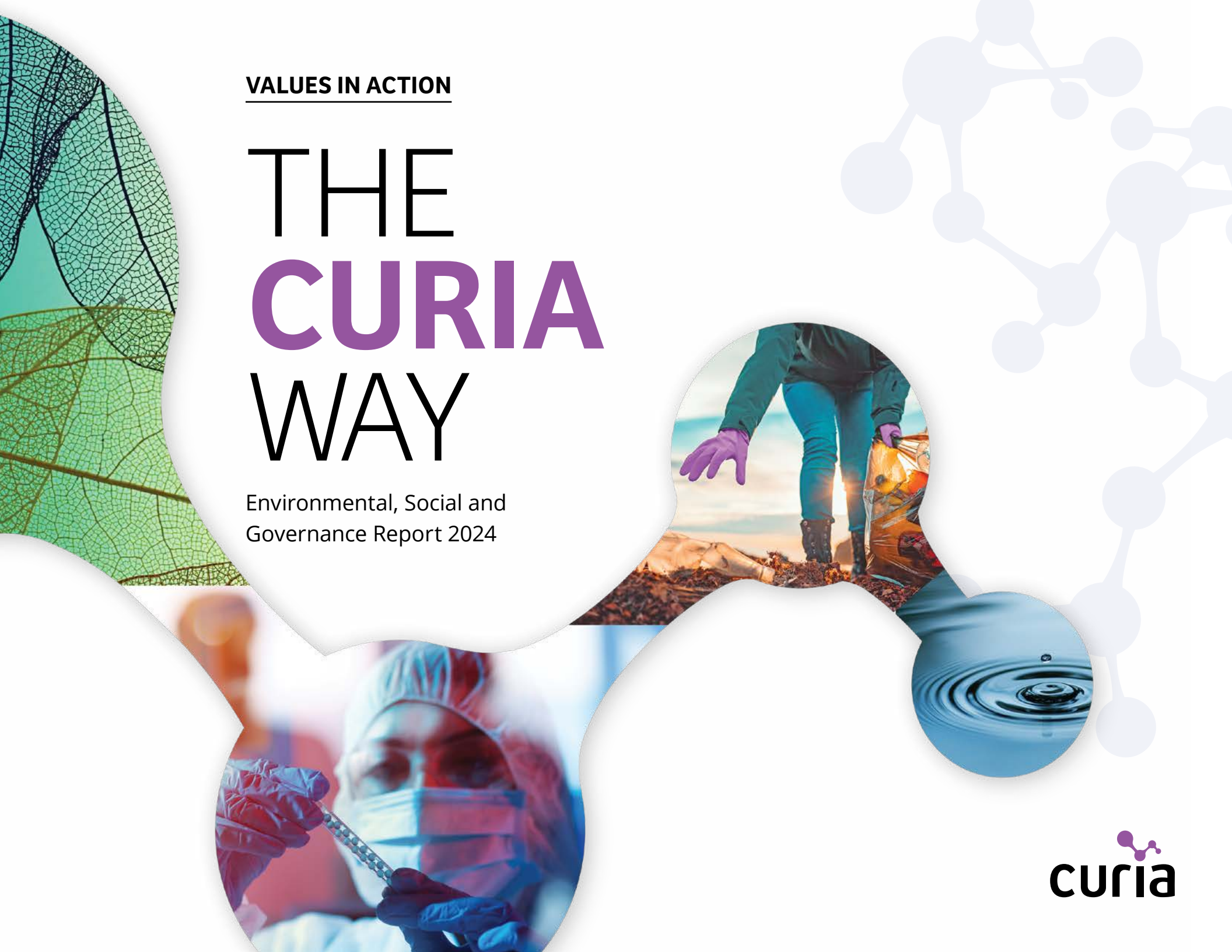


VALUES IN ACTION

THE CURIA WAY

Environmental, Social and
Governance Report 2024



A letter from CEO Philip Macnabb

As a leading contract development and manufacturing organization inspired by our mission to improve patients' lives, Curia continues to further our mission by maintaining focus on our corporate environmental and social responsibility. I am pleased to share our fiscal 2024 Environmental, Social and Governance (ESG) Report with you, providing an update on our program, recent commitments, and visibility into our continued progress and focus.

At Curia, we are driven by a noble purpose to improve patients' lives. As an industry leader, we have a responsibility to approach environmental, social and governance improvements with the same level of dedication that we apply to developing and manufacturing life-saving products for our customers and their patients.

In 2023, we launched The CURIA Way, a new set of company values — curiosity, urgency, respect, integrity and accountability — that encompass the principles that have been foundational to Curia for over 30 years. Curia's ESG committee is a steadfast representation of our value of accountability to corporate responsibility. Through the committee's leadership, we are able to demonstrate how we apply our values as a global corporate citizen in our commitments to our employees, customers, suppliers, investors and communities. Our third ESG report is an encapsulation of our CURIA Way values in action across global operations, including improvements and initiatives that have been pivotal to our performance.

We have continued on our path of environmental stewardship, taking steps to go beyond regulatory compliance and minimize our impact on the environment. In 2023, we partnered with Insight Energy to conduct audits at our Albany facility to identify energy and greenhouse gas (GHG) reduction projects with the potential to implement these projects at other sites in the future. Our facilities in France and Spain are part of the Activate program, sponsored by Manufacture 2030, in which action plans will be developed to improve our environmental performance.

I am proud to say that in October 2024, Curia announced our commitment to set near- and long-term company-wide GHG emission reductions in line with the net-zero Science Based Targets initiative (SBTi). To achieve this goal, Curia has been investing and will continue to invest in resources to evaluate and develop GHG emission reduction targets for submission to and approval by the SBTi. We anticipate these targets will be formally

continued on next page

A letter from CEO Philip Macnabb (cont.)

approved by SBTi in 2026. The net-zero commitment is another step forward for Curia's ESG program, a cross-functional team that advances the company's environmental and social stewardship with sound corporate governance. With this commitment, Curia also joins the United Nations' Race to Zero campaign, a global coalition of non-state actors working toward halving global emissions by 2030.

Recruiting and retaining exceptional employees remains a pillar in our strategy for success. The safety and well-being of our employees is always a top priority. This year, we continued an overall downward trend in recordable and lost time injury rates since our first report. Sonic Boom, Curia's wellness program, provides discounts and incentives for preventative care and physical fitness. Each year we offer new learning and professional development opportunities through a series of webinars in topics ranging from in-depth coverage of our scientific capabilities to a focus on softer skills, such as human-centered leadership. Our iLearn platform is at the center of our culture of learning and has provided employees with a variety of resources on hundreds of topics.

We are dedicated to professional and scientific integrity. Each day, we adhere to a system of governance that upholds our ethical and compliant standards. This commitment to integrity enables us to earn the trust of our employees, customers and stakeholders as we advance from curiosity to cure.

We understand that our actions have profound implications not just on our customers, but on the patients they serve and the communities and environment that surround us. As a leader in the CDMO industry, we are accountable for continuous improvement. I am proud of our ESG journey so far and look forward to even greater progress in the future.



Philip Macnabb
Chief Executive Officer

About Curia

Curia is a leading contract research, development and manufacturing organization providing products and services from R&D through commercial manufacturing to pharmaceutical and biopharmaceutical customers. Curia's nearly 3,200 employees at 20 locations across the U.S., Europe and Asia help our customers advance from curiosity to cure.

Founded more than 30 years ago in Albany, New York, our global team includes 555 total Curia scientists, 216 senior scientists and 517 quality & regulatory specialists.



We're leading

In 2024, Curia was awarded a CDMO Leadership Award in the Service category presented by Outsourced Pharma and Life Science Leader. Each year CDMO Leadership Awards are selected based on market research by Industry Standard Research ("ISR") to distinguish CDMOs that meet or exceed customer expectations.

"Curia is honored to receive this award," said CEO Philip Macnabb. "This distinction underscores our commitment to creating value for our customers across all of our R&D and manufacturing offerings, and we are especially appreciative to be acknowledged by the partners we support for that commitment."



We're leading *(cont.)*

Curia was recognized with a *Best Practices Customer Value Leadership Award in the CRDMO¹* Industry by Frost & Sullivan. Each year, Frost & Sullivan employs a rigorous evaluation, measuring business and customer impact, to identify companies that consistently innovate to meet their customers' needs while navigating new challenges and opportunities. The winner is recognized for providing a superior customer experience for overall price, performance and quality.

"Curia has built its reputation by offering a best-in-class customer ownership and service experience. The company surveys clients to gauge their overall satisfaction and ensure that it is upholding the highest standards," said Unmesh Lal, director, Healthcare & Life Sciences, Frost & Sullivan. In their report, Frost & Sullivan noted that Curia has evolved over time to offer a comprehensive range of services from drug discovery through development to manufacture of both drug substance and drug product for pharmaceutical and biologics companies.

"We are very honored to be recognized with this award, which underlines the hard work and dedication of all of our employees to delivering quality and reliability when serving our customers," said CEO Philip Macnabb. "We remain steadfast in our noble purpose of improving patients' lives, a mission that begins with our commitment to creating value for our customers."



(Image: Frost & Sullivan)

India Pharma Outlook recognized Curia as one of the *Top 10 Pharma CDMO Companies in India*, acknowledging the contributions of Curia's Aurangabad and Hyderabad sites. The Aurangabad facility provides contract manufacturing of active pharmaceutical ingredients (APIs) and intermediates, and the Hyderabad site includes the Hyderabad Research Center with expertise in medicinal chemistry and chemical and analytical development. These sites also house Curia's quality control center and Global Shared Services (GSS) center, which support the company's global organization, enabling process standardization and scalability.

India Pharma Outlook's editorial board compiled the list with a panel of judges with expertise in the industry, including Chief Experience Officers (CXOs) and analysts. Winners were chosen for their impact on India's economy through job creation, fostering research and development, and for their high-quality offerings in the pharmaceutical and biotechnology industry.



¹Contract Research Organization and Contract Development and Manufacturing Organization

ESG at Curia

Curia's ESG program launched in early 2021, with the establishment of a cross-functional committee charged with the implementation of a sustainable and responsible long-term strategy. The program demonstrates our commitment to environmental and social stewardship, supported by transparent and ethical governance. This is our third annual report.

Our ESG Committee is co-sponsored by Curia's General Counsel and Chief Human Resource Officer. The committee includes representatives from Curia's Compliance, Environmental Health and Safety, Human Resources, Information Technology, Legal, Procurement, and Sales Organizations. The committee meets monthly, and the committee chair provides regular updates to our executive sponsors and Curia's Board of Managers.

In addition to addressing our own ESG progress, Curia has a dedicated team that works with our customers, responding to their questions about our activities and helping meet their ESG goals in relation to supply-chain programs.

Committee members participate in workshops and conferences, nationally and internationally, to increase their awareness of best practices in our industry. Based on these learnings, we are forming a taskforce to focus on energy and greenhouse gas reduction. This team includes two members of the ESG committee who are partnering with facilities, engineering and procurement staff.

Global programs + local initiatives

While our corporate-wide program functions under the guidance of the ESG Committee, there are also initiatives undertaken that ensure compliance with requirements and local expectations within the countries where Curia has operations. India and Spain provide some examples of best practices.

The Indian Companies Act of 2013 introduced — and mandated — Corporate Social Responsibility (CSR) for companies operating in India. Among the provisions of the act, companies are required to form a CSR committee and dedicate funding annually to one (or more) of several prescribed areas of need, which may include programs that address education, poverty, health, vocational skills and gender equity.

Curia India's CSR Initiatives in 2024 contributed to the development of 51 schools, enhancing safety, sports and learning. From leveling grounds for safety to providing sports equipment for physical health and teamwork, our efforts focus on holistic development, including upgrading classrooms with dual sitting desks and bookshelves for better student engagement and learning experience.

Curia India aimed to create a better learning environment and empower children for success, visible on safer grounds, increased sports participation, better classrooms and enriched resources. Curia has been dedicated to promoting STEM fields through meaningful Corporate Social Responsibility initiatives.



Global programs + local initiatives *(cont.)*

In Spain, our local entity there publishes a country-level ESG report that complies with European Union (EU) standards and regulations. Each report has focused on three key areas:

- 1 Environmental impact and initiatives to minimize our carbon footprint, reduce waste and adopt sustainable practices
- 2 Social responsibility, with insights of our efforts to expand diversity and inclusion, support community engagement and enhance employee well-being
- 3 Governance and providing all stakeholders with information on our corporate structure, ethical standards and programs in place to ensure accountability



Environmental stewardship

Our EHS Policy statement outlines the corporate principles and commitment to managing and improving Curia's EHS performance. In April 2019, we adopted a global EHS Management System, modeled after ISO global standards for environmental management systems (ISO 14001) and occupational health and safety management systems (ISO 45001). Curia's EHS Management System incorporates corporate-level EHS standards that set minimum expectations for our global facilities.

In 2023 and 2024, we continued to build upon our record of continuous improvement in EHS performance. Here we feature several highlights.

EHS Management System structure

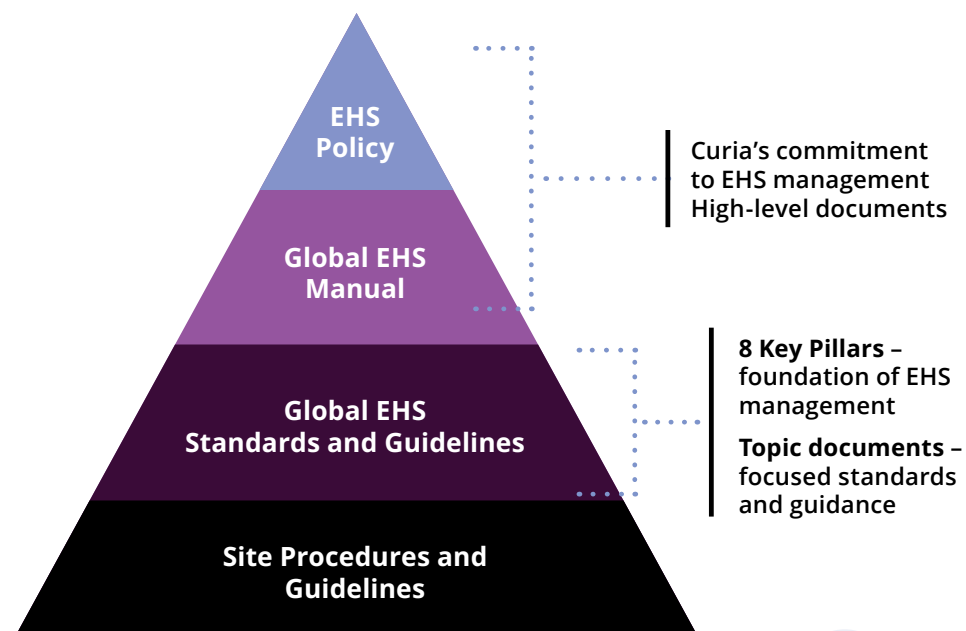
POLICY STATEMENT

At Curia, we are committed to providing a safe and healthy workplace for all employees, contractors and guests. We are dedicated to excellence in everything we do and have an ongoing and proactive commitment to create a work environment that promotes and facilitates employee, community and environmental well-being. Our Global EHS Manual outlines roles and responsibilities, structure and Key Pillars of Curia's EHS Management System.

STANDARDS AND GUIDELINES

Curia's EHS standards set the minimum expectations for our key pillars and EHS topic areas and EHS Guidelines outline best management practices for achieving the expectations in a corresponding Standard.

Curia's global facilities develop annual EHS Plans to foster continuous improvement. These plans are developed collaboratively by the Site Leadership Team and the Site EHS Team and identify key focus areas based on EHS risk. Annual improvement goals with tangible milestone actions for these focus areas are established. Completion of the actions are tracked as one of Curia's leading EHS indicators reported to the Corporate Executive Committee monthly. Three ongoing routine actions at all our sites — Site Leadership Team walkthroughs with an eye toward safety and sustainability, monthly strategic review of EHS by Site Leadership Teams, and employee-led safety and sustainability committees — help cultivate ownership of worker safety.



KEY PILLARS:

- Leadership
- Risk management
- Compliance management
- Incident management
- Communication
- Training
- Performance evaluation
- Sustainability

EHS TOPICS:

- Pharmaceutical compounds
- Process safety
- Industrial hygiene
- Hazard communication
- Occupational health
- Control of hazardous energy
- Confined spaces
- Working at heights
- Powered industrial trucks
- Site security
- Personal protective equipment

ISO certifications

While our EHS Management System mirrors ISO 14001 and 45001 standards at all Curia sites, the following locations have achieved and continue to maintain formal ISO certifications:



ISO 9001 QUALITY MANAGEMENT

Bon Encontre and Tonneins
(France)



ISO 45001 OCCUPATIONAL HEALTH AND SAFETY

Bon Encontre and Tonneins
(France)

Origgio and Rozzano
(Italy)



ISO 14001 ENVIRONMENTAL MANAGEMENT

Bon Encontre and Tonneins
(France)

Origgio and Rozzano
(Italy)

Sustainability

In 2022, we adopted a Sustainability Standard, which established a process for going beyond regulatory compliance and taking steps to conserve natural resources, reduce energy use and further minimize our environmental impact. This effort includes a five-year plan that began with the collection of data related to our use of natural gas and electricity to effectively calculate greenhouse gas (GHG) emissions and analyze related trends.

In 2023, we partnered with an energy consulting company to conduct energy use audits at our Albany (NY) location. Key staff at the site were assigned to assist with the data-gathering process. The audit allowed us to identify potential energy and GHG reduction projects along with associated costs and return on investment (ROI). These same projects may be implemented at other sites to yield greater energy savings and GHG reductions.

In June 2024, Curia committed to set near- and long-term company-wide GHG emission reductions in line with climate science through the Science Based Target initiative (SBTi). While we work through the process of submitting our targets for approval by SBTi, we continue to make progress toward reducing our GHG emissions. We have reduced Scope 1 and Scope 2 GHG emissions by approximately 10% since 2021, our baseline year.

Many projects — some large, some small — contribute to our sustainability efforts around the globe. Following are a few highlights from 2023 and 2024.

Energy/GHG reduction

FRANCE

Our facilities in France have adopted an intensity target to reduce electricity and natural gas usage per production vessel unit volume by 30% by 2030 from a base year of 2019. Equipment and efficiency improvements implemented at our Bon Encontre facility in 2024 yielded results well below the target for 2024:

ENERGY SOURCE	2024 ACTUAL	2024 TARGET
ELECTRICITY	0.93 MWH/M ³	1.03 MWH/M ³
NATURAL GAS	1.21 MWH/M ³	1.34 MWH/M ³

Improvements made at the site included installation of a new air compressor with a variable-speed permanent magnet motor, new chiller technology and improved insulation of key equipment.

SPAIN, SCOTLAND AND THE UNITED STATES

Our site in Spain entered into a renewable energy purchase contract which provides 4,000 MW of electricity from solar energy. This represents nearly 50% of the site's total electricity need. Spain joins our sites in Glasgow, Scotland and Camarillo/Thousand Oaks, CA which obtain 100% of their electricity from renewable energy.

COMPANY-WIDE

Curia sites globally are re-lamping their facilities, making the switch to LED lights. Many are also installing motion sensors to control lighting and variable speed motor control units for heating, ventilation and air conditioning (HVAC) systems, where feasible.



Air quality

A new thermal oxidizer was installed at our Rensselaer, NY API manufacturing facility. This combustion-powered device converts emissions such as volatile organic compounds (VOCs) and hazardous air pollutants (HAPs) into carbon and water, eliminating odors as well. We follow US Environmental Protection Agency (USEPA) best practices to effectively treat these pollutants and mitigate any impact on the environment. Curia's global API facilities use thermal oxidizers, scrubbers, carbon adsorption, filtration and condensers to control and reduce emissions from production and cleaning activities. Curia's emission controls, in addition to tracking and reporting mechanisms in place, meet or exceed regulatory requirements.



Activate program

In November 2022, a new program was launched to accelerate environmental impact reduction within the pharmaceutical industry. Known as the Activate program, global pharmaceutical companies work with active pharmaceutical ingredient (API) supply chains to address climate and sustainability issues related to water and energy consumption and waste generation. The program is sponsored by Manufacture 2030, an organization that works with manufacturers and suppliers to implement changes that reduce carbonization.

Curia facilities in France and Spain are among the charter participants in the program, under which action plans have been developed for each site that include recommendations for process or infrastructure improvements to enhance environmental performance.



Resource management

ITALY

An on-site incinerator processed more than 7,600 tons of spent solvent and wastewater for energy recovery. That energy powers a solvent recovery plant, which successfully recycled over 12,000 tons of used solvent. That recycled solvent is used on site or sold for use by other companies.



Water quality and usage

Ensuring availability and sustainable management of clean water is of critical global importance. Curia maintains robust practices to reduce water consumption and to minimize adverse impacts to water resources. On-site wastewater treatment plants at our manufacturing locations treat process effluent prior to discharge or on-site reuse. Treated effluent that is discharged to public / municipal wastewater systems undergoes additional treatment by the public / municipal system prior to discharge to surface water. Effluent water quality is assessed routinely — continuously for some parameters — by on-site and third-party analysis to ensure our process wastewater meets or exceeds allowable wastewater discharge limits. Curia is committed to a 5% reduction in water usage over the next five years.

In 2024, our Albuquerque, NM site received two Gold Awards for the 2023-2024 pretreatment year from the Albuquerque Bernalillo County Water Utility Authority for the site's two permitted pretreatment systems. These awards recognize the site for 100% compliance with discharge permit reporting requirements and zero notices of violation.

Our sites in India — one of the world's most water-challenged countries — have implemented programs to reduce or reuse water. Improvements to the on-site wastewater treatment system at our Hyderabad Research Center initiated in September 2024 have yielded approximately a 75% reduction in the volume of water that is used in the treatment process to meet discharge limits.

Unit 3 at our Aurangabad, India operates under a zero liquid discharge permit for process wastewater. The on-site effluent treatment plant treats process wastewater such that 100% of the resulting effluent is reused in other areas of the facility.

Workplace safety

At Curia, we are committed to providing a safe and healthy workplace for all employees, contractors and guests.

While our total recordable injury rate (TRIR), or number of injuries requiring more than first aid per 100 employees, climbed slightly in 2023 over 2022, we continued a steady downward trend in 2024 relative to the preceding years. Similarly, our lost time injury rate (LTIR) per 100 employees rose slightly in 2023-2024 over 2022 but our lost time continues a downward trend since 2018. Over half of Curia's sites have exceeded one year without a recordable injury, four have passed the three-year mark for being recordable injury-free, and two of our sites have surpassed five years.

Curia continues to focus on hazard awareness and risk mitigation. Our incident reporting and tracking platform allows any Curia employee to report an EHS hazard. Identifying and correcting hazards reduces risks and helps create a safer work environment. The number of hazards reported has increased since the launch of our EHSMS, reflecting an increased hazard awareness among our employees.

INJURY RATES PER 100 EMPLOYEES	2018	2019	2020	2021	2022	2023	2024
TOTAL RECORDABLE INJURY RATE (TRIR)	1.41	1.26	0.96	0.84	0.39	0.75	0.54
LOST TIME INJURY RATE (LTIR)	0.69	0.85	0.56	0.6	0.28	0.35	0.3

Target TRIR for 2024/2025: 0.5





Sustainable sourcing

Curia's Environmental and Sustainable Procurement Policy is designed to ensure all our vendors initiate and implement actions that reduce the environmental impact of the materials they provide. Our "Vendor Guidelines" for all providers of goods and services dictates the principles on which we operate. This includes conducting business with integrity and ethics, upholding human rights, assuming fundamental responsibility to take care of our planet, driving diversity and inclusion, and rejecting corruption so that we do business in a way that is respectful, compliant and sustainable.

These guidelines were updated in 2023, expanding to include our ESG expectations. Vendors are now encouraged to track and publish their Scope 1 and 2 emissions (Scope 1 emissions are GHG emissions controlled by the organization; Scope 2 are "indirect" emissions associated with the purchase of electricity, steam, heat, or cooling).

As part of our quality and procurement process, we perform risk assessments and due diligence on our vendors. If a vendor presents a higher risk profile, Curia conducts physical audits of vendor facilities and practices against Curia's expectations and vendor requirements to determine the effectiveness of their programs and their workplace practices.

Category strategies

Category strategies are an approach to planning how to best acquire needed goods or services for a business. It involves understanding market trends, pricing, risks, costs and production. At Curia, we produce a category strategy document after careful study of key purchases. This research can be impactful beyond simply reducing costs, as evidenced by the Argatroban case study.

CASE STUDY

Argatroban is a blood-thinner, or anticoagulant, used to treat thrombosis, and is manufactured at our plant in Rozzano, Italy. We identified an alternative source for a key ingredient of this product that reduced manufacturing lead time by six months. In addition to reducing total manufacturing costs, the ESG impact was significant: solvent and material use was reduced by 3.5 tons annually and CO₂ emissions declined by 6.6 tons.

Throughout the year, we remained committed to aligning our procurement decisions with our ESG goals. Here is a sampling of projects:

INDIA

- Improved water sourcing reduced usage by 20 percent, and the installation of highly efficient Variable Frequency Drive (VFD) motors reduced energy usage at our production facility

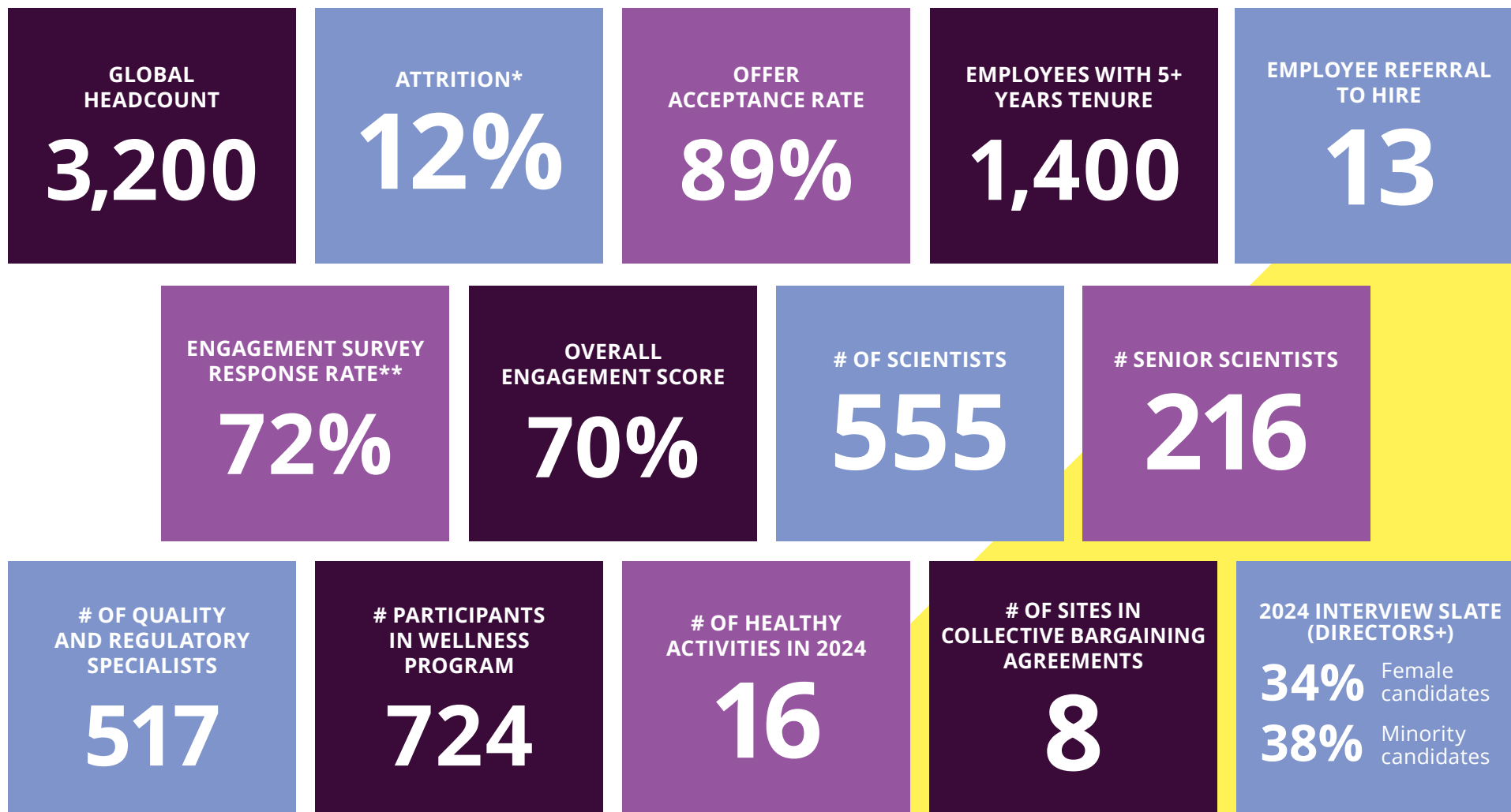
ITALY

- A cogenerator uses natural gas to produce electricity, in addition to high temperature steam which is used to heat buildings along with hot water that is shared with the local municipality
- A new fermentation transformer will allow us to save up to 130,000 kW annually
- Two new EV charging stations were installed on-site
- New digitally based procurement processes eliminated the need for 3,000 printed documents

UNITED STATES

- Efforts to reduce energy usage include converting sites to LED lighting along with using motion detectors to turn off lights in unoccupied areas, and a new program to recycle plastic pallets

Curia: By the numbers



* Curia's global attrition rate target is set at 10%.

** Curia targets 75% participation in its engagement survey, making the survey available to 100% of its employees, and engages in promotion of the survey prior to and following its distribution through corporate communications and announcements during monthly leadership meetings and quarterly all-employee town halls.

Living our values: The Curia Way

Thanks to the extraordinary skills of our global workforce, Curia is an industry-leading CDMO that helps pharmaceutical and biotech companies improve patients' lives. From R&D to manufacturing, their expertise allows our partners to accelerate the journey from idea to impact.

But how to best unify a diverse workforce, spread around the globe, with common science and technology, but encompassing many cultures?

By recognizing the key attributes that define us as an organization — something we call *The CURIA Way*. Introduced in 2023, these five values reflect *how* we perform:



CURIOSITY



URGENCY



RESPECT

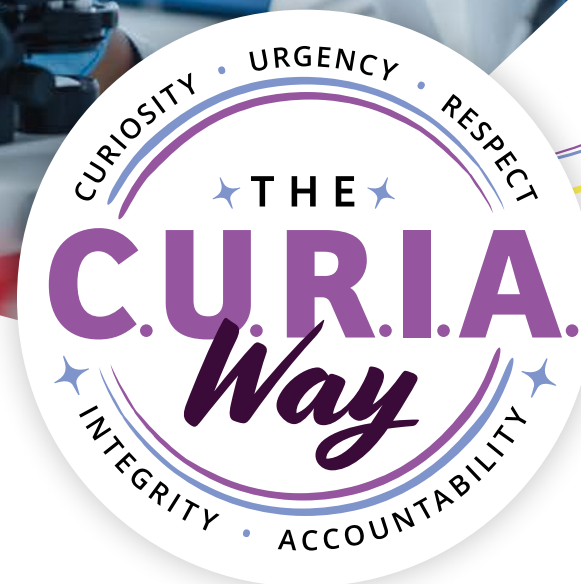


INTEGRITY



ACCOUNTABILITY

With these values providing a foundational sense of purpose across all functions, we are creating a culture with a clear vision of who we are and what defines success. Our values also form the basis of how we support our employees and the communities where they live and work.



Living our values: The Curia Way *(cont.)*

In 2024, the Curia Way quarterly newsletter was launched to provide employees visibility of how employees demonstrate the Curia values globally. In addition, Curia implemented a peer recognition program, which provides employees an opportunity to recognize their peers for demonstrating Curia's Core Values. In 2024, 322 recognitions were given on the Peer to Peer Recognition platform.

Curia Hyderabad held two Guided Conversations on "The CURIA Way" Values. The goal of the Guided Conversations is to bring colleagues together to discuss and explore how we apply our core values and the role our values play in our work. Some highlights from those conversations.

"Core values are akin to the beat in music. While various instruments can play in unison, without adhering to the same beat, it merely results in noise. When individuals possess shared core values, they operate in harmony — much like musicians maintaining a consistent rhythm."



"Our commitment to community service and corporate social responsibility (CSR) initiative exemplifies our values in action. Our company took accountability for serving the community by improving schools and promoting access to education in rural areas."

LIFE@Curia

LIFE@Curia is an encompassing acronym for **L**earning **I**nitiatives **F**or **E**mployees. This is also the name of our online internal resource site where all colleagues can find useful information and tools to support their “work life” at Curia. The site is intentionally designed to be visual, intuitive and easy to navigate, and is regularly updated with new and current Curia resources. In this one central location, team members can find real-time information on everything from enterprise goals and priorities, to training and career supports, onboarding, benefits, policies and our CURIA Way Values.

iLEARN

Our iLearn platform, powered by Skillsoft’s Percipio technology, continues to drive a culture of continuous learning, growth and skill-building for exempt-level employees globally. With the intuitive iLearn platform, our team members are empowered with the tools and ability needed to control and direct their development. The platform is multi-faceted and offers a wide variety of engaging and interactive ways to build knowledge for business-critical work and professional skills, including individual assessments with personalized learning paths, short videos and courses, conversational tools, books and audio books, summaries, articles, briefs and podcasts.

Combining the platform’s depth and flexibility with our inventive leaders, our L&D team has created numerous custom journeys that start with our Values and Leadership Behaviors as a foundation, and delve into functional content in IT, Sales, Customer Service, Proposals and Procurement. Topics in iLearn include leadership, communications, finance,

project management, quality, operational excellence, sustainability, innovation, technology and more, with certification learning paths for numerous professional certifications.

Curia team members around the globe have benefitted from hundreds of topics using thousands of resources in multiple languages. However, we also recognize and highly encourage building skills together with others in a real-world environment. Beyond self-directed learning, iLearn and the Percipio platform offer live bootcamps and leadercamps — learning opportunities for our colleagues to join in-person with other professionals from around the world.

In 2024, engaged Curia team members voluntarily invested over 10,000 hours into learning, and earned over 15,000 Digital Badges on using the iLearn platform. This dedication represents a deep level of commitment to grow and continuously improve into 2025 and throughout their Curia careers.



LIFE@Curia (cont.)

WEEKLY LEARNING OPPORTUNITIES

In the midst of a busy work week, it's important to remember that professional development is continuous and supports both "what we do" and "how we do" our work at Curia. To help remind our colleagues and direct them to selected iLearn resources, we've developed a concise weekly email format featuring an iLearn resource with a Curia initiative, topic, or message. Ranging from 5–10 minutes to complete, these short resources are micro-learning with meaning and connect our talented team members with quick ways to build skills in the flow of their daily work.

CAISY CONVERSATION AI COACHING SIMULATIONS

As learning partners with Skillsoft, we benefit from their product enhancements, upgrades and new tools that leverage technology for more effective and long-lasting skill gains, such as the Conversation Artificial Intelligence Simulator, or CAISY feature.

Conversations — whether one-on-one, in small teams, or in large groups — are a key way that our team members build connection and internal knowledge, give and receive feedback, share new ideas, and move initiatives forward. Building competence and confidence to improve our conversations is a valuable skill for any person, in any function or role. CAISY brings

interactive, realistic, scenario-based conversation simulations to our colleagues, allowing them to practice and strengthen their conversation skills in their own private space. Learners can choose from more than 90 different situations and select their role within each simulation. Once the conversation is complete, they receive immediate personalized feedback to guide and support their development.

FRIDAY FORUM PROGRAM SERIES

While on-demand learning offers unparalleled flexibility, we value and appreciate the benefits of learning together as a global team. In 2023 we offered a series of virtual, in-person webinars called the R&D Friday Forum series. While the program initially focused on the R&D team, the pilot quickly expanded to include other areas because of the personal connections, networking, and idea sharing on topics from scientific research to best practices in human resources. Topics like *Innovation and Development of Curia's mRNA Program*, *Beyond Amide Bond Formation T3P*, and *Application of the Finkelstein Reaction* provided our colleagues an opportunity to connect directly with our own internal experts, to better understand some of the technology behind what we do at Curia. Along with scientific technology, our values and leadership behaviors are equally important to our culture and were highlighted in such forums as the *Effective Interviewing* and *Human Centered Leadership*.

Since our Friday Forum series saw great attendance and engagement from our colleagues, we expanded the series in 2024, kicking off with a keynote on Culture, from CEO Phil Macnabb. Throughout 2024, we learned about Operationalizing Integrity, our Technical Transfer Process, green and sustainable methods, revolutionizing pharma through open innovation, personal branding, unconscious bias and microaggressions, and more. During 2024, close to 3,000 total participants joined the Forums, averaging about 205 attendees for each presentation. In 2025, the series will move to Tuesdays to allow greater participation by our global teams, and will become the Tuesday Talks. We are looking forward to fresh and exciting presentations from our internal experts in every function. For new team members or those who miss a presentation, we've built a full library of recorded sessions on the LIFE@Curia employee resource site.

A Curia first: Six Sigma Yellow Belt Certifications

A team of employees at our Rensselaer, NY facility were the first to complete training for Lead Six Sigma Yellow Belt Certification. The class included representatives from Production, Quality Assurance, Human Resources, Engineering, Supply Chain, QC Labs, Technical Services, and Maintenance.

Following their course completion, the next step to certification is the completion of a project that results in measurable improvements in cost, efficiency, cycle-time and organization.



DEFINE • MEASURE • ANALYZE • IMPROVE • CONTROL

Recognizing exceptional performance

Our Exceptional Performance and Results (EP&R) approach is designed to connect and align people leaders and their teams, help employees stay on track to achieve their goals, and reward outstanding performance. This year-long process starts early as team members and managers work together to set performance goals aligned with Curia priorities.

As the year continues, people leaders and team members connect regularly to engage in meaningful conversations about ongoing work and performance, identify areas for additional support, and adjust goals as needed. Finally, at the end of the year, all colleagues are encouraged to reflect on their accomplishments and complete a self-evaluation, which becomes part of the culminating year-end conversation. This measured, intentional approach to performance supports both leaders and team members to align, collaborate, reflect, learn and assess overall performance while mentally preparing for the next year and further improvements to follow.



Health and wellness

Curia offers healthcare plans to all employees globally. Curia also offers a wellness program, Sonic Boom, which provides healthcare discounts based on preventive care, encourages health screenings, and offers incentives for physical fitness. We also offer parental leave for employees welcoming a child through birth or adoption. Participants can also take advantage of Maven, the world's largest virtual clinic for women's and family health, offering continuous, holistic care for fertility and family building through maternity, parenting, pediatrics and menopause.

In keeping with Curia's mission to improve patient health, one of our goals is to use our informed point of view and our voice in the industry to raise awareness about important health-related issues. The month of May included opportunities led by organizations across Europe and the U.S. to raise awareness of the importance of mental health. Employees also participated in Mental Health Month by taking part in Mental Health America's "Look Around, Look Within" campaign to learn how their surroundings impact your mental health. Through internal channels and social media, employees volunteered to share personal stories and self-care tips related to mental health.

In 2024, Curia implemented the Employee Relief Fund that provides charitable grants to colleagues during times of disaster or hardship. Life can be full of difficult and unexpected events. We never know when misfortune will come our way. For us, being part of Curia is like being part of an extended family. The Curia Employee Relief Fund exists to help the Curia family by providing some much needed peace of mind when our colleagues are affected by emergencies, including large-scale disasters, house fires, spouse losing their job unexpectedly, illness, death in family, etc.



Diversity, Equity, and Inclusion

Our Diversity, Equity, and Inclusion (DE&I) Council was formed in 2021 and includes over 40 global members representing a range of functions and geographies across the organization. The council is designed to be a voice at Curia by helping to cultivate a work environment where all employees thrive focusing on six key pillars:

- 1 **Recruitment** – Enabling access to a diverse and qualified candidate base in the recruitment process
- 2 **Professional Development** – Offering professional development opportunities to the workforce within Curia
- 3 **Engagement & Recognition** – Internal and external communication of Affinity Groups and resource groups that allow employees to come together for mentorship or social programs
- 4 **Community** – Enhancing our spirit of inclusion, so that every Curia employee feels a sense of belonging and respect
- 5 **Education** – Educating our global workforce on the business impact of promoting community and engagement
- 6 **Cultural Awareness** – Highlighting, celebrating and understanding our global workforce



Diversity, Equity, and Inclusion *(cont.)*

Throughout the year, the DE&I Council raises awareness of numerous cultural celebrations including International Women's Day, Black History Month, Juneteenth, Pride Month, Hispanic Heritage Month, and Native American Heritage Month.

A significant number of employees volunteered their time — and offered their personal stories — as part of our 2023 outreach efforts. This included our "People with a Purpose" video series, which featured interviews during Black History Month and Asian American and Native Hawaiian/Pacific Islander Month with employees speaking to their accomplishments and challenges of their professional lives. Another series of profiles were posted internally and on social media in recognition of Hispanic Heritage Month, Pride Month and Veterans & Military Families Month.

2023 marked the first full year of our Women's Affinity Group. The team hosted quarterly events that included presentations from Tessa Hilado, a Curia board member, and Laura Gately, a widely recognized leader in

executive coaching and leadership. Another session placed a spotlight on a diverse group of leaders from our European sites, who shared thoughts on their unique career journeys.

The Veteran's Affinity Group hosted their first meet and greet in May. On September 11, group members joined with community volunteers to clean headstones and grounds at Veteran's National Cemeteries. Patriot Day is a National Day of Service in recognition of the lives lost in the 2001 terrorist attacks that day.

2024 marked the first year of our LGBTQ+ Group. The mission of this group is to represent, serve and foster a positive, healthy and safe environment for LGBTQ+ employees and allies working for Curia and in the wider community. We strive to cultivate a supportive and inclusive workplace for LGBTQ+ employees and allies, fostering a culture of respect, acceptance and understanding.

Diversity, Equity, and Inclusion *(cont.)*

Other cultural celebrations in 2024 included:



International Women's Day

The Women's Affinity Group in India hosted this celebration that included live yoga sessions, community outreach events followed by a celebration with group leaders, allies and sponsors in promotion of equality.



Diwali

Curia was proud to recognize this "festival of lights and sweetness" that is one of the most celebrated festivals in India and around the world. Our Hyderabad team invited employees to bring their children on site so they could celebrate with their parents.



International Day of Persons with Disabilities

Employees were reminded that Curia provides an opportunity for them to self-identify your race, ethnicity, veteran status, and disability status to help Curia continue to foster an inclusive culture supporting all employees.

Recognition

WOMAN FORWARD AWARD

Curia Spain was named to the Silver Category at the Fundación Woman Forward Awards in the Ranking of Companies for Equality, finishing in the 7th position among the top 50 companies in Spain. This recognition reflects the team's commitment to promoting gender equality and diversity in their workforce.



ONCON ICON AWARD



ONCON
ICON AWARDS

Joe Sangregorio, Curia's Chief Human Resource Officer, was recognized as a OnCon Icon Top 100 professional. Winners were voted on by their peers from a pool of 225 finalists and are recognized as some the top professionals in their respective industries.

EXCELLENCE AND LEADERSHIP IN HUMAN RESOURCE MANAGEMENT

Curia India's Human Resources Department was honored with the **Most Dynamic HR Leadership Award**, standing out among numerous nominations for the site HR Best practices.



Community engagement

We strive to make a difference in the communities where our employees work and live. Here are a few highlights of our Curia volunteers in action.

Curia León in Spain supports the next generation of STEM talent working with organizations to support their mission of providing opportunities for young women to learn about different career paths. Students were invited to visit the León site for a first-hand look at the work Curia's scientists do. The students toured the R&D laboratory building where our staff explained their various activities, focusing on the processes involved in the production of pharmaceutical products.

Employees at our Albany (NY) facility partnered with the Guilderland YMCA to provide meals for those in need at Thanksgiving. They put together 80 baskets for distribution to local families.

Also in Albany, NY employees volunteer with the local NY NE Food Bank, which is located on a 162-acre farm that produces over 100,000 pounds of fresh fruits and vegetables each year. The farm sells one-third of their produce to support their operations, and the remaining two-thirds are donated to those in need. Volunteers help to harvest, sort and package the produce!



Community engagement *(cont.)*

At Curia's plant in Rozzano, Italy, an educational video was produced and released to local schools highlighting the science behind the biological oxidation water treatment plans which minimizes wastewater during manufacturing.

The team in Rensselaer (NY) donated their time and effort at the Hoosic River Property, a public preserve, by planting trees, installing tree protectors and performing landscape maintenance. Curia's Rensselaer facility donated school supplies to Circles of Mercy and did a food drive for Thanksgiving for ConnectU. Our employees were very generous and donated quite a lot to the community during both events.



Community engagement *(cont.)*

The employees in Glasgow, Scotland are not just about work; we also know the importance of giving back and supporting each other:

2024

Over £2000 raised for the Glasgow Children's Hospital Charity through bake sales, raffles, BBQs and a 10k walk!

2024

£800 raised for Jaclyn Raeburn's chosen charity (Beatson) in memory of her mum who sadly passed from Cancer in 2023.

2023

Over £1000 raised for Chest, Heart, and Stroke Scotland, a cause close to our hearts given our colleague Paul Flaherty's experiences.

COMMUNITY SERVICE

- Our team is deeply involved in the local community, especially when it comes to empowering the next generation! Every quarter we aim to host 1 STEM event in a local primary or high school to inspire young minds.
- In 2025, we now have 7 STEM Ambassadors on site to support this initiative and bring real-world insights to students.

In **France**, at the end of 2024, we took part in the toy drive organized by the Veterans Affinity Group of CURIA. We successfully collected books and toys on both of our sites in order to help sick and less fortunate children. All of our donations went to the « Restos du Cœur », Association that fights against poverty and social exclusion.

In **Frankfurt, Germany**, volunteers supported young people with the following:

- A handball and football club for children, where Curia fathers also support the children on a voluntary basis.
- As well as a youth group for the environmental aspect who built a garden with a seating area within 72 hours.

Curia Springfield participated in the Christmas 2024 Salvation Army Angel Tree campaign. The site employees provided gifts for 30 children.

Oversight

Curia is owned by two private equity companies, GTCR and The Carlyle Group, and is governed by a Board of Managers. Curia's Board is led by Philip Macnabb, Chairman & CEO, and consists of three managers from GTCR, three managers from The Carlyle Group, and seven independent managers. The managers have a combined wealth of experience and expertise, leading companies in the financial, consulting, healthcare, medical equipment and pharmaceutical sectors. The Board holds quarterly meetings and spends significant time with Curia's senior management to understand dynamics, issues and opportunities. The Board makes decisions and oversees matters such as mergers and acquisitions, high-value transactions, material commitments, enterprise risk, and ESG-related metrics and programs. The Board has two committees: **Audit & Compliance** and **Compensation**, which are charged with assisting the Board in fulfilling its oversight responsibilities.

AUDIT & COMPLIANCE COMMITTEE

The Audit & Compliance Committee assists the Board with respect to Curia's accounting and financial reporting practices and the audit process; the quality and integrity of Curia's financial statements; the independent auditors' qualifications, independence and performance; Curia's compliance function; and certain areas of legal and regulatory compliance including cyber security risk exposures.

COMPENSATION COMMITTEE

The Compensation Committee assists the Board in carrying out the Board's responsibilities relating to the compensation of Curia's executive officers and management team; reviews, approves and administers the incentive compensation plans in which any executive officer or management team member of Curia participates and Curia's equity-based plans; and engages compensation consultants to provide counsel and advice on compensation or benefit plan matters.

Ethics and compliance



“At Curia, we constantly endeavor to grow and enhance our end-to-end capabilities from discovery through commercial manufacturing so we can help our pharmaceutical and biotechnology partners improve patients’ lives. We value excellence, innovation, and uncompromising quality in our products, processes and services, but above all, we strive for integrity in everything we do. Indispensable to our growth story has been our continued and sustained commitment to ethics, fairness, honesty, and integrity as demonstrated by our adherence to a set of clear and consistent guidelines that have been compiled into various corporate policies.”

—Mariesa Coppola, SVP, General Counsel & Corporate Secretary

CODE OF ETHICS

Our Code of Ethics and Business Conduct acts as an ethical guide to workplace interactions and business dealings. The Code principles communicate Curia’s position on numerous topics spanning operational excellence, corporate integrity, and compliance as well as our people, community, and business partners.

ANTI-BRIBERY AND ANTI-CORRUPTION

Curia has a strict policy against corruption and bribery, and this is expressed in unequivocal terms in the Code, as well as further elaborated in our Anti-Bribery, Anti-Corruption, U.K. Bribery Act, and U.S. Foreign Corrupt Practices Act Policy. This policy prohibits corrupt payments of any kind and sets forth guidelines for the use of third-party intermediaries who represent Curia in business dealings and whose actions, if not compliant with our anti-corruption policy, may implicate Curia in their improper conduct.

Ethics and compliance *(cont.)*

Curia's legal team conducts annual internal audits of its Anti-Corruption and Anti-Bribery Policy. The audit findings to date reveal substantial compliance with legal requirements and Curia's anti-corruption procedures. The adequacy of Curia's Anti-Corruption procedures is assessed against Department of Justice and SEC guidelines set forth in the Second Edition of A Resource Guide to the U.S. Foreign Corrupt Practices Act (originally published by the Department of Justice (DOJ) and the Securities and Exchange Commission (SEC) in November 2012 and republished in July 2020), which identifies **ten hallmarks** of an effective organizational anti-corruption compliance program:

1. Commitment from Senior Management and a Clearly Articulated Policy Against Corruption;
2. Code of Conduct and Compliance Policies and Procedures;
3. Oversight, Autonomy and Resources;
4. Risk Assessment;
5. Training and Continuing Advice;
6. Incentives and Disciplinary Measures;
7. Third Party Due Diligence and Payments;
8. Confidential Reporting and Investigation;
9. Continuous Improvement: Periodic Testing and Review; and
10. Mergers and Acquisitions: Pre-Acquisition Due Diligence and Post-Acquisition Integration

SANCTIONS COMPLIANCE

Curia is committed to strict compliance with sanctions, trade control and anti-money laundering laws and regulations of countries where we operate. To this end, the Company has in place a robust Sanctions Compliance Program, which includes a U.S. Sanctions Compliance Policy that applies to all (U.S. and non-U.S.) subsidiaries of Curia and requires legal review of any potential business transaction with sanctioned countries/parties.

Curia's legal team conducts annual internal audits of its Sanctions Compliance Program. The adequacy of Curia's Programs is assessed against "A Framework for OFAC Compliance Commitments" issued by the U.S. Department of Treasury (see https://www.treasury.gov/resource-center/sanctions/Documents/framework_ofac_cc.pdf), which identifies five essential components of an organizational sanctions compliance program: (i) Senior Management Commitment; (ii) Risk Assessment; (iii) Internal Controls; (iv) Testing and Auditing; and (v) Training. Audit findings to date reveal (i) Curia's Sanctions Compliance Program as designed meets minimum legal/regulatory requirements and expectations; and (b) there is substantial compliance with the Sanctions Compliance Program processes.

Ethics and compliance *(cont.)*

EMPLOYEE CONFIDENTIALITY AND PRIVACY

Our Employee Confidentiality Agreement (Policy) and Employee Privacy Policy are critical documents that highlight the importance of protecting the confidentiality of proprietary business information and privacy of an individual's personal information, and further specify the manner in which such information can be accessed, handled, stored and used. These policies take into account and have been adapted — where necessary — to conform to requirements of local laws and regulations of various Curia sites.

INTERNAL INVESTIGATIONS POLICY

The Company's Internal Investigations Policy sets forth protocols and procedures for the conduct of investigations into allegations of misconduct concerning the Company's operations; and the recently updated Signature Authority Policy provides revised guidelines and approval limits for the signature of documents on behalf of Curia entities.

INSIDER TRADING AND ANTI-MONEY LAUNDERING

Although Curia's securities are not registered with U.S. Securities and Exchange Commission (the "SEC") and the transferability of such securities is limited, Curia has nevertheless established an Insider Trading Policy that is intended to educate and assist employees, directors and officers in complying with applicable insider trading laws and regulations in the purchase and sale of securities of publicly traded companies or private companies with whom Curia has a business relationship. The

Company has also issued an Anti-Money Laundering Statement which describes the compliance measures and internal financial controls implemented at Curia to detect and prevent any activity that constitutes or facilitates money laundering.

GENERATIVE ARTIFICIAL INTELLIGENCE POLICY

In 2023, Curia released our Generative Artificial Intelligence Policy. The purpose of this Policy is to provide guidance to all employees, contractors, consultants and temporary employees to ensure that the benefits of using Generative Artificial Intelligence tools can be obtained while protecting the interests of Curia, our employees, contractors, consultants, temporary employees, and customers. As this technology develops Curia will continue to update this policy to remain on the cutting edge of this technology, using it in a responsible and secure manner.

The above policies — published in six languages, i.e., English, French, German, Italian, Spanish and Chinese — are available to all employees through the Learning Management System (LMS) for review and reaffirmation in each employee's local/preferred language of choice. Certain policies will also be accompanied by training modules as appropriate. Employees are required to re-affirm annually.

Ethics and compliance *(cont.)*

DENIED PARTY SCREENING PROGRAM

In 2022, Curia implemented a denied party screening process under which all vendors and customers are automatically and continuously screened against sanctioned, debarred and other restricted party lists to ensure that Curia does not unintentionally engage in business activities with prohibited parties. The screening is automatically performed on all vendors and customers at the time of onboarding as well as continuously thereafter (i.e., daily). Any screening results that identify potential issues against the denied parties' database are reviewed to determine if the screening result is an actual match and whether it is permissible to deal with the vendor or customer in question, and if yes, on what conditions. In addition to screening directly against denied and restricted party lists, the screening is also designed to detect sanctioned party ownership and thereby facilitates compliance with the United States Department of Treasury's Office of Foreign Assets Controls requirements.

ANTI-DISCRIMINATION

We believe in providing a fair and respectful workplace for all. Discrimination based on race, color, religion, sex, age, national origin, disability, sexual orientation, gender identity, or any other legally protected status is strictly prohibited at Curia, within our Code of Ethics, Equal Employment Opportunity Policy, Harassment Prevention Policy, and other workplace policies. This applies to all areas of employment, including hiring, training, advancement, compensation, discipline and termination. Mandatory training for all employees makes certain they are familiar with this policy and understand how to report any suspected violations. In 2023, we introduced Unconscious Bias workshops which were conducted for all employees in a manager role or higher.

HUMAN RIGHTS

We believe that dignity and respect are fundamental rights of every individual and are committed to upholding basic human rights in all areas of our business. In line with our cultural beliefs, DE&I Program, and stakeholder feedback, we do not condone human trafficking, forced labor, child labor, harassment, or abuse of any kind, and we expect our vendors and others with whom we do business to operate consistently within these same principles. Our commitment to supporting fundamental human rights is reflected in our Code of Ethics and Business Conduct, as well as our required employee training on these topics.

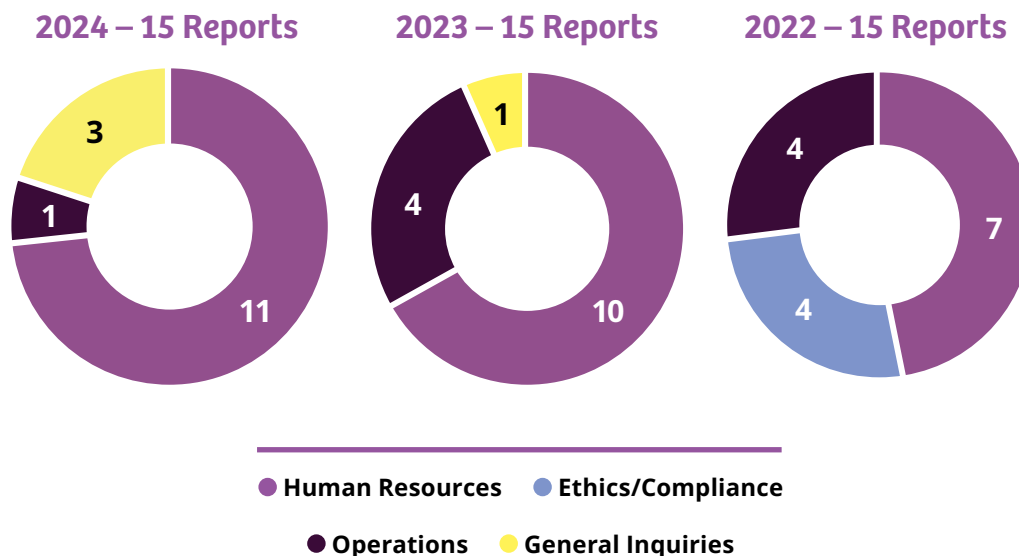


Comparative Data

Hotline Reports by Category

GLOBAL ETHICS HOTLINE

Any employee or third party with concerns regarding Curia's Code of Ethics and Business Conduct, related policies and standards, or accounting or auditing concerns is encouraged to contact our global ethics hotline, which is available via telephone or online and managed by industry-leading hotline provider NAVEX Global. Submissions via the hotline are accepted 24 hours a day, 7 days a week, 365 days a year. Employees may also choose to speak with their supervisor, a Human Resources representative, or the legal department with concerns. All reports are reviewed and investigated as appropriate. Curia has a strict non-retaliation policy protecting anyone making a good faith report of any suspicions or violations of our policies.



Cyber security



“At Curia, cybersecurity is not just a technology initiative—it’s a business imperative. Our commitment to protecting data and systems is embedded in every process, and we empower our employees to be the first line of defense against evolving threats.”

—Chris Mattson, Senior Director & Chief Information Security Officer

Managing cyber threats, vulnerabilities and risks is a top priority for Curia. Our Cybersecurity Program is guided by the NIST Cybersecurity Framework (CSF) and the CIS Critical Security Controls. These frameworks provide guidance that informs Curia’s Cybersecurity Program. Under the direction of Curia’s Chief Information Security Officer (CISO), the Information Security team works closely with Curia’s global and local business divisions to ensure cyber risks are tracked, mitigated and remediated in a timely manner. Risk-based decision-making is foundational to our ongoing strategic and technical security program maturity and development.

Curia’s approach to cybersecurity is multidisciplinary. Our Chief Information Officer (CIO) and CISO work regularly with our General Counsel to facilitate cybersecurity controls across the company. The Audit and Compliance Committee of the Board of Directors oversees

cyber and information risks and **receives regular updates** from the CIO.

Our employees are critical to the success of Curia’s cybersecurity and data protection assurance practices. Security awareness training is provided when new employees and contractors are onboarded, and annually for all current employees. In addition, we deliver ongoing cyber situational awareness messaging and conduct simulated phishing exercises throughout each calendar year.

Curia implements a **defense-in-depth** cybersecurity architecture that includes physical, technical and administrative controls. Examples include security policies and procedures, access management, data privacy protection, cybersecurity monitoring, vulnerability management, incident response (plans, procedures, exercises, and third-party retainer services), acceptable use, and network security.

2024 CYBER SECURITY HIGHLIGHTS

- Cybersecurity training was made available to **100% of employees**.
- Implemented periodic **phishing email tests** to educate employees on spotting and reporting spam.
- **October** was designated **Cybersecurity Awareness Month**. The Curia Cybersecurity Team conducted an awareness campaign emphasizing the importance of strong cyber awareness and reinforcing that our employees are the **first line of defense** in keeping the company safe from cyber threats.
- Cybersecurity Awareness Month 2024 focused on four key behaviors:
 - **Use strong passwords and a password manager:** Weak passwords are a leading cause of breaches.
 - **Turn on multifactor authentication (MFA):** A potent defense against unauthorized access.
 - **Recognize and report phishing:** Phishing attacks continue to be a prevalent threat.
 - **Update software:** Outdated software can be a gateway for cybercriminals.



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