



**Sustainability
Report 2025**

A close-up photograph of a golden retriever's face, looking directly at the camera. The dog has long, wavy, golden-brown fur and dark eyes. A person's hands are visible, gently holding the dog's head and neck. The background is blurred, showing an indoor setting with other people and furniture.

**Together, Building a More
Sustainable Future for All**

Welcome to Our 2025 Sustainability Report



“Sustainability remains firmly embedded in our new business strategy”

Jesper Nordengaard
Chief Executive Officer



“Our commitment to Sustainability runs deep within Dechra. Our people are passionate about working collaboratively with all stakeholders to build a more sustainable future for all”

Christopher Tickner
Head of Sustainability

+ Read more on pages 04 to 05



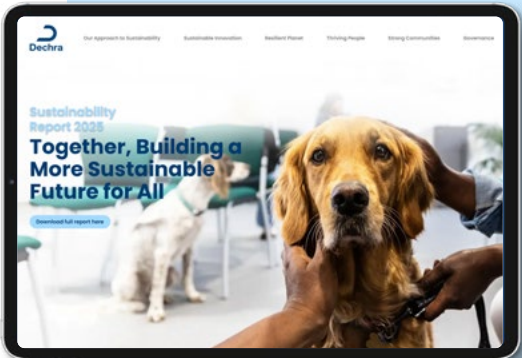
Scan the QR code to go to our dedicated Sustainability microsite

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View our Online Report

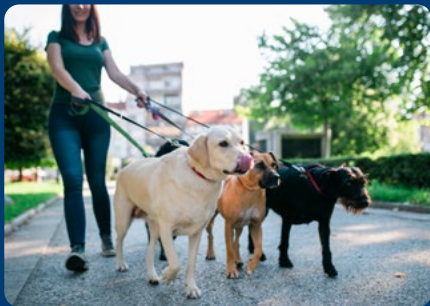
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Who We Are

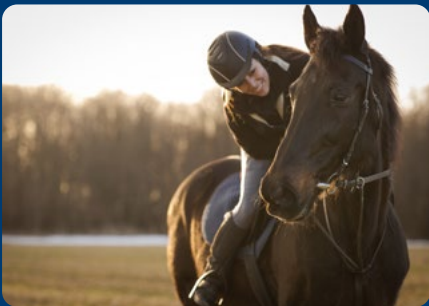
Dechra is a global specialist in veterinary pharmaceuticals and related products business. Our expertise is in the development, manufacture, marketing and sales of high quality products worldwide.

Our Purpose



The sustainable improvement of animal health and welfare globally.

Our Vision



We will be the global leader in specialty care, known for helping veterinary health professionals become ever better at what they do.

Our Mission



We provide veterinary health professionals with the right solutions and support, enabling them to improve the lives of animals and their owners.

We look at everything from The Veterinary Perspective, truly understand their needs and are by their side enabling them to find the right solutions for their patients every day.

They trust our deep expertise and advocate our products and services to animal owners, making us their partner of choice. We are easy to do business with, bring a constant flow of innovation to market and deliver excellence in everything we do from product discovery to customer service.

Through collaboration, we help strengthen communities and achieve better outcomes for animals, their owners, our people, and the environment.



Developing Evidence Based Innovations Designed to Our Strategic Priorities

We have continued our focus on innovation with a record **£77 million investment in R&D**, equivalent to **9.2% of Group revenue**, showcasing a **deep commitment** to the sustainable improvement of animal health and wellbeing.

[+ Read more on page 20](#)



Embedding Wellbeing, Inclusion and Growth at the Heart of Dechra's Culture

Our people first philosophy is evident through initiatives like the **THRIVE wellbeing programme**, which had a **91% implementation rate** globally.

[+ Read more on page 38](#)



A Science Based Pathway to Net Zero Across the Value Chain

We became the **first veterinary pharmaceutical company** to receive SBTi approval for its **short term, long term, and net zero carbon targets** across Scope 1, 2 and 3 emissions. This milestone affirms Dechra's role as a sector leader in climate ambition.

[+ Read more from page 24](#)



Scaling Local Impact Through Global Volunteerism and Philanthropy

Dechra's approach to community engagement focuses on **local action aligned to global strategy**, donating over **£480,000** of cash and products to worthwhile causes.

[+ Read more from page 44](#)

Message from our Chief Executive Officer



“Last year, we launched our ambitious new strategy and Vision for Dechra 2030. Our commitment to sustainability remains as strong as ever, and continues to play an important role in shaping what we do and how we do it”

Jesper Nordengaard
Chief Executive Officer

Reflections on Responsibility and Resilience

This year has marked a period of significant growth, learning and transformation at Dechra. I am proud of what we achieved together, and I am energised by the opportunities ahead.

As I met teams across our regions during my first months as Chief Executive Officer, I was struck by the strong sense of passion and commitment that runs through our business.

Part of that passion and commitment goes towards sustainability. Sustainability is not a standalone programme or a set of targets; it is how we think, plan and operate. Our people care deeply about doing what is right for veterinarians, pet owners, and the animals we help.

When shaping our new strategic direction and vision for Dechra 2030, we made a deliberate choice to build on our existing strengths. Our refreshed Sustainability Strategy, “Together, building a more resilient future for all,” captures this continuity. It reinforces that responsible growth and long term

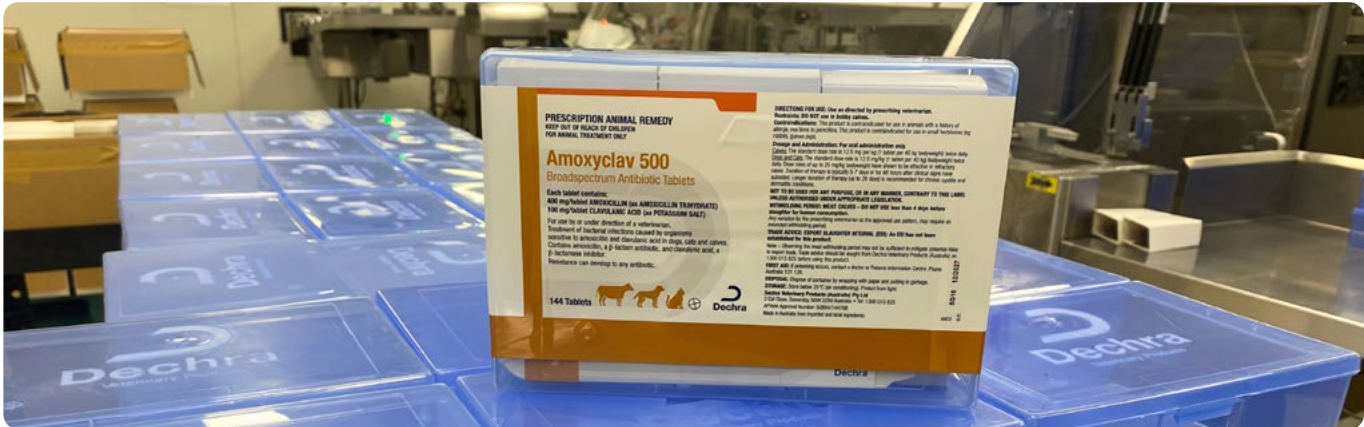
success go hand in hand, and that resilience, trust, and care are central to how we deliver value.

Last year we welcomed Christopher Tickner as our new Head of Sustainability. Having been with Dechra for five years, Christopher brings both deep operational knowledge and a clear passion for progress, qualities that will help us strengthen our impact and performance.

This year, we exceeded our near term 2030 carbon reduction target, invested a record £77 million in our product pipeline to advance specialty care, and continued to prioritise the wellbeing and development of our people. We also deepened partnerships that help us innovate responsibly and support the veterinarians and pet owners who rely on us.

As we look ahead, our focus remains clear: to grow responsibly, to lead with purpose, and to continue building a company that makes a lasting, meaningful difference.

Jesper Nordengaard
Chief Executive Officer



+ Read Case Study on how innovation in packaging can deliver practical environmental benefits on page 34



A Message from Our New Head of Sustainability

“Sustainability at Dechra is about more than reducing our footprint, it is about creating long term value for animals, people, and the planet. It is embedded across our business, shaping how we design, manufacture and distribute our products, and guiding how we engage with our stakeholders.”

Over the past year, we have advanced our commitments in four key areas: minimising environmental impact, supporting and developing our people, upholding strong governance, and contributing to the sustainable improvement of animal health and welfare globally, which is central to our Purpose.

We have improved energy efficiency across our operations, enhanced the sustainability of our supply chain, invested in training and wellbeing initiatives for our colleagues, strengthened our compliance processes, and worked with partners to improve welfare outcomes for animals.

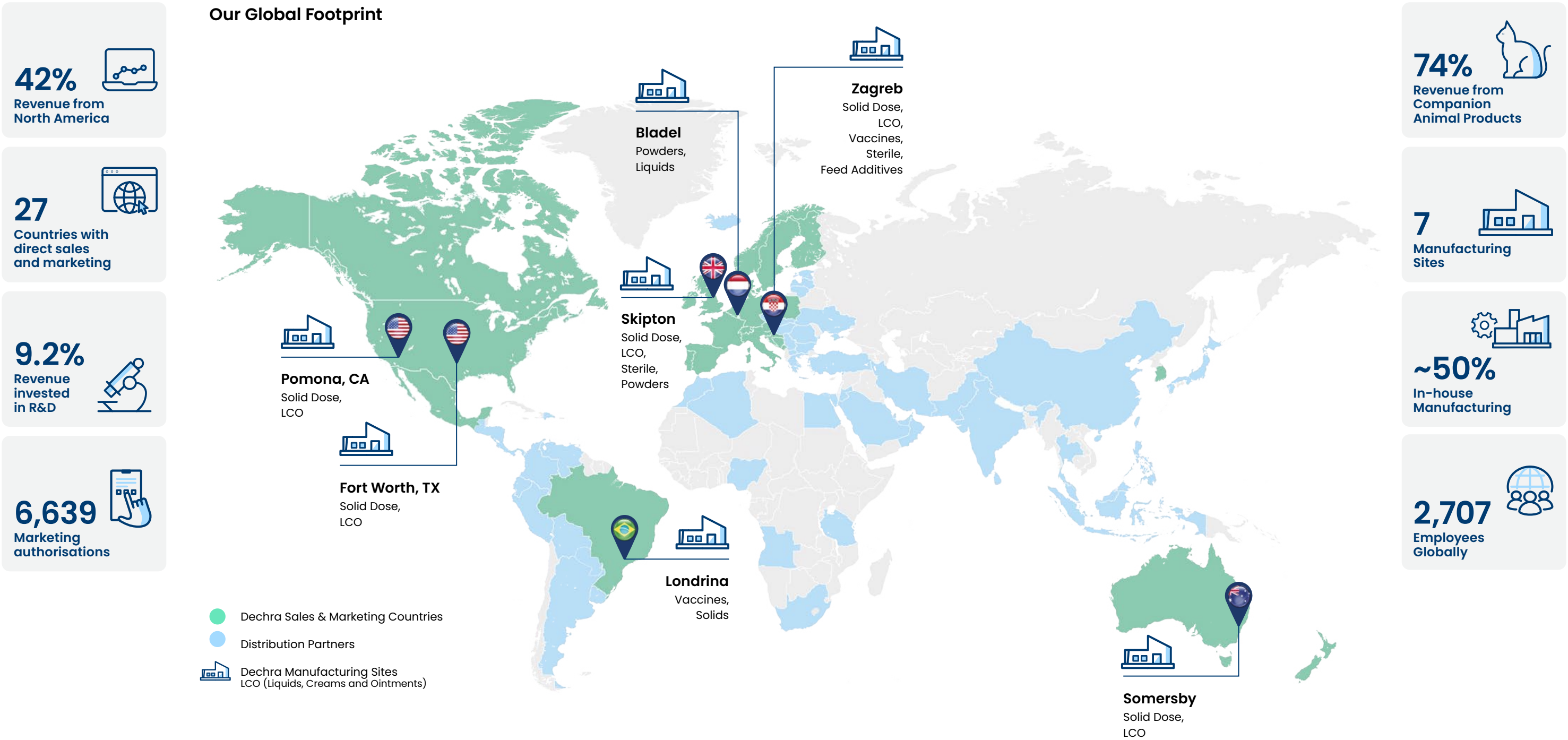
Our progress is built on collaboration across teams, geographies, and with our suppliers and customers. Sustainability is not the responsibility of one department; it is a shared commitment. The choices we make today will determine the legacy we leave for future generations.

Dechra aspires to lead the animal health industry with our sustainability led business strategy, strengthening the resilience of our business, the veterinary professionals and the animals and communities they serve, and the planet we all share. I am proud of the steps we are taking together to enable Dechra to continue to grow responsibly, ethically, and sustainably.



Christopher Tickner
Head of Sustainability

Group at a Glance



Our Approach to Sustainability

Our Sustainability Strategy

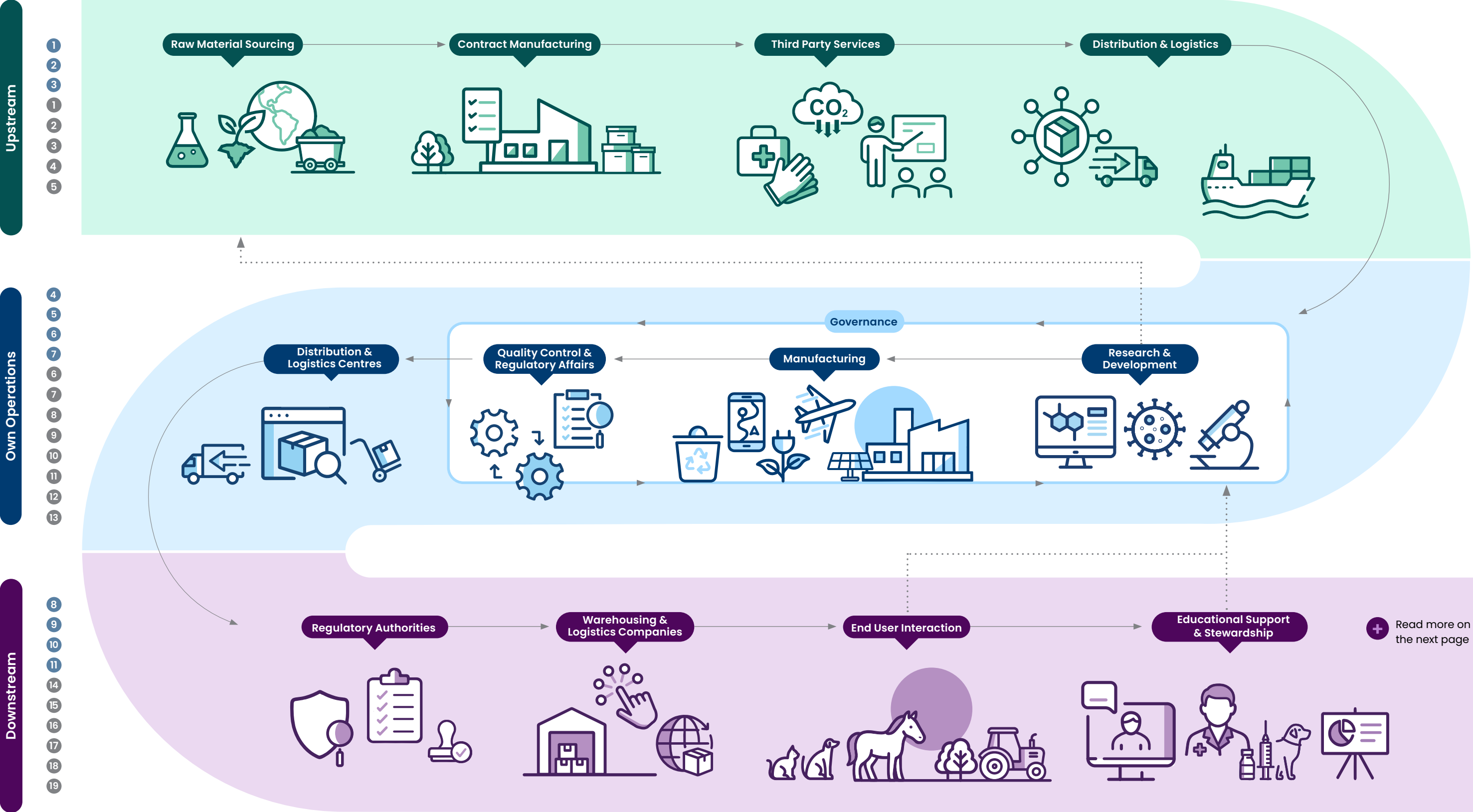
Together, building a more resilient future for all. At Dechra, we aspire to lead the animal health industry with our sustainability led business strategy, strengthening the resilience of our business, the veterinary professionals and the animals and communities they serve, and the planet we all share. This ambition drives our Sustainability Strategy and inspires collaborative action for our shared future.



Sustainable Innovation	Resilient Planet
We develop evidence based innovations for sustainable animal health and wellbeing	We conserve our natural resources to foster a more resilient planet
Overview Veterinarians can depend on Dechra to receive niche and novel products to broaden their animal treatment options, knowing these are developed and delivered with sustainability in mind	Overview As a pharmaceutical company, we depend on natural resources and biodiversity to enable and inspire our innovations. That is why we are not only driving climate action but also targeting to develop a nature strategy and manage Active Pharmaceutical Ingredients (APIs)
Focus Areas - Innovating a broad portfolio of specialist animal therapeutics - Delivering sustainable solutions	Focus Areas - Driving climate action - Minimising waste - Managing APIs - Promoting water stewardship - Preserving biodiversity, land and water
Key Areas of Action - Investing in innovative, sustainable product development - Sourcing goods and materials responsibly - Embedding sustainability reviews across operations and partnerships - Advancing sustainable transport and distribution practices - Streamlining sourcing and delivery for efficiency - Designing packaging to meet eco standards - Applying circularity: avoid, reduce, reuse, recycle	Key Areas of Action - Reducing carbon emissions to meet 2030 targets and achieve net zero by 2050 - Transitioning to renewable energy sources and sustainable packaging - Complying with Good Manufacturing Practice (GMP) and FDA standards to safely and responsibly manage APIs - Protecting freshwater through process and equipment upgrades - Managing waste responsibly with a goal of zero landfill
+ Read more on pages 18 to 21	+ Read more on pages 22 to 35

Thriving People	Strong Communities
We care about the wellbeing of our employees and our veterinary customers	We strengthen the social, economic and environmental health and welfare of local communities
Overview Our customers and employees are the keystone of our success. We know a resilient business starts with resilient people	Overview We recognise our resilience depends on the resilience of the communities in which we live and operate, and we invest our resources towards this shared purpose
Focus Areas - Investing in our employees - Partnering with veterinary professionals and customers	Focus Areas - Volunteering through community service - Donating to impactful causes - Partnering with suppliers - Providing education and support to veterinary students
Key Areas of Action - Promoting our THRIVE programme for wellbeing support - Embedding a Health & Safety culture through policies and training - Providing training and career development - Fostering diversity and equitable opportunities - Supporting veterinary professionals with training, technical help and wellbeing initiatives	Key Areas of Action - Encouraging employee involvement in community service - Supporting charities through product and financial donations - Investing in education and establishing veterinary student ambassador programmes - Promoting ethical practices across our supply chain
+ Read more on pages 36 to 41	+ Read more on pages 42 to 47

Our Value Chain



See the key for our Stakeholders and Material Issues Considered on page 13

Our Value Chain

continued

How We Are Making a Difference

Dechra's value chain spans the entire lifecycle of our veterinary pharmaceutical products from research and development through to sourcing, manufacturing, packaging, distribution, and responsible product use and disposal. We collaborate closely with our global network of suppliers, contract manufacturers, logistics partners, and customers to ensure our products are produced and delivered responsibly and sustainably.

Through this integrated approach, Dechra aims to create long term value for animals, people, and the planet while supporting a resilient and responsible veterinary healthcare industry.

Upstream

- Scope 3 GHG emissions from purchased goods and transport: SBTi short and long term reduction targets
- Scope 3 emissions: Transportation 30% reduction in air freight by 2030
- All suppliers under go ESG assessment
- 95% of paper based product packaging materials used are supplied from sustainable sources
- Supply Chain Biodiversity assessment and Nature plan by 2030

Own Operations

- Scope 1 & 2 emissions: SBTi short and long term reduction targets
- Scope 3 emissions: SBTi short and long term targets
- Employee engagement and development
- Safety incident rates Zero Harm goal
- Nature Plan in place by June 2030 including biodiversity assessments
- Recover, recycle or reuse at least 90% of all waste produced by June 2030
- Volunteering Hours: Dedicate 100,000 hours by June 2030
- Donations of Cash or Products: Donate £5 million by June 2030
- Dechra Manufacturing sites: Safe API discharge by 2030

Downstream

- Use of sold products footprint reduction by June 2030
- Scope 3 GHG emissions from distribution footprint: SBTi short and long term reduction targets
- Number of veterinary education sessions delivered: Provide 200,000 hours of training for veterinary professionals per annum
- Volunteering Hours: Dedicate 100,000 hours by June 2030
- Donations of Cash or Products: Donate £5 million by June 2030



Key to Stakeholders and Material Issues

Stakeholders

- 1 Purchased Goods: Raw material manufacturers, packaging, Contract Manufacturing Organisations (CMOs)
- 2 Purchased Services: Logistics, warehousing, capital goods
- 3 Supplier Workforce
- 4 Internal workforce
- 5 Regulatory bodies
- 6 In-house Sustainability, HR, and Governance teams
- 7 Local communities
- 8 Veterinary professionals and practices
- 9 Companion animal owners and farmers
- 10 Wholesalers, distributors, retail partners
- 11 End users

+ See pages 10 and 11 for Our Value Chain

Material Issues Considered

- 1 Environmental impact of material sourcing (ESRS E1-E3)
- 2 Labour rights and working conditions in the supply chain (ESRS S2 / G1)
- 3 Modern Slavery and Human Rights risks (ESRS S2 / S3)
- 4 Resource and Transport related emissions and efficiency (ESRS E5)
- 5 Ethical Procurement and Traceability (ESRS E4)
- 6 Diversity, Equity & Inclusion (ESRS S1)
- 7 Energy efficiency and carbon footprint (ESRS E1)
- 8 Water usage and discharge (ESRS E3)
- 9 Health, safety, and wellbeing (ESRS S1)
- 10 Animal welfare and product stewardship. Internal sustainability governance and reporting: (ESRS G1)
- 11 Resource Use: Waste (ESRS E5)
- 12 Pollution of Water and Soil (ESRS E2)
- 13 Biodiversity and Ecosystems (ESRS E4)
- 14 Product environmental safety (ESRS S4)
- 15 Education and awareness (ESRS S4)
- 16 Customer satisfaction and complaints management (ESRS S4)
- 17 Labour rights and working conditions in the supply chain (ESRS S2 / G1)
- 18 Modern Slavery and Human Rights risks (ESRS S2 / S3)
- 19 Resource and Transport related emissions and efficiency (ESRS E5)

Prioritising the Right Issues

Our Approach to Double Materiality

Our Assessment Process

In the 2025 financial year, the Group conducted its first Double Materiality Assessment (DMA) to identify the sustainability topics considered to be most material to Dechra. This preliminary exercise was undertaken with a view to future alignment with the disclosure requirements of the European Corporate Sustainability Reporting Directive (CSRD) and the related European Sustainability Reporting Standards (ESRS).

The DMA serves a dual purpose: it strengthens our readiness for CSRD reporting and provides a clear foundation for setting priorities, shaping our sustainability roadmap, and guiding transparent reporting on the issues where we can create the greatest value and impact.

Our DMA evaluates sustainability topics through two complementary lenses:

Impact materiality (inside out): how our activities create positive or negative, actual or potential impacts on people, society, and the environment.

Financial materiality (outside in): how sustainability related risks and opportunities arising from these topics may influence our financial

performance, resilience, and long term success.

By combining these perspectives, we gain a comprehensive understanding of where we can create the greatest value, manage risks effectively, and focus our Sustainability Strategy for the future.

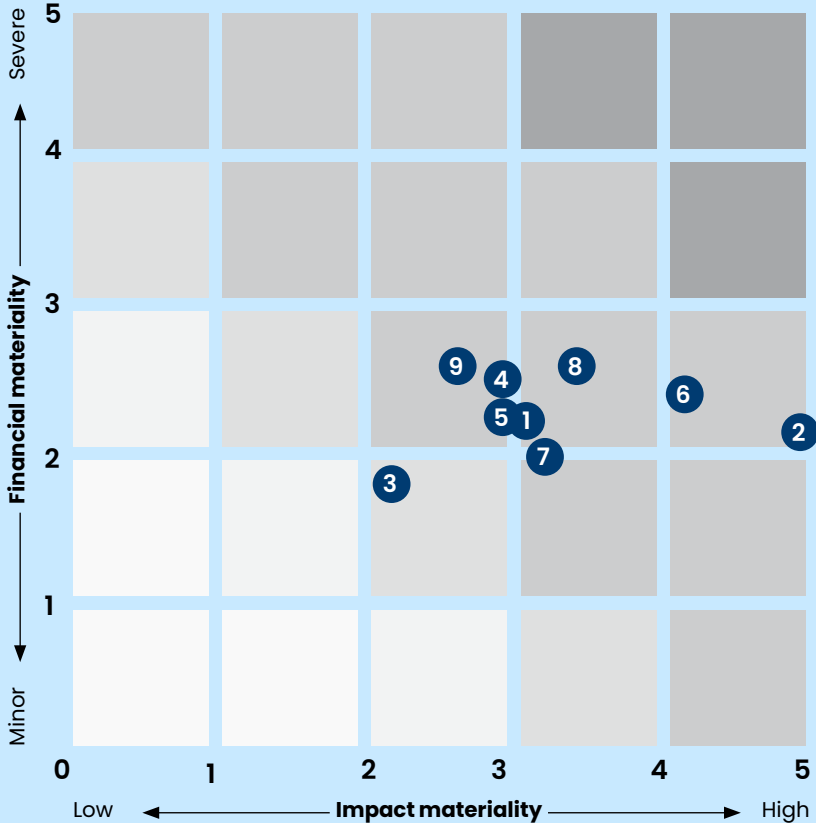
The process involved defining the purpose, scope, and methodology of the assessment, developing a comprehensive long list of potential sustainability topics, and refining this list through desktop research and peer benchmarking, reviewing regulations, sector guidance, and best practices. This enabled the list to reflect both external expectations and internal realities.

Key internal and external stakeholders were mapped and engaged through surveys, interviews, workshops, and focus groups. Their insights helped ensure a broad range of perspectives informed the assessment. Each topic was then evaluated from an impact materiality and financial materiality perspective.

Our Materiality Scoring

Following assessment, topics were scored and prioritised based on significance and potential impact, incorporating stakeholder input. The materiality scoring and positioning were first reviewed with stakeholders and then validated with senior leadership, confirming which topics were most material for disclosure, strategic decision making, and integration into our Sustainability Strategy.

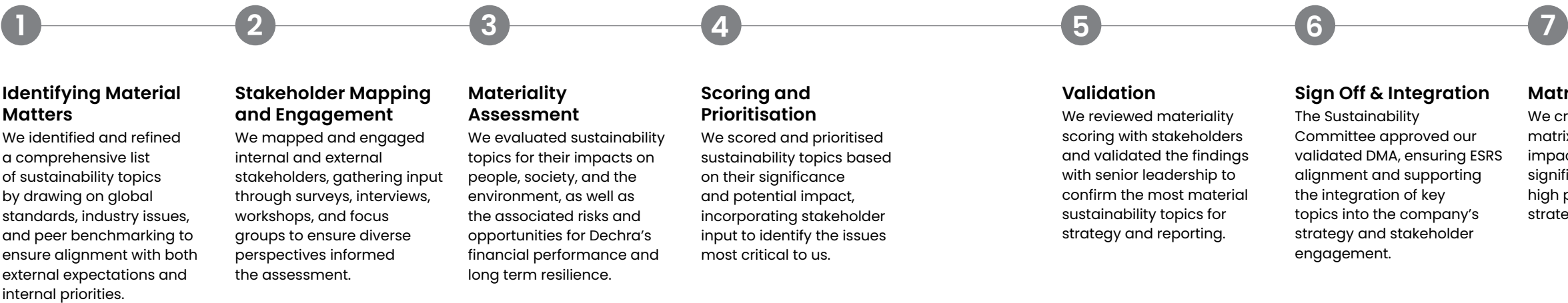
Finally, a materiality matrix was developed to visually map each topic by impact and financial significance, providing a clear reference for target setting, reporting, and decision making. The results of the DMA have now been integrated into our Sustainability Strategy and reporting framework, ensuring that our actions address the issues where we can create the greatest value and impact.



Key to Double Materiality Assessment

- 1 Climate Change Mitigation ESRS 1
- 2 Climate Change Adaptation ESRS E1
- 3 Pollution of Water ESRS E2
- 4 Water Use ESRS E3
- 5 Biodiversity Loss ESRS E4
- 6 Waste ESRS E5
- 7 Working Conditions ESRS S2
- 8 Information for End Users ESRS S4
- 9 Business Conduct Animal Welfare ESRS G1

Overview of our Approach



Prioritising the Right Issues continued

Material Impacts, Risks and Opportunities (IROs)

Topic ESRS	Impact	Risk	Mapped ESRS	Opportunity
 Climate Change Mitigation	Our GHG emissions (Scope 1, 2 and 3) along its value chain has a negative impact on climate change. Most of our emissions originate in Scope 3.	Rising regulatory and carbon related costs, reputational damage from unmet climate targets, and supply chain disruptions driven by climate related events.	ESRS E1	Lead decarbonisation in animal health by setting and achieving SBTs, innovating low carbon products and strengthening customer loyalty and brand equity through credible climate action.
 Climate Change Adaptation	Climate change may affect the health and wellbeing of workers and communities, disrupt supply chains, and reduce productivity through facility closures or product losses.	Climate change poses financial and operational risks for Dechra, including higher adaptation costs, reduced productivity, supply chain disruptions, and potential downtime.	ESRS E1	Opportunity to strengthen operational resilience, protect employee health and safety, and enhance reputation and stakeholder trust through infrastructure upgrades, nature based solutions, and community collaboration.
 Pollution of Water	Pharmaceutical operations can lead to water pollution through the release of active ingredients and chemicals, either during production or via improper disposal. This contamination poses risks to aquatic ecosystems, biodiversity, and potentially human health.	Environmental contamination by pharmaceutical products, leading to regulatory penalties, increased compliance costs and operational challenges.	ESRS E2	Reduce water pollution and enhance reputation by innovating sustainable products, promoting responsible drug disposal through education and take-back programmes, and building trust through transparent practices.
 Water Use	Excessive water use and climate-driven scarcity can strain local resources, disrupt manufacturing operations, compromise product quality, and threaten supply chain stability, posing financial, reputational, and operational risks.	Water scarcity and rising costs can lead to production disruptions, reduced profitability, reputational harm from overuse, and revenue losses in water dependent markets.	ESRS E3	Strengthen resilience and reputation by improving water efficiency, collaborating with communities on water planning, promoting water equity, innovating low impact products, and educating suppliers to foster responsible water use across the value chain.
 Biodiversity Loss	Pharmaceutical operations can negatively affect biodiversity through overexploitation of marine resources, habitat disruption from facility development, pollution of ecosystems, and the unintended spread of invasive species and pathogens.	Biodiversity loss and ecosystem disruption can destabilise supply chains, inflate production costs, and reduce access to essential raw materials. Alien species and climate pressures further threaten profitability and operational continuity.	ESRS E4	Strengthen resilience and unlock new markets by innovating sustainable products, addressing invasive species impacts, and leading biodiversity stewardship through responsible sourcing and ecosystem restoration.

Topic ESRS	Impact	Risk	Mapped ESRS	Opportunity
 Waste	Waste generation and landfill disposal can harm public and environmental health, while zero landfill initiatives, circular practices, and efficient processes help reduce pollution and conserve natural resources.	Waste management challenges may lead to increased operational costs and reputational damage if the company is viewed as a major waste producer or slow to adopt circular practices.	ESRS E5	Minimizing waste and adopting circular practices, companies can reduce disposal costs, manage resource price volatility, and enhance their sustainability profile.
 Working Conditions	Fair employment practices, open dialogue, and strong health and safety measures foster worker wellbeing and community stability. However, poor labour conditions, economic pressures, and inadequate safety management can lead to job loss, reputational damage, and harm to both employees and local population.	Short term contracts, poor engagement, and failure to uphold labour rights can lead to high turnover, reduced productivity, legal exposure, and operational disruptions, driving up costs and damaging reputation.	ESRS S2	Strengthening workforce stability through fair contracts, positive culture, and respect for labour rights can boost retention, enhance productivity, and improve cost predictability, whilst elevating reputation and employee satisfaction.
 Information For End-Users	Limited data and misinformation risks may undermine treatment accuracy and strategic agility. Overdependence on digital tools could reduce vet engagement, while improper medicine use and environmental exposure raise health concerns for both animals and humans.	Safeguarding sensitive data, managing legal liabilities from product misuse, and staying ahead of technological advancements are critical to avoiding reputational damage and revenue loss. Competitive pressure from lower cost alternatives also poses a threat to market share.	ESRS S4	Leveraging AI and emerging technologies can enhance diagnostics and education, boosting brand reputation and competitive advantage. Collaborating with veterinary practices on data sharing may unlock valuable insights and improve service delivery.
 Business Conduct Animal Welfare	Upholding ethical standards in drug development strengthens animal welfare, builds trust, and supports veterinary endorsement. However, neglecting humane treatment risks public backlash and erosion of consumer confidence, potentially damaging brand reputation.	Changing consumer values around ethics, meat consumption, and pet ownership may reduce demand and expose the Company to reputational and financial losses, especially if animal welfare standards are perceived as inadequate or misaligned with public expectations.	ESRS G1	Championing animal welfare enhances our brand reputation, industry credibility, and product appeal. Ethical innovation and strong positioning foster trust with veterinarians, encouraging greater endorsement and market differentiation.



Sustainable Innovation

We develop evidence based innovations for sustainable animal health and wellbeing.

Veterinarians can depend on us to receive niche and novel products to broaden their animal treatment options, knowing these are developed and delivered with sustainability in mind.

Key Areas of Action

- Investing in innovative, sustainable product development
- Sourcing goods and materials responsibly
- Embedding sustainability reviews across operations and partnerships
- Advancing sustainable transport and distribution practices
- Streamlining sourcing and delivery for efficiency
- Designing packaging to meet eco standards
- Applying circularity: avoid, reduce, reuse, recycle

Focus Areas

- Innovating a broad portfolio of specialist animal therapeutics
- Delivering sustainable solutions

Stakeholders

- Employees
- Veterinary Professionals
- Suppliers

Evidence of Actions

- Investment of £77 million in Research & Development
- Creation of new Global Marketing & Technical Excellence Team
- Launch of cross functional Design to Value initiative



Watch the video at:

www.dechra.com/sustainability/sustainable-innovation

Applicable UN SDGs



Case Study

Creation of a new Global Marketing & Technical Excellence (GMTE) team

As part of our Vision to become the global leader in specialty care, last year we created a new Global Marketing & Technical Excellence (GMTE) team to deliver a global marketing strategy and help shape our innovation priorities.

Building the team began with the appointment of Kacey Carano as Senior Vice President in April 2025. Since joining, Kacey has built a strong, capable team based around four key therapeutic areas: Companion Animal (CAP) Internal Medicine & Endocrinology, Dermatology, Pain Therapy, and Equine.

Within the GMTE team, Category Leads focus on building a strong portfolio, driving innovation, leveraging customer insights, and ensuring successful product launches to support long term growth.

Meanwhile, Technical Leads bring deep scientific and technical expertise to their respective categories, ensuring scientific accuracy, connecting with key opinion leaders (KOLs), and supporting innovation across global and regional teams.

Collaboration and alignment of strategies across Marketing, Product Development and Manufacturing & Supply have been central to creating a new cross-functional operating model, and we are already starting to see the benefit of working differently on a global scale.

We are only at the start of this journey, but we are excited by the opportunity to deliver even greater value to our customers and reinforce our reputation as a trusted partner to veterinarians and key opinion leaders worldwide.

Kacey Carano
Senior Vice President
Global Marketing and Technical Excellence



Sustainable Innovation

continued

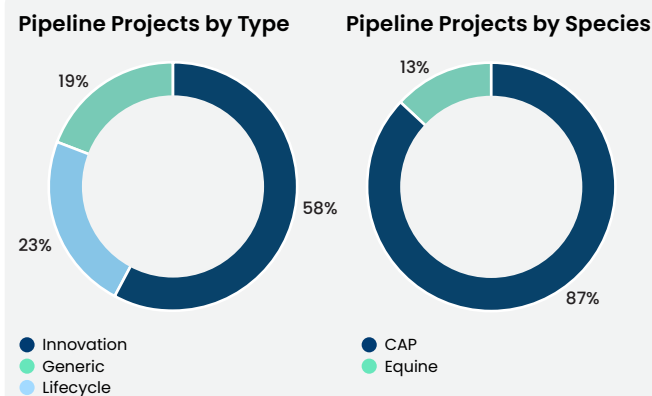
Innovating a Broad Portfolio of Specialist Animal Therapeutics

The development of innovative new products that sustainably improve animal health and welfare is closely aligned to our Purpose, and sits at the very heart of our new strategy.

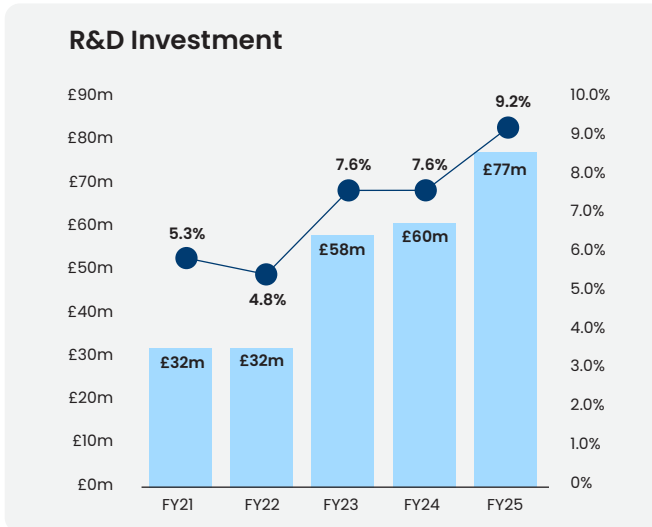
Our Research & Development pipeline has been carefully reviewed during the past year to reflect both the acquisition of Invetx, Inc. and to ensure it better aligns with our strategic priorities.

In particular, we have re-calibrated the composition of our pipeline to be more focused on innovation within companion animals, and targeted on the four key therapeutic areas prioritised by the GMTE team.

Through this alignment, we aim to provide veterinary professionals with solutions for their clinical needs, particularly with regards to unmet or under serviced cases and chronic conditions.



Our investment in R&D has increased significantly over the past three years, and 2025 financial year saw another record spend for Dechra, with £77 million invested in projects across various stages of maturity, representing 9.2% of revenue.



Historically, this spend has largely related to the development of small molecules for applications in animals. However, innovation in animal health is increasingly following the trend from human health in becoming more focused on antibody based therapies, giving benefits such as extended and improved quality of life, and lower care burden.

Following the acquisition of Invetx, Inc. which brought access to specialist technology in the development of long acting monoclonal antibodies (mAbs), we too are shifting a greater proportion of our R&D investment to large molecule therapeutics.

This underscores our ambition to be an innovation leader in companion animal health by developing a pipeline that can fuel future growth, provide better solutions for veterinarians and better outcomes for pets.

Delivering Sustainable Solutions

As part of our commitment to embedding sustainability reviews across operations and designing packaging to meet eco standards, last year we launched a new cross-functional Design to Value (DtV), initiative.

This initiative is about finding opportunities to both:

- **reduce cost** of materials, logistics and conversion; and
- **increase value** in terms of customer perception, physical product characteristics and sustainability impact.

DtV looks at how we can optimise products across the full end-to-end value chain. In particular, we have already identified practical opportunities in both outer and inner packaging, and in how we transport products to minimise “air” being shipped.

In the same way that the GMTE team has been able to foster a truly collaborative approach across different divisions within Dechra, the DtV project group has also brought together cross-functional representation from Marketing, Materials Science & Technology, Quality, Regulatory Affairs, Engineering, and Sustainability to identify ideas for potential changes and align on feasibility.

This project is still in its early pilot phases, but we anticipate more ideas to be generated as the process gets embedded further across the organisation and we challenge ourselves to think differently. See page 30 for more information on DtV.

Case Study

Revolutionising Vaccine Packaging

We have transformed the way we package vaccines and delivering environmental benefits without compromising quality or efficiency.

By automating our packing line and transitioning to standardised vials, we were able to redesign packaging. This resulted in a leaner, smarter solution that eliminates plastic lids and reduces tray wall thickness, making each pack significantly lighter and more sustainable.

This led to significant benefits including:

- 83% reduction in plastic use, equivalent of saving 4.2 tonnes of plastic annually;
- a corresponding drop in CO₂e emissions; and
- enhanced supply chain efficiency and operational performance.

This initiative is a powerful example of how sustainable innovation can drive measurable change. By embedding environmental thinking into our operations, we are reducing our footprint and streamlining business efficiencies.

Case Study

Launching the World’s First Veterinary Green Theatre Checklist

We have broken new ground in sustainable veterinary practice with the launch of the Veterinary Green Theatre Checklist (VGTC) at the World Congress of Veterinary Anaesthesia and Analgesia in Paris.

The VGTC looks to help veterinary teams reduce the environmental impact of surgical procedures, and consolidates equine and companion animal perioperative guidelines into an easy-to-use format, supported by an evidence based compendium. Developed over 18 months by an international expert working group and independently peer-reviewed, the VGTC has gained endorsement from leading veterinary organisations, including ANZCVS, BEVA, BVNA, ECVN, ECVS and RCVS Knowledge.

The initiative was conceived by us, recognising the potential to adapt sustainability principles already established in human medical “Green Theatre” checklist for veterinary perioperative care. Working in collaboration with the Association of Veterinary Anaesthetists (AVA) and other specialists, the concept developed into a cross-specialism project designed to embed OneHealth principles and sustainability into everyday veterinary procedures.

We are rolling out a comprehensive internal training and awareness programme to embed the Veterinary Green Theatre Checklist across operations. In parallel, an education initiative in partnership with the AVA and RCVS Knowledge is being developed, ensuring that veterinary teams worldwide have access to the tools, guidance and support needed to adopt sustainable perioperative practices.

By equipping veterinary teams with practical, evidence-based tools, the VGTC demonstrates how innovation and collaboration can advance both animal welfare and environmental sustainability. It reflects our commitment to leading veterinary sustainability worldwide.



Resilient Planet

We conserve our natural resources to foster a more resilient planet.

As a pharmaceutical company, we depend on natural resources and biodiversity to enable and inspire our innovations. That is why we are not only driving climate action but also targeting to develop a nature strategy and manage APIs.



Watch the video at:

www.dechra.com/sustainability/resilient-planet

Key Areas of Action

- Reducing carbon emissions to reach our near term targets by 2030, leading to our goal of reaching net zero emissions by latest 2050
- Transitioning to renewable and electric energy sources, exploring lower impact packaging alternatives, and collaborating with our partners to achieve shared sustainability objectives
- Complying with GMP and FDA standards to safely and responsibly manage APIs
- Investing in new processes and equipment to protect freshwater resources
- Following Health, Safety & Environment standards for waste management and targeting zero waste to landfill



Focus Areas

- Driving climate action
- Promoting water stewardship
- Minimising waste
- Preserving biodiversity, land & water
- Managing APIs (Active Pharmaceutical Ingredients) safely and responsibly

Evidence of Action

- Exceeded our 2030 target of 42% reduction in Scope 1 and Scope 2 emissions
- Use of renewables increased to 77%
- Water withdrawal across our manufacturing operations decreased by 12.2%
- Waste to Landfill reduced from 11% in 2024 financial year to 4% in the 2025 financial year

Stakeholders

- Employees
- Upstream customers
- Downstream customers
- CMO/suppliers

Applicable UN SDGs



Case Study

Zagreb Ground based PV Array Powering Sustainability and Decarbonisation

In the 2025 financial year, we took a major step in our decarbonisation journey by implementing a two mega watt solar photovoltaic installation at our Zagreb manufacturing facility. Developed to reduce reliance on grid electricity and support our Science Based Targets initiative (SBTi) of a 42% reduction in Scope 1 and 2 emissions by 2030, the solar farm became fully operational in early 2025.

The solar installation combines a two mega watt ground-mounted system with an existing 1.54 MW rooftop array, covering a total of over 17,700 m² of solar panels. Together, these systems are expected to generate around 3,500 MWh annually which represents approximately 50% of the site's electricity needs. The ground array alone provides over 30% of this supply while utilising previously underused land without disrupting operations.

The project delivers significant business advantages by enhancing cost stability, energy resilience, and sustainability performance. By reducing reliance on grid electricity, it shields the site from fluctuations in energy prices, providing long term predictability that supports accurate budgeting and protects operational margins. In addition, the on-site renewable generation strengthens energy security, ensuring continuity of operations even during

grid disruptions and enhancing overall business resilience. The transition to renewable energy also enables the site to avoid approximately 400 tonnes of CO₂e emissions annually, directly contributing to Dechra's net zero strategy and demonstrating measurable progress in corporate sustainability commitments.

The environmental and nature benefits are:

- **Lower Carbon Footprint:** Renewable electricity generation reduces indirect emissions associated with grid power.
- **Land Efficiency:** The project makes productive use of underused land, reducing pressure on land elsewhere.
- **Biodiversity Enhancements:** The ground system integrates native wild flower planting and pollinator-friendly, low-impact land management practices.
- **SDG Alignment:** The project contributes to SDG 7 (Affordable and Clean Energy) and SDG 13 (Climate Action).

The solar farm delivers a rapid return on investment of less than three years while reinforcing our commitment to sustainable operations and climate action. By combining innovation, environmental stewardship, and business resilience, the solar farm exemplifies how renewable energy projects can advance decarbonisation goals while generating tangible operational and ecological benefits.



Resilient Planet continued

Driving Climate Action

As part of our sustainability commitment to tackling climate change and building a more resilient planet, Dechra is aligning its actions with the Science Based Targets initiative (SBTi).

We aim to reach net zero emissions across the entire value chain no later than 2050, consistent with climate science.

Overall Net Zero Target	Near Term Targets	Long Term Targets*
We have committed to reach net zero greenhouse gas emissions across the value chain by 2050 at the latest.	We have committed to: - reduce absolute scope 1 and 2 GHG emissions 42% by the 2030 financial year from a 2022 financial year base year; and - reduce scope 3 GHG emissions 51.6% per GBP value added by the 2030 financial year from a 2022 financial year base year.	We have committed to: - reduce absolute scope 1 and 2 GHG emissions 90% by the 2050 financial year from a 2022 financial year base year; and - reduce scope 3 GHG emissions 97% per GBP value added the 2050 financial year from a 2022 financial year base year.

* Date of Approval 18th June 2025. SBTi Rebase line carried out due to a change in reporting period from calendar year to align with financial year financial reporting.

Our Carbon Footprint

We measure our carbon footprint in line with the Greenhouse Gas (GHG) Protocol Corporate Standard, the internationally recognised framework for accounting and reporting emissions. This approach ensures consistency, transparency, and comparability across our global operations.

Our reporting covers all three scopes of emissions:

- Scope 1: Direct Emissions: Fuel consumption from boilers, generators, and company owned vehicles
- Scope 2: Indirect Energy Emissions: Purchased electricity, steam, heating, and cooling used across our sites. We report these using both the location based method (average grid emissions) and the market based method (reflecting contractual instruments such as renewable energy certificates)
- Scope 3: Value Chain Emissions: All other indirect emissions from activities we do not directly control but that are part of our value chain

Scope 3 includes 15 categories, but those relevant to us are:

- Category 1 Purchased goods and services: The raw materials and products we buy, such as active ingredients, packaging, and equipment
- Category 2 Capital goods: Emissions from producing machinery and facilities we invest in
- Category 3 Fuel and energy related activities (not included in Scope 1 or 2): Emissions from the production of fuels and energy purchased/consumed
- Category 4 Upstream transportation and distribution: Moving of raw materials to site and finished products to warehousing/distributor or similar
- Category 5 Waste generated in operations: Disposal and treatment of waste from manufacturing and warehouses
- Category 6 Business travel: Travel by employees for work
- Category 7 Employee commuting: Emissions from employees travelling between home and work
- Category 9 Downstream transportation and distribution: Distribution of our products to customers

- Category 11 Use of sold products: In our case, the indirect emissions linked to how some products are used in veterinary practices
- Category 12 End of life treatment of sold products: Disposal of packaging and other materials after use
- Category 15 Investments: Emissions from operations financed by investments

Data is collected annually from all manufacturing facilities, logistics hubs, and offices. Energy use, fuel consumption, refrigerant losses, and activity data are converted into greenhouse gas emissions using emission factors from recognised sources.

All emissions are expressed as tonnes of carbon dioxide equivalent (tCO₂e) to account for the different global warming potentials of greenhouse gases.

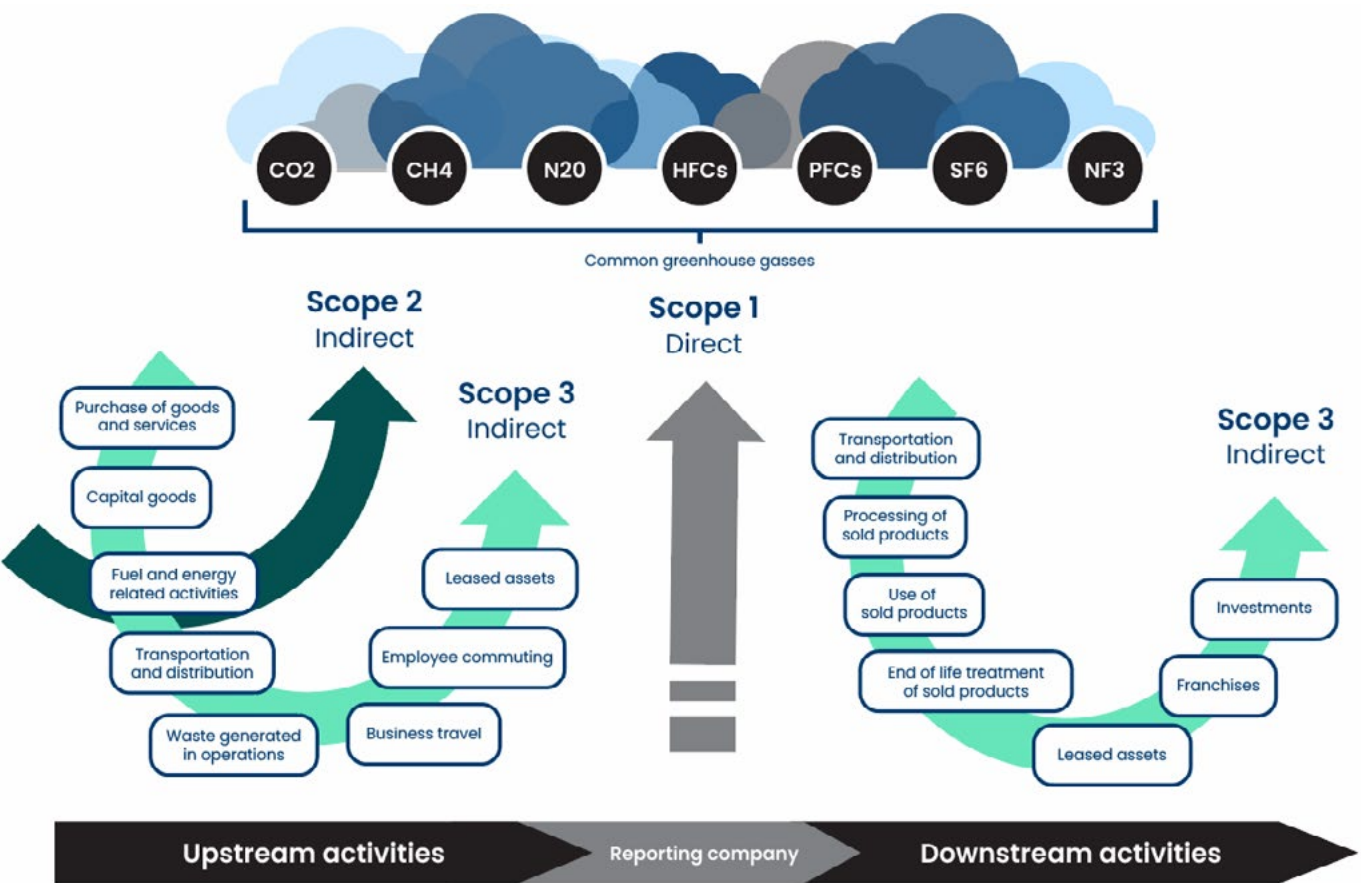
This robust methodology enables us to:

- track progress against our SBTi commitment to reduce Scope 1, 2 and 3 emissions;
- identify high impact areas within our value chain; and
- develop targeted strategies for footprint reduction including energy efficiency, renewable energy, and supply chain engagement.

By applying consistent and transparent carbon accounting practices, we ensure that our decarbonisation progress is measurable, verifiable, and aligned with global best practice.

For further information please see our calculation methodology on dechra.com.

Our Scope



Resilient Planet continued

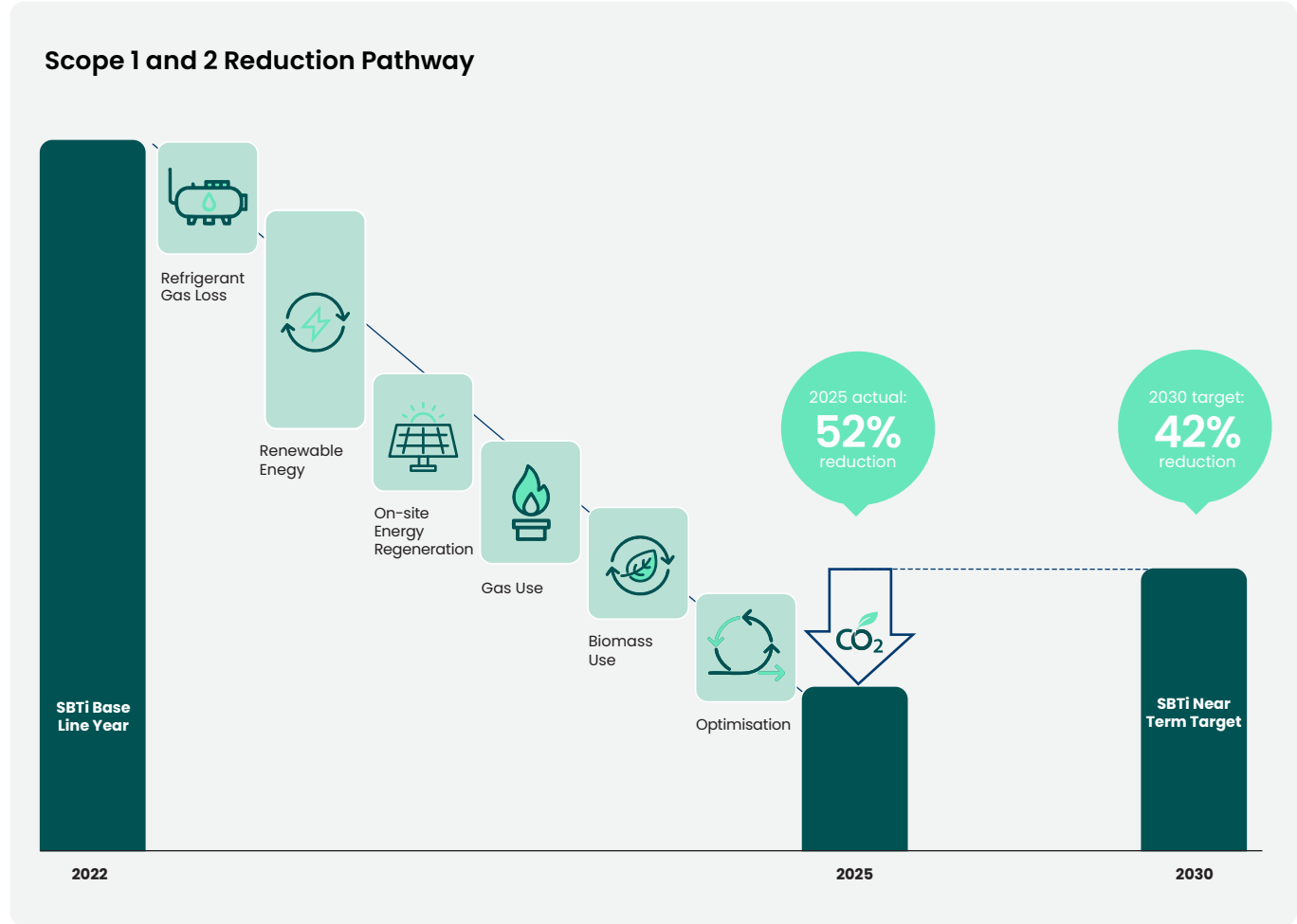
Exceeding Our Climate Commitments Ahead of Schedule

We are proud to announce that we have achieved our near term SBTi goal five years ahead of schedule. This milestone reflects the effectiveness of our decarbonisation strategy, including the rapid transition to renewable electricity, energy efficiency projects across our manufacturing sites, and focused emissions reduction projects.

By surpassing this target earlier than planned, we not only demonstrate our commitment to climate leadership but also strengthen our ability to deliver long term value for our stakeholders while contributing to a more resilient planet.

Scope 1 & 2 emissions are linked to energy purchase and consumption, loss of refrigerant gases and our site vehicles. To meet our SBTi Target of 42% reduction by 2030, we adopted an approach that combined energy efficiency (consume less, consume smarter) with decarbonisation of energy supplies (consume differently).

The below diagram shows our route from the baseline carbon value and the actions we have taken to reach and exceed the 2030 target of 42% reduction in Scope 1 and Scope 2 emissions.



Decarbonisation of Energy

We are accelerating our transition to renewable energy through a dual strategy of expanding on-site solar generation and securing certified renewable energy contracts and gas reduction.

- Uldum transitioned from natural gas to biomass for district heating, reducing reliance on fossil fuels supporting a more resilient and sustainable energy supply and lowering green house gas emissions.
- Installation of solar panels; We can self generate electricity on our sites through photovoltaic systems. The largest solar plant is located on the Zagreb site in Croatia. The output from the solar panels installed rose from 1,648 MWh at the end of 2022, to 2,023 MWh at the end of 2025. Due to further investment in onsite renewable energy generation this output is due to increase further.
- Guaranteed certified origin energy contracts in line with the GHG reporting protocol.

As a result, the use of renewables has been raised from 26% of electricity consumption in 2022 to 77% in 2025 marking a major step in decarbonising our energy mix and reducing our operational carbon footprint.

Refrigerant Gas Control

Regarding emissions linked to the leakage of refrigerants, we have put policies and procedures in place to manage the use of carbon intensive refrigerant gasses like hydrofluorocarbons (HFC) and hydrochlorofluorocarbons (HCFC). These include switching to substitute refrigerants with a lower global warming impact, improving leak prevention, and systematically analysing accidental discharges so that lessons could be learned and shared across sites. Since 2022, we have reduced the impact of refrigerant discharges by 31%.

Process Improvements

Manufacturing sites have looked at lowering operational costs and minimising waste generation and as a result have implemented measures to enhance energy efficiency and resource use.

- Use of steam boiler economiser to recover heat from flue gas and pre-heat boiler feed water, reducing natural gas consumption leading to an annual saving of 85 t/CO₂e
- Regeneration of the solvent recovery system increasing the recovery efficiency, lowering the energy demand for the process and decreasing the procurement of new solvents, leading to an annual saving of 103 t/CO₂e

Other activities include switching to onsite electric vehicles, installation of a new recirculation loop to allow cooling water to be reused, reducing energy consumption and the co-location of compressed air stations with equipment, reducing pressure losses and compressor loads and overall energy efficiency.

Case Study

Charged for Change: Moving Toward Sustainability

Our Zagreb manufacturing site has taken a meaningful step on its sustainability journey by replacing an ethanol-fuelled material shunter with a 100% electric vehicle. This small but essential vehicle is used daily to move materials around the site and now does so with zero emissions.

The environmental impact is significant. The previous vehicle consumed around 35 litres of ethanol per month, generating approximately 630 kgCO₂e per year. Today, the shunter operates as a true zero emission vehicle, powered entirely by the site's certified sustainable energy. To put this into perspective, the annual carbon savings are equivalent to charging a smartphone over 51,000 times.

The benefits extend beyond carbon reduction. The new vehicle is equipped with advanced safety features, including Blue Dot technology for enhanced driver and pedestrian awareness and RedZone systems to protect personnel in higher risk areas. This means our logistics are now not only greener but also safer.

This initiative reflects the creativity and dedication of our employees, who have contributed to making the site more sustainable and safer for everyone.



Resilient Planet

continued

Science Based Targets

In the 2025 financial year, we rebaselined our carbon emissions footprint from calendar year to financial year to align with financial reporting, ensuring consistency with upcoming CSRD reporting requirements. Our new Science-Based Target (SBT) baseline year is the 2022 financial year. This updated baseline was resubmitted to the SBTi and successfully validated and approved during the 2025 financial year. We have achieved our near term Scope 1 and 2 SBTi target of a 42% reduction in carbon emissions and we will seek to rebaseline with SBTi over the 2026 financial year to adopt a more ambitious target and drive continuous improvement. Our Scope 3 carbon has increased over this period, with a 11.6% increase in economic intensity (tCO₂e/£m value add). Nevertheless, there has been significant improvements in areas of our Scope 3 footprint.

Market based

Scope	2022	2023	2024	2025
1	9,211	7,232	5,840	5,714
2	6,308	4,986	3,087	1,753
3	119,714	132,996	125,926	127,887

Total Carbon footprint (tonnes of CO₂e)	135,233	145,214	134,853	135,354
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Scope 3 Intensity Ratio (per £million value added*)	628.09	723.98	671.96	700.75
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Location based

Scope	2022	2023	2024	2025
1	9,211	7,232	5,840	5,714
2	4,393	4,428	4,505	4,061
3	119,714	132,996	125,926	127,887

Total Carbon footprint (tonnes of CO₂e)	133,318	144,657	136,271	137,662
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Scope 3 Intensity Ratio (per £million value added*)	628.09	723.98	671.96	700.75
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*Underlying EBITDA plus all personnel costs

Scope 1 and Scope 2

The 2025 financial year Scope 1 carbon emissions have seen a 6% reduction compared to the 2024 financial year and a 38% reduction from the 2022 financial year baseline. These significant reductions have been driven primarily by a decrease in natural gas consumption. Energy consumption from natural gas (kWh) has reduced by 5% compared to the 2024 financial year and 16% from the 2022 financial year baseline.

As our Zagreb site is the largest gas consumer, its reduction in pack units and production mix has significantly influenced overall trends. Since the 2022 financial year, Zagreb has made improvements in gas use efficiency, through steam boiler economisers and the recirculation of water. However, there have been decreases in natural gas consumption across the majority of manufacturing sites. Less significant aspects of our Scope 1 footprint include fossil fuel use for heating and electricity generation at a small number of sites, as well as a small fleet of vehicles used in our warehousing locations which we are planning to electrify. Since the 2022 financial year, gas loss has decreased by 31% (156.4 tCO₂e) through improved maintenance and a transition to lower GWP refrigerant gas.

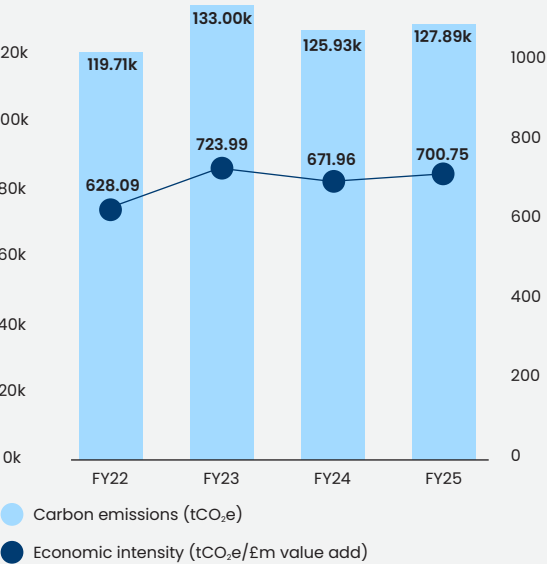
The 2025 financial year Scope 2 (market-based) emissions have decreased 43% compared to the 2024 financial year and 72% from the 2022 financial year baseline. These significant reductions have been achieved by the adoption of green tariff grid electricity and expansion of self-generated renewable electricity. During the 2025 financial year, both Skipton and Somersby transitioned to green tariff renewable energy. There have also been several solar projects developed and implemented over the period; solar PV roof panels have been installed at Skipton, Bladel and Somersby. During the 2025 financial year, Zagreb, which previously had extensive solar roof panels, has installed a two mega watt ground solar PV farm which we have seen the impact of at the end of the year. Self generated renewable energy has increased 23% from the 2022 financial year baseline and renewable energy (green tariff and self generated renewable) now accounts for 77% of all electricity consumed across the Group.

Scope 3

Category	2022	2023	2024	2025
Cat 1: Purchased goods and services	70,204	54,211	52,688	54,631
Cat 2: Capital goods	18,251	10,576	6,789	10,692
Cat 3: Fuel and energy related activities	2,604	2,726	2,482	2,537
Cat 4: Upstream transportation and distribution	9,596	7,692	10,443	9,513
Cat 5: Waste generated in operations	100	157	229	53
Cat 6: Business travel	3,178	4,058	3,345	3,372
Cat 7: Employee commuting	2,343	1,985	2,284	2,335
Cat 9: Downstream transportation and distribution	1,948	1,324	1,856	2,723
Cat 11: Use of sold products	11,127	49,925	45,408	41,609
Cat 12: End of life sold products	363	342	399	419
Cat 15: Investments	-	-	3	3
Total Scope 3	119,714	132,996	125,926	127,887

Absolute Scope 3 emissions have increased by 6.8% from the 2022 financial year baseline year, with the economic intensity (tCO₂e/£m value add) increasing 11.6% in the same period.

Scope 3 Carbon Emissions



Over the past four years, we have made substantial progress towards reducing our Scope 3 emissions, reinforcing our commitment to a more sustainable veterinary pharmaceutical supply chain. Category 1 (Purchased Goods and Services), which is our largest source of Scope 3 emissions, has seen a 22% absolute reduction since the 2022 financial year, demonstrating the impact of our supplier engagement and fewer products produced by CMOs. Excluding Category 11 (Use of Sold Products), our absolute Scope 3 footprint has decreased by 21% since our 2022 financial year baseline, with particularly strong reductions in Capital Goods and upstream road freight.

Category 11 emissions have increased since the 2022 financial year primarily due to higher sales of isoflurane and sevoflurane, which are essential inhalation anaesthetics used in veterinary care. Whilst this growth reflects our support for veterinarians and animal health worldwide, it also highlights the importance of continued innovation and collaboration with suppliers and customers to explore lower impact product alternatives.

Whilst there has been an increase in absolute emissions in the 2025 financial year compared to the 2024 financial year, our emissions remain well below baseline levels when excluding Category 11, confirming that our strategy is delivering real, measurable impact and setting a strong foundation for future reductions.

Resilient Planet continued

Our Approach to Deliver our Ambitions Science Based Targets

We have successfully met our near term Science Based Targets for Scope 1 and 2 emissions ahead of schedule, a milestone that reflects the strength of our decarbonisation strategy and investments in renewable energy, efficiency, and innovation. Looking forward, we remain fully committed to delivering both our short and long term targets, recognising that the majority of our footprint lies within our value chain.

Scope 1

1. Improve energy efficiency and improve technology development
2. Reduction in use of gas (50% reduction by 2030)
3. Electrification of heating and steam systems

Scope 2

1. Improve energy efficiency
2. Investment in decentralised energy systems
3. Switch to renewable electricity by purchasing renewable electricity from the grid

Scope 3

1. Supplier engagement to address emissions originating from the goods and services that we purchase
2. Driving general change of packaging and promoting circularity

Zagreb Geothermal Project

Our Zagreb manufacturing site is uniquely situated above an aquifer, allowing potential access to geothermal energy to provide a sustainable, low-carbon alternative to natural gas for heating and site operations.

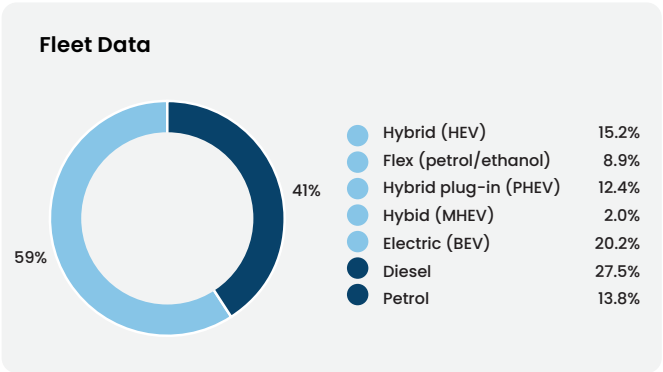
Feasibility studies are currently underway to assess both the technical and environmental aspects of the project, including the potential energy output, integration into existing systems, and local ecological impacts. Early findings are encouraging and suggest that geothermal energy could play a significant role in reducing the site's Scope 1 and Scope 2 emissions and strengthening long term energy resilience.

EcoFleet

We are advancing the electrification and modernisation of our vehicle fleet as part of our commitment to reducing carbon emissions and supporting the transition to net zero. Our EcoFleet strategy sets clear targets, by the near term 80% of Company vehicles will be electric, hybrid or bioethanol, with 40% being EV/Hybrid. This approach balances sustainability with operational needs, ensuring lower emissions while maintaining flexibility for our people and business.

Fully electric vehicles (BEVs) now make up 20% of the fleet, marking a significant milestone in reducing direct emissions and nearly 30% of vehicles are hybrids. Traditional petrol

and diesel vehicles, although reduced to just over 40% of the fleet, remain responsible for roughly two thirds of total fleet CO₂ emissions. Diesel vehicles alone, accounting for 27% of the fleet, contribute nearly 46% of emissions, highlighting the importance of transitioning away from high carbon options.



Packaging

As part of our commitment to sustainable growth, Dechra has launched a Design to Value (DtV) initiative focused on packaging optimisation across our internally manufactured portfolio.

The DTV programme began with a series of interactive ideation. These workshops brought together over 35 stakeholders from seven functions, including engineering, commercial, quality, regulatory, manufacturing science & technology (MS&T), sustainability, and procurement. A detailed analysis of 30 plus product families across oral sold doses, injectables, topicals and liquids was conducted generating more than 150 ideas for optimising both primary and secondary packaging.

This approach highlighted ways to reduce material consumption and packaging waste but also identified opportunities to reduce complexity, improve efficiency, and align sourcing decisions with our broader business objectives. By embedding these considerations into decision-making, we are ensuring that packaging optimisation is approached holistically, balancing sustainability, product integrity, regulatory compliance, and operational efficiency.

Transportation Optimisation

Freight transport accounts for 7.4% of our carbon footprint, with road distribution as the largest contributor, followed by air freight. Since road freight emits up to 30 times more CO₂ per tonne-kilometre than rail or sea, we are actively working to shift from air to sea transport wherever possible and have set an air freight reduction target from the 2022 baseline year and are looking to reduce emissions across all freight modes. Key actions include optimising vehicle loading, reducing empty runs, adopting sustainable fuels and improving delivery patterns to shorten distances travelled. By collaborating closely with our supply chain partners, we are at the start of a longer term freight decarbonisation journey.



Case Study

Shifting Nutrition Product Transport from Road to Rail

We are always looking for smarter ways to reduce the environmental impact of our supply chain. One recent success comes from the way we transport our Nutrition products from Belgium to our Uldum site in Denmark. Previously, the transport route combined short sea freight followed by long distance road transport. To improve sustainability the second leg of the journey was switched from road to electric rail freight.

Why it Matters:

- Nutrition products are high volume and weight intensive, making logistics a significant contributor to emissions.
- Whilst the overall tonne-kilometres travelled remain comparable, the carbon intensity of electric rail is significantly lower than road transport.
- This shift aligns with our goal of reducing supply chain (Scope 3) emissions and builds resilience by diversifying logistics partners and modes.

Environmental Benefits

- Lower Carbon Footprint: Rail freight powered by renewable electricity produces substantially fewer emissions than road freight, delivering reductions comparable in scale to the savings achieved when switching air freight to sea freight.
- Efficiency at Scale: Rail allows large volumes of heavy product to be moved more sustainably without compromising reliability or delivery times.
- Supply Chain Decarbonisation: Demonstrates the potential for alternative modes of transport to make a measurable impact on Scope 3 logistics emissions.
- Reliability: Rail services are less impacted by road congestion, supporting consistent delivery schedules.

Impact

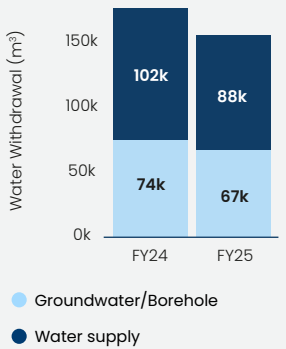
By shifting from road to electric rail, we have achieved a significant reduction in CO₂e emissions from one of our largest volume product streams, proving that rethinking logistics can unlock both environmental and operational benefits.

Resilient Planet continued

Promoting Water Stewardship Water Withdrawal

Water is a critical resource for our operations, and we have committed to managing it responsibly. We work to ensure that our manufacturing sites use water efficiently and in a way that does not compromise the availability or quality of clean water for the communities around us. Our sites source water from two primary sources and, where necessary, purify it further on-site to meet operational needs. In the 2025 financial year, water withdrawal across our manufacturing operations decreased by 12.2%, reflecting changes in production volumes and further efficiency measures.

Water Withdrawal Source



Case Study

Making Every Drop Count: Rainwater Innovation at Brazil Smart Use of a Natural Resource

Recognising the increasing value of water in a world impacted by climate change, our facility at Londrina installed two 10,000 litre water tanks to collect rainwater from the facility rooftops. This harvested water is then used to clean internal walkways, significantly reducing the facility's reliance on treated municipal water for non-potable purposes.



Water Effluent

At our manufacturing sites, any water contaminated during production is managed as process effluent. Wastewater that could negatively affect local sewer or treatment systems is carefully controlled, treated, and monitored before being released. This includes all water used for cleaning processes. In line with Good Manufacturing Practice (GMP) requirements, process equipment is typically drained, vacuumed or wiped clean before washing. This reduces the amount of contamination entering the effluent stream.

In the 2025 financial year, 60% of total effluent was discharged directly to surface waters, such as rivers. This discharge came exclusively from our Zagreb site, which previously abstracted groundwater for equipment cooling and returned this water to the same receiving watercourse. For contaminated process water, the most common disposal route is via municipal sewers for off-site treatment, with two exceptions:

- Zagreb: On-site effluent treatment, including balancing and settlement of solids, before discharge to controlled waters.
- Londrina: On-site aerobic treatment, with treated effluent subsequently discharged to the municipal sewer system.

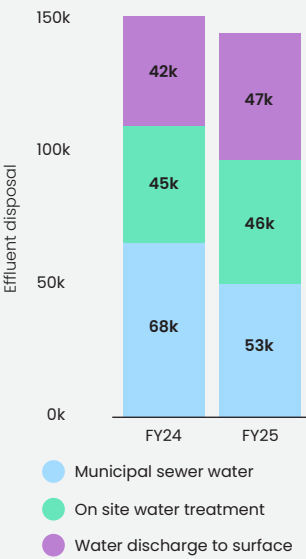
Building on this success, during the design of the quality control building a further harvesting system was conceptualised and installed within the plant facility. This setup included five 2,000 litre tanks and the collected rainwater serves a dual purpose: toilet flushing and cleaning internal walkways. By maximising the utility of harvested rainwater, the system doubles operational savings and reinforces our commitment to resource efficiency.

Environmental and Operational Benefits

This initiative delivers multiple advantages. It reduces freshwater consumption by re-purposing rainwater for non-potable uses, lowers water bills by decreasing demand for municipal water, and helps prevent urban flooding through more responsible rainwater management.

All of our manufacturing sites are required to hold permits or licences for effluent discharge, ensuring compliance with local environmental regulations.

Effluent Disposal



Minimising Waste

Total waste across the Group includes materials from all business activities and can vary year to year based on production volumes, project activity, and the clearance of obsolete stock or packaging. Our focus is to make responsible decisions that minimise waste generation and reduce the environmental impact of treatment and disposal, whilst supporting the efficient growth and development of the business.

To measure and improve our performance, we track three key indicators:

- Percentage of hazardous waste generated
- Percentage of waste that is reused, recycled, or recovered
- Progress toward zero waste to landfill

Waste volumes are reported for our Manufacturing and Logistics sites, whilst our offices participate in local recycling schemes where available, though these are not currently included in our consolidated totals. Our Group Waste Minimisation and Management Standard embeds the principles of the Waste Hierarchy, encouraging sites to prioritise prevention, reuse, and recycling over landfill or incineration without energy recovery. Sites are also required to monitor waste volumes regularly.

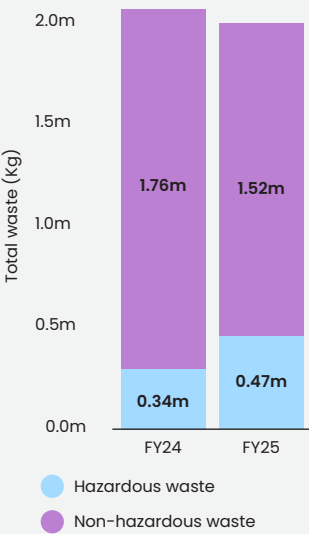
Waste contaminated with pharmaceutical products is frequently classified as hazardous. To manage this responsibly, waste at our Manufacturing and Logistics facilities is carefully segregated into hazardous and non-hazardous streams. This ensures hazardous substances are disposed of safely, while maximising opportunities to recycle or recover non-hazardous materials and avoiding unnecessary increases in hazardous waste volumes.

The total volumes of hazardous and non-hazardous waste are reported below, along with the proportion of hazardous waste relative to total waste generated.

Hazardous Waste

Hazardous waste volumes have increased in the 2025 financial year by 35%, primarily due to one off disposals of bulk hazardous waste. In manufacturing sites, hazardous waste is generated from general production and laboratory analysis waste. The largest contributor of hazardous waste in the 2024 financial year was Zagreb; however, the site saw a 9% reduction in hazardous waste. Similarly, our largest warehouse in Uldum, where the majority of hazardous waste is stock write-offs, saw a 6% reduction in hazardous waste. Improvements have been achieved through better segregation, manufacturing site optimisation and continuous progress in inventory management. Due to one off disposals of laboratory chemicals associated with site refurbishments, principally at our Skipton and Londrina sites, there has been an overall increase in absolute hazardous waste.

Total Waste



Resilient Planet continued

Waste Fate

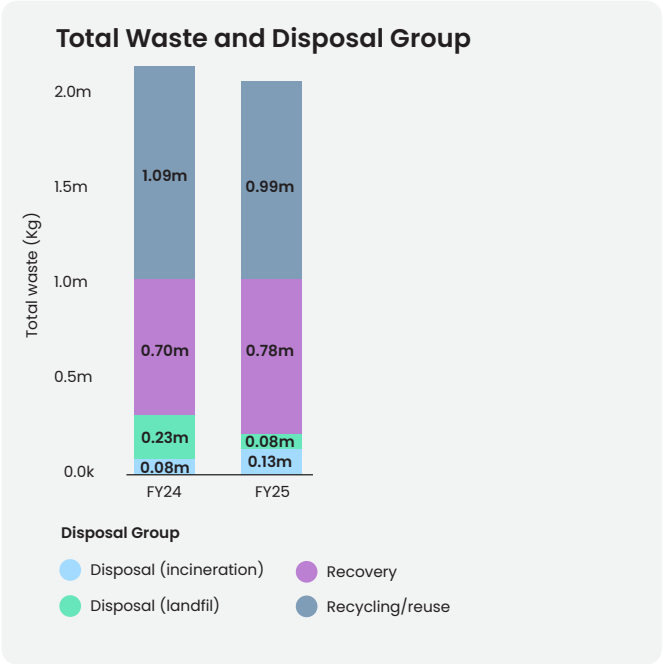
Recognising that the destination of waste is as critical as its volume, we have embedded circular economy principles into our global operations. Our primary focus remains on eliminating waste at its source wherever possible. For residual waste streams, our environmental objective is to achieve zero waste to landfill wherever geographically feasible, ensuring that waste is managed responsibly and with minimal impact.

This commitment is governed by the Group HSE Standard, which mandates strict adherence to the Waste Hierarchy across all sites. This approach prioritises prevention, followed by reuse, recycling, and recovery (including composting, reclamation, solvent recovery, and energy generation) before disposal. Decision making is consistently guided by these principles, ensuring that disposal to landfill remains a last resort. Furthermore, all waste streams are systematically classified in alignment with the EU Waste Directive's List of Wastes, guaranteeing that each material is traceable and disposed of in an environmentally responsible manner.

In the 2025 financial year, we achieved a 5.5% reduction in total waste volumes (including construction and project related waste). Manufacturing sites were set a target to increase the proportion of waste reused or recycled, achieving 50% of total waste. Waste recovery rates also improved significantly, increasing to 39% (2024: 33%), reflecting enhanced adoption of energy recovery, composting, and material reclamation initiatives across our network.

Sites contributing to the volume of waste which was disposed of to landfill were asked to seek ways to reduce this using the Waste Hierarchy principles to reduce waste at source, reuse and recycle more or seek better alternatives for waste

treatment. The proportion of total waste disposed of through landfill was reduced to 11% (2024: 15%), with the share of waste sent to landfill falling markedly to 4% of total waste (2024: 11%). This substantial reduction was driven by several sites successfully diverting waste to alternative treatment routes, including our Texas manufacturing facility. Where full diversion remains operationally challenging, we have still achieved notable progress, for example, our Somersby site recorded a 26% reduction in landfill volumes.

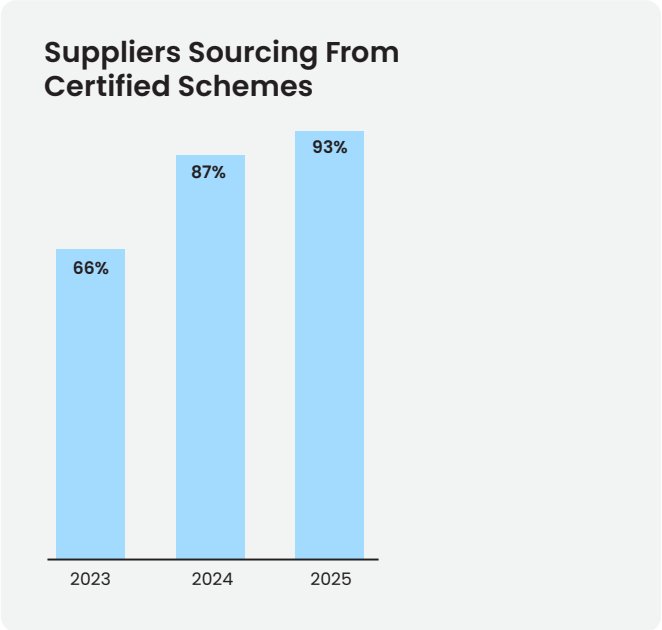


Biodiversity and Supply Chain Assessments

Biodiversity is a critical indicator of ecosystem health, yet it is being lost at an alarming rate. Forests, particularly tropical rainforests, provide vital habitats, regulate climate and water systems, and support the world's biodiversity. Deforestation contributes to carbon emissions, habitat destruction, and biodiversity loss, making responsible forestry an essential part of protecting the planet for future generations.

In recognition of this, we have reviewed our sourcing approach and set a new target that 95% of paper based product packaging materials and wood will be sourced from sustainable origins. To ensure credibility, suppliers are required to provide certifications from recognised schemes such as the Forest Stewardship Council (FSC), Programme for the Endorsement of Forest Certification (PEFC), or the Sustainable Forestry Initiative (SFI).

We have already made strong progress, with 93% of paper/packing material used in the 2025 financial year sourced from certified suppliers, an increase from 66% in the 2023 financial year.



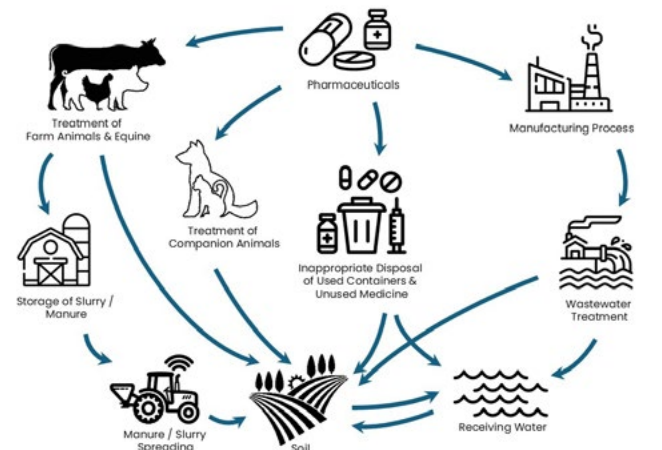
We remain committed to our sustainable packaging target while continuing to explore innovative approaches and partnerships to help protect biodiversity and contribute to a more resilient planet.

We are also conducting an assessment of our supply chain to better understand the environmental impacts linked to raw material sourcing, logistics, and product use. This assessment will help us identify carbon hotspots, biodiversity pressures, and opportunities to collaborate with suppliers on sustainable practices.

At the same time, we are undertaking site-level biodiversity assessments to evaluate how our facilities interact with local ecosystems, including land use, habitat quality, and potential risks of ecosystem degradation. These insights will guide actions to mitigate negative impacts, enhance positive contributions, and safeguard ecosystem resilience around our sites.

Pharmaceuticals in the Environment

Pharmaceuticals can enter the environment through production, use, and disposal, potentially impacting aquatic ecosystems even at low concentrations. We manage these risks through responsible manufacturing, product stewardship, and strict waste and wastewater controls.



All solid API contaminated waste is disposed of as hazardous waste, while site procedures minimise residual discharges into the environment. Environmental risk assessments are carried out by comparing Predicted Environmental Concentrations (PEC) with Predicted No Effect Concentrations (PNEC) to identify and mitigate potential impacts.

All of our manufacturing sites apply this PEC/PNEC methodology, supported by ongoing monitoring, data refinement, and mitigation measures. By the end of 2030, all production sites will achieve safe discharge levels. This enables our operations and products to be aligned with best practices which safeguard ecosystems and biodiversity.

Case Study

Greener RESKU Boxes at Somersby

At Somersby, the humble RESKU box, a reusable plastic container used for secondary product packing, proved to be both a market differentiator and an environmental challenge. Each year, we used around 110,000 boxes, totalling approximately 16 tonnes of virgin polypropylene (PP). Veterinary clinics valued these boxes for their durability, repeatedly reusing them, and switching to a cardboard alternative was never an option: it simply could not match the practicality and reliability of the plastic design.

Determined to reduce its carbon footprint without compromising quality, we partnered with its supplier to explore more sustainable options. Initial trials with 100% recycled PP highlighted the complexity of the challenge. The recycled material was inconsistent, resulting in boxes that were yellowed and, in some cases, structurally weak.

Hinges struggled to close securely, and the overall quality fell short of the standard expected by veterinary staff.

After iterative testing, the team found a solution that balanced sustainability and performance: boxes made from 80% recycled PP. To create a consistent and appealing appearance, a subtle blue tint was added to the master batch, masking residual yellowing. The outcome is a robust, high-quality RESKU box that meets the expectations of veterinary clinics while significantly reducing the use of virgin plastic.

This project illustrates how thoughtful innovation can deliver practical environmental benefits. By rethinking materials and collaborating closely with suppliers, we successfully transformed a routine product into a more sustainable solution, aligning operational needs with the company's broader sustainability ambitions.



Thriving People

We care about the wellbeing of our employees and our veterinary customers.

Our customers and employees are the keystone of our success. We know a resilient business starts with resilient people.

Key Areas of Action

- Promoting our THRIVE programme for wellbeing support
- Embedding a Health & Safety culture through policies and training
- Providing training and career development
- Fostering diversity and equitable opportunities
- Supporting veterinary professionals with training, technical help and wellbeing initiatives

Focus Areas

- Investing in our employees
- Partnering with veterinary professionals and customers

Stakeholders

- Employees
- Veterinary Professionals

Evidence of Action

- Reduction in Lost Time Accident Frequency Rate (LTAFR)
- 91% participation in THRIVE programme
- 8 hours of training per employee



Watch the video at:

www.dechra.com/sustainability/thriving-people

Applicable UN SDGs



Case Study

Health and Safety Week

Each year, we mark World Day for Safety and Health at Work with a week of events and activities. This helps us maintain a strong culture of Health & Safety by sharing education and guidance, offering support, and raising awareness of important health, safety, and wellbeing priorities across each work environment. Alongside centrally organised events covering Office Safety, Off-Site Safety, Driving Safety, Travel Safety & Emergencies and Events & Volunteering Safety, at a local level, our on-site HSE teams and THRIVE Champions planned a variety of Health & Safety activities tailored to address the most relevant health and safety issues at their location. A selection of these are detailed below.

Bladel, The Netherlands

Wellbeing was a key focus, with practical workshops designed to support both mental and physical health. Employees participated in sessions with the site's physiotherapist, learning how stress affects the body and practicing shoulder relaxation exercises to reduce tension during the workday. In addition, a personal and interactive workshop on "Managing Your Stress" provided tools for identifying pressure points, maintaining balance, and developing healthier coping strategies. The open discussions helped normalise the conversation around stress and offered real-life tips for handling it more effectively. To further promote healthy habits, nutritious snacks were made available in the canteen throughout the week providing energy boosts with a wellbeing focus.

Seoul, Korea

With high energy and full participation, the Seoul team embraced the week's safety initiatives with a mix of education, physical activity, and fun. From stretching classes, to walking meetings, to the team Bingo challenge, the activities sparked important conversations and reinforced safe practices across the team.

Fort Worth, USA

The Fort Worth site week's theme "Make it Safe, Make it Personal, Make it Home" was reflected in every activity. Activities included:

- Employees took part in scenario based drills designed to improve readiness for real life emergencies. From first aid responses to full evacuation protocols, the focus was on clear communication, confident action, and knowing how to stay safe when every second counts.
- Guided yoga and relaxation sessions providing an opportunity to unwind, manage stress, and re-centre. The sessions were well attended and widely praised, offering a refreshing break that left everyone feeling focused and calmer.
- A chemical spill exercise, which enhanced the team's confidence in responding promptly and safely to hazardous incidents. This practical training, involving a volunteer laboratory employee who was blindfolded and informed that he had been splashed with a chemical on his clothes and face, reinforced the understanding of roles, responsibilities, and essential procedures.



Thriving People continued



Investing in our Employees Promoting our THRIVE Programme

The THRIVE programme has been built around 14 foundation elements that are essential to employee wellbeing, with overall compliance currently at 91%. Our THRIVE Champions meet at least quarterly, to make THRIVE feel more connected into each country/function through local interpretation and communication of our central campaigns. The THRIVE calendar of events for the 2025 financial year included:

- World Mental Health Day
- Health and Safety Week (see case study on page 37)
- NOMV Race Around the World (see pages 45 and 46)

Headspace app utilisation across the business remains high with 955 employees enrolled, representing 49% of available licences. In addition, 125 family and friends have also enrolled. A global Headspace webinar was organised for employees to mark World Mental Health Day on 10 October 2024.

In June 2025, the Training and Development team introduced a range of engaging and practical courses designed to support employee wellbeing across four key learning themes: Wellbeing, Leadership, Change and Resilience. These courses aim to encourage employees to proactively support their own health and wellbeing and supplement the THRIVE wellbeing foundations.

Our Workplace Options EAP was extended to Australia in July 2024 and the UK in November 2024. The service covers over 1,000 employees and provides both emotional support

and an enhanced legal and financial offering. Consolidated management information is now provided for all countries using the EAP service allowing clearer insight into employee concerns and needs for support. In June 2025, an additional provider was engaged to cover employees working in Croatia. This new service offers first line telephone support in the Croatian language. Brazil conducted a review of their current service in the 2025 financial year and opted to remain with a local provider. Following the changes last year, 99% of all Dechra employees now have access to an EAP service.

Embedding a Health & Safety Culture

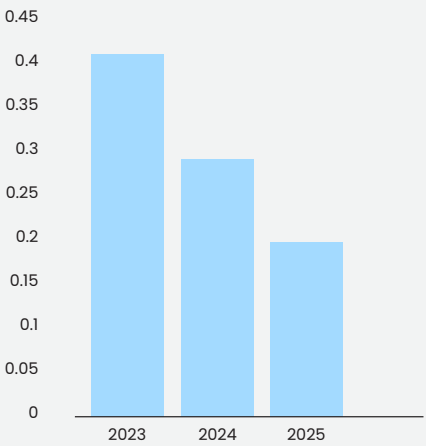
We believe that work related injuries and ill health are preventable and that all employees have the right to work in safe and healthy conditions. Achieving a mature culture of Health and Safety across our business requires strong leadership. Our Group Health, Safety and Wellbeing Committee (HSW Committee) meets quarterly and is chaired by Katy Clough, Chief People Officer, who is supported by the Group HSE Director. Committee members include senior leaders from across the whole organisation who monitor that risks are identified and controlled, so that all workers are protected to the same safe standard regardless of their role or geographical location. The core responsibility of the HSW Committee is to promote a strong culture of Health and Safety through the development of Strategies and Policies related to Health, Safety and Wellbeing. Our health and safety programme is arranged our four core principles:

Continuous Improvement

Our approach is to reinforce a strong culture of health and safety within a zero harm environment therefore we report all accidents which keep people away from work even for one day. This is our Lost Time Accident Frequency Rate (LTAFR) expressed per 100,000 hours worked. Lost Time Accidents (LTAs) reduced to nine in the 2025 financial year (2024: 14) and the accident frequency rate improved from 0.28 to 0.19. The majority of LTAs in manufacturing, required targeted corrective actions, such as process improvement, employee training, engineering measures.

Hazard reporting was up by 15% (4,223 vs 3,672 in 2024). All manufacturing sites exceeded hazard reporting targets.

Lost Time Accident Frequency Rate



Culture and Leadership

The B-Safe walks target has been significantly exceeded across the manufacturing sites as the safety focussed walks were combined into the manufacturing site Gemba schedules. During these B-Safe walks, 11546 safe:1436 unsafe observations were logged (ratio of 8:1). The open discussions with employees reinforce our focus on safety as our priority and encourage employees to continue to work safely. Unsafe acts are discussed with the employee immediately to agree a resolution. Any required actions are raised as hazards or near miss reports.

For further information on Culture and Leadership please refer to the Safety Week case study on page 37 and information on our THRIVE Programme on page 38.

Compliance

There were no fines or prosecutions in the 2025 financial year. Compliance with Group HSE Standards improved to 72% (2024: 65%). The HSE legal compliance register was fully implemented at all manufacturing sites and at

our distribution centre in Denmark, providing centralised compliance tracking. A compliance audit process is now in place to monitor sites to ensure that they make improvements in a timely manner.

Capability

Essential health and safety courses have been developed and integrated into the process for setting up new employees on our intranet (OneDechra) and our Digital Learning platform, Delta. Completion rates continue to be monitored at the Health, Safety and Wellbeing Committee meeting and there are no current concerns.

Site HSE Managers from Londrina, Skipton, Bladel, Fort Worth, Somersby, and Zagreb participated in the Occupational Exposure and Containment Strategies. The programme provided essential guidance on managing potent compounds in pharmaceutical manufacturing and featured interactive workshops, practical case studies, and cross-regional knowledge sharing to strengthen global alignment. This initiative was part of a broader strategy to enhance knowledge and ensure the safe implementation of handling procedures at sites using potent compounds.

In addition, Site HSE Managers and Engineers participated in the Introductory Course for Explosive Atmosphere and Explosion Prevention. The programme addressed specific explosion hazards in pharmaceutical environments, including dust accumulation, static electricity, and other ignition sources.



Thriving People continued

Offering Training Programmes and Career Development

We are committed to enhancing the skills of our workforce, planning for a successful future and creating a sustainable talent pipeline. We provide training through Delta, our dedicated digital learning platform, as well as leadership training and on the job training. Delta provides courses to enable colleagues to understand and comply with relevant laws, regulations, and industry standards related to business governance and functions such as Anti Bribery and the Code of Conduct. It also delivers training specific to veterinary pharmaceuticals, including topics such as drug safety, quality control and pharmacovigilance. This training supports our commitments to meeting all local, national, and international regulations governing veterinary pharmaceuticals. During the year, 10,575 Delta courses were completed representing 9,748 hours, and in total our employees completed 22,243 hours of training which represents 8 hours per employee.

We have partnered with a global leadership development and human resources consulting firm, to provide our employees with access to a wide range of online training modules. Modules cover topics such as building partnerships, communication and coaching, amongst many others. These modules, which range from five minute micro-courses to 90 minute online courses, support the development of competencies and behaviours required by roles within the organisation, that employees can then discuss with their line manager to identify ways that they can build on the theory of the learning with in-role work experience.

Each function is working to establish role-specific Career Journeys. Career Journeys provide visibility and guidance for colleagues to explore potential career paths within the Group. These are based on the behavioural competencies required to fulfil the role requirements.



Fostering a Culture of Diversity and Striving for Equitable Opportunities and Inclusion

Our commitment to Diversity, Equity, and Inclusion (DEI) is embedded in our Values and reflected in our global workforce. We believe that a diverse and inclusive culture is not only ethically essential but also a driver of innovation, collaboration, and performance. Our DEI strategy is built on fairness, respect, and equal opportunity, ensuring that every individual, regardless of background, is empowered to thrive.

Our ongoing partnership with Inclusive Employers has been instrumental in shaping our inclusive culture. Through this collaboration, we have access to expert guidance, training resources, and benchmarking tools that help us embed inclusion into everyday practices. This partnership also supports our leaders and teams in fostering psychological safety, inclusive leadership, and equitable career progression.

We continue to build on our DEI foundations by aligning policies and practices with our Values. In 2026, we will be launching a DEI policy which sets out our commitment to equal access to employment, training, and career development. We actively monitor representation across gender, age, and geography, and have implemented a global Dignity at Work policy to address bullying, harassment, and workplace relationships.

Our Senior Executive Team has 40% female representation. This progress reflects our commitment to equitable career development and succession planning, ensuring diverse perspectives at the highest levels of decision making.



Partnering with Veterinary Professional and Customers Programme of Educational Training

We deliver education through many channels, including conferences and our online digital e-learning environment, the Dechra Academy, helps veterinary professionals across the globe to upskill and keep up-to-date with the latest thinking through completely free, modern learning experiences.

With over ten years of experience of educating veterinary professionals, we are passionate and proud to provide reputable learning resources which help veterinary professionals continuously evolve their knowledge. We differentiate ourselves from our competitors by focusing on challenging and interactive educational experiences. Each country we operate in has its own tailored Academy with courses that are relevant to their veterinary professionals. Where possible our educational resources are accredited by local professional/regulatory bodies.

The Academy now has a total of 1,328 courses available across markets and is launched in 29 countries, with 132,220 registered users. In addition to the 14,755 CPD hours provided directly via the Academy, we also held a large number of in-person events and presentations covering the full range of species and therapeutic areas this year. In total, these educational events delivered a further 43,394 hours of CPD hours globally and 11,657 lunch and learns.

Technical Support

With the wide range of products we offer, which includes those that treat complex and less frequently occurring disorders, the provision of high quality veterinary technical support is a service that the veterinarians truly value.

Veterinarians across the globe can email technical services or call the telephone support lines provided in all the countries where we operate. Veterinarians call us to discuss diagnosis, treatment options, and the ongoing monitoring and management of conditions, particularly those that are lifelong.

Our aim is to help veterinarians optimise the case management of each individual patient. In the last financial year, our technical teams handled a total of 35,197 technical customer enquiries. In addition, the larger markets also have field based veterinarians providing technical support and continuing professional development events.

Wellbeing Initiatives

In late 2023, we partnered with Not One More Vet (NOMV), a leading advocate of veterinary mental health, to create a series of educational courses for Dechra Academy. Each course is focused on a different mental health topic relevant to the veterinary profession, free-of-charge for veterinary professionals to access. We are pleased to announce that the full suite of seven RACE-approved courses (Flavors of Fatigue, Personality Traps, Therapy Systems Overview: A User Guide, Client Communication: The Human Side of Veterinary Medicine, The Science of Mindfulness, Professional Identity Development for Students and Recent Graduates, and Executive Function Management & Mental Health) are now available in the United States and Canada.

Flavors of Fatigue and Personality Traps are also available in the following regions, and the remaining courses will be translated and rolled out according to market demand: Belgium, Brazil, Croatia, France, Germany, Italy, Mexico, Poland, Portugal, Slovenia, Spain, South Korea, Australia, Canada, Netherlands, New Zealand and Nordics. There have been 589 enrolments and 285 course completions in the US alone, and 1,268 learners are enrolled globally.

This initiative began with Dechra and NOMV coming together to explore ways to make a positive difference in the lives of our customers. To bring this shared vision to life, a small project team from Dechra worked closely with NOMV over the past year to develop and promote each course. The Digital Learning Team collaborated with NOMV's subject matter experts to translate their specialist knowledge into engaging, interactive e-learning modules. By hosting these courses on Dechra Academy, we continue to expand on this partnership with NOMV, which has also recently included translating written materials from English into other European languages to support NOMV's international efforts.



Strong Communities

We strengthen the social, economic, and environmental health and welfare of local communities.

We recognise our resilience depends on the resilience of the communities in which we live and operate and we invest our resources towards this shared purpose.

Key Areas of Action

- Encouraging employee involvement in community service
- Supporting charities through product and financial donations
- Investing in education and opportunities for establishing veterinary student ambassador programmes
- Promoting ethical practices across our supply chain



Focus Areas

- Volunteering through community service
- Donating to impactful causes
- Partnering with suppliers
- Fostering the next generation by providing access to education and support for veterinary students

Evidence in Action

- 6,136 hours spent in the community
- £395,134 cash donations
- £87,060 product donations
- \$50,000 American Veterinary Medical Foundation Scholarships
- Partnership with Human Animal Bond Research Institute (HABRI)

Stakeholders

- Local communities
- Suppliers
- Employees
- Veterinary students



Watch the video at:

www.dechra.com/sustainability/strong-communities

Case Study

Dechra University Relations Team attends SAVMA Symposium

The Dechra University Relations Team recently attended the SAVMA Symposium. The two-day symposium was held at the University of California, Davis, and attended by more than 700 students from AVMA (American Veterinary Medical Association) accredited institutions around the world. During the event, students had the opportunity to attend 80 different lectures, 22 wet labs, and participate in around two dozen competitions against their peers.

Dechra was one of four elite sponsors who had a guaranteed booth visited by students who engaged in meaningful conversations. As part of our sponsorship, we also provided the daily coffee break for all attendees and were the only animal health company to host an equine wet lab.

Dr. Brett Turi and Dr. Timothy Smaha from the Dechra Medical Affairs and Veterinary Professional Services Team joined local territory managers to staff our booth and interact with students. Highlights of activities at the booth included Dechra dermatology, Zenalpha, Zycosan, and equine joint injections.

Dr. Turi also collaborated with a Dechra Key Opinion Leader on an equine joint injection wet lab. During the lab, the students attended a short lecture about regenerative therapies given by Dr. Turi, then learned about ProvetAPC processing and techniques to complete joint injections on equine cadaver limbs.

Applicable UN SDGs



Strong Communities continued

Volunteering through Community Service

We encourage our employees to engage in community activities, particularly in the areas of animal welfare, human services, and environmental stewardship. In the 2019 financial year, we committed to giving every employee the opportunity to participate in one day of community activities.

In the 2025 financial year, our global operations contributed a total of 6,136 volunteer hours. We have set a ten year target to achieve 100,000 volunteer hours by 30 June 2030, and as of 30 June 2025, we have reached 18,995 hours. We recognise that we are currently running short of our ten year target and remain focused on increasing engagement in the years ahead.

Europe

In June 2025, our Skipton team volunteered at Eldwick School to help rejuvenate their outdoor areas. During the day, the team created colourful tyre planters, cleared wild and overgrown spaces, and carried out litter picking, giving the grounds a fresh new look. Their efforts made a real difference, helping to create a more vibrant and welcoming space for students to enjoy and learn in.

In October 2024, our Aulendorf team supported the Dobelmühle, a youth leisure and adventure centre that provides inspiring experiences for young people. The team helped prepare the large site for winter, working in two groups of 12 to dismantle a large tepee and bundle small brushwood from hedge sections. These materials will then be used in the pizza oven and campfires next year.

In July 2024, the Product Development Global Clinical Team met in Dublin, Ireland, and collaborated with Clean Coast Ireland to collect litter along Burrow Beach. The team first learned to identify natural marine materials, such as dried seaweed, shark egg cases, and razor clam shells, to ensure these important elements were not removed from the beach. Over the course of the day, the team collected approximately 50 pounds (24 kilograms) of ecotoxic litter.

USA & Canada

In November 2024, the Portland team spent an afternoon volunteering at the Maine State Society for the Protection of Animals, whose mission is to protect the health and welfare of abused and neglected equines. Joined by our Senior Executive Team, volunteers carried out a range of tasks, including scraping and painting fences, washing horse stalls and feed bowls, cleaning paddocks, painting horse shelters, and moving supplies and equipment.

The Canadian team participated in a shoreline cleanup in Halifax, Nova Scotia, with Back to the Sea Society, a charity dedicated to sparking curiosity about marine life and inspiring ocean conservation. Through educational events, programming, and beach cleanups, the charity provides opportunities for people of all ages to learn about the ocean. The Dechra team removed approximately 58 kilograms of litter from the area and learned about local marine life at the Back to the Sea Visitor Centre, where they interacted with starfish, sand dollars, crabs, and more in touch tanks.

Rest Of The World

In June, the Brazilian team celebrated Volunteer Day with a nationally coordinated effort, promoting 11 simultaneous activities. Employees supported projects and organisations such as EPESMEL, Londrina's Professional and Social School for Minors, Clube das Mães Unidas (the United Mothers Club), and Projecto Camar, which supports families, particularly women, through education and income generating opportunities. The team also collaborated with other local partners to generate a positive and sustainable impact in their communities.

Members of the New Zealand team dedicated a day to volunteering at the Willowbank Wildlife Reserve, planting native flora to help restore natural habitats. The reserve is celebrated for its pioneering work in preserving native and endangered species through national and Australasian breeding programmes and plays a vital role in protecting rare and heritage farm breeds.

Donating to Impactful Causes

During the 2025 financial year, the Regional Giving teams



donated £387,639 to 142 charities as part of our ongoing commitment to donate £3 million to community charities globally over 10 years. Our employees are invited to nominate charities supporting human, animal, or environmental causes to their local regional giving committees. The members of the regional giving committees are employees, and they review all nomination received and decide how to allocate their respective budgets. In addition, each business unit has the discretion to allocate funds and/or products to local community, environmental and/or animal welfare charities.



Europe

The UK and Ireland teams donated £72,972 to 48 charities. 44 qualifying charities received £1,000 at the end of May, and three charities received additional support, reflecting the special connection of the nominating employee to their cause. These organisations, Park Street Performing Arts Centre in Hull, the Yorkshire Peat Partnership, and Roleystone Horse and the Pony Sanctuary in Shipley, West Yorkshire, will use the donations to carry out essential building refurbishments, enhance biodiversity through the restoration of approximately 1.5 acres of blanket bog and to maintain facilities and animal care.

In Spain, a donation of €6,883 was made to the SJD Pediatric Cancer Center in Barcelona to support the expansion of their healthcare teams, enabling them to better serve patients.

In Germany, a donation of €4,000 was made to Uli Stein-Stiftung für Tiere in Not in Hanover, a charity that provides veterinary services to pet owners who are experiencing homelessness or living on very low incomes. The donation was used to cover the costs of emergency surgery for two pets of regular clients and to fund the charity's biweekly street consultations in Hanover.

During the 2025 financial year, our Croatian team donated €61,885 to seven charities. €4,000 was donated to Don Kihot, an association that provides equine assisted therapy, offering free sessions to children and adults with disabilities. Donations are the primary source of funding for the organisation, and through this support they can care for their

horses, maintain their facility, provide therapy sessions, and continue to improve the quality of their programmes. The team also donated €9,645 to Merida, a charity dedicated to giving abandoned animals a second chance by providing veterinary care and temporary shelter until they find permanent homes. Thanks to Dechra's donation, a number of animals are now receiving essential treatment, rehabilitation, nutritious food, and the daily care they need to thrive.

Rest of the World

In Brazil, we donated £34,639 across nine charities, including SOS Vida Animal, an organisation dedicated to rescuing, protecting, and caring for animals facing abandonment or mistreatment. The charity promotes adoption, neutering, and awareness campaigns to support animal welfare and improve the lives of animals in the community.

USA

In the US, we donated over \$150,000 to a variety of non-profit and industry organisations, focusing on three key areas: advancing access to pet healthcare, promoting the power of the human-animal bond, and supporting the development of veterinarians and veterinary technicians, who are the heartbeat of our industry.

We have continued our partnership with Not One More Vet (NOMV), a US based charitable organisation whose mission is to transform the status of mental wellbeing within the profession so that veterinary professionals can survive and thrive through education, resources, and support.

Strong Communities continued

Through this partnership, we have helped raise awareness of mental health challenges in the profession and the resources available to support veterinary teams. One key initiative is NOMV's Race Around the World, an annual event that encourages participants worldwide to come together to promote mental health awareness in the veterinary field. As an official race sponsor, we had over 900 employees from 26 countries logging a combined total of nearly 750,000 minutes of physical activity during May. A longtime supporter of NOMV, we expanded funding in 2024 to include support for NOMV's Emergency Grant Program, designed to help clinics overcome the devastation of natural disasters and maintain their clinic presence for the animals in need, and this year contributed \$15,000.

Product Donations

During the 2025 financial year £87,060 was donated in products. Product donations are generally short dated product.

Partnering with Customers and Suppliers

We marked "Take Your Dog to Work Day" by announcing a new partnership with the Human Animal Bond Research Institute. Building on our leadership and expertise in supporting veterinarians, the partnership will focus on raising awareness of the growing importance of the human animal bond through outreach and education. Veterinary healthcare teams play a vital role in maintaining this bond, both in clinical settings and as trusted advisors to pet owners, who often see their animals as family.

In 2020, Dechra North America launched a University Team and selected the first set of student ambassadors. The Dechra University Team continues to focus on advancing veterinary student education, mentorship and wellness. Since then, the team has significantly increased access to education and resources for thousands of students through three key initiatives:

- Our national education webinars for veterinary students hosts three to four webinars each semester on topics such as mental health, social media etiquette, contract negotiation, and NAVLE board preparation that have supported over 8,000 students.
- The Dechra Student Ambassador Program has graduated 200 plus student ambassadors since inception and has 57 students actively enrolled, including over 20 equine student ambassadors who focus on bringing equine educational activities to their peers. These students are studying veterinary medicine at 32 of the 35 colleges of veterinary medicine across the U.S. and Caribbean.
- Over the last year, we have hosted over 60 educational events on veterinary college campuses around the country to provide education opportunities to over 6,000 students.

Also in the 2025 financial year, we deepened our long-standing commitment to support the next generation of veterinary professionals by partnering with the American Veterinary Medical Foundation to offer nearly \$50,000 in veterinary scholarships. The program offered 15 scholarships to veterinary students across three fields: Dermatology, Equine Sports Medicine and Internal Medicine, each valued at \$2,500. In addition, five veterinary technician scholarships were awarded, valued at \$2,000 each. We are one of only three companies in the US offering technician specific awards.

Over the past several years, we have invested nearly \$1 million in support of veterinary education. This includes scholarships, mentorship opportunities, hands-on learning experiences, and educational events that reach thousands of students annually.

Promoting Ethical Practices Across our Supply Chain

We are committed to acting responsibly and with integrity, complying with all applicable laws and regulations, and respecting the traditions and cultures of the countries in which we operate. Our Code of Conduct, Third Party Code of Conduct, Anti-Bribery and Corruption (ABC) Policy, Sanctions Policy, How to Raise a Concern Procedure, and our Human Rights and Modern Slavery Statements are reviewed annually.

We expect our third parties to operate with honesty and integrity. To support this, our Third Party Code of Conduct sets out expectations for trading partners in relation to health, safety and environmental standards, internationally accepted labour rights, prohibition of child and forced labour, ethical standards, anti-bribery and corruption, and compliance with relevant laws and regulations.

Third parties are assessed through our Third Party Risk Management (TPRM) Platform, which is central to our risk management programme. Depending on vendor risk level, assessments are conducted annually, every three years, or every five years. The TPRM Platform manages the full third party risk lifecycle from initial entity creation, profiling, and risk assessment to due diligence, ongoing monitoring, and potential offboarding. It provides a consistent Group wide approach with full traceability of decisions, including risk rejection, mitigation, and acceptance. Assessments cover Anti-Bribery and Corruption, Sanctions, Data Privacy, IT, Modern Slavery, ESG, and Health and Safety.

We also conduct quality audits of our CMO network, primarily carried out by a dedicated division of our Quality team. Both employees and third parties have access to an independent, externally operated hotline to report any concerns regarding potential violations of the standards outlined in our Third Party Code of Conduct, including ABC and Modern Slavery. No concerns were reported during the 2025 financial year. During the reporting period:

- 1,764 suppliers were risk assessed; and
- 54 ABC training courses were delivered.

Case Study

Zagreb Site Hosts Student STEM Days

On 15 and 16 April 2025 volunteers from the Zagreb Pharmaceutical Development, Vaccines Development, and Regulatory Affairs teams collaborated to host students from the Eduka organisation. Eduka is a non-profit organisation dedicated to educating children and youth, increasing local employment, and fostering community development in sustainable development, social welfare, education, health, and the economy. Their mission also includes encouraging active participation in society across all age groups.

Over the course of the two days, our site was visited by 33 students on behalf of Eduka, with the goal of our team members providing them with interactive lectures and demonstrations to bring the STEM field closer to them. The students began their visit with an overview of Dechra's mission and organisation. They then toured the

Pharmaceutical and Vaccines Development labs, which was followed by a brief introduction to the processes involved in registering and marketing our products.

In addition to showcasing a day in the life at Dechra, the event included meaningful discussions about pursuing further education in STEM fields and exploring various career opportunities. These conversations aimed to inspire students to consider careers in science and technology, and to provide guidance on how to navigate their educational and professional journeys.

By sharing our knowledge with the students, our volunteers not only supported and strengthened the local community but also fostered connections amongst Zagreb team members who share a passion for giving back.

Our Approach to Sustainability Governance



“Our sustainability governance framework enables climate risk and sustainability to be embedded across all levels of the organisation”

Milton McCann
Group Manufacturing and Supply Director

Our Governance Framework

Climate change presents various economic, business and social risks which will affect our business over the short, medium and longer term. Given its importance, climate change is overseen at the highest level of the Company and integrated into business processes wherever possible.

The Advisory Committee of our shareholders established an ESG Sub-Committee. The ESG Sub-Committee is responsible for overseeing the development of the Group’s Sustainability Strategy, advising on objectives and targets for the Group’s ESG activities and oversee the measurement and reporting of performance against these targets.

The Senior Executive Team (SET) is responsible for delivering on the climate-related objectives within their functional areas and business units. The SET own the risk management process and are responsible for managing specific Group risks. Climate risk has been identified as a principal risk and has been discussed with each SET member. The SET have delegated the overseeing the development and implementation of the Group’s Sustainability Strategy, establish Sustainability strategic goals, short and long term science-based target and key Sustainability metrics and overseeing the measurement and reporting of performance against these targets to a Sustainability Committee. The members of the Sustainability Committee are predominantly members of the SET. A number of sub-committees have been formed to implement actions in relation to our new Sustainability Strategy and report into the Sustainability Committee.

Ultimate responsibility for delivering these objectives remains with the Group Manufacturing and Supply Director, with day-to-day execution of related initiatives led by the Head of Sustainability and the Group HSE Director. The outcomes from the Sustainability Committee and its sub-committees were reported directly to the ESG Sub-Committee at meetings in

November 2024 and February 2025. The ESG Sub-Committee also discussed and approved the TCFD disclosures for 2025 in October 2025 and the Audit Sub-Committee discussed the climate risk, which continues to be identified as a principal risk to the Group, in October 2025.

The key duties of the Sustainability Committee are to:

- make recommendations to the ESG Sub-Committee regarding the Group’s Sustainability Strategy;
- establish objectives and targets for the Group’s Sustainability activities and oversee the measurement and reporting of performance against these targets;
- review and approve any Sustainability related policies and their implementation and to monitor and review their ongoing relevance and effectiveness;
- make recommendations to the ESG Sub-Committee in relation to projects, or elements of a project, that will or may have significant Sustainability impact;
- identify the Sustainability matters that do, or are likely to, affect the Group and/or its overall strategy;
- monitor current and emerging Sustainability trends and relevant regulations and review their impact on the strategy, operations and reputation of the Group and, where necessary, update Sustainability Strategy and policies; and
- work with the Head of Internal Audit and Risk Assurance to identify and mitigate Sustainability risk.

