

FY25 Sustainability Report

Today's sustainability.
Inspired by tomorrow.



Let's talk future™

Beyond promised: proven.

Because patients depend on it.

At PCI, responsibility isn't a tagline. It's the way we operate. It shapes the choices we make every day, from how we run our sites to how we support our people, partners, and communities. This report highlights what we've committed to, what we've accomplished, and where we're headed.

“
Every medicine PCI
delivers represents
a patient waiting.”

Salim Haffar
CEO

We're responsible for our impact on the environment, the people who depend on us, and how we do business. That responsibility is embedded in our commitment to:



Trust isn't given. It's earned, through independent verification and steady progress.

This report reflects our commitment to sustainability — a responsibility to support our people, strengthen our business, and honor the patients who rely on us.

Let's get started.

Message from Our CEO

Responsible by Design

Improving human health means taking care of both our business and the world it depends on.

Every medicine PCI delivers represents a patient waiting. That reality shapes how we think about our responsibility: not just to manufacture with quality and safety, but to operate in ways worthy of our customers, investors, employees, communities, and society at large.

At PCI, sustainability is one of the ways we live out that responsibility. As a trusted partner delivering life-changing medicines worldwide, we measure success not just by what we achieve, but how we achieve it. We express that responsibility in three areas — environmental responsibility, social sustainability, and corporate accountability — as lasting commitments in how we operate.

As a manufacturing and development organization with sites in communities across the globe, our sustainability efforts begin with the basics: what we put into the air, how much

water and electricity we consume, and the waste we leave behind. That responsibility extends to the people who make PCI operate day to day, encompassing the safety of everyone on our production floors and fostering an inclusive culture across our workforce. It also involves fair, transparent practices with the vendors in our supply chain and the partners who trust us with their data.

Meeting these commitments requires increasing investment in the short term to pay off over decades, not quarters. The clean water, reliable electricity, and stable communities our business depends on are the result of choices made every day — by companies like ours and by others working toward the same goals. What protects those resources for everyone is also what protects our ability to do business in the future.

At PCI, people are and will continue to be at the heart of everything we do.



* <https://recognition.ecovadis.com/hrnf8iXo0UcklrV0z1cjQQ>

We believe that how we run our business matters as much as what our business delivers. As we grow and our responsibility expands with our impact, that belief only deepens.

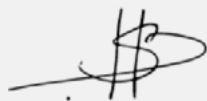
We're proud to be a growing private company that chooses to report our efforts publicly, holding ourselves accountable for our successes and continuous improvement along the way.

None of this progress happens without people. The employees across our global network are the ones who turn our commitments into results, and I'm grateful for their dedication. I'm equally appreciative of the customers, suppliers, investors, and communities who challenge and support us. **We're better for being part of an ecosystem working toward a common goal.**

Our targets represent our vision for the kind of company PCI will be for decades to come: one that earns the privilege of delivering safe, high-quality, life-changing medicines by operating in ways that make the world better in the process. What follows in this report is the evidence behind that belief: where we've made progress, where we have work to do, and what independent validators say about both. I'm proud of what our teams accomplished and even more committed to what's ahead.

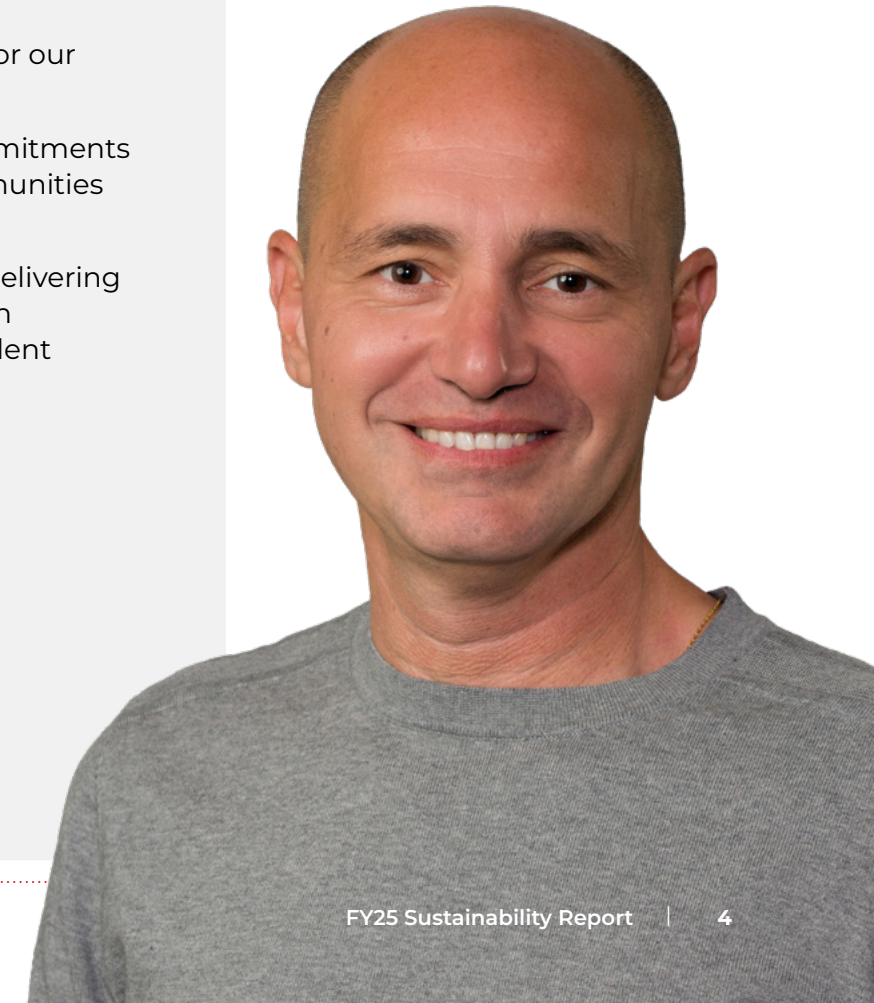
Solutions built by PCI, serving the world and the patients who depend on us.

With appreciation,



Salim Haffar

CEO, PCI Pharma Services



FY25 Report

Highlights

This FY25 Sustainability Report shares PCI's environmental, social, and governance (ESG) performance over the past three years across nine defined Impact Categories. Since our inaugural report, we have been actively embedding sustainability across our global operations, and this publication illustrates our ongoing progress. This report aligns with PCI's 2025 fiscal calendar starting July 1, 2024 and ending June 30, 2025.

42%
Reduction
Scope 1 Emissions

40%
Renewable Energy

40%
Reduction
Scope 2 Emissions

31%
Reduction
Water Withdrawal
Intensity

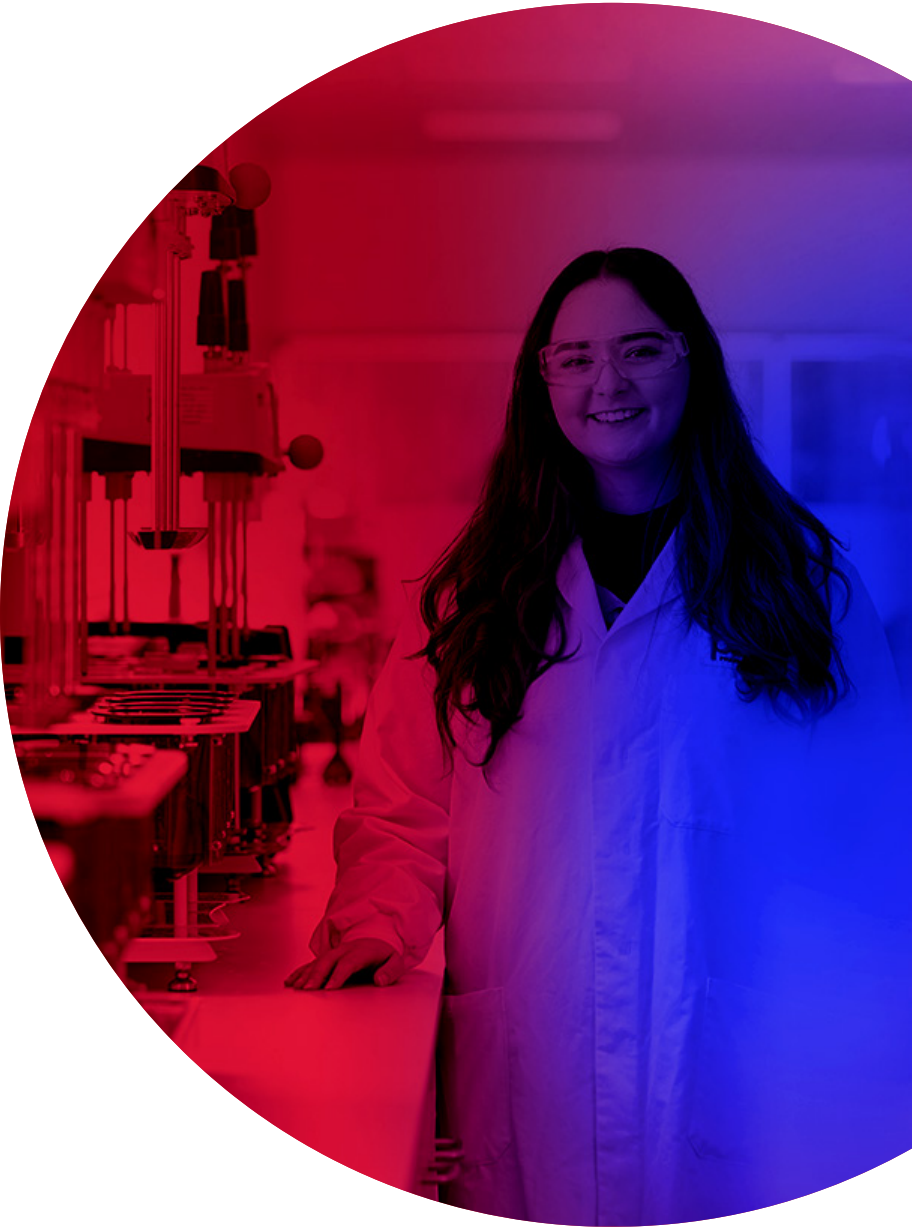
38%
Reduction
Purchased Energy
Intensity

71%
Waste Diverted
from Landfill

All reductions reflect FY25 compared to FY23 baseline year.

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PCI Pharma Services

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OUR PURPOSE

Together, delivering
life-changing therapies.

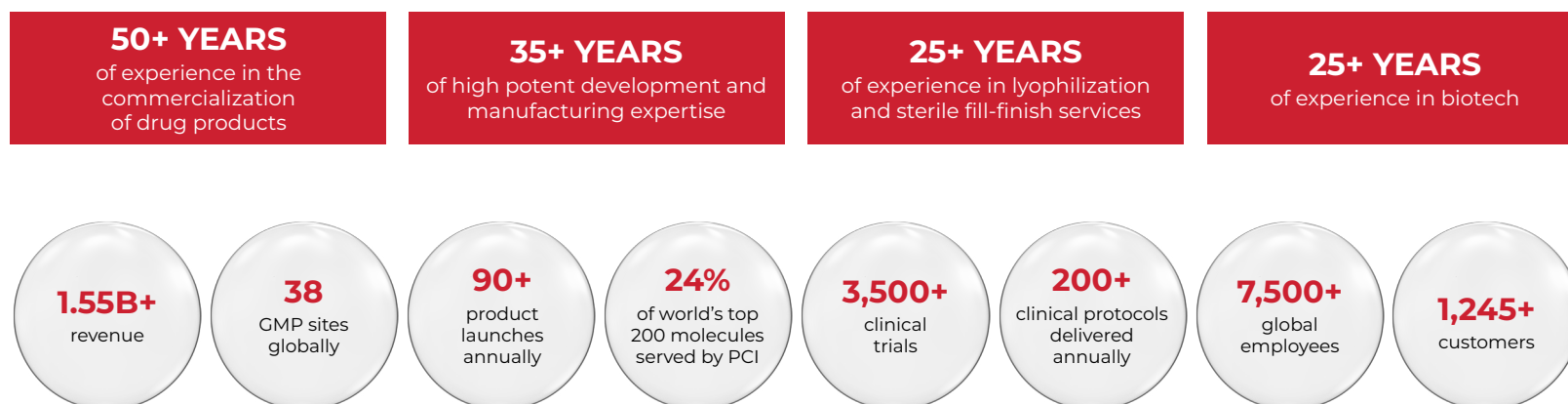
OUR VISION

As a world-class CDMO, we relentlessly strive to deliver better health outcomes for the patients we serve by combining our experience and expertise in science, manufacturing, and technology with our pristine customer service.

About PCI

We see tomorrow's treatments demanding more, where expertise, experience and compassion combine to deliver life-changing therapies and better health outcomes for patients and generations to come.

We Are PCI Pharma Services

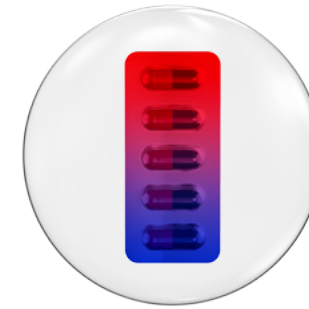
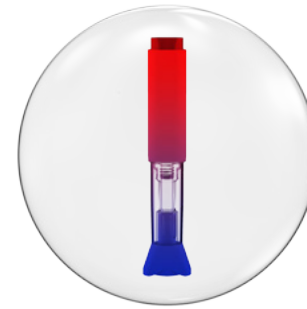
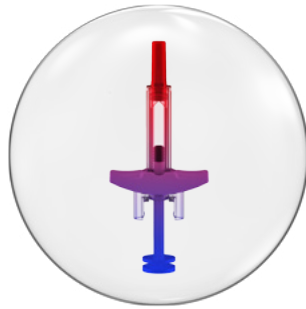


Our commitment to operational excellence and accountability is demonstrated by our longstanding experience, with more than 90 successful product launches annually. For over 50 years, we have excelled in delivering comprehensive supply chain healthcare services.

We provide end-to-end solutions in drug development, manufacturing, clinical and commercial supply chain, and packaging services, accelerating products' market introduction and enhancing commercial viability. With a global workforce of over 7,500 employees and operations spanning 38 facilities and 15 locations across North America, Europe, and Australia, PCI offer an innovative network of people dedicated to the development, manufacturing, packaging, storage, and distribution of transformative therapies. Leading technology and continued investment enable us to deliver development to commercialization solutions throughout the product lifecycle, collaborating with our clients to improve the lives of patients globally.

Supporting pharmaceutical customers in the development and launch of medicines
& making an impact in the lives of patients around the world.

Delivering Life-Changing Therapies Across the Biopharmaceutical Value Chain



Servicing clients with our dedicated teams throughout their supply chain



Drug Development & Manufacturing

Clinical to commercial fill-finish sterile manufacturing, expertise in lyophilization, world-class potent drug processing, and global launch experience

Clinical Trial Services

Global clinical supply chain experts, speed-to-study solutions, unmatched flexibility, and client-centric experience

Advanced Drug Delivery

Expert design process focus, specialist packaging of patient centric autoinjectors, pre-filled syringes and drug-device combination product assembly

Commercial Technology Services

Leaders in global commercial launches, from design through to commercialization, lifecycle management of all dosage forms through best-in-class packaging technology

Awards

We take pride in celebrating the accomplishments and accolades that distinguish PCI Pharma Services, our employees, and our services. These achievements are a testament to our commitment to excellence, innovation, and the unwavering dedication of our teams.

* <https://recognition.ecovadis.com/nrnf8iXo0UCklrv0z1cjQQ>



Product Quality & Safety

Our operations are grounded in robust Quality and Safety frameworks to ensure regulatory compliance and high quality standards.

Our advanced network of fully scalable technologies and automation provides unmatched solutions for a wide range of dosage forms at every stage of the product lifecycle. We excel in managing safety requirements, including child-resistant and senior-friendly test protocols necessary for launching new products, reaffirming our commitment to delivering an industry-leading customer experience.

PCI’s unrivaled expertise, advanced technology, and ongoing investments empower us to provide comprehensive development-to-commercialization solutions throughout the product lifecycle. We collaborate with clients across various therapeutic areas to enhance patients’ lives globally.

PCI is a privately held company.

	FY24	FY25	
Clinical trials supported	3,100+	3,500+	38 Global manufacturing facilities
Molecules supported	2,500	2,900	7,500+ Employees & growing
Commercial launches	90+	90+	

Philadelphia, PA, USA (HQ)

Drug-device combination assembly, advanced drug delivery injectable testing and packaging, commercial packaging, serialization

San Diego, CA, USA

Drug development, manufacturing, prefilled syringes, sterile fill-finish and lyophilization, in-house analytical services, clinical packaging & logistics

Madison, WI, USA

Sterile fill-finish and lyophilization, manufacturing, in-house analytical services

Rockford, IL, USA

Clinical packaging & logistics, drug-device combination assembly, advanced drug delivery injectable testing and packaging, commercial packaging, in-house analytical services, serialization

Mississauga, ON, CAN

Commercial packaging

Burlington, ON, CAN

Clinical packaging & logistics

Bedford, NH, USA

Pharmaceutical development, sterile fill-finish and lyophilization, medical device manufacturing, non-aseptic fill-finish and lyophilization, packaging, in-house analytical services, serialization

Boston, MA, USA

Clinical packaging & logistics

Dublin, IRL

Commercial packaging, serialization, in-house analytical services, clinical logistics, drug-device combination assembly, advanced drug delivery injectable testing and packaging

León, ESP

Prefilled syringes, sterile fill-finish and lyophilization, in-house analytical services

Bridgend, GBR

Clinical packaging & logistics

Hay-on-Wye, GBR

Clinical packaging, in-house analytical services, commercial packaging, serialization

Tredegar, GBR

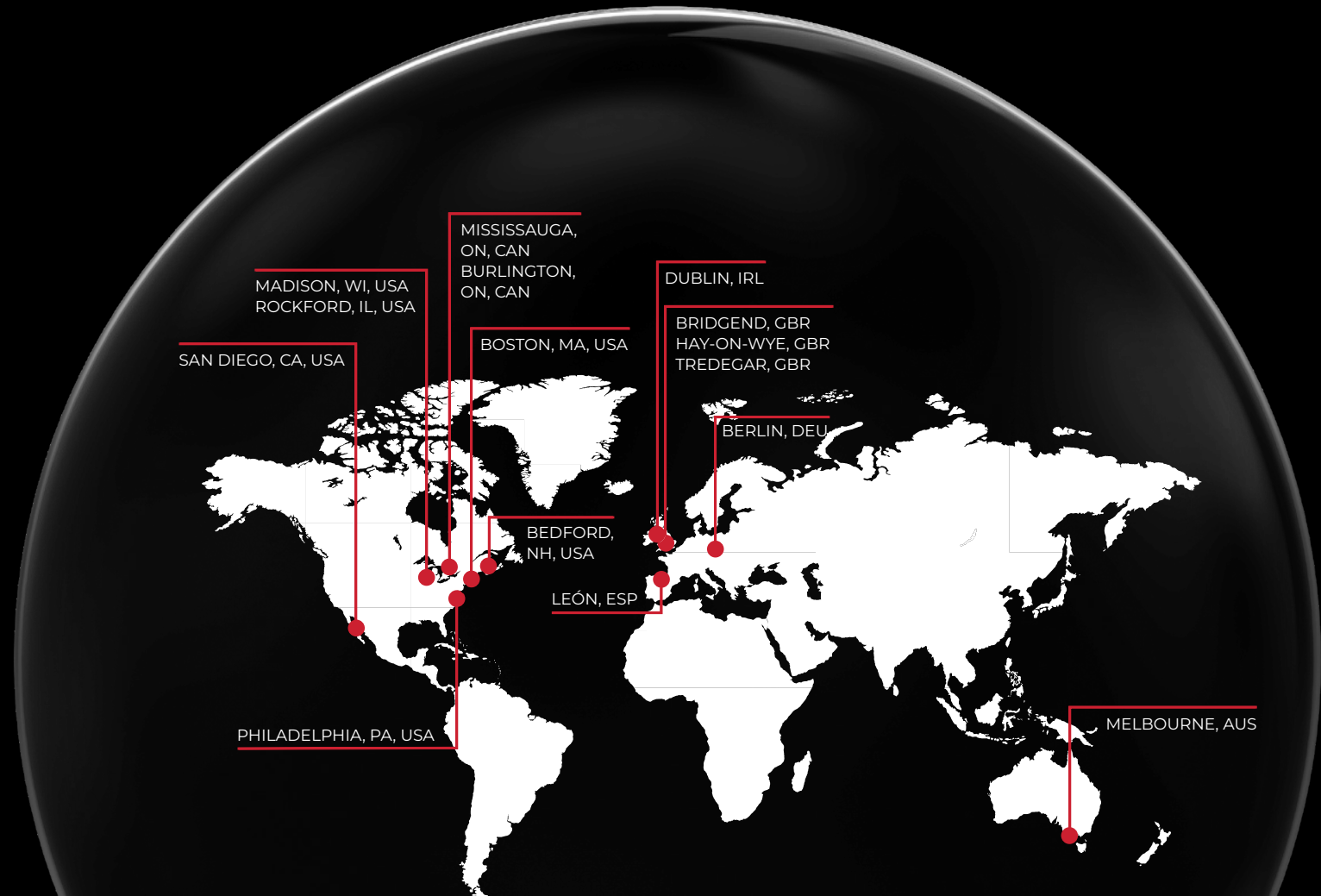
Oral dose drug development, manufacturing, packaging, in-house analytical services

Berlin, DEU

Clinical packaging & logistics

Melbourne, AUS

Clinical packaging & logistics



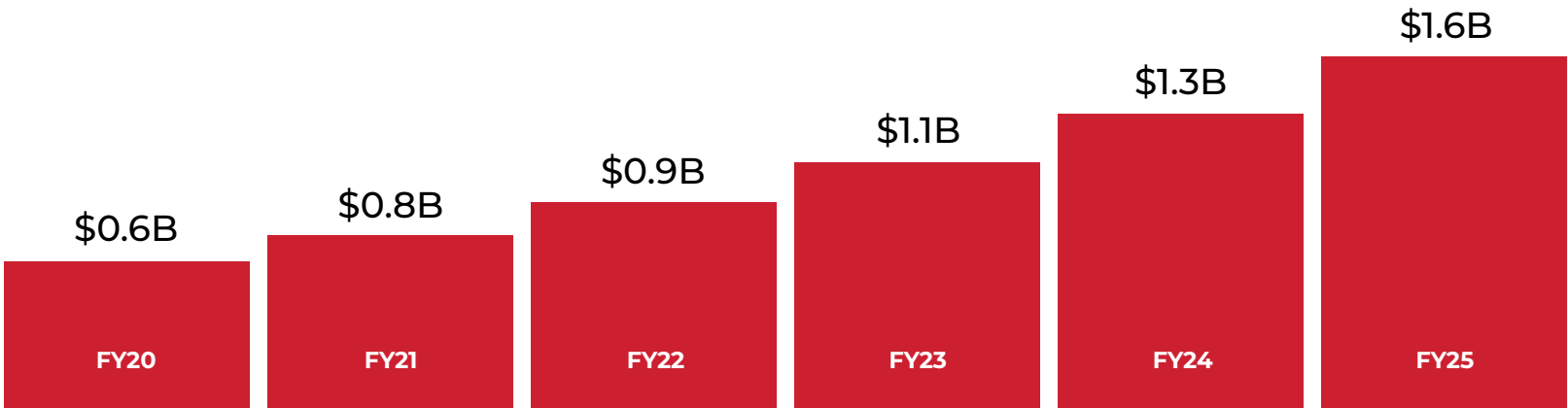
**Serving 100+ Countries with 7,500+ People
and 38 Global GMP Facilities**

Financial Performance

A strong financial performance is crucial in enhancing organizational resilience and the effectiveness of our Environmental, Social, and Governance (ESG) initiatives. This strength enables us to allocate resources for innovation, effectively manage regulatory changes, and maintain stability during disruptions.

For information about our financial planning and climate strategy, please see our Task Force on Climate-related Financial Disclosures (TCFD) report on our [website](#).

TOTAL REVENUE FY20 - FY25
In billions [B], \$ USD



Net Zero Strategy

Our Vision

We aspire to lead pharmaceutical CDMO decarbonization through science-based climate action, operational excellence, and value chain transformation. We aim to reduce emissions while maintaining the highest standards of product quality and regulatory compliance.

Net Zero by 2045

In 2025, PCI reached a key milestone by securing validation from the Science Based Targets initiative for its Scope 1, 2, and 3 emissions reduction targets and net-zero commitment.

Following PCI's submission to the Science Based Targets initiative, the company launched a multi-phase global Net Zero Project across all sites to develop a global decarbonization strategy. The initiative included site leadership interviews, performance assessments, gap analyses, and cost-benefit evaluations to identify opportunities and define a practical roadmap to reach net zero.

GLOBAL ALIGNMENT

Our net zero targets have been approved by the Science Based Targets Initiative and align with the **Paris Agreement** and **United Nations Sustainable Development Goals**.



📍 ROCKFORD, IL

Five-Pillar Approach to Net Zero

Our net zero strategy is organized around five interconnected pillars designed to reduce our footprint across operations and the value chain.



ENERGY EFFICIENCY

Goal:

Reduce purchased energy intensity 50% by 2030.

- ✓ Optimize manufacturing processes to lower energy demand.
- ✓ Upgrade to high-efficiency equipment & automated energy management.



RENEWABLE ENERGY

Goal:

Source 100% renewable energy and non-emitting electricity by 2030.

- ✓ Invest in on-site solar, wind, and battery storage.
- ✓ Secure long-term renewable power purchase agreements.



WASTE MINIMIZATION

Goal:

Divert 75% of non-hazardous waste from landfill by 2030.

- ✓ Reduce packaging waste and expand closed-loop recycling.
- ✓ Partner with suppliers to improve material sourcing and recovery.



WATER CONSERVATION

Goal:

Reduce water withdrawal intensity 50% by 2030.

- ✓ Install water recycling systems & low-impact cooling processes.
- ✓ Implement rainwater harvesting at select locations.



SUPPLY CHAIN DECARBONIZATION

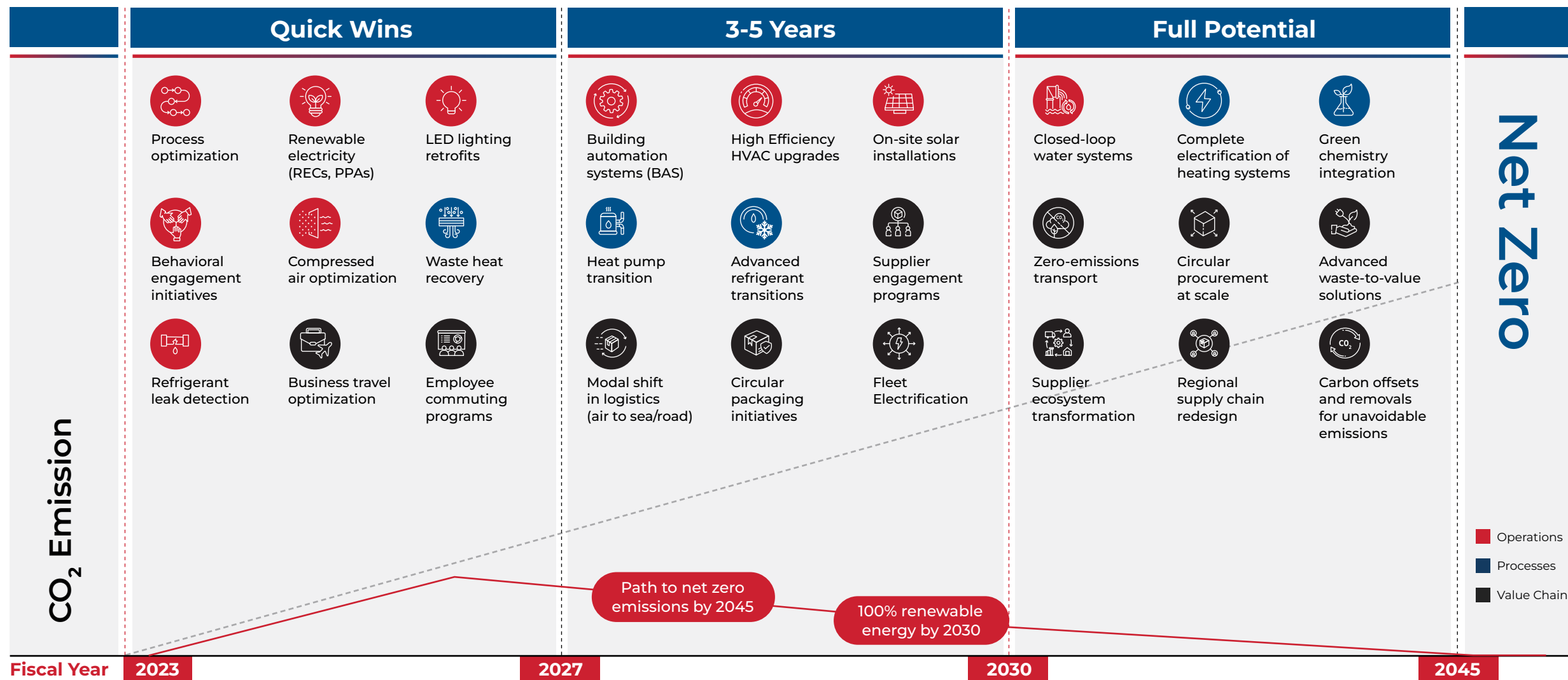
Goal:

Reduce Scope 3 emissions 25% by 2030.

- ✓ Engage suppliers & logistics partners in carbon reduction strategies.
- ✓ Shift toward lower-carbon transportation, packaging & product design.

Roadmap to Net Zero

This roadmap outlines how PCI is prioritizing emissions reduction opportunities across site operations, processes, and the value chain to reach net zero by 2045.



Laying the Foundation for Net Zero

The short-term phase (2025–2027) is centered on building the infrastructure, systems, and practices necessary to achieve PCI’s long-term sustainability goals. This phase involves optimizing current operations, transitioning to cleaner energy sources, and establishing a data-driven sustainability culture.

Key Targets for 2027

30%

Reduction in Scope 1 & 2 emissions

30%

Reduction in water usage intensity

20

Top 20 suppliers enrolled in reporting program

63%

Of total energy consumption from renewable sources, and non-emitting electricity

20%

Reduction in non-hazardous waste production intensity

Key Initiatives



ENERGY EFFICIENCY

- Conduct energy audits and install smart monitoring systems
- Deploy building automation systems (BAS) for schedule optimization and equipment control
- Retrofit existing systems with high-efficiency equipment
- Optimize cleanroom HVAC systems



RENEWABLE ENERGY TRANSITION

- Lock renewable electricity contracts at priority sites (Rockford, Philadelphia, Bedford) before renewals
- Secure Power Purchase Agreements (PPAs), Renewable Energy Certificates (RECs), and green tariffs via brokers
- Begin on-site solar PV feasibility studies



WASTE REDUCTION

- Launch waste segregation programs and vendor reporting systems at all facilities
- Increase supplier collaboration for responsible packaging solutions



WATER CONSERVATION

- Install water-efficient technologies in production processes
- Begin rainwater harvesting pilot projects
- Deploy air-cooled chillers to reduce cooling tower losses (Philadelphia priority)



SCOPE 3 EMISSIONS

- Identify and engage key suppliers to track and reduce Scope 3 emissions, focusing on priority categories
- Establish a supplier sustainability reporting system
- Launch virtual-first business travel policies and rail-over-air for short trips
- Expand employee hybrid/remote programs and transit incentives

Scaling Sustainable Practices

The mid-term phase (2027–2030) focuses on scaling the sustainability measures introduced during the short-term phase. The goal is to achieve significant reductions in emissions and resource consumption by accelerating renewable energy adoption, expanding circular economy practices, and further decarbonizing PCI's supply chain.

Key Targets for 2030

48%

Absolute Reduction
Scope 1 & 2 emissions

50%

Reduction
water usage intensity

25%

Absolute Reduction
Scope 3 emissions

100%

Renewable Electricity
across all facilities

33%

Reduction
Non-hazardous waste production intensity

Key Initiatives



ENERGY EFFICIENCY

- Complete high-efficiency equipment replacements, including advanced HVAC systems with optimized air-change rates and high-efficiency chillers with minimum COP thresholds
- Expand waste heat recovery systems
- Complete LED retrofits and advanced controls across all sites



RENEWABLE ENERGY

- Achieve 100% renewable electricity procurement across all facilities
- Deploy on-site solar PV where feasible
- Secure long-term PPAs and green tariffs providing 10-20 year price stability



WASTE REDUCTION

- Expand waste-to-energy and material recovery initiatives
- Introduce circular supply chain models in partnership with key vendors



WATER CONSERVATION

- Extend water recycling systems to all water-intensive facilities
- Optimize irrigation processes for non-industrial sites



SCOPE 3 EMISSIONS

- Scale supplier engagement to 50-70% of emissions footprint
- Require Environmental Product Declarations (EPDs) from major structural materials vendors
- Embed low-carbon defaults in Master Service Agreements
- Collaborate with partners to develop low-carbon transportation solutions
- Optimize logistics through modal shift programs (GLEC/ISO 14083 compliance)

Achieving Full Net Zero

The long-term phase (2031–2045) marks PCI’s final sprint to achieving full Net Zero emissions. The focus shifts from emission reduction to long-term carbon neutrality and establishing PCI as a climate-positive organization. This phase emphasizes continuous performance improvement, supply chain decarbonization, and the development of next-generation sustainability innovations.

Key Targets for 2045

Net Zero

50%

Reduction in overall water usage

100%

Renewable energy

Zero

Zero-waste-to-landfill status globally

Key Initiatives



ENERGY EFFICIENCY

- Integrate next-generation clean energy technologies, including green hydrogen and advanced energy storage systems
- Continuous commissioning programs maintaining peak efficiency over equipment lifecycles



COMPLETE DECARBONIZATION

- Achieve 100% electrification of heating systems
- Zero high-GWP refrigerants across all operations
- Complete fleet electrification, including 100% electric vehicles and material handling equipment



WASTE REDUCTION

- Expand circular production models across all product lines
- Develop innovative recycling technologies with R&D partners
- Advanced recycling with robust chain-of-custody verification
- Closed-loop material flows with suppliers and major customers



WATER CONSERVATION

- Install closed-loop water systems across all manufacturing sites
- Partner with communities on water conservation education initiatives
- Achieve water-positive status at select flagship sites
- Water returned to watersheds exceeds consumption
- Advanced treatment and recharge systems



SCOPE 3 EMISSIONS

- Achieve 90%+ supplier compliance with SBTi-aligned goals
- Collaborate with industry groups for shared sustainability frameworks
- Near-zero carbon logistics for air, sea, and road transport
- Regional supply chain redesign to minimize transportation distances
- Carbon offsets for residual unavoidable emissions
 - High-quality, verified carbon removal projects
 - Nature-based solutions and direct air capture where appropriate
 - Preference for projects with co-benefits (biodiversity, community development)

Report Overview

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At PCI, transparency is a cornerstone of our commitment to stakeholders. This report reflects our dedication to sharing our progress, challenges, and goals with honesty and accountability.

Disclaimer

This report is provided solely for informational purposes. While every effort has been made to ensure its accuracy and completeness, PCI makes no warranties, expressed or implied, regarding its contents. This report is neither an invitation to purchase shares nor a recommendation for investment in PCI and should not be relied upon for such purposes.

About this Report

When we introduced our inaugural report in 2024, we laid out a roadmap for integrating our commitments into our operations. Today, as we present our second report, we're proud to demonstrate tangible progress toward our science-based targets and to show how sustainability continues to shape how we operate. Each commitment in this report traces back to one source: a core belief that a company entrusted with delivering life-changing medicines has a responsibility to operate with equal care for the world around it. This FY25 Sustainability Report covers our fiscal year from July 1, 2024 through June 30, 2025.

How We Set Our Priorities

In 2022, to identify the impact categories that drive each of our three core commitments, we partnered with a third party to conduct a double materiality assessment. This 360-degree analysis linked feedback from our entire stakeholder network — including employees, customers, investors, suppliers, and community partners — to the areas where we focus our efforts and resources, guiding the way we report on results and goals over time.

These areas of responsibility form the basis of our report:

- 1 **Environmental Responsibility:** Carbon Footprint, Energy Efficiency, Water Conservation, and Waste Management
- 2 **Social Sustainability:** Inclusive Culture, Employee Health & Safety, and Community Impact
- 3 **Corporate Accountability:** Cybersecurity & Data Protection, Business Ethics, Labor & Human Rights, and Sustainable Procurement

How We Govern and Report

Our ESG Steering Committee provides strategic direction and oversight for our Global ESG Program. This Committee is comprised of executive leaders and responsible for overseeing progress across designated impact categories and accountable for performance across all three commitments. Our Global Labor and Human Rights and Corporate Occupational Health and Safety policies help to ensure alignment with regulations and local legislation, and our Sustainable Procurement Policy, Supplier Code of Conduct, and

Code of Ethics extend these expectations to our vendor partners, with 100% of top suppliers targeted to acknowledge the Supplier Code of Conduct by 2027. ISO 14001 certification at our certified sites provides third-party assurance that those operations follow a structured environmental management framework. Our reporting aligns with internationally recognized frameworks, including the GHG Protocol, TCFD, SASB, IRIS+, United Nations Sustainable Development Goals.

INTRODUCTION

Our 2030 Targets & FY25 Performance

A target is a promise. What follows is the proof: data revealing how our FY25 performance measures up against the goals underpinning our three core commitments. This year, we are pleased to share our FY25 results and to report strong progress against our 2030 targets.

ENVIRONMENTAL RESPONSIBILITY: 2030 TARGETS VS. FY25 ACTUALS*

CARBON FOOTPRINT	Scope 1 emissions 2030 Target: -47.7% FY25 Actual: -42%	Scope 2 emissions 2030 Target: -47.7% FY25 Actual: -40%	Scope 3 emissions 2030 Target: -25% FY25 Actual: +23%
ENERGY EFFICIENCY	Purchased energy intensity 2030 Target: -50% FY25 Actual: -38%		Renewable energy 2030 Target: 100% FY25 Actual: 40%
WATER CONSERVATION	Water intensity 2030 Target: -50% FY25 Actual: -31%		
WASTE MANAGEMENT	Waste diversion 2030 Target: 75% FY25 Actual: 71%		

our Scope 1, 2, and 3 emissions reduction targets. We also obtained limited assurance over our Scope 1 and 2 emissions inventory, and improved our EcoVadis score to 70, a 12-point improvement year-over-year, placing us in the 83rd percentile globally and top 10% of our industry. We also participate in the annual CDP disclosure to ensure that our performance is visible and comparable to those who rely on it for procurement and risk decisions.

These external validations do more than confirm that our targets are ambitious. They demonstrate that our methods for setting, measuring, and reporting progress are disciplined, transparent, and credible. For PCI, credibility is built through rigorous processes, independent review, and an ongoing commitment to improvement.

Building the Team

Executing against these commitments requires dedicated leadership. PCI has hired experienced sustainability professionals to support our commitments, and the investment is ongoing as we add additional resources to expand the team’s capacity. At PCI, sustainability is embedded at the executive level, where our Chief Human Resources and Sustainability Officer — who reports directly to the CEO — holds sustainability as a core part of her mandate.

Building Credible and Sustainable Processes

This year, we reached important milestones and strengthened the credibility of our reporting through external validation and independent review. In May 2025, the Science Based Targets initiative approved

* Our Scope 1, 2, and 3 targets are approved by the Science Based Targets initiative and aligned to a 1.5°C pathway, covering the full scope of our carbon footprint. Beyond 2030, our SBTi-validated net-zero commitment extends to 2040 for Scope 1 and 2 emissions and 2045 for our full value chain.



Global ESG Program

A strong corporate governance framework is central to how we operate and underpins our ESG strategy.

Steering Committee

Our ESG Steering Committee provides strategic direction and oversight for our Global ESG Program. Comprised of cross-functional executive leaders and our Chief People and Sustainability Officer, the committee helps guide the implementation of our ESG strategy, monitors progress across our Impact Categories, and ensures alignment with business priorities.

Committee members include the Heads of Health & Safety, Quality, Operations, Human Resources, Procurement, Business Development, Finance, Legal, IT, and more. Representation spans every site, country and business segment, and each member supports progress in Impact Categories relevant to their role.

Impact Champions

PCI has over 100 ESG Impact Champions across its global business who drive sustainability initiatives and bring programs to life locally. Alongside their primary roles, these dedicated employees advance our ESG efforts across our sites, participate in regular meetings, and complete semi-annual data submissions across our nine Impact Categories.

Our Impact Champions help ensure consistent execution and measurable progress. Since the program's inception, participation has more than doubled and continues to grow, reflecting strong engagement across our business.

Data Strategy

In FY25, we completed utility data integration of more than 100 site accounts across electricity, natural gas, and water. We plan to continue identifying opportunities to improve the quality of our environmental data through automation.



 SPOTLIGHT



Tim Hansen
Senior Director,
Global Sustainability

In April 2024, PCI appointed Tim Hansen to lead the company's global ESG strategy. Reporting to the Chief People and Sustainability Officer, this new role reflects PCI's commitment to embedding sustainability across its global network and delivering on its science-based targets.

Tim's ESG career began with the "G" in 2011, leading the development of the corporate governance and equity programs for a publicly traded healthcare company. His experience with proxy statements, board operations, and shareholder outreach naturally expanded into corporate social responsibility before it became known as ESG. That opportunity expanded his focus into the environmental and social pillars through leadership of employee resource groups, steering committees, and external sustainability certifications.

Prior to joining PCI, Tim led ESG for a CDMO and brings more than a decade of public company experience, a strong understanding of the regulatory landscape, and a multidisciplinary perspective on scaling sustainability across complex organizations. He holds a bachelor's degree in political science and sociology from the University of California, San Diego (UCSD), a Master of Public Administration (MPA), and professional certifications in sustainable business practices and climate change.

Drawn to PCI by its mission, its people, and leadership's genuine commitment to sustainability, Tim shared, "I'm excited to join PCI during such a pivotal stage of growth and look forward to contributing to our journey to net zero."



Tim's leadership will play a critical role in elevating our global ESG strategy and ensuring that sustainability remains at the heart of everything we do. His experience and perspective will support our efforts to create long-term value for our stakeholders."

Angi Calkins

Chief People and Sustainability Officer

An important component of our global impact is supporting the United Nations Sustainable Development Goals.

Our ESG reporting practices align with internationally recognized reporting frameworks and standards, including but not limited to:

- **Task Force on Climate-Related Financial Disclosures (TCFD)**
- **Sustainability Accounting Standards Board (SASB)**
- **Greenhouse Gas Protocol (GHG)**
- **United Nations Sustainable Development Goals (UNSDGs)**
- **Global Impact Investing Network (GIIN) IRIS+ metrics**

Indexes aligned to these reporting frameworks can be found on our corporate [website](#).



PCI'S ESG STRATEGY CONTRIBUTES TO:



For more information, visit the [United Nations Sustainable Development Goals website](#).

As we celebrate our progress, we are advancing into the next phase of our journey, anchored by ambitious science-based targets, third-party assurance, and our roadmap to net zero by 2045.



SCIENCE
BASED
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION



70/100
83rd
percentile*

* <https://recognition.ecovadis.com/hrnf8iXo0UckIrv0z1ciQQ>

SBTi Approval

In May 2025, PCI’s Scope 1, Scope 2 and Scope 3 emissions reduction targets and net zero commitment received validation from the Science Based Targets initiative. The baseline year for Scope 1 and 2 is FY23 and FY24 for Scope 3.

SBTi Targets	2030	2040	2045
Scope 1	Reduce 47.7%	Reduce 90%	
Scope 2	Reduce 47.7%	Reduce 90%	
Scope 3	Reduce 25%		Net Zero

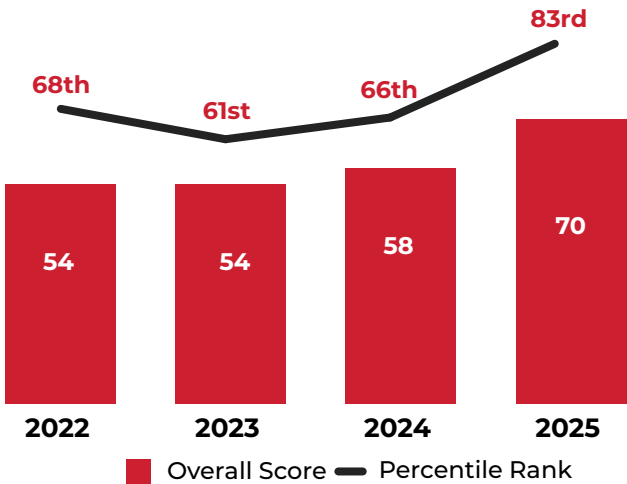
An independent third-party has verified our FY25 Scope 1 and Scope 2 market-based and location-based greenhouse gas emissions, see Appendix (page 70).

PCI’s ESG Program has earned ongoing recognition for its sustainability performance from global rating agencies, such as EcoVadis and CDP.

We are proud to share continued progress through our annual EcoVadis assessments. In December 2025, we earned an overall score of 70, reflecting a 12-point year-over-year increase, placing PCI in the 83rd percentile globally and top 10% of our industry.

Significant gains were driven by improvements across all EcoVadis themes, marking our fourth consecutive year earning the bronze medal, demonstrating our commitment to continuous improvement as peer benchmarks, regulatory pressure and stakeholder expectations grow.

ECOVADIS PERFORMANCE



Impact Categories

Three pillars, nine Impact Categories, one commitment to progress, responsibly.

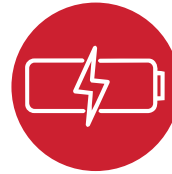
Our Global ESG Program is centered around three pillars: Environmental Responsibility, Social Sustainability, and Corporate Accountability. Our ESG strategy aims to drive progress across nine Impact Categories that we identified through a double materiality assessment completed by a third-party in 2023. The results of this assessment helped us to identify the topics most critical to our business and our stakeholders, informing our Impact Categories and guiding our sustainability priorities.

As a responsible business, we maintain ongoing stakeholder engagement to ensure our priorities remain aligned. In line with best practice, we plan to refresh our double materiality assessment in FY26. To ensure progress, we have established key performance indicators (KPIs) and set time-bound targets to drive accountability and optimize our impact where it matters most.

Environmental Responsibility



Carbon Footprint



Energy Efficiency



Waste Management



Water Conservation

Social Sustainability



Community Impact



Inclusive Culture



Health, Safety & Security

Corporate Accountability



Labor, Human Rights & Ethics



Sustainable Procurement

Environmental Responsibility

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Our commitment is both strategic
and operational. It's our responsibility.

—

This Environmental Responsibility section underscores our commitments to time-bound goals and high-impact initiatives, guided by climate science, industry best practices, and multi-stakeholder collaboration.

 EXECUTIVE SUMMARY

Environmental Responsibility

Operating a global pharmaceutical manufacturing network at PCI's scale creates real opportunity: to drive meaningful emissions reductions, accelerate the transition to renewable energy, and demonstrate that pharmaceutical manufacturing and environmental stewardship can advance together. This section tracks progress across four impact categories — Carbon Footprint, Energy Efficiency, Water Conservation, and Waste Management — anchored to SBTi-validated targets and measured against the FY23 baseline (FY24 for Scope 3).

The headline result is that decarbonization is ahead of pace. Scope 1 emissions are down 42% and Scope 2 down 40% against their FY23 baselines, already approaching the 47.7% reduction target set for 2030. Purchased energy intensity fell 38% against a 50% target, and renewable electricity procurement doubled from 19% to 40%, with seven sites now operating at 100% renewable power. These results carry independent weight: PCI engaged a third-party auditor for limited assurance on Scope 1 and 2 greenhouse gas emissions.

Progress was not uniform across every category. Scope 3 emissions rose 23% in FY25 and estimated using a spend-based methodology. PCI is initiating direct supplier engagement and will work through FY26 to replace spend data with primary supplier data where possible, working toward a SBTi validated 25% reduction target for 2030.

Together, these results show a company translating science-based commitments into measurable, audited progress — while being transparent about where the data and the work still need to rise to the ambition.

KEY FACTS

- Scope 1 emissions: **-42%** (2030 target: -47.7%)
- Scope 2 emissions: **-40%** (2030 target: -47.7%)
- Scope 3 emissions: **+23%**, calculated using spend-based methodology (2030 target: -25%)
- Renewable electricity: **40%** of total, doubled from 19% in FY23 — 7 sites at 100%



Carbon Footprint



2030 TARGET

47.7% reduction in Scope 1 emissions

FY25 Result: 42% reduction



2030 TARGET

47.7% reduction in Scope 2 emissions

FY25 Result: 40% reduction



2030 TARGET

25% reduction in Scope 3 emissions

FY25 Result: 23% increase



SCIENCE
BASED
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION



GLOBAL ENVIRONMENTAL POLICY

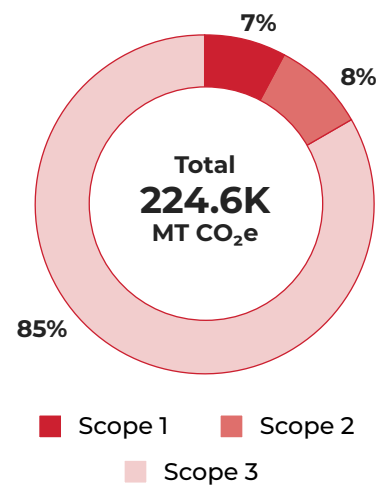
[Click here to view.](#)

At PCI, we are committed to environmental responsibility and have action plans to reduce our carbon footprint as part of our global ESG program.

To ensure transparency and accountability, we've aligned our climate strategy and reduction goals with the Science Based Targets initiative and publicly disclose our performance.

Globally, we are exploring opportunities to reduce emissions by using the energy and resources more efficiently, increasing renewable electricity and engaging strategic partners, key customers, and suppliers to help achieve our emissions goals.

FY25 GHG EMISSIONS



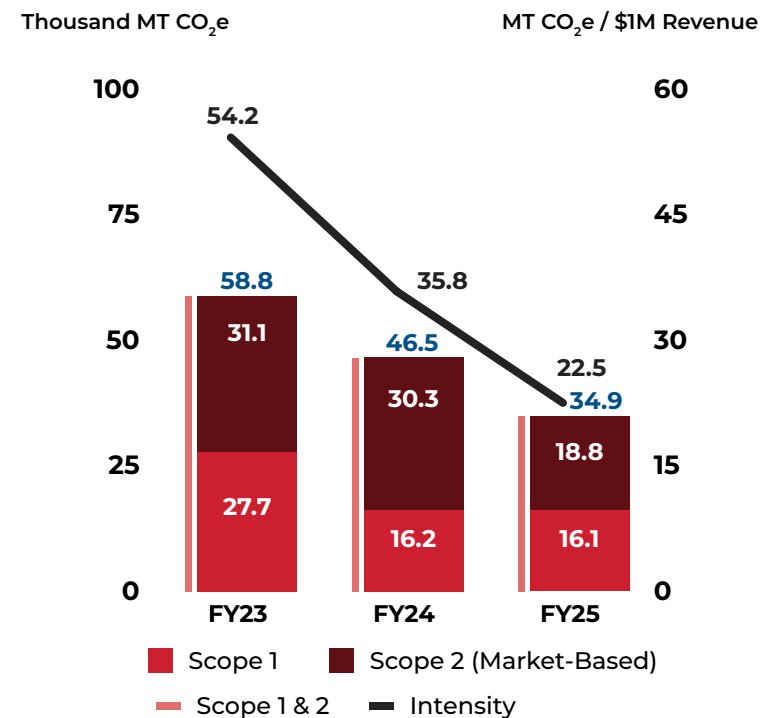
PCI's facilities in San Diego, California, Hay-on-Wye and Tredegar, Wales, are certified to ISO 14001:2015.

Our Scope 1, 2, and 3 targets and net zero commitment have been validated by the Science Based Targets initiative.

We also disclose our sustainability performance to EcoVadis and CDP annually.

Reducing Scope 1 & 2 Emissions

GREENHOUSE GAS EMISSIONS & INTENSITY



PCI engaged an independent audit firm to provide limited assurance over Scope 1 and 2 market-based and location-based emissions for the purposes of complying with California's Climate Corporate Data Accountability Act (SB 253). Country-specific emissions details and the limited assurance statement can be found in the Appendix (page 70).

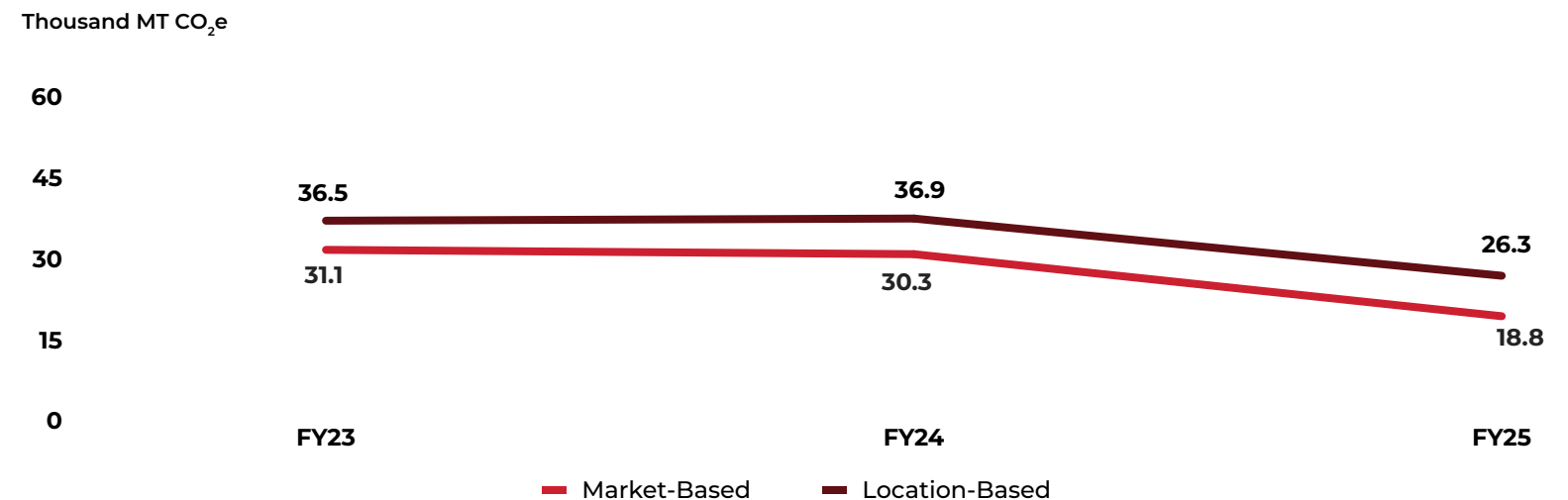
Scope 1 emissions cover on-site fuel use (diesel, natural gas, LPG, petrol/gasoline) for energy production and vehicle fuel consumption in company vehicles, including refrigerant leak emissions from HVAC systems. Data is collected by employees at each PCI site on a semi-annual basis using reports, utility bills, fuel cards, and meters.

Scope 2 emissions represent purchased electricity use. Calculations use the market-based approach, assessing emissions based on grid energy intensity,

including renewable energy purchase data. Location-based comparisons are detailed in the Appendix ([Table A.3](#)).

All Scope 1 and 2 greenhouse gas emissions have been estimated in accordance with the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard.

SCOPE 2 (PURCHASED) GREENHOUSE GAS EMISSIONS BY CALCULATION APPROACH



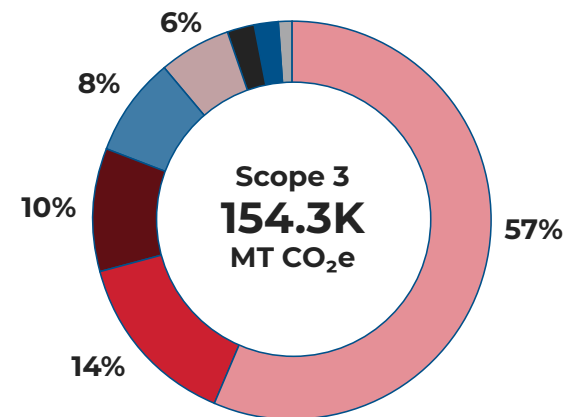
PCI discloses both market-based and location-based emissions, consistent with the GHG Protocol Standard. PCI's Science-Based Targets are aligned with the market-based approach.

Scope 3 Emissions

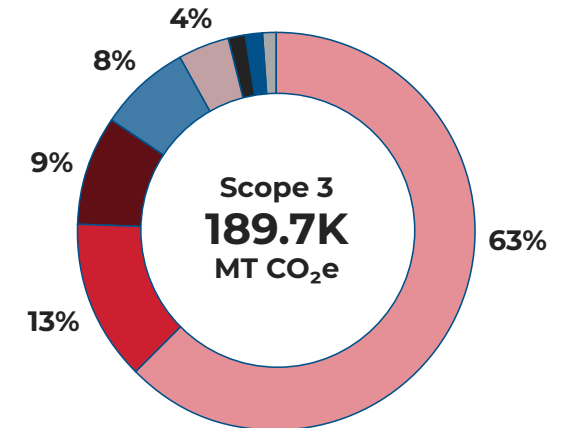
Includes the indirect greenhouse gas emissions generated across our value chain, encompassing both upstream and downstream activities. Our reporting currently focuses on eight Scope 3 categories most relevant to our business and emissions profile, as identified in accordance with the GHG Protocol. We established our FY24 Scope 3 baseline using a spend-based methodology to better understand our value chain emissions and identify priority areas for action. Beginning in FY26, we will begin engaging with key suppliers to improve primary data quality, strengthen estimations, and identify reduction opportunities that support our science-based targets.



FY24 SCOPE 3 GHG EMISSIONS



FY25 SCOPE 3 GHG EMISSIONS



Category 1 - Purchased Goods & Services

Category 5 - Waste Generated in Operations

Category 2 - Capital Goods

Category 6 - Business Travel

Category 3 - Fuel and Energy Related Activities

Category 7 - Employee Commuting

Category 4 - Upstream & Downstream Transport

Category 12 - End-of-Life Treatment

Energy Efficiency



2030 TARGET

100% renewable energy

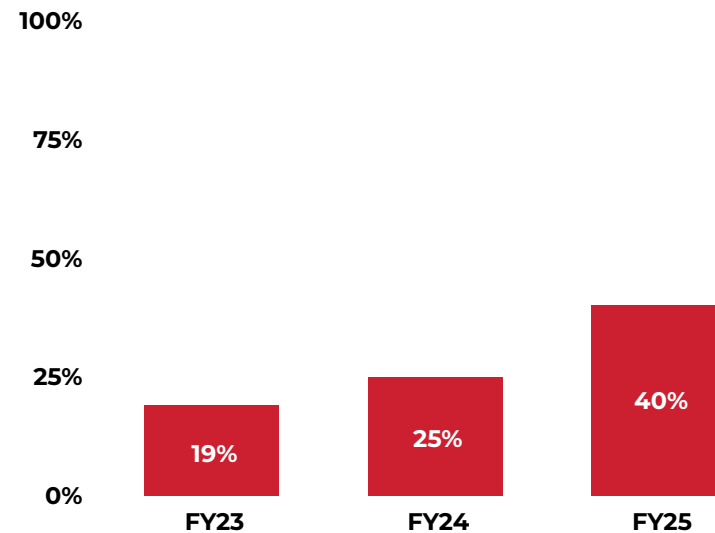
FY25 Result: 40% renewable energy

Energy data, covering on-site fuel and both renewable and non-renewable electricity, is semi-annually sourced from PCI site representatives via utility bills, meters, and reports. FY24 and FY25's increased energy consumption resulted from the addition of new sites, though intensity overall decreased.

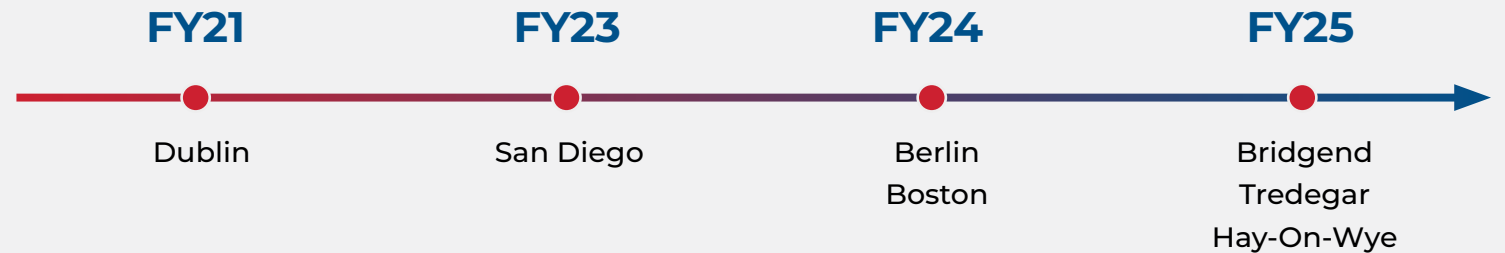
PCI has doubled renewable electricity procurement across its portfolio from its FY23 baseline of 19% to 40% in FY25.

Seven PCI sites currently operate at 100% renewable electricity.

RENEWABLE ENERGY



Our Journey to 100% Renewable Energy



PCI's percent renewable energy purchased is calculated by adding the total renewable energy purchased across all sites, divided by the total energy purchased across all sites.



2030 TARGET

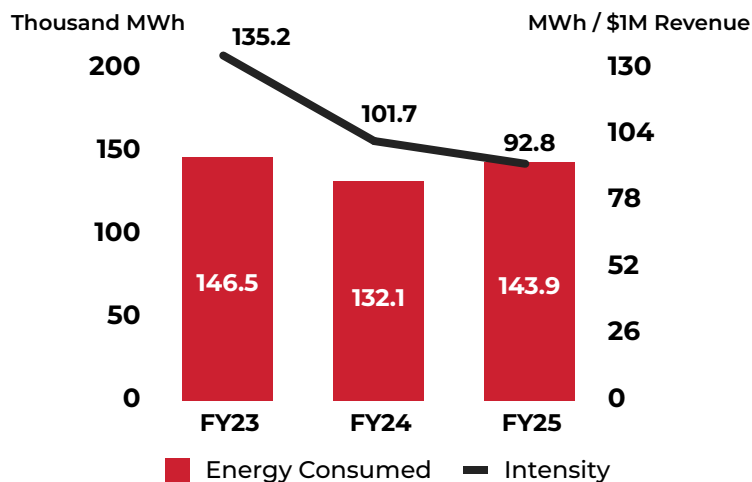
50% reduction in purchased energy intensity

FY25 Result: 38% reduction

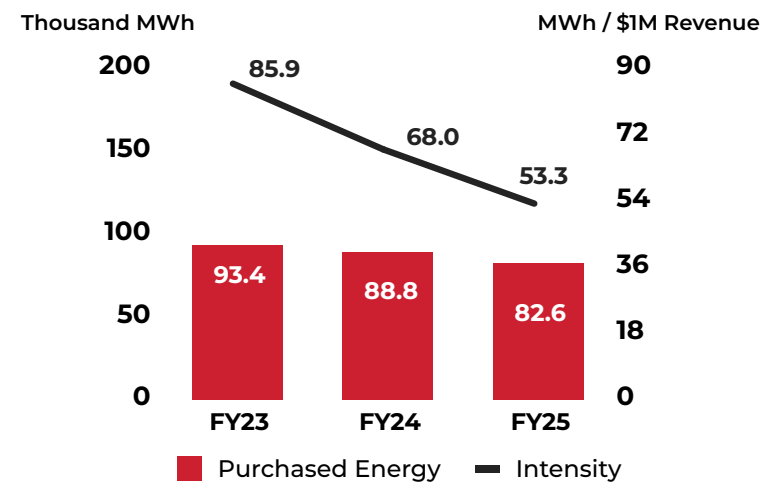
Purchased electricity comprises the majority of our energy use. To track progress, PCI measures both absolute electricity consumption in megawatt-hours (MWh) across all sites and electricity intensity in MWh per US\$ million of revenue to normalize performance against business growth.

Reducing demand through efficiency measures and increasing the share of renewable electricity are central pathways in our net zero strategy. Semi-annual reporting includes utility and meter data, covering both renewable and non-renewable energy.

TOTAL ENERGY CONSUMED & INTENSITY



PURCHASED ENERGY & INTENSITY



Water Conservation



2030 TARGET

50% reduction in water withdrawal intensity

FY25 Result: 31% reduction

We are implementing action plans across our sites to reduce water consumption, improve efficiency, and increase circularity. Pilot projects, including water metering and irrigation system optimization, are underway at designated sites in Canada and the United Kingdom. Insights gained from these pilots will inform further decisions and standardization across our global operations and help us further our impact.

Site Highlights:

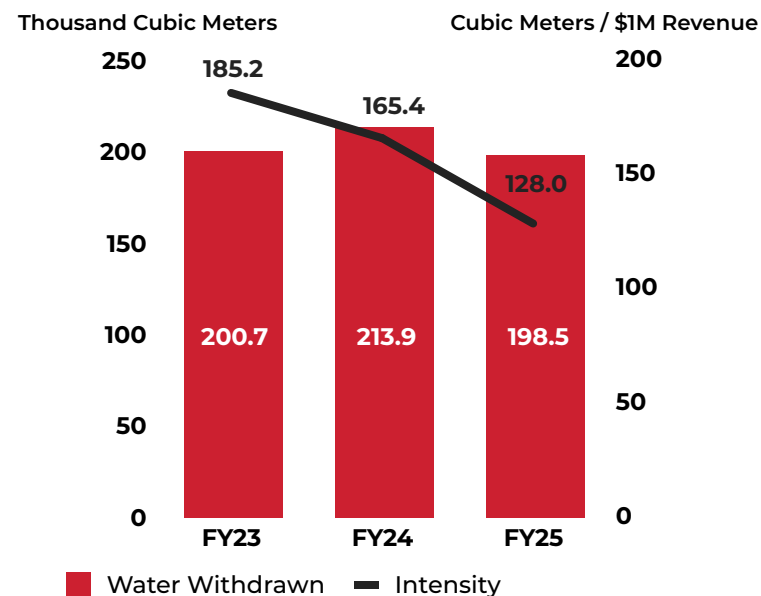
- **Bridgend, Melbourne, San Diego, and Berlin operate at a very low water intensity.**
- **Berlin uses just 2-3 m³ per person per year and has plans to retrofit fixtures and install plumbed water stations.**
- **Tredegar has exceeded its 2030 target and plans to collect rain-water and enhance leak detection.**

The pharmaceutical sector, particularly in sterile development and manufacturing, relies on significant water due to stringent cleaning and sanitization requirements. We also recognize our water footprint extends beyond direct usage in production.

Therefore, PCI's water conservation program aims to:

- **Decrease water consumption where possible and enhance efficiency on-site.**
- **Install low-flow options and sub-metering with stream-level reporting.**
- **Raise awareness within our supply chains and local communities where we operate.**

WATER WITHDRAWAL & INTENSITY



In future reports, PCI will disclose Water Consumption and Water Discharged, in addition to Water Withdrawn.

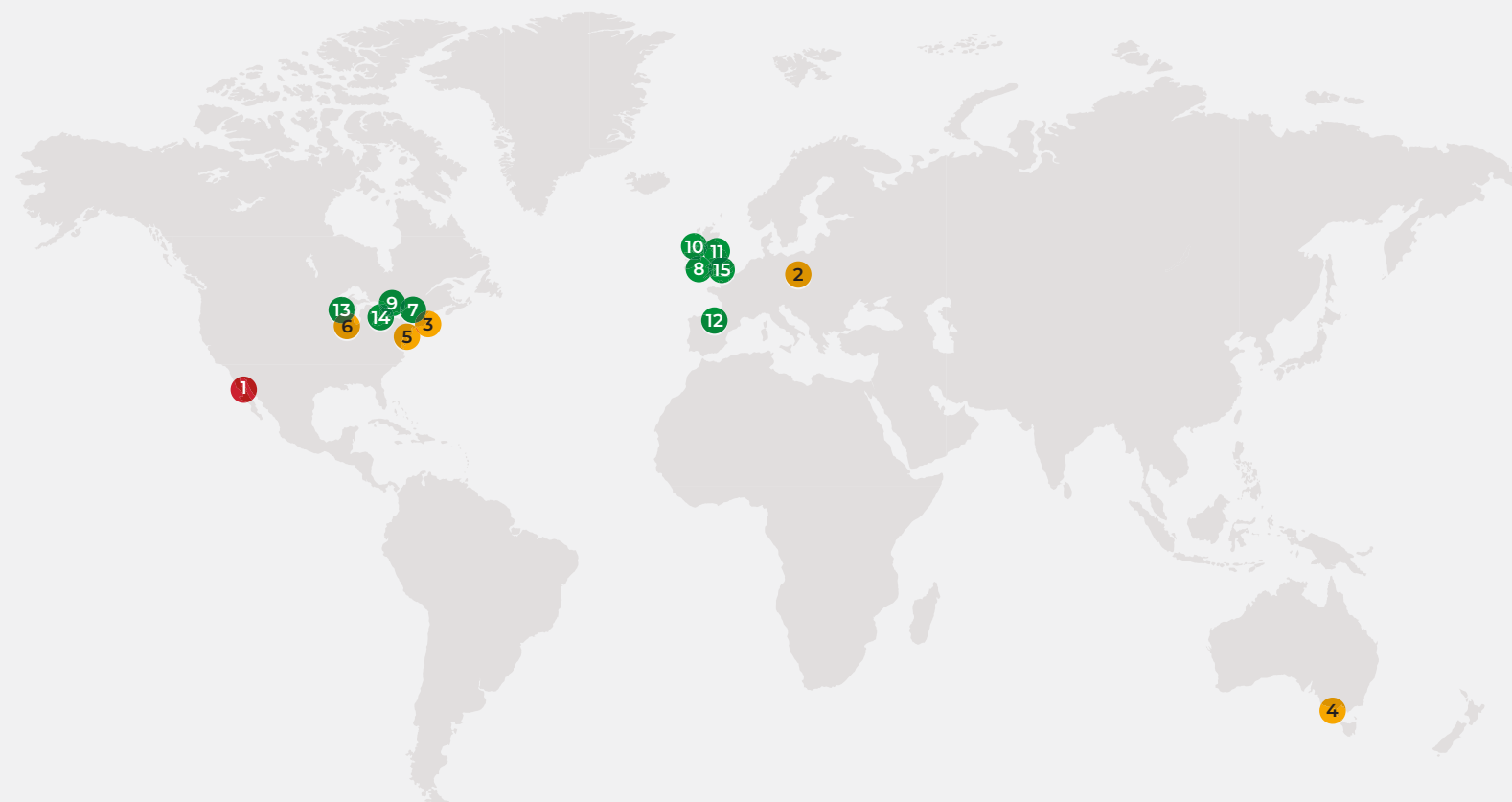
Water Risk Assessments

PCI conducts water risk assessments using the World Wildlife Fund's Water Risk Filter tool to identify average basin risk score of countries and territories where PCI's operational sites are located.

Based on our assessments, nine of PCI's sites are in low risk, five sites are in medium-risk basins, and one site is in high-risk. We will continue to conduct water risk assessments annually and monitor sites to proactively manage ongoing strategy.

WWF Water Risk Filter

● High ● Medium ● Low



- 1 San Diego, CA, USA
- 2 Berlin, DEU
- 3 Boston, MA, USA
- 4 Melbourne, AUS

- 5 Philadelphia, PA, USA
- 6 Rockford, IL, USA
- 7 Bedford, NH, USA
- 8 Bridgend, GBR

- 9 Burlington, ON, CAN
- 10 Dublin, IRL
- 11 Hay-on-Wye, GBR
- 12 León, ESP

- 13 Madison, WI, USA
- 14 Mississauga, ON, CAN
- 15 Tredegar, GBR

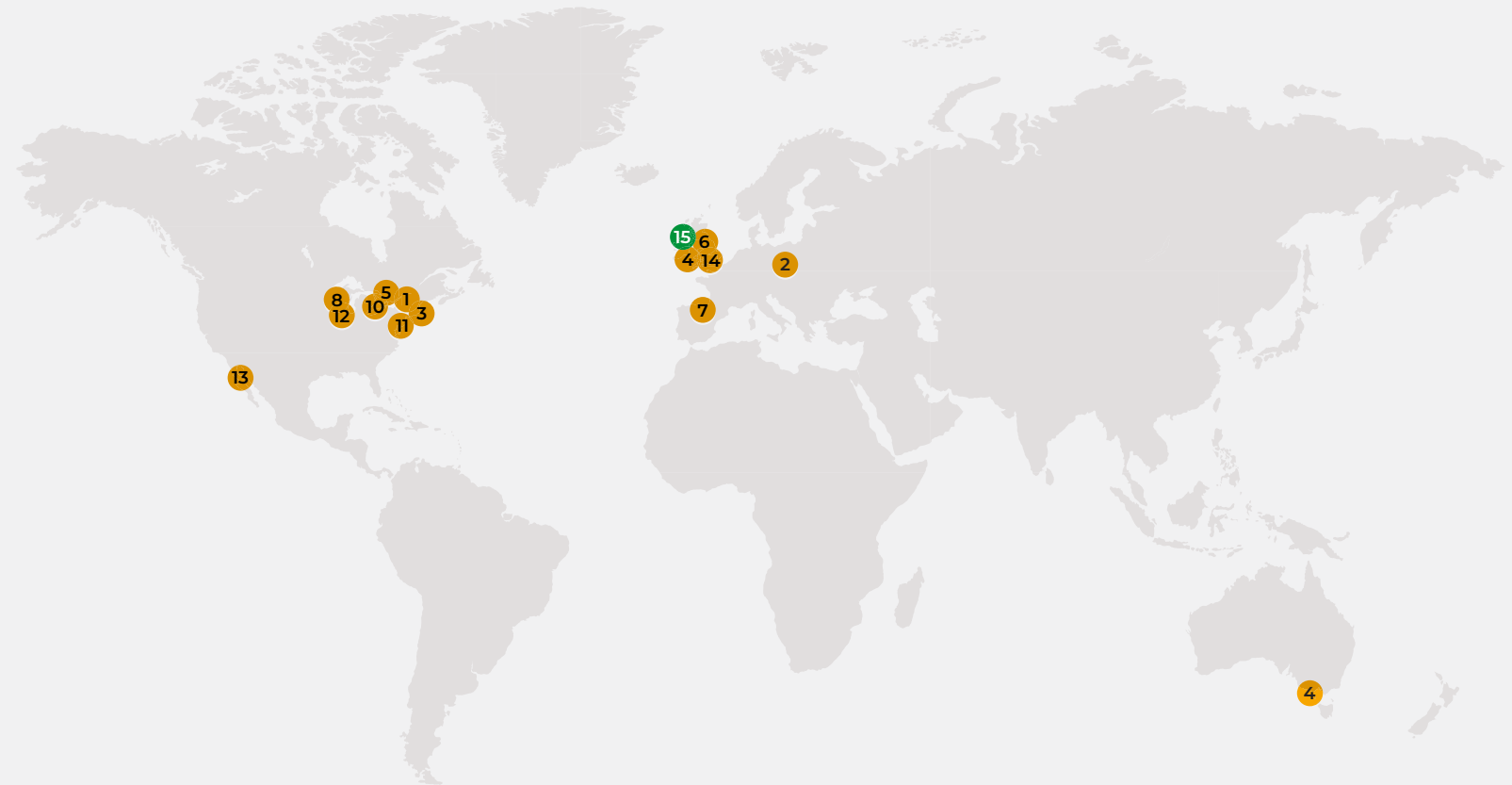
Biodiversity Risk Assessments

PCI conducts biodiversity risk assessments using the World Wildlife Fund's Biodiversity Risk Filter tool to identify average risk score of countries and territories where PCI's operational sites are located.

We also recognize that our operations can impact local ecosystems and biodiversity efforts. We encourage our sites to protect biodiversity through conservation initiatives, responsible practices, and annual risk assessments. All our sites are medium risk, except Dublin, Ireland, which is considered low risk according to the World Wildlife Fund's Biodiversity Risk Filter.

WWF Biodiversity Risk Filter

● High ● Medium ● Low



- 1 Bedford, NH, USA
- 2 Berlin, DEU
- 3 Boston, MA, USA
- 4 Bridgend, GBR

- 5 Burlington, ON, CAN
- 6 Hay-on-Wye, GBR
- 7 León, ESP
- 8 Madison, WI, USA

- 9 Melbourne, AUS
- 10 Mississauga, ON, CAN
- 11 Philadelphia, PA, USA
- 12 Rockford, IL, USA

- 13 San Diego, CA, USA
- 14 Tredegar, GBR
- 15 Dublin, IRL

Waste Management

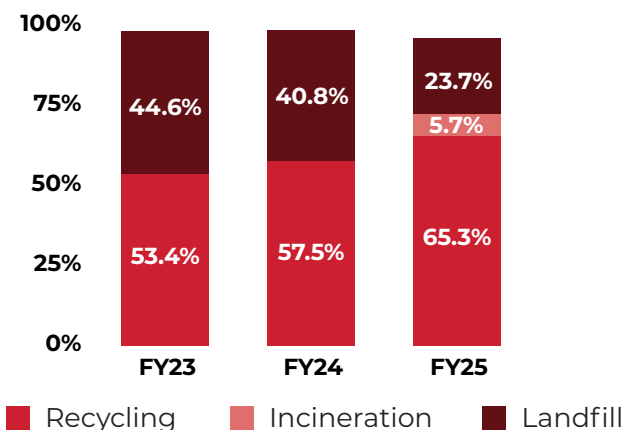


2030 TARGET

75% of non-hazardous waste diverted from landfill

FY25 Result:
71% waste diversion

WASTE DIVERTED FROM LANDFILL



- Percent Non-Hazardous Waste Recycled is determined by the equation: $\text{Non-Hazardous Waste Recycled} / \text{Total Non-Hazardous Waste}$
- Percent Non-Hazardous Waste Sent to Landfill is determined by the equation: $\text{Non-Hazardous Waste Sent to Landfill} / \text{Total Non-Hazardous Waste}$

We are Committed to Responsible Waste Management Practices

Dublin, Bridgend, Tredegar, and Hay-on-Wye each operate zero-landfill models through recycling and energy-from-waste.

We are implementing more responsible waste management practices across our operations, supply chain, and distribution networks. By focusing on source reduction, waste segregation, recycling initiatives, waste diversion, and capacity building.

Current efforts across PCI sites:

- **Providing training and education around responsible disposal practices and circularity.**
- **Phasing out single-use plastics in offices and cafeterias.**
- **Providing more sustainable packaging solutions that meet customer specifications.**
- **Increasing reusable shippers to reduce packaging waste.**

As part of our global waste management strategy, we aim to train all PCI employees on responsible disposal practices. We also encourage sites to reduce plastic by spreading awareness surrounding the negative impacts of plastic waste on our planet and health.

We are proud to share that our global recycling rate is 65% as of the end of FY25.

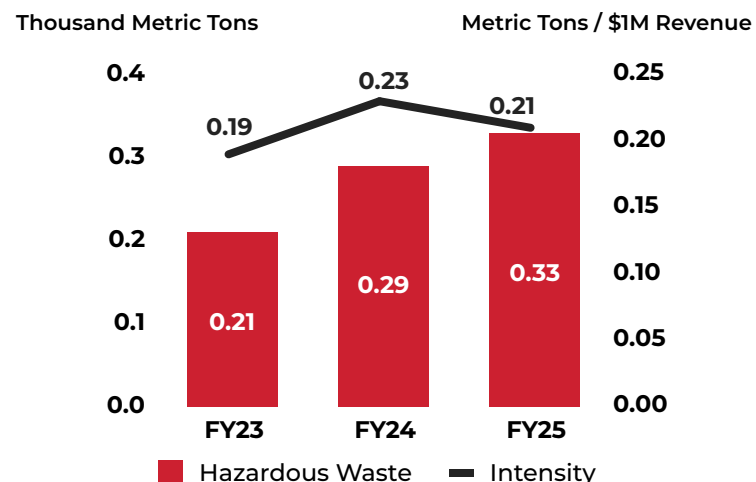
We are seeking partnerships with innovative organizations to help recycle traditionally non-recyclable items, such as PPE, including lab gowns and goggles.

We are also investigating opportunities to adopt more eco-friendly solvents and collaborating with vendors, partners, and customers to reduce waste from product testing, packaging, and shipping.

PCI started reporting on the percentage of waste sent to landfills in FY23. In FY25, we started tracking the amount of waste incinerated.

The availability of recycled waste data is contingent upon on-site utility providers' data tracking systems. In instances where exact data was unavailable, sites have provided estimates for recycled waste. In FY26, we are planning to explore opportunities to integrate our waste management data with our ESG data management system through a third-party to ensure accuracy and transparency into different waste streams.

HAZARDOUS WASTE & INTENSITY

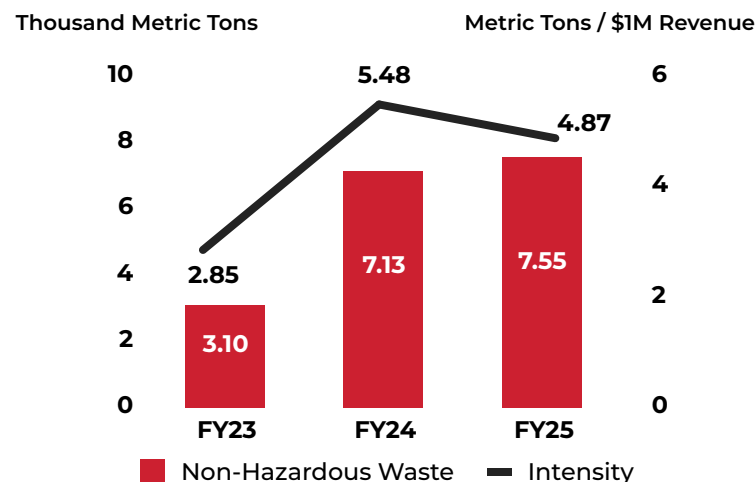


Hazardous waste, which includes insoluble materials that neither react nor decompose, is generated in streams containing returned drugs from clinical trials, solvent byproducts, paint waste, biomedical waste, electronics, lamps, and corrosive toxic metals.

Some sites experience higher hazardous waste levels due to the receipt of drugs from clinical trials and the handling of **Active Pharmaceutical Ingredients (API)** for specialized projects.

The increase in PCI's total hazardous waste consumption in FY24 and FY25 was attributed to the incorporation of newly acquired business sites specializing in sterile development and manufacturing.

NON-HAZARDOUS WASTE & INTENSITY



Non-hazardous waste streams primarily consist of kitchen foils/plastics, drums, gel packs, polystyrene, shrink films, printed packaging, inorganic chemicals, and paper/paperboard. Packaging is a major contributor, with blister packs and multi-layer laminates difficult to recycle due to mixed materials and regulatory constraints on changing existing medicine packs.

Data Quality

Accurate waste data reporting relies on varying levels of detail from utility companies. To simplify and standardize processes, we are leveraging partnerships with major waste companies and implementing software to better track and manage both our non-hazardous and hazardous waste. In cases where comprehensive waste data is currently unavailable, sites estimate the waste using a standardized methodology. In FY25, we introduced a new technology solution with the support of third-party vendors to streamline data collection by integrating site utility accounts with our global ESG data management system to enhance our reporting on electricity, gas, and water consumption.

150+

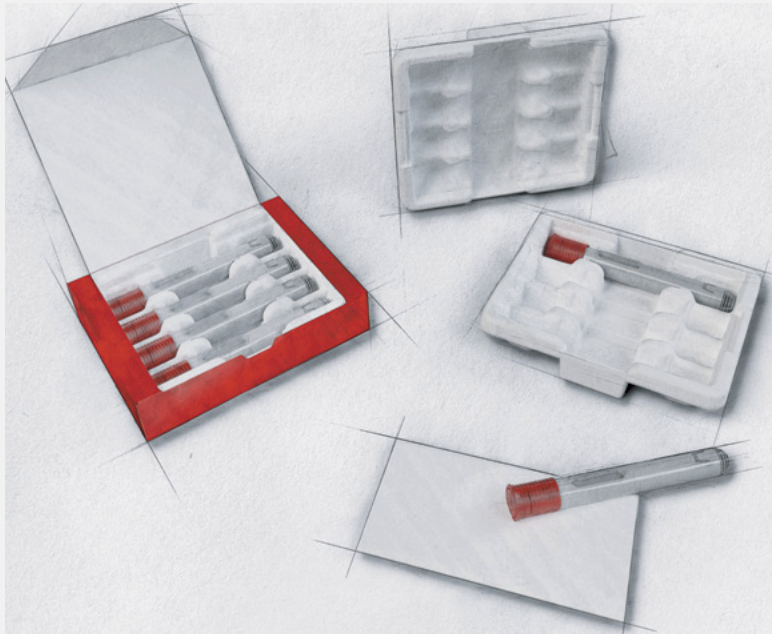
utility accounts integrated with ESG data management system to automate collection, reduce burden, and enhance data integrity.



CASE STUDY

Sustainable Packaging

We welcome opportunities to partner with our customers and suppliers to reduce waste and mitigate the environmental impact of packaging materials.



In an era where environmental consciousness is paramount among our customers, we aspire to lead the charge in sustainable packaging design. Our approach combines cutting-edge technology with eco-friendly solutions, addressing the pharmaceutical industry's need for responsible packaging without compromising quality or safety.

Our design team leverages a Life Cycle Analysis (LCA) tool to evaluate and optimize packaging solutions based on client guidelines:

- **Eco-Impact Analysis:** We can assess materials, manufacturing processes, and end-of-life scenarios to provide a comprehensive sustainability analysis.
- **Comparative Design:** We can compare multiple design concepts across various environmental Impact Categories to enable informed decision making.
- **Customized Solutions:** We can tailor our approach to meet specific customer requirements, from replacing plastics to downgauging materials and downsizing packaging.

Sustainable Packaging Program Goals

- Decrease scrap (waste generated during packaging or manufacturing) by more than 1% annually.
- Source more recyclable materials.
- Increase the use and branding of eco-friendly packaging.

Sustainable Packaging Principles

Minimal Design

WE PRIORITIZE MINIMAL DESIGN

We aim to use only what we need, and do this by designing minimally, rightsizing our packaging, and optimizing for transport.

Mindful Choices

WE MAKE MINDFUL MATERIAL CHOICES

We work to increase the use of recycled content and certified, sustainably sourced forest-based materials in our packaging portfolio.

Improved Circularity

WE DESIGN WITH CIRCULARITY IN MIND

We endeavor to create a next life for our packaging and welcome opportunities to partner with customers and suppliers to increase circularity of materials.

CASE STUDY

Reusable Shipper Models

Since 2022, PCI has leveraged reusable shippers to divert millions of pounds of waste from landfills.

Shipping and distribution present a significant opportunity where PCI is exploring opportunities to reduce environmental impacts. In the life sciences sector, shipping containers are often **temperature-controlled**, requiring disassembly for recycling and resulting in high waste and energy consumption.



Sustainable Shipping Initiatives

In the US and European markets, PCI provides customers with reusable thermal packaging technology ensuring:

- **Cost efficiency**
- **Operational adaptability**
- **Enhanced quality, user experience, and sustainability**

Reusable containers can provide extended temperature-controlled durations of **96 to 144 hours**, and reduce environmental impact compared with single-use alternatives.

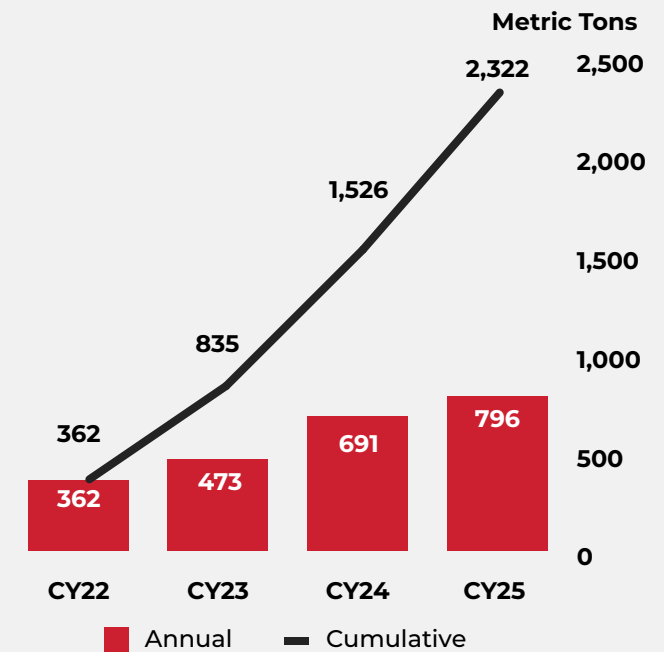
Hybrid Closed-Loop System in Europe

In Europe, PCI has developed a fully hybrid closed-loop system with an established courier:

- **Weekly deliveries of pre-conditioned credos to PCI sites.**
- **Reconditioned credos are collected, tracked, and reintegrated.**

This closed-loop system helps reduce waste and the environmental impact of one-time-use shipping solutions, resulting in substantial cost savings.

LANDFILL AVOIDANCE



Social Sustainability

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At PCI, people are at the heart of all we do. Our sustainability strategy turns that belief into action by focusing on the health, safety, and well-being of our colleagues and communities. We foster safe, inclusive, and engaging environments so employees can thrive and bring their best to work every day.

 EXECUTIVE SUMMARY

Social Sustainability

This section covers PCI's social commitments across three impact categories — Inclusive Culture, Employee Health & Safety, and Community Impact — spanning a global workforce of 7,500+ employees across 38 facilities in seven countries.

PCI's approach to inclusion and belonging is rooted in respect for diverse ideas, experiences, and contributions. This commitment extends to how opportunity is distributed. In 2025, more than one third of open positions were filled internally through a process available to employees at every level, and PCI's early career programs extend access to talent both inside and outside the organization.

Workplace safety remains fundamental to our operations. PCI's Lost Time Incident Rate of 0.44 outperforms the US Pharmaceutical Industry Average of 0.50, as benchmarked against US Bureau of Labor Statistics data. This performance is supported by a robust EH&S infrastructure, including 227 global committee meetings with 2,110 employees in attendance and over 4,000 Management Safety Walks completed in 2025.

Employee mental health and well-being are further supported by a network of more than 140 trained Mental Health First Aiders, who provide confidential peer support and help connect colleagues to additional resources.

PCI continues its practice of listening to employees, conducting a full engagement survey in May/June 2025 in which colleagues rated PCI 6.9 out of 10 as a great place to work. For the first time, the survey also asked how ESG impacts employees' experience and commitment, and the results were striking. Team members heavily involved in ESG rated PCI 8.0 out of 10 (versus 6.2 out of 10 among those less involved), showing that doing right by society and the business is also a source of genuine job satisfaction for our people. Community impact is brought to life through local partnerships alongside more than 9,000 volunteer hours contributed by employees company-wide.

KEY FACTS

- Lost Time Incident Rate: **0.44** vs. **0.50** US industry average
- **140+** trained Mental Health First Aiders
- Employee engagement score: **6.9/10** (60% response rate)
- Employee volunteer hours: **9,000+** company-wide



Global Workforce

“We aim to make PCI not just a place to build careers but a space to find deep purpose and fulfillment.”

We have a global team of more than 7,500 employees across 15 locations and 38 sites working together to deliver transformative therapies efficiently and sustainably. Our growth is fueled by ongoing investment in our workforce and promoting the development of our employees through targeted training opportunities.

Operating a Sustainable Business Begins with our People

Our social sustainability strategy is designed to foster an inclusive work environment that nurtures industry-leading talent to thrive.

GLOBAL FOOTPRINT

7,500+

team members across our global workforce

38

Operations Facilities across 7 countries
United States, Canada, United Kingdom,
Ireland, Germany, Spain & Australia

“

PCI is built on a foundation of authenticity, teamwork, and strategic vision. We believe that our people are the most valuable resource and we are dedicated to empowering our workforce and fostering a culture of lifelong learning, commitment to sustainability and operational excellence.”



Angi Calkins

Chief People and Sustainability Officer

 PCI EMPLOYEE SPOTLIGHT

Kamila Astley – Driving ESG with Passion and Purpose

For Kamila Astley, ESG is more than a responsibility—it’s a journey of continuous growth, impact, and collaboration. As an ESG Representative and health and safety leader, she is deeply committed to driving meaningful change at PCI while inspiring others to take action.



It’s easy to focus on what’s next, but we must also take a step back and acknowledge our progress—the challenges we’ve overcome and the growth we’ve achieved as an organization.”



Kamila Astley
Senior Manager,
Global EH&S

Leading ESG at PCI

One of the most significant transformations at PCI’s Hay site has been the shift in how ESG is approached. What began as an environmental initiative evolved into a dedicated ESG Committee—one driven not by leadership, but by employees from the production floor and various departments. “The biggest impact of this initiative was not relying solely on management, but instead empowering employees with brilliant ideas to take the lead. We give them the voice, the opportunity, and the support to make a real difference.”

Kamila has also helped drive impactful site initiatives, such as promoting carpooling and cycling to work to reduce emissions. She has supported community-driven efforts, including charity fundraisers and an annual tree-planting tradition that not only offsets carbon emissions but also provides fruit for employees in the years to come.

A Personal Commitment to Sustainability

Kamila’s passion for ESG extends far beyond the workplace. She is currently pursuing a master’s-level diploma in Environmental and Sustainability Studies, alongside a diploma in Risk Management, to deepen her understanding of sustainability and apply it in all aspects of her life. “This has always been something I wanted to do—to better understand the science behind sustainability and use that knowledge to make a greater impact.”

Her biggest inspiration is her 8-year-old son, whose love for protecting the environment motivates her daily. Twice a week, they clean their local community together, reinforcing the idea that small actions can drive real change. Kamila also integrates sustainability into her everyday life through book exchange programs, ensuring that resources are reused and shared in a circular way.

Above all, Kamila believes ESG thrives when people bring their ideas to life and rally others to join the cause. “If you truly believe in making a difference, don’t give up—take action, engage others, and bring them along on the journey. Passion is contagious, and every step forward contributes to a more sustainable future.”



Engagement

Employee engagement is a fundamental aspect of our culture. Engaged employees aligned with our mission and vision are key to our success. To continuously improve the employee experience, PCI measures employee engagement through regular surveys.

In FY 2025, we contracted with a survey partner to conduct a confidential, global employee engagement survey. Overall the company received an engagement score of 6.9 out of 10 with a 60% response rate. We believe our survey serves as a valuable listening tool that provides important insights for further shaping our culture.

We alternate between **Comprehensive surveys**—a detailed analysis of organizational health and culture—and **Pulse surveys**—shorter surveys to track progress on identified areas. We believe these efforts are essential for continuously developing our people, processes and systems, so we carefully review the results to create action plans that address opportunities for improvement.

Performance

At PCI, we advocate for dynamic, constructive dialogues to boost engagement and performance. Our **Quarterly Conversations** occur every three months to facilitate regular ongoing feedback between employees and managers about career objectives, goals and expectations.

These conversations enable us to:

- **Address performance barriers**
- **Empower employees to excel**
- **Align with strategic objectives**
- **Redirect focus as needed**
- **Provide resources to overcome performance gaps**

Our accountability model sets clear expectations and supports employees in achieving success. Quarterly evaluations classify performance as Consistently Exceeding Expectations and Goals, Successfully Achieving All Expectations, Meeting Some Key Expectations, Not Meeting Others or Not Meeting Expectations, promoting accountability and recognition across our workforce.

Total Rewards Programs

PCI is committed to nurturing industry-leading talent through strategic employee investments.

Our comprehensive compensation and benefits programs demonstrate our commitment to well-being, engagement, and inclusivity. We focus on fair compensation reflecting individual contributions.

Our **Total Rewards Program** values employee impact and offers ongoing **Talent Development** opportunities.

Our compensation strategy attracts, retains, and engages critical talent, in line with our governance and equity standards. Regular reviews ensure global market relevance and fairness. Employees are eligible for performance-based bonuses annually.

Our benefits support physical, emotional, and financial wellness for employees and their families. We've increased our investment in health and financial benefits annually over the past five years. Employee Assistance Programs offer confidential support for life's challenges, promoting work-life balance.

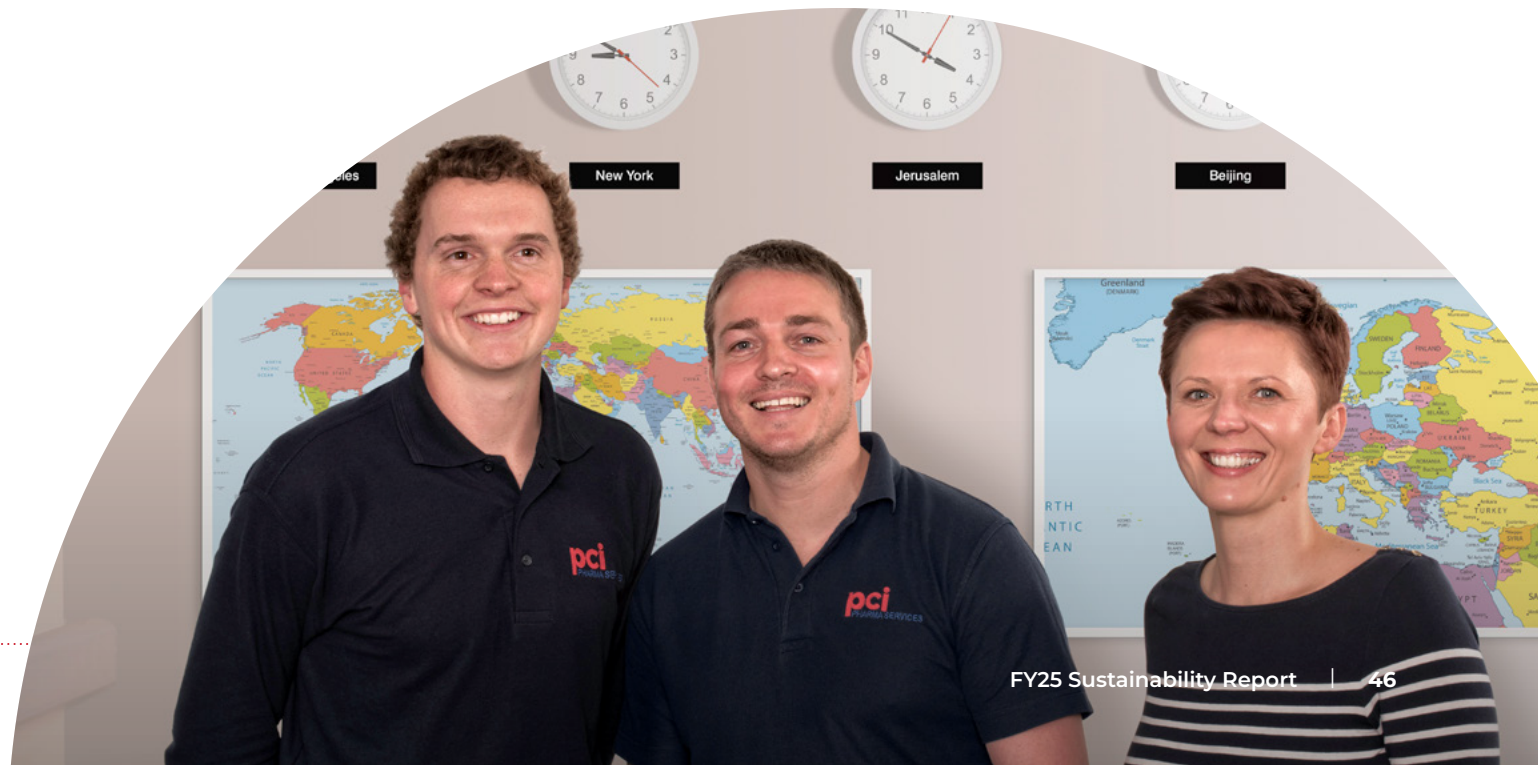
In FY25, PCI offered a variety of development opportunities to enhance job performance and career advancement. Employees are encouraged to utilize learning resources beneficial to both the employee and PCI, enhancing technical skills and individual abilities. Our investment focuses on leadership effectiveness at all levels.

“

At PCI, we foster a culture of lifelong learning, practical experience, and equitable rewards, enabling our team to maximize their potential and achieve both personal and professional success. Our simple ethos: we don't accept limits, we overcome them.”

Angi Calkins

Chief People and Sustainability Officer



KEY BENEFITS OF BEING A PCI EMPLOYEE (U.S.)

- **Competitive Health Plans with Pharmacy, Dental, and Vision Insurance**
- **Company Paid Life Insurance**
- **Supplementary Employee & Dependent Life Insurance**
- **Company Paid Short-Term Disability**
- **Company Paid Voluntary Long-Term Disability**
- **Health and Dependent Flexible Savings Accounts (FSA)**
- **Health Savings Account (HSA)**
- **Employee Assistance Plan**
- **Free Flu Shots**
- **401(k) Plan with Company Match and Roth Option**
- **Accident, Hospital Indemnity, and Critical Illness Insurance**
- **Permanent Life Insurance with Long-Term Care**
- **MetLife Legal Insurance**
- **Norton LifeLock Identity Theft Insurance**
- **Tuition Reimbursement up to \$5,250 per year**
- **Paid Jury Duty, Bereavement Leave and Parental Leave**
- **PTO and Company Paid Holidays**
- **LinkedIn Learning Subscription**

Accelerate and Elevate

Accelerate and Elevate are our primary development programs for PCI leaders focusing on building critical leadership skills, through in-person and online learning methods.

Project Management Bootcamp

Our PM Bootcamp enhances leadership and effective communication, fostering accountability and a global network among Project Managers.

LinkedIn Learning

PCI provides all employees with unlimited access to LinkedIn Learning, an on-demand learning solution designed to help our employees acquire new skills and advance their careers.

LinkedIn Learning offers over 12,000 courses, supporting a blend of formal and informal learning experiences. Employees can earn certifications enhancing their career value.

Tuition Reimbursement Program

PCI offers a tuition reimbursement program that financially assists employees for eligible expenses up to \$5,250 per year.

Employee Recognition

PCI sites establish **“Shout-Out”** forums across its sites to promote and reward peer-to-peer recognition and appreciation.

“

Be obsessed with great talent
and create great culture”

Salim Haffar
CEO



 PCI SITE SPOTLIGHT

Melbourne, Australia

Nestled in the vibrant city of Melbourne, one of PCI's most multicultural hubs is proving that size is no barrier to making a positive environmental and social impact. With a close-knit team of approximately 80 employees, our Melbourne site is emerging as a beacon of sustainability within the PCI family.

At PCI Melbourne, the team has embraced the challenge of environmental sustainability with enthusiasm and creativity, implementing a suite of eco-friendly initiatives that not only reduce their ecological footprint but also foster a sense

of community and shared purpose. Their holistic approach encompasses everything from daily office practices to innovative recycling solutions, including:

- **Eliminating disposable cups for hot and cold drinks**
- **Eliminating 'single use' plastic**
- **Implementing segregated waste bins for paper, cardboard and other materials.**
- **Setting-up dedicated cardboard recycling skips**
- **Replacing bulk plastic water cooler bottles with zip (on-demand) taps**
- **Installing instant hot water systems to reduce electricity consumption**
- **Removing paper towels in washrooms, opting for more hygienic hand dryers**
- **Implementing motion-sensor lighting in washrooms**
- **Establishing battery recycling stations**
- **Installing energy-efficient lighting throughout the facility**
- **Establishing a dedicated team to drive ESG and engagement initiatives**

“A big part of our practical approach to ESG actions and initiatives is to question everything and ask “What’s a better, more sustainable way or product that could be introduced to perform this function or meet this need that will last the distance of time and in particular will not end up in landfill.” You could say it’s a longevity, resourcefulness and reliability mindset which, in many ways, mimics what our forebears did before us. Australia is a unique biodiverse country and it is now on us to help protect it.”

Michel Stokes

GM & Vice President APAC



 SITE SPOTLIGHT

Melbourne, Australia

Quarterly charity activities, education, and volunteer efforts showcase their dedication to giving back. In a particularly heartwarming initiative, they source weekly fruit deliveries from a supplier that supports rehabilitation programs for former prisoners, demonstrating that sustainability and social responsibility can go hand-in-hand.

During PCI's Earth Month in April 2024, Melbourne raised \$1,000 for Cancer Council Victoria and volunteered a total of 258 hours. The site tied for second place in the company-wide competition and donated an additional \$2,500 for Cancer Council Victoria.

This comprehensive approach to sustainability, combining environmental initiatives, waste reduction, community engagement, and active participation in company-wide campaigns, demonstrates the Melbourne site's commitment to PCI's global ESG goals. Their efforts serve as an inspiring model for other PCI facilities worldwide.

Engagement Team



Himasha Abeysinghe
Project Management



Patricia Soler
Packaging & Labelling



Orapan Nimruang
Quality



Maria Bano
Label Compliance



Marita Counsel
HR



Mark O'Connell
Logistics



Jason Caygill
Finance & Admin



Inclusive Culture

Our approach to inclusion and belonging is rooted in respect for diverse ideas, experiences, and contributions. PCI actively promotes an inclusive environment and continually monitors laws, frameworks, and industry best practices to nurture a culture where everyone feels valued and recognized for their contributions and potential.

At PCI, inclusion and belonging are central to our company's mission: **Together, delivering life-changing therapies.** We uphold an inclusive workplace by building local and global communities where everyone feels they belong and can thrive.

With the help of our inclusive culture site impact champions, we are developing a Global ESG and Inclusion Calendar in recognition of international celebrations and events to promote awareness and celebrate what makes us different. PCI remains committed to enhancing inclusion and leverages employee feedback through engagement surveys and ESG programs as tools to assess progress and make improvements.

PCI also has measures in place to support the parental responsibilities of employees by providing up to two weeks of leave regardless of gender. Where roles permit based on business needs, we support flexible working requests and are committed to opportunities where all employees can develop their careers. For example, dedicated Mothers Rooms have been established at most sites in an effort to provide a private space for nursing.

49%

Female

140+

Mental Health First Aiders



 EMPLOYEE SPOTLIGHT

Derek Brown, Operations Culture Champion

“

Their success is not just important; it's the very heartbeat of our company's future, and being part of their initiation is a deeply fulfilling experience. I have a genuine passion for nurturing and empowering individuals to realize their fullest potential. There's something truly magical about watching them flourish, transform, and soar to new heights. It fills me with immense pride and joy to accompany them on this path. The trust placed in me to mentor our new team members is an honor I cherish deeply. Each individual brings unique talents, and I see boundless possibilities just waiting to be unlocked. Supporting them as they grow and develop is not merely a responsibility; it's a passion that fuels my own journey and enriches my life.”



Derek Brown

Derek stands out for truly caring about people. His passion to drive positive change touches PCI employees across Rockford every day.

Derek's goal is to create a cohesive community throughout shifts that is supportive and motivating for all. His kindness, approachability, and genuine care for others has been instrumental in guiding the development and success of Rockford's new cultural committee, employee onboarding experience, and recognition programs.

Mike Rodriguez is Derek's manager and understands the importance of aligning people-focused initiatives with business strategy and recognizes the crucial role that company culture plays in achieving business objectives.

“Derek's dedication to people serves as a model for employees across our global organization. His passion is contagious, and PCI appreciates all that he does to exemplify and shape the culture at Rockford.”

Mike Rodriguez

Executive Director, Operations

Derek is a self-starter who makes a difference everyday.

Driven by his passion, Derek founded the Culture Guardians at PCI's sites in Rockford. The purpose of the new committee is to enrich the culture and enhance the working environment for all staff members. The committee functions as a representative voice for employees and its purpose is to lay the groundwork for an inclusive culture that supports the development and retention of our talented people on the floor and in the office.

“Derek's character and work ethic serve as a catalyst for the OnePCI mindset while supporting our ESG strategy to foster an inclusive culture that empowers employees through collaboration and enables everyone to thrive.”

Tim Hansen

Senior Director, Global Sustainability

Early Career Talent Outreach

PCI has a comprehensive strategy for early career outreach that prioritizes local partnerships and accessibility, recognizing these as key elements in unlocking the potential of our current and future workforce.

Globally, our sites work diligently to ensure opportunities are accessible to a diverse group of individuals, both within and outside our organization. For example, PCI locations in **León, Spain; Rockford, Philadelphia & Madison, US;** and **Tredegar & Bridgend, UK,** maintain active internship and apprenticeship programs with local academic institutions, empowering the next generation by providing valuable practical and professional experiences.



GLOBAL CAREER DEVELOPMENT POLICY

Please refer to our policy which outlines our formal company commitments [here](#).

Internal Promotion

In the calendar year 2025, over one-third of our open positions were filled internally, underscoring the strength of our internal career development efforts and our commitment to developing talent from within. Current employees are encouraged to apply for open roles and are considered through a competitive process that supports growth into new opportunities.

We are committed to giving employees the opportunity to express interest, apply, and interview for available roles aligned with their skills and aspirations. Our hiring practices are designed to support inclusive, transparent processes that enable employees at all levels and in all locations to develop and advance their careers.

As an employer committed to our people, we consistently nurture a work environment characterized by inclusive and transparent processes, ensuring employees at all levels and locations can develop and advance their talents, with inclusivity as our guiding principle.

People are at the heart of what we do. By investing in our workforce, we are building world-class, industry-leading talent and reinforcing a culture where inclusivity guides opportunity.



Employee Health & Safety

Occupational Health & Safety (OH&S) is the cornerstone of our global operations, underpinning our business growth and sustained success. Our continued dedication ensures compliance with local legislation and applicable standards at all locations across our global operations. We foster collaboration and share best practices across our workforce through our global EH&S program.



CORPORATE OH&S POLICY

Please read our comprehensive details on our commitments and employee expectations [here](#).

Global Committee Meetings

227

Employees in Attendance

2,110

LOST TIME INCIDENT RATE

PCI LTIR

0.44

US Pharmaceutical Industry Average LTIR

0.50

Source: [US Bureau of Labor Statistics](#)

ENSURING A SAFE & HEALTHY WORKPLACE

Our approach to workplace safety emphasizes continuous improvement and active employee participation in our Environmental Health & Safety (EH&S) systems, strategies, and processes. This commitment has been instrumental in achieving and exceeding our EH&S benchmarks, notably maintaining a Lost Time Incident Rate (LTIR) that is half the US Pharma Industry Average, as reported by the US Bureau of Labor Statistics.

Our EH&S Mission

Our mission is to establish a consistent and structured EH&S framework across all PCI sites, ensuring the health and safety of employees, visitors, and contractors. This approach fosters resilience and operational continuity, allowing us to sustainably deliver life-changing therapies globally.

EH&S Imperatives

	Everyone needs to be engaged, responsible, and accountable for EH&S		Drive to root cause for successes & mishaps
	Drive EH&S by focusing on risk & ALARP principles		Utilize and action against EH&S trend data
	EH&S is considered and incorporated in everything we do		No drug product is brought into the building without HHA completed and controls in place
	Continuous Improvement		Ensure environmental compliance
	Ensure transparency and that everyone understands the “why”		Collaboration & partnerships amongst sites departments



Embracing Safety Together

Our Health & Safety initiatives reflect a comprehensive approach extending from grassroots involvement to global leadership engagement.

Local Empowerment through EH&S Committees and Near Miss Reporting

Every site hosts dedicated EH&S committees to facilitate discussions on diverse safety topics. Our near miss reporting system empowers all employees to promptly report potential hazards so that they can be mitigated. The system requires all near misses to be reviewed by management which fosters a feedback loop for continuous improvement; this review is one of our leading indicators for EH&S that is closely monitored via our EH&S Scorecard.

Strategic Alignment through EH&S Summits and Leadership Meetings

Our monthly global EH&S staff meeting and staff training sessions foster collaboration and team development. Annual EH&S summits help to develop, align and set our EH&S strategy through collaboration and knowledge sharing. Monthly interactions between EH&S staff and PCI leadership focus on updates, metric reviews, and incident discussions, ensuring that EH&S remains integral to our strategy.

Management Safety Walks

Aligned with Behavioral Based Safety principles, our Management Safety Walks involve direct, on-site interactions between management and employees. This fosters a culture where safety is a shared responsibility, not just policy. We completed over 4,000 Management Safety Walks in 2025.

Global Policies and Maturity Index

Our collaborative efforts in developing global EH&S policies ensure a standardized, adaptable approach. The EH&S maturity index aids self-auditing and improvement, reflecting our commitment to evolving safety standards. Our corporate EH&S audits help to validate the continuous improvement efforts and compliance driven by the maturity index.

At PCI, a collective responsibility for health and safety unites us, ensuring we meet and surpass the highest EH&S standards. We operate on the basis of continuous improvement, recognize safety & environmental responsibility as key indicators of organizational excellence, and train employees to empower them to participate in injury prevention, to make safe choices, and to contribute towards a safer working environment.





A Holistic Approach to Employee Health & Wellness

At PCI, our commitment to employee well-being transcends the workplace, advocating for holistic health that integrates both physical and mental wellness.

We believe that nurturing a supportive environment unlocks our workforce's full potential. Here's a snapshot of initiatives focusing on Occupational Health & Wellness:

Protecting Our Teams from Potential Hazards: Global Health Hazard Assessments

Our Industrial Hygiene team leads proactive health hazard assessments, safeguarding staff as new products are introduced. By addressing risks early, we enhance the safety of our teams globally.

Prepared at All Times: Global First Aid Teams

Inspired by successful models, PCI establishes First Aid teams across all locations, equipping trained employees to handle medical issues promptly. We aim to ensure efficient health emergency responses at each site. Each Medical Emergency Response Team member is trained and certified in CPR, First-aid, and AED use by the American Heart Association, and actively participates in quarterly continuing education classes.

Advancing Mental Health: Employee-Based Support Systems

We recognize that a safe and productive workplace environment depends not only on physical safety, but also on the mental wellbeing of our people. Alongside our established health and safety practices, we have trained a network of mental health first-aiders across our sites to provide early, confidential support to colleagues who may be experiencing mental health challenges.

Mental Health First-Aiders (MHFA) listen, offer reassurance, and help individuals access appropriate support, while operating within clear boundaries, and maintaining confidentiality. This approach encourages open conversations, reduces stigma, and supports early intervention, helping to strengthen resilience, engagement, and retention across our workforce. By embedding mental wellbeing into our broader safety culture, we aim to create a workplace where people feel supported, respected, and able to perform at their best.

In September 2022, we launched the Mental Health First Aiders program, drawing from best practices of our response teams. Volunteers are trained to assist colleagues with mental health issues, emphasizing mental health's importance. In total, we have over 140 Mental Health First Aiders that have volunteered their time to receive training and certification through the MHFA program developed by the National Council for Mental Wellbeing.

Key Role & Functions

- 1 FIRST POINT OF CONTACT:** MHFAs offer immediate, confidential support to employees experiencing stress, anxiety, depression, or other mental health crises.
- 2 EARLY INTERVENTION:** Trained to spot subtle signs of mental distress, they help prevent issues from escalating, similar to physical first aid.
- 3 SIGNPOSTING:** They connect colleagues with internal resources (like EAPs) or external professional help, bridging the gap to treatment.
- 4 STIGMA REDUCTION:** By normalizing conversations about mental health, they foster an inclusive culture where seeking help is encouraged.

Lost Productivity Mitigation: Addressing mental health through early MHFA intervention supports long-term business resilience. Lost productivity from stress and mental health factors is projected to cost the Global economy \$1 trillion annually in lost productivity and absenteeism.

Reduced Absenteeism: Comprehensive strategies including MHFAs have been credited with significant reductions in work-related illness absences—some organizations reporting up to an 80% reduction over several years.

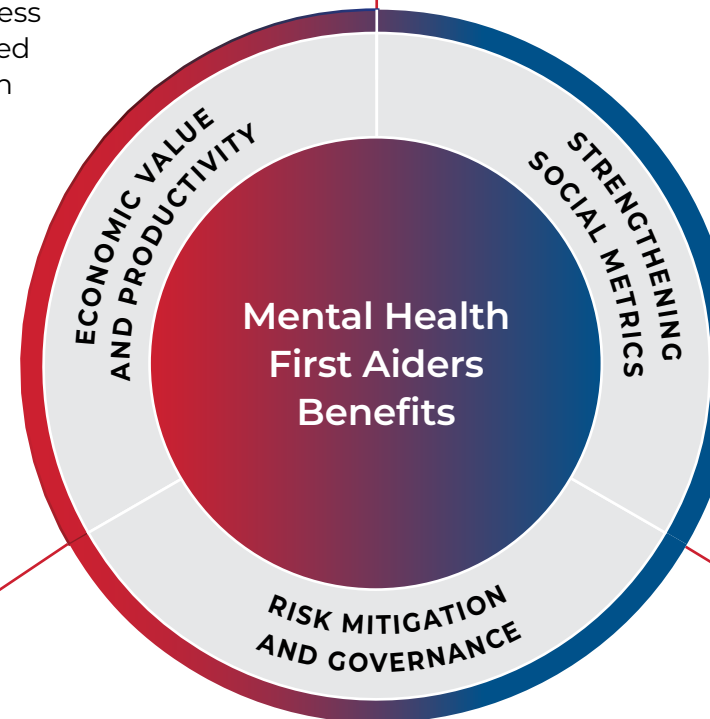
Early Intervention: MHFAs act as a “human bridge” between employees and professional services (like Employee Assistance Programs), ensuring faster help-seeking and reducing long-term absenteeism.

Occupational Health & Safety: We understand that psychological and physical health go hand in hand. MHFAs are trained to identify early warning signs of mental distress, providing “mental health triage” that parallels physical first aid to prevent escalation.

Employee Retention & Engagement: MHFA’s proactive efforts help to reduce turnover by reducing workplace stress and burnout.

Diversity, Equity, and Inclusion (DEI): Investing in MHFA helps reduce the stigma surrounding mental health, creating a more inclusive environment for neurodivergent employees or those with existing mental health conditions.

Duty of Care Compliance: Organizations use MHFA programs to meet legal and ethical obligations to provide a safe working environment, thereby reducing legal and financial risks associated with workplace-related mental ill-health.



Community Impact

Our employees worldwide share a passion for making a positive impact in our communities. This commitment to give back is a cornerstone of our culture.



Our ESG vision is worldwide, yet our impact strategy is rooted locally. Identifying and addressing the most critical needs of our local communities, in partnership with organizations that align with our principles and objectives, enables us to make substantial contributions.

In line with this, we've established a formal giving-back strategy aimed at enhancing employee participation and achieving measurable community impact at all our global sites and corporate functions.

Our Community Impact Strategy revolves around engaging with community members and organizations. Through ongoing dialogue, as part of our Double Materiality Assessment approach, PCI stays deeply attuned to the evolving requirements of our communities.

We actively communicate opportunities for volunteering and encourage the formation of interest groups among employees, building stronger bonds with the community.

In 2026, we plan to launch two new programs to increase community impact: Volunteer Time Off (VTO) employees and charitable matching for donations to non-profit organizations. These benefits aim to foster collaboration and engagement through philanthropic endeavors while encouraging employees to contribute meaningfully to their communities.

3-Year Charity Partnership: Hospice of the Valleys

At PCI Tredegar, giving back is more than just a philosophy—it's a proud tradition. In 2025, PCI Tredegar announced a meaningful three-year charity partnership between PCI Pharma Services and Hospice of the Valleys, a vital local charity delivering compassionate, life-changing care for patients and their loved ones in Blaenau Gwent.

To kick off this incredible collaboration, staff from both PCI and the Hospice came together for a formal launch event. It was a powerful moment to reflect on the Hospice's essential work, share stories, and highlight the many ways our partnership will make a difference.

Over the next three years, PCI staff will engage in a wide variety of fundraising events and awareness campaigns to elevate the Hospice's profile and ensure the continuation of its free, high-quality care.

9,000+

Hours Volunteered by PCI Employees

Corporate Accountability

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Transparency and accountability are at the core of the way we conduct our operations and how we do business. Our future success depends on building and maintaining a strong and sustainable supply chain that supports bringing life-changing therapies to patients and upholds our high ethical standards.

Respect for human rights is a fundamental value of PCI, and we are committed to supporting and protecting human rights in our relationships with our employees, suppliers, business partners, and local communities.



EXECUTIVE SUMMARY

Corporate Accountability

Transparency, integrity, safety, and quality are at the core of how PCI conducts its operations and chooses its business partners. This section covers the governance backbone of PCI's ESG program: Cybersecurity & Data Protection, Business Ethics, Labor & Human Rights, and Sustainable Procurement.

PCI's Global ESG Program is overseen by an ESG Steering Committee with sponsorship from executive leadership and Board oversight. More than 100 Impact Champions across every site, country, and business segment drive implementation and report performance through semi-annual data submissions across all nine Impact Categories.

A significant area of progress since PCI's inaugural report is cybersecurity and data protection. PCI has now implemented ISO/IEC 27001 as the governance framework for its information security management system, aligns with the NIST Cybersecurity Framework, and complies with GDPR, CCPA, NIS-2, 21 CFR Part 11, and EudraLex Annex 11.

Business ethics are reinforced through mandatory Day 1 Code of Ethics training, annual refresher sessions, and a 24/7 anonymous Ethics Hotline operated by a third party. A Compliance Committee, overseen by the Chief Compliance & Quality Officer, ensures consistent investigation and resolution of reported concerns.

PCI's commitment to labor and human rights aligns with the UN Global Compact and ILO Declaration, with zero tolerance for violations across its operations and supply chain. The Sustainable Procurement

program extends these expectations to vendors, with an average EcoVadis supplier score of 62.8 out of 100 across 237 assessed organizations. PCI has set targets to reach net-zero emissions across the supply chain by 2045 and reduce Scope 3 emissions 25% by 2030. Our GHG emissions data for Scope 1 and 2 has been independently verified by a third party, reinforcing the credibility of results presented throughout this report.

KEY FACTS

- **100+** Impact Champions driving ESG execution across every site, country, and business segment
- Cybersecurity governed under **ISO/IEC 27001**, aligned with NIST CSF and compliant with GDPR, CCPA, NIS-2, 21 CFR Part 11, and EudraLex Annex 11
- Average supplier EcoVadis score: **62.8/100** across 237 assessed organizations
- Scope 1 and 2 emissions data **independently verified** by an independent auditor



Cybersecurity & Data Protection

As a global CDMO, we are committed to Cybersecurity and Data Privacy. We continue to excel in ensuring compliance and effectiveness of cybersecurity controls that provide protections for personal data and business data across the enterprise.

PCI leverages the internationally recognized ISO 27001 standard for information security management systems (ISMS) to provide a systematic approach to managing sensitive company and customer information and to manage its risks. With the implementation of ISO 27001, PCI can instill stakeholder and customer trust, provide enhanced data protection and compliance with legal and regulatory requirements across our global sites.

As a leader in the CDMO space, we continue to pioneer solutions to optimize the pharmaceutical supply chain and with this rapid innovation comes many risks that need to be managed, notably cybersecurity. To meet the challenge, PCI ensures cybersecurity is a core component of all Industry 4.0 advancements at our company to ensure we future proof in core areas such as automation, cloud computing, machine learning and many advancements in Artificial Intelligence (AI). PCI is well equipped with world-class risk mitigation methodologies, processes, and technical know-how to reduce these cybersecurity risks while enabling the business securely.



Cybersecurity ESG Scorecard

CORPORATE GOVERNANCE AND LEADERSHIP ETHICS		INFORMATION RISK MANAGEMENT		STANDARDS AND LEGISLATIVE COMPLIANCE	
Establish a Cybersecurity Governance Framework	PCI has implemented ISO / IEC 27001 as the governance framework and leverages the NIST Cybersecurity Framework to ensure an optimized approach to managing cybersecurity risks.	Risk Assessment and Management	PCI conducts regular risk assessments to identify, analyze, and prioritize cybersecurity risks on third parties' and internal systems and processes. PCI's risk management policies have been implemented consistent with ISO 27005 for information security risk management practices.	Compliance with Regulatory Requirements	PCI ensures compliance with industry-specific regulations such as 21 CFR Part 11 and EudraLex Annex 11. Compliance is regularly confirmed through customer assessments of quality and cyber controls in effect for computerized systems.
Board and Executive Oversight	PCI executive leadership and board actively oversee PCI's cybersecurity strategy and risk management through regular reporting.	Data Protection and Privacy	PCI has implemented data protection measures in compliance with CCPA, GDPR, NIS-2 and other relevant privacy and data security regulations by ensuring data encryption, access controls and secure configurations. PCI regularly reviews these controls.	Adoption of Industry Standards	PCI has adopted international standard ISO/IEC 27001, to establish and maintain a robust cybersecurity posture and to measure the design and effectiveness of internal cyber controls.
Employee Conduct and Accountability	PCI fosters a culture of ethics, accountability and compliance through its codes of conduct and acceptable use policies, which ensure all employees understand PCI's expectations with respect to cybersecurity, data protection, and employees' roles and responsibilities in maintaining cybersecurity. Employee awareness is reinforced through regular policy training.	Incident Response and Recovery	PCI has developed, implemented and maintains an incident response plan based on NIST SP 800-61. Simulations and incident response reviews are conducted to ensure preparedness for cybersecurity incidents.	Continuous Monitoring and Improvement	PCI has implemented processes for continuous monitoring to detect and respond to new threats through its threat and vulnerability management (TVM) program.



Future Outlook

Cybersecurity and Data Privacy remain paramount for PCI as we pursue our mission to deliver top-tier service quality while ensuring data confidentiality and integrity. Our dedication to these areas is intricately linked with our business growth strategies and integrated across global processes. Under the governance of the PCI committee and backed by strong executive endorsement, we employ cutting-edge technologies and secure practices, guided by a distinguished cyber leadership team to empower the business securely.

As a key player in supporting global supply chains for essential life-saving treatments, PCI is committed to substantial investments in cybersecurity initiatives. We continue to install advanced systems, products, and services to counter cyberattacks and emerging threats.

**DISCOVER MORE IN OUR
PRIVACY POLICY**

[Click here to view.](#)

Data Protection Policy

PCI addresses Cybersecurity and Data Privacy challenges by adopting globally recognized IT risk management frameworks, enhancing our ecosystem to ward off cyber-attacks and privacy violations.

Central to this strategy is the active enhancement, management, and deployment of the ISO 27001 framework. This comprehensive framework provides a unified view of PCI's risk and control landscape, ensuring uniform methodologies organization-wide. The process and related metrics are overseen by the CEO, Executive leadership, and the Board.

As a global leader in the CDMO sector, we are observing the merging of physical and digital realms in the pharma industry, presenting both opportunities and challenges. Maintaining quality as the foundation of our collaboration with customers, we continue to prioritize Cybersecurity as a critical component.

 **PHILADELPHIA, PA**



Business Ethics

We are committed to maintaining the highest standards of integrity and professionalism. Our robust quality, safety, and ESG culture influences decisions and remains a top priority for all employees. We expect our workforce to uphold integrity and honesty in all workplace action.

Code of Ethics

The PCI Code of Ethics and Business Conduct (the Code) outlines the values and principles that guide our global business practices. It specifies non-negotiable minimum standards of behavior in the workplace, on behalf of our Company, and during Company-related social events. The Code is the cornerstone of our ethics and compliance program, addressing a variety of topics related to the work environment, compliance with laws and the Code, company property and information, and conflict of interest. We also expect our consultants, contractors, representatives, and suppliers to uphold these principles. The Code undergoes a biennial review to ensure it remains aligned with our current business practices, procedures, policies, and government sub-contracting requirements.

All employees, contractors, and consultants receive training on our Code of Ethics and Business Conduct on their first day of employment and participate in annual refresher sessions. PCI employees are responsible for understanding and adhering to the Code, Company policies and procedures, and all relevant laws. PCI employees, including leadership, must sign an acknowledgment form confirming they have read and agree to the Code throughout their employment and, in select cases, beyond. Employees receive compliance training pertinent to their job functions throughout their tenure and must periodically provide similar acknowledgments.



Labor & Human Rights

Transparency and integrity are at the core of the way we conduct our operations and how we choose to conduct business. Our future success depends on building and maintaining a strong and sustainable supply chain that supports bringing life-changing therapies to patients and upholds our high ethical standards.



What we do isn't about packaging or assembling a device, it's not even about shipping product. It's about creating impact globally, and in people's lives. I think it's very important we take that responsibility of the supply chain globally, very deeply and that drives our passion to continue to improve, work together, and have a little fun along the way."

Gil Valadez

Chief Operating Officer

Protecting Human Rights in Our Supply Chain

PCI is committed to this principle through our operations and collaborative work with external stakeholders.

We comply with all relevant laws and regulations and advocate for globally recognized human rights and align our business practices with the United Nations Global Compact (UNGC) and the International Labor Organization's (ILO) Declaration on Fundamental Principles and Rights at Work.

PCI has zero tolerance for any failure to adhere to or respect human rights practices by individuals or entities.

In FY25, PCI expanded its Labor and Human Rights impact category to include Ethics, along with targets and metrics that are tracked as part of its Global ESG Program.



GLOBAL LABOR & HUMAN RIGHTS POLICY

[Click here to view.](#)



Compliance and Grievance Mechanisms

The Compliance Committee, which includes senior leaders from corporate governance functions and operations, is tasked with administering the Code, under the oversight of the Chief Compliance & Quality Officer (CCQO). The CCQO oversees daily compliance with the Code across the organization, while Site Human Resources Leaders ensure local compliance. Consistent procedures for addressing potential Code violations are in place across the organization. Compliance Committee members report all ongoing investigations and events during monthly meetings, which are brought to the attention of the Executive Leadership Team (ELT), with exceptions for issues involving ELT members, which are discussed directly with the Chief Executive Officer (CEO). Confirmed violations are reported by the Compliance Committee to the CEO and the Board of Directors.

A critical component of our ethics and compliance program is supporting our employees in raising concerns without fear of retaliation. PCI maintains zero tolerance for unlawful workplace retaliation. Issues can typically be raised with management during regular business activities, but employees should feel confident in reporting through our Ethics Hotline, where issues can be reported anonymously. Upon receiving a report, it is reviewed, investigated, and corrective action is taken as needed.

	FY24	FY25
Concerns reported through the company helpline (per thousand employees)	1.55	2.12



CODE OF ETHICS

Learn more about our values and principles [here](#).

Anonymous reports can be made through the PCI Ethics Hotline

The Lighthouse Services, LLC, PCI Ethics Hotline is available by phone 24 hours a day, 7 days a week, and is operated by specially trained third-party representatives. To access, dial:

UNITED STATES

1 (855) 724-7827

INTERNATIONAL

0 (808) 189-1029



Sustainable Procurement

PCI is a long-standing trusted partner in the pharmaceutical supply chain and complies with international standards and local regulatory requirements. Through our Sustainable Procurement program, we are taking practical steps to strengthen responsible sourcing, improve supply chain performance, and support long-term value creation.

Our approach focuses on continuous improvement across environmental and social priorities. We work to reduce emissions, promote ethical business practices, and strengthen oversight of our supplier base through clear expectations, engagement, and accountability. This includes supporting supplier development, encouraging transparent practices, and mitigating adverse impacts across the supply chain. Our targets help direct our procurement and supplier engagement strategies, while reinforcing our broader commitment to responsible business practices.

Science Based Targets



Reduce Scope 3 emissions 25% by 2030 from FY24 base year



Reach net zero emissions across our value chain by 2045

Supplier Performance

We monitor supplier performance as part of our global sustainable procurement strategy. The average score of the 237 organizations in our EcoVadis network with a public scorecard is **62.8 /100** as of June 30, 2025

AVERAGE SUPPLIER SCORES:

67

Environment

62

Ethics

60

Sustainable
Procurement

65

Labor and
Human Rights



Supplier Engagement

Supplier engagement founded on trust, mutual respect, and shared values is central to our Sustainable Procurement Program.

As a long-established partner in the pharmaceutical supply chain, PCI emphasizes adherence to international standards and local regulatory compliance, alongside risk mitigation. We continue refining our due diligence processes for suppliers, with a particular focus on environmental and social risks. We partner with vetted suppliers who undergo regular audits by credible entities, such as the Pharmaceutical Supply Chain Initiative.

Should issues arise during an audit, suppliers must create a Corrective Action Plan to resolve issues within a set time frame.

Through risk evaluation, collaborative supplier engagement, strategic diversification and ongoing adaptation, we will continue to monitor climate-related supply chain risks in short, medium, and long-term perspectives.

This approach not only strengthens our supply chain but also enhances our commitment as a reliable partner in the pharmaceutical industry, while ensuring patient care is not disrupted by operational issues.

A responsible supply chain is a paramount priority for PCI, and our suppliers are pivotal partners in achieving our science-based targets.

PCI is implementing EcoVadis' Carbon Action Module to begin engaging suppliers on sustainability, aiding our shared efforts in measuring, managing, and mitigating emissions.

FY25 Report Details

Reporting Period

Unless specified otherwise, this report covers PCI's environmental, social, and governance performance for Fiscal Year 2025, beginning on July 1, 2024 and ending on June 30, 2025. Further details on the data collection methodologies are provided in footnotes throughout the report.

Additional information on our Impact Categories, goals, and progress is available on the Sustainability section of our corporate [website](#).

This report covers PCI Pharma Services and its subsidiaries across the globe. It is designed to summarize our sustainability performance and is not a comprehensive depiction of our ESG programs and efforts.

An independent third-party has verified our FY25 Scope 1 and Scope 2 market-based and location-based greenhouse gas emissions, see Appendix (page 70). We use the third-party software platform, Proof.io, to support our ESG data collection and ensure alignment with leading standards.

Our Commitment to Continuous Improvement

Thank you for accompanying us on our sustainability journey. PCI is committed to environmental responsibility, innovation, and delivering long-term value to stakeholders.

This report includes an appendix with an overview of PCI's ESG performance data for FY23, FY24, and FY25.

PCI is committed to actively tracking progress towards its public commitments. Achieving our goals will require both incremental advancements and significant shifts in our work methods to boost efficiency, reduce waste, and foster an inclusive culture that drives employee engagement.

Legal Notice: Forward-Looking Statements

This report includes forward-looking statements, including future targets, projections, and the anticipated impacts of our sustainability strategies and initiatives. Forward-looking statements are identified by terms like “aims,” “believes,” “expects,” and “plans to,” based on management's views as of the report's issue date. Forward-looking statements are not guarantees of future performance and involve known and unknown risks, uncertainties, and other factors that may result in actual results, performance, or achievements differing from those noted. Additionally, the information in this report was accurate when published; PCI is not obligated to update forward-looking statements unless legally required.

Sustainability Report FY25

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Appendix

TABLE A.1

SCOPE 1 GHG EMISSIONS (MT CO ₂ e)			
COUNTRY	FY23	FY24	FY25
Australia	40.14	36.74	36.15
Canada	186.82	184.80	410.88
Germany	350.11	452.42	363.56
Ireland	157.73	157.31	103.99
Spain	1,153.24	1,045.18	592.53
United Kingdom	7,047.57	3,729.49	2,349.51
United States	18,741.65	10,547.11	12,233.07
PCI Total	27,677.27	16,153.05	16,089.68

◀ Scope 1 greenhouse gas emissions have been estimated in accordance with the Greenhouse Gas Protocol. Scope 1 GHG emissions include on-site consumption of fuel (diesel, natural gas, LPG, petrol/ gasoline) to produce electricity, steam, heat, or power; vehicle fuel consumption in owned, leased, or rented company vehicles; and emissions from refrigerants including leaks in company's HVAC system, chillers, and refrigerators. All data is reported by automated utility integrations and by PCI site representatives based on reports, utility bills, fuel card readings, and meters.

PCI's Scope 1 and Scope 2 market-based and location-based emissions for the year ended June 30, 2025 were independently reviewed by Forvis Mazars, in accordance with the American Institute of Certified Public Accountants' (AICPA) attestation standards AT-C Section 105 and AT-C Section 210. This engagement provided limited assurance -- a lower level of assurance than an examination -- over the Scope 1 and Scope 2 market-based and location-based emissions data presented in this report. Based on their review, Forvis Mazars is not aware of any material modifications that should be made to the Scope 1 and 2 emissions estimates to be presented in accordance with the criteria. The full independent accountant's review report is publicly available on our corporate [website](#).

TABLE A.2

SCOPE 2 GHG EMISSIONS - MARKET-BASED (MT CO ₂ e)			
COUNTRY	FY23	FY24	FY25
Australia	329.73	382.95	636.48
Canada	49.29	48.97	47.12
Germany	9.93	0.00	0.00
Ireland	0.00	0.00	0.00
Spain	1,649.42	1,192.10	495.50
United Kingdom	3,105.75	3,045.65	0.00
United States	25,951.98	25,678.78	17,623.77
PCI Total	31,096.10	30,348.45	18,802.88

◀ Scope 2 greenhouse gas emissions have been estimated in accordance with the Greenhouse Gas Protocol. Scope 2 GHG emissions include consumption of purchased electricity. PCI reports emissions through both a market-based and location-based approach. Location-based emissions are determined based on the energy intensity of the grid; this calculation does not factor in renewable energy purchase data. Therefore, the location-based Scope 2 emissions reflect estimated emissions based on PCI's total electricity consumption. Market-based emissions are determined based on the actual energy sources procured by a company, using the company's renewable energy mix.

TABLE A.3

SCOPE 2 GHG EMISSIONS - LOCATION-BASED (MT CO ₂ e)			
COUNTRY	FY23	FY24	FY25
Australia	730.57	848.49	612.91
Canada	28.74	28.55	61.95
Germany	249.20	286.83	355.33
Ireland	1,230.46	1,159.78	820.09
Spain	1,649.42	1,440.25	838.21
United Kingdom	4,571.71	4,484.85	2,031.29
United States	28,026.46	28,647.37	21,546.35
PCI Total	36,486.56	36,896.10	26,266.15

TABLE A.4

SCOPE 3 GHG EMISSIONS (THOUSAND MT CO2e)		
	FY24	FY25
Category 1 - Purchased Goods & Services	87.2	119.1
Category 2 - Capital Goods	15.6	17.0
Category 3 - Fuel and Energy Related Activities	8.9	7.8
Category 4 - Upstream & Downstream Transport	22.1	24.6
Category 5 - Waste Generated in Operations	3.4	2.4
Category 6 - Business Travel	3.0	2.8
Category 7 - Employee Commuting	12.5	14.2
Category 8 - Upstream Leased Assets	—	—
Category 9 - Downstream Transportation & Distribution	—	—
Category 10 - Processing of Sold Products	—	—
Category 11 - Use of Sold Products	—	—
Category 12 - End-of-Life Treatment of Sold Products	1.5	1.9
Category 13 - Downstream Leased Assets	—	—
Category 14 - Franchises	—	—
Category 15 - Investments	—	—
Total Scope 3 GHG Emissions	154.3	189.7

◀ Scope 3 emissions were estimated for the first time in FY24.

All Scope 3 greenhouse gas emissions have been estimated in accordance with the Greenhouse Gas Protocol, using emissions factor databases such as EXIOBASE. Currently, emissions are primarily estimated using a spend-based methodology. PCI is committed to continuing to measure its Scope 3 emissions with greater granularity moving forward.

Category 1: The majority of PCI's purchased goods and services emissions are from the purchase of paper, packaging, and plastic products, and construction and maintenance activities for our global business sites. Other emissions sources include professional, information technology, insurance, and financial services, and the purchase of chemicals, rubber, wood, textiles, metal, wood, and glass products. We estimate our emissions by collecting spend data from our global business sites for each of the spend categories, and we use regional emissions factors to estimate the emissions from each category.

Category 2: The majority of PCI's capital goods emissions are from the purchase of machinery, tools, and equipment for the company's global business sites. Other comparatively lower capital goods emissions sources include computers and office machinery, furniture, phones, televisions, and communications equipment, and purchased vehicles. We estimate our emissions by collecting spend data from our global business sites for each of the spend categories, and we use regional emissions factors to estimate the emissions from each category.

Category 3: This includes emissions from the production, processing, and transportation of fuels (petrol, LPG, and natural gas) and electricity purchased and consumed by PCI. We estimate our emissions by multiplying the amount of fuel consumed by the relevant grid emissions factor.

Categories 4 and 9: Transportation and distribution includes air, road, and sea freight, as well as other transit services. We estimate our emissions by collecting spend data from our global business sites for each of the spend categories, and we use emissions factors to estimate the emissions from each category. Spend-based analysis is currently unable to separate upstream and downstream transportation and distribution. Figures presented in upstream transportation and distribution represent both upstream and downstream emissions.

Category 5: This category includes emissions from the treatment and disposal of waste generated during operations. PCI produces both non-hazardous waste and hazardous waste. We estimate our emissions by multiplying the amount spent on non-hazardous waste and hazardous waste disposal across PCI's global business sites by the emissions factor for each category.

Category 6: This category includes emissions from business travel by employees across PCI's global business sites. This includes air travel for meetings and conferences, hotel stays, car rentals, and bus and train tickets. We estimate our business travel expenses by multiplying the total spend per category across PCI's global business sites by the regional emissions factors.

Category 7: The majority of emissions from employee commuting are assumed to come from cars, followed by buses and trains. Employee commute emissions were estimated based on national commuting data in PCI's countries of operation.

Categories 8, 10, 11, 13, 14, 15: Categories marked with a value of 0 are not relevant to PCI, as determined through a materiality assessment.

Category 12: End of life treatment of sold products results in emissions from disposing and recycling sold products at the end of their useful life. This is estimated based on industry averages.

TABLE A.5

RENEWABLE ENERGY PURCHASED (%)			
COUNTRY	FY23	FY24	FY25
Australia	0.00	0.00	0.00
Canada	35.30	35.30	35.91
Germany	96.01	100.00	100.00
Ireland	100.00	100.00	100.00
Spain	0.00	17.18	40.89
United Kingdom	32.07	32.09	100.00
United States	15.39	21.41	25.50
PCI Total	19.21	25.00	40.08

◀ Percent of purchased energy from renewable sources is calculated by the equation: total energy purchased from renewable sources / total energy purchased. Renewable sources may include wind turbine, solar, biomass, methanization, geothermal energy, and hydraulics.

TABLE A.6

SCOPE 1 & 2 GHG EMISSIONS INTENSITY (LOCATION-BASED) (MT CO ₂ e / \$1M REVENUE)			
COUNTRY	FY23	FY24	FY25
Australia	44.65	50.05	42.35
Canada	6.91	5.76	12.62
Germany	50.53	22.07	18.54
Ireland	28.22	17.41	8.14
Spain	143.12	80.96	43.84
United Kingdom	82.84	55.06	27.41
United States	57.13	39.73	29.29
PCI Total	59.10	39.94	27.31

◀ All Scope 1 and 2 greenhouse gas emissions have been estimated in accordance with the Greenhouse Gas Protocol.

TABLE A.7

ENERGY CONSUMPTION (MWh)			
COUNTRY	FY23	FY24	FY25
Australia	936.95	1,031.82	982.10
Canada	2,721.19	2,699.08	3,896.22
Germany	439.79	471.30	581.87
Ireland	2,367.80	1,870.13	4,077.29
Spain	7,817.91	6,570.73	5,671.40
United Kingdom	22,015.06	22,257.62	21,800.64
United States	110,155.71	97,177.44	106,893.55
PCI Total	146,454.41	132,078.11	143,903.07

Energy consumption includes on-site fuel consumption (diesel, natural gas, LPG, petrol/gasoline) and electricity purchases (non-renewable and renewable sources). All data is reported by automated utility integrations and by PCI site representatives based on reports, utility bills, fuel card readings, and meters.

TABLE A.8

ENERGY CONSUMPTION INTENSITY (MWh / \$1M REVENUE)			
COUNTRY	FY23	FY24	FY25
Australia	54.28	58.86	64.21
Canada	87.28	72.88	104.00
Germany	37.08	15.09	15.00
Ireland	48.13	24.73	35.91
Spain	399.24	214.04	173.76
United Kingdom	158.73	151.87	136.38
United States	135.03	101.15	92.66
PCI Total	135.16	101.65	92.77

TABLE A.9

PURCHASED ELECTRICITY (MWh)			
COUNTRY	FY23	FY24	FY25
Australia	716.24	831.85	783.83
Canada	1,690.37	1,679.39	1,630.35
Germany	341.98	393.62	490.41
Ireland	1,921.55	1,811.16	3,659.46
Spain	3,657.98	3,194.09	2,868.63
United Kingdom	12,000.50	11,772.49	11,476.30
United States	73,040.76	69,125.45	61,710.65
PCI Total	93,369.38	88,808.04	82,619.63

Purchased energy accounts for more than half of PCI's total energy consumption. All data is reported by automated utility integrations and by PCI site representatives based on reports, utility bills, fuel card readings, and meters. Purchased energy includes purchases from non-renewable and renewable sources.

TABLE A.10

PURCHASED ELECTRICITY INTENSITY (MWh / \$1M REVENUE)			
COUNTRY	FY23	FY24	FY25
Australia	41.49	47.45	51.15
Canada	54.22	45.35	43.52
Germany	28.84	12.61	12.65
Ireland	39.06	23.95	32.23
Spain	186.80	104.05	87.89
United Kingdom	86.52	80.33	71.79
United States	89.14	71.50	53.50
PCI Total	85.87	68.01	53.26

TABLE A.11

WATER WITHDRAWN (HUNDRED CUBIC FEET)			
COUNTRY	FY23	FY24	FY25
Australia	87.68	24.10	46.07
Canada	574.50	763.20	480.88
Germany	57.01	40.54	62.00
Ireland	309.00	86.33	1,339.49
Spain	1,814.82	7,921.79	5,476.82
United Kingdom	4,016.48	3,748.28	4,440.60
United States	64,029.82	62,946.12	58,254.74
PCI Total	70,889.31	75,530.35	70,100.60

◀ Water withdrawal is reported in both hundred cubic feet and cubic meters. Water withdrawal reflects the total water intaken (irrespective of whether the water is returned to its source). In the future, PCI will also report on water consumed and water discharged.

TABLE A.12

WATER WITHDRAWN (CUBIC METERS)			
COUNTRY	FY23	FY24	FY25
Australia	248.28	68.24	130.46
Canada	1,626.80	2,161.14	1,361.70
Germany	161.43	114.80	175.56
Ireland	874.99	244.44	3,793.01
Spain	5,138.99	22,431.96	15,508.60
United Kingdom	11,373.39	10,613.93	12,574.36
United States	181,311.96	178,243.26	164,958.78
PCI Total	200,735.84	213,877.78	198,502.47

TABLE A.13

WATER WITHDRAWAL INTENSITY (HUNDRED CUBIC FEET / \$1M REVENUE)			
COUNTRY	FY23	FY24	FY25
Australia	5.08	2.60	3.01
Canada	18.43	20.61	12.84
Germany	4.81	1.30	1.60
Ireland	6.28	1.14	11.80
Spain	92.68	258.06	167.80
United Kingdom	28.96	25.58	27.76
United States	78.45	65.39	50.50
PCI Total	65.40	58.40	45.19

TABLE A.14

WATER WITHDRAWAL INTENSITY (CUBIC METERS / \$1M REVENUE)			
COUNTRY	FY23	FY24	FY25
Australia	14.38	7.35	8.51
Canada	52.18	58.36	36.34
Germany	13.61	3.68	4.53
Ireland	17.79	3.23	33.40
Spain	262.44	730.73	475.16
United Kingdom	82.00	72.42	78.61
United States	222.15	185.16	143.00
PCI Total	185.18	165.38	127.95

TABLE A.15

HAZARDOUS WASTE PRODUCED (METRIC TONS)			
COUNTRY	FY23	FY24	FY25
Australia	0.00	4.20	8.45
Canada	18.72	16.04	12.66
Germany	8.00	1.00	6.00
Ireland	56.05	81.17	23.56
Spain	37.23	43.33	36.00
United Kingdom	46.96	119.60	135.35
United States	40.30	27.85	107.22
PCI Total	207.25	293.19	329.23

SDO D&M was onboarded to ESG reporting in May 2025, aligned with PCI's financial reporting. The site processes substantial hazardous waste, leading to an increase in PCI's hazardous waste figures.

TABLE A.16

HAZARDOUS WASTE PRODUCTION INTENSITY (METRIC TONS / \$1M REVENUE)			
COUNTRY	FY23	FY24	FY25
Australia	0.00	0.24	0.55
Canada	0.60	0.43	0.34
Germany	0.68	0.03	0.16
Ireland	1.14	1.07	0.21
Spain	1.90	1.41	1.10
United Kingdom	0.34	0.82	0.85
United States	0.05	0.03	0.09
PCI Total	0.19	0.23	0.21

TABLE A.17

NON-HAZARDOUS WASTE PRODUCED (METRIC TONS)			
COUNTRY	FY23	FY24	FY25
Australia	101.26	52.76	26.24
Canada	100.22	136.13	80.64
Germany	58.00	34.00	38.00
Ireland	310.22	178.16	445.70
Spain	32.90	35.20	50.50
United Kingdom	370.70	382.86	408.94
United States	2,130.87	6,307.14	6,503.33
PCI Total	3,104.17	7,126.24	7,553.36

TABLE A.18

NON-HAZARDOUS WASTE PRODUCTION INTENSITY (METRIC TONS / \$1M REVENUE)			
COUNTRY	FY23	FY24	FY25
Australia	5.87	3.01	1.71
Canada	3.22	3.68	2.15
Germany	4.81	1.09	0.98
Ireland	6.31	2.36	3.93
Spain	1.68	1.15	1.55
United Kingdom	2.65	2.61	2.56
United States	2.59	6.56	5.64
PCI Total	2.85	5.48	4.87

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