed first as well as the measures described in chapter "Emissions" (p. 7). By purchasing renewable energy, Siegfried also reduces its Scope 2 GHG emissions, which can reduce potential carbon taxes.

## Resilience

Siegfried's climate resilience is based on a science-based decarbonization roadmap aligned with TCFD and SBTi recommendations. The roadmap translates climate-related risks and opportunities into concrete measures, including renewable energy uptake, site-specific decarbonization actions and supplier engagement across the value chain. Clear near- and long-term targets provide a structured transition pathway toward net-zero emissions by 2050, strengthening Siegfried's ability to manage transition risks and create long-term value. For more details on Siegfried's transition roadmap, see p. 9.

## Climate risk management

Siegfried has integrated climate-related risks into its overall risk management process. The Corporate Sustainability Board is responsible for the Group-wide coordination, while final responsibility in assessing climate-related risks lies with the Board of Directors.

Siegfried employs a multi-step approach to identify and assess climate related risks and opportunities. In the first phase, a comprehensive questionnaire, capturing a wide spectrum of potential risks and opportunities was filled out by risk owners in the senior and mid-level management of the organization to obtain broad feedback. In a second phase, the Sustainability Board evaluated and compiled this data to create a heat map and risk register of climate-related risks and opportunities enabling targeted monitoring efforts and identification of possible mitigation actions. To enhance this process, Siegfried considered the results of its double materiality assessment, ensuring that connections between material topics and climate-related risks and opportunities are considered in the assessment process.

In 2024, Siegfried further strengthened its risk management process in accordance with best practice guidance. Siegfried enhanced the disclosure of climate risks by incorporating the Intergovernmental Panel on Climate Change's (IPCC) SSP1-2.6 and SSP2-4.5 scenarios for physical risk assessments. Additionally, Siegfried introduced explicit time horizons for the reporting of transition risks, enabling clearer differentiation between short-, medium-, and long-term risks and their associated impacts.

For a more precise assessment of acute and chronic climate-related risks, Siegfried employs the Swiss Re RDS Sustainability Compass tool, a sophisticated climate modeling system that analyzes physical risks.

Based on the results of (i) the management questionnaire, (ii) the compilation in a risk register by the Corporate Sustainability Board and (iii) the insights provided by the Swiss Re RDS Sustainability Compass tool, Siegfried assesses the climate-related risks under two different future scenarios (SSP1-2.6 and SSP2-4.5). Both scenarios consider the trajectories of greenhouse gas concentration in the atmosphere and refer to a 1.5–2°C and 2–3°C increase in global average surface temperature in 2100 respectively. The Swiss Re RDS Sustainability Compass tool allows Siegfried to display and assess all Siegfried network sites in terms of changes of acute physical climate hazards such as floods, wind, precipitation, heat and drought and the change of level of risk in ten-year steps until 2100. The below 2°C scenario was assessed in the 2030 timeframe to reflect near-term climate impacts under low-emission pathways with effective mitigation efforts. The above 2°C scenario, on the other hand, was evaluated in the 2050 timeframe to address longer-term risks under higher-emission pathways. This approach enabled Siegfried to gain a clearer understanding of its risk exposure evolution across different timeframes and warming scenarios.

To assess the potential financial impacts of climate-related risks, Siegfried applies a qualitative exposure scale that considers the degree to which its global network could be affected under these scenarios. The scale differentiates between low, moderate and high financial impact based on the proportion of sites that may experi-

ence significant operational or cost implications if a given risk materializes. This approach enables a consistent comparison across risks and supports prioritization within the broader risk management framework. Climate-related risks are integrated into Siegfried's annual Group-wide risk register review, which assesses all categories of enterprise risks and identifies the risks requiring focused action.

Relevant findings are included in Siegfried's risk register and continuously refined through collaboration with local site management teams, ensuring a granular understanding of site-specific impacts.

The prioritization of the identified risks considers materiality, severity, likelihood, and other relevant factors such as regulatory compliance. Accountability for mitigation measures is clearly delineated, with Siegfried's teams committing to actionable steps that ensure alignment with the company's Net Zero ambitions. To further integrate climate-related risks into the company's culture, Siegfried provides training to site management, raising awareness of the importance of these risks and embedding them into the risk management framework. Monitoring and reporting mechanisms are established to ensure transparency, drive continuous improvement, and guarantee that the measures taken remain consistent with Siegfried's long-term climate goals.

#### **Key assumptions and uncertainties**

The scenarios used in Siegfried's analysis incorporate a variety of assumptions about how climate change and key variables – such as carbon pricing, advancements in energy efficiency, and shifts in resource demand – may evolve in the coming decades. Given the long-term nature of these factors, uncertainty is inevitable regarding how they will unfold towards 2030 and beyond. Siegfried accepts this uncertainty, as the insights from this analysis are utilized to assess resilience at a high level, helping inform strategic decisions such as committing to a 1.5°C science-based target.

#### **Metrics and targets**

Siegfried's performance indicators relating to climate and the targets can be found in the chapter on the material topic "Emissions" (p.7).

# Reference table Swiss Code of Obligations

This Sustainability Report includes reporting on non-financial matters in accordance with the Swiss Code of Obligations. As it is based on the material topics for Siegfried, the following Code of Obligations reference table is used to allocate the material topics to non-financial matters in accordance with art. 964b of the Swiss Code of Obligations.

Non-financial matter according to art. 964b CO	Material topic for Siegfried
Ecological matter	Emissions p. 7
	Resources & waste p. 12
	Water p. 15
Social issues	Product responsibility p. 29
	Information security & cyber security p. 32
	Supply chain integrity p. 24
Employee-related issues	Employee health & safety p.16
	Education & training p. 20
	Diversity, equity & inclusion p.21
Respect for human rights	Supply chain integrity p. 24
Combating corruption	Business conduct, corruption & antitrust p. 27
<b>Climate disclosures</b>	
TCFD report	Governance p. 47
	Strategy p. 48
	Risk management p. 51
	Metrics and targets p. 52

## Statement of Board of Directors

The Board of Directors of Siegfried Holding AG is responsible for the preparation of the report on non-financial matters in accordance with the applicable provisions of the Swiss Code of Obligations referenced in the above table.

The Board of Directors of Siegfried Holding AG has approved the report on non-financial matters pursuant to the Swiss Code of Obligations for the year 2025 at its meeting on February 18, 2026.

For the Board of Directors:



Dr. Andreas Casutt  
Chairman of the Board of Directors



Prof. Dr. Wolfram Carius  
Chairman of the Strategy & Sustainability Committee

Zofingen, 18.02.2026

# GRI content index



CONTENT INDEX  
ESSENTIALS SERVICE

2026

Siegfried AG has reported in accordance with the GRI Standards for the period January 1, 2025 to December 31, 2025. For the Content Index – Essentials Service, GRI Services reviewed that the GRI content index has been presented in a way consistent with the requirements for reporting in accordance with the GRI Standards, and that the information in the index is clearly presented and accessible to the stakeholders.

## GRI 1 used

Applicable GRI sector standard

## GRI 1: Foundation 2021

none

## General disclosures

GRI Standard / other source	Disclosure	Information / location	Omission
<b>1. The Organization and its reporting practices</b>			
GRI 2: General disclosures 2021	2-1 Organizational details	p. 36	
	2-2 Entities included in the organization's sustainability reporting	p. 36	
	2-3 Reporting period, frequency and contact point	p. 36	
	2-4 Restatements of information	p. 36	
	2-5 External assurance	p. 36	
<b>2. Operations and workers</b>			
GRI 2: General disclosures 2021	2-6 Activities, value chain and other business relationships	p. 37–38	
	2-7 Employees	p. 38–39	
	2-8 Workers who are not employees	p. 39	
<b>3. Governance</b>			
GRI 2: General disclosures 2021	2-9 Governance structure and composition	p. 39–40	
	2-10 Nomination and selection of the highest governance body	p. 40	
	2-11 Chair of the highest governance body	p. 40	
	2-12 Role of the highest governance body in overseeing the management of impacts	p. 40	
	2-13 Delegation of responsibility for managing impacts	p. 41	
	2-14 Role of the highest governance body in sustainability reporting	p. 41	
	2-15 Conflicts of interest	p. 41	
	2-16 Communication of critical concerns	p. 41	
	2-17 Collective knowledge of the highest governance body	p. 41	
	2-18 Evaluation of the performance of the highest governance body	p. 41	
	2-19 Remuneration policies	p. 41	
2-20 Process to determine remuneration	p. 41		
2-21 Annual total compensation ratio	p. 41		

#### 4. Strategy, policies and practices

GRI 2: General disclosures 2021	2-22 Statement on sustainable development strategy	p. 41
	2-23 Policy commitments	p. 42–43
	2-24 Embedding policy commitments	p. 42–43
	2-25 Processes to remediate negative impacts	p. 43
	2-26 Mechanisms for seeking advice and raising concerns	p. 43
	2-27 Compliance with laws and regulations	p. 43
	2-28 Membership associations	p. 44–45

#### 5. Stakeholder engagement

GRI 2: General disclosures 2021	2-29 Approach to stakeholder engagement	p. 45–46
	2-30 Collective bargaining agreements	p. 46

#### Material topics

##### Materiality analysis and list of material topics

GRI 3: Material topics 2021	3-1 Process to determine material topics	p. 5–6
	3-2 List of material topics	p. 5

#### Emissions

GRI 3: Material topics 2021	3-3 Management of material topics	p. 7–12
GRI 302: Energy 2016	302-1 Energy consumption within the organization	p. 11, p. 58
	302-3 Energy intensity	p. 11, p. 58
	302-4 Reduction of energy consumption	p. 11, p. 58
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	p. 57
	305-2 Energy indirect (Scope 2) GHG emissions	p. 57
	305-3 Other indirect (Scope 3) GHG emissions	p. 11–12, p. 57
	305-4 GHG emissions intensity	p. 11, p. 57
	305-5 Reduction of GHG emissions	p. 11, p. 57
	305-7 Nitrogen oxides (NO <sub>x</sub> ), sulfur oxides (SO <sub>x</sub> ), and other significant air emissions	p. 57

#### Resources & waste

GRI 3: Material topics 2021	3-3 Management of material topics	p. 12–15
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	p. 12–13
	306-2 Management of significant waste-related impacts	p. 12–15
	306-3 Waste generated	p. 12–14, p. 58
	306-4 Waste diverted from disposal	p. 58
	306-5 Waste directed to disposal	p. 58

#### Water

GRI 3: Material topics 2021	3-3 Management of material topics	p. 15–16
GRI 303: Water and effluents 2018	303-1 Interactions with water as a shared resource	p. 16–16
	303-3 Water withdrawal	p. 59
	303-4 Water discharge	p. 59
	303-5 Water consumption	p. 16, p. 59

<b>Employee health &amp; safety</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 16–19
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	p. 17
	403-2 Hazard identification, risk assessment, and incident investigation	p. 17–19
	403-3 Occupational health services	p. 17–19
	403-5 Worker training on occupational health and safety	p. 18
	403-8 Workers covered by an occupational health and safety management system	p. 59
	403-9 Work-related injuries	p. 19, p. 59
	403-10 Work-related ill health	p. 19, p. 59
<b>Education &amp; training</b>		
GRI 3: Material topics 2021	3-3 Management of material topics	p. 20–21
GRI 404: Training and education 2016	404-1 Average hours of training per year per employee	p. 21, p. 59
	404-2 Programs for upgrading employee skills and transition assistance programs	p. 20–21
	404-3 Percentage of employees receiving regular performance and career development reviews	p. 21, p. 59
<b>Diversity, equity and inclusion</b>		
GRI 3: Material topics 2021	3-3 Management of material topics	p. 21–23
GRI 405: Diversity and equal opportunity 2016	405-1 Diversity of governance bodies and employees	p. 22–23
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	p. 23
<b>Supply chain integrity</b>		
GRI 3: Material topics 2021	3-3 Management of material topics	p. 24–27
Own indicators	High ESG impact suppliers qualified (% of spend or number)	p. 60
	Suppliers sustainability audits of high impact suppliers (paperbased/on site)	p. 26, p. 60
	Paper-based GMP audits of suppliers	p. 26, p. 60
	On-site GMP audits of suppliers	p. 60
<b>Business conduct, corruption &amp; antitrust</b>		
GRI 3: Material topics 2021	3-3 Management of material topics	p. 27–29
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	p. 27, p. 29, p. 60
	205-3 Confirmed incidents of corruption and actions taken	p. 29
Own indicator	Time spent on integrity training per FTE	p. 29, p. 60
GRI 206: Anti-competitive behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	p. 29
<b>Product responsibility</b>		
GRI 3: Material topics 2021	3-3 Management of material topics	p. 29–32
Own indicators	Internal corporate GMP audits	p. 32, p. 60
	Inspections by authorities	p. 32, p. 60
<b>Information security &amp; cyber security</b>		
GRI 3: Material topics 2021	3-3 Management of material topics	p. 32–36
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	p. 36
Own indicator	Number of awareness campaigns conducted in a year	p. 35, p. 60

# Appendix

## ESG data table

Environment							
Emissions	Unit	2023 (Unit)	2023 (Intensity*)	2024 (Unit)	2024 (Intensity*)	2025 (Unit)	2025 (Intensity*)
Total Scope 1 + Scope 2 GHG emissions <sup>1</sup>	ktCO <sub>2</sub> eq	76	0.059	72	0.055	68	0.051
Total Scope 1 GHG emissions <sup>2</sup>	ktCO <sub>2</sub> eq	56	0.044	56	0.044	52	0.039
Total Scope 2 GHG emissions: market-based <sup>3</sup>	ktCO <sub>2</sub> eq	19	0.015	15	0.012	16	0.012
Total Scope 2 GHG emissions: location-based <sup>4</sup>	ktCO <sub>2</sub> eq	98	0.077	95	0.073	97	0.073
Total Scope 3 GHG emissions <sup>5</sup>	ktCO <sub>2</sub> eq	559	0.440	583	0.450	621	0.468
Scope 3.1 GHG emissions: Purchased goods & services <sup>5</sup>	ktCO <sub>2</sub> eq	337	0.265	363	0.280	342	0.258
Scope 3.2 GHG emissions: Capital goods <sup>5</sup>	ktCO <sub>2</sub> eq	30	0.023	28	0.021	38	0.028
Scope 3.3 GHG emissions: Fuel & energy related activities <sup>5</sup>	ktCO <sub>2</sub> eq	12	0.009	12	0.009	11	0.009
Scope 3.4 GHG emissions: Upstream transportation & distribution <sup>5</sup>	ktCO <sub>2</sub> eq	31	0.024	31	0.024	34	0.025
Scope 3.5 GHG emissions: Waste generated in operations <sup>5</sup>	ktCO <sub>2</sub> eq	74	0.058	69	0.053	117	0.088
Scope 3.6 GHG emissions: Business travel <sup>5</sup>	ktCO <sub>2</sub> eq	0.4	0.0003	0.4	0.0003	0.9	0.001
Scope 3.7 GHG emissions: Employee commuting <sup>5</sup>	ktCO <sub>2</sub> eq	3	0.003	3	0.003	4	0.003
Scope 3.9 GHG emissions: Downstream transportation and distribution <sup>5</sup>	ktCO <sub>2</sub> eq	1	0.001	1	0.001	1	0.001
Scope 3.10 GHG emissions: Processing of sold products <sup>5</sup>	ktCO <sub>2</sub> eq	45	0.035	50	0.039	47	0.036
Scope 3.12 GHG emissions: End-of-life treatment of sold products <sup>5</sup>	ktCO <sub>2</sub> eq	25	0.020	25	0.020	27	0.020
Air Emissions: CO	ton	8	0.01	8	0.01	4	0.003
Air Emissions: Total NOx	ton	28.0	0.02	18.5	0.01	16.3	0.01
Air Emissions: Total SO <sub>2</sub>	ton	1.3	0.001	2.0	0.002	0.4	0.0003
Air Emissions: Total VOC	ton	84	0.07	100	0.08	81	0.06
TOC emissions	ton	136	0.11	125	0.10	82	0.06
Nitrogen emissions	ton	72.9	0.06	53.8	0.04	58.0	0.04
Phosphorous emissions	ton	3.2	0.003	4.6	0.004	3.7	0.003

\*Unit/ CHF Mio

- 1 Market-based, restated 2023 and 2024 see below
- 2 Restated 2023 and 2024 due to correction of Minden gas factor, refrigerants and GWP factors
- 3 Restated as part of SBTi validation, including purchased heat and corrected Nantong steam factor
- 4 Restated as part of SBTi validation
- 5 Reported one year in arrears; restated including additional categories as part of SBTi validation
- 6 Reported one year in arrears

<b>Energy</b>	<b>Unit</b>	<b>2023</b> (Unit)	<b>2023</b> (Intensity*)	<b>2024</b> (Unit)	<b>2024</b> (Intensity*)	<b>2025</b> (Unit)	<b>2025</b> (Intensity*)
Total energy consumption <sup>1</sup>	TJ	1907	1.500	1904	1.471	1850	1.393
Total electric energy consumption <sup>2</sup>	TJ	645	0.507	618	0.477	620	0.467
Electrical energy (renewable) consumption	TJ	455	0.358	538	0.416	556	0.418
Renewable electricity from total electric energy	%	71	N/A	87	N/A	90	N/A
Natural gas consumption <sup>2</sup>	TJ	642	0.505	731	0.565	729	0.549
LPG consumption	TJ	90	0.071	63	0.048	8	0.006
Heating oil consumption	TJ	128	0.101	85	0.066	63	0.047
Diesel consumption	TJ	2	0.002	1	0.001	1	0.001
Alternative fuels (solvents)	TJ	58	0.045	52	0.040	61	0.046
VOC Incineration <sup>2</sup>	TJ	51	0.040	58	0.045	72	0.054
Purchased steam	TJ	331	0.260	333	0.257	346	0.261

\*Unit/ CHF Mio

1 Restated as part of SBTi validation, including purchased heat

2 Restated as part of SBTi validation

<b>Resources &amp; waste</b>	<b>Unit</b>	<b>2023</b> (Unit)	<b>2023</b> (Intensity*)	<b>2024</b> (Unit)	<b>2024</b> (Intensity*)	<b>2025</b> (Unit)	<b>2025</b> (Intensity*)
Total waste generated <sup>1</sup>	kilo ton	74.6	0.059	77.9	0.060	81.7	0.062
Total hazardous waste generated <sup>2</sup>	kilo ton	63.0	0.050	55.2	0.043	58.8	0.044
Total hazardous waste disposed	kilo ton	29.6	0.023	36.4	0.028	39.7	0.030
Hazardous waste incinerated <sup>3</sup>	kilo ton	28.9	0.023	36.1	0.028	39.4	0.030
Hazardous waste landfilled	kilo ton	0.1	0.000	0.1	0.000	0.1	0.000
Hazardous waste recycled, reclaimed or reused <sup>4</sup>	kilo ton	33.4	0.026	18.7	0.014	19.1	0.014
Hazardous waste recycled, reclaimed or reused	%	53.0	N/A	33.9	N/A	32.5	N/A
Total non-hazardous waste generated <sup>5</sup>	kilo ton	11.6	0.009	22.7	0.018	22.9	0.017
Total non-hazardous waste disposed <sup>5</sup>	kilo ton	8.5	0.007	18.8	0.015	18.6	0.014
Non-hazardous waste incinerated <sup>4</sup>	kilo ton	6.7	0.005	13.3	0.010	13.6	0.010
Non-hazardous waste landfilled	kilo ton	1.8	0.001	1.8	0.001	0.3	0.000
Non-hazardous waste recycled or re-used <sup>6</sup>	kilo ton	3.1	0.002	3.9	0.003	4.3	0.003
Non-hazardous waste recycled or re-used <sup>7</sup>	%	26.7	N/A	17.1	N/A	18.8	N/A

\*Unit/ CHF Mio

1 Restated as part of SBTi validation

2 Restated 2024 value due to improvement in categorization of waste streams. See p. 36

3 Restated 2023 due to reporting error in St. Vulbas

4 Restated due to improved classification

5 Improved classification between hazardous and non-hazardous wastes in 2024 and 2025

6 Restated due to improved classification

7 Renamed and updated calculation

<b>Water</b>	<b>Unit</b>	<b>2023</b> (Unit)	<b>2023</b> (Intensity*)	<b>2024</b> (Unit)	<b>2024</b> (Intensity*)	<b>2025</b> (Unit)	<b>2025</b> (Intensity*)
Total water withdrawal	ML	6329	4.98	6051	4.68	6069	4.57
Total freshwater withdrawal	ML	6329	4.98	6051	4.68	6069	4.57
Freshwater withdrawal from groundwater	ML	5172	4.07	4892	3.78	4883	3.68
Freshwater withdrawal from municipal water supplies or third parties	ML	1091	0.86	1089	0.84	1185	0.89
Total water discharged	ML	5639	4.43	5307	4.10	5899	4.44
Water discharged to offsite treatment or third parties <sup>1</sup>	ML	2747	2.16	2632	2.04	2707	2.04
Total water consumption <sup>2</sup>	ML	713	0.56	743	0.57	170	0.13
Water withdrawal in areas with water stress <sup>3</sup>	ML	N/A	N/A	N/A	N/A	193	0.15
Water discharged in areas with water stress <sup>3</sup>	ML	N/A	N/A	N/A	N/A	187	0.14
Water consumption in areas with water stress <sup>3</sup>	ML	N/A	N/A	N/A	N/A	6	0.005

\*Unit/ CHF Mio

- 1 Sanitary waste water plus process waste water
- 2 Previously included St. Vulbas discharged cooling water
- 3 Newly reported from 2025 onwards

## Social

<b>Employee health &amp; safety</b>	<b>Unit</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Workers covered by an occupational health and safety management system	%	100	100	100%
Fatalities: Employees	#	0	0	0
Fatalities: Contractors	#	0	0	0
LTIFR Employees and contractors onsite (work related accidents): # of LTIs per 200,000 work hours <sup>1</sup>	#	0.94	0.76	0.58
Total lost working days <sup>2</sup>	#	500	159	195
Lost working days per employee <sup>3</sup>	#	0.13	0.04	0.05
<b>Education &amp; training</b>	<b>Unit</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Hours of training per employee (management level)	#	16	16	16
Hours of training per employee (non-management level)	#	16	16	16
Managers who had an annual performance review	%	100	100	100
Non-Managers who had an annual performance review	%	100	100	100
<b>Diversity, equity &amp; inclusion</b>	<b>Unit</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Gender Diversity: Women at senior management level	%	25	13	17
Gender Diversity: Women in middle and lower management	%	35	31	28
Gender Diversity: Women at non-management levels	%	34	36	33
Gender Diversity: Women on the Board of Directors	%	43	43	43
Gender Diversity: Women in total workforce	#	1202	1267	1331

<b>Additional social metrics</b>	<b>Unit</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Full time employees	%	94	93	92
Part time employees	%	6	7	8
Permanent employees	#	3800	3974	4133
Fixed term contract employees	#	270	235	161
Employees between 31 and 50	%	56	55	55
Employees up to the age of 30	%	16	19	18
Employees above 50	%	28	26	27
Overall employee turnover rate	%	10.49	8.6	9.6
Voluntary employee turnover rate	%	6.13	4.4	5
Involuntary employee turnover rate	%	4.36	4.2	4.6
Hiring	#	554	516	449
Employees subcontracted	%	2.9	1.8	2
Social relations: Employees covered by collective agreements	%	68	67	62
Social initiative: Total contribution to create positive impact	CHF thousands	111750	110000	174532

1 Previously reported per 1M work hours, recalculated to be per 200,000 work hours

2 The increase in lost days is mainly due to a greater focus on Days Lost capture; previously, these were capped at 9 days, and the implementation of Quentic.

3 Based on the employees number reported on permanent employees

## Governance

<b>Supply chain integrity</b>	<b>Unit</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Ratio of suppliers with completed sustainability audit (physical or paper-based, except tail risk suppliers) compared to all suppliers	%	NA	57.39	57.86
High ESG impact suppliers qualified	#	2	2	2
Sustainability audits of high impact suppliers (paperbased/on site)	%	55.2	55.4	67.6
Paper-based GMP audits of suppliers <sup>1</sup>	#	70	75	60
On-site GMP audits of suppliers <sup>1</sup>	#	140	128	144
<b>Business conduct, corruption &amp; antitrust</b>	<b>Unit</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Number of reports	#	27	42	15
Number of employees terminated due to unethical behavior	#	3	3	3
Reports resulting in monetary fines and or other non-monetary sanctions	#	0	0	0
Employees completing compliance onboarding training	%	79	95	93
Time spent on integrity training per FTE	mins	18.5	31	34
<b>Product responsibility</b>	<b>Unit</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Internal corporate GMP audits	#	11	12	14
External GxP inspections by health authorities	#	12	8	9
<b>Information security &amp; cybersecurity</b>	<b>Unit</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Substantiated complaints concerning breaches of customer privacy and losses of customer data	#	0	0	0
Number of awareness campaigns conducted in a year	#	4	6	7

1 Audit need defined as per internal policy and based on regulatory obligations and criticality of supplied materials or services

## Cautionary statement regarding forward-looking statements

This Annual Report contains certain forward-looking statements identified by words such as “believes”, “expects”, “anticipates”, “projects”, “intends”, “should”, “seeks”, “estimates”, “future” or similar expressions or by discussion of, among other things, strategy, goals, plans or intentions. Various factors may cause actual results to differ materially in the future from those reflected in forward looking statements contained in this Annual Report, among others: (1) pricing and product initiatives of competitors; (2) legislative and regulatory developments and economic conditions; (3) delay or inability in obtaining regulatory approvals or bringing products to market; (4) fluctuations in currency exchange rates and general financial market conditions; (5) uncertainties in the discovery, development or marketing of new products or new uses of existing products, including without limitation negative results of clinical trials or research projects, unexpected side-effects of pipeline or marketed products; (6) increased government pricing pressures; (7) interruptions in production; (8) loss of or inability to obtain adequate protection for intellectual property rights; (9) litigation; (10) loss of key executives or other employees; and (11) adverse publicity and news coverage. The statement regarding earnings per share growth is not a profit forecast and should not be interpreted to mean that Siegfried’s earnings or earnings per share for 2026 or any subsequent period will necessarily match or exceed the historical published earnings or earnings per share of Siegfried.

