

Making the Medicines of Tomorrow

Lonza

Sustainability Report

2025



Contents

04 Our Commitment to Sustainability	08 General Information	24 Environmental Information
	08 Basis for Preparation	25 Climate Change and Carbon Footprint Reduction
	09 Business Model	35 Energy
	12 Corporate Governance	36 Water and Effluents
	14 Our Employees	38 Other Environmental Topics
	16 Our Stakeholders	
	18 Materiality	
	23 Risk Management	
42 Social Information	52 Governance Information	64 Appendix
42 Health and Safety	52 Ethics and Compliance and Transparency	64 GRI Content Index and SASB Index
44 Training and Development	56 Data Protection and Privacy	70 TCFD and Swiss Ordinance on Climate Disclosures Requirement Index
46 Other Social Topics	58 Supply Chain Responsibility	71 Swiss Non-Financial Reporting Requirement Indexes
	62 Other Governance Topics	73 Assurance Statement

➤ Sections that are covered by the requirements of Art. 964b of the Swiss Code of Obligations and the Swiss Ordinance on Climate Disclosures and the limited assurance engagement covering the disclosures on non-financial matters in accordance with Art. 964b of the Swiss Code of Obligations and the Swiss Ordinance on Climate Disclosures. 🔍

🔍 Disclosures covered by the limited assurance engagement covering Global Reporting Initiative (GRI) requirements and Lonza internally developed KPIs.

Our Commitment to Sustainability



Jean-Marc Huët
Chair of the
Board of Directors



Wolfgang Wienand
Chief Executive
Officer (CEO)

Dear Stakeholders,

At Lonza, sustainable value creation is a shared commitment across our global workforce, guiding how we bring our core competencies to strengthen operational performance, reduce risk and enable growth. In this report, we share an overview of our sustainability programs and provide an update on our progress in 2025.

Our sustainability strategy remains anchored in the seven United Nations Sustainable Development Goals (SDGs) most relevant to our business activities (further details can be found on page 7). Using these SDGs as a framework we have further refined our focus on three priority topics. In the area of environmental stewardship, we are working to strengthen our pipeline of reduction projects for our water, energy and greenhouse gas (GHG) emissions. In the area of talent development, we are increasing our focus on supporting our world leading colleague community, by increasing opportunities for professional growth. Finally, in our global supply chain, we are continuing to work with suppliers to conduct sustainability assessments and support their decarbonization efforts.

Looking at key milestones in 2025, we are proud to have achieved EcoVadis Gold Medal status for the first time, placing us among the top 5% of companies assessed. We have also met our 2030 targets for reducing waste and greenhouse gas emission intensity ahead of time, allowing us to update the base year for our targets. Furthermore, we generated 50% more value with the same greenhouse gas footprint, which reflects the efficiencies achieved across the organization to reduce our emissions as our business continues to grow. In support of our ambition to purchase all electricity from renewable sources where available, we now have agreements in place across the US, Europe and China.

We also remain committed to fostering an inclusive, supportive, and empowering workplace. As well as making development opportunities more accessible across the organization, we also reinforced our commitment to equal opportunity by strengthening inclusion and diversity considerations in our talent acquisition and retention processes as well as our leadership pathways.

Turning to our communities, we work to act as responsible partner through initiatives such as science days, education and training, and supporting local non-profit organizations and educational institutions. Our colleagues play a vital role in these community engagement programs. Each year, every colleague is able to dedicate one full working day to volunteering projects that support their community.

We would like to thank all our stakeholders for their continued engagement and support in advancing a more sustainable and environmentally responsible business. This progress is made possible through the collective efforts of our 20,000 Lonza colleagues, who work to embed sustainability initiatives across our business every day. As we move into 2026, we remain committed to achieving our sustainability goals while pursuing our purpose to turn our customers' breakthrough innovations into viable therapies and make the medicines of tomorrow.

Best regards,
Jean-Marc Huët
Chair of the Board of Directors

Wolfgang Wienand
Chief Executive Officer (CEO)

Sustainability at Lonza

Safety and sustainability are essential to how we operate. In this report, we share an overview of our commitments and performance on sustainability for our stakeholders.

As part of our sustainability strategy, we carried out a Double Materiality Assessment (DMA) to assess which sustainability topics are most material to our company. Details about our DMA can be seen in the Materiality section. We have grouped our sustainability initiatives around the seven United Nations (UN) Sustainable Development Goals (SDGs) that are most relevant to us (see GRI and SASB Index in the Appendix). The SDGs provide a global blueprint to achieve a better and sustainable future, which companies can utilize to focus their activities on sustainable growth.

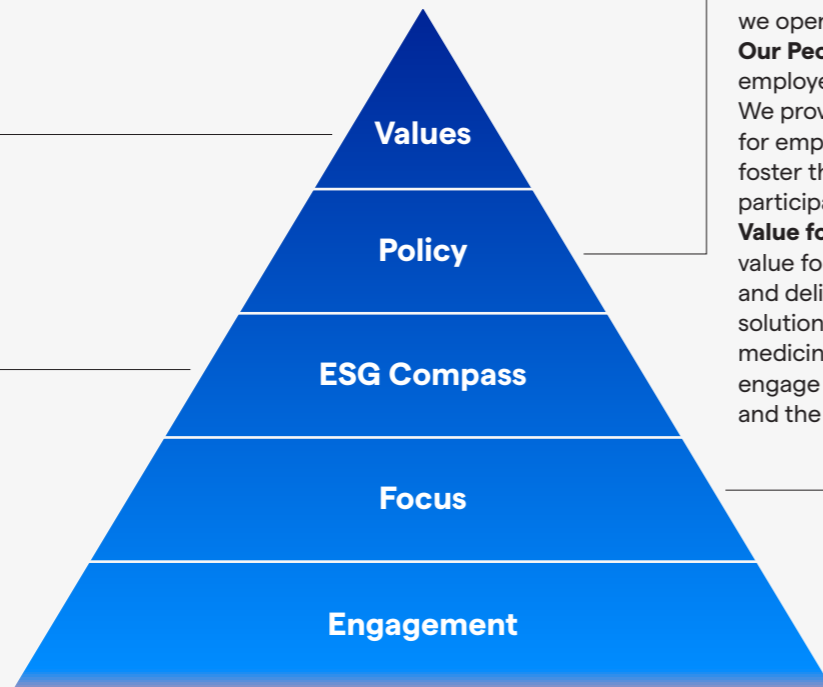
This Environment, Social and Governance (ESG) framework enables us to create a meaningful sustainability strategy for our business, which works for the benefit of society and safeguards the planet. As our compass, it guides us on our journey to implementing long-term plans, with mid-term action plans and short-term initiatives working towards our sustainability goals. The success of our ESG program depends on the individual and collective commitment of the workforce and the company.

Governance and oversight of sustainability and ESG is the responsibility of the Board. Each of our relevant SDGs is sponsored by an Executive Committee (EC) member who – in turn – is supported by a Program Manager to initiate and execute an effective cross-functional program built around each goal. Since 2022, executive compensation and global performance-based rewards for all employees have been aligned with our SDGs and related metrics. For more information, please see the [Remuneration](#) section of our Annual Report.

Our Sustainability Framework

Making the Medicines of Tomorrow in a Sustainable Way

- Collaboration
- Accountability
- Excellence
- Passion
- Integrity



Vision ZERO: We continually improve our systems and aspire to ZERO incidents, injuries.

Our Environment: We strive to continually reduce emissions, energy, water and material intensity.

Compliance and Integrity: We ensure that legal compliance, integrity and ethical conduct are the foundations in every place we operate.

Our People: We develop our employees by helping them grow. We provide safe workplaces, care for employees' well-being and foster their development and participation.

Value for Society: We create value for society by innovating and delivering science-based solutions to manufacture the medicines of tomorrow. We engage in the communities and the value chain.

The Seven SDGs



Material Topics and SDG Programs

- Carbon Emissions, Energy and Water
- Health and Safety
- Training and Development
- Ethics and Compliance and Transparency
- Data Protection and Privacy
- Supply Chain Responsibility

• Empowering all levels of the organization Seven **ESG Targets** Integrated into Compensation System

How Lonza is Supporting the Sustainable Development Goals



Good Health and Wellbeing: We collaborate with our customers to produce patient treatments and bring new therapies to market using novel services and cutting-edge manufacturing technologies. The safety and wellbeing of our global workforce is a top priority across our global network.



Quality Education: Our people remain central to our success and our sustainability goals. In 2025, we fostered a culture of continuous improvement through Lean operating principles and training, prioritizing initiatives that enhance quality, efficiency, and environmental performance. Learning and development continue to be a cornerstone of the employee experience. As such, we expanded Learn@Lonza and used Individual Development Plans (IDPs) to empower learning, supported by meaningful manager conversations. We saw a significant increase in the number of IDPs to 69%, higher than the ambition target we set for the year. Feedback from colleagues and leaders demonstrates that growth at Lonza is both personal and collective, empowering a workforce that drives sustainable impact.



Gender Equality: In 2025, building on our foundational commitment to achieving fair outcomes based on merit, we operationalized our roadmap to dismantle systemic barriers to equal participation across the employee lifecycle. We established metrics to track hiring rates and monitor for nondiscrimination. Furthermore, we drove equal opportunity career advancement by establishing internal processes for a stronger focus on fairness and objectivity during talent reviews and reinforcing inclusive leadership principles.



Clean Water and Sanitation: Clean, plentiful, potable water is a basic human need, and it is also critical to ensure the quality of our products. Our water program focuses on reducing our demand for water and preventing water scarcity in the areas where we operate. We are committed to protecting the water ecosystem to ensure that it stays clean of pharmaceutical substances or other pollutants. Our site representatives conduct water risk and opportunity assessments, analyze consumption and discharge quantity and quality, and share best practices for continuous improvement. In 2025, as part of our Water Stewardship initiative, we began exploring ways to protect water resources in the communities where we operate by identifying stakeholders that share our challenges.



Industry, Innovation and Infrastructure: We develop game-changing technologies, including gene editing and automated therapy manufacturing systems. Across the industry, these innovations support our customers to benefit patients and society. Sustainability is embedded into our organic growth and footprint expansion during project ideation, design, construction and operation. We estimate the future carbon footprint of each project and identify additional measures to reduce it. In 2025, we updated our Sustainable Design Standards, which provide a framework for us to limit energy and water consumption as well as waste production across growth assets, while supporting our target to reduce Scope 1 and 2 GHG emissions by 42% by 2030.



Responsible Consumption and Production: We prioritize sourcing materials from suppliers that meet strict compliance standards and have action plans in place to reduce their emissions, waste and use of natural resources, alongside climate action plans that support our Scope 3 SBTi target. Our Supplier Code of Conduct sets out our environmental and compliance requirements, and we conduct risk assessments that include due diligence on child labor and conflict minerals. We are engaging and training our suppliers to participate in our Scope 3 reduction efforts, and we continue to reduce our environmental impact by implementing programs to limit consumption and waste. In 2025, we continued evaluating our suppliers' sustainability performance, which now covers 85% of our total spend, and given this strong progress we have raised our 2028 target from 90% to 95%.



Climate Action: Greenhouse gas (GHG) emissions contribute to global warming, affecting the climate and impacting the health of people and planet. We are taking decisive steps to reduce our GHG emissions in pursuit of our ambition to reach net-zero by 2050. In 2025, we delivered on our commitment to reduce GHG emissions (SBTi near-term GHG reduction targets). With agreements for renewable electricity in place in the USA, Europe and China, we have now decarbonized 75% of our global electricity consumption and will further increase in 2026.

General Information

Founded in Switzerland in 1897, Lonza is one of the world's largest contract development and manufacturing organizations (CDMOs) dedicated to serving the healthcare industry. Working across five continents, our global team of approximately 20,000 colleagues works alongside pharma and biotech companies to turn their breakthrough innovations into viable therapies. We support our customers in bringing life-saving and life-enhancing treatments to patients worldwide with a combination of cutting-edge science, smart technology and lean manufacturing.

Our vision is to be the pioneer and world leader in the CDMO industry, setting the pace with cutting-edge science, smart technology and lean manufacturing.

Basis for Preparation

This Sustainability Report 2025 – our eighth Sustainability Report – was prepared in accordance with the Global Reporting Initiative (GRI) Standards for the period from 1 January 2025 to 31 December 2025, on a consolidated basis for Lonza Group Ltd. We will continue to report on an annual basis.

The content of this report complies with Art. 964b of the Swiss Code of Obligations and the Swiss Ordinance on Climate Disclosures, implementing the Recommendations from the Task Force on Climate-related Financial Disclosures (TCFD). We also adhere to the requirements of Art. 964j-l of the Swiss Code of Obligations.

In addition, as a step towards the EU Corporate Sustainability Reporting Directive (CSRD), which will eventually apply to our company at a later stage, our report's structure and our double materiality assessment are aligned with the European Sustainability Reporting Standards (ESRS).

The consolidation logic we have used is the same as for our financial statements, except where specifically noted in the environmental section.

We use assumptions and estimates to calculate some data points, especially for our Scope 3 calculations. Information on estimates, assumptions, or any change in methodology or restatement is set out in the text or in footnotes. Additionally, the GRI Content Index and SASB Index contain additional information on the reported key performance indicators.

We have mapped any specific disclosure requirements we have met in sources outside of this Sustainability Report – such as in sections in our 2025 Annual Report – in the index tables at the end of this report.

External Assurance

We appointed Deloitte AG as an external auditor to provide independent assurance for the sustainability information under the Lonza material topics disclosed in the 2025 Sustainability Report. We also engaged Deloitte to provide assurance on Lonza's compliance with Art. 964b of the Swiss Code of Obligations and the Swiss Ordinance on Climate Disclosures. Deloitte's limited Assurance Statement is available at the end of this report.

Separately, we obtained limited external assurance of the adequacy of our compliance management system with regard to due diligence obligations in the area of child labor, in accordance with Art. 964j-k CO and the Swiss Ordinance on Due Diligence and Transparency in relation to Minerals and Metals from Conflict-Affected Areas and Child Labour (DDTrO). The assurance report was provided to our senior management and Board of Directors, in accordance with the Swiss Standard on Auditing 980 (SA-CH 980) following "Principles for the Audit of Compliance Management Systems".

Business Model

▶ We operate across five continents, and our business structure is designed to capture synergies and enhance customer experience. We have provided more information on our business model in the [Our Businesses](#) section of our 2025 Annual Report.

We create value for our shareholders, customers, employees, suppliers and communities. We distribute the derived economic value to our stakeholders through a variety of streams. Part of the earned value is retained in the company for further growth through innovation, strategic investments, and bolt-on acquisitions. ◀ Our tax report and policy are available on our website. For further information on our financial performance, please see the [Financial Statements](#) section of our 2025 Annual Report.


In 2026, we will continue to prioritize the following internal sustainability initiatives:

- Increasing our understanding of how climate-change affects our main manufacturing sites, the entire company, and our suppliers
- Strengthening our pipeline of water-, energy- and GHG-reduction projects in support of our reduction commitments
- Expanding engagement with suppliers and risk assessment to manage supply chain compliance and reduce our environmental footprint
- Ensuring focus on business continuity, alongside the health and safety of our employees
- Enhancing talent attraction, retention and development to support expansion and sustainable growth

"Integrating sustainability into our decision-making strengthens operational resilience, drives long-term value creation, and reinforces stakeholder trust. Equally important to the execution of our sustainability strategy is the dedication of our people, whose efforts enable meaningful progress towards our shared goals."



Pierre Reuse
Global Head of Sustainability



6,531 million
Sales in CHF

2,064 million
CORE EBITDA in CHF

31.6%
CORE EBITDA margin

11.9%
ROIC

Our Business Platforms

	What we do	Key technologies and offerings	
Integrated Biologics	We leverage our experience in drug approvals to accelerate and de-risk the path to market with best-in-class, end-to-end CDMO biologics services – from clinical development to drug substance and drug product manufacturing.	<ul style="list-style-type: none"> • Mammalian • Drug Product 	3,649m Sales in CHF
Advanced Synthesis	We apply more than 125 years' expertise in classic and complex chemistry to the manufacturing of antibody-drug conjugates (ADCs) and other bioconjugates, small molecules and highly potent active pharmaceutical ingredients (APIs).	<ul style="list-style-type: none"> • Small Molecules • Bioconjugates 	1,611m Sales in CHF
Specialized Modalities	We operate at the forefront of emerging and established technologies – spanning Cell & Gene, Microbial, mRNA and Bioscience – to help pioneer our customers' breakthrough medicines.	<ul style="list-style-type: none"> • Cell & Gene* • mRNA • Microbial • Bioscience <p>* including Personalized Medicine</p>	1,034m Sales in CHF
Capsules & Health Ingredients	Our Capsules & Health Ingredients (CHI) business offers high-quality capsules and encapsulation technologies, with expertise in hard empty capsules, capsule filling equipment, differentiated dosage forms, and science-backed health ingredients.	<ul style="list-style-type: none"> • Capsules • Health Ingredients 	1,092m Sales in CHF

Note:
Lonza has entered into an agreement to divest its Capsules & Health Ingredients (CHI) business, with closing expected by H2 2026.

In addition, Lonza has entered into an agreement to divest its Personalized Medicine business (closing expected by the end of Q1 2026), its MODA® business (closing expected in Q2 2026) and its micronization business (closing expected by the end of Q1 2026).

Value chain mapping

	Upstream	Own Operations	Downstream
What?	<ul style="list-style-type: none"> • Materials sourced used in drug substance manufacturing, but also for capsules and health ingredients • Sourcing includes raw materials, chemicals, supporting equipment, construction material, utilities 	<ul style="list-style-type: none"> • Manufacturing of products • Logistics and distribution • Research and development • Quality management and product safety • Marketing, customer service 	<ul style="list-style-type: none"> • Downstream logistics and distribution • Product testing (safety regulations) • Waste management (hazardous substances)
Where?	<ul style="list-style-type: none"> • Suppliers: • APAC: >2,800 • EMEA: >6,700 • Americas: >3,900 	<ul style="list-style-type: none"> • Europe, UK • Asia/ Pacific • North America • Latin America • Middle East 	<ul style="list-style-type: none"> • Europe 2,994 million (CHF) sales • Americas 2,670 million (CHF) sales • APAC 864 million (CHF) sales • Other countries: 3 million (CHF) sales (Sales for Lonza Continuing Business)
Who?	<ul style="list-style-type: none"> • Sourcing from over 13,000 suppliers • ESG assessment providers (e.g. EcoVadis) • Partnerships with suppliers are guided by the Lonza Supplier Code of Conduct 	<ul style="list-style-type: none"> • Total employees : 19,771 across all sites • Types of sites include manufacturing sites, R&D centers, warehouses, corporate offices 	<ul style="list-style-type: none"> • B2B customers (large pharmaceutical companies, small-to-mid biotech firms) • Nutraceutical and healthcare partners • Logistics providers, contract warehousing

How We Create Value for Society	
For our employees	> by ensuring fair remuneration, development, training, progression, and rewarding career opportunities
For customers (healthcare partners and patients)	> by supplying therapies and collaborating on technologies to enable better patient outcomes
For suppliers and business partners	> by establishing and maintaining fair relationships, offering leadership, and supporting their efforts to reduce their environmental footprint
For shareholders	> by de-risking their long-term investments
For society	> by delivering patient therapies, supporting communities through volunteering and financial contributions and following sustainable practices that support and protect our planet

Corporate Governance

In accordance with the law and the [Lonza Articles of Association](#), the Board of Directors (Board) is the supreme governing body of Lonza Group Ltd. The Board defines the strategic direction of Lonza Group Ltd and its affiliates (the Group) and is responsible for supervising the Group’s management. The members of the Executive Committee (EC) are appointed by the Board. The EC is responsible for managing Lonza’s business globally and for implementing policies and strategies defined by the Board. Our governing bodies, management and employees provide the necessary skills and expertise to effectively oversee and implement our sustainability program.

More detailed information can be found in the Governance Information section of this report and in the [Corporate Governance](#) section of our Annual Report.

Board Oversight

➤ Governance and oversight of sustainability and ESG is the responsibility of the Board, headed by the Chair of the Board, with specific aspects covered by the Board’s committees. The Audit and Compliance Committee (ACC) and its chair oversee the reporting and assurance process for ESG, as well as risk oversight, including Enterprise Risk Management (ERM), and Ethics and Compliance. ⚡ The Remuneration Committee (RemCo) sets the ESG targets within the Lonza compensation system and oversees the achievements of these targets and respective incentive payouts on an annual basis. The Nomination and Governance Committee (NGC) is responsible for overseeing governance and succession planning for the Board and the EC, as well as talent development for the EC. The Strategy and Innovation Committee (SIC) (formerly Innovation and Technology Committee) monitor emerging trends and innovative technology projects, including in the area of ESG.

➤ While the Board acts as sponsor and overall owner of the ESG program, implementation is the responsibility of the EC. The Board and its Committees review and endorse Lonza’s sustainability program and reporting, including a regular update on progress against key performance indicators such as climate-related risks. The Board also receives regular updates on regulatory and other developments relating to ESG which are relevant to our business and stakeholders. Lonza’s climate-related targets and results are discussed several times during the year and at year-end in the context of sustainability reporting. The Board also oversees enterprise risks identified through the company’s Enterprise Risk Management program, which are reviewed annually. ⚡

Management Oversight

➤ Senior management, and particularly the EC, is responsible for continually monitoring the evolution of risks and opportunities and the risk mitigation progress in the organization. For risks to be managed at the appropriate level, the heads of Business Platforms and corporate functions provide timely reporting to the EC. The EC escalates information about significant risks to the Board as appropriate. ⚡

ESG Governance Structure



In addition to this governance structure and under the leadership of the CEO, ➤ the EC is responsible for reviewing and approving the company’s sustainability program and agenda, including climate, water, and energy targets. ⚡ The EC and Board both receive quarterly updates on the status of environmental target achievements.

➤ The Sustainability and Risk Committee (SRC), led by the Chief Legal and Corporate Affairs Officer, manages material topics (as shown in the *Materiality* section) and oversees sustainability reporting. The Global Sustainability and the Global Environment, Health and Safety (EHS) teams are responsible for proposing the corporate sustainability strategy and for implementing the Safety and Sustainability Policy. At a Business Platform level, sustainability representatives report to each Business Platform Operations Head to support the implementation of ESG initiatives and platform programs. ⚡

➤ Sustainability governance at corporate level is assured by the SRC and the Safety and Sustainability Steering Board (SSSB). ⚡ The SRC meets monthly and includes members from Global Sustainability, Ethics and Compliance, Global EHS, Corporate Responsibility and Enterprise Risk Management. Its responsibilities include:

- Defining Lonza’s sustainability strategy implementation and alignment across the company
- Providing leadership by driving awareness and engagement in sustainability and providing updates on changes in the regulatory and reporting landscape
- Overseeing the design and execution of programs aligned with the seven SDGs
- Serving as a link between internal networks and external stakeholders
- Encouraging sharing of best practice across platforms and functions

➤ The SSSB deals with the operational aspects of safety and sustainability and meets quarterly. It includes global leaders from EHS, Sustainability, Operations, Engineering, Corporate Responsibility and Enterprise Risk Management, as well as the Head of Group Operations (an EC member). ⚡ Its responsibilities include:

- Monitoring the EHS and sustainability performance of the Group and Business Platforms
- Aligning Group and platform targets, programs and initiatives
- Identifying significant operational EHS and sustainability risks, emerging issues, regulatory developments and compliance matters
- Endorsing global EHS and sustainability procedures and standards and ensuring involvement of the business platforms
- Reviewing quarterly audit summaries and significant governmental enforcement notices, citations and actions to drive appropriate corrective actions

The SRC continues to drive our ESG agenda by working with the Board and EC on the SDG-aligned targets integrated in our compensation framework. The Board and the RemCo conduct an independent evaluation of the ESG program annually, with a direct impact on compensation.

The Annual General Meeting (AGM) is an opportunity for our shareholders to provide feedback. The election or re-election of each Board member provides an evaluation of Board performance. The Sustainability Report is reviewed by the RemCo and the ACC with final approval by the Board and is published together with the Annual Report ahead of the AGM. The sustainability report is assured by the Auditors applying a limited assurance process. At the 2026 AGM, our shareholders will have the opportunity to vote on non-financial disclosures with respect to the Swiss legal requirements (Art. 964b CO).

Further details on corporate governance and the Group structure can be found in the [Corporate Governance](#) section of our 2025 Annual Report.

Our Employees

Our employee population grew to 19,771¹ colleagues (including CHI business) by the end of 2025. Within this period, our total turnover rate decreased from 12.0% in 2024 to 8.7% in 2025 and remains in line with industry norms. We maintained a strong focus on onboarding, training and development of our new employees, ensuring that colleagues feel supported to grow, stay and develop with Lonza. Through enhanced dashboards, people managers can access vital information to manage the development of their teams.

Permanent Employees

19,879

Temporary Employees

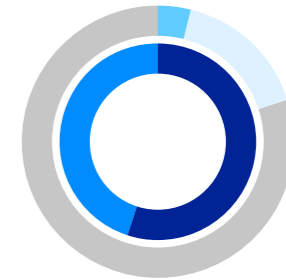
654



Americas (31%)
APAC (14%)
EMEA (55%)

Male (62%)
Female (38%)
Other (<1%)

Includes regular employees, those on collective agreements and international assignees (headcount).



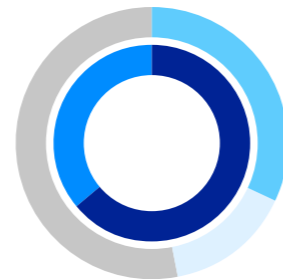
Americas (4%)
APAC (16%)
EMEA (80%)

Male (55%)
Female (45%)

Includes employees on fixed-term contract, interns and trainees (headcount).

Full-time Employees

18,917



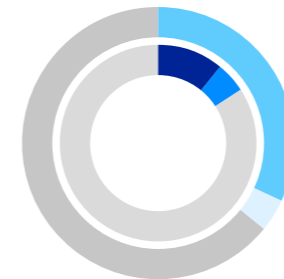
Americas (32%)
APAC (15%)
EMEA (53%)

Male (64%)
Female (36%)
Other (<1%)

Headcount

Contingent Workers

6,643

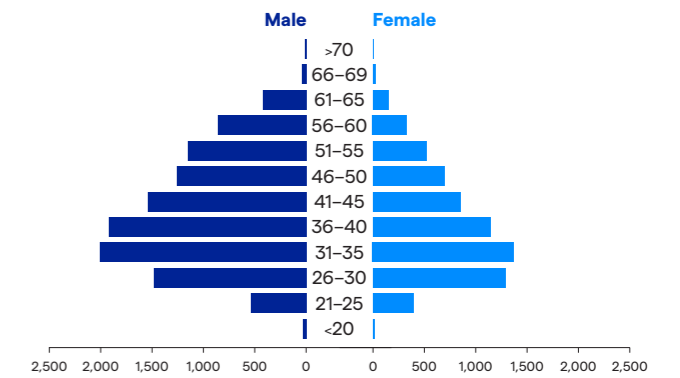


Americas (32%)
APAC (4%)
EMEA (64%)

Male (11%)
Female (5%)
Other/Not available (84%)

Includes consultants, external contractors, outsourced service providers and agency staff (headcount).

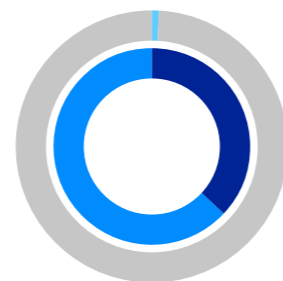
Broad Balance Across Age Groups



Lonza allows employees to identify as male, female, transgender or to choose not to disclose their gender. 75 employees identified as transgender or chose not to disclose in 2025.

Part-time Employees

1,159



Americas (1%)
APAC (<1%)
EMEA (99%)

Male (37%)
Female (63%)

Headcount

Our Workforce

		2024	2025
Gender (headcount)	Male	11,923	12,469
	Female	6,975	7,532
Region (headcount)	Americas	5,868	6,103
	EMEA	10,235	11,123
	APAC	2,841	2,850
Hires (headcount)		2,879	3,000
Hires by Region (headcount)	Americas	1,323	863
	EMEA	1,327	1,727
	APAC	229	410
Total Turnover (%)		12.0%	8.7%
Total Turnover by Region (headcount) ²	Americas	814	623
	EMEA	854	844
	APAC	506	217
Voluntary Turnover (%)	Managers	5.5%	5.0%
	Non-managers	7.9%	6.7%
Involuntary Turnover (%)	Managers	3.5%	1.3%
	Non-managers	4.8%	2.4%

¹ Number in Full-Time Equivalents. Total employee headcount is 20,076 including temporary fixed-term employees but excluding interns, Board members, agency workers and consultants. The remaining statistics and numbers in this section refer to headcount.

² Turnover by region values for 2024 restated to include also non-managers.

Our Stakeholders

We have identified the main stakeholder groups who may have an interest in our performance and can directly or indirectly influence the direction of the company.

We see international organizations such as the United Nations (UN) as authorities, and the relevant agreements between states as a guideline for industry. Our material topics and the selected SDGs guide and direct our corporate goals and approach to sustainability.

Stakeholder engagement is key to understanding their expectations related to our company. The table below summarizes how we engage with our main stakeholder groups.



We have reported within the CDP framework since 2007. We also maintain reporting on other platforms, such as EcoVadis, to exchange sustainability data across the supply chain. In 2025 we were awarded a gold medal, with a score putting Lonza in the top 5% of all companies assessed.

Stakeholder	Engagement
Employees	<p>We have established clear, formal mechanisms for employees to raise issues and participate in discussions about workplace conditions and policies, promoting a culture of mutual respect and cooperation. We hold regular employee events and Town Halls at a global and local level to encourage communication between company leaders and employees. Question-and-answer forums are included in each Town Hall to ensure employee inquiries are heard and addressed.</p> <p>In 2025, we continued to enhance communication channels to inform, equip and engage colleagues. A monthly CEO newsletter provided all employees with a wider perspective on key news across One Lonza. Our CEO and EC members completed several site tours, meeting colleagues and engaging in "walk & talks". We increased dialogue opportunities through regular "coffee chats" with top management and continued to grow our intranet as a central hub for engagement within our global colleague community.</p>
Employee associations and unions	<p>We engage in open and constructive dialogue with employees and their representatives – including unions – to address concerns, improve working conditions and resolve conflicts collaboratively. All Lonza employees are free to join a union or similar association. We do not track union membership or discriminate against employees with memberships.</p> <p>We honor all terms and conditions agreed upon during collective bargaining to ensure that the company meets its commitments to labor contracts and agreements. Around 16% of our total global workforce is subject to a collective bargaining agreement. In addition, many employees are based in locations with labor contract frameworks, which typically define minimum wage and wage increases, and give guidance for the formation of works councils. We actively partner with works councils on the development and deployment of global and local employment policies.</p> <p>🔗 Alongside country-specific employee representation, we have an established European Works Council (EWC) that holds regular meetings. 🌐 The EWC's 2025 Annual Meeting took place in-person with senior leaders including a member of the EC. It included an update on our business, people strategy, employee engagement and a Q&A session.</p> <p>Ad hoc sessions with local representatives took place during the year to update Council members on people-related topics and any agreed upon topics are typically jointly communicated to the relevant employees.</p>
Customers and healthcare partners	<p>We maintain regular contact with our customers through our sales teams at a Business Platform level, and through direct contact with the Sustainability team and the Group leadership.</p> <p>During 2025, we conducted the Lonza Promoter Score (LPS) survey for the sixth consecutive year, gaining around 1,700 responses. The survey provides a quantifiable and consistent measure of customer engagement across Lonza. It supports SDG 3 (Good Health and Wellbeing) by measuring the satisfaction of our customers and showed that customers continue to value our highly skilled employee community and the quality of our services and products. This feedback was consistent across the customer base.</p>
Suppliers and business partners	<p>We engage with suppliers and conduct risk assessments on ESG aspects. This includes the role of our suppliers and business partners in decarbonizing our supply chain (see Responsible Sourcing section).</p> <p>Every year we also attend more than 100 trade shows and in-person events for the pharmaceutical and nutrition industries, including CPhI Worldwide, DCAT and BIO International. These global and regional events present opportunities to interact with new and existing customers, receive feedback, present thought leadership topics and meet suppliers and industry groups.</p>
Shareholders and investors	<p>In 2025, more than 500 virtual and face-to-face meetings took place meeting with more than 1,400 stakeholders, key proxy advisors, rating partners and ESG analysts to discuss financial and industry trends as well as corporate governance, compensation, sustainability and other relevant topics.</p> <p>Our financial reporting milestones provide regular opportunities for engagement with shareholders. After the publication of our Full-Year 2024 and Half-Year 2025 results, we hosted roadshows in Zurich, London, New York, Toronto, Montreal, Singapore, Tokyo, Seoul, Paris, Frankfurt, Stockholm, Copenhagen and Dublin to engage with investors in person. We also attended industry conferences in San Francisco, New York and London.</p> <p>In May 2025, we hosted our Annual General Meeting (AGM) at the Congress Center in Basel (CH). More than 50% of Lonza's share capital was represented and all motions proposed by the Board were accepted.</p>

Stakeholder	Engagement
Society	<p>Our entities and sites regularly engage with local stakeholders and incorporate their requirements for site development, though not necessarily in a formalized manner.</p> <p>In August 2025 in Visp (CH), we hosted the fourth Lonza Forum, bringing together experts in science, industry and healthcare around the topic of "Medicines of Tomorrow". Around 300 guests took part in presentations and discussions on the site's development and the journey from early research to finished medicines.</p> <p>Earlier that month, Lonza Visp's plant fire brigade marked its 100th anniversary with an Open Day that welcomed around 1,500 visitors. Since 1925, the fire brigade has safeguarded the site and region with the dedication of both volunteers and full-time staff. The event featured live demonstrations and an exhibition of the brigade's history.</p> <p>We partnered with Atelier Manus, a private foundation that supports the integration of people with disabilities. Together, we are developing plans to convert a former training facility in Visp into a restaurant run by people with disabilities. Open to employees and the public, it will foster inclusion and create opportunities for integration into everyday working life.</p> <p>At our Portsmouth (US) site, around 150 attendees joined the Science Day Fair, while at our Bend (US) site, our Science Night program welcomes on average 350 students annually. Both events aim to inspire the next generation of talent by offering insight into our work and careers in the biopharmaceutical industry.</p> <p>Additionally, we are active on relevant social media platforms, through which we can engage in conversations and receive feedback from individuals or groups.</p>
Associations	<p>Lonza joined the United Nations Global Compact (UNGC) in 2009. We are committed to aligning our business and operations with its principles of sustainable development. This encompasses the areas of human and labor rights, anti-corruption, and environmental sustainability. We are committed to implementing the UNGC Ten Principles in order to uphold our responsibilities to people and the planet.</p> <p>Since 2024, we have been part of the supplier partnership of the non-profit business membership organization Pharmaceutical Supply Chain Initiative (PSCI). PSCI brings together the pharmaceutical industry to define, implement and champion responsible supply chain practice. We have embedded its principles into our Supplier Code of Conduct. In 2025, we participated in the PSCI Decarbonization Summit to share our success story in renewable power procurement.</p> <p>We are a member of various associations in the pharmaceutical and biopharmaceutical industry sectors, as well as in the wider business community, including: Scienceindustries, SwissHoldings, Biophorum Operations Group, Drug, Chemical and Associated Technologies Association, International Society for Cellular Therapy, International Society for Pharmaceutical Engineering, Parenteral Drug Association, American Society for Quality, Alliance for Regenerative Medicine, Association A3P, Together for Sustainability and Rx-360 Consortium.</p>
Regulators	<p>We see an increase in ESG regulation in the countries where we operate and work with trade associations, such as Scienceindustries and SwissHoldings, to participate in consultation processes for upcoming regulations.</p> <p>We also work alongside industry working groups and participate in industry initiatives (see Associations section) to define common implementation pathways.</p>

Materiality

▶ In 2024, Lonza performed its first Double Materiality Assessment (DMA), based on the CSRD requirements, to identify the most material ESG topics for future non-financial reporting. In 2025, we continued to refine the assessment and underlying methodology and will continue to do so on a yearly basis.

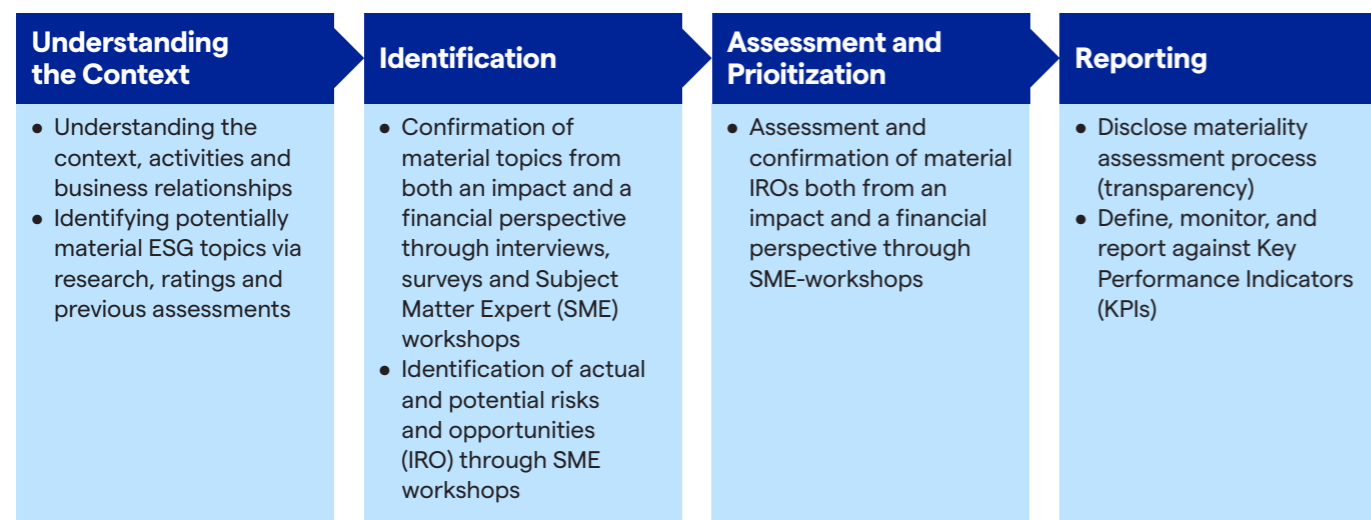
A DMA enables us to map the elements of sustainability most relevant to our business and stakeholders. It is conducted using a dual approach:

- Financial materiality is the “outside-in” view, which considers the opportunities and risks that ESG topics have on our company value, our financial performance, and our overall capacity to create value for shareholders

- Impact materiality is the “inside-out” view, which considers actual and potential impacts of our business activities on people or the environment

Our assessment was based on the respective impacts, risks and opportunities (IRO) of each topic and included stakeholder consultation, C-suite insights, an analysis of ESG trends, industry initiatives, reputational aspects, and a review of the strategic focus areas and best practices of our peers. Topics which were not rated as material are also included in this report for transparency reasons. ◀

Process of the DMA



Understanding the Context

- Understanding the context, activities and business relationships
- Identifying potentially material ESG topics via research, ratings and previous assessments

Identification

- Confirmation of material topics from both an impact and a financial perspective through interviews, surveys and Subject Matter Expert (SME) workshops
- Identification of actual and potential risks and opportunities (IRO) through SME workshops

Assessment and Prioritization

- Assessment and confirmation of material IROs both from an impact and a financial perspective through SME-workshops

Reporting

- Disclose materiality assessment process (transparency)
- Define, monitor, and report against Key Performance Indicators (KPIs)

i. Understanding the Context

▶ We mapped our key business operations and geographical scope using publicly available information, internal insights and data, and information gathered in previous assessments. This mapping – including own operations, and both upstream and downstream segments of the value chain – helped identify environmental, social, and operational hotspots, as well as critical dependencies.

The stakeholder mapping involved a thorough analysis of available insights. We categorized stakeholders between “impact” stakeholders, “financial” stakeholders, and those relevant to both perspectives. Next, we listed all sustainability topics with potential significance to Lonza, and their respective IROs. Sources included CSRD list of topics, external ESG ratings, ESG related items from the enterprise risk management (ERM) process, peer benchmarking, internal expertise and Lonza’s previous materiality assessments. Once we had established a longlist of topics, we consolidated and grouped similar items and derived a final shortlist. We did not further disaggregate topics. ◀

The ERM evaluation focuses on material financial risks for Lonza. While the DMA, as noted above, includes this lens, it also complements the ERM evaluation, in the sense that it looks beyond the financial risks to Lonza, by taking into account opportunities and impacts of the company on people and the environment beyond the three-year ERM time-horizon and in our value chain.

ii. Identification

▶ We conducted further stakeholder engagement in 2024 to cover the whole spectrum of Lonza’s activities, from both impact and financial perspectives and to inform the assessment and prioritization of IROs. Selected stakeholders took part in a survey to ascertain the topics and impacts they perceive as most relevant and to identify any other relevant topics. Stakeholders included the Board, EC, SRC, customers, suppliers and employees from functions including EHS and Finance. We also conducted interviews to confirm the relevance of the survey results, delve into stakeholders’ perspectives, and mitigate any potential biases. Based on the confirmed shortlist of material topics, we compiled a list of potential and actual IROs relevant for Lonza. In 2025, we reviewed and updated the list of IROs in collaboration with internal subject matter experts. ◀

iii. Assessment and Prioritization

▶ We evaluated the list of IROs, identifying where each impact, risk or opportunity is located in the value chain, and the timescale in which it is expected to materialize. We then rated the IROs according to CSRD requirements.³ For the financial materiality, the methodology was updated to align with the Lonza ERM evaluation methodology and thresholds for impact magnitude and likelihood.

We identified 18 material IROs, each with scores exceeding the established threshold for top material IROs. These IROs are grouped under nine topics, which can be seen in the matrix below. The results are similar to the 2024 DMA; with the exception of the Energy topic and some IROs derived from our ERM process. We also identified positive impacts for our supply chain. ◀

▶

ESG	IRO Type	ESG Matter	Value Chain	Timeframe	Description of IRO	Mitigation	Material Topic
Environmental	Impact	Climate change mitigation	Own operations	Short-term	Our activities generate GHG emissions from the use of natural gas and electricity (e.g., product manufacturing) and waste incineration. GHG emissions drive global temperatures, contributing to climate change.	Climate transition plan, GHG and SBTi-targets, climate scenario modelling, technology changes	Climate Change and Carbon Footprint Reduction
	Impact	Water consumption, water withdrawals	Own operations	Mid-term	We utilize water for heating, cooling, steam generation, washing, cleaning, sanitization and as a product ingredient. Our processes could contribute to water depletion, decreasing the availability of fresh water from the natural environment.	Water reduction and efficiency, stewardship programs, permits for water quantities/use, technology changes	Water and Effluents
	Risk	Energy	Own operations	Long-term	Our growth and electrification strategy leads to increased energy consumption, which may impact the ability of the public delivery infrastructure.	Ongoing discussion with local authorities, adaptation of strategy	Energy
	Risk	Climate change adaptation	Upstream	Long-term	Supplier disruption from physical climate risks: floods or wildfires affecting suppliers may lead to service failures, or cost increases.	Climate transition plan, GHG targets, climate scenario modelling, climate risk analysis, supplier decarbonization engagement	Climate Change and Carbon Footprint Reduction

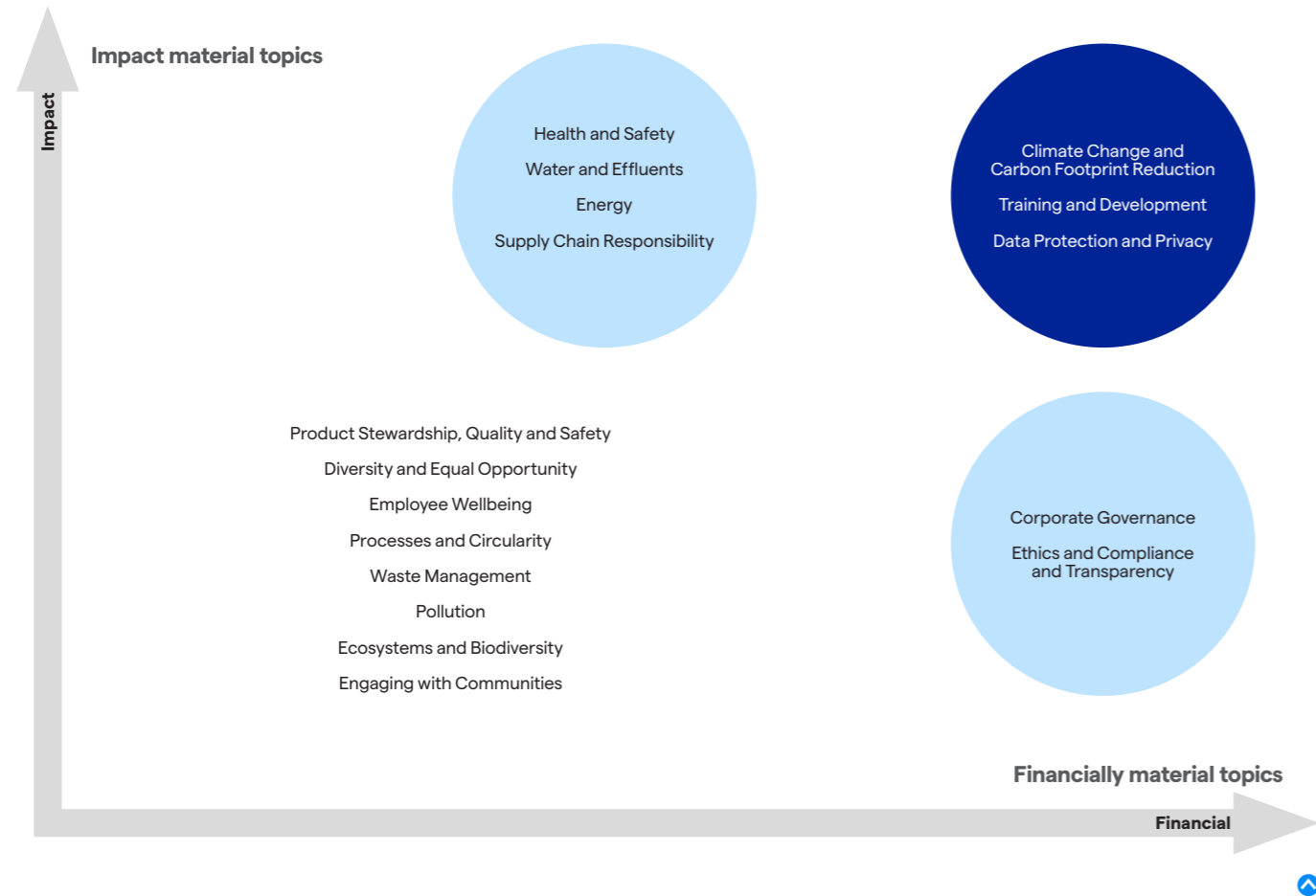
³ Each impact was assessed as negative or positive, actual, or potential. For scoring, likelihood is multiplied by severity, which is calculated as the average between scale, scope and remediability. For potential human rights impacts, severity took precedence over likelihood.

ESG	IRO Type	ESG Matter	Value Chain	Timeframe	Description of IRO	Mitigation	Material Topic
Social	Impact	Health and safety	Own operations	Mid-term	If employees ignore health and safety controls or protections, they might be vulnerable to negative physical and mental health impacts from injuries or other health risks.	Safety culture programs, training, job and process hazard assessments, e.g. chemical, physical, ergonomic hazards, industrial hygiene, substance exposure monitoring, near miss and observation program, technical safety installations and improvements	Health and Safety
		Working conditions	Upstream operations	Mid-term	Various policies aim to ensure that working conditions within the supply chain are sufficient. If such policies are not implemented, this might cause harm to employees, and ultimately to Lonza through potential supply chain disruptions.	Supply chain due diligence, supply chain screening, supplier engagement, screening public information	Supply Chain Responsibility
	Impact	Training and skills development	Own operations	Mid-term	Within our growing workforce there might be talent shortages for specialized roles, and we may not be able to meet the required operational needs necessary for our services.	Targeted training and development initiatives (e.g. Learn@Lonza), mandatory GMP training; support continuous learning and upskilling across all levels; monitor workforce trends to proactively identify skill gaps and align our development efforts with strategic business requirements	Training and Development
		Training and skills development	Own operations	Mid-term	Lonza must facilitate knowledge transfer across our workforce. Failure to do so may result in a reduction in innovation among current employees, and less efficient onboarding of new employees.	Targeted training and development initiatives (e.g. Learn@Lonza), mandatory GMP training; support continuous learning and upskilling across all levels; monitor workforce trends to proactively identify skill gaps and align our development efforts with strategic business requirements	Training and Development
	Impact	Training and skills development	Own operations	Mid-term	As the workforce ages and employees retire, we might face losses of valuable skills (e.g., technical skills needed to operate machinery), institutional knowledge that may be difficult to replace, reduced interest from younger generations/ ages to work in manufacturing or a shortage of necessary skills. This loss may hinder Lonza's ability to effectively operate, innovate and adapt to changing market conditions, thereby affecting financial performance.	Hiring and leave processes, training offerings, individual development plans, team development programs, monitoring of leave rates and reasons, succession planning	Training and Development
		Risk	Training and skills development	Own operations	Long-term	We use employee succession schemes to prevent the loss of knowledge transfer when employees depart from the company. Without such schemes, valuable expertise and intellectual property might be lost, jeopardizing our competitive advantage and potential revenue streams.	Hiring and leave processes, training offerings, individual development plans, team development programs, monitoring of leave rates and reasons, succession planning
	Risk	Privacy	Own operations	Long-term	Not complying with data privacy laws (that vary by region and country) and exposing personally identifiable information of individuals through employee negligence and / or data breaches, could lead to fines and other penalties as well as legal payments to those individuals, and could also lead to customer loss due to negative reputational impacts.	Data protection, training and awareness, data protection audits and surveillance	Data Protection and Privacy

ESG	IRO Type	ESG Matter	Value Chain	Timeframe	Description of IRO	Mitigation	Material Topic
Governance	Impact	Information security and cybersecurity	Own operations	Short-term	Sensitive company data could be vulnerable to breaches, which could result in non-delivery of life-saving treatments to patients, subsequent financial losses, legal consequences, and reputational damage without robust cybersecurity measures.	Cybersecurity, training and awareness, robust cybersecurity program, data protection audits and surveillance	Data Protection and Privacy
		Information security and cybersecurity	Own operations	Long-term	Cyber security crises and data breaches causing unavailability and data theft can expose sensitive information and non-timely delivery of products. This could lead to financial losses, such as legal fines and remediation costs, as well as reputational damage (e.g., the perception that Lonza cannot protect data).	Cybersecurity, data protection, training and awareness, robust cybersecurity program, data protection audits and surveillance	Data Protection and Privacy
	Risk	Information security and cybersecurity	Own operations	Long-term	Failure to uphold quality assurance processes can compromise data integrity and quality compliance. This could lead to financial losses, such as legal fines and decreased stakeholder trust, as well as reputational damage (i.e., the perception that Lonza does not ensure data quality). Moreover, poor quality assurance can contribute to a culture of negligence and mistrust. Ultimately, this could result in financial losses and harm Lonza's reputation.	Cybersecurity, data protection, training and awareness, robust cybersecurity program, data protection audits and surveillance	Data Protection and Privacy
		Management of relationships with supplier	Upstream	Mid-term	Conducting thorough supplier evaluations and social impact assessments and setting Corrective and Preventive Actions (CAPAs) can help improve the ESG performance of our suppliers.	Positive impact	Supply Chain Responsibility
	Risk	Corruption and bribery incidents	Upstream Own operations Downstream	Long-term	Risk that suppliers (upstream) or distributors/sales intermediaries (downstream) operating on Lonza's behalf may engage in bribery and corruption when interacting with government officials and entities (for example, licensing, government tenders, customs clearance). As such, robust policies and procedures are employed to help avoid violations of laws and regulations, including corruption and bribery, which could subject Lonza to liability and could adversely affect the company.	Code of conduct, Antibribery and Anticorruption (ABAC) policy, regular training of employees, Ethics Hotline and case investigation, supplier code of conduct, supply chain due diligence, anti-corruption screening	Ethics, Compliance and Transparency
		Corporate culture	Own operations	Long-term	Without a robust governance framework and strong corporate culture - including transparent reporting and thorough investigation practices - employees may ignore (consciously or unconsciously) potential compliance risks. This lack of awareness could lead to non-compliance (including unintentionally) which in turn could result in lawsuits, regulatory enforcement and fines, and reputational damage (i.e., perception that Lonza is poorly managed or lacks integrity).	Cross-functional ESG programs, individual ESG targets, functional and site programs, continuous improvement of internal and external reporting and transparency, stakeholder engagement	Corporate Governance
	Risk	Corporate culture	Own operations	Long-term	Responding to stakeholder ESG demands and adapting to market uncertainties and customer behavior in a rapidly evolving regulatory environment is crucial. Failure to do so could lead to decreased market share and financial losses, such as decreased stakeholder trust and reputational damage.	Cross-functional ESG programs, individual ESG targets, functional and site programs, continuous improvement of internal and external reporting and transparency, stakeholder engagement	Corporate Governance



Double Materiality Assessment Matrix



Risk Management

Risk management is an integral process at every level of our operations; we believe that effective risk management is everyone's responsibility. We strive for risk management to be built into all our processes, and that it complements our day-to-day operations and strategic decision making. Some examples of our approach to risk management include:

- Job safety analyses, technical safety reviews of equipment
- Process hazard analyses, audits and inspections
- Site risk analyses, including fire safety, natural disaster risk, climate change and interruption risk
- Supply chain risk analyses
- Quality risk management
- Cybersecurity risk management
- Business conduct and compliance risk management, including risks related to respect for human rights and compliance with bribery and corruption prohibitions
- Enterprise risk management (ERM)

We identify and manage risks at the appropriate level and implement mitigations and controls as necessary. For more significant risk areas, we maintain focused programs and, if necessary, a crisis management organization and escalation procedure to respond to situations which could affect the Group.

Enterprise Risk Management (ERM)

Our ERM program is a critical component of our risk management and strategic planning activities, providing a governance framework for risk management. We have leveraged the methodology of our ERM processes to develop a holistic, Group-level risk management program. This enables us to identify the most significant risks to our organization that may impact value to our stakeholders, including risks relating to macroeconomics and geopolitics, climate change, compliance and human rights, along with mitigation plans to minimize the probability and/or impact of such risks. The annual ERM process includes the elements below.

Any ESG-relevant risks evaluated in the ERM process are included in our double materiality assessment.



Lonza Enterprise Risk Management

Risk Identification	Trend Analysis	Calibration and Mitigation Planning	Reporting to Executive Committee	Reporting to Board of Directors
We identify risks using internal and external data analytics and resources. We have discussions with risk owners and incorporate anticipatory risks identified through climate, social and other data trends.	Our ERM team consolidates input, assesses the risks and maps probability and impact versus prior year.	We conduct calibration workshops with senior leadership teams and ensure appropriate mitigation measures are in place. Mitigation measure owners report status of their measures periodically throughout the year.	We report findings to the Executive Committee for evaluation and alignment with strategic planning.	We report top risks and mitigation plans to the Board of Directors and its Audit Committee to ensure awareness and appropriate oversight.



Environmental Information

We continuously work to reduce our impact on natural systems and the environment, with a focus on energy, greenhouse gases, water and waste. Based on the annual Safety and Sustainability Plan, our global functions develop and deploy programs on these themes at a site level. The Group and sites build multi-year roadmaps to align priorities and goals and drive continuous improvement and consistent annual progress. Our sites follow our global environmental, health and safety standards, in addition to holding local permits and following all local requirements to comply with environmental laws and regulations where we operate.

We are also building internal communities that exchange knowledge and experience related to energy, GHG, waste, and water reduction projects.

Performance improvements are the responsibility of Business Platform operations management teams and site networks. At a site level, operations, engineering and EHS departments are responsible for devising and developing multi-year rolling safety and sustainability roadmaps. These are designed to drive compliance, efficiency and safety and contribute to achieving our overall sustainability targets. Local goals can be added to the group plan, based on local priorities or regulatory requirements for the site (e.g. water or air emissions limits).

Each site reports quarterly data on energy consumption, GHG emissions, effluents, waste, water and other emissions to Corporate EHS and Global Sustainability. This process is described in detail in our internal reporting procedures. These quarterly reports form the basis for tracking performance, planning future reduction goals, and creating action plans to meet targets.⁴

Our Progress in 2025

We continued to deliver on our science-based near-term target commitment in 2025. One main lever for this progress is procuring and sourcing electricity from renewable sources, currently at 75%.⁵

In the USA and Canada, roughly 50% of the electricity we purchased came from renewable sources. We will bring that percentage to 100% in January 2026 with a long-term Renewable Energy Certificate (REC) agreement coming into force. With that, all electricity purchased in the three main regions where we operate (North America, the European Union and Switzerland, and China) will be from renewable sources.

We have also contained our GHG footprint growth through early involvement with infrastructure and investment projects and promoting alternative technologies.

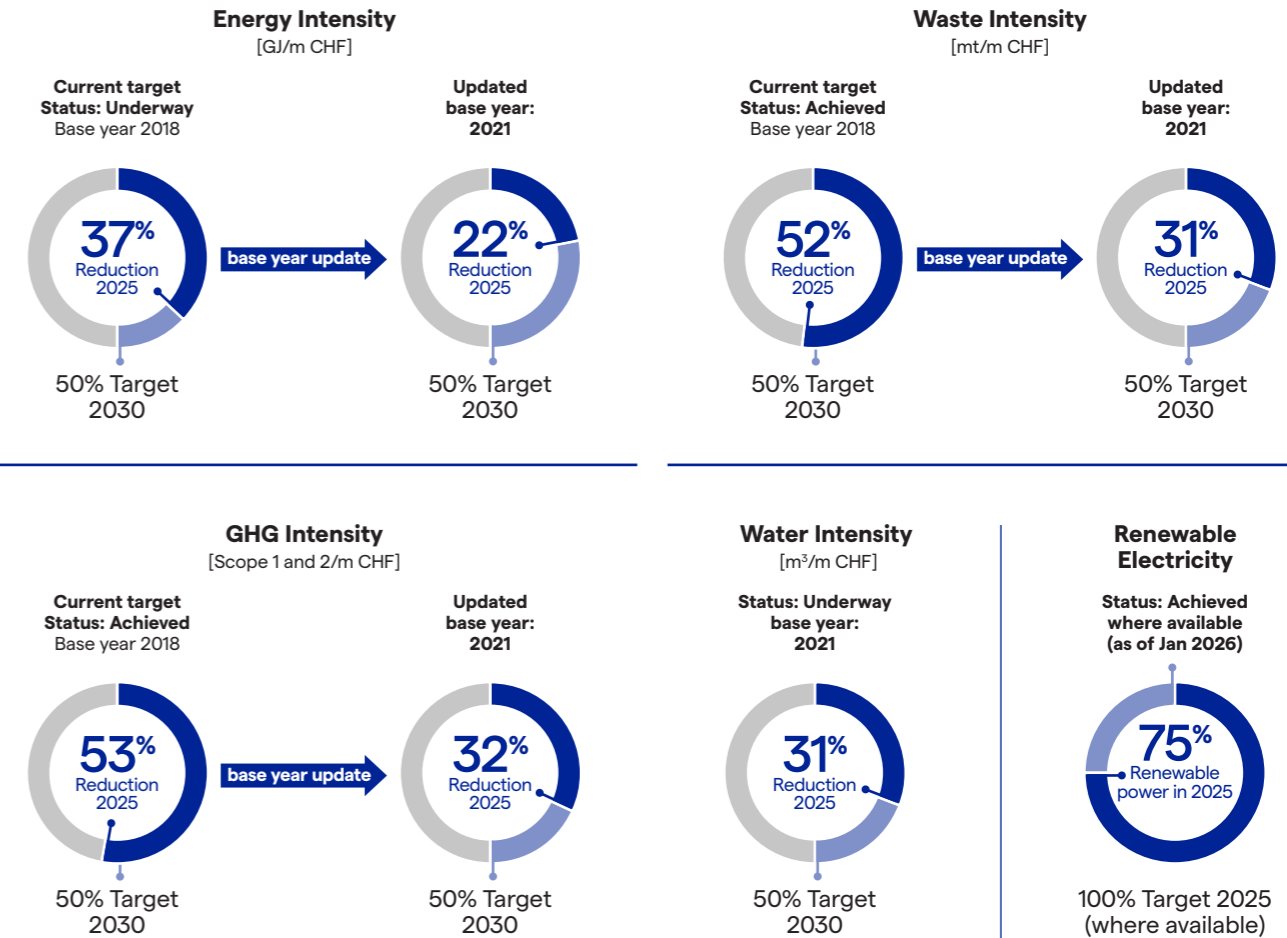
The graphs show our progress in reducing intensity from base year levels compared to our targets. Our intensity targets are based on CHF million sales to adjust for the company's continued growth. Intensity targets were set in 2019, baselining to 2018 and increased twice due to good performance.⁵ The targets also reflect our diverse and evolving product portfolio, which includes the manufacturing of pharmaceutical ingredients, food supplements, gene therapies and cell media and proceeds from licensing of technologies and systems. This diversity can be normalized with the financial denominator of net sales, and intensity targets can also be carried forward in the event of acquisitions or divestments.

Our 2025 GHG intensity (Scope 1 and Scope 2 location-based) represents a 53% reduction compared to the 2018 base year, already achieving our 50% target for 2030. This achievement is a result of our energy efficiency efforts, including an increase in the efficiency of our manufacturing operations. We have generated 50% more value with the same GHG footprint, a significant contribution in our efforts against climate change. We also achieved a 50% reduction in waste intensity.

Energy intensity reduction is still on target, but at a slower pace (37% reduction vs 2018). While we have been successful at partially decarbonizing energy, this indicates that it is challenging to reduce the absolute quantity of energy needed to run our operations.

Moving forward, we will align the base year of all intensity targets to 2021, while keeping the reduction target at 50%. This base year realignment provides a clean state for the One Lonza CDMO model and also aligns with the SBTi near-term targets base year.

2030 Targets



Climate Change and Carbon Footprint Reduction

The increase in global GHG emissions is both a cause of and catalyst for climate change. The increase in average temperatures and the number of severe weather events have negative impacts, including water scarcity, land erosion, and damage to the built and natural environments. These impacts could potentially affect our operations and our capability to provide the products, services and technologies needed by our customers and their patients. GHG emissions are typically categorized into three groups:

- Scope 1 from fossil fuel use in our operations
- Scope 2 from purchased electricity and steam and
- Scope 3 from indirect emissions in our value chain, e.g. from raw materials, construction projects and transport

"I am proud of the progress we have made towards our renewable electricity goals in 2025, while continuing to decarbonize our operations – with site-led energy efficiency initiatives to optimize our current footprint and the construction of low-carbon assets to support sustainable future growth."

Maria Soler Nunez
Chief Quality Officer



⁴ All sites (manufacturing and non-manufacturing) report on energy and GHG. Specific smaller non-manufacturing sites are excluded from other environmental indicators reporting, as per our reporting procedures.

⁵ The water intensity target was set later on in 2022, therefore the base year is 2021.

Our direct GHG emissions result mainly from combustion processes and include incineration of waste onsite, which we also perform as a service to industrial partners at our Visp (CH) site. Waste incineration services for external parties constitute a significant part of our GHG footprint.

➤ Reduction of GHG emissions is a priority for our business. To support this effort, part of our executive compensation and global performance-based rewards for all employees is linked to GHG reduction metrics (more details in the [Remuneration](#) section of our Annual Report). ⏪

i. Climate Transition Plan

Our Ambition

Our ambition is to achieve net-zero by 2050 or earlier. As a first step, we have set near-term GHG emission reduction targets that were validated by the SBTi in February 2024. Our science-based targets set the goal for reductions we need to make to align with the Paris Agreement. We are focusing on delivering those committed reductions.

Once we have established the near-term reduction process and we are on the path to achieve these targets, we will focus on devising long-term targets and defining the next steps to achieve net-zero operations.

Our Science-Based Near-Term Targets

By 2030, we aim to:

- Use renewable electricity for all our operations worldwide, where available. This will be achieved mainly through various mechanisms such as Power Purchase Agreements (PPAs), and virtual PPAs, which fulfil RE100 criteria
- Ensure that all new assets have the smallest operative GHG footprint reasonably possible, by integrating Sustainable Design Standards and minimizing locked-in emissions
- Capture opportunities to upgrade end-of-life assets to new, efficient technology to reduce footprint, accelerate energy efficiency projects, pursue an electrification strategy where possible, and switch to biogenic fuels where available
- Change or redesign our manufacturing processes to reduce energy and material
- Engage with our suppliers to set science-based targets

Our strategy to achieve our near-term target of 42% absolute reduction in GHG emissions is to first leverage the transition to renewable electricity, while in parallel developing projects at site level that focus on reducing our fossil fuel use. As these projects need time to be identified, designed and implemented, they will contribute to reducing the GHG footprint in later years (2027-2030).

For large utilities such as steam or water for injection (WFI) generation, we are utilizing asset recapitalization to switch to more sustainable solutions. Examples of this include moving to electrical boilers, biomass boilers, high-temperature heat-pumps, and a membrane process for compendial water as part of an electrification strategy. These investments would then be part of the normal recapitalization process and we do not expect costs to be higher than traditional technology.

Whenever possible, we are also aiming to reduce GHG emissions in areas that do not require capital expenditure (CapEx) investment, for example by optimizing our heating, ventilation, and air conditioning (HVAC) systems (e.g. reducing air change rate when it is safe for employees and product quality to do so) and cleaning procedures.

ii. Climate Risk Assessment

Scenario modelling helps us analyze potential medium- and long-term climate related hazards, their potential impacts on our business and operations, and identify possible mitigations. Pursuant to Swiss and European regulations, Swiss public companies are obliged to start assessing and evaluating potential climate-related impacts, following the Task Force on Climate-Related Financial Disclosures (TCFD) which provides a reference framework for assessing and disclosing climate-related effects, risks and opportunities.

➤ The responsibility to meet these obligations resides with our SRC, with the process integrated as a sub-stream into Global Sustainability and ERM. The climate risk management process results in a separate risk repository and applies specific timeframes for extended climate risks: short-term until 2040, medium-term (until 2060) and long-term (until 2100).

In 2024, we conducted a physical climate change risk assessment with the 10 major sites covering most of our commercial manufacturing (corresponding to 25% of our manufacturing sites and 80% of our GHG footprint) for the 28 hazards defined in the EU Taxonomy. Regarding transition risks and opportunities, we identified two relevant risks (carbon and energy costs) and one opportunity (water intensity reduction). ⏪

As a climate change risk mitigation for the entire Group, we have SBTi-verified near-term targets with a timeframe until 2030 and a climate transition plan and roadmap in place, as described in the previous section. We also have an ambition to be net-zero by 2050. As a CDMO, our product portfolio is defined by customer requirements and remains fully contained within our manufacturing facilities. Based on the scale and nature of climate related risks, the only factors with potential financial impact relate to our own operations, primarily utility costs, which are not considered material. Investments in new assets are governed by our Sustainable Design Standard, ensuring optimized water and energy consumption.

➤ Further, in 2025, we began a climate risk assessment for our supply chain. We established a dedicated steering group and project team with membership drawn from across the organization (Procurement, Enterprise Risk Management, and Global Sustainability) to identify the physical and transition risks and opportunities posed to our supply chain by climate change.

We included 104 locations, representing 20 suppliers, in this screening assessment of the physical risks. These suppliers were selected through an extensive Supplier Segmentation exercise, focusing on their business impact and criticality to Lonza's operations. All relevant supplier operations – e.g., manufacturing plants, offices, headquarters, laboratories, warehouses and key distributors – were included in the analysis. The selected suppliers represent around 40% of Lonza's purchasing spend (excluding CapEx and CHI spend). ⏪ In 2026, we will continue the assessment with an analysis of the transition risks impacting our suppliers.

Climate Scenarios Used

➤ We based our climate and temperature change model on two Intergovernmental Panel on Climate Change (IPCC) GHG increase scenarios: Representative Concentration Pathway (RCP) 2.6 and RCP 8.5. These reflect ~1°C and >4°C global mean temperature increases respectively. The IEA (International Energy Agency) has also modelled climate change consequences in their projections specifically on carbon price developments. For energy pricing, we have used Network for Greening the Financial System (NGFS) scenarios. ⏪

Considerations	Scenario RCP 2.6	Scenario RCP 8.5
Peak emissions	2020	None (continuous increase)
Government and society interventions	Large	None/limited
Transition risks	High	Low
Physical risks increase	Low	High

Physical Risks

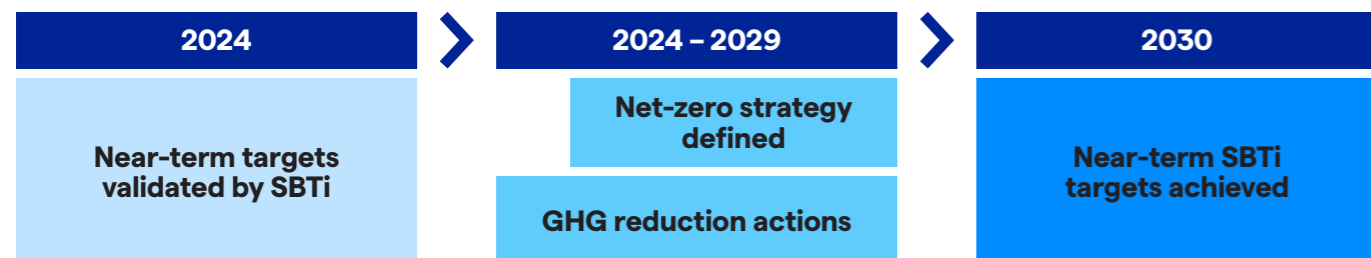
➤ To assess our operations and suppliers for physical risk exposure, we analyzed site specific climate intelligence reports using EcoAct's ECLR platform for our top 10 sites and sites from top 20 critical suppliers between 2021 to 2040 (short-term), and 2041 to 2060 (medium-term). ⏪

Acute Risk Exposure

➤ Acute risk refers to short-term, immediate threats to assets or operations arising from extreme climate events or environmental hazards from: ⏪

Temperature-related	Wind-related	Water-related	Solid-mass related
Heatwave	Cyclone, hurricane, typhoon	Drought	Avalanche
Cold wave/frost	Storms	Heavy precipitation	Landslide
Wildfire	Tornado	Flooding	Subsidence
		Glacial lake outburst	

Climate Transition Plan



Chronic Risk Exposure

Chronic risk refers to long-term, gradual threats to assets and operations caused by persistent changes in climate or environmental conditions. These include risks that develop over time and have sustained impacts, including:

Temperature-related	Wind-related	Water-related	Solid-mass related
Changing temperature	Changing wind patterns	Precipitation pattern and types	Coastal erosion
Heat stress		Precipitations variability	Soil degradation
Temperature variability		Ocean acidification	Soil erosion
Permafrost thawing		Saline intrusion	Solifluction
		Sea level rise	
		Water stress	

Based on these gross exposure scores, the value of assets and revenue is highest in our site in Visp (CH). However, if we take into account existing mitigation measures, the gross risk of river flooding is significantly reduced following the completion of the Rhone River correction and additional protection installed by Lonza, resulting in a minor net risk. The riverbed now provides for high water capacity of a maximum flood event. While there remains a low probability of a flood occurring in the area and at the site, such an event could still cause temporary business issues; the risk is known and evaluated, and the necessary contingency plans exist and are ready to be activated.

Impact Ranges

From the hazards our sites are exposed to, we have prioritized two: drought and water stress, and heavy precipitation – flooding. For these, we have created estimated impact ranges based on vulnerability, which we have defined as a combination of two factors:

- Criticality – the value of the assets (plant, property and equipment) and operations (e.g., net revenue)
- Sensitivity – how damaging or disruptive a given hazard is to those operations

It is important to be aware that, as we align with forthcoming reporting requirements, this is a “gross” scoring where we do not account for protections or controls in place or mitigating factors. The scale applied to annual average loss uses the ratings: low, intermediate, moderate, high and very high.

Hazard	Annual average loss, across all exposed sites ⁸		Gross impact measure
	2030	2050	
Drought and water stress	Intermediate	Intermediate	Revenue loss
Heavy precipitation – flooding	Intermediate	Intermediate	Value at risk

Outcome of Exposure-based Ranking

This information describes the gross risk without any mitigation, i.e. revenue located in a geographic area with high exposure scores. It does not reflect the site sensitivity or value at risk. Highlighted rows were those further quantified for financial impacts.

Hazard	Type	Number of sites exposed ⁶	Potential impacts	% of total revenue ⁷
Heavy precipitation	Acute	6	<ul style="list-style-type: none"> • Damage to assets (plant, property, equipment) • Production disruption 	38
Drought	Acute	2		6
Tornados	Acute	4		23
River Flood	Acute	3		45
Cyclones	Acute	5		29
Increasing temperatures (driving increased cooling needs)	Chronic	3	<ul style="list-style-type: none"> • Increased operating costs • Production disruption 	18
Water stress	Chronic	5		18

⁸ Impacts are likely to be lower than presented here, as the annual average loss as presented is based on the total impact across all sites, which is unlikely to occur within a single year. We specifically evaluate the risks of tropical cyclones, extratropical storms, hail, tornados, lightning, river floods, flash floods, storm surges and wildfires already for a long period at three-year intervals with our insurance engineering services. Our manufacturing sites engage in contingency planning and have established backup systems and alternatives in place. These measures enable sites to make informed decisions on the acceptable level of risk and the physical investments needed to address such risks as part of our BCP.

⁶ Top 10 sites are located across Belgium, China, Mexico, Singapore, Spain, Switzerland, United Kingdom and United States of America. The analysis for the Vacaville (US) acquisition as part of our climate-related risk assessment will be completed in 2026.

⁷ Total revenue exclude revenues associated with licensing and intellectual property. Revenues not tied to a physical location and not exposed to physical risks are also excluded from total revenue.

Supply Chain

The physical risk score for our supply chain was calculated automatically by EcoAct’s ECLR platform, considering exposure to the physical hazard, as well as the site criticality value provided by Lonza and the site sensitivity (depending on the hazard and site typology) value assigned by ECLR. The majority of supplier sites are located in North America and Europe.

This information describes the physical risk across 104 supplier sites for the top five hazards impacting Lonza’s supply chain:

Hazard	Type	% of supplier sites at risk out of total assessed ⁹	Potential impacts
Flooding	Acute	49%	<ul style="list-style-type: none"> • Damage to assets (plant, property, equipment) • Production disruption
Severe Winds	Acute	44%	
Wildfire	Acute	22%	
Severe Cold	Chronic	21%	<ul style="list-style-type: none"> • Increased operating costs • Production disruption
Drought	Acute	17%	

It is important to note that the physical risk score provided by ECLR does not yet account for individual protections or mitigating factors implemented by suppliers. In 2026, we will additionally assess our suppliers’ climate preparedness, as well as transition risks impacting them.

Transition Risks (own operations)

Transition risks may arise from changes to technology, reputation and market factors, or policy and law. We continue to develop our assessment of transition risks and opportunities, as detailed below.

Transition Risk 1: Carbon Pricing

Carbon pricing refers to taxes or emission trading schemes for the GHG emissions of an industrial operation. Regional carbon price forecasts by the IEA can be used to predict carbon pricing risk. We have applied these pricing forecasts to our own estimated future emissions (without consideration of our SBT reduction pathway) to establish a gross risk level. According to the IEA forecasts, in general and across all geographies, the carbon price suffers a threefold increase by 2030 and four-fold increase by 2040 under a net-zero policy scenario.

We applied the “stated policies” and “net-zero” projected carbon prices to our forecasted emissions. We assumed mid-single-digit CER sales growth until 2030 and then low single-digit CER sales growth to 2040, modelling for both a 50% pass through (Scopes 2 and 3), and a 100% cost pass through of the carbon cost from suppliers.^{10,11}

We modeled the carbon pricing risk across our top 10 sites. The scale applied uses the following ratings: low, intermediate, moderate, high and very high.

Scope	Gross Risk: Lower to higher estimate		Net Risk: SBT in value chain Lower to Higher estimate	
	2030	2040	2030	2040
1 and 2	Intermediate to moderate	Moderate to very high	Intermediate	Intermediate
3	Intermediate to very high	Moderate to very high	Intermediate to very high	Intermediate to very high

Gross Risk: Lower range – Stated policies scenario, Business as usual by Lonza, 50% pass through; Upper range – Net-Zero scenario, business as usual by Lonza, 100% pass through.

Net Risk: Lower range – stated policies scenario, Lonza delivers on its SBTi commitments, 50% pass through; upper range – net-zero scenario, Lonza delivers on its SBTi commitments, 100% pass through.

Our modelling showed the quantitative difference for 2030 is ~50% reduced versus the gross risk higher estimate and the 2040 net risk is ~70% reduced versus the gross risk higher estimate. The model does not include the transfer of cost downstream through the value chain. We will monitor the real exposure as carbon prices come into force and fluctuate.

¹⁰ Assumptions: 2021 is used as base year for Scope 1 and 2. Site-level emission forecasts for 2030 are based on internal growth projections and assumed to continue until 2040. Near-term SBT emission levels are used to assess net risk scenarios. 2050 net-zero targets are assumed, to calculate abatement levels required by 2040. Full carbon cost pass-through (100%) from suppliers to Lonza for Scope 2 and 3 emissions was assumed to reflect maximum risk exposure. The delta between current regional carbon taxes/ETS and IEA scenario prices is used to estimate exposure to carbon pricing. For 2040, abatement levels are allocated to sites based on emissions remaining after achieving 2030 targets. Emission reduction is assumed to align with those communicated in our SBT strategy.

¹¹ Disclaimer: While every effort has been made to ensure data accuracy, actual emissions and carbon pricing exposure may vary due to unforeseen operational, regulatory, and market changes. The report uses IEA energy models (STEPS and NZE) and NGFS Net-Zero 2050 scenarios for transition risk assessment. These models are based on assumptions about future energy markets and policy developments, which are inherently uncertain. Emission forecasts do not account for potential disruptive overachievements, technological innovations, or policy interventions beyond those explicitly stated. A 100% pass-through rate from suppliers to Lonza represents a maximum risk scenario with Lonza unable to pass cost to downstream. The report assumes no major policy or market changes beyond those incorporated into the referenced scenarios. Future developments could significantly impact the analysis.

⁹ Supplier sites with an overall physical risk score between 70-100.

Transition Risk 2: Energy Pricing

▶ To estimate our exposure to energy pricing risks we used NGFS scenarios to calculate the percentage growth in energy prices between 2021 and 2030, and between 2021 and 2040. ◀^{12,13}

Energy costs risk

Gross Risk 2030: Intermediate – high (volatility: moderate)
 Gross Risk 2040: Intermediate – moderate (volatility: high)
 We maintain a robust energy procurement program which would have a notable impact on the materialized net risk. However, this program typically operates on a three-year cycle so we have not rated a net risk scenario that would extend to 2030 or 2040. As a result, we have not calculated net risk for this category.

Transition Opportunity: Water Efficiency

▶ Our analysis identified water resilience and efficiency as transition opportunities, with only mild risks of financial impact to Lonza. To estimate potential savings and benefits from improved water management and stewardship, we utilized the EcoAct ECLR platform's water stress ratings for 2030 and 2040. As there is no comparable, globally recognized set of scenarios concerning water pricing similar to IEA or NGFS, we had to make some assumptions to perform this assessment. ◀

We evaluated the opportunity for 2030, focusing on achieving immediate cost savings and meeting our intensity targets. For 2040, our evaluation includes projections for business growth while maintaining our sustained water intensity and pricing trends.^{14,15} Our water intensity target aims for a 50% intensity reduction by 2030. After 2030, we assume a flat water consumption baseline of 325 m³ per million CHF in sales. We combine this with low single-digit yearly sales growth to project savings from reduced water use.

Water Opportunity, per year

2030: Low to mid-single digit
 2040: Low to high-single digit

Cumulative water savings (m³)

2030: Low-double digit
 2040: Low- to mid-double digit

▶ To better consider all aspects related to water risks and opportunities, we leveraged the new World Wildlife Fund (WWF) Water Risk Filter module to assess reputational risks associated with water usage, focusing on operational, community, and ecosystem impacts.

Of the 10 sites we assessed, five are in areas of heightened risk of water conflicts (scoring above a 4 on a 5-point scale), eight are in areas of heightened risk of media scrutiny, and four are located in areas of international interest. ◀

Whilst the cost avoidance opportunity is relatively low, these findings indicate that some sites operate in areas where poor water stewardship could result in criticism, loss of trust, and generally negative reputational impacts especially among stakeholders prioritizing environmental stewardship. As such, we consider our water stewardship program as a mitigating exposure to these risk factors, alongside delivering minor cost benefits.

iii. Policies

▶ Our commitment to reducing our environmental footprint is one of the pillars of our Safety and Sustainability policy. ◀ It is also embedded in our target-setting SDG-framework which sets the bar for management and employees' rewards. For new assets and growth projects, we follow our Sustainable Design Standard to deliver the lowest GHG footprint. We do not use offsets like carbon credits, as we focus on actual reduction measures.



The Lonza Portsmouth (US) site was awarded the Large Business Energy Champion award in the New Hampshire Energy Week. This award is presented annually to a for-profit or nonprofit organization with more than 100 employees that demonstrates excellence in the energy industry in New Hampshire. This year, Lonza Portsmouth was recognized for achieving significant reductions in water intensity and greenhouse gas emissions since 2018. A standout feature of their efforts was the installation of a plant steam microturbine, which generates 275 kWh of electricity from reclaimed energy. Additionally, modifications to a heat exchanger loop contributed to water savings of over 2,000 m³ per year.

iv. Actions and Ongoing Initiatives

Our sites drive energy efficiency and waste reduction measures within their site roadmaps. To support sites in identifying and implementing meaningful and future-proof projects, we have partnered with energy consultants to perform onsite assessments and help identify technologies that can be deployed in most manufacturing sites. Most initiatives described below do not require CapEx and are providing savings (such as solvent recycling or a reduction in air change rate in HVAC systems). We learn as we roll out our GHG reduction roadmap. Our Sustainability Design Standard has been updated to the third version to include additional elements (e.g. black utilities). It was also streamlined to increase comprehension and ease of use. We introduced formal compliance reviews with the Standard before projects go for CapEx approval. To pro-actively guide projects, we are also organizing introduction meetings early in the design phase to set the expectations and to transmit knowledge and learnings from previous projects.

New Assets

▶ When planning new assets, we adopt a comparative footprint calculator to calculate GHG savings early in the ideation phase. For all new assets and refurbishment programs, our Sustainable Design Standard requires energy and water efficiency measures, and the use of sustainable technologies. This standard highlights the best solutions for reducing energy and water use, GHG emissions, waste and total cost of ownership (CapEx plus OpEx) for the useful life of an asset for the most common utilities. It also includes guidance for onsite renewable electricity generation, refrigerants selection, and asset lifecycle management. ◀

Efficiency

▶ We partnered with energy consultants at several sites to perform onsite assessments to help identify efficiencies and technological solutions. These include:

- Using a risk-based approach in HVAC and air exchange rates to deliver significant energy savings and reduce GHG emissions, meeting GMP requirements. This is a continuous process that has been described in previous Sustainability Reports
- Cleaning in place (CIP) optimization to provide a modest reduction in GHG emissions and significant reduction to water and cleaning agent usage through risk-based improvements to cleaning processes ◀
- Developing chemical process improvements for our customers to reduce time, material, and energy demands and reduced GHG emissions

Electrification

▶ We pursue two main electrification options in our manufacturing sites: using heat pumps for heating, hot water, and steam generation, and a membrane process to produce compendial sterile water instead of distillation. ◀ Lonza has thoroughly studied both options for our business and we continue to implement these as appropriate across our sites. The explicit inclusion of the membrane process in the recent update to the Chinese Pharmacopoeia removes a historic barrier to its implementation.

Fuel Switch

▶ Two Lonza sites use biomass as fuel for their boilers, with an effective reduction of 3,290 ton CO₂eq (versus natural gas) in 2025. We are gradually reducing the operation time of a steam turbine at one of our sites, as part of a fuel switch from natural gas to renewable electricity. ◀ This initiative is delivering a staged reduction in Scope 1 of 7,500 ton CO₂eq until 2026.

Renewable Electricity

▶ In 2025, more than 50% of the electricity we purchased in North America came from renewable sources. We will bring that percentage to 100% starting in January 2026 with a long-term Renewable Energy Certificate (REC) agreement coming into force. With that, all electricity purchased in the three main regions where we operate (North America, the European Union and Switzerland, and China) will be from renewable sources. ◀ Across our global network of major manufacturing sites, only our site in Singapore remains without an economically viable solution for decarbonizing purchased electricity, and we continue to explore options to reduce GHG footprint at the site.

Some solvents used for chemical synthesis of pharmaceutical substances are incinerated at our sites and the recovered heat is used for other processes. Using solvents from biogenic sources in 2025 reduced Scope 1 by 1,500 ton CO₂eq.

Supply Chain Decarbonization

Some solvents used for chemical synthesis are regenerated and recycled and are used several times before being incinerated. This provided an annual reduction of approximately 24,000 ton CO₂eq in Scope 3 (Category 1 Purchased Goods and Services) in 2025, reducing the use of fresh solvent.

▶ Our near-term SBTi validated target for Scope 3 is an engagement target, and we have begun discussions with over 700 suppliers to support their GHG emission reduction journeys. ◀

¹² Assumptions: Site-specific water invoices were collected and extrapolated to estimate annual costs. Water consumption was assumed to remain flat, with a mid-single-digit sales growth annually. Annual water costs were extrapolated from site-specific invoices. A 10% annual reduction in relative water consumption was assumed, aligning with Lonza's water intensity targets. Projections assumed no external disruptions to water pricing or supply beyond those reflected in the ECLR and WWF scenarios.

¹³ Disclaimer: Some water cost and consumption data was estimated. Projections rely on EcoAct's ECLR and WWF Water Risk Filter data, which are based on modeled scenarios that may not fully reflect future conditions.

v. Metrics and Targets

Our targets on climate change mitigation and adaptation are listed in the table below and refer to the whole company. The decarbonization levers used to achieve them are presented in the climate transition plan, and actions and ongoing initiatives sections. Our science-based targets are validated by SBTi and aligned with a 1.5°C trajectory.

Scope of Target	Base year	Base year value	Target year	Target in target year	2025 Status
Scope 1 and Scope 2 (location based) intensity reduction [t CO ₂ eq/m CHF]	2018 ¹⁶	145	2030	-50%	-53%
Energy intensity reduction [GJ/m CHF]	2018	1,470	2030	-50%	-37%
Renewable electricity [%]	-	-	2025	100% (where available)	75%
Science-based target: Scope 1 and Scope 2 (market based) absolute reduction ¹⁷ [kt CO ₂ eq]	2021 ¹⁸	562	2030	-42%	-27%
Science-based target: Scope 3 engagement target, suppliers with science-based targets [%]	2021	-	2028	79% of our suppliers by emissions covering purchased goods and services, capital goods, upstream transportation and distribution	40%

GHG Emissions

Our GHG emissions data is shown in the following table¹⁹. We follow the requirements of the GHG Protocol Corporate Standards to calculate our GHG emissions under the operational control approach.

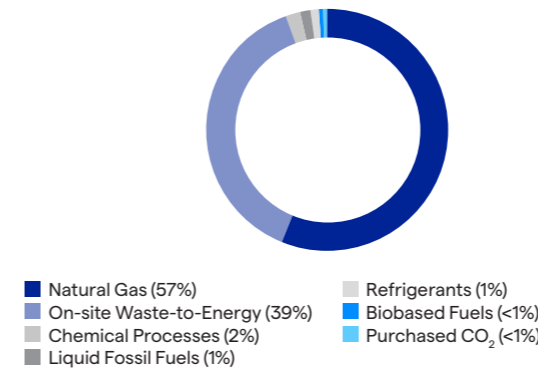
		Base Year (2021) ²⁰	2024	2025	2025 / 2024 Δ%
Scope 1	Gross Scope 1 GHG emissions (ktCO ₂ eq) ²¹	354	343	317	-8%
	Percentage of Scope 1 GHG emissions from regulated emission trading schemes (%)	n.a.	42%	40%	-6%
Scope 2	Gross location-based Scope 2 GHG emissions (ktCO ₂ eq)	219	222	207	-7%
	Gross market-based Scope 2 GHG emissions (ktCO ₂ eq)	207	141	93	-34%
Scope 3	Total gross indirect (Scope 3) GHG emissions (ktCO ₂ eq)	1,849	1,877	2,303	23%
	1. Purchased goods and services	1,262	1,278	1,530	20%
	2. Capital goods	195	239	304	28%
	3. Fuel and energy-related activities (not included in Scope 1 or Scope 2)	100	107	88	-18%
	4. Upstream transportation and distribution	120	120	103	-14%
	5. Waste generated in operations	26	26	34	29%
	6. Business travel	24	16	22	40%
	7. Employee commuting	32	29	33	14%
	9. Downstream transportation	32	13	64	389%
	10. Processing of sold products	53	45	118	159%
	11. Use of sold products	4	2	4	110%
	12. End-of-life treatment of sold products	2	1	2	5%
Total GHG	Total GHG emissions (location-based) (ktCO ₂ eq)	2,422	2,442	2,827	16%
	Total GHG emissions (market-based) (ktCO ₂ eq)	2,410	2,361	2,713	15%

¹⁶ When our intensity targets were set in 2019, the most recent year with complete data was established as base year.
¹⁷ The target boundary includes biogenic land-related emissions and removals from bioenergy feedstocks, and also refrigerants and fleet emissions (beyond the boundaries of the intensity targets).
¹⁸ Our SBTi Scope 1 and 2 base year is 2021, as the full year dataset for our near-term targets. The Scope 1 and 2 from the Vacaville (US) acquisition has been added to the base year.
¹⁹ Scope 3 categories for downstream leased assets and franchises are not applicable. Scope 3 category for investments are also not reported since the GHG emissions from the operations of BioAtrium Ltd (strategic partnerships with Sanofi) in our Visp (CH) site are included in our Scope 1 and 2 numbers and we have operational control of the utilities management of those facilities.
²⁰ The Scope 1 and 2 from the Vacaville (US) acquisition has been added to the base year, as well as to 2024. Scope 3 data has not been updated.
²¹ In Scope 1, emissions related to our fleet and due to losses of refrigerants were estimated and included for previous years. These emissions are tracked yearly as of 2024.

Scope 1 GHG Emissions

Scope 1 includes direct GHG emissions from fossil fuel combustion or other sources that we either own or control. Specific emission factors are used for calculating emissions from fuel combustion (CO₂, CH₄ and N₂O), including from company-owned vehicles.²² Each site directly measures, calculates, or estimates emissions from other onsite processes, including chemical reactions and waste incineration. A proportion of our Scope 1 emissions originates from onsite waste and waste gas incineration, which treats final waste streams. These operations are done with energy recovery. We also perform infrastructure services – such as waste incineration, steam generation and delivery – for neighboring companies which form a substantial part of our Scope 1 emissions.

Lonza Scope 1 Emissions Sources 2025



Scope 2 GHG Emissions

Scope 2 encompasses GHG emissions from purchased electricity and steam. In Lonza-owned sites, we measure purchased electricity and steam directly on our own metering devices. In rented multi-occupant facilities with no direct metering, we derive our proportionate consumption from the total facility consumption.

We report Scope 2 GHG values using two methods: location-based and market-based GHG emissions quantification, and we do not use emissions offsets nor allowances.

The location-based method reflects the total electricity consumption of the site, multiplied by local electricity grid average GHG-emission factors. We use location-based values to track energy efficiency gains against our GHG targets. Efficiency in this context means producing higher output or achieving higher sales with the same amount of electricity input and related emissions. When available, we use specific emission factors for the purchased steam.

²² Each GHG has a specific Global Warming Potential (GWP). We follow the latest GWP published by the Intergovernmental Panel on Climate Change (IPCC), namely AR6 – the Sixth Assessment Report of the IPCC, wherever possible. Emission factors used for Scope 1 and 2 are from sources such as UK DEFRA, USA eGrid or the International Energy Agency, therefore we do not have a specific breakdown of the type of GHG included in those factors, namely for Scope 2. For Scope 1, in addition we track onsite emissions of CO₂, N₂O and refrigerants. Emissions of CH₄, SF₆ and NF₃ have not been evaluated as there is no known process emitting such gases in our company.

The market-based method reflects calculated emissions from selectively purchased electricity contracts, including renewable electricity certificates or green tariffs, as shown in the table below. We use market-based values for our science-based targets, and also to measure our continuing efforts to replace fossil fuel generated electricity with renewable electricity.

Region	Instrument	Capacity	Renewable source
Mexico	Mix of Power Purchase Agreement and Contract	At scale	Solar
United Kingdom	Contract	At scale	Wind
China	Power Purchase Agreement	At scale	Wind
European Union and Switzerland	Virtual Power Purchase Agreement	Up to 350 GWh	Solar
North America	Renewable Electricity Certificates	110 GWh	Solar

Scope 3 GHG Emissions

Scope 3 covers indirect GHG emissions from our value chain – for example from purchased goods and services, construction, business travel, upstream and downstream transportation, waste disposal, and employee commuting. We first quantified our Scope 3 GHG emissions in 2021 and we report them annually.²³

As generally observed in our industry, Scope 3 GHG emissions are considerably higher than Scope 1 and 2 GHG emissions. The most substantial portion of our Scope 3 GHG emissions can be attributed to purchased goods and services and CapEx for new assets. Waste disposal and fuel- and energy-related activities (not included in Scope 1 and 2) also contribute, though to a lesser extent, because emissions from the significant amounts of waste incinerated onsite in Visp (CH) are reported under Scope 1. Other categories are all comparatively minor contributors to the total Scope 3 GHG emissions. Categories such as upstream leased assets and investments are not included as they are covered in Scope 1 and 2 or in the spend data. The franchises category is not applicable to our business.

All underlying approximations rely on average industry data and therefore carry some level of uncertainty. We continue to focus on improving data quality through validation, aiming to ensure enough granularity to prepare reduction plans for the categories with the highest emissions.

²³ For Scope 3 we follow the latest GWP published in the AR6 – the Sixth Assessment Report of the IPCC, wherever possible. Emission factors used for Scope 3 are from sources such as the UK DEFRA,ecoinvent, US Environmentally-Extended Input-Output databases, therefore we do not have a specific breakdown of the type of GHG included in those factors.

Purchased goods and services, capital goods and upstream transportation and distribution

Calculations for the purchased goods and services, capital goods and upstream transportation categories are based on spend data (or activity data, when captured in the spend information) covering Q4 2024 to Q3 2025. All other data refers to Full-Year 2025. The spend (or activity) data is multiplied by emission factors specific to each spend category.

Fuel and energy-related activities (not included in Scope 1 or Scope 2) and waste generated in operations

Calculations are based on the energy consumption and waste reported by our sites, multiplied by corresponding emission factors. For electricity, data is multiplied by upstream emissions by country, and by a factor accounting for transmission and distribution losses from electricity.

Business travel

Data refers to business travel in 2025 for all Lonza employees booked with our corporate travel agency, and rail travel extracted from our booking tool.

We are using emission factors for each type of travel mode (plane, rail and car), including well-to-tank emissions from fuels and distance travelled.

Employee commuting

Estimations are based on the number of full-time-equivalent (FTE) employees by country at the end of the year, and commuting scenarios per country, multiplied by emission factors for each type of transport (car, bus, rail, tram or metro). Emissions for remote workers are not included.

Downstream transportation

An estimation of distance, based on site of origin and customer location and mass transported, is multiplied by emission factors for the type of transport (truck, plane or ship). This excludes transportation paid by Lonza covered in the upstream transportation category. As a conservative approach, all transport is considered "Refrigerated Transportation".

Processing of sold products

Based on lifecycle assessment data for both large and small molecules, we determined that the ratio between the footprint of an API manufacturing and the final drug product manufacturing step was roughly three to one. We therefore assume that the further processing of the API required to manufacture a final drug product represents 28.7% of our Scope 1 and 2 emissions.

Use of sold products

The majority of our products – including APIs, capsules and cells – do not entail energy consumption or other direct GHG emissions during their use. Some products, such as our Cocoon® Platform for cell therapy manufacturing, do directly consume energy during use, but the impact of these remains modest. GHG emissions estimation has been made based on power consumption and assuming intensive use during a decade or more.

End-of-life treatment of sold products

For this category, we estimate the end of life of the packaging of our products (based on spend data), of electronic instruments (e.g. Nucleofector® Technology) and estimated final products from our customers containing active ingredients manufactured by Lonza which are discarded. These values are multiplied by emission factors for each type of waste material and waste treatment type.

GHG Emissions Intensity

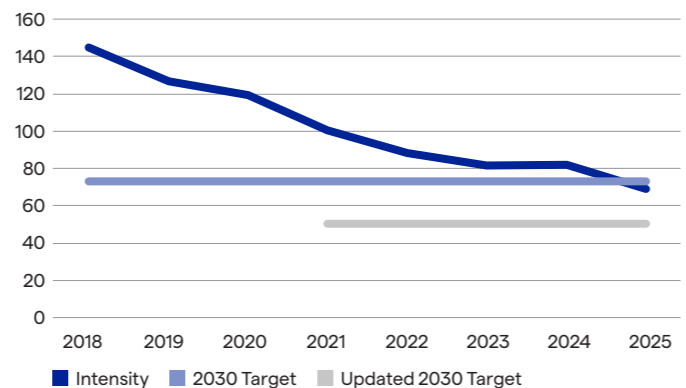
The total GHG emissions (Scopes 1, 2 and 3) per net revenue are presented in the following table. Emissions and revenue – CHF 7,623 m – include CHI business.

GHG Intensity per net revenue	2024 ²⁴	2025	Δ%
Total GHG emissions (location-based) per net revenue (t CO ₂ eq/m CHF)	370	371	0.2%
Total GHG emissions (market-based) per net revenue (t CO ₂ eq/m CHF)	357	356	-0.3%

The graph below shows our progress towards meeting our GHG intensity targets for Scope 1 and Scope 2 (location-based) emissions by revenue. The reduction in GHG intensity by revenue we have achieved is the result of a proportionate increase in sales, shifts in our technology or product portfolio, as well as efficiency improvements.

Greenhouse Gas Emissions Intensity

Scope 1 and Scope 2 location-based, tons CO₂eq/m CHF



²⁴ For the intensity calculation for previous years, the Scope 1 and 2 from the Vacaville (US) acquisition has not been added, it only includes sites with revenue at the time.

Energy

Our operations require energy for manufacturing and infrastructure processes, typically in the form of natural gas and electricity. This is the largest contributor to our GHG emissions and we focus our efforts on improving energy-efficiency at our sites. It is our priority to purchase electricity from renewable sources in order to decouple electricity consumption and GHG emissions.



Our site in Nansha (CN) continues to make progress in its decarbonization journey by implementing energy efficiency initiatives. This year, the site reduced their footprint by more than 1,000 tons CO₂eq. This was achieved by developing continuous distillation process for toluene recovery and reuse, improving onsite incineration processes, reducing gas consumption and optimizing production schedules. The site also quadrupled the area of solar panels on its roof and walkway in 2025.

Since 2018, we have worked with a specialist partner to analyze data for electricity sourcing, contracting, supply and demand patterns and consolidate data collected from all sites. This has informed our understanding of opportunities to improve energy efficiency and manage costs. In addition, some sites have adopted energy management systems aligned with the ISO 50000 framework, which includes forming an energy team, developing an energy policy, setting targets, and instituting a rolling action plan.

We collect and analyze energy data by site, by Business Platform, and across the company. Where possible, we directly meter purchased fuels, electricity, and steam. In rented multi-occupant facilities, we are metered directly, or derive our energy use from the total facility consumption. We use fuels in our manufacturing processes for utility generation such as steam, heating, cooling, quality water, ventilation, air conditioning, refrigeration, and transport. Most of the energy we consume is natural gas, followed by electricity and energy generated on site, mainly through the incineration of gaseous by-products, solvents and waste. We have also learned that, due to a strong interest in investing in renewable electricity generation in Spain, the legislation and permit approval process are evolving continuously. For projects under construction, it means that delays and uncertainty are inevitable and must be accounted for. We have kept our internal team mobilized and ready to act on new information.

i. Policies

Our commitment to reducing our environmental footprint is in our Safety and Sustainability policy as well as in our SDG framework. We also follow our Sustainable Design Standard to ensure energy efficiency is fully incorporated into our infrastructure.

ii. Actions and Ongoing Initiatives

Our sites drive energy efficiency measures within their site roadmaps. The details are available in the Climate Change and Carbon Footprint Reduction chapter.

iii. Metrics and Targets

Our absolute energy consumption has been slightly increasing since 2018, but at a much lower rate than our sales growth. In Visp (CH) and Nansha (CN), the energy generated in 2025 from incinerating waste solvents, by-products and waste was around 1,700 TJ. These waste solvents replaced the consumption of 51 million m³ of natural gas.²⁵

	2023	2024	2025
Net Energy Consumption [TJ]	6,638	6,706	7,065



Lonza Energy Consumption 2025

	TJ	GWh
Diesel	2	0.5
Fuel Oil	36	10
Gasoline	1	0.4
LPG	7	2
Natural Gas	3,554	987
Self-Generated Energy (Waste, Processes)	1,854	515
Total Fuel Consumption from Non-Renewable Sources ²⁶	5,454	1,515
Purchased Steam	1,702	473
Purchased Electricity Non-Renewable	606	168
Total Energy Consumption from Non-Renewable Sources	7,762	2,156
Biomass (Wood)	65	18
Total Fuel Consumption from Renewable Sources	65	18
Purchased Electricity Renewable	1,782	495
Renewable Electricity (On-Site)	70	19
Total Energy Consumption from Renewable Sources	1,917	532
Total Electricity Consumption	2,458	682
Energy Produced for Others	2,615	726
Net Consumption	7,065	1,962

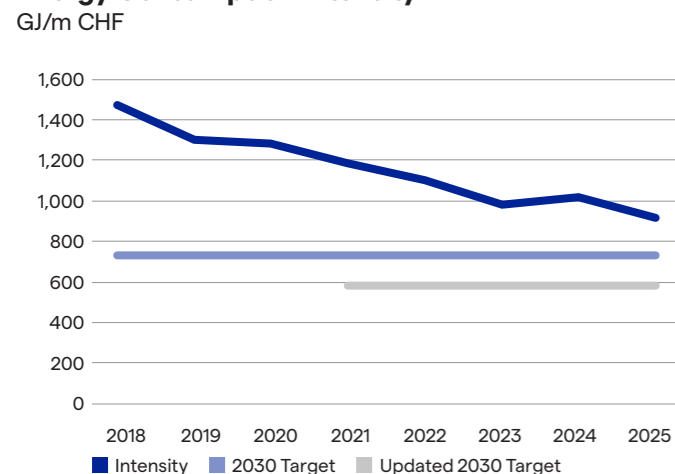


²⁵ Data from the Vacaville (US) acquisition is not included for previous years.
²⁶ We do not specifically source from nuclear sources nor from coal.

Energy Intensity

In 2025, our energy intensity value was 927 GJ/m CHF. Considering all energy types, this represents a decrease of 37% compared to the 2018 base year with 5,565 TJ and an intensity of 1,482 GJ/m CHF. This demonstrates progress towards our 2030 target of a 50% reduction in energy consumed per CHF million in sales. The decrease is driven by strong growth and, while total energy consumption has increased overall, we have maintained high efficiency across new assets and implemented energy-reduction and efficiency projects. The effectiveness of these measures has led to a sustained reduction in energy intensity, as shown in the following chart.

Energy Consumption Intensity



Water and Effluents

Water is used for a variety of purposes across our business, including heat transfer, cooling, steam generation, cleaning and sanitization. It is also a product ingredient for many active substance solutions. As water is a limited natural resource, Lonza is actively managing water sources, particularly in locations where there is a risk of scarcity.

"In 2025, we continued to make progress in reducing water consumption across our global network. We also rolled out a water stewardship program across our operations, supporting our ability to protect water resources in the communities where we operate."

Gordon Bates
Head of Integrated Biologics

i. Policies

Our Safety and Sustainability policy includes a specific reduction target for industrial water consumption (SDG 6). For growth projects, we follow our Sustainable Design Standard to achieve the lowest possible water footprint. We have a specific water policy which emphasizes our commitment to reducing our impact in this area.

In 2025, our largest 10 sites have implemented the first two steps of the Alliance for Water Stewardship's technical standard ("1. Gather and Understand" and "2. Commit and Plan"). In doing so, they deepened their understanding of all matters related to water for their site and made significant progress in understanding water management at catchment area level. By identifying stakeholders with similar challenges, our sites achieve greater efficiency through collaboration on shared risks and opportunities. In spite of some local challenges to identify elements related to the catchment areas, we have seen good progress overall. The most challenging topic is the water footprint of purchased goods (as recognized by the Alliance for Water Stewardship itself). The current Climate Risk assessment of selected suppliers could help our sites better understand which sourced materials are dependent on water.

Sites hold local permits and follow all local requirements related to water treatment and relevant wastewater discharge parameters, including quantity and chemical limit values. Final effluents are managed and controlled according to the parameters set by local authority wastewater permits. Any deviations are reported within the environmental incident reporting system.

In addition, sites that handle Active Pharmaceutical Ingredients (APIs), which are viewed as substances of concern for the receiving waterbody, adopt a risk-based approach to wastewater discharge. This approach is based on the current industry best practice endorsed by the Pharmaceutical Supply Chain Initiative (PSCI). It involves comparing the predicted environmental concentration (PEC) – determined by mass balance or analytical measurement – with the predicted no effect concentration (PNEC). We investigate discharges with a higher risk potential in detail and take tailored approaches, which may include changing cleaning procedures, disposing of first rinse, or any other appropriate method.

Our Porriño (ES) site has successfully implemented a major upgrade to its water purification system. By installing an additional reverse osmosis unit (a water filtration system), the site significantly improved the efficiency of municipal water treatment, resulting in a reduction in water waste from 30% to 9%. This also allows previously discarded water to be reprocessed, reducing overall consumption and saving more than 21,500 m³ of drinking water.

ii. Actions and Ongoing Initiatives

Access to clean, plentiful, potable water is critical to ensuring the quality of our products. Our sites have not experienced water shortages or impacts to operations; however, we are taking various measures to reduce water consumption and water use intensity, and to minimize downstream effects. Our internal standards include requirements for sites to maintain a water balance, to understand and optimize water use and eliminate losses, reduce water usage through asset optimization and process changes, to promote water recycling and reuse, and to treat effluents according to permits and internal limit values.

In addition, each major site assesses local water risks and opportunities every three to five years and shares information on water availability, compliance with legal requirements, infrastructure capability, and associated costs.

Potential risks can include periodic water scarcity, droughts or other supply limitations, discharge restrictions, emerging regulations, and risks associated with a direct discharge to natural water bodies or to publicly owned wastewater treatment plants.

Opportunities can include ways to improve internal recycling of industrial water, water conservation and resource efficiency, ground and surface water protection, and better discharge quality. Our sites are required to identify stakeholders to address water needs in their local water basin and downstream, as well as water availability and quality.

We performed an update of the risks and opportunities in 2025 as one of the deliverables of the Water Stewardship initiative.

In countries such as India and Mexico where freshwater is periodically scarce, we may in future be exposed to water shortages or restrictions, water price volatility, and a decline in water quality. To mitigate water-related risks, sites in these locations track their water balance and create water management programs to meet agreed reduction targets. Sites in water-stressed regions and geographies incorporate measures to optimize water consumption and management into their sustainability roadmaps.

iii. Metrics and Targets

We monitor and measure both industrial water, which may be altered chemically or physically by manufacturing processes, and chemically unaltered non-contact cooling water.

Globally, we used 28,701 thousand m³ of water for cooling purposes in 2025.

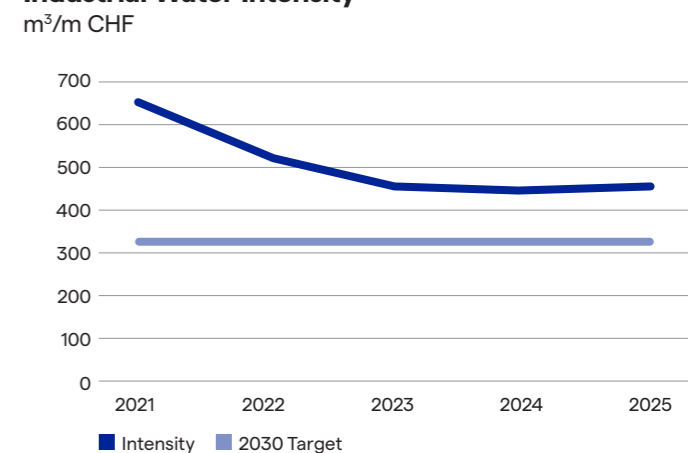
	2023	2024	2025
Water Consumption: Industrial Water [thousand m ³]	3,073	2,935	3,473
Water Recycled and Reused [thousand m ³]	145	163	207

²⁷ Water values are generally reported on the basis of invoices received from third parties or based on meter readings. Water stored and changes in storage is a KPI listed in the ESRS but this is not relevant for our activities, nor is it tracked.
²⁸ Data from the Vacaville (US) acquisition is not included for previous years.

We have reduced our industrial water intensity since 2018, as shown in the chart below. Each site is also working to improve its understanding of water consumption by assets or buildings and where additional metering may be required.

Our target is to reduce industrial water intensity by 2030 by approximately 50%, compared to the 2021 base year, in line with our commitment to SDG 6 (Clean Water and Sanitation). We continue to build on our risk and opportunity assessment and have created a mid-term action plan to reach this target.

Industrial Water Intensity



Water withdrawals and discharges for 2025 are shown in the following tables. Due to the diverse nature of water effluent requirements, we do not consolidate data on discharge water quality. We track water emissions involving heavy metals, nitrogen, organics (COD and TOC) and phosphorus, and other locally regulated parameters at sites where these are relevant. In 2025, we recorded a total of three incidents of discharge permit deviation. None of these incidents entailed significant fines or prosecution.

Water Withdrawal by Source ²⁹	2023	2024	2025
Groundwater Wells [thousand m ³]	2,839	2,825	2,871
Public Supply [thousand m ³] ³⁰	3,981	3,854	4,363
Surface Water Bodies [thousand m ³] ³¹	22,179	21,418	21,116
Total Water Withdrawn [thousand m ³]	29,000	28,097	28,350

Lonza Water Discharge	2023	2024	2025
Water Discharged to Sewer [thousand m ³]	3,116	2,849	3,183
Water to Water Bodies [thousand m ³]	29,071	29,264	28,714
Total Water Discharged [thousand m ³]	32,187	32,113	31,898

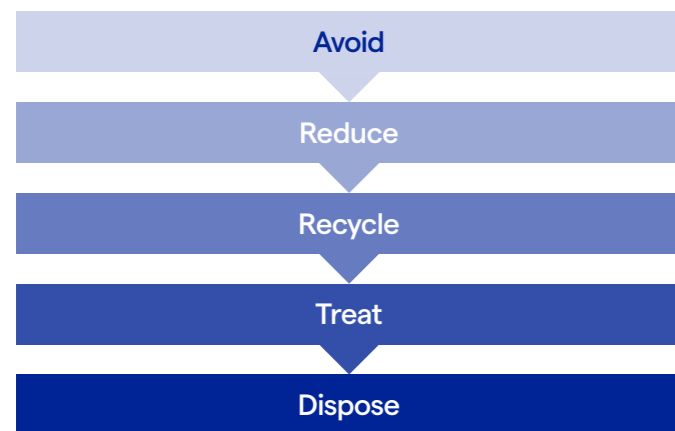
²⁹ We do not withdraw nor discharge directly to seawater; produced water is not applicable to Lonza.
³⁰ Third-party water.
³¹ Water bodies means surface water.

Other Environmental Topics

We actively manage other important environmental topics – including waste, recycling, ecosystems and biodiversity, and pollution – even if these are not identified as high priorities in our materiality assessment. To monitor our impact in these areas, we usually perform an initial analysis focusing on our direct impact and then extend the analysis – if relevant – to our supply chain.

i. Waste Management

Each manufacturing site across our network maintains an efficient and environmentally sound waste disposal process, tailored to relevant waste streams. All sites are committed to regularly monitoring and assessing waste streams and to reduce both hazardous and non-hazardous waste, aiming to reuse, treat and dispose all waste materials in full compliance with local regulations and international standards.



At most of our locations, our waste is managed by third parties that have been approved by the relevant authorities. Sites carefully select, oversee and audit these companies based on performance and capabilities, taking into account safety and sustainability criteria. We operate our own waste and wastewater treatment facilities at specific locations, such as Visp (CH) and Nansha (CN).



The Slough (UK) site is actively involving and educating colleagues about waste reduction measures on site. Beyond process optimization, and in spite of storage constraints, the site now has dedicated bins for recycling of metal, soft plastics (lab coats, wraps) and cardboard, to ensure separation from other refuse. As a result, the site recycled almost 40 tons of cardboard, metal and plastic in 2025.

As a CDMO, we have limited influence on the type of waste generated by customer-defined manufacturing processes. We therefore focus on working with our customers to improve material efficiency where possible.

The production technology and quality requirements for biopharmaceutical production have changed in recent years. Improved cleaning practices and Single Use Technologies (SUT), such as plastic bag reactors and appliances instead of stainless steel, are reducing water usage for cleaning. On the other hand, this shift has increased SUT plastic waste. As this technology continues to develop, and in the absence of alternative disposal and recycling solutions, we have adopted local approaches to disposal in the meantime.

Waste Generated

Production-related waste is regularly tracked at a corporate level.³² Typical waste for our industry includes:³³

- Liquid waste including mother liquors, solvents, and cleaning liquids
- Spent packaging material from incoming raw materials
- Auxiliary materials
- Sterile single-use materials such as pipes, bags, used cleaning materials, rags, mop heads, paper towels
- Solid residues of processes
- Products out of specification
- Production scrap
- Discarded production equipment
- Lab devices and IT equipment
- Typical household waste

In line with our corporate reporting guidelines, construction, demolition, remediation and excavation waste are excluded from our sustainability reporting framework.

Our sites and platforms focus on reducing waste intensity as part of their site plans and roadmaps. These are further supported by internal guidance on waste management and minimization. The amount of waste generated can fluctuate for several reasons, including changes in the product portfolio, discarding production batches, use of SUT, and additional cleaning practices.

We are also tracking the amount of internal waste recycled or reused onsite (including closed loop) to help track and incentivize onsite circularity measures. This currently measures at 13 thousand tons.

	2023	2024	2025
Total Waste Disposed [thousand tons]	64.1	57.1	60.4

³² Waste is generally reported on the basis of invoices received from third parties or with site-specific measurements. The waste generated equals the waste disposed. Effluents are reported under water discharge when heading to wastewater treatment.

³³ Radioactive waste is not deemed as a material stream and is not specifically quantified and mainly returned to suppliers.

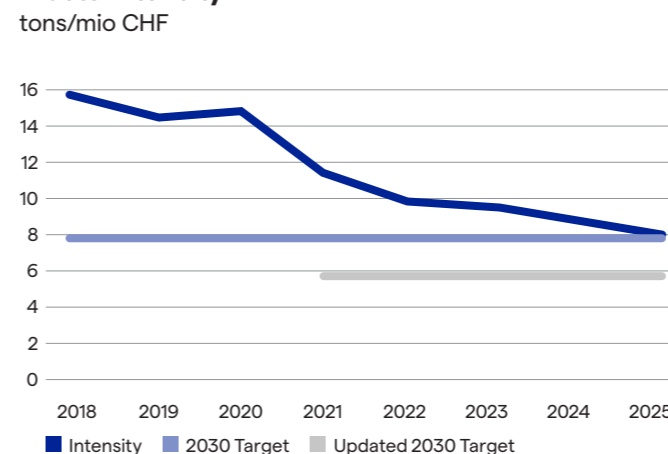
Lonza Waste Disposal by Destination 2025

Waste Hazardous Incinerated [thousand tons]	37.7
Waste Hazardous Landfilled [thousand tons]	0.9
Waste Hazardous Recycled [thousand tons]	4.4
Waste Hazardous Treated [thousand tons]	1.6
Total Hazardous Waste [thousand tons]	44.7
Waste Non-Hazardous Incinerated [thousand tons]	4.9
Waste Non-Hazardous Landfilled [thousand tons]	4.9
Waste Non-Hazardous Recycled [thousand tons]	5.9
Total Non-Hazardous Waste [thousand tons]	15.7
Total Non-Recycled Waste [thousand tons]	50.1
Total Waste [thousand tons]	60.4

Waste Intensity

In 2019, we set a waste intensity target aiming for a 50% reduction in total waste per revenue by 2030 compared to 2018 levels. In 2025, the waste intensity value was 7.9 tons/m CHF, meaning a decrease of 50% compared to the 2018 base year (with 59 thousand tons, and an intensity of 15.8 tons/m CHF). Continuous improvements to our waste management processes have led to a sustained reduction in total waste intensity, as shown in the chart below.

Waste Intensity



ii. Processes and Circularity

All sites are committed to our waste reduction and circularity principles (avoid, reduce, recycle). We are working to increase the efficiency of input materials in production processes, including yield improvement, reworking off-specification production, and reusing auxiliary materials wherever possible. Sites develop their own circularity measures, such as increasing the number of reuse cycles of solvents or using biomass waste as fuel.

Contract manufacturing forms a large proportion of our business. In this context, staying up to date with production technology and streamlining manufacturing processes is important in improving efficiency.

Within Advanced Synthesis, organic solvents play an important role in the manufacturing process and we continue to improve our efficient use, reuse and recycling of solvents. We continue to work on increasing recycling capacity in 2025 with a new pervaporation unit that is now operational, and achieved a record in recovering almost 2,000 tons of tetrahydrofuran solvent. Our solvent recovery rate continues to increase, from 20% in 2021 to almost 40% in 2025. We also perform streamlined carbon footprint assessments of specific products to review and identify hot spots and improvements, including from the implementation of solvent recycling and reuse.

We work closely with our major customers to validate the technical and quality viability of greater solvent reuse, which is essential for meeting mutual decarbonization targets. This includes a pilot for a concentrated process that uses less water and less solvent per kilogram of API. As part of this, we are now reusing solvents for the first time as part of a GMP process.

Together, these projects reduce production downtime, bottlenecks and simplify logistics. The solvent recycling implemented in Advanced Synthesis processes in Switzerland and China avoided in excess of 5,000 tons of wastewater using modern technologies and more than 1,000 tons of fuel-related CO₂eq in 2025. In addition, we currently recycle over 9,000 tons of solvents each year, reducing incineration and consumption of fresh solvents, avoiding more than 45,000 tons of CO₂eq per year.

At our Portsmouth (US) site, we changed our process for two key media preparations, delivering substantial material savings and enhanced efficiency without compromising the product. The site achieved this by analyzing the amount of liquid media remaining in vessels after transfer and the amount of remaining feeds at the end of each production run. In one case, by optimizing the prep volume based on the minimum operating volume of the tank, the team managed to reduce the consumption of this media by 690 liters per preparation. Another process improvement reduced total media consumption by 425 liters per run and the number of preparations per run by one.

These optimization steps will also reduce direct FTE allocation by 60 hours per run and help remove bottlenecks in the process, remove two complete cleaning and sterilization processes, which will in turn reduce water, chemical and steam consumption.

To further optimize resource use, we have introduced a platform for reutilizing or selling excess equipment. This platform supports asset utilization and aims to avoid waste and create further savings opportunities. Equipment not requested internally is being offered externally. To date, we have made around 1,900 assets available across our network.

iii. Ecosystems and Biodiversity

We understand that biodiversity is crucial for thriving communities and a sustainable planet. We acknowledge our responsibility for utilizing environmental services and limiting our impact on nature. Additionally, we understand our dependency on these services for business continuity and growth. Healthy ecosystems are essential to ensure a stable supply chain, reduce operational risks and foster innovation.

Among the factors impacting biodiversity, we consider climate change and water use to be the most relevant to our manufacturing activities. This perspective is supported by our latest double materiality assessment, which identified these two topics as among the most material.

Impacts

Alongside our commitment to reduce our GHG emissions, we continue to develop programs to assess water use. In addition to complying with legal requirements regarding water discharge, sites in scope have determined the predicted environmental concentration (PEC) to predicted no-effect concentration (PNEC) ratio for the APIs they discharge (see Water and Effluents section). All results have been determined to be non-critical. We are also rolling out a comprehensive water stewardship program globally.

Our sites continue to initiate activities to enhance their land use and surroundings. Sites are encouraged to create outdoor areas with reduced intervention and to de-seal soils where possible, to promote water drainage and create green break areas. Additionally, many sites have formed “green” teams and participate in cleaning and tree planting activities in their region. Globally, all employees are entitled to one paid volunteering day per year, with many choosing to focus on nature conservation and restoration.

We have little impact on threatened species and their ecosystems, but we acknowledge our dependency on certain species to enable the services and products we offer to our customers and their patients. One example is the North American Horseshoe Crab, whose blood contains Limulus Amebocyte Lysate (LAL), essential for testing pharmaceutical products for harmful endotoxins and ensuring patient safety, and the only known natural source that can be used in the LAL assay. We are committed to sourcing horseshoe crabs sustainably; alongside supporting conservation initiatives, we safeguard the wellbeing of this species by following strict processes to ensure our interactions do not harm the crabs or disrupt their reproduction.

Worldwide, there is a growing desire in the pharmaceutical industry for recombinant technologies that help alleviate – and eventually replace – the use of animal resources for endotoxin testing purposes. To evolve endotoxin testing and reduce reliance on animal resources, we developed the PyroGene® rFC Assay, an alternative test to the LAL Assay which does not contain horseshoe crab blood. We have offered this assay since 2003.

Dependencies

Consequences of the loss of biodiversity on our supply chain

With the focus on our core CDMO business, we will reassess our dependency on products sourced from natural sources. While we expect a significant reduction in such products, biodiversity loss could impact the supply of some raw materials. We expect this to be a slow and gradual process, which may increase sourcing costs and drive the need for alternative supply options.

Impact on biodiversity from the production of the goods we purchase

Some suppliers may have a more relevant impact on biodiversity. As part of our Supply Chain Responsibility activities, we have programs in place to monitor potential issues in our supply chain related to environmental pollution (including water), resources use, and climate change.

Nature as an Overarching Topic

To assess our dependencies and impacts on nature in general, we apply frameworks provided by the Science-Based Targets for Nature and the Taskforce on Nature Financial Disclosure. Our activities limit potential impacts on water use, water and soil pollutants, solid waste and biologic alteration. Considering the broad spectrum of our supply chain, we are investigating all relevant aspects of nature-related dependencies. We will use the learnings and outcomes of the Supply Chain Climate assessment to guide our next steps in this area.

iv. Pollution

Energy generation from fossil fuels, waste incineration, and some of our industrial processes produce emissions in addition to GHG. We continuously monitor and control pollutants such as particulate matter (PM), nitrogen oxides (NOx), sulfur dioxide (SO₂), and volatile organic compounds (VOC) to comply with statutory limits and reduce them beyond regulatory requirements. Continual investment, technical improvements at emission points, and emission control equipment contribute to our efforts to control and reduce these emissions. Water emissions are discussed in the Water and Effluents section. Remediation of legacy contamination issues is described in the following chapters.

Air Emissions 2025 [t]	
VOC [t]	91
NOx [t]	192
SO ₂ [t]	6
Particulate Matter [t]	24

Remediating Legacy Issues

Mercury Remediation

We continue to address the legacy mercury contamination in the Canton of Valais (CH) along a former wastewater discharge canal on surrounding soils and in other areas where sediments containing mercury were deposited as fertilizers. This issue dates to between the 1930s and the 1970s when Lonza used mercury as a catalyst in chemical processes. During this period, before

the construction of the wastewater treatment plant, industrial wastewater containing mercury was discharged into the canal. Since 2013, we have worked closely with local authorities and communities to finance and implement the required technical investigations in residential areas and agricultural zones between Brig-Glis and Niedergesteln (CH). Remediation in residential areas started in 2017. As of the end of 2025, we have completed all mercury remediations in residential areas, with the exception of those that are carried out in connection with a construction project. Remediation works in the contaminated agricultural area started with pilot remediations in 2021 in Raron and in Visp in 2022 and are ongoing. By the end of 2025, approximately 60,700 m² of land had been remediated, representing approximately 92% of the total agricultural area to be remediated (around 66,000 m²).

We continue to work closely with the cantonal authorities of Valais, the municipalities, and other relevant parties to resolve this industrial legacy.

Decommissioned Gamsenried Landfill

The Gamsenried landfill site in Gamsen (CH) is owned and managed by Lonza. It consists of a decommissioned waste disposal area and a new and fully permitted disposal location for waste incineration slag from Lonza’s Visp site and the regional waste incineration plant. The decommissioned section was primarily used between 1918 and 1978 for the landfilling of lime hydrate and gypsum sludge. Following the discovery of high pollutant values in the groundwater downstream of the decommissioned site, we are carrying out detailed groundwater monitoring and a pump-and-treat approach to polluted groundwater at the edge of the landfill.

Detailed investigations identified the section of the landfill that could pose the greatest risk to the groundwater. We made financial provisions in 2021 for a first remediation phase focused on this high-risk section. To minimize risks to the groundwater during the remediation, and to improve the containment of the old landfill, we have proposed installing an extended hydraulic barrier in the coming years. Detailed hydrogeological investigations showed that a sealing wall is best suited for this purpose.

In September 2025, Lonza received the building permit for the preliminary construction work on the sealing wall. The preliminary work started immediately and should be completed by mid 2026. It involved structural measures (including installation and material handling areas) necessary for subsequent construction work. We expect the main work to start in spring 2026, so that construction of the sealing wall can begin in the second half of 2026. Overall, construction work on the sealing wall is expected to take around three years.

v. EU Taxonomy

The EU Taxonomy (Regulation (EU) 2020/852) is a classification system that aims to define economic activities that are environmentally sustainable. Economic activities listed in the Taxonomy framework are “taxonomy eligible”. For these eligible activities to demonstrate “alignment” with the regulations, they must meet strict criteria (“conditions of alignment”) which demonstrate that they contribute substantially to one or more of the regulations’ six specified environmental objectives while also doing no significant harm to any of the other objectives, clearing minimum social safeguards, and meeting the technical screening criteria.

We have evaluated our activities according to the Taxonomy, providing financial turnover as the main purpose of our company (core activities). Other activities (e.g. construction) are enabling the core business and are not in scope.

We disclose the proportion of our “eligible” and “aligned” activities against three key performance indicators – turnover, capital expenditure (CapEx), and operating expenditure (OpEx).

Eligibility

We have determined eligibility for two activities under the “Manufacturing” chapter of the EU Taxonomy for our Advanced Synthesis and Integrated Biologics Business Platforms. The financial turnover, CapEx, and OpEx for these Taxonomy-eligible activities for 2025 are displayed in the following table.

Manufacture of active pharmaceutical ingredients (API) or active substances and Manufacture of medicinal products	
Sales (m CHF)	5,013
OpEx (m CHF)	3,485
CapEx (m CHF)	1,016

Alignment

We determine the proportion of Sales, OpEx and CapEx aligned with the EU Taxonomy criteria at both a company and manufacturing site level to achieve the required granularity. Some criteria are subject to interpretation and require company and/or industry-specific assumptions. Discussions with customers (license holders) have shown that different views and interpretations of the criteria exist across the industry. We will continue the dialogue with our customers to understand any emerging consensus. As a CDMO to the pharmaceutical industry, we mainly manufacture innovative medicines. For this year, we therefore considered zero alignment with the requirements.

	Eligible	Aligned
Sales (m CHF)	5,013	0
OpEx (m CHF)	3,485	0
CapEx (m CHF)	1,016	0

Social Information

Our activities, policies and practices serve our purpose of providing goods and services to our customers, which support them in developing and delivering therapies and medicines to patients.

We take a systematic approach to supporting and empowering our colleagues and the communities in which we operate. Our people are central to the success of our business and we offer many opportunities for them to improve skills, build experience and grow their careers. We provide safe workplaces, care for wellbeing, and encourage colleagues to be involved in creating a positive and inclusive working environment and culture.

When it comes to financial donations, we focus our support on charitable and educational institutions that align with our priority SDGs. We engage in a range of initiatives to deliver benefits to our stakeholders, including the local communities in which our colleagues and their families live. By cultivating relationships and engaging with our communities, we strive to create sustainable value at a local level across our network.

"As we continue to invest in learning opportunities for our global community of colleagues, we focus on enabling meaningful conversations about career growth while strengthening engagement, inclusion, and a culture of belonging across our organization."



Nicoleta Baumgärtner,
Chief Human Resources
Officer (CHRO)

Health and Safety

We continue to advance comprehensive occupational injury and illness prevention programs. High occupational health and safety standards ensure the wellbeing of our people, our customers and others who attend our sites.

▶ The Environmental Health and Safety (EHS) function is organized at group level with EHS business partners representing every Business Platform, and site EHS functions reporting to site management. Relevant metrics and data are reported regularly to the EC and the Board. The EHS groups continually monitor regulations, industry standards and other best practices to ensure we meet our obligations and achieve compliance through regular internal and external audits. ◀

i. Policies

We work diligently to eliminate health and safety hazards and incidents, including those that result in injuries and illnesses, through rigorous root cause analysis. Our "Vision Zero" ambition specifically aims to eliminate adverse events such as workplace accidents, and environmental and process incidents. This focus has led to a considerable reduction in safety incidents. Ultimately, we strive for an injury-free workplace where all incidents are prevented.

▶ Labor practices and safe working conditions are defined in standards, the implementation of which is the responsibility of site management reporting to the respective Business Platform Operations Head. Each site has an EHS manager responsible for the occupational safety process, target setting, and ensuring the site meets local targets. Every employee contributes by identifying risks and unsafe conditions and correcting them through the safety corrective and preventative actions (CAPAs) and near-miss programs and engaging for safety in the work environment.

While our Safety and Sustainability Policy defines high-level principles, our corporate EHS management system – applicable for all our sites – is aligned to ISO 45001 and ISO 14001 requirements (as reviewed by external certification company). ◀ Corporate standards establish additional requirements for managing specific EHS topics. They include chemical safety, process safety, waste and wastewater management, contractor management, emergency preparedness, site security and business continuity planning, and critical safe working standards (such as confined space entry, personal protective equipment and fall protection).

▶ Local EHS standards address both corporate EHS expectations and local requirements. The standards guide actions and clarify specific roles and responsibilities. Some sites are certified according to the occupational safety standard ISO 45001.

We regularly audit sites and locations – on average every three years – for compliance with rules and regulations, internal EHS standards, technical integrity and effective management systems. We actively monitor performance in occupational health and safety and distribute a monthly analysis report to employees. These reports and subsequent activities are carefully tracked so that approaches can be adapted accordingly. ◀

ii. Actions and Ongoing Initiatives Hazard Identification, Risk Assessment and Incident Investigation

▶ We identify work-related hazards and assess risks on a routine and non-routine basis and apply the hierarchy of controls to eliminate hazards and minimize risks. ◀ We use various tools including risk assessments, job safety analysis, site inspections, and process hazard reviews. Site colleagues are trained to use these tools, and local and global EHS leaders collaborate with each site to ensure the workplace is safe and productive.

▶ We require all injuries, illnesses and incidents involving our people to be reported and investigated to determine their cause. We use a formal investigation and root cause analysis process, aligned with an internationally recognized methodology, to record injuries, in addition to significant process safety and environmental incidents. All employees and contractors are trained to refuse actions that they consider hazardous for themselves, their colleagues, the community, or the environment. ◀ There are no reprisals for employees reporting EHS related matters. ▶ Beyond normal reporting, all employees have access to the Lonza Ethics Hotline. ◀

Process Safety

▶ Our process safety program identifies, controls and manages risks associated with the manufacturing and handling of our products ◀ and applies to all manufacturing sites, labs and warehouses. In the early stages of product development, we conduct chemical and thermal testing of our intermediate materials and products to identify potential reactivity, fire and explosion hazards, and environmental risks. Process safety professionals work with operations and engineering personnel to analyze and thoroughly evaluate our operations. Structured reviews take place at every stage, from initial start-up through to final process design. This ensures our facility, equipment, operating controls and maintenance procedures are effective in identifying, evaluating, managing and mitigating process-related hazards.

High-Hazard and Non-Routine Work

▶ We have global safety standards to minimize the potential for serious incidents when conducting non-routine work, working at heights, entering confined spaces, line breaking, lockout/tagout, and excavation work. ◀ These standards are designed to create a rigorous and safe approach to risk reduction when performing non-routine, high-hazard work activities.

Contractor Safety

▶ Our contractor safety program sets out our expectations for the selection of suitable contractors, assessing risk and safe working methods, providing training, and supervising contractors working at Lonza sites. ◀ We also encourage continued communication and engagement with contractors to promote the sharing of safety concerns, best practice, and lessons learned to foster a culture of safety and continuous improvement.

Occupational Health Services

▶ Our sites have processes in place to recognize, evaluate and control occupational health risks. ◀ Where available, we have supplementary medical programs, such as a designated clinician or physician to administer medical support and evaluate occupational injuries or illnesses. We ensure that any health-related disclosures from users of occupational health services is kept confidential by safeguarding personal information in compliance with applicable law. We do not utilize personal health-related information received from occupational health services as a basis for favorable or unfavorable treatment of workers.

Colleagues' Participation, Consultation, Communication and Training on Occupational Health and Safety

▶ Colleague participation is essential to improve safety. Every colleague plays an important role in facilitating a culture of EHS excellence where improvements, ideas, suggestions and opportunities are welcomed. In many cases, sites have a safety committee integrated into the EHS council to oversee all safety-related matters. Additionally, we require all sites to conduct frequent safety meetings or have standard agenda items in team meetings to escalate any safety concerns.

Colleagues and contractors receive EHS training relevant to their job roles, including measures to prevent workplace incidents and injuries. As required in our EHS Management System, each site must establish and maintain a safety and sustainability training matrix and plan. ◀ This includes a list of mandatory training topics, frequencies and methods, which are designated by job title or other relevant categorization. It integrates topics that reflect changes in site activities, risks and regulations.

Promoting Colleague Health

We are fully committed to health, safety and injury prevention, and these factors feature prominently in employee engagement. Health programs are managed at site level. In 2025, we maintained our wellbeing portfolio and our Employee Assistance Program (EAP) and other support services.

Prevention and Mitigation of Occupational Health and Safety Impacts

Even with strong safety performance, we continue to identify opportunities for improvement. We continually monitor our operations to identify potential health risks to our people. This includes (but is not limited to):

- Job and technical hazard assessments
- Technical improvements
- Training and education
- Substance exposure monitoring for chemicals, according to the values set by the Corporate Toxicology group

Our products primarily support the healthcare industry. In addition to providing the required safety information, these products and their raw materials undergo extensive testing, registration, and instructions for use so that they can be used safely by our customers and their patients. The respective supplier contracts include specific occupational health and safety criteria.

iii. Metrics and Targets

Our safety and wellbeing engagement program for CAPAs and near-miss reporting is generated by each of our manufacturing facilities. It drives our identification of safety and workplace-related observations, corrective action closures, and subsequent improvements across our sites. The focus of these programs has evolved from injury-based metrics to process metrics that drive proactive, preventative behavior and engagement from colleagues in the manufacturing sites.

	2025 Target	2025 Performance
Near-miss reporting	0.5 per FTE	0.6 per FTE
Corrective actions closed	1.5 per FTE	2.5 per FTE

Work-Related Injuries

Most injuries recorded and analyzed in 2025 resulted from chemical contact, slips, trips and falls to the same level, and material handling. Since its launch in 2023, the slips, trips and falls program continues to focus on the proactive identification and prevention of risks associated with slips, trips and falls across our manufacturing sites. We have seen a significant reduction in falls from height over the last two years and continue to work on reducing slips, trips, and falls to the same level. In addition, our ergonomic-related initiatives focus on reducing material handling-related injuries at higher-risk sites. There were no incidents or injuries resulting from commuting transport organized by the company.

Over the course of 2025, the Recordable Work-Related Injury Rate³⁴ was 0.42, a significant decrease against previous year. We also recorded a Lost Time Injury³⁵ Frequency Rate of 0.72, also a decrease compared to last year's rate. We analyze all incidents to identify probable causes and define corrective actions. The depth and detail of each investigation, the investigation method, and the level of participation by local management, colleagues and other functions, are commensurate with the nature and scale of the incident and its impact. Industry comparison shows that our safety management system is effective and incident rates are similar to those of peer companies. We calculate Lost Time Injury Frequency Rates based on one million hours worked. Data on incidents and work hours represent our employed workforce, agency workforce, and directly supervised contingent workers in regular manufacturing processes.

For all Lonza sites at the year	2023	2024	2025
Lost Time Injury Frequency Rate ³⁶ Per 1,000,000 worked hours	0.54	0.79	0.72
Recordable Work-related Injury Rate Per 200,000 worked hours	0.48	0.52	0.42
Recordable Work-related Injuries	95	101	88
Lost-Time Work-Related Injuries	21	31	30
Fatalities	0	0	0
Days Lost to Work-Related Injuries	n.a.	743	1,028
Number of Hours Worked (million)	39	39	41

Training and Development

Our commitment to employee growth and development is a fundamental driver of our success and sustainable growth. This commitment is now formally embedded within our new People Strategy, which is directly aligned with our business priorities and designed to build the foundation for high performance and innovation.

i. Strategy

Our People Strategy is comprised of three core pillars: Future Ready Organization, Leading Capabilities and Unparalleled Environment. Training and development is a key focus under the Leading Capabilities pillar. We are dedicated to building the critical skills and capabilities that will drive innovation and give us a competitive edge. We invest in our people's capabilities to ensure we can anticipate change, act with confidence, and continue to lead in the future.

The Three Pillars of Our Lonza People Strategy

Igniting performance through agility in how we work, the capabilities we build and the culture we create together

> **Future Ready Organization**

We create a flexible, dynamic organization where people can adapt, grow, and succeed with the business.

> **Leading Capabilities**

We invest in our employees' growth, providing the skills, opportunities, and support needed to excel.

> **Unparalleled Environment**

We foster a connected, inclusive workplace where people feel valued, supported, and inspired to grow.

The connecting thread:

We use data to make smarter people decisions and foster a One Lonza mindset, ensuring alignment, collaboration, and collective impact.

ii. Actions and Ongoing Initiatives

Foundational and Role-Specific Training

In 2025, we continued to align our sustainability ambitions with employee development, embedding continuous improvement across the organization.

We have now trained close to 12,000 colleagues on Lean principles, reflecting a broad and sustained commitment to operational excellence and continuous education. This includes nearly 1,800 colleagues (FTE) trained in 2025 alone through our streamlined Belt program, which accelerates capability building and sharpens our focus on impact creation.

With the addition of newly trained Green and Black Belts this year, Lonza now has over 700 Lean champions across the business. These colleagues are equipped to lead complex problem-solving initiatives, leveraging data to uncover inefficiencies and implement sustainable solutions. Green Belt development is embedded in Individual Development Plans (IDPs), which reinforces our commitment drive measurable impact by growing internal expertise.

We regularly recognize efforts across the organization, celebrating initiatives that demonstrate innovation, efficiency, and environmental stewardship. By embedding Lean and leadership development into personal growth plans, we are cultivating a skilled and engaged workforce, empowered to make development a core part of their professional journey.

Continuous Investment in Professional Growth

Beyond meeting foundational requirements, we continue to make significant investments in the professional and personal development of our people through Learn@Lonza. We have expanded the platform with additional resources from a range of reputable providers, focusing on professional skills development. This provides every employee with a voluntary, personalized learning experience that supports diverse learning styles and needs, while fostering continuous growth and skill enhancement across the organization. The platform continued to perform strongly, achieving an annual engagement rate of 16.4%, demonstrating colleagues' sustained enthusiasm for self-directed learning and development. Between 1 January and 31 December, colleagues invested a total of 17,520 hours engaging with content on the platform.

We maintained access to professional coaching and mentoring for employees, reinforcing our commitment to personalized development and continuous growth. We continue to invest in high-potential employees through the ongoing Accelerated Management Development Program (AMDP). In 2025, we launched our new Site Leadership Team Development Program (SLT-DP). The purpose of the program is to develop and prepare talents to take on key roles in the respective Site Leadership Teams and therefore strengthen our pipeline for critical roles. This is an expansion to the already existing Site Head Development Program (SHDP), launched in 2024.

³⁴ Recordable Incident: follows OSHA methodology.
³⁵ Lost Time Injury: injury or illness involving one or more days away from work.
³⁶ Injury rates are subject to change over time as new cases are added, and case classifications change in accordance with applicable requirements.

Developing Our People Leaders

Learn@Lonza continues to evolve and includes a renewed focus on empowering our People Leaders. We have enriched the Lonza Manager Learning Path with fresh, updated content that reflects the latest in leadership thinking and practical management strategies. It remains a cornerstone of our leadership development efforts and supports diverse development journeys. Its flexible format ensures that learning is accessible, relevant and impactful, whether refining approaches as an experienced manager or building foundational skills as an emerging leader.

We have begun developing a comprehensive portfolio focused on High Performing Teams. This new offering – partially launched in Q4 2025 – will equip managers and their teams with a robust range of resources, including interactive workshops, practical tools, a curated learning toolkit, and self-paced tutorials. Designed to strengthen collaboration, trust, and performance, the portfolio empowers teams to excel in dynamic environments and achieve exceptional results. Our goal is to establish a unified One Lonza High Performing Teams journey framework that will serve as a consistent, accessible guide for managers and their teams across the organization.

iii. Metrics and Targets

In support of our efforts to foster a culture of continuous learning, we introduced a refreshed suite of tools for managers and employees with the aim of making development accessible, relevant, and actionable. These included mentoring resources, conversation and development planning guides, self-paced microlearning modules, and structured learning pathways.

▶ This contributed to a significant increase in the number of colleagues with active Individual Development Plans (IDPs), higher than the ambition target we set for the year. ⬇️

	2023	2024	2025	Ambition 2025
Individual Development Plans (IDPs) with manager review	34%	56%	69%	65%

In 2025, we continued to strengthen our talent and succession pipelines. Our internal fill rate reached 35.5% (down from 43.5% in 2024), reflecting a balance between internal development and targeted external hiring. The internal promotion rate remained stable at 15.9% compared to 16.2% in the previous year. At the same time, overall employee turnover improved significantly, decreasing from 12% in 2024 to 8.7% in 2025. These indicators remain aligned with industry benchmarks, and we will continue to prioritize internal mobility and talent development. ⬆️

	2023	2024	2025
Internal Promotion Rate	18.6%	16.2%	15.9%
Internal Position Fill Rate	39.2%	43.5%	35.5%
Total Turnover	10.5%	12.0%	8.7%

In the SDG 4 (Quality Education) workstream, we have measurable targets directly linked to our company remuneration program. Further details about ESG target achievements are included in the [Remuneration](#) section of the Annual Report.

Other Social Topics

i. Employee Wellbeing

Lonza's compensation philosophy sets a strong foundation for sustainable reward and wellbeing programs. ▶ Our performance management program supports sustainable performance management practices as colleagues are required to set behavioral goals and business goals aligned to our strategic priorities and company values. ⬇️ The performance review process links to our annual bonus plan, which rewards colleagues for their efforts and contributions and reflects overall business performance. Business performance comprises both financial and ESG targets. Further details about compensation are included in the [Remuneration](#) section of the Annual Report.

▶ Our wellbeing programs are regularly benchmarked to ensure competitiveness within the industry and reviewed in line with feedback from our people surveys. ⬇️ In 2025, key initiatives included:

- Leveraging our employee share purchase plan, making a total of 87% of all Lonza colleagues eligible to join the program. The share purchase plan allows colleagues to buy Lonza shares at a discounted price and receive a free share for each one purchased, after a three-year blocking period. In 2025, 28% of all employees were enrolled in the share purchase plan
- The continued inclusion of mid-level employees in the Lonza Restricted Share Units Plan in key markets. This plan allows employees to be nominated to receive restricted stock on a three-year holding period basis

Our Global Hybrid Work Policy continued in 2025, allowing flexibility where possible for eligible employees to work remotely for up to two days per week on a regular basis. Eligible employees were also empowered to "Work from Anywhere" in an international location for up to 28 days in a rolling 12-month period. In 2025, 1,307 colleagues benefited from our "Work from Anywhere" initiative.

In addition to income protection and disability benefits, we continued to offer a wide range of healthcare, wellness, sports and fitness, and illness prevention programs. These benefits are in line with market standards and complement country social security provisions. We routinely evaluate these benefits in comparison to benchmarks and legislative changes to ensure financial stability for our people.

We promote work-life balance and support a positive working environment through the following:

- Sustainable mobility initiatives, such as electric vehicle schemes and cycle-to-work programs in countries such as Belgium and the Netherlands
- Implementing alternative health benefits in response to increasing premiums and colleagues' feedback, such as menopause support, cancer screenings, dental care, personal accident coverage, and critical illness protection in some markets
- Raising awareness of our Employee Assistance Program (EAP) and other support services. The use of EAP services increased by over 6%, compared to 2024. We have also begun to offer financial wellbeing events to assist employees
- Customized webinars to further increase engagement and support regional wellbeing efforts, alongside targeted communication for particular employee groups and regions
- Paid maternity and paternity leave over and above statutory requirements in key locations such as Switzerland and the UK, alongside paid parental leave in the US and other locations for primary and non-primary care-givers
- Breastfeeding facilities where possible within our offices and facilities around the world
- Menopause and sabbatical policies

We are also exploring additional benefits, such as creating more part-time jobs and implementing a flexible working scheme that would enable colleagues to achieve greater work-life balance.

The launch of our new global time management system, Time@Lonza and associated training, supports people managers in managing the working hours, overtime and use of vacation and annual leave entitlements for their teams. It also enhances transparency and supports employees in planning and managing their time proactively.

In order to create positive working conditions, Lonza is committed to ethical labor practices including appropriate working hours in line with local legislation. In keeping with our commitment to the financial security of our employees we offer:

- Compensation for atypical working hours, also in line with local legislation, including benefits such as additional annual leave, shift allowances, overtime pay, standby and on-call allowances as well as one-off recognition bonuses for exceptional performance and contributions on special projects
- Severance and redundancy plans in line with market practice and which follow minimum notice period requirements as defined by local legislation
- Our cross-functional and cross-regional online recognition program, BRAVO, promotes a positive and self-reinforcing working environment. Using this platform, more than 60,000 individual "thank you" messages and rewards were shared across the business over the course of 2025.

We foster a positive, cooperative approach to labor relations and the workplace environment and we ensure full compliance with national and international labor laws.

In 2025, we continued to monitor the impact of our People Strategy initiatives and sought to better understand employee perceptions through our global Voice of Employee (VoE) survey. This was conducted twice during the year, in partnership with an independent external provider.

The survey results were reviewed at company, Business Platform, site and team level. Specific areas of opportunity were identified at manager level. Our people leaders received targeted support to design and implement improvement programs to allow them to respond to both general and team-specific needs.

The 2025 survey results reflected progress. Twenty-three engagement drivers showed improvement, five remained stable, and one declined. Notably, two engagement drivers exceeded industry benchmark averages, highlighting areas where Lonza is leading in employee experience (Diverse Workspace, Contribution Success).

The overall Employee Engagement Index, calculated from responses to the questions "How happy are you working at Lonza?" and "I would recommend Lonza as a great place to work," remained stable with a slight upward trend. The response rate also held steady, indicating continued employee engagement and trust in the process.

Voice of Employee survey	2023	2024	2025
Response Rate	81%	81%	78%
Employee Engagement Index	70	71	72

ii. Diversity and Equal Opportunity

We understand that an inclusive workforce is an ethical and cultural imperative, as well as a commercial and competitive advantage. Our people are the cornerstone of our success, and we value inclusion as a source of strength. We work to create an inclusive environment and are committed to non-discriminatory working practices. ▶ As stated in our Code of Conduct (CoC), we uphold a zero-tolerance approach to any form of discrimination, harassment or bullying on the basis of ethnicity, national origin, color, religion, marital status, sexual orientation, gender identity or gender expression, creed, age, sex, disability, veteran status or any similar characteristic. ⬇️ This approach applies to the workplace and throughout our supply chain, including our business partners.

³⁷ Reflects employees at director level and above.

Lonza Gender Distribution

	2023		2024		2025	
	Female	Male	Female	Male	Female	Male
New Hires	40%	59%	40%	59%	39%	61%
Employees	37%	63%	37%	63%	38%	62%
Management ³⁷	29%	71%	30%	70%	30%	70%
Executive Committee Members	17%	83%	25%	75%	20%	80%
Board Members	38%	63%	38%	63%	30%	70%

Our improved background check process, introduced in 2024, while critical for hiring managers to ensure compliance, improved decision making and cultural fit, is also a key process for candidates. We view this as a means to foster trust by demonstrating – through an efficient process – that we are committed to our values, we provide fair opportunity and we support a safe and secure work environment.

Pay equity is the foundation of our global reward policies and practices. Lonza is committed to ensuring compliance with pay transparency and pay equity laws across Europe, the UK, Switzerland and the US (including Equal Pay reporting under the Art 13a of the Swiss Federal Act on Gender Equality and the UK Gender Pay Reporting requirements). In line with local regulations, we regularly review and adjust our compensation structures to promote fairness and eliminate any unjustified pay gaps (i.e., those not explained by merit or other nondiscriminatory factors), ensuring that employees performing similar roles with comparable experience are compensated equitably. We have comprehensive reporting mechanisms to meet legal requirements, including gender pay gap disclosures and salary audits. Through these measures, we uphold our dedication to inclusion and fairness for all in the workplace. Total Reward Education, including bias-free pay decision-making is also a foundational pillar to support Lonza's Pay Transparency and Pay Equity agenda.

Our Inclusion, Diversity and Belonging (IDB) initiative promotes inclusion across backgrounds, characteristics, preferences, beliefs and perspectives with the goal of ensuring that all of our colleagues feel a sense of belonging. Composed of volunteers across functions, platforms and sites, the IDB Council works to devise and manage inclusion-based programs and share knowledge, insights and experiences across our network. We have a global community of colleagues who volunteer as site ambassadors supported by a cross-functional steering committee to represent IDB at the EC and Board level. In 2025, the IDB Council continued to support local employee resource groups across our sites, which are open and welcoming to all colleagues. Local initiatives highlighted key topics such as the power of diverse perspectives, inclusive leadership, mental health, and neurodiversity in the workplace – creating space for meaningful dialogue, personal reflection, and practical learning.

RiseUp@Lonza – a global employee resource group with the common goal of removing barriers to ensure that no person is disadvantaged because of gender – was financially and logistically supported by Lonza in 2025. The business sponsored the platform for the RiseUp mentoring program and encouraged all colleagues to join global RiseUp events. Membership in RiseUp@Lonza is open to everyone as are its events.

In 2025, RiseUp held an empowering event on International Women's Day called "Accelerate Action", which brought together internal allies to share insights on how to accelerate action towards gender equality and emphasize the importance of driving change together. The program also hosted an event with an external speaker called "Speak Up, Stand Out: Building Confidence through Voice and Presence". The session was the first RiseUp hybrid event (in person at our Visp location and virtually) which highlighted the importance of breathing, voice modulation and the power of pausing, covering both the theory and practical exercises.

We also made progress on the SDG 5 (Gender Equality) roadmap, demonstrating our commitment to ensure nondiscrimination and equal opportunity for all employees, regardless of gender. We have initiatives in place to build a strong pipeline of talented and qualified men and women in leadership positions. In 2025, we continued our membership of Advance Switzerland, a network of Swiss companies committed to increasing the proportion of women in management where permitted by local law. Details on our targets are included in the Annual Report.

**iii. Community Involvement
Our Approach to Donations and Volunteering**

In many communities, we take on multiple roles: as neighbor, employer, economic contributor, and charitable donor to local or global non-profit organizations and educational institutions. While our financial donations are significant, the most important contributions come from our colleagues who give their time to volunteer at projects meaningful to local communities.

Each Lonza colleague is granted one day of paid leave each calendar year for volunteering activities. We have formed a network of colleagues from larger sites (with more than 100 employees) who meet on a quarterly basis to share best practices and experiences from their volunteering efforts and other community engagement programs.

Corporate Sponsoring

Our investments in communities extend beyond immediate, local actions, reflecting a Group-wide commitment to deliver broad and meaningful impacts.

We continue to support Project HOPE's core mission fund. Project HOPE is a global health and humanitarian organization that provides direct healthcare services, equips clinics and hospitals, educates local healthcare workers and helps people access the healthcare services they need. Project HOPE utilizes its funding to support those impacted by emergencies and natural disasters where the need is greatest, such as mothers and children, refugees and migrants.

We continue to support various national and local organizations including the Swiss Red Cross and the American Red Cross. Our contribution to the Swiss Red Cross supports its individual assistance program, which helps cover the healthcare costs of people in need. Our contribution to the American Red Cross supports disaster relief efforts, including crises caused by severe weather events, enabling the organization to prepare for, respond to, and help people recover from such events. In addition, our support for the organization's blood services enables the collection, testing, typing, and distribution of blood products to those in need.

We support the Swiss Cancer Foundation (SCF), which brings businesses and individuals together in the fight against cancer. The SCF aids institutions and organizations such as Krebsliga Schweiz and Stiftung Krebsforschung Schweiz by supporting

innovative research, prevention and treatment projects to improve the life and health of cancer patients. Since 2019, we have contributed to SCF projects including the development of a centralized digital platform to provide crucial information in the diagnosis and treatment of patients, as well as a research project exploring new treatment options with immunotherapy. We remain committed to continuing our support of SCF to help bring innovative solutions to patients in need.

Supporting Mothers in STEMM Careers Donation

We work to ensure no one is disadvantaged because of gender in the workplace. In support of this commitment, we contribute to the work of Mothers in Science (MiS), an international non-profit organization providing research and support for mothers working in science, technology, engineering, math and medicine (STEMM) careers. MiS raises awareness of career obstacles faced by mothers working in STEMM fields and advocates for workplace equality and inclusion by providing resources for industry, academia and individuals. Our support helps fund global research that addresses these challenges, as well as the development of webinars and the expansion of MiS's mentorship program. Through this program, mothers new to STEMM fields are paired with volunteer mentors who have successfully navigated the balance of motherhood and their career.

Lake and Wetland Protection and Access to Clean Drinking Water

In 2025, we continued our support for the Global Nature Fund (GNF), a not-for-profit organization dedicated to protecting nature and the environment. Lonza continues to help finance GNF's Living Lakes program, a biodiversity and climate network that aims to protect more than one hundred lakes and wetland areas worldwide. The program places emphasis on community development and upskilling, alongside biodiversity and climate positive wetland management.

In 2025, Lonza also contributed to GNF's projects in Africa to help ensure communities have access to clean drinking water. In particular, a portion of Lonza's donation supports GNF's work to provide schools in Kenya and Tanzania with access to safe drinking water.

**Volunteering Highlights
Health and Wellness Initiatives**

Our commitment to promoting health and wellbeing spans a range of initiatives, including blood donation drives, fundraising efforts and cancer support.

Our San Jose (CR) site organized a donation drive to support Casa Main, a non-profit organization dedicated to providing shelter, education, and emotional support to girls in vulnerable situations. The shelter offers a nurturing environment where children receive medical care, food, access to education, and opportunities for personal growth.

³⁷ Reflects employees at director level and above.
³⁸ 0.4% of non-managers have identified as transgender or chose not to disclose their gender in 2025.

Lonza Diversity 2025

	Board		EC		Managers		Non-managers ³⁸	
	Female	Male	Female	Male	Female	Male	Female	Male
	30%	70%	20%	80%	33%	67%	38%	61%
Age structure								
Under 30	0	0	0%	0%	3%	2%	24%	18%
30-50	0	0	0%	13%	73%	65%	60%	59%
Over 50	100%	100%	100%	88%	23%	33%	16%	22%

Our Rockland (US) site held a charity auction to raise funds for Area Interfaith Outreach (AIO), a community organization that provides food assistance, energy assistance, school meals, a diaper program, and offers free flu vaccines to community members in need. Employees donated items and then bid on them during a live auction. The site also supported a fundraiser seeking to fill every seat in the local Strand Theater with bags of food for the food pantry.

Several sites hosted blood drives, including our Tampa (US) site, which continued its partnership with the OneBlood Donation Center in 2025 by collecting enough blood to save 36 lives.

Our Houston (US) site raised funds to support breast cancer awareness and patient care. Houston colleagues raised funds to sponsor meals for chemotherapy patients and their families at the American Cancer Society's Hope Lodge. The Hope Lodge program offers free lodging to cancer patients and their caregivers during treatment, providing comfort, community, and a supportive environment.

Community Support, Empowerment and Education

Several Lonza sites partnered with local organizations in 2025 to support underserved populations, as well as provide meaningful educational opportunities in their communities.

Our Tampa (US) site partnered with Feeding Tampa Bay, an organization dedicated to ending hunger and caring for the health and wellbeing of local residents. Volunteers reviewed donated food to ensure compliance with expiration dates, and sorted bundles for families and for distribution to other food pantries in western central Florida.

Our San Jose (CR) site organized career development sessions for approximately 170 students at a public technical high school. The sessions were delivered by volunteers from the site, fostering cross-department collaboration as colleagues worked together to prepare and present the content to promote career opportunities for the students.



Our Walkersville (US) site's Community Impact Committee sponsored the Boys & Girls Club of Frederick County's Battle of the Bands. The Boys & Girls Club of Frederick County is a nonprofit organization with a mission to enable all youth to reach their full potential as responsible, productive, and caring citizens. The Club is committed to fostering the academic, social, and emotional development of our youth by providing quality after school programs in a safe, friendly, and inclusive environment.

Our Houston (US) site recruited volunteers to support DNA Day at the Health Museum. The Health Museum is a nonprofit science center in Houston dedicated to health education and biomedical science, offering interactive exhibits and programs for learners of all ages to deliver hands-on biology demonstrations. The event showcased the potential of cell and gene therapy through interactive stations featuring pipetting, microscopy, and sterility demos. Lonza colleagues led the activities, engaging students and museum staff in meaningful conversations about biotechnology and life sciences.



Environmental and Nature Initiatives

Lonza's dedication to environmental responsibility is reflected in various initiatives across our sites.

Several sites, including Walkersville (US), Visp (CH), Verviers (BE), Portsmouth (US) and Durham (US), participated in the World Cleanup Day movement - coming together to help clean up our community parks and contribute to a cleaner, healthier planet. World Cleanup Day is an annual global social action campaign that addresses the growing solid waste crisis, including marine debris.



Our Walkersville (US) site again showed up to support its community during the 2025 Walkersville Day of Action. The site teams coordinated with the local United Way to structure several projects, including planting trees to support reforestation of Frederick County, and also to clean up a stream and assist with the removal of invasive plants in local parks.



Governance Information

Every day, our products and services have a positive impact on people's lives. As much as this is a great privilege, it is also a great responsibility. Responsible business is both an ethical and a business imperative for Lonza and this includes our responsibilities across ESG areas. We are committed to ethical business practices and sustainability in the way we work. Every colleague is trained regularly to fully understand and uphold these principles.

Our respect for human rights underpins everything we do. We take a proactive approach to creating value for our stakeholders through our partnerships and community initiatives, generating sustainable value for society. We are committed to supporting our communities, employees, customers, shareholders and suppliers. Inclusion and integrity are at the heart of our culture, and compliance is actively monitored across our operations and supply chain through assessments, surveys, data analytics and evaluations.

"ESG is about strategic value creation, promoting our license to operate, our reputation, and our sustainable business success. It reflects our values, supports our ability to meet customer and stakeholder expectations, and provides a competitive advantage. We strive to make ESG an integral part of our entire business."



Andreas Bohrer
Chief Legal & Corporate Affairs Officer

Ethics and Compliance and Transparency

Our Ethics and Compliance program follows a risk-based approach, increasingly utilizing data analytics to anticipate areas of risk and adapt our program accordingly. The Board has full oversight of the Ethics and Compliance Group at Lonza. The Audit and Compliance Committee (ACC) oversees the Ethics and Compliance program, including reporting and investigations of allegations of wrongdoing. The importance of conducting business in an ethical and compliant manner is a ground rule of all our interactions and is anchored in our Code of Conduct (CoC). The key pillars of our Ethics and Compliance program are as follows:

Ethics and Compliance Program



i. Ethics and Compliance Program

Our Culture of Integrity

Our activities are guided by our dedication to integrity and ethical conduct. This means setting the right priorities and delivering on our commitments while adhering to our values and to the standards outlined in our CoC. Our ethical culture is evident in:

- Setting a clear tone from the top, with our leadership serving as role models for ethical business conduct
- Incorporating integrity in all we do
- Holding ourselves personally accountable to high, ethical standards
- Fostering an environment focused on performance with integrity and accountability
- Speaking up to build an open and responsible workplace culture



Our successful efforts in this area were recognized by Ethisphere, a global leader in defining and advancing the standards of ethical business practices. We were honored as one of the 2025 World's Most Ethical Companies® – representing the fourth time we have been awarded this accolade.

ii. Policies

Our CoC provides behavioral guidance and expectations to help all colleagues understand that doing what is right everyday matters. Expanding on these requirements, we have a number of stand-alone policies to provide additional guidance on key topics. Our Whistleblower and Non-Retaliation Policy requires colleagues to report suspected violations of our policies, procedures and applicable laws and safeguards colleagues who report wrongdoing accordingly. Feeling safe and empowered to speaking up is a cornerstone of an open and accountable workplace culture. We are committed to creating a safe and protected environment where employees are comfortable raising issues and concerns without fear of retaliation.

Our Anti-Bribery and Anti-Corruption (ABAC) Policy, alongside additional policies and procedures that provide further information and controls, ensures colleagues understand and comply with ABAC expectations. These include our Business Gift Policy, Global Business Expense and Travel Policy, and our Philanthropic Sponsorship and Donation Policy. Moreover, our procurement policies and procedures ensure appropriate due diligence on Lonza suppliers, including with respect to ABAC risks. In addition, the Supplier CoC sets forth our expectations of suppliers with respect to corruption and bribery, human rights, and other topics (please see more information in the Supply Chain Responsibility section). Our Financial Compliance team is responsible for our Internal Controls System (ICS), which promotes ABAC compliance by ensuring the financial transactions are recorded transparently and accurately.

Our Human Rights Principles reinforce Lonza's commitment to respect all internationally recognized human rights relevant to our operations. These principles reflect our support of the United Nations Global Compact (UNGC) principles, the International Labor Organization (ILO), and the Organization for Economic Cooperation and Development's Guidance (OECD) for Responsible Business. We have additional policies and procedures that provide further information and controls to ensure respect for all internationally recognized human rights, including our Safety and Sustainability Policy. Together, this framework reinforces our respect for human rights – including our commitment to a safe workplace, the wellbeing of our colleagues, prohibition of child and forced labor, quality education for our current and future colleagues, a diverse and inclusive workforce, freedom of association and right to collective bargaining and equal pay for equal work, among others.

All of our policies are accessible to colleagues in multiple languages through various internal channels.

iii. Actions and Ongoing Initiatives

Risk Assessment, Awareness and Mitigation

Our Ethics and Compliance program assesses risk in several ways. In addition to evaluating compliance risks as part of our enterprise risk management (ERM) process, we conduct more focused risk assessments by monitoring and evaluating the Ethics and Compliance Hotline and Disclosure system (the "Hotline"), by evaluating training and other operational controls data, through our third-party screening and due diligence program and by conducting program benchmarking exercises. We periodically conduct additional risk assessments across business areas and geographies. The findings of these risk assessments drive program improvements, including the implementation of new policies and procedures and increased training or guidance. Where greater risks are identified, controls and mitigation plans are developed and implemented as appropriate.

Globally, we conduct cross-functional due diligence and risk assessment processes for all third parties we work with. This includes real-time screening against sanctions, restricted and denied party lists, including sanctions for corruption, trade, human rights, environmental and other topics for all suppliers, agents and customers. Suppliers are also screened for adverse media coverage, watchlists, and government ownership.

Based on the results of the screening and risk assessments, we may request third parties to make additional disclosures or implement additional controls, including training and contractual provisions. In some cases, we may prohibit suppliers from conducting business with Lonza based on the results of the risk assessment.

All third parties (100%) are blocked from all transactions in our enterprise resource planning (ERP) system until they have been screened via integrated systems against sanctions and restricted and denied parties lists. All new vendors are blocked from all transactions in our ERP system until our due diligence process and risk assessment are satisfactorily completed. For more details on overall supply chain due diligence, please see the Supply Chain Responsibility section.

In 2025, we enhanced our supplier screening process to better align with a risk-based approach and regulatory expectations. This allows for greater focus on higher-risk supplier conduct, such as bribery and corruption (including financial crimes) and human rights violations, along with a more detailed assessment of the risk posed by the work being performed by suppliers, targeted remediation, and continuous monitoring of risks. In 2025, 0.17% of direct, new suppliers (or direct suppliers who were newly created in ERP) were considered high risk for ABAC concerns.

▶ We also conduct risk assessments when investigating an internal or external report of wrongdoing, such as violations of policy or law. This may include a review of transactions and other factors related to the allegation.

In 2025, we implemented additional measures to reduce ABAC risk based on the company-wide ABAC risk assessment concluded in 2024, which evaluated the global compliance program that covers all (100%) Lonza sites and operations, and site-specific information from 27 production sites (80% of our production sites at the time). While the risk assessment did not identify significant concerns, we have undertaken efforts to improve colleague awareness of Lonza’s ABAC controls to ensure that existing policies and procedures are understood. The risk assessment also identified sites in need of additional training around third-party ABAC risks, due diligence process and managing third party vendors to ensure ABAC compliance. Moreover, we launched enhanced training around conflicts of interest and associated processes for disclosure. ▶ We have also taken steps to increase awareness and utilization of our Hotline – first by gathering information in our annual ethical culture survey and then by including Hotline information in targeted training provided to managers. We continue to remind colleagues of the importance of speaking up when they identify potential instances of non-compliance. Finally, we enhanced our standardized ABAC contractual provisions to be used in third-party contracts.

▶ In 2025, there were no convictions or fines assessed against Lonza for violations of anti-corruption and anti-bribery laws. We received three allegations of misconduct related to bribery or corruption, and all were investigated. We found no incidents of violations of anti-corruption and anti-bribery laws.

Our compliance program also serves to identify and mitigate risks associated with human rights violations, including risks related to child and forced labor. ▶ We begin with standardized hiring practices by country to ensure potential employees are suitable for work. We utilize our ERM program along with mitigation plans to minimize the probability and/or impact. ▶ Our Hotline allows colleagues and third parties to report suspected wrongdoing related to any topic, including child labor. ▶

▶ In 2025, we also implemented additional efforts to reduce human rights compliance risk identified in the human rights impact assessment (following UNGC guidance), ▶ conducted in 2024 on 80% of our production sites, ▶ alongside the ABAC risk assessment. ▶ Among the actions undertaken has been raising awareness of the Hotline for human rights issues, and new global training for colleagues on human rights, including child and forced labor.

Training and Communication

Training and communications are planned with a focus on the audience, topic and modality. Our training and communications are risk-based, developed in response to regulatory requirements, stakeholder priorities (including ESG topics), emerging risks and internal data on misconduct and case trends. The training schedule is flexible, allowing for quick adaptation to any changes in the risk environment and ensuring that additional topics warranting training during the course of a year can be delivered quickly to relevant teams. Some trainings are provided annually.

All of our global training is accompanied by a message from senior leadership. Our CoC training includes an opening CEO message, setting the tone from the top and emphasizing that living our values and working with integrity is a shared responsibility across the organization. Our internal communications plan further reinforces training topics by demonstrating commitment from senior leadership. It highlights integrity and speaking up through colleague spotlights and “Real Detective Stories,” provides managers with practical tools, and uses multiple channels such as intranet articles, posters, digital boards, and town halls to ensure employees have access to resources and understand that ethical conduct is essential.

▶ All colleagues – up to and including the Board – and certain contingent workers, are required to complete CoC training annually. ▶ The training includes modules on Bribery and Improper Payments, Workplace Harassment, Confidential and Proprietary Information, Fair Competition, Insider Trading, Protecting Company Assets, Data Protection and Privacy, Human Rights and Speaking Up. The training includes a confirmation that the user has read and understood the CoC, and has signed an integrity pledge. We target our training for ethics and compliance courses at 100% completion. Where there is limited access to a computer for training, we ensure that colleagues and contract workers receive live training.

In 2025, we provided additional in-depth, global, standalone computer-based training on the following topics: Global Anti-Harassment and Anti-Discrimination, Anti-Trust, Human Rights, Conflicts of Interest and Speak Up. Additionally, the Ethics and Compliance Group provided live training for people managers covering Conflicts of Interests and Disclosures along with guidance on the Manager’s Toolkit, an Ethics and Compliance resource with the knowledge and tools to promote ethical leadership, foster a speak-up culture, and ensure proper handling of compliance concerns through clear reporting and non-retaliation practices.

Colleagues additionally received role-specific training from other functions, focusing on operational compliance (including Safety and Sustainability, Data Integrity, GxP compliance, and Good Documentation Practices); corporate governance (covering Data Protection, Records Retention, and Deviation Management); and responsible business conduct through our Responsible Sourcing program (see Supply Chain Responsibility section).

Reporting and Investigations

We encourage colleagues and third parties to report good faith allegations of wrongdoing including those related to ethics and compliance and ESG matters for our own operations and supply chain, including potential violations of our ABAC and human rights policies, procedures and applicable laws and regulations. Allegations may be submitted anonymously, if preferred and if allowed by the relevant jurisdiction. We provide several confidential channels for reporting concerns or seeking guidance on our CoC, including direct email contact with our Ethics and Compliance team, a multilingual, third-party-operated Hotline accessible online or by toll-free phone 24/7 worldwide.

▶ Our internal investigations are thorough and objective. Investigations are led by members of the Ethics and Compliance Group. They may be supported by internal or external subject matter experts and HR colleagues as appropriate. The Ethics and Compliance Group provides regular reports of allegations of wrongdoing, investigations and findings to the ACC, including a summary of each case and certain metrics that show trends in reporting, investigations and any substantiated misconduct. The Ethics and Compliance Group also reports metrics and summary information on reporting, investigations and misconduct to the Board, along with broader updates on the Ethics and Compliance program. ▶

iv. Metrics and Targets

Ethics and Compliance: Training

2025	
EC and Board members to whom the CoC and related policies are communicated	20 / 100%
Employees to whom the CoC and related policies are communicated	20,263 ³⁹ / 99%
Active suppliers to whom anti-corruption policies and procedures are communicated ⁴⁰	13,473 / 100%
EC and Board members who have received training on the CoC	
Americas	2 / 100%
EMEA	18 / 100%
Employees who have completed 2025 CoC training ⁴¹	19,160 ⁴² / 96% ⁴³
CoC Training completion rates by region (all employees excluding EC)	
Americas	97%
APAC	98%
EMEA	94%
CoC Training completion rates by employee type (all employees excluding EC)	
Managers	94%
Non-managers	96%

Ethics and Compliance: Reporting and Investigations

On average, around one in three reports are partially or fully substantiated. ▶ The Ethics and Compliance Group performs root cause analyses and recommends remediation actions for all substantiated allegations of wrongdoing. These remedial actions are then tracked to ensure implementation by the appropriate stakeholders. ▶ Those found responsible for wrongdoing face disciplinary action, which may include termination of employment or the contractual relationship with Lonza.

As with all allegations of misconduct investigated and reported to the ACC, the Ethics and Compliance Group, along with other appropriate control functions, reports critical concerns to the Board and relevant oversight committee. In the case of the Ethics and Compliance program, we report various metrics regarding allegations of misconduct and critical concerns may relate to allegations of bribery and corruption (including fraud), sanctions and export control violations, anti-trust violations, and severe human rights violations, such as instances of child or forced labor. In 2025, we reported no critical concerns to the Board and/or ACC.

³⁹ Number of employees (including interns) who were enrolled in 2025 CoC training as of December 31, 2025 and therefore received direct email communication regarding the CoC and related policies. Not enrolled were employees on long-term leave and those without access to the Learning Management System (LMS). One hundred percent (100%) of Lonza employees have access to the CoC and related policies via our document management system and our Ethics & Compliance portal.

⁴⁰ Our Supplier Code of Conduct contains anti-corruption policies and procedures for reporting wrongdoing, and it is integrated into electronic ordering systems and contractual terms throughout the Group. Our supplier base is depicted in the Supply Chain Responsibility section.

⁴¹ Including modules on Bribery and Improper Payments, Workplace Harassment, Confidential and Proprietary Information, Fair Competition, Insider Trading, Protecting Company Assets, Data Protection and Privacy, Human Rights and Speaking Up.

⁴² 20,008 employees completed the 2025 CoC training as of February 1, 2026. Between December 31, 2025 and February 1, 2026, 255 employees left Lonza or went on long-term leave and are therefore not included in the completion rate calculation.

⁴³ Completion as of February 1, 2026 for those enrolled in 2025.

The Ethics and Compliance Group regularly conducts assessments of Hotline submissions for trending, benchmarking and risk assessment purposes. A wide range of case submissions indicates an awareness and comfort in speaking up across all aspects of the business.

Each year, we benchmark our reporting data against other companies similar in size, industry, revenue and geographic location. Multiple data points (e.g., submission type, disclosure of the reporter, source of the report, etc.) are consistently reviewed to measure the effectiveness of the Hotline and investigations, and identify any needs for targeted training and communications programs, as well as enhancements to the overall Ethics and Compliance program.

Lonza Ethics and Compliance Hotline



	2023	2024	2025
Number of reports per 1,000 employees ⁴⁴	14.3	14.4	16.4
% of reports which are only inquiries	18%	18%	16%
Substantiation rate ⁴⁵	30%	32%	33%
Anonymity rate	36%	35%	34%



Data Protection and Privacy

i. Policies

We are committed to maintaining the highest standards of cybersecurity, data protection, and AI governance to safeguard our operations and protect stakeholder data. These commitments form a key pillar of our ESG strategy, ensuring that our practices align with global best standards and regulatory requirements.

Our governance structure provides strong oversight at the highest levels. The Board, supported by the Audit and Compliance Committee (ACC), oversees the effectiveness of our cybersecurity, data protection and AI governance strategies, including risk management practices and response readiness. Regular reviews of key security metrics ensure that cybersecurity remains a core strategic priority and fully integrated with our business objectives.

Our cybersecurity policy framework is aligned with international standards such as ISO 27001, the NIST Cybersecurity Framework, CIS, and the EU General Data Protection Regulation (GDPR). The framework governs all aspects of information security, including data protection, access control, and incident response, and is periodically reviewed to remain effective against evolving threats.

Data protection at Lonza is built on a foundation of trust. We strive for full transparency in how we handle personal data, ensuring the foundational data protection principles enshrined in GDPR are embedded within all processes and systems involving personal data. Our data protection policies detail how Lonza processes and handles personal data in a clear and transparent manner.

In addition to ensuring full compliance with GDPR and the Swiss Federal Act on Data Protection (FADP), Lonza adheres to other applicable data privacy laws in the locations where we operate. Lonza has appointed a global Data Protection Officer (DPO) in line with statutory requirements and completed registration details in jurisdictions where this is required.

As AI becomes increasingly embedded in our business operations, we are implementing a comprehensive AI governance framework to ensure the responsible, transparent, and ethical use of AI technologies. This framework incorporates elements such as AI specific security requirements, boundaries and risk assessments into our broader cybersecurity strategy, isolating sensitive AI environments and ensuring compliance with emerging AI regulations.

ii. Actions and Ongoing Initiatives

Awareness and Training

In 2025, we continued to strengthen our global security culture through targeted awareness programs. Over 99% of employees and associates, including contractors with system access, completed mandatory training covering cybersecurity, data privacy, and AI awareness. These programs included interactive learning modules and simulated phishing exercises to increase engagement and preparedness. Comprehensive data privacy training ensures that individuals are familiar with privacy terminology and can identify and recognize when a data subject makes an access, erasure or other request under the law. Our privacy taskforce, comprised of senior representatives from key departments such as Legal, HR, IT and Marketing, gathers regularly to discuss data privacy developments and raise awareness of the topic across the organization.

Incident Reporting and Response

We maintain clear escalation and reporting protocols for potential cybersecurity incidents. Lonza provides training to employees who could potentially be involved in cybersecurity incidents in order for them to be able to identify and report suspicious activities, ensuring immediate escalation to our Security Operations Center (SOC). AI-driven automation tools are continually evolving to enhance real-time alerting and triage, accelerating our response to potential threats. Incidents involving personal data are assessed and logged in accordance with applicable data protection laws.

Risk Management and Resilience

Comprehensive incident response tests are conducted annually, simulating realistic cyber-attack scenarios involving internal and external stakeholders. These exercises help evaluate our readiness and enhance resilience. We have also expanded our third-party risk management program to include enhanced oversight of suppliers' cybersecurity and data protection practices, aligning them with our internal standards and industry best practices. Additionally, cyber insurance coverage provides an extra safeguard against the financial impact of potential incidents.

We also maintained security compliance reviews of critical third-party suppliers, to ensure that partners operating within our ecosystem uphold equivalent cybersecurity standards. Annual incident response simulations confirmed improved team coordination and faster response times, strengthening our overall resilience. Governance oversight continued at the highest level, with periodic reviews by the Board and Executive Committee to monitor cybersecurity and AI governance progress and ensure strategic alignment. Our third-party risk management program also includes an enhanced oversight of suppliers' data protection compliance frameworks, to ensure alignment with industry and state-of-the-art compliance. Technical, organizational and contractual measures of suppliers are robustly assessed before we enter into contracts and data processing agreements with suppliers. Our commitment to vigilance and proactive defense ensured no major cybersecurity incidents occurred in 2025. The SOC, supported by AI-powered threat detection tools, successfully mitigated potential threats before they could cause material impact.

Key Learnings from 2025

By maintaining a forward-looking and adaptive position, we continue to strengthen our cybersecurity foundations, uphold responsible AI governance, and protect data integrity across all operations. Key lessons from the past year have shaped our approach:

- **Agility in Governance:** The dynamic nature of cyber threats demands continuous refinement of our governance frameworks and security protocols
- **Holistic Risk Integration:** AI-related risks are now embedded within our broader cybersecurity and compliance strategies, ensuring ethical and secure deployment across functions

- **Empowered Workforce:** Our global training programs – now inclusive of AI risk awareness – have achieved near-universal participation, reinforcing a culture of vigilance and accountability

Strategic Priorities and Insights for 2026

As we advance into 2026, our cybersecurity, data protection and AI governance strategy continues to evolve in response to emerging risks, regulatory shifts, and operational demands. Our key priorities include:

- **Strengthening AI Risk Oversight:** We are reinforcing controls around AI-driven processes, with a focus on ethical safeguards, transparent decision-making, and alignment with frameworks such as the EU AI Act and privacy-by-design principles
- **Scaling Predictive Security:** By integrating AI and automation into threat detection, we aim to anticipate and neutralize risks before they escalate, enhancing our overall cyber resilience
- **Elevating Third-Party Security Assurance:** We are extending collaboration with suppliers and partners to ensure consistent cybersecurity standards across our extended ecosystem, supported by continuous monitoring and compliance assessments
- **Accelerating Incident Response Maturity:** Our SOC capabilities are being enhanced with AI-powered triage and real-time alerting, enabling faster containment and more robust post-incident analysis
- **Assessing New Laws and Embedding Privacy by Design:** We will continue to assess new global laws and regulations that impact personal data and integrate them into our existing compliance framework. Furthermore, we will continue to embed privacy by design and default into new and existing personal data processes globally as the organization evolves

iii. Metrics and Targets

Our performance in cybersecurity, data protection, and AI governance is measured through a combination of internal indicators and independent external assessments to ensure transparency, accountability, and continuous improvement.

In 2025, 99% of all employees and contractors with access to company systems successfully completed mandatory cybersecurity, data privacy, and AI awareness training – maintaining our high level of engagement and preparedness across the organization. Our SOC reported zero major cybersecurity incidents during the year, demonstrating the effectiveness of our layered defense, early threat detection, and response protocols.

In addition to high engagement with data protection training – delivered via external providers and internal sessions – we continued to assess new processes and systems and conduct impact assessments to understand any risk involved and apply appropriate mitigation measures to reduce such risk. All activities where Lonza processes personal data are itemized in our global records inventory, in compliance with legal requirements.

⁴⁴ Employees indicates headcount of employees (regular, collective agreement, international assignees and temporary employees, excluding interns and Board members) and does not include contingent workers.

⁴⁵ Substantiation rate is the calculation of reports of wrongdoing which included partially or fully substantiated allegations out of all reports made during the year, including those still under investigation. Substantiation rate from 2024 is restated from 28% to 32% due to the completion of investigations that were ongoing at the time of reporting.

Average Bitscore® Rating 760* ADVANCED <small>* out of 820</small>	Average Secure Scorecard® Rating A 95	Initial Cybervardis® Rating 829* DEVELOPED <small>* out of 1,000</small>
---	---	---

Beyond internal metrics, external validation plays a central role in benchmarking our performance against industry peers. Lonza’s cybersecurity position is regularly assessed through leading independent rating platforms, including Bitsight, SecurityScorecard, and CyberVadis. These evaluations provide objective insights into our security maturity, third-party risk exposure, and resilience practices. In 2025, Lonza achieved strong performance ratings across all three platforms, reflecting the robustness of our governance, risk management, and technical safeguards.

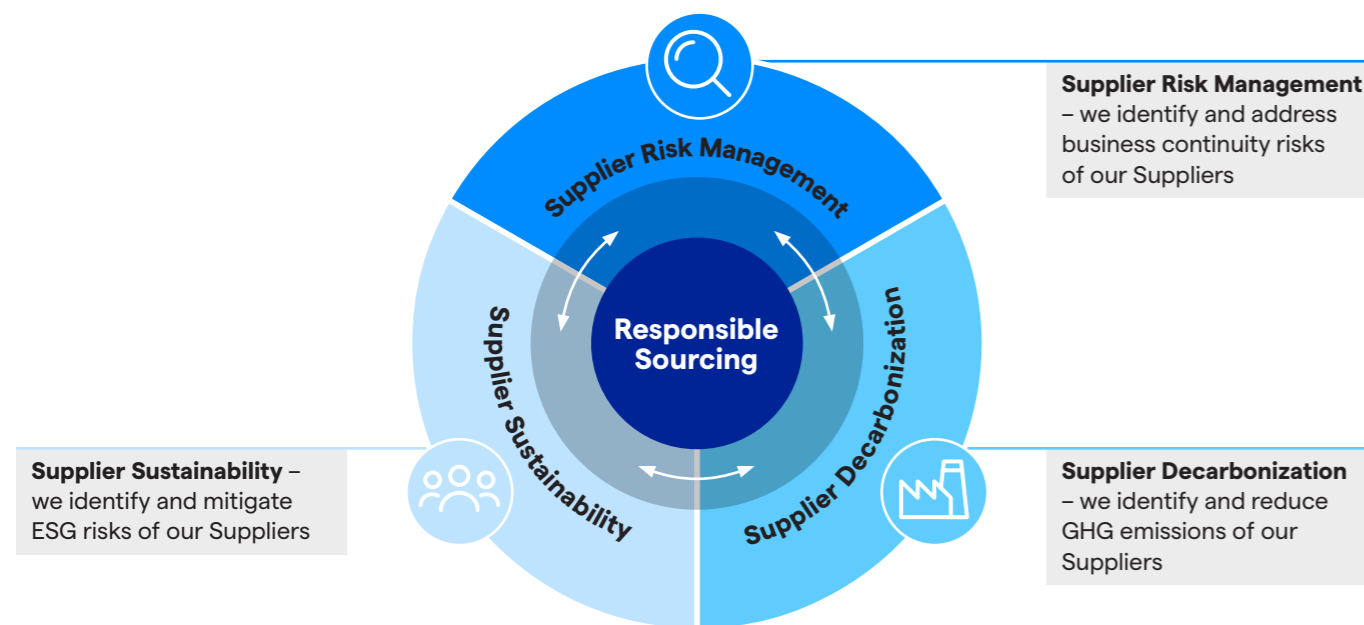
Our continuous improvement efforts focus on maintaining strong internal controls and on sustaining top-tier external ratings that affirm stakeholder confidence in our ability to manage cybersecurity and AI-related risks responsibly. Together, these internal KPIs and external benchmarks provide a balanced, transparent view of Lonza’s ongoing commitment to safeguarding data, enabling ethical innovation and driving trust across our global operations.

Supply Chain Responsibility

Our Responsible Sourcing approach focuses on embedding ESG principles and compliance with applicable regulations within our procurement management processes. We are committed to engage in both dialogue and intensive collaboration with our suppliers to support them to improve their ESG performance. We believe this is essential for achieving responsible consumption and production, in alignment with our ambitions for SDG 12 (Responsible Consumption and Production).

The Responsible Sourcing team, within the Procurement Excellence function, manages Lonza’s Responsible Sourcing Program and coordinates our supplier sustainability and supplier decarbonization pillars. In 2025, we broadened its mandate to cover broader Risk Management, launching this new direction with a supply chain climate risk analysis.

The breadth and diversity of our business is reflected in our supply chain, which involved approximately 13,500 suppliers in 2025. Around 1,700 are direct material suppliers, providing materials ranging from basic chemicals and naturally derived materials such as gelatin, to high-end systems and consumables for biopharmaceuticals or specialized components for cell and gene therapy production.



Lonza Supplier Base

Supplier Location	% of Spend	Number of Suppliers ⁴⁶	% Direct / % Indirect
APAC	11%	>2,800	11% / 89%
EMEA	56%	>6,700	10% / 90%
Americas	32%	>3,900	19% / 81%



i. Policies

Our Responsible Sourcing program is aligned with the OECD Due Diligence Guidance for Responsible Business Conduct. All supplier due diligence requirements, including those related to child labor, conflict minerals, and other ESG issues are embedded in our Supply Chain Policy, which is publicly communicated through our [Supplier Code of Conduct](#). It establishes clear expectations for suppliers, promoting respect for human rights, environmental protection, and ethical business practices. Our [Public Policy Statement on Conflict Minerals](#) forms the basis of our conflict minerals due diligence program by communicating our expectations to our suppliers and promoting responsible sourcing of 3TGs (tin, tungsten, tantalum and gold).

All procurement activities are governed by our Procurement Policy and Procurement Standard, both reinforced by the principles of responsible sourcing. We regularly update dedicated Responsible Sourcing SOPs, ensuring consistency with new ESG regulations (e.g. CBAM – Carbon Border Adjustment Mechanism, EUDR – European Union Deforestation regulation) and international best practices.

Category strategies, contractual terms, and Quarterly Business Reviews (QBRs) are practical examples of how Procurement managers and site-based buyers embed Responsible Sourcing into procurement. Through these levers, buyers create transparency and accountability, making responsible sourcing an integral part of day-to-day procurement decisions. By the end of 2025, 34 category strategies had been updated, and 323 contracts were enhanced with ESG clauses, covering 21% of total spend.

All Lonza colleagues have access to a dedicated Responsible Sourcing webpage and training webinars. For any ESG-related concerns in the supply chain – including concerns on child labor – Lonza’s Ethics and Compliance Hotline, as well as the due diligence alert systems, are in place to effectively identify, report, and manage risks.

In 2025, our [Responsible Supplier Toolkit](#) was enhanced based on supplier feedback and engagement. The toolkit summarizes our Responsible Sourcing program and provides practical guidance and expected behavior to meet our minimum standards in terms of sustainability risks and decarbonization maturity levels. Where required, we further support suppliers by organizing one-to-one exchanges or coaching sessions on our Responsible Sourcing expectations.

Our Responsible Sourcing Framework was selected as a winning story by the Sustainable Procurement Pledge’s Pharmaceutical & Life Sciences Group, among six selected as exemplary from 70 submissions.

ii. Actions and Ongoing Initiatives

As part of our engagement with the [Together for Sustainability initiative \(TfS\)](#), we:

- Built a partnership with The Climate Drive – part of the World Business Council for Sustainable Development (WBCSD) – to encourage TfS members to publish successful decarbonization use cases in The Climate Drive library
 - Lonza published [the first case study](#) on solvent recycling at our Visp and Nansha sites.
- Embedded TfS Academy, a free learning and capability platform focused on sustainability topics, within our Procurement and Supplier network
 - Several TfS Academy courses have been incorporated as mandatory training for the Procurement community, as well as onsite colleagues in Porriño and Nansha. The curriculum includes the following courses: Responsible Purchasing, Climate Change and GHG Emissions, Introduction to CBAM, Get Ready to Decarbonize, Successfully Working with TfS Audits and Assessments, Supply Chain Engagement and EU Deforestation Regulation. 1,123 courses were completed in 2025 as a result of the ongoing capability-building program
 - Developed a [Sustainable Procurement Learning Series](#) via the TfS Academy to strengthen awareness and engagement on Responsible Sourcing. Designed as an interactive knowledge-sharing platform by TfS Members and external subject matter experts, the webinars provided practical guidance on building a more sustainable and resilient supply chain. The series reached a total of 462 attendees from Lonza suppliers and 212 Lonza colleagues, fostering shared understanding and action on key ESG topics across the value chain
 - Are leading a project to develop a joint approach and select a tool for improving traceability in upstream supply chains across TfS member companies

⁴⁶ Numbers in this chapter concern indirect and direct spend for January to December 2025 inclusive, as consolidated by the end of January 2026. These exclude out of scope spend, such as spend with intracompany, taxes, donations, pensions, etc.

Capability Building and Engagement for the Procurement Community

In addition to the training offer mentioned above, other internal training includes ⁴⁷:

- Fundamentals on our sustainability policies, attended by 93% of procurement employees
- Responsible Sourcing SOP, attended by 96% of procurement employees
- Supplier Code of Conduct, attended by 97% of procurement employees

We host best practice webinars for procurement colleagues with practical guidance on embedding ESG principles into day-to-day procurement activities, including category strategies, contracts, supplier engagement, reporting dashboards and performance reviews. We also recognize and celebrate the achievements of our most successful buyers in responsible sourcing.

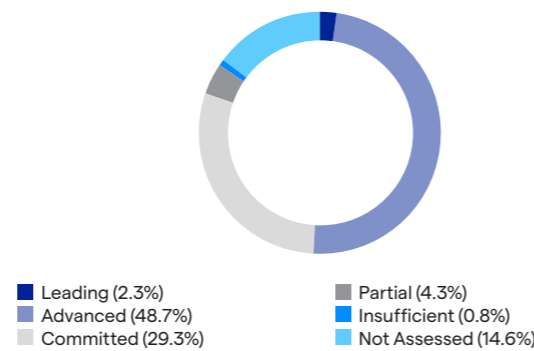
Supplier Sustainability Initiative for Existing Suppliers

▶ To determine a theoretical risk level for all suppliers and prioritize further evaluation, we conduct a desktop analysis for all suppliers using a methodology developed by Integrity Next. Supplier country information is included in our risk identification process as a traceability measure. Types of ESG risk can be seen in the image below. ◀

- ▶ In 2025, we identified five suppliers, mainly located in Asia, with theoretical risks of forced labor and will engage with them on preventive measures in 2026. We did not identify any suppliers with theoretical risk of child labor. ◀

▶ A potential ESG risk derived from performance gaps in a supplier's ESG management system is flagged via EcoVadis online questionnaires, TFS onsite audits, Integrity Next self-assessments, or Dun&Bradstreet (D&B) ESG rankings. ⁴⁸ All assessment methodologies cover key sustainability dimensions, including environmental criteria (e.g. climate and energy), social standards (e.g. child and forced labor), ethics, and health and safety. Based on the outcomes, suppliers are assigned to a specific ESG risk and performance level. The most significant negative environmental and social impacts are identified and corrective actions requested, until a re-assessment is conducted. ◀

Sustainability Risk Distribution [% Spend]



⁴⁸ In addition to the supplier evaluations described here, we perform an additional third-party screening and risk assessment for new suppliers, specifically screening for social non-compliance topics (see Ethics and Compliance and Transparency section).

⁴⁷ Figures refer to the audience that the training was assigned to.

**100% of Spend ~13,500 Suppliers
Supplier ESG Risk Categories (Country-Industry Risk)**

Environment	Social			Governance
Environmental pollution	Forced Labor & Mistreatment	Child Labor	Diversity	Corruption & Bribery
Waste	Working Conditions & Wages	Discrimination	Health & Safety	
GHG Emissions	Collective Bargaining & Freedom of Association	Impact on Local Communities		

- ▶ In 2025, the most significant negative environmental and social impacts identified were gaps in supplier sustainability management systems, mostly for suppliers located in Europe, Central Asia and North America. Common areas for improvement included inconclusive policies and measures related to the human rights due diligence of suppliers. We also saw a lack of reporting on environmental topics, specifically waste management, as well as on discrimination and harassment. No supplier relationships were terminated following an environmental and social assessment⁴⁹. We identified three suppliers, located in APAC, with potential risks of child labor and triggered corrective actions for all of them. ◀

An actual risk is identified when controversies or negative events are confirmed via media screening, alert systems or external sources. We verify incidents and engage with suppliers to reconfirm our Supplier Code of Conduct expectations, initiate a dialogue on enhancing due diligence in the supply chain and check that a mitigation or remediation response is provided.

- ▶ In 2025, no confirmed child labor incident was identified in our supply chain. ◀

Supplier Sustainability Initiative for New Suppliers

▶ Our Supplier Life Cycle Management tool streamlines the supplier onboarding process by integrating key Lonza requirements, including master data, quality standards, and ESG considerations. Furthermore, new suppliers undergo a sustainability screening during onboarding through assessments by EcoVadis, Integrity Next, or D&B ESG risk rankings. ◀ 69% of new suppliers onboarded via the Supplier Life Cycle Management (SLM) tool have completed an ESG risk screening as part of the onboarding process.

Due Diligence Process on Conflict Minerals in our Supply Chain

▶ In 2025, our screening of imported volumes of 3TGs did not identify any relevant mineral import above legal thresholds which would require additional due diligence. Lonza is therefore exempt from the obligations under Art. 964j-I of the Swiss Code of Obligations. Nevertheless, we request that relevant direct suppliers provide documentation to showcase sourcing practices of 3TGs consistent with the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals. ◀ 92% of such suppliers have provided relevant documentation, and we continuously work to close the gap.

Risk Management Initiative for Existing Suppliers

We have developed a supplier segmentation model to enable us to prioritize supplier risk and relationship management efforts efficiently and have initiated a climate risk assessment project for our supply chain. For more information, see the *Climate Change and Carbon Footprint Reduction* section.

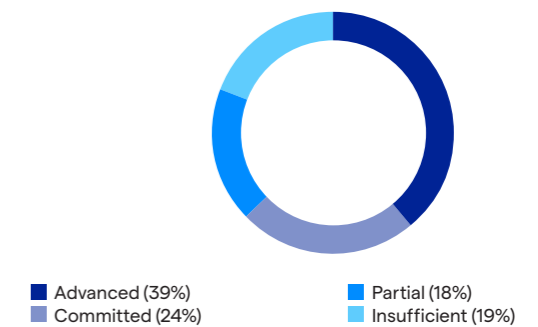
⁴⁹ Excluding one-time and micro (<10 FTE) suppliers.

Supplier Decarbonization Initiative for Existing Suppliers

▶ This initiative aims to identify, measure and reduce the GHG emissions of our suppliers in alignment with the Paris Agreement goal to limit the global temperature increase to +1.5°C. ◀

We set a science-based supplier engagement target for Scope 3 emissions, aiming for 79% of our suppliers by emissions covering purchased goods and services, capital goods and upstream transportation and distribution, to have science-based targets by 2028. ▶ These suppliers are evaluated based on our Supplier Decarbonization Maturity Evaluation Framework. ◀

Decarbonization Maturity Distribution [% Spend]



▶ In 2025, we engaged with selected suppliers to further understand their decarbonization maturity, drive improvements, and share best practice. ◀ Through these efforts, around 90 suppliers completed their GHG inventories using a standardized GHG accounting tool, sponsored by Lonza, ▶ and more than 650 suppliers have either obtained SBTi approval, set targets aligned with SBTi criteria, or signed commitment letters to pursue validated targets. ◀

As part of our efforts to advance product-level emissions transparency within our Scope 3 accounting, we have intensified efforts to encourage suppliers to share Product Carbon Footprints (PCFs) with us, either via an online platform or through their own templates and reporting tools. To date, we have collected PCF data from over a quarter of our prioritized suppliers, marking a significant step toward embedding product carbon data into our procurement processes.

iii. Metrics and Targets

We set annual targets in line with our Responsible Sourcing 2028 ambitions. Our Supplier Decarbonization ambition has been validated by the SBTi. For Supplier Sustainability, we have raised our 2028 target from 90% to 95% of spend from suppliers with a sustainability evaluation, reflecting strong progress over

the past three years. Progress is tracked through live digital dashboards. These targets are cascaded throughout the organization, translated into objectives for each procurement team, and further into individual targets for category managers and site-based buyers.

	2023	2024	2025	2028 Ambition
Percentage of spend from suppliers with a sustainability evaluation	72%	80%	85%	95%
Percentage of Scope 3 emissions from suppliers with science-based targets (as per SBTi target)	20%	33%	40%	79%

Supplier Sustainability Initiative for Existing Suppliers

	2023	2024	2025
Number of suppliers assessed for environmental impacts	3,474	3,721	4,278
Number of suppliers identified as having actual or potential significant negative environmental impacts	86	66	64
Percentage of suppliers identified as having actual or potential significant negative environmental impacts, with whom improvements (CAP) were agreed based on the assessment results	44%	95%	98%
Number of suppliers assessed for social impacts	3,469	3,721	4,278
Number of suppliers identified as having actual or potential significant negative social impacts	49	24	36
Percentage of suppliers identified as having actual or potential significant negative social impacts, with whom improvements (CAP) were agreed based on the assessment results	53%	92%	94%

Other Governance Topics

Although not identified as priorities in our double materiality assessment, we engage with some other important governance topics for compliance reasons and to meet legal requirements.

i. Product Stewardship, Quality and Safety

As a CDMO operating in a highly regulated environment, Lonza is committed to maintaining the highest standards of regulatory compliance, ethical conduct, and operational transparency across all aspects of our business. Our compliance framework is designed to meet regulatory expectations and to support long-term sustainability, product integrity, and stakeholder trust.

We are routinely inspected by global health authorities, certification bodies, and our customers. These inspections are complemented by a robust program of internal audits across key functional areas, including EHS, Quality, and Loss Prevention. These audits are conducted at both local and global levels and serve as critical tools for identifying opportunities for improvement and reinforcing our culture of compliance.

In 2025, Lonza sites underwent more than 28 health authority inspections reflecting the growing complexity of our service portfolio and the expansion of commercial development and manufacturing activities. In parallel, the number of customer audits continues to rise, helping to build our customers' confidence in our capabilities and our shared commitment to regulatory excellence.

We view inspections and audits as valuable feedback mechanisms that drive continuous improvement. Findings are systematically addressed through corrective and preventive actions (CAPAs), and lessons learned are integrated into our Quality Management System (QMS) to strengthen processes, enhance risk mitigation, and ensure sustained compliance.

This proactive approach to regulatory oversight supports our broader sustainability goals and ensure that our operations remain resilient, transparent and aligned with evolving global standards. It also reinforces our role as a trusted partner to customers, regulators and communities alike.

At Lonza, all product development and manufacturing activities are conducted under stringent regulatory oversight to ensure compliance with applicable Good Manufacturing Practices (GMP) and/or global standards such as ISO 9001 or ISO 13485. Our operations are designed to consistently deliver products that meet predefined specifications for quality, safety, and efficacy, in alignment with regulatory expectations across the pharmaceutical, biotechnology, and nutrition sectors.

Each product undergoes rigorous evaluation throughout its lifecycle – from early development through to commercial manufacturing – to ensure it is appropriately manufactured and labeled. These measures are in place to ensure compliance and mitigate health and safety risks for end-users and to support safe and effective product utilization.

Our global quality and regulatory affairs teams include experts across Europe, the Americas, and Asia Pacific, who provide strategic and operational support to ensure compliance with evolving regulatory frameworks. This expertise enables us to navigate complex registration requirements and offer a competitive advantage in regulated markets.

We maintain robust systems for continuous regulatory surveillance, risk assessment, and product stewardship, which are embedded within our QMS. These systems are critical as we integrate newly acquired assets, technologies, customers and product types into our global operations and align with applicable safety and conformity standards, including compliance with regional directives.

Lonza is committed to ensuring that all products and/or intermediates manufactured for or on behalf of our clients are safe for their intended use and fully compliant with applicable regulatory requirements. We provide comprehensive technical and regulatory support to enable our customers to meet their own internal standards and external obligations. While our customers typically maintain their own risk management frameworks and regulatory expertise, we deliver the foundational data, documentation, and quality oversight necessary to support safe and compliant product development and commercialization.

Health and safety profiles of all materials and products handled within our GMP facilities are assessed through systematic, GMP-aligned processes embedded in our organizational structure and Quality Management System. Our teams include specialists in regulatory compliance and registration, dangerous goods and product classification, toxicology, risk assessment, and product stewardship, covering all regions and markets in which we operate. Any potential hazards or risks associated with the intended use of our products are clearly communicated through product labeling, Safety Data Sheets (SDS), and technical documentation, to ensure transparency and regulatory alignment throughout the product lifecycle.

Our regulatory compliance programs encompass global chemical safety regulations such as:

- EU REACH (Registration, Evaluation, Authorization and Restriction of Chemicals)
- US TSCA (Toxic Substances Control Act)
- California Proposition 65
- China REACH, Korea K-REACH, Turkey KKDİK, and UK REACH

We also adhere to the Globally Harmonized System (GHS) for the classification, labeling, and packaging of chemicals, to ensure harmonized hazard communication across jurisdictions. Compliance with REACH Substances of Very High Concern (SVHC) and other emerging regulatory requirements remains a priority in our product stewardship strategy.

Animal Testing

Lonza does not perform animal testing directly, nor does it maintain in-house capabilities for such studies. We are committed to not use animal testing except when certain regulatory authorities mandate animal testing to ensure the safe use and handling of specific Lonza products. These requirements may apply to our nutrition and capsule offerings, proprietary cell lines, and select products manufactured on behalf of our customers.

Whenever possible, we prioritize validated alternatives to animal testing. In cases where no suitable alternatives exist, and testing is required by law, we engage qualified third-party organizations to conduct both medical and non-medical animal studies. This ensures that any claims made about our products are accurate, substantiated, and compliant with applicable regulations.

When we oversee these studies, we are committed to adhering to best practice standards and the requirements of best practice certification and we carefully select independent providers who meet rigorous ethical and quality standards. These providers are accredited for animal welfare and follow the World Organization for Animal Health's guidelines, including the '3Rs' principle, to which we are also committed to: replace animal use where possible, reduce the number of animals used, and refine procedures to minimize distress.

All necessary animal testing is conducted under strict oversight to ensure compliance with current scientific, legal, regulatory, and ethical standards. Study protocols are reviewed and approved by both the Institutional Ethics Board and the Institutional Animal Care and Use Committee (IACUC). In 2025 zero misconduct and non-compliance around animal welfare occurred.

Appendix

GRI Content Index and SASB Index

GRI standard	Disclosure	Page	Comments	SDG in focus	SASB*
GRI 1: Foundation 2021		8	Our 2025 Sustainability Report is prepared in accordance with the GRI Standards for the fiscal year from 1 January 2025 to 31 December 2025.		
General Disclosures					
GRI 2: General Disclosures 2021 / Corporate Governance (top material topic)	2-1 Organizational details		<p>Lonza Group Ltd is a public company, listed on the Swiss Stock Exchange (SIX) and with a secondary listing on the Singapore Exchange Securities Trading Limited (SGX-ST).</p> <p>Lonza Group Ltd Muenchensteinerstrasse 38 4002 Basel, Switzerland Tel +41 61 316 81 11 Fax +41 61 316 91 11 www.lonza.com</p> <p>For an overview of our operations by location, please consult our website: www.lonza.com/about-us/our-locations</p>		
	2-2 Entities included in the organization's sustainability reporting		<p>The information in this report concerns all entities under Lonza Group Ltd's operational control during 2025. Joint ventures are not included unless specifically mentioned.</p> <p>Financial reporting and accounting principles are available in the Notes to the Consolidated Financial Statements in the 2025 Annual Report.</p> <p>All environmental and supply chain data relates to Lonza's current operations, including the CHI business.</p> <p>Unless otherwise stated, the reporting boundaries for environmental data include the facilities for which we have operational control, own either the facility or significant relevant equipment, and where data is readily available and adequately representative. Facilities outside the reporting boundaries are smaller-sized leased warehouses and office spaces with comparatively insignificant energy consumption.</p>		
	2-3 Reporting period, frequency and contact point	8, 77			
	2-4 Restatements of information		If, in individual cases, a new form of presentation, calculation method or optimized data collection has led to other results for the previous years, then this is noted under the respective disclosures.		
	2-5 External assurance	8, 73-77			
	2-6 Activities, value chain and other business relationships	9-11	<p>Please also visit our website www.lonza.com and the Our Businesses section of our 2025 Annual Report.</p> <p>Significant changes to the organization and its supply chain can be found on pages 10 and 11 of our 2025 Annual Report.</p>		
	2-7 Employees	14-15			HC-BP-330a.1HC-BP-330a.2
	2-8 Workers who are not employees	15	Reported under the contingent workers' category.		HC-BP-330a.1HC-BP-330a.2
	2-9 Governance structure and composition	12-13			

GRI standard	Disclosure	Page	Comments	SDG in focus	SASB*
General Disclosures cont.					
	2-10 Nomination and selection of the highest governance body		Please see the Corporate Governance section of our 2025 Annual Report.		
	2-11 Chair of the highest governance body		Please see the Corporate Governance section of our 2025 Annual Report.		
	2-12 Role of the highest governance body in overseeing the management of impacts	12-13			
	2-13 Delegation of responsibility for managing impacts	12-13			
	2-14 Role of the highest governance body in sustainability reporting	12-13, 19			
	2-15 Conflicts of interest	12-13, 52-55	<p>The Hotline also serves as our disclosure system for conflicts of interest, business gifts and hospitality, if above certain thresholds, where colleagues can make required disclosures in accordance with our policies. All allegations of wrongdoing and disclosures of conflicts, business gifts and hospitality are received, evaluated and addressed by the Ethics and Compliance Group. Under Lonza's CoC, all Lonza colleagues must disclose actual or potential conflicts of interest. We provide stand-alone training to colleagues on conflicts of interest, including common conflicts that can arise as well as our process for disclosing and resolving them. We also provide managers with enhanced conflicts of interest training to assist them if/when direct reports have a conflict of interest that needs to be disclosed. Managers also play a role, where appropriate, in helping ensure proper remediation takes place.</p> <p>When colleagues access the Hotline to make a conflict-of-interest disclosure, they are asked to provide information to help the Ethics and Compliance Group understand the nature of the conflict and all the relevant facts. Members of the Ethics and Compliance Group review the disclosures and collect additional information where needed. Conflicts are then either cleared, with or without conditions, or rejected in situations where it is not possible to remediate the conflict of interest. These decisions are recorded in the system and then communicated back to the colleague making the disclosure, as well as any other colleague needed to implement remediation—for example, local HR colleagues.</p>		
	2-16 Communication of critical concerns	52-56			
	2-17 Collective knowledge of the highest governance body	12-13	Please see the Corporate Governance section of our 2025 Annual Report.		
	2-18 Evaluation of the performance of the highest governance body	12-13			
	2-19 Remuneration policies		Please see the Remuneration section of our 2025 Annual Report.		
	2-20 Process to determine remuneration		Please see the Remuneration section of our 2025 Annual Report.		
	2-21 Annual total compensation ratio		Information is confidential and not disclosed.		
	2-22 Statement on sustainable development strategy	4-5			
	2-23 Policy commitments	6, 16-17, 30, 35, 36, 42-43, 53, 56, 59	These include the UN SDGs, our Safety and Sustainability Policy, Code of Conduct, Supplier Code of Conduct, and Human Rights Principles.		
	2-24 Embedding policy commitments	7, 12-13, 24, 31, 35, 37, 43-46, 53-57, 59-61			

GRI standard	Disclosure	Page	Comments	SDG in focus	SASB*
General Disclosures cont.					
	2-25 Processes to remediate negative impacts	13, 16–17, 23–25, 40–41, 52–57, 59–61	These include our risk management approach, human rights impact assessment, supply chain due diligence, stakeholder engagement and Ethics and Compliance program.		
	2-26 Mechanisms for seeking advice and raising concerns	55	Our Ethics and Compliance Group provides guidance in recognizing, understanding and complying with the laws and ethical standards that govern our business practices and activities. This is supervised by the Audit and Compliance Committee of the Board of Directors. In addition, we have the Lonza Ethics and Compliance Hotline, operated by an external provider.		
	2-27 Compliance with laws and regulations		Only significant instances of non-compliance are compiled for consolidated reporting. There were no significant instances of non-compliance with laws and regulations which lead to fines or penalties during 2025.		
	2-28 Membership associations	17			
	▲ 2-29 Approach to stakeholder engagement	16–17			
	▲ 2-30 Collective bargaining agreements	16			
Material Topics					
GRI 3: Material Topics 2021	▲ 3-1 Process to determine material topics	18–21			
	▲ 3-2 List of material topics	22			
Economic					
GRI 205: Anti-corruption 2016	▲ 3-3 Management of material topics	52–54, 56		3, 12	HC-BP-510a.1 (losses not reported)
/	▲ 205-1 Operations assessed for risks related to corruption	54			
Ethics and Compliance and Transparency (top material topic)	▲ 205-2 Communication and training about anti-corruption policies and procedures	55			
Supply Chain Responsibility (top material topic)	▲ 3-3 Management of material topics	58–61	Percentage of Scope 3 emissions from suppliers having science-based targets** is the amount of GHG emissions from suppliers with SBT over the total Scope 3 categories 1, 2 and 4.		
	▲ 308-2 Negative environmental impacts in the supply chain and actions taken	62		3, 13, 5, 12	HC-BP-430a.1 (all of Lonza's facilities participate in the Rx-360 audit program. We currently do not track the number of Tier 1 suppliers' facilities participating in this program or equivalent)
	▲ 414-2 Negative social impacts in the supply chain and actions taken	62			HC-BP-430a.1
Product Stewardship, Quality and Safety		62–63		3, 12	
Data Protection and Privacy (top material topic)	▲ 3-3 Management of material topics	56–57		5	

▲ Assured by Deloitte.

GRI standard	Disclosure	Page	Comments	SDG in focus	SASB*										
Environmental															
GRI 302: Energy 2016 (top material topic)	▲ 3-3 Management of material topics	35													
	▲ 302-1 Energy consumption within the organization	35	We do not differentiate between purchased heating, cooling and steam. All are reported under purchased steam, as only two smaller sites (office and labs) are purchasing heating and cooling. For the energy sold, we only track total energy and not type of energy. This only occurs in our Visp (CH) site, due to legacy infrastructure, and is not a primary activity. Fuel consumption is converted to energy using Swiss EPA and US EPA factors. Data for previous years was corrected to account for a conversion factor update for steam consumption.	13, 9, 12											
	▲ 302-3 Energy intensity	36													
GRI 303: Water and Effluents 2018 (top material topic)	▲ 3-3 Management of material topics	36	As per the GRI Standard, water stress in an area was assessed using the baseline of water stress above 40% from the tool Aqueduct Water Risk Atlas , consulted in 2025. Some sites were identified as being in water stressed locations as per the above definition, most being low-water consumers: Mexico, India, Indonesia, China, The Netherlands, Belgium, the UK and the US.	3, 9, 12, 6											
	▲ 303-1 Interactions with water as a shared resource	36–37													
	▲ 303-2 Management of water discharge-related impacts	36	Water intensity** is calculated by dividing industrial water by the total revenue.												
	▲ 303-3 Water withdrawal	37	Our numbers are reported as "thousand m ³ ", which is equivalent to megaliters, as required by this GRI standard. The amount of Total Dissolved Solids in the water sourced is, in general, < 1000 mg/L. <table border="1"> <thead> <tr> <th>Water Withdrawal 2025 [thousand m³]</th> <th>Total from areas with water stress</th> </tr> </thead> <tbody> <tr> <td>Total Water Withdrawn</td> <td>1,209</td> </tr> <tr> <td>Groundwater Wells</td> <td>376</td> </tr> <tr> <td>Public Supply</td> <td>833</td> </tr> <tr> <td>Water Bodies</td> <td>0</td> </tr> </tbody> </table> The amount of industrial water consumed in water stressed locations was 911 thousand m ³ .	Water Withdrawal 2025 [thousand m ³]	Total from areas with water stress	Total Water Withdrawn	1,209	Groundwater Wells	376	Public Supply	833	Water Bodies	0		
Water Withdrawal 2025 [thousand m ³]	Total from areas with water stress														
Total Water Withdrawn	1,209														
Groundwater Wells	376														
Public Supply	833														
Water Bodies	0														
	▲ 303-4 Water discharge	37	Our numbers are reported as "thousand m ³ ", which is equivalent to megaliters, as required by this GRI standard. Water discharge to water bodies is mostly heading for surface water. The volume of water discharge to groundwater or to seawater is not significant. The amount of total dissolved solids in the water discharged to water bodies is generally < 1000 mg/L, except for one site in an area with water stress (38 thousand m ³). Water discharged to the sewer with total dissolved solids > 1000 mg/L is 1,006 thousand m ³ . <table border="1"> <thead> <tr> <th>Water Discharge 2025 [thousand m³]</th> <th>To areas with water stress</th> </tr> </thead> <tbody> <tr> <td>Total Water Discharged</td> <td>818</td> </tr> <tr> <td>Water Discharged to Sewer</td> <td>780</td> </tr> <tr> <td>Water to Water Bodies</td> <td>38</td> </tr> </tbody> </table>	Water Discharge 2025 [thousand m ³]	To areas with water stress	Total Water Discharged	818	Water Discharged to Sewer	780	Water to Water Bodies	38				
Water Discharge 2025 [thousand m ³]	To areas with water stress														
Total Water Discharged	818														
Water Discharged to Sewer	780														
Water to Water Bodies	38														

▲ Assured by Deloitte.

GRI standard	Disclosure	Page	Comments	SDG in focus	SASB*
Environmental cont.					
GRI 305: Emissions 2016 (top material topic)	3-3 Management of material topics	25-31		3, 13, 9, 12	
	305-1 Direct (Scope 1) GHG emissions	32-33	Biogenic CO ₂ emissions from the biomass fuel were approximately 6,600 tons CO ₂ eq.		
	305-2 Energy indirect (Scope 2) GHG emissions	32-33	GHG emissions from municipal waste incineration are allocated according to the cut-off method.		
	305-3 Other indirect (Scope 3) GHG emissions	32-34	Note: Our Scope 3 model and datasets used does not support the estimation of biogenic CO ₂ .		
	305-4 GHG emissions intensity	34			
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	40			
GRI 306: Waste 2020	306-3 Waste generated	39	Waste intensity** is calculated by dividing total waste generated and disposed by the total revenue.	3, 13, 12	
Processes and Circularity		39		12, 13	
Ecosystems and Biodiversity		40		6, 12	
Pollution		40-41		6, 12	
Social					
GRI 403: Occupational Health and Safety 2018 (top material topic)	3-3 Management of material topics	42-43		3	
	403-1 Occupational health and safety management system		We maintain an EHS Management System which has been adapted to meet ISO 14001 and 45001 standards. This program applies to all locations and all employees. Around 20% of our sites have a certified ISO 14001 system.		
	403-2 Hazard identification, risk assessment, and incident investigation	43			
	403-3 Occupational health services	43			
	403-4 Worker participation, consultation, and communication on occupational health and safety	43			
	403-5 Worker training on occupational health and safety	43			
	403-6 Promotion of worker health	43			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	44			
	403-9 Work-related injuries	44	High-consequence work-related injuries are not tracked since it is not possible to track recovery time, only lost time.		

Assured by Deloitte.

GRI standard	Disclosure	Page	Comments	SDG in focus	SASB*
Social cont.					
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	48	Female management reflects females at director level and above. Female new hires reflect number of new female employees hired in the year divided by the average headcount at month end (12 months) globally. No additional diversity indicators are tracked centrally.	3, 5, 4	
	Training and Development (top material topic)				
	3-3 Management of material topics	44-46			
	Internal promotion rate**, internal fill rate** and individual development plans (IDP) coverage**	46	Internal promotion rate: percentage of employees moving to a higher position within Lonza divided by total employees. Does not include those employees who were promoted but who are not within the global grading system. Internal fill rate: positions we were able to fill with internal candidates. Individual development plans coverage: percentage of employees with individual development plans in place including manager inputs divided by the total number of employees within the organization. Turnover rate reflects number of terminated employees in the year divided by the average headcount at month end (12 months) globally.	5, 4	HC-BP-330a.1
Employee Wellbeing	Employee survey response rate** and Employee Engagement Index**	46-47	Employee survey response rate relates to percentage of responses to our global Voice of Employee (VoE) survey. Employee Engagement Index is calculated from the scoring of the question: "How happy are you working at Lonza?" and the statement "I would recommend Lonza as a great place to work".	5, 4	HC-BP-330a.1

* Sustainability Accounting Standards Board (SASB) – we have aligned our disclosures with the Biotechnology and Pharmaceuticals Sustainability Accounting Standard 2023. As a Contract Development and Manufacturing Organization (CDMO), most of the SASB indicators do not apply.
** Lonza internally developed KPIs.

Assured by Deloitte.

TCFD and Swiss Ordinance on Climate Disclosures Requirement Index

We aim to follow the Recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD) and to comply with the requirements set out in the Swiss Ordinance on Climate Disclosures. This index addresses disclosures in the four TCFD pillars: governance, strategy, risk management and metrics and targets.

TCFD Recommendation	Reference
Governance	
<p>☑ Governance and oversight over sustainability and ESG sits with the Board, specifically with the Chair of the Board, while the implementation is the responsibility of the EC.</p> <p>The SRC and the SSSB coordinate the sustainability strategy and activities across the company, including climate change and climate-related measures. ☑</p>	2025 Sustainability Report: <i>Corporate Governance</i> section
Strategy	
<p>Our ambition is to reach net-zero GHG emissions by 2050. We have set science-based targets for near-term reductions and these were verified by SBTi in early 2024.</p> <p>Group functions and individual site roadmaps include concrete actions and projects to support achievement of the corporate goals. ☑ These include sustainability by design for new infrastructure and growth investments, efficiency improvements and supplier collaboration and decarbonization. ☑</p> <p>The Sustainability and Procurement teams work together to manage climate strategy and actions in the supply chain. ☑ We are engaging with the most relevant suppliers to collaborate on reducing our Scope 3 footprint.</p> <p>In addition, we continue progressing in our program to procure and source electricity globally from renewable sources by 2025, where available through power purchase agreements investing in additional production assets.</p> <p>We have included several ESG targets in our Group remuneration plan since 2022. Among others, these include targets for achieving reductions in Scope 1, Scope 2 and Scope 3 GHG emissions and water intensity. ☑</p> <p>We are currently focusing on three areas: monitoring our progress against our 2030 sustainability targets, enhancing public disclosures regarding ESG topics and providing guidance and support for sustainability-related initiatives across our global site network. We are re-evaluating our sourcing strategy, taking into account availability of materials, logistics and risks for supply chain disruptions. ☑ We have also been strengthening the existing due diligence process for new and existing suppliers to identify and minimize the risks in our supply chain, e.g., for environmental, social and labor misconduct. ☑</p>	2025 Sustainability Report: <i>Supplier Decarbonization in Supply Chain Responsibility</i> section and <i>Climate Change and Carbon Footprint Reduction</i> section
Risk Management	
<p>☑ We use scenario analysis to identify potential medium- and long-term climate related hazards and impacts on our business and operations. The governance and strategy are embedded into the general framework of our ERM.</p> <p>We conducted climate change risk assessments for the 10 major sites covering most of our commercial manufacturing in 2024 and we began an assessment of selected suppliers in 2025. ☑</p>	2025 Sustainability Report: <i>Risk Management and Climate Risk Assessment</i> sections
Metrics and Targets	
<p>☑ We report on our direct and indirect GHG emissions performance and targets (Scope 1, 2 and 3) and other data in the Environment section of this report and in our most recent response to the CDP climate questionnaire, which is publicly available. We are also participating in research projects to evaluate carbon capture technologies. ESG metrics, including GHG targets, are included in company performance measurements and reward and recognition allocations for the global employee community, including the EC. ☑</p>	2025 Sustainability Report: <i>Climate Change and Carbon Footprint Reduction</i> section
Swiss Ordinance on Climate Disclosures, Art. 3 para. 3 and 6	
<p>Transition plan that is comparable to the Swiss climate goals.</p>	<p>2025 Sustainability Report: <i>Climate Transition Plan</i> section</p> <p>☑ Our transition plan applies to all our sites, including those in Switzerland, and is aligned with the Swiss climate goals. ☑</p>
<p>Effectiveness of the measures taken by the company in connection with climate issues.</p>	<p>☑ 2025 Sustainability Report: <i>Actions and Ongoing Initiatives in the Climate Change and Carbon Footprint Reduction</i> section ☑</p>

Swiss Non-Financial Reporting Requirement (Art. 964b CO) Index

☑ The table below highlights the content which is reported in compliance with the requirements of Art. 964 a-b of the CO. ☑

Area	Topic	Page
General Requirements	Materiality Assessment	19–22
	Business Model	9–11 Annual Report, Our Businesses section
	Concepts / Policies (incl. Due Diligence Applied)	- Safety and Sustainability Policy - ☑ Corporate Environmental Management System (ISO 14001 and ISO 45001 aligned) ☑ p. 42 - Code of Conduct - Supplier Code of Conduct - ☑ Lonza's Human Rights Principles , ☑ p. 53
	Measures implementing these Concepts / Policies and Assessment of their Effectiveness	Under each of the topics listed below, including main performance indicators
Environment Matters	Risks Related to Non-Financial Matters and their Management	19–21
	Climate Change and Carbon Footprint Reduction	25–34
	Energy	35–36
Employee-related Matters	Water and Effluents	36–37
	Social Information section	44–46
	Social Matters	Social Information section
Respect for Human Rights	Health and Safety	42–44
	Supply Chain Responsibility	58–62
	Supply Chain Responsibility	58–62
Anti-Corruption	Ethics and Compliance and Transparency	52–56
	Ethics and Compliance and Transparency	52–56

Swiss Non-Financial Reporting Requirement (Art. 964j-k CO) Index

We also adhere to the requirements of Art. 964j-k of the CO. Our disclosures relating to these requirements are mapped in the table below.

Area	Topic	Page
Supply Chain Due Diligence	Management System	58–59
	Risks in the Supply Chain	54, 60–61
	Material and Metals: Due diligence	61
	Risk Management	54–55, 60–61
	Child Labor: due diligence, supply chain policy, supply risk management plan and measures, supply traceability system	59–61
	We are exempt from the obligations of due diligence and reporting on minerals and metals from conflict-affected areas, since no relevant mineral import above legal thresholds were identified.	



Deloitte.

Deloitte AG
Pfungstweidstrasse 11
8005 Zurich
Switzerland

Phone: +41 (0)58 279 6000
Fax: +41 (0)58 279 6600
www.deloitte.ch

Report of the Independent Practitioner for a Limited Assurance Engagement on selected Sustainability Information of Lonza Group Ltd

To the Board of Directors of
Lonza Group Ltd, Basel

Scope

We have been engaged to perform an assurance procedure to provide limited assurance on selected information included in Lonza Group Ltd's (hereinafter "Lonza") Sustainability Report 2025 for the year ended 31 December 2025. Our limited assurance engagement focused on the information as required by Art. 964b para. 1-2 of the Swiss Code of Obligations ("CO") and the Swiss Ordinance on Climate Disclosures ("Ordinance on Climate Disclosures") and related additional selected information marked as "▶", as well as information related to the Global Reporting Initiative ("GRI") and self-defined criteria marked as "▲" in the GRI Index table (hereinafter "Sustainability Information").

Our assurance engagement does not extend to information relating to prior periods or to information disclosed outside of the Sustainability Report 2025 unless otherwise indicated, including any images, audio files, or embedded videos.

Applicable Criteria for the Preparation of the Selected Information by Lonza

Lonza prepared the Sustainability Information using the criteria outlined in the "Basis for preparation" included in the Lonza Sustainability Report 2025. Consequently, the selected Sustainability Information needs to be read and understood together with the reporting criteria and may not be suitable for another purpose.

The self-defined Lonza criteria, the nature of the subject matter information, and absence of consistent external standards allow for different, but acceptable, measurement methodologies to be adopted which may result in variances between entities. The adopted measurement methodologies may also impact comparability of the subject matter information reported by different organisations and from year to year within an organisation as methodologies develop.

Inherent Limitations in Preparing the Sustainability Information

Due to the inherent limitations of any internal control structure, it is possible that errors or irregularities may occur and remain undetected. Our engagement is not designed to detect all internal control weaknesses in preparing the Sustainability Information, as it involves selective testing rather than continuous examination throughout the period. Consequently, we cannot guarantee that all errors or irregularities, if present, will be identified.



The nature of such information, the absence of significant body of established practices on which to draw, and varying methods of precision allow for different, yet acceptable, evaluation and measurement techniques which can result in materially different measurement, affecting comparability between entities and over time and causing inherent limitations on the accuracy and completeness of the information.

Responsibility of the Board of Directors

The Board of Directors of Lonza is responsible for the selection of the applicable criteria and for the preparation and presentation, in all material respects, of the Sustainability Information in accordance with the applicable criteria and as required by Art. 964b para. 1-2 CO and the Swiss Ordinance on Climate Disclosures. This responsibility includes the design, implementation, and maintenance of the internal control relevant for the preparation of the Sustainability Information that is free from material misstatement, whether due to fraud or error.

This responsibility includes the duty on transparency and accountability on non-financial matters according to Art. 964b Swiss Code of Obligations and the related preparation of the disclosures in the Sustainability Report 2025.

Independence and quality control

We have complied with the independence and other ethical requirements of the *International Code of Ethics for Professional Accountants (including International Independence Standards)* of the International Ethics Standards Board for Accountants (IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

We apply International Standard on Quality Management 1, which requires us to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our work was carried out by an independent and multidisciplinary team including assurance practitioners and sustainability experts. We remain solely responsible for our assurance conclusion.

Responsibility of the assurance practitioner

Our responsibility is to express a conclusion on the above-mentioned Sustainability Information based on the evidence we have obtained.

We conducted our limited assurance engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* and, in respect of the greenhouse gas emissions information included in the Sustainability Information, in accordance with ISAE 3410 *Assurance Engagements on Greenhouse Gas Statements*, both issued by the International Auditing and Assurance Standards Board ("IAASB").



Those standards require that we plan and perform this engagement to obtain limited assurance about whether the Sustainability Information is free from material misstatement, whether due to fraud or error.

Description of procedures performed

Procedures performed in a limited assurance engagement vary in nature and timing from and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Our limited assurance engagement in respect of the Sustainability Information included:

- Inquiries with relevant personnel to understand the business and reporting process, including the sustainability strategy, principles and management of material topics, and assessment thereof;
- Inquiries of relevant personnel and inspection of documentation to understand the reporting system during the reporting period, including the process and internal controls for collecting, collating and reporting the Sustainability Information, and assessment thereof;
- Verification that the calculation criteria have been correctly applied in accordance with the methodologies outlined in the applicable criteria and that key estimates were appropriate;
- Performance of analytical review procedures on the data and trends;
- Inspection, on a sample basis, of internal and external documents;
- Assessment as to whether the Sustainability Report 2025 contains the information required by and complies with the disclosure requirements of Art. 964b para. 1-2 CO and the Ordinance on Climate Disclosures.

Conclusion

Based on the procedures performed as described under the 'Description of procedures performed' and the evidence obtained, nothing has come to our attention that causes us to believe that the selected Sustainability Information of Lonza have not been prepared, in all material respects, in accordance with the applicable criteria and as required by Art. 964b para. 1-2 CO and the Ordinance on Climate Disclosures.



Restricted use

We issue this report to Lonza solely in accordance with the terms of our engagement. Without assuming or accepting any responsibility or liability in respect of this report to any party other than Lonza, we have consented to the publication of our report within Lonza Sustainability Report 2025 for the purpose of Lonza evidencing that it has obtained an independent assurance report in connection with the Sustainability Information. This consent does not and will not affect or extend for any purpose or on any basis our responsibilities. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than Lonza, for our work, for this report, or for the conclusions we have formed.

Deloitte AG

Fabien Lussu
Licensed Audit Expert

Abetare Zymeri
Licensed Audit Expert

Zurich, 30 March 2026

Legal Disclaimer

No Warranty and No Liability

While Lonza Group Ltd and its affiliates (collectively and individually, the "Lonza Group") make efforts to include accurate and up-to-date information, they make no representations or warranties, express or implied, as to the accuracy or completeness of the information provided on this publication and disclaim any liability for the use of this publication or any publication linked to it. Lonza Group may change this publication at any time without notice but does not assume any responsibility to update it. Lonza Group makes no warranties, express or implied, and assumes no liability in connection with any use of this publication. Every user agrees that all access and use of this publication and of any publication linked to it and the information contained herein and therein are at their own risk. Neither Lonza Group (including its agents, directors, and employees) nor any other party involved in creating this publication is liable for any direct, incidental, special, consequential, indirect or punitive damages or other damages arising out of your access to or use of this publication, including but not limited to viruses or malware that may infect your computer equipment or software and any damages for lost profits, business interruption, loss of programs or other data on your information handling system or otherwise, even if Lonza Group or any other person or entity is advised of the possibility of such damages and irrespective of whether such damages arise in an action of contract, negligence or other tortious or legal action.

Limited Use

Lonza Group hereby grants you the right to display, store and reproduce copies of this publication for personal use subject to the following conditions: The publication may be used for internal purposes only and may not be sold or distributed for commercial or political purposes; The publication may not be modified, diffused, reposted or transmitted in any respect; The copyright notice must appear on every copy of the work or portion thereof.

Trademarks

All third party trademarks belong to their respective owners and are being used for informational purposes only. All other trademarks, logos and service marks (collectively, the "Trademarks") used or mentioned on this publication are registered and unregistered trademarks of Lonza Group Ltd, one of its affiliates or third parties and are legally protected in Switzerland and/or USA or European Union. Be aware that certain product names are trademarks, even if not specifically mentioned.

Nothing on this publication should be construed as granting, by implication, estoppel or otherwise, any license or right in or to the Trademarks without the express prior written permission of Lonza Group Ltd or such other third party. Your misuse of the Trademarks on this publication and in its conditions is strictly prohibited.

For publications and further information, please contact:

Lonza Group Ltd

Muenchensteinerstrasse 38
4002 Basel, Switzerland
Tel +41 61 316 81 11
www.lonza.com

Investor Relations

investor.relations@lonza.com

Global Sustainability

sustainability@lonza.com

Media Relations

media@lonza.com

www.lonza.com

Disclaimer

Lonza Group Ltd has its headquarters in Basel, Switzerland, and is listed on the SIX Swiss Exchange. It has a secondary listing on the Singapore Exchange Securities Trading Limited ("SGX-ST"). Lonza Group Ltd is not subject to the SGX-ST's continuing listing requirements but remains subject to Rules 217 and 751 of the SGX-ST Listing Manual.

© 2026 Lonza Ltd