



OUR COMMITMENT TO SUSTAINABILITY

NEMERA ESG REPORT 2025

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About this report

This report covers our group level performance, encompassing all entities of Top Financiere N Sas (hereafter referred to as 'Nemera').

Our sustainability reporting is in line with our financial reporting, both of which run from January to December. For any questions regarding the content of this report, please contact our Global EHS and Sustainability Director, Sandrine Coutarel (sandrine.coutarel@nemera.net)

WHO WE ARE



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700M
Global sales in 2025

3300+
Global workforce in 2025

60+
Patients use a Nemera device every second

126
Patent families developed to date

51
Countries where our products are delivered

1.6
Billion devices manufactured in 2025

3
Shareholders (2 Private equities and 1 Institutional Investor)

8
Physical locations in Europe, North and South America, with an international footprint

Message from the CEO

2025 was a defining year for Nemera, one that tested our ability to grow, adapt, and stay true to what matters most.

We significantly accelerated our growth trajectory while laying the foundations for the next phase of development. The launch of a new manufacturing site in Vernon Hills near Chicago USA, and the expansion of our existing site in Szczecin, Poland, represented a tremendous collective achievement for our teams. I am particularly proud of the commitment and collaboration our teams demonstrated to bring these projects to life. At the same time, we continued to serve our customers reliably while preparing for sustained growth in the years ahead.

This acceleration was accompanied by a major effort to welcome, onboard, and train more than 700 new colleagues across the organization. Ensuring that we attract people who share our culture and values, while maintaining agility and proximity as we expand, remains a priority for me and for the leadership team. The energy and engagement of our teams give me great confidence in our ability to continue building Nemera for the future.

When I look back at 2025, one thing is clear: sustainability is no longer a separate topic at Nemera. We renewed our EcoVadis Gold Medal with an improved score, confirming that responsible practices are increasingly embedded

in our day-to-day decisions. At Nemera, sustainability is a matter of balance — between environmental responsibility, social impact, and ethical conduct — and it must always support patient safety, product quality, and the health and safety of our people. In our industry, where decisions can shape patient care and environmental impact for many years, this responsibility is one we take very seriously.

Another important milestone was the continued rollout and strengthening of the organizational structure designed to support innovation and long-term value creation. By organizing our activities around more focused business units, closer to specific therapeutic areas and patient needs, we are empowering teams to make faster and more relevant decisions. This structure allows us to assess the environmental and social impacts of our products with greater precision, always guided by our commitment to patients.

Looking ahead, we are making innovative choices that will shape our business for the next decade. In an industry defined by long development cycles, decisions made today, such as platform design or dosage formats, can have a lasting impact on both patient outcomes and environmental footprint. Our ambition is to contribute to solutions that are safe, effective, and more sustainable over the long term.

As we enter 2026, Nemera is pursuing ambitious growth plans. The objectives ahead are demanding, and the path forward will require focus, discipline, and execution. I remain optimistic because we have the right talent in place; people who believe in what they do, are committed to our purpose, and are energized by the opportunity to build and grow together. Together, we will continue to grow Nemera responsibly, preserving our culture and values while building a company that delivers sustainable performance and is fit for the future. This is an ambition that our teams share across all our sites, and one that will continue to guide us in the years ahead.

“If what we do is truly useful, for patients, customers, employees, society and the environment, long-term success will follow.”

Marc Hämel
Chief Executive Officer



2025 Highlights

13%

Nemera achieved 13% growth in 2025.



QC MAINTENANCE Tool Room

GOLD

EcoVadis Medal achieved for the second year.



ISO 45001

Achieved in La Verpillière.



2

Operational launch of our expanded facilities in Vernon Hills and Szczecin.





ANNA M.

700+

New employees joined Nemera's team.



Novelia®

Nemera launched Novelia® with bioresins.



BUs

Organisation to accelerate own IP growth and innovation.

Corporate Strategy

Nemera is a world leader in drug delivery device solutions. Our vision is to become the most patient centric drug-device combination product company.

Nemera’s corporate strategy is laid out until 2035. We want to partner with pharmaceutical, biotech, and generics customers by offering integrated solutions. To achieve our ambition, we will grow our proprietary drug delivery device business, work to win new contract manufacturing opportunities, and increase our combination product services.

To deliver the above, we will focus on reaching leadership positions in the market for our own-IP (OIP) products. We will do this by continuing to focus on high-value contract manufacturing projects and adding new services and capabilities to our offerings.



OUR AMBITION



Reach 2bn€ in total sales by 2035.



Accelerate Own IP growth by innovating and addressing unmet patient needs.



Exceed quality and service expectations of our CMO customers.



Expand our Combination Product Services to accelerate and de-risk market approval for our customers.

Who We Are

We serve customers across the world

North America

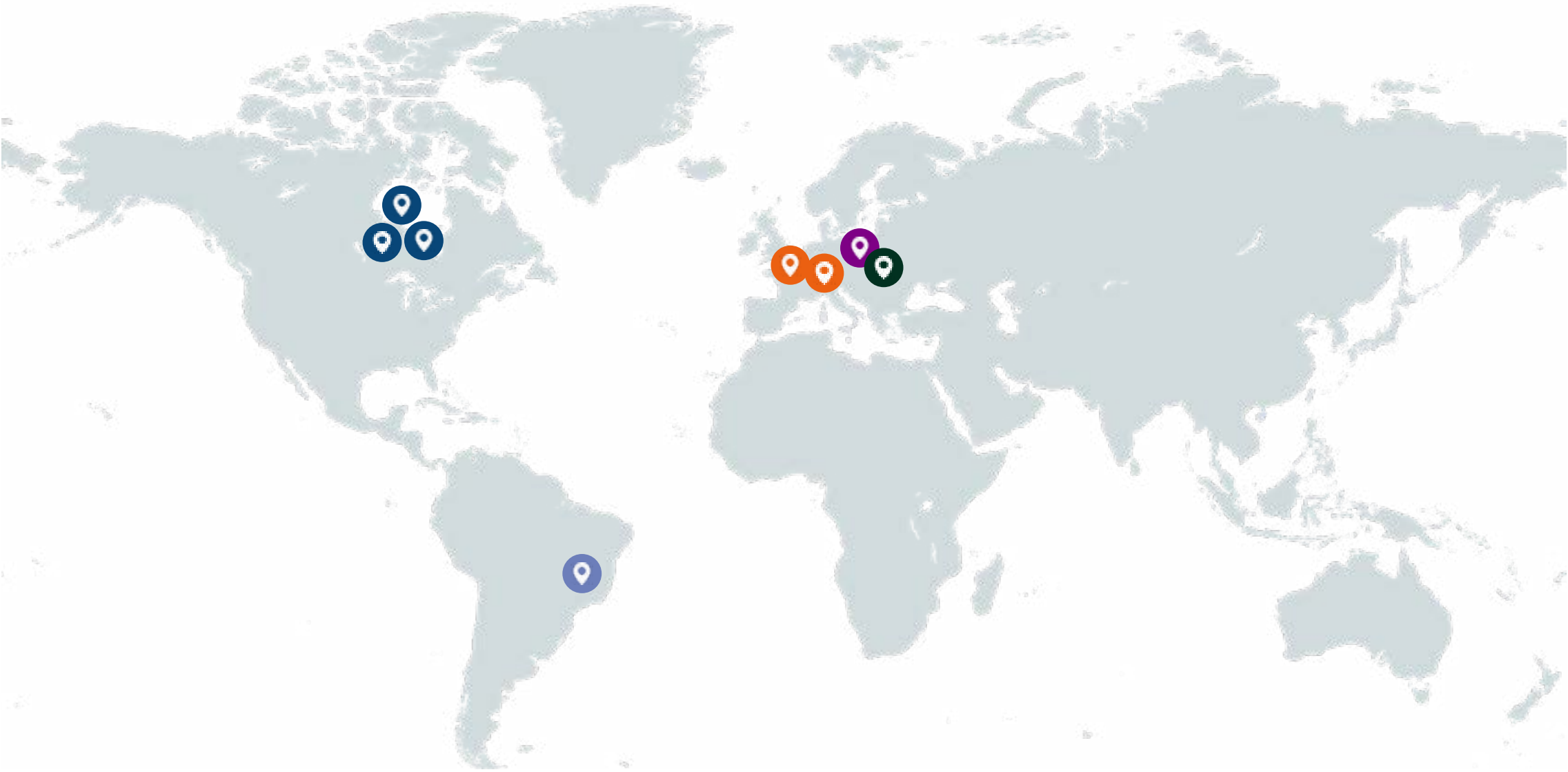
- Buffalo Grove Plant
- Chicago Innovation Center
- Vernon Hills Plant

752 Employees in 2025

Brazil

- Jaguariúna Plant

217 Employees in 2025



France

- La Verpillière Plant
- Lyon Innovation Center & HQ
- Le Tréport Plant

1320 Employees in 2025

Germany

- Neuenburg Plant

626 Employees in 2025

Poland

- Szczecin Plant

389 Employees in 2025

Our certifications

Location	ISO 13485 ¹	ISO 15378 ²	ISO 9001 ³	ISO 14001 ⁴	ISO 50001 ⁵	ISO 45001 ⁶	BREAAM ⁷	ISCC PLUS ⁸
Buffalo Grove/Vernon Hills	✓							
Jaguariúna	✓							
La Verpillière	✓	✓	✓	✓	✓	✓		✓
Le Tréport	✓	✓	✓	✓	✓			✓
Neuenburg	✓	✓		✓	✓			
Szczecin	✓			✓		✓	✓	

¹ISO 13485: Medical devices - Quality management systems
²ISO 15378: Primary packaging materials for medicinal products - Quality management systems
³ISO 9001: Quality management systems
⁴ISO 14001: Environmental management systems
⁵ISO 50001: Energy management systems
⁶ISO 45001: Occupational health and safety management systems
⁷BREAAM: Building Research Establishment Environmental Assessment Method
⁸ISCC PLUS: Certification scheme to validate sustainability characteristics of alternative feedstocks

Our products

PARENTERAL



Complex devices, simple care.

The growing prevalence of chronic diseases, coupled with the evolution of patient's lifestyles, is driving new ways of administering parenteral drugs. Our platforms are designed strategically for the maximum possible range of potential therapeutic areas and patient populations. Our product portfolio includes:

- Passive safety systems to prevent needlestick injuries and leverage injection experience.
- Pen platforms with disposable and reusable pens as well as autoinjectors to address chronic pathologies like diabetes, obesity, hormone related disorders.
- Wearable on-body injector for high-volume drug administration.
- Implanters for sustained released formulations.

OPHTHALMIC



A clear vision for eyecare.

We strive to improve the patient experience by providing safe and effective multidose eyedroppers for preservative-free solutions, used globally. Our product Novelia® is predominantly prescribed for chronic pathologies that require the long-term daily use of eye drops, such as glaucoma, dry eye disease (DED), conjunctivitis, and allergies.

EAR-NOSE-THROAT



Every spray counts.

We provide a comprehensive range of pumps for the Ear, Nose & Throat (ENT) route, suitable for regulated and low-regulated markets. Our expertise and our holistic approach are crucial in ENT device development to ensure optimal region targeting and drug deposition efficacy. Our products include:

- Multidose pump systems.
- UniSpray for one accurate liquid dose, primarily for systemic-acting drug administration in emergency and crisis.
- Nasal vaccines and electronic devices.

DERMAL



Convenient for patients, protective for fomulations.

Our systems aim to be used for all therapeutic areas for which treatments can be administered via the skin. Our airless and atmospheric delivery devices are suitable for prescription (Rx) and over-the-counter formulations with all the documentation needed to be registered on regulated markets.

Our products are used to treat conditions like hormonal disorders, psoriasis, eczema, acne, hair loss, or topical pains.

INTIMATE CARE & ORAL ADMINISTRATION



Women's health, pediatrics & food supplements.

We offer solutions in women's health with applicators and dispensers, as well as products for pediatric pathologies and food supplements. Our offering includes:

- Applicators: vaginal, rectal.
- Dosers: oral, droppers, drippers.
- Caps: spray caps.

INHALATION



A breath of expertise.

Nemera designs, develops, and manufactures inhalers to treat respiratory diseases. We have successful track records with key Dry Powder Inhalers (DPIs) and pressurized Metered Dose Inhalers (pMDIs) on the market.

AT A GLANCE

Injectable obesity therapies and sustainable device design

Demand for anti-obesity medications (AOMs) is expected to grow rapidly over the coming decade, with more than 3 billion injection devices projected to be used by 2035.

It is driven by a strong pipeline of next-generation therapies and improved treatment access, including the anticipated arrival of Semaglutide generics. Despite progress in oral treatments, injectable delivery will remain a major route of administration, currently provided through vials, multi-dose pens, and single dose autoinjectors.

This growth raises important questions around material use, waste generation, and the long-term environmental footprint of treatment delivery. Today, around 70% of injectable AOMs are administered via disposable single dose autoinjectors, with the remainder delivered through multi-dose disposable pens and vials.

At Nemera, we believe that access to treatment and environmental sustainability must progress together. They guide our strategy and innovation efforts in the fast-growing market.

To address a wide range of patient needs, therapeutic regimens, and regulatory requirements, we have developed a broad portfolio of multi-dose pen injectors, including manual and spring-assisted devices, fixed- and variable-dose formats, and both disposable and reusable platforms.

Looking ahead, Nemera aims to further promote the role of reusable multi-dose pen injectors in obesity care, helping improve both treatment access and our long-term environmental impact. As part of this strategy, we continue to invest in our PenDURA reusable pen platform, upgrading it to meet the latest ISO standards and developing a Semaglutide-ready variant tailored to the rapidly expanding obesity-care market.

“Nemera aims to further promote the role of reusable multi-dose pen injectors in obesity care, helping improve both treatment access and our long-term environmental impact.”



Nicolas Lejeune
Strategy & Marketing Director OIP parental / ICO



AT A GLANCE

 Our sustainability approach for ENT-D products

Amid growing demand for non-invasive and targeted therapies, Ear, Nose, Throat and Dermal (ENT-D) products continue to expand as a key segment in drug delivery.

Nemera offers a comprehensive range of pumps and actuators adapted to each delivery route (ear, nose, throat and dermal), suitable for both regulated and less regulated markets. Our product ranges are designed for topical as well as systemic therapies (chronic, acute or emergency use), and our solutions ensure precise and consistent dosing, supporting treatment efficacy and improved patient outcomes.

Beyond treating chronic conditions locally, nasal delivery is an attractive option for administering both systemic and direct CNS (nose-to-brain) therapies, by targeting the appropriate nasal region for drug deposition. Precise delivery to specific areas of the nasal cavity makes the delivery device a critical element within combination products, which may vary depending on the therapeutic indication. Our ENT-D product ranges support a wide spectrum of therapies, reflecting our commitment to always put patients first by designing solutions adapted to different therapeutic needs. Patient safety remains our utmost priority across all applications.

To support this growth, our approach to sustainability is structured around two main dimensions, addressing both existing products and new developments.

For existing products, we focus on reducing carbon footprint by exploring alternative materials and integrating bio-based resins. Our nasal devices are manufactured at our site in Le Tréport, France, which is ISCC Plus certified. This certification ensures that our site is equipped to produce bio-based feedstock when required, in line with internationally recognized sustainability standards, including traceability and responsible sourcing. In parallel, we continue to reduce environmental impact through energy sourcing, with our European sites operating on 100% renewable electricity.

For new product development, we integrate ecodesign principles from the earliest design stages. This includes embedding product carbon footprint considerations into design decisions, selecting lower-impact materials, and prioritizing reusability where feasible. This helps reduce waste while maintaining performance and patient usability.

As the ENT-D market continues to grow, we remain committed to developing solutions that combine performance, patient convenience, and reduced environmental impact.

“Nemera integrates ecodesign principles from the earliest design stages. This includes embedding product carbon footprint considerations into design decisions, selecting lower-impact materials, and prioritizing reusability where feasible.”



Severine Duband

Strategy & Marketing Director OIP BU ENT-D / Opht / Inh



Our services

Whether it's Nemera products, our customers' organic development, or third-party devices, we are here to help.

Nemera is a trusted integrated partner for the device and combination product journey. We offer comprehensive end-to-end services and expertise in front-end innovation, device development, combination product consulting, and contract manufacturing.

Our diverse portfolio of products is complemented by this approach, enabling us to provide support at every step of the journey, fully integrated as a single partner or stand-alone to meet customer-specific needs, regardless of device development strategy or regulatory pathway. Whether it's Nemera products, our customers' organic development, or third-party devices, we are here to help.

We apply this know-how and our singular focus on healthcare to realize our vision of becoming the most patient-centric drug-device company. In close partnership with our customers, we ensure the accelerated delivery of their drugs to patients.

“We offer comprehensive end-to-end services and expertise in front-end innovation, device development, combination product consulting, and contract manufacturing.”

OUR SERVICES INCLUDE:

Front-end innovation & device development

1. Patient Experience Research
2. Device Development
3. Pre Clinical Device Supply
4. Connected Device UI/UX Development

Clinical and commercial manufacturing

1. CGMP clinical supply
2. Process definition and manufacturing planning
3. Global small-series and high-scale manufacturing
4. Life cycle management

Combination product consulting

1. Human Factors Management & Design Validation
2. Instructional Materials & Packaging Development
3. Quality/Regulatory Strategy & Registration Support
4. Functional/Analytical Testing & Design Verification

SUSTAINABILITY AT NEMERA

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84/100

Gold Ecovadis rating

859/1000

Cybervadis rating

64

Customer audits

50

Supplier audits

B

CDP Rating

100%

Plants ISO 13485

Driving Sustainable Growth

For us at Nemera, sustainability creates real value when it is embedded in daily operations and applied consistently. This is why we have spent the past few years building a solid ESG framework with clear direction and strong engagement across the organization. In 2025, our priority was to ensure this framework translates into concrete action across all our sites.

“The objective is to make sustainability part of the decision process itself, in addition to individual awareness or preference.”

The regulatory environment also played an important role. Adjustments to the timeline of the European Corporate Sustainability Reporting Directive (CSRD) made 2025 a transition year. It allowed us to strengthen key elements of our strategy while continuing to support the company's growth.

One concrete example is how we approach equipment investment. Injection molding machines are used for decades, so the choices we make today shape energy consumption far into the future. We now integrate energy efficiency and safety criteria directly into our equipment specifications and investment decisions, ensuring these factors are considered systematically when new equipment is purchased.

Reducing the carbon footprint of our products is a key priority for us. In 2025, we launched Novelia with bio-based resins. This development marks a significant step in Nemera's ambition to integrate sustainability into product design while continuing to deliver reliable solutions for our customers.

Independent assessments and certifications play an important role in measuring our ESG performance. We are proud to have maintained our EcoVadis Gold rating for the second consecutive year, an important milestone that reflects the progress made in strengthening our ESG policies, processes, and reporting practices. Our La Verpillière site also achieved ISO 45001 certification, further reinforcing our health and safety management system. Beyond recognition, these assessments provide valuable benchmarks that help guide our next improvements.

Looking ahead, growth will remain the main test of our ESG approach. As Nemera expands, we must maintain consistent standards while giving sites and business units the autonomy to act effectively. Clear priorities and simple processes help teams stay engaged and ensure that sustainability remains part of everyday operations.

Ultimately, our goal is to deliver concrete results: reducing environmental impact, improving working conditions, and supporting better outcomes for patients.

By integrating these priorities into everyday decisions, Nemera continues to build a strong foundation for responsible and sustainable growth. The engagement of our teams across the company gives me confidence in our ability to sustain this progress over time.

“Sustainability only creates value if it is embedded in processes, understood by teams, and applied consistently over time.”

Sandrine Coutarel
Global EHS & Sustainability Director



Our ESG Strategy

Double Materiality Assessment

We took a major step forward in our ESG strategy by conducting a detailed Double Materiality Assessment (DMA).

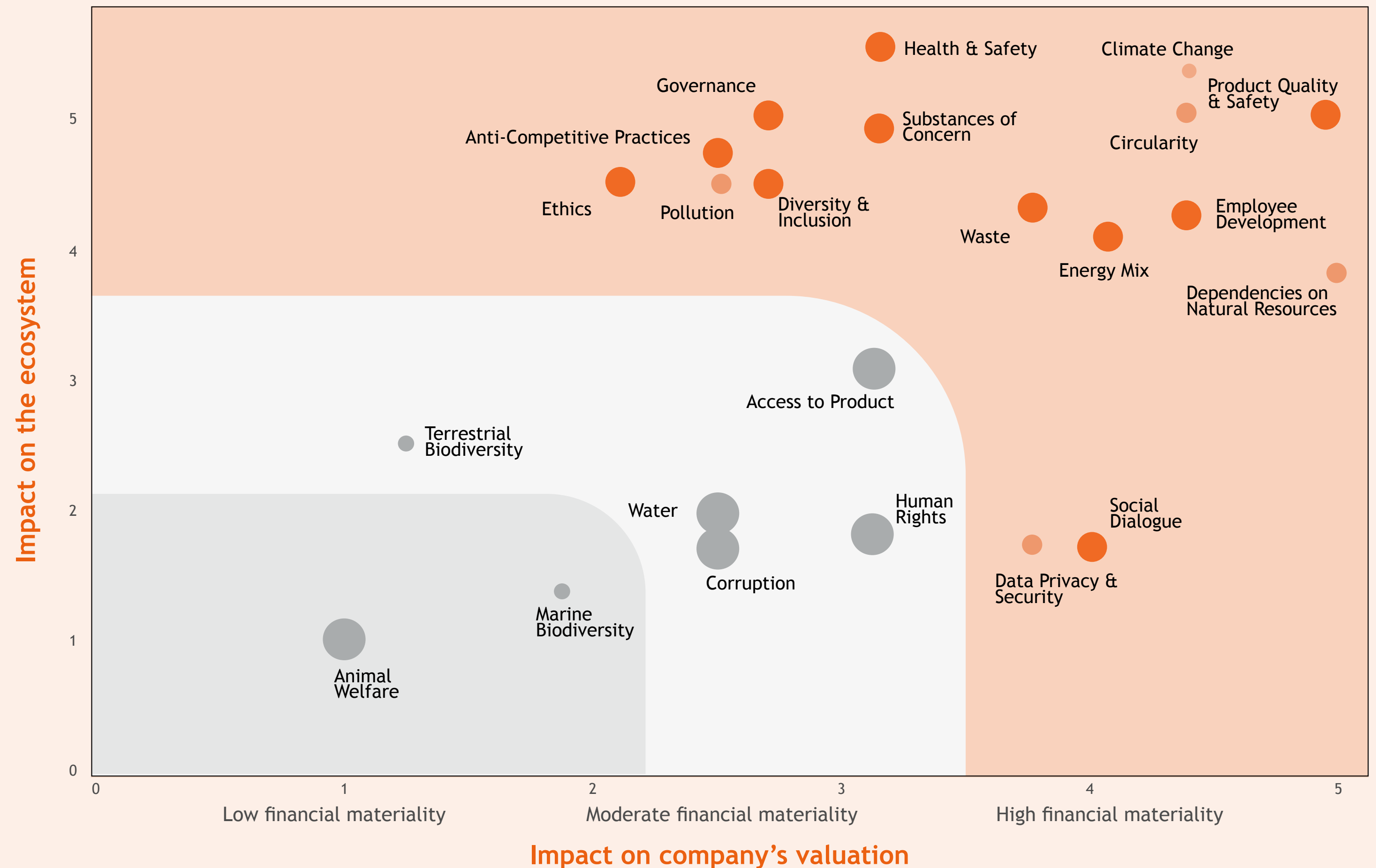
Our double materiality matrix evaluates our impact on our ecosystem while also considering how this ecosystem influences our business.

It demonstrates the topics we assessed as having high, moderate, and low materiality. Topics deemed highly material from both perspectives are prioritized within our strategic approach and in determining which GRI standards we are reporting in accordance with in this report.

In addition, this assessment provides us with the foundation for compliance with the incoming CSRD legislation, which requires companies to conduct a DMA as part of the reporting process.

- Actual impact
- Potential materiality in “up to 5 years”
- Potential materiality in “up to 10 years”

MATERIAL TOPICS FROM THE STANDPOINT OF NEMERA’S OWN OPERATIONS



Our five core pillars

Nemera’s sustainability strategy is based on five pillars.



ENVIRONMENT

Focusing on climate change, energy mix and efficiency, waste, pollution, and water.



ECO-DESIGN

Addressing circularity by designing and enhancing our products while considering their impact throughout the whole lifecycle from production to end of life.



PEOPLE

Focusing on employee development, diversity and inclusion (D&I), health and safety, social dialogue, and our work with local communities.



SUSTAINABLE
PROCUREMENT

Looking at our material inflows, use and our impact across the supply chain.



GOVERNANCE
& ETHICAL PRACTICES

Ensuring the quality and safety of our products, the data privacy and security of our practices, and performing our duties in an ethical manner.

Governance

NEMERA BOARD

Astorg		Independent	MARC HÄMEL CEO, Nemera	Montagu		
ANTOINE THOMAS	NICOLAS MARIEN	VÉRONIQUE KODJO		HÉLOISE PUJOLLE	ADRIEN SASSI	GUILLAUME JABALOT

OUR LEADERSHIP TEAM

Our ESG strategy is validated by the board, executed under the supervision of the Chief Executive Officer and shared and deployed by the Nemera leadership team.



Denise Johnston VP Global Sales	Frédéric Brunet Chief Financial Officer	Elizabeth De Longeaux VP Human Resources & Communications	Sebastian Perrier Chief Operating Officer	Marc Hämel Chief Executive Officer	Christian Meusinger VP Quality & Regulatory	Dimitri Grasswill VP BU ENTD, Ophthalmic, Inhalation	Bernhard Rohn VP BU Parenteral Biologics, ICO	Tristan Courtial VP BU Strategy & Services
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OUR ESG COMMITTEE

Responsibilities

- 

Validate action plan, set new goals and present new projects.
- 

Present on major ESG projects in place and advancement of our goals.
- 

Validate new projects, budgets and resources needed.

Scaling Our Impact Across the Value Chain

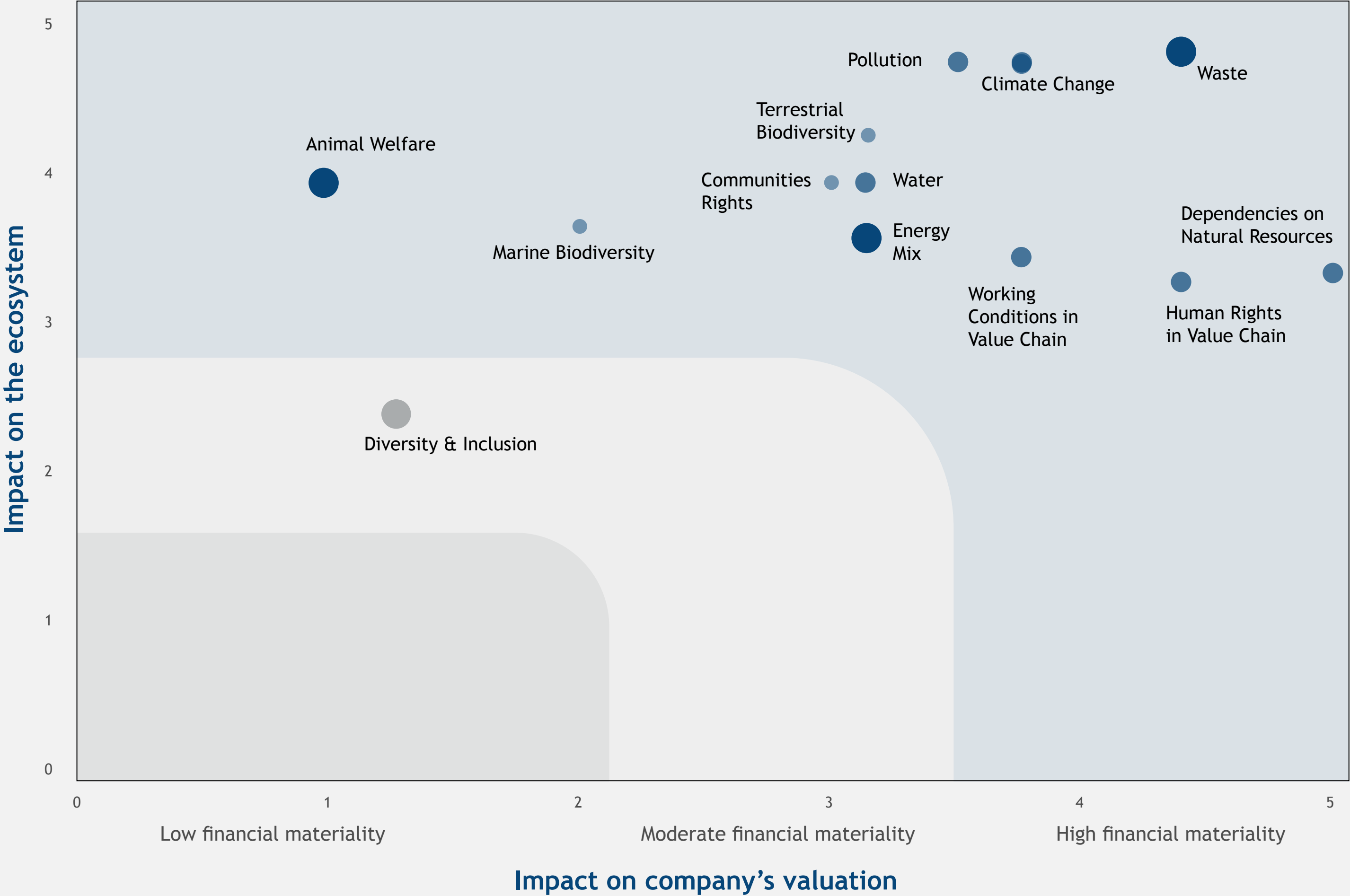
At Nemer, we believe it is crucial to understand and address our company’s impact across our entire sphere of influence.

When conducting our DMA, we considered perspectives from our operational footprint and the value chain; this matrix shows the outcomes for the latter. Our assessment allows us to see which topics are specifically relevant for our customers and suppliers. It will form a key part of our decision-making and conversations with these key stakeholders as we mature our sustainability approach in 2025 and beyond.

Throughout this report, we will address each material topic to present the full picture of Nemer’s ESG efforts. In addition to the material topics identified in our DMA, we will also outline our approach to sustainable procurement in detail, as this is an essential part of our sustainability strategy.

- Actual impact
- Potential materiality in “up to 5 years”
- Potential materiality in “up to 10 years”

MATERIAL TOPICS FROM THE STANDPOINT OF NEMER’S VALUE CHAIN, FROM SUPPLIERS TO PATIENTS



Patients first, always.

Since the beginning of Nemera we are committed to guaranteeing the safest medical combination of products and services for patients. We comply with all regulatory requirements outlined in the General Safety and Performance Requirements (GSPR) of the Medical Device Regulation: MDR (EU) 2017/745 legislation.

This legislation includes standards and regulations that ensure the safety of medical devices intended for use by patients. The GSPR outlines various criteria, including the evaluation of biocompatibility and comprehensive risk assessments of products and processes, using methodologies such as Design Failure Mode and Effect Analysis (DFMEA) and Process Failure Mode and Effect Analysis (PFMEA). For example, for materials that come into direct contact with the drug or the patient, we assess any potential chemical risks that could affect the patient's health.

Furthermore, we only use raw materials that comply with REACH (Registration, Evaluation, Authorization, and Restriction of Chemicals and SVHC (Substances of Very High Concern) regulations. To ensure this, our suppliers must present us with a regulatory compliance certificate.

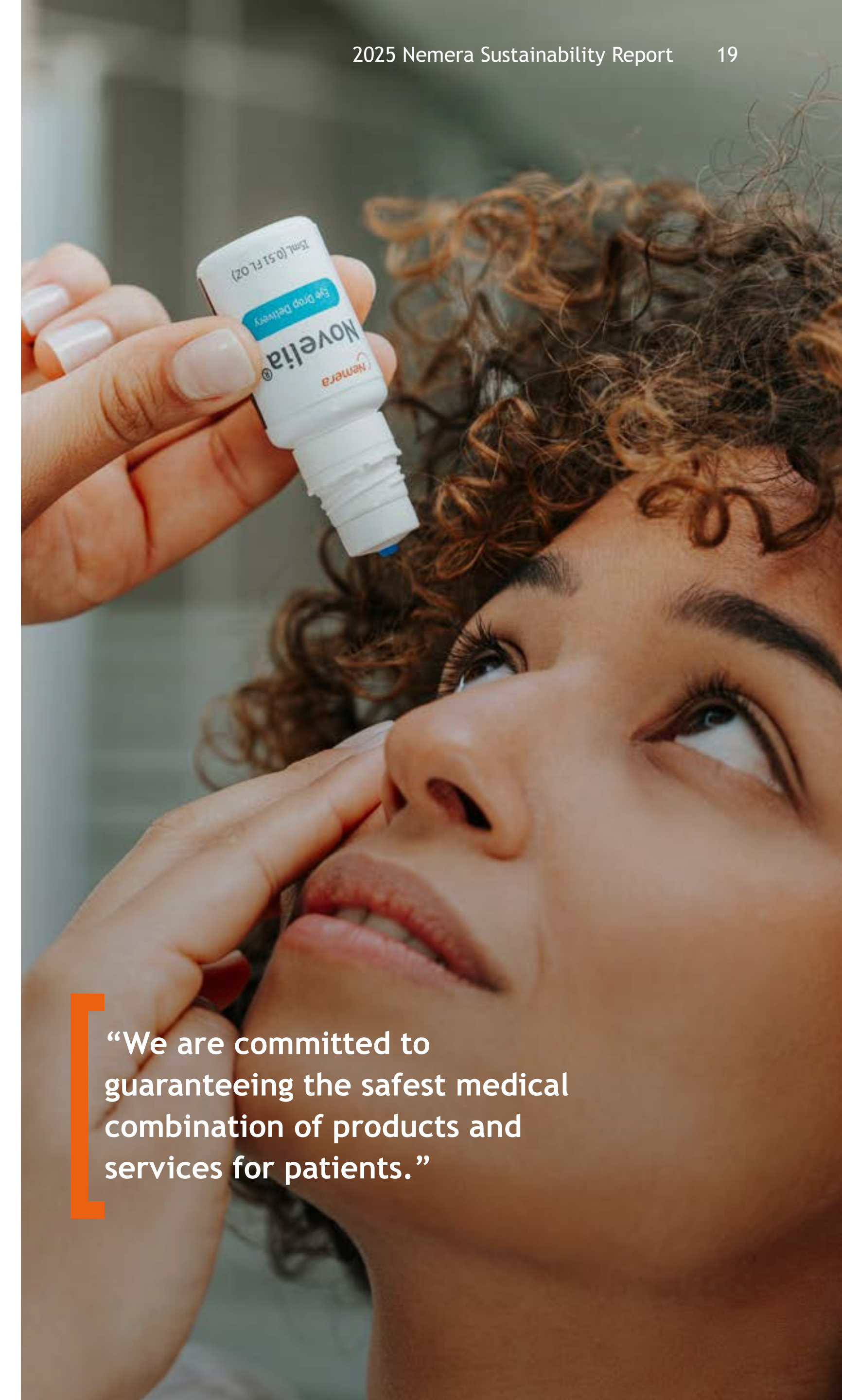
Nemera also carries out complete chemical characterizations for any raw material in direct contact with the patient or with the drug. These are extractables studies that follow toxicological risk assessments to highlight potential substances that could pose toxicological concerns. Our Quality Systems and processes are designed to ensure that each single device complies with the relevant standards and specifications.

For improved governance, in 2025 we embedded the MDSAP (Medical Device Single Audit Program) Standard and requirements into our current central internal audit process.

ZERO

We maintained a proud record of zero accidents of regulatory non-compliance related to any health and safety impacts of our products in 2025.

“We are committed to guaranteeing the safest medical combination of products and services for patients.”



AT A GLANCE

Let's talk quality

In 2025, we strengthened Nemera's quality culture through two complementary initiatives: our annual Quality Conference and World Quality Week.

We hosted the three-day Quality Conference in Lyon, bringing together quality leaders and experts from across our global organization. The event combined a functional conference with leadership discussions, creating space to share expertise, align priorities, and reflect on how we can continue to "think differently" about quality beyond compliance.

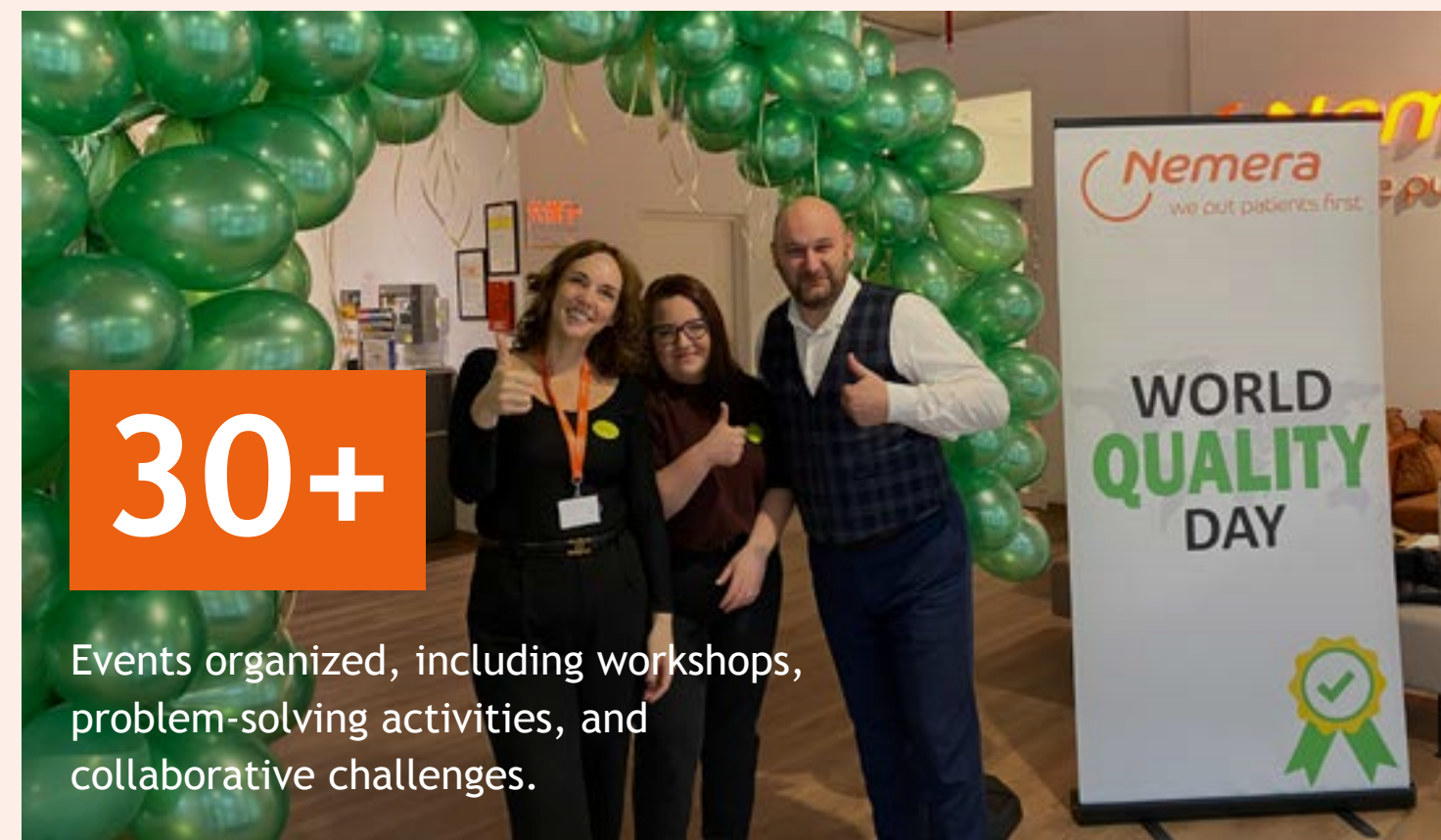
Throughout the sessions, teams explored how leadership, processes, and behaviors can work together to reinforce our culture where patient safety and product reliability is at the center of our decisions.

In November, Nemera's first global World Quality Week extended this conversation across all Nemera sites.

In 2025, teams organized more than 30 events, including workshops, problem-solving activities, and collaborative challenges designed to engage and connect quality with our everyday work.

More than 1000 Employees participated from all sites, demonstrating the strong engagement of our global teams and reinforcing the idea that quality is a shared responsibility across the organization.

Together, these initiatives illustrate how quality is embedded in Nemera's daily operations. By encouraging collaboration, continuous improvement, and active employee engagement, they contribute directly to patient safety, operational excellence, and our broader sustainability objectives.



Events organized, including workshops, problem-solving activities, and collaborative challenges.

“The world around us is evolving—and so are we. Beyond meeting regulatory requirements and industry standards, we are committed to continually drive improvements.

For us, Quality is not a checklist it is a shared mindset embedded in everything we do, every day, by everyone. By fostering a culture that encourages challenges, embraces change, and values accountability, we create the foundation for sustainable excellence in Quality. Our systems enable performance, but it is our people, our culture, and our way of thinking that truly drives lasting impact for patients and our customers.”

Christian Meusinger
VP Global Quality and Regulatory

Going the extra mile with customers

This year, we completed our tenth customer engagement survey, achieving extremely positive results from 352 respondents, a 10% increase compared to the previous round. Our referral rating of 8 is the highest we have ever received, representing a 1% increase over 2023.

We saw improvements across most of our functions, most notably at the senior management level, as well as in our key markets, with increases of 28% and 9% in our Polish and German operations, respectively.

Our key strengths included strong customer relationships, endorsements of our collaborative approach, product quality, and feedback highlighting that our customer-centric behaviors foster trust and partnership.

These scores and findings give us a strong sense of pride and reflect positively on our long-term approach, which enables us to build lasting, trust-based relationships with our customers.

+10%

Increase in customer engagement survey participation compared to previous round.

8

Nemera referral rating in 2025, the highest ever received.

Talent Quality
Responsive Customer Service
Collaboration Supportive
Open Solutions Trust
Responsive
Communication Collaboration
Easy to work with Agile & Flexible
Improvement Expertise & Knowledge
Reliable

Sales and BU conference

In 2025, a Sales & Business Units conference was organized to strengthen collaboration and alignment across teams, bringing together 113 employees from across the company.

The event aimed to improve understanding of the Business Units structure, introduced in 2025, and to support a cultural shift toward greater focus on OIP and service-oriented activities, alongside the company's historical CMO priorities. It also addressed key operational topics and aimed to leverage expertise across the organization. This conference strengthened collaboration and supported the continued development of the company's Business Units organization.



Active participation in industry associations

Nemera is a member of MedPharmPlast Europe (MPPE), an association member of European Plastics Converters (EuPC), the professional representative body of plastics converters in Europe. MPPE represents the interests of the pharmaceutical plastics value chain and engages with European institutions to support the development of workable regulations that also ensure patient safety.

Through an open, two-way dialogue, MPPE keeps its members informed of the latest developments in European regulations and their potential impact on drug delivery devices and pharmaceutical packaging plastics. It also provides a structured forum for discussion and knowledge sharing across the value chain, supporting a shared understanding of regulatory expectations and industry challenges.

Nemera is actively involved in several working groups within MPPE, including those focused on sustainability. This engagement was further illustrated in 2025, when Nemera hosted the MPPE Summer Conference in Lyon, bringing together industry stakeholders to exchange on regulatory developments, sustainable materials, circularity initiatives, and emerging approaches to reducing environmental impact in pharmaceutical plastics.

These discussions contribute to collective progress on sustainability challenges facing the sector.

Nemera is also an associated member of the International Pharmaceutical Aerosol Consortium on Regulation & Science (IPAC-RS), through which the company has been actively involved in workshops, publications, and roundtables, including exchanges specifically focused on sustainability-related topics.

“Nemera is actively involved in several working groups within MPPE, including those focused on sustainability. This engagement was further illustrated in 2025, when Nemera hosted the MPPE Summer Conference in Lyon.”



Béatrice Grand-Demars
Regulatory Affairs Senior Manager -
Sustainability and Intelligence



Quality audits



ISO Certification

As shown on page 7, we have obtained a wide range of ISO certificates across our operational footprint. In relation to patient safety in particular, ISO 13485 sets stringent requirements for Quality Management Systems (QMS) of medical devices, while ISO 15378 sets a best-practice standard for producing primary packaging materials. Six of our plants are ISO 13485 certified, with three of these (La Verpillière, Le Tréport, and Neuenburg) also ISO 15378 certified.



Central Audits

Every two years, we conduct a thorough audit across all our facilities to ensure alignment with the principles set by our QMS. These audits cover several areas, including material and supplier controls, management controls, production and process controls, change controls, compliance, facilities, and equipment. Following the 2023 central audit, which showed improvements or stable performance across all our plants, the 2025-2026 central audit campaign is currently in progress.

Four audits were planned for 2025 and were all successfully completed, with the remaining four audits scheduled for 2026. The results show continued improvement at the Neuenburg site and excellent performance levels at the La Verpillière and Buffalo Grove sites, confirming strong alignment with our QMS standards.



Customer Audits

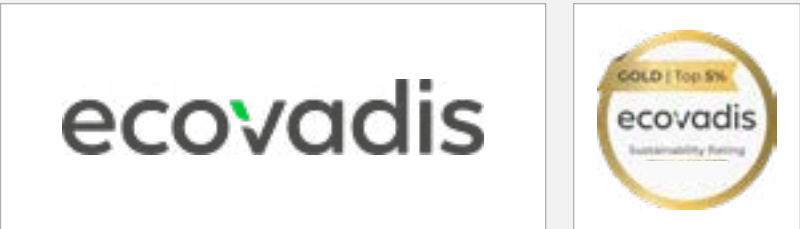
In 2025, our customers conducted 64 audits across our facilities. As in 2024, we did not record any critical findings, which shows that our QMS remains robust and our continuous improvement efforts are effective.

Supplier Audits

Our quality team members conducted 50 audits on suppliers in 2025 with 79 planned for 2026. In line with our focus on integrating ESG into our suppliers' operations, 28 of these audits included ESG criteria. Moving forward, we are working on integrating ESG criteria in all our suppliers' audits to mature our approach further.



Our Sustainability Ratings and Endorsements



In 2025, we achieved an EcoVadis score of 84 out of 100, earning a Gold Medal for the second consecutive year and placing Nemera among the top 5% of companies assessed globally. This result represents a five-point improvement compared with 2024 and reflects continued progress across the four pillars evaluated by EcoVadis.

Achieving Gold is great, but maintaining and improving it is even better, showing that we don’t just implement actions; we consolidate them and sustain our efforts year after year.

The strongest performance was achieved in the environmental pillar, where Nemera scored 91 out of 100. This score is supported by initiatives such as the Science Based Targets initiative (SBTi), engagement RE100 and UNGC as well as

continuing the rollout of ISO 14001 and ISO 50001 across our sites. We also saw the most substantial gain in the two key pillars of Labor and human rights and ethics. This year, we expanded our ISO 45001 certification to our sites in Szczecin, Poland and La Verpillière France.

We also achieved ISCC+ certification across all our French sites, key milestones that reflect our commitment to responsible, safe, and sustainable operations. Our ethics score benefited from the continued strengthening of policies and practices across the organization.

While these results demonstrate tangible progress, we continue to review EcoVadis recommendations carefully and pursue improvement actions that extend beyond the scope of the assessment.

84/100

2025 EcoVadis score.

91/100

Score achieved on the Environmental Pillar.

81/100

Score achieved on the Labor & Human Rights Pillar.

89/100

Score achieved on the Ethics Pillar.

77/100

Score achieved on the Sustainable Procurement Pillar.



Cybersecurity is a key component of Nemera’s operational resilience. Following an assessment covering more than 250 cybersecurity controls, Nemera achieved a CyberVadis score of 859 out of 1,000 in 2025, corresponding to a Silver Medal (Mature level) improving from a Bronze Medal in 2024.

This result reflects the robustness of Nemera’s cybersecurity governance and risk management framework.

Nemera continues to implement improvement actions to further strengthen resilience against evolving cyber threats.

859

CyberVadis score out of 1,000 achieved by Nemera in 2025.

250

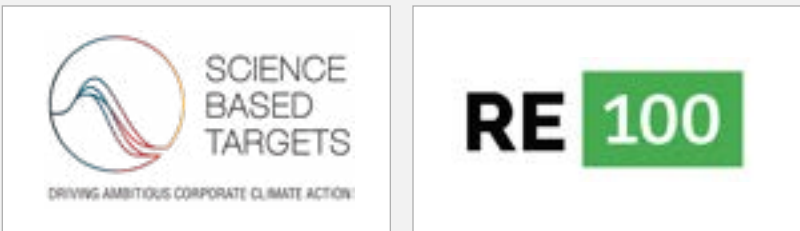
Cybersecurity controls completed by Nemera for the assessment.



Nemera continues to advance its climate management by reporting data to the CDP. CDP assesses companies’ climate-related practices and performance on a scale from A (leadership) to D. In 2025, Nemera maintained a B rating for the second consecutive year, following an improvement from B- in 2023. This score demonstrates that we actively address climate-related issues and continue to progress in climate management and transparency.

In addition to its B rating for climate performance, Nemera earned an A rating on the CDP Supplier Engagement Assessment (SEA), recognizing the company’s leadership in engaging suppliers on climate action. This score reflects Nemera’s active efforts to work with its supply chain to reduce emissions, promote sustainable practices, and drive measurable progress across its network of partners.

As with other third-party assessments, we are proud to maintain a strong performance while pursuing further improvements and pushing our boundaries as a sustainable organization.



We commit to reducing our absolute Scope 1 and 2 GHG emissions by 90% by 2030, compared to a 2019 base year. We are also committed to reducing Scope 3 GHG emissions from purchased goods and services by 55% per euro value added within the same timeframe.

We are also members of RE100, a global initiative uniting business dedicated to achieving 100% renewable electricity use.



Our participation in the UN Global Compact (UNGC), the world’s largest sustainability initiative, strengthens our commitment and alignment with the Sustainable Development Goals. Through this initiative, we join a global community of companies committed to upholding the UNGC’s ten fundamental principles across the areas of environment, human rights, international labor standards, and anti-corruption.

ENVIRONMENT

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100%
Carbon free electricity

65%
Renewable electricity in 2025

126,038
Total greenhouse gas emissions

136,663
Mwh of electricity consumed

94%
Scope 1 and 2 greenhouse gas emissions reduction vs 2019

73%
Plastic waste recycled

55,053
m³ water consumed

Advancing Our Environmental Strategy

Our business continued to grow strongly in 2025, and it's up to us to ensure that ESG remains fully aligned with this momentum. Throughout the year, we further improved Nemera's environmental and social performance, with our efforts once again reflected in the continued increase of our EcoVadis score.

Reducing our environmental footprint remains at the heart of our approach. Our strategy is built around clear priorities: lowering emissions, improving energy efficiency, reducing waste, and designing products with environmental impact in mind, in close collaboration with our suppliers. In 2025, we continued to build on this approach, focusing on the areas where we can act most effectively across our operations and products.

Having already achieved our Scope 1 and Scope 2 SBTi targets, we are now going further by strengthening how we measure and manage emissions. We are continuously improving the quality and consistency of data collected across our value chain, as well as our emission projections, to better track our trajectory against our SBTi commitments.

This ongoing work will also enable us to simulate emissions at program level and prioritize the most effective reduction actions, helping guide eco-design choices and discussions with customers.

At the same time, energy efficiency remains a key focus. We remain committed to reaching 100% renewable electricity across all our sites by 2030. Alongside this, we continue to reduce our overall energy consumption through investments in electric and hybrid equipment, as well as ongoing improvements in operational efficiency across our facilities.

We are also accelerating our efforts on circularity. Reducing waste and optimizing material use are key priorities, with actions focused on reducing scrap, improving recycling practices, and progressing toward our targets of 100% plastic recycling by 2030 and zero waste to landfill by 2026. The evolution of our organization supports this approach. Our transition to a Business Unit structure and the development of our own IP portfolio enable us to embed environmental considerations from the earliest design phases.

The integration of bio-based resins for Novelia® is one example of how we are combining product performance with reduced environmental impact.

As we move forward, this integrated approach will continue to strengthen our ability to make informed choices, work closely with our partners, and reduce the footprint of our product, while continuing to deliver safe and reliable solutions for patients.

“Throughout the year, we further improved Nemera's environmental and social performance, with our efforts once again reflected in the continued increase of our EcoVadis score.”

Claude Menenteau
VP Operations



Climate Change and Energy Mix

The SBTi approved Nemera’s short- and long-term greenhouse gas (GHG) emissions reduction targets in 2023.

In line with this, we commit to reducing our absolute Scope 1 and 2 GHG emissions by 90% by 2030 from a 2019 base year. We are also committed to reducing Scope 3 GHG emissions from purchased goods and services by 55% per euro value added within the same timeframe.

We are proud of the fact that our Scope 1 and 2 emissions reduction target was already reached, and in fact exceeded, with a 94% reduction against the 2019 baseline.

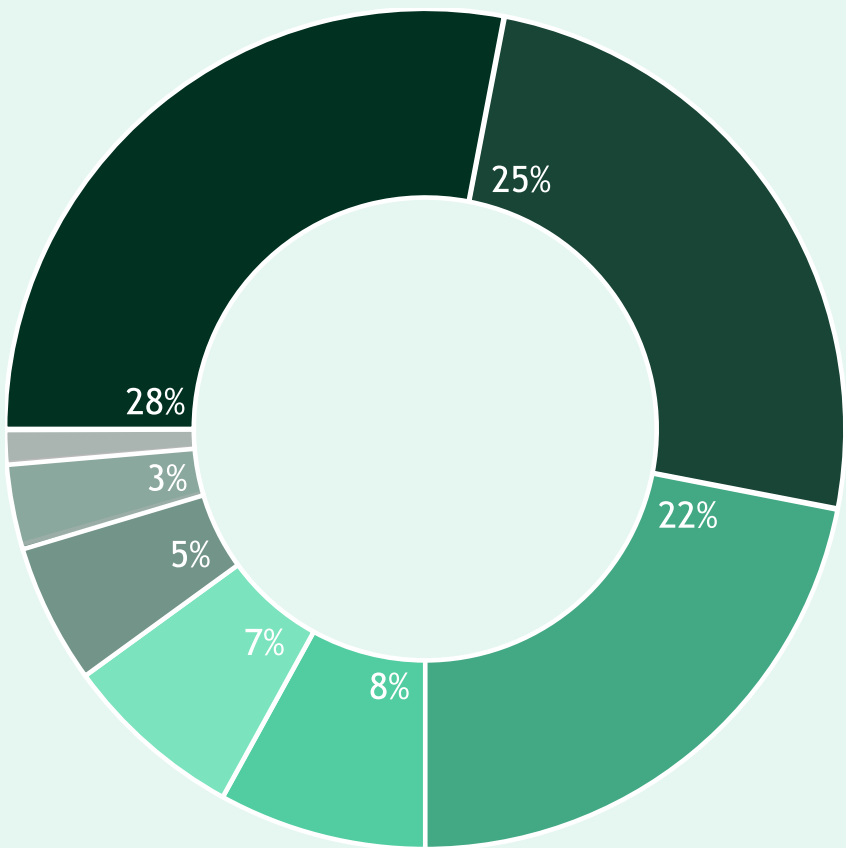
Achieving our Scope 3 target is now even higher on our list of strategic priorities. We are actively engaging with customers and other key stakeholders to drive initiatives that will push us further toward this target.

We are currently in continuous discussions with our main customers to implement projects aimed at reducing Scope 3 emissions from purchased goods and services.

As shown on page 7, our operational sites in La Verpillière, Le Tréport and Neuenberg are ISO 50001 and ISO 14001 certified. In 2024, our Szczecin plant also secured ISO 14001 certification, bringing it in line with the rest of our plants. These ISO standards are recognized as an industry best practice and enable us to take proactive measures to minimize our environmental footprint, comply with regulations, and achieve our objectives.

Figure 1. Emissions per site in 2025

Location	tCO ₂ eq	%
● Buffalo Grove	33,731.84	28%
● La Verpillière	30,673.21	25%
● Neuenburg	26,546.55	22%
● Le Tréport	10,152.70	8%
● Vernon Hills	7,967.51	7%
● Szczecin	6,655.47	5%
● Jaguariúna	4,003.87	3%
● Lyon	1,081.83	1%
○ Chicago	229.61	0%



Our Commitments



Achieve 90% reduction of Scope 1 and 2 GHG emissions by 2030 from a 2019 base year.



Achieve 55% reduction of Scope 3 GHG emissions from purchased goods and services per value added by 2030.



Achieve ISO14001 and ISO50001 certification for all operational sites by 2026.

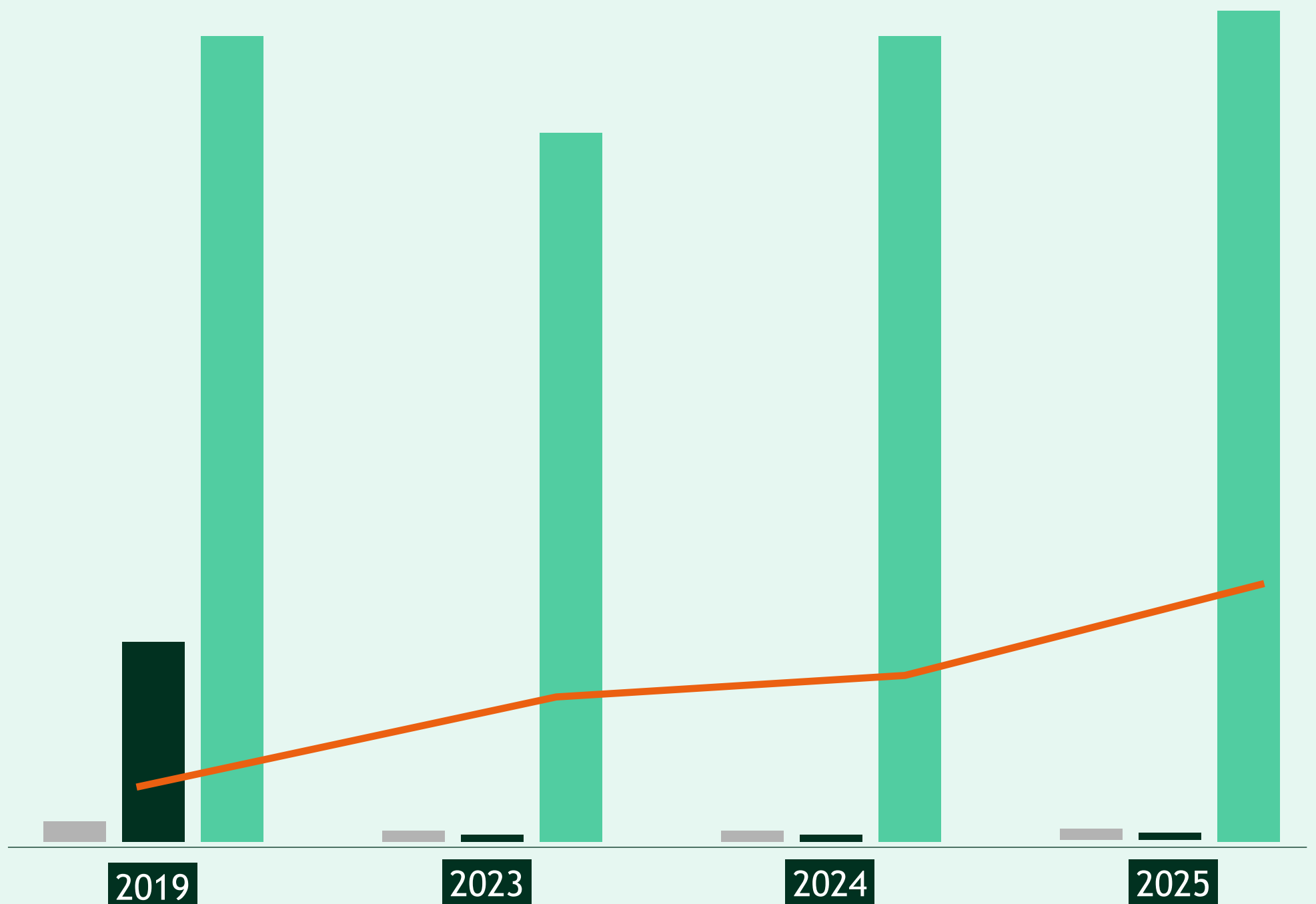
“We are proud to have already achieved our Scope 1 and 2 emissions reduction target.”

4/6

Of our plants are ISO 14001 certified, covering 62% of our workforce.

Figure 2. Greenhouse gas emissions (GHG) at Nemera in 2025 (in tCO₂eq)

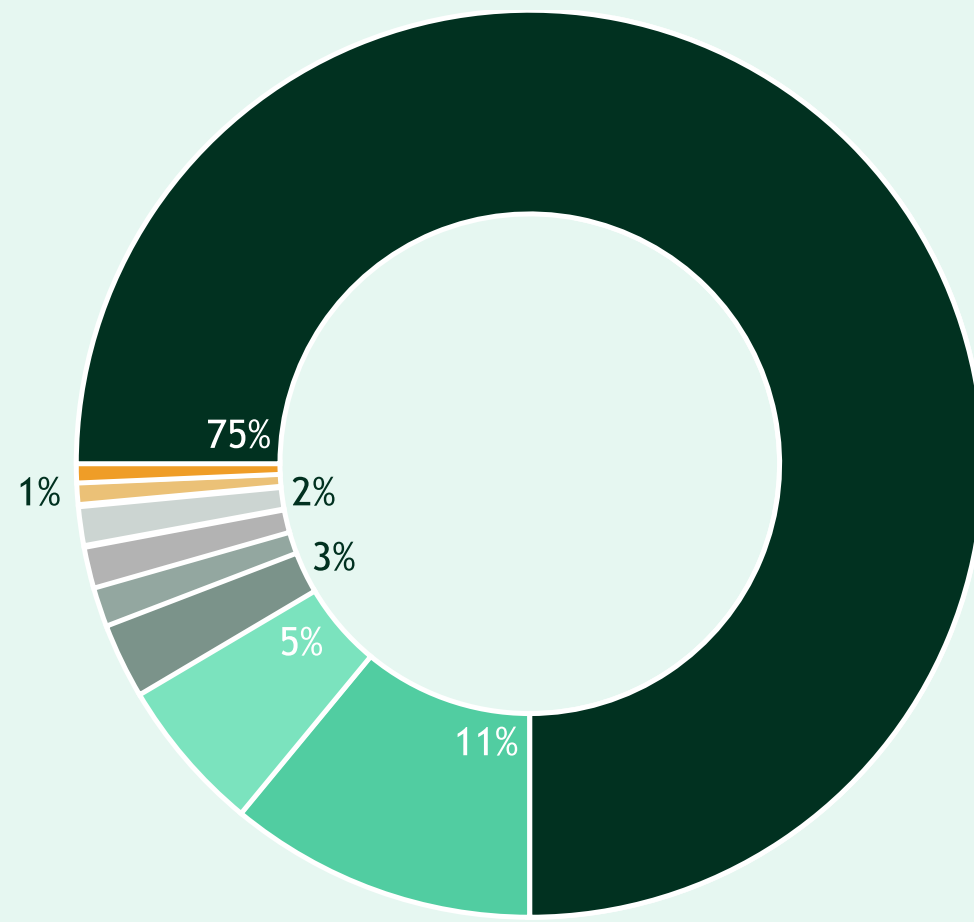
- Scope 1
- Scope 2
- Scope 3
- EUR Value Added



-94% Scope 1 and 2 GHG emissions reduction vs 2019.

-45% Scope 3 GHG emissions from purchased goods and services per value added reduction vs 2019.

Figure 3. Scope 3 emissions breakdown in 2025 (in tCO₂eq)



Category	tCO ₂ eq	%
Business travel	1,179.60	0.95
Capital goods	13,452.24	10.84
Commuting	6,131.13	4.94
Downstream transportation and distribution	1,957.59	1.58
End-of-life of sold products	1,826.43	1.47
Fuel and energy related activities	1,715.83	1.38
Processing of sold products	100.26	0.08
Purchased goods and services	93,605.21	75.42
Upstream transportation and distribution	3,321.61	2.68
Waste	820.42	0.66

Carbon footprint audit

Since 2022, the carbon audit of our key performance indicators (KPIs) has confirmed that our carbon tracking methodology aligns with industry standards. The audit also verifies our greenhouse gas (GHG) indicators, which are submitted to CDP with a reasonable level of assurance. This process supports our commitment to providing patients, employees, and stakeholders with transparent and reliable information on our climate performance. Carbon audits are conducted on an annual basis.

Climate risk assessment

To better understand the risks posed by climate change to our activities, we conducted a climate risk assessment covering 100% of our sites. Compared with previous assessments, this evaluation provides a more complete view of our climate risk scenarios, covering both physical and transitional risks linked to our business activities. The results of this assessment have contributed to the development of an ongoing project and associated action plan, structured around several phases focusing on identifying the main physical climate-related risks across our sites, assessing their potential impacts, and defining appropriate mitigation and adaptation measures. This approach supports our ability to anticipate and manage climate-related risks over time.

Reducing commuting and business travel emissions

In 2025, we continued to implement measures aimed at reducing emissions related to commuting and business travel.

At our manufacturing facility in Szczecin, Poland, carpooling initiatives and the continued operation of a company bus have helped limit individual commuting emissions. In 2025, 45% of employees working at the Szczecin plant used the company bus to travel to and from work.

In addition, we increased the budget allocated to support electric vehicle use, further encouraging lower-emission travel options across our operations.

45%

Employees working at the Szczecin plant used the company bus to travel to and from work in 2025.



Organized collective transport for our Szczecin employees

AT A GLANCE



Refining our carbon journey: From data automation to emission forecasting

Building on the progress highlighted last year, Nemera continued advancing its carbon footprint project in 2025 by enhancing data collection and automating parts of the data gathering process. The objective is to refine how we measure emissions while progressively improving the in-house capabilities to calculate the annual carbon footprint.

Teams are also working closely with suppliers to refine emission factors and improve the accuracy of carbon footprint data. This helps identify the most carbon-intensive materials and products, enabling more targeted reduction efforts.

By structuring and standardizing data from multiple sources, teams can track emissions more reliably and develop clearer projections of Nemera's carbon trajectory in line with our SBTi commitments.

In 2026, Nemera aims to develop emissions projections, similar to financial forecasting, to better work with clients and suppliers on identifying opportunities to reduce carbon impact.

“This is a thrilling project! For me, it marks a key milestone to better monitor Nemera’s carbon trajectory, by site and by program. I firmly believe it will be a powerful enabler to make informed decisions on our decarbonization journey.”

Estelle Bourdon
Procurement ESG Manager



Renewable energy

We are determined to obtain all our electricity from renewable sources by 2030. This includes our manufacturing facilities, where most of our energy is consumed. To help us reach this objective, we became members of RE100, a global initiative uniting business dedicated to achieving 100% renewable electricity use. As of 2025, all our European and Brazilian sites are running on electricity from 100% renewable sources.

Our ISO 50001 on energy management also ensures that our energy efficiency approach is comprehensive and validated by third parties.



Electricity in Nemera's operations 100% will be from renewable sources by 2030.

100%

Renewable electricity across our European and Brazil sites.

AT A GLANCE

 Improving efficiency and reducing consumption

One of the main pillars of our strategy is energy. In recent years, we have focused on reducing our environmental impact from electricity consumption by transitioning to 100% carbon-free energy across all sites. In 2023, we reached a major milestone: our European and Brazilian sites now operate on 100% renewable electricity, not just carbon-free. We have also committed to the RE100 target of using 100% renewable electricity at all sites by 2030.

But our efforts don't stop there. We are not only focused on the source of our electricity—we are equally committed to improving efficiency and reducing overall consumption.

To support this, we have established a global standard that all newly acquired injection molding machines (IMMs) will be either electric or hybrid, moving away from the use of traditional hydraulic models. IMMs are critical to the production of many drug delivery devices and must meet stringent regulatory requirements for precision and cleanroom compatibility.

To further enhance energy management, all new IMMs are equipped with electricity counters. The detailed data these systems provide allows us to identify inefficiencies, detect abnormal consumption patterns, and spot potential

faults early. A key example of this initiative took place at our Le Tréport site in France, where older hydraulic IMMs began to be replaced with electric and hybrid models. With an investment of over €1.5 million, four machines were replaced between 2024 and 2025. In addition, during 2025, two IMMs were replaced at our Buffalo Grove site and one IMM was replaced at our La Verpillière site. These new machines consume around 50% less electricity on average, with some models requiring just 1 kWh per kilogram of processed material compared with 2.72 kWh/kg for the previous hydraulic models.

Across our sites, teams are also implementing targeted initiatives to improve energy efficiency in buildings and infrastructure. In 2025, these included:

- At the La Verpillière site, the replacement of an air dryer, generating annual energy savings of around 200,000 kWh, and the installation of a high-efficiency chiller, delivering additional savings of more than 250,000 kWh after six months of operation.
- In Jaguariúna, the replacement of 33 air conditioning units with more energy-efficient models, which consume around 40% less electricity on average. These new units use lower-impact refrigerant gases, switching from R-22 and R-410A to R-32. This transition to R-32 refrigerant

improves energy efficiency and requires less refrigerant to achieve the same cooling effect. In addition, R-32 is easier to recycle and reuse and is safer for use in refrigeration systems.

- We also upgraded the lighting system in our Jaguariúna site, converting to LED technology, which is estimated to reduce energy consumption by more than 50%.

These efforts are supported by local energy monitoring practices, including ISO 50001-certified energy management systems, which enable teams to track consumption regularly and respond quickly to abnormal variations.

These initiatives reflect our commitment to combining sustainability with operational performance, as we work to reduce our environmental footprint while maintaining the highest standards of quality and performance.

50%

Of our plants are ISO 50001 certified, covering 50% of our workforce.

Circularity

At Nemera, circularity is central to our environmental efforts.

This means we are dedicated to making our drug delivery products easier to recycle and less wasteful. We recognize the efforts that the drug delivery device industry has made to increase the use of sustainable materials.

We are committing to and investing in bio-based resins and materials that can be recycled and recovered, and we have put in place waste management initiatives at each of our plants.

Alongside this, we are committed to:

 Expanding the implementation of bio-based resins in different product offerings. Novelia® with bio-based resins was launched in 2025.

 Developing an eco-design framework as part of Nemera’s project development methodology.

 Identifying networking opportunities that allow us to reduce the impact of the end-of-life of our products.

 Sending zero plastic waste to landfill by 2026 and recycling 100% of plastic used in our operations by 2030.

At Nemera, circularity is central to our environmental efforts. This means we are dedicated to making our drug delivery products easier to recycle and less wasteful. Our Research & Development (R&D) department focuses on understanding product impacts and creating eco-friendly designs.

AT A GLANCE

Redesigning the cartridge holder mold

Improving operational efficiency while reducing environmental impact

At our La Verpillière site, the injection molding team redesigned the cartridge holder mold to improve performance and reduce waste. By transitioning from a conventional sprue-based system to a sprue-free direct gating solution, the team eliminated a significant source of material waste.

The previous design generated around 210 kg of plastic waste per day while the new design cuts raw material usage by 34% per shot. It also improves workplace safety by minimizing manual handling and associated risks for production teams.

Operational efficiency has also been strengthened, with cycle times reduced by 20%, supporting both productivity gains and lower energy consumption per unit produced.



Waste management

We have implemented several waste efficiency and performance programs and partnerships to help reduce and recycle increasing volumes over time.

Our ISO 14001 processes and waste audits ensure our management approach is comprehensive and validated by expert third parties.



Achieve 100% plastic recyclability in our operations by 2030.



Zero plastic waste to landfill by 2026.

73%
90%

Plastic waste recycled in 2024.
Waste diverted from landfills.

Figure 4. Types of waste

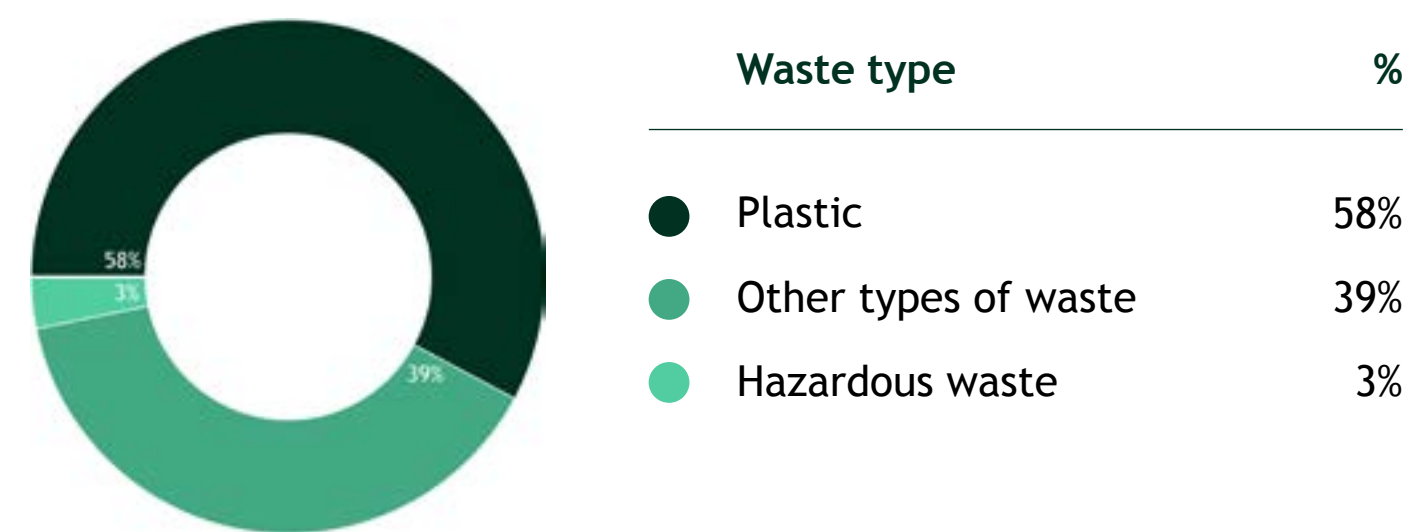
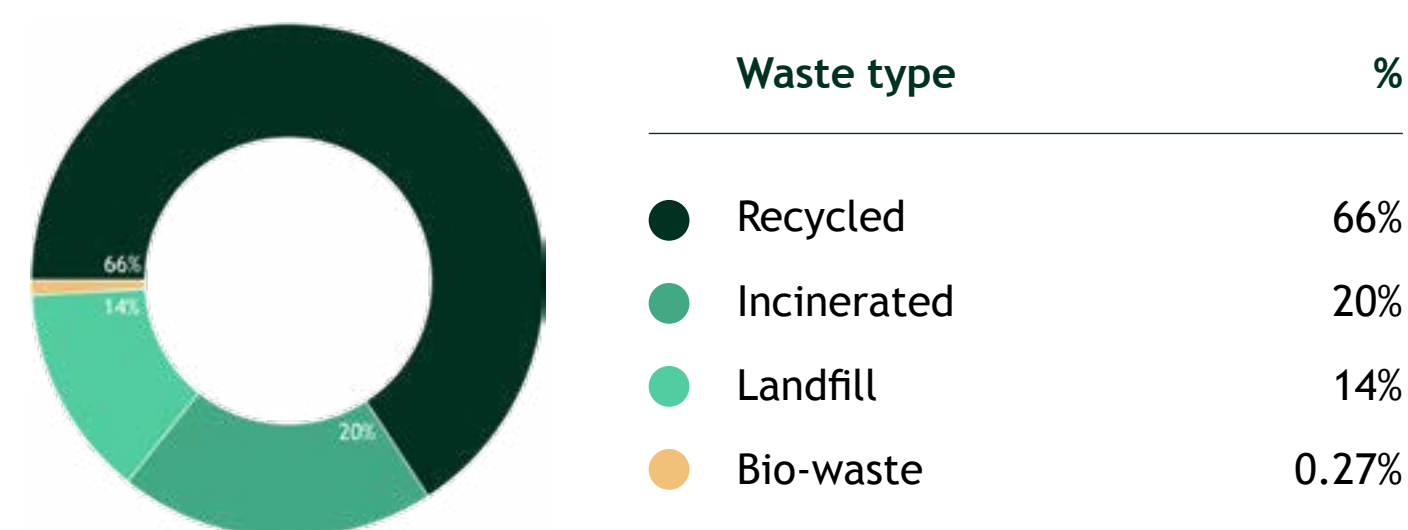


Figure 5. Waste treatment method



Towards 100% recycling of plastic scrap

In 2025, the Nemera La Verpillière site launched a new tender for waste management service providers, with a particular focus on plastic production scrap. To select the right partner, we defined three main criteria.

- 01 The partner needed to support our environmental goals, including achieving zero plastic waste to landfill by 2026 and developing a strategy to reach 100% recycling of plastic production scrap by 2030.
- 02 We prioritized the quality of service to ensure smooth and practical operations on site, while maintaining the efficiency of our waste management processes.
- 03 We considered the overall value of the partnership, aiming to control costs and maximize the value of recycled materials from our production scrap.

This initiative reflects the collaborative effort of our teams to select partners who meet these criteria and actively support our sustainability objectives.

AT A GLANCE

Uncaptured scrap

Data driven approach to reduce plastic waste

In 2025, our team at La Verpillière addressed the overconsumption of materials observed in parts manufacturing. As part of this initiative, we mapped the various sources of scrap that can occur during production, including in-line quality checks, maintenance interventions, and unplanned stoppages.

Previously, teams spent many hours each month extracting, cleaning, and organizing scrap-related data before they could analyze it. To address this, we launched a project to comprehensively capture all sources of production scrap. We also developed new indicators that allow us not only to calculate scrap but to include the types of scrap that often go “uncaptured” during manufacturing.

As a result, our teams now have direct access to reliable, harmonized, and actionable information. Digitalizing scrap data and automating its structure has improved visibility into production performance, enabling teams to identify precisely where and how scrap is generated.

This improved visibility helps teams identify, with greater precision, the actions needed to reduce scrap at the

source, target the assembly stations where scrap is most frequently generated, and support our efforts to reduce plastic waste in manufacturing.

The pilot phase began in 2025 on an assembly line, which is our pilot project. Based on analysis of uncaptured scrap, we identified that two stations alone account for approximately 50% of total scrap.

In 2026, our actions will focus on improving scrap rates at these two stations. We will roll out the project gradually across sites in 2026 and 2027.

“This represents a real time-saver for our teams. They can now rely on directly accessible data and focus their efforts on continuous improvement and concrete waste-reduction actions rather than on collecting information.”



Ismail Aykac
Lean Manager



Virginie Jolivet Chantereau
Lean Manager



Ecodesign and bio-based resins

The production of drug delivery devices typically relies on fossil-based plastics and linear life cycles. This has severe environmental consequences as large amounts of non-recyclable waste are incinerated, while the disposal of these products harms local ecosystems and habitats, including soil, water, and biodiversity.

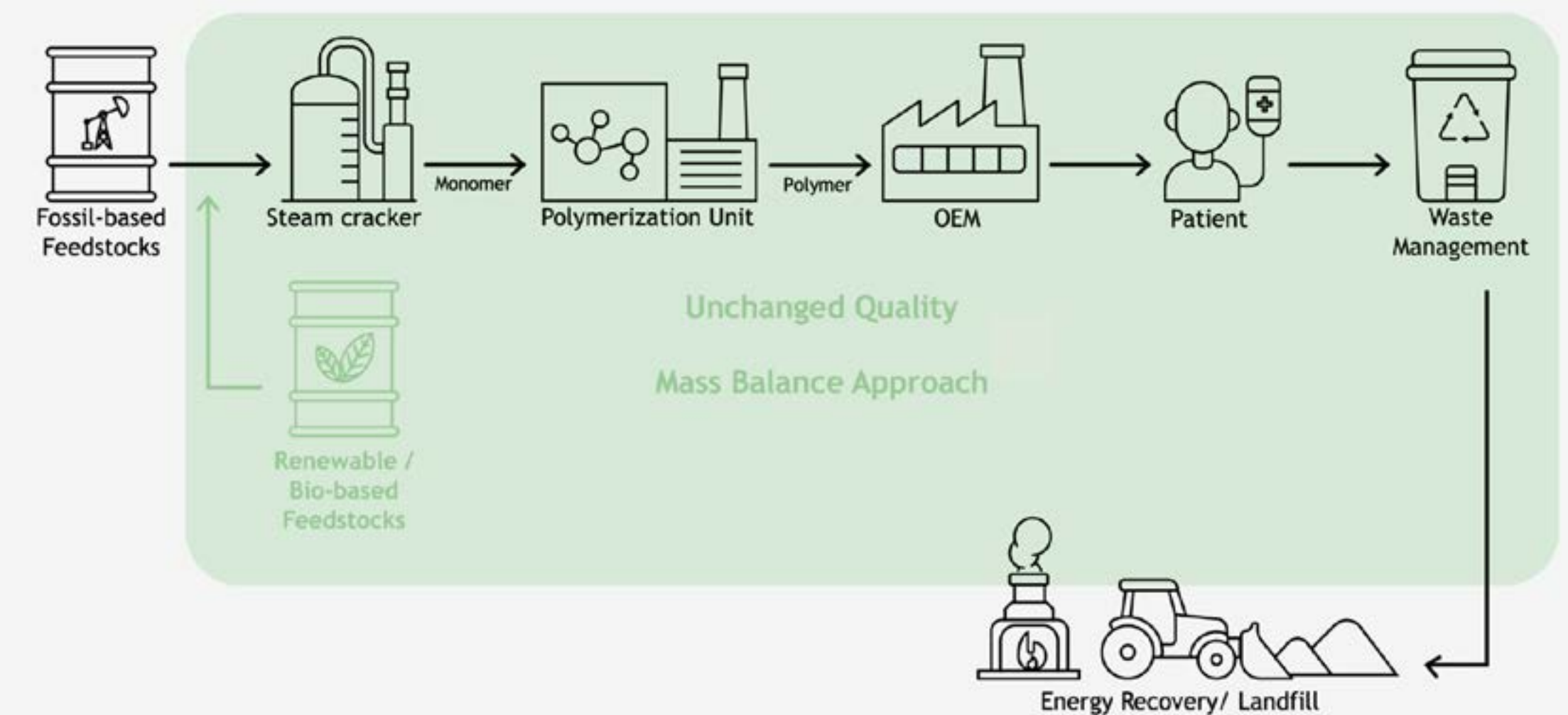
As part of our eco-design approach, we are scaling the use of bio-based resins in selected medical containers, replacing traditional oil-based resins with lower-carbon alternatives. Our research indicates that adopting bio-based resins can reduce greenhouse gas (GHG) emissions by up to 30% per device on average, depending on the product. Applications such as bottles and caps demonstrate the versatility of these materials, while maintaining the

same quality and performance standards as conventional resins. Our French sites in La Verpillière and Le Tréport are now ISCC PLUS certified, validating the use of bio-based, renewable, and circular materials within our operations. In parallel, our bio-based Novelia® solution is ready, supporting the integration of renewable materials into our product portfolio in line with our eco-design ambitions.



“Our French sites in La Verpillière and Le Tréport are now ISCC PLUS certified.”

Figure 6. Circular polymers options: Bio-based resins



AT A GLANCE

The launch of Novelia® with bio-based resins

Nemera has developed a bio-based version of Novelia®, providing customers with a concrete option to reduce the environmental footprint of their drug delivery devices.

Nemera conducted the Life Cycle Assessment (LCA) for Novelia®, our multi-dose closing tip system that prevents bacterial contamination without the need for preservatives in the drug formulation. The study showed that most of the impact comes from raw materials (51%) and processing (30%), highlighting where improvement efforts should focus. The LCA followed a cradle-to-gate approach aligned with ISO 14040 guidelines and covered six environmental impact categories, including climate change, resource use, water, and materials.

Building on these findings, Nemera launched a project to develop a bio-based version of Novelia. A dedicated cross-functional team evaluated and validated bio-based resins while maintaining the performance, safety, and quality required for pharmaceutical applications. To support this transition, Nemera also obtained ISCC PLUS certification for its La Verpillière and Le Tréport sites, ensuring traceability and responsible sourcing of bio-based materials.

To address the regulatory challenges, we conducted a detailed physicochemical analysis demonstrating

that bio-based resins can provide quality, safety, and performance equivalent to fossil-fuel-based materials. We take particular pride in this study as we exceeded the minimum requirements set by our industry, demonstrating Nemera's ability to find innovative solutions to complex environmental challenges. Today, Novelia® with bio-based resins is officially launched. The new material provides equivalent performance to fossil-based resins, allowing customers to adopt the solution without any complexity.

As Séverine Duband, Strategy & Marketing Director OIP BU ENTD, Ophthalmic, Inhalation, explains:

“This project is a tangible example of Nemera's commitment to reducing its carbon footprint. By introducing bio-based resins, we can reduce the product's carbon footprint by around 26%, while providing our customers with a solution that meets regulatory and performance requirements.”

More broadly, this work reflects Nemera's approach to eco-design: integrating sustainability from the earliest stages of product development while proposing realistic solutions that respect the regulatory constraints of the pharmaceutical industry.

“This project is a tangible example of Nemera's commitment to reducing its carbon footprint. By introducing bio-based resins, we can reduce the product's carbon footprint by around 26%, while providing our customers with a solution that meets regulatory and performance requirements.”



Water

We use water in our industrial activities to cool our presses, molds, and plastic injection mechanisms.

To improve our water consumption efficiency, we:

- **Use closed water circuits with a physicochemical treatment:** This maintains water quality and optimizes our consumption, ensuring its use over many cycles. Industrial water consumption is limited to a small amount of water regularly topped up to maintain sufficient water in the network.
- **Conduct regular testing:** To improve water use efficiency, we conducted an in-depth study on the use of cooling water. The results showed that purging cooling water from injection molds leads to a considerable increase in particles in our cooling network, particularly metal particles. These particles disrupt the balance of the cooling circuits and can lead to high water consumption if the network must be purged. These particles can create operational problems and quality issues if they accumulate in our equipment. Therefore, our new industrial water management standards integrate the evacuation of mold purge water with wastewater.

- **Manage plastic pellets:** At our French sites, we launched a project to manage plastic pellets to limit accidental dispersion into surface water and sewers. The procedures and systems that we put in place have been audited by a third-party organization, which confirmed that our processes align with the principles of limiting plastic pollution in surface waters and oceans.
- **Use high-efficiency heat pumps across all our production facilities:** These are used to maintain the cooling circuit at temperatures suitable for our processes. We intentionally chose machines offering the best energy efficiency (except at our site in the USA, where we have a cooling tower).
- **Monitor wastewater discharge:** We discharge water into municipal sewer systems and treat it in municipal water treatment plants. Most of our sites are subject to water quality monitoring and assessment by relevant authorities.
- **Commit to the principles of soil preservation and biodiversity:** To benefit the local ecosystem, 15% of our Szczecin site was left free of construction or asphalt. Similarly, the new parking lot at our La Verpillière site incorporates the best ecological principles, with non-waterproofing soil and infiltrating drainage ditches. Excess surface water is naturally channeled into

infiltration channels, which naturally treat hydrocarbons and avoid the need to install drainage and depollution equipment such as water networks and hydrocarbon separators. Meanwhile, selected plant species naturally eliminate hydrocarbons. This type of landscaping helps prevent soil sealing, thereby reducing the risk of flooding.

Collecting rainwater at Szczecin

Our Szczecin rainwater management project aims to capture and store rainwater during heavy storms to prevent flooding on our site and in the surrounding area. This initiative addresses immediate flooding concerns while ensuring reservoirs are prepared to collect additional rainwater for future storms.

To accomplish our goals, we constructed a series of reservoirs that enhance our capacity to manage excess water and mitigate flooding risks. In hall one, we installed four tanks that hold 208 cubic meters of rainwater in total. In halls two and three, we also added 1.5-meter-wide concrete pipes that can hold 273 cubic meters of water. These pipes are buried north of the site and help move water from the buildings to the tanks. Overall, the plant's entire rainwater storage capacity, including halls one, two, and three, is now 690 cubic meters.

Biodiversity

The outcome of our DMA has shown that biodiversity should be considered within our strategic approach. Therefore, we are dedicated to improving our biodiversity standards throughout our activities. Before starting a project, we conduct studies to check whether our activities might negatively impact local fauna and flora. We consider its impact on soil, biodiversity, and water management.

However, we do much more than conducting assessments. In Buffalo Grove, USA, our employees promoted biodiversity by creating a small garden at our facility.

In 2023, we were proud to announce that this garden was certified by Monarch Watch as a Monarch Waystation. Monarch Waystations are vital habitats, providing essential resources like milkweed for egg-laying and nectar for nourishment.

They support monarch butterflies and promote biodiversity by attracting pollinators, which enhances ecological health. By encouraging sustainable landscaping and raising awareness about pollinator needs, Monarch Waystations showcase environmental stewardship and foster community conservation efforts.

Pollution

Pollution is another topic that emerged from our DMA, particularly through the lens of our value chain. We ensure that our operations are environmentally responsible and employ processes to minimize pollution. Our procedures use the most recent technologies to reduce air pollution from chemicals, aligning with ISO 14644 standards. This means that our facilities follow international best practices for cleanrooms and controlled environments.

This includes checking filters weekly and monthly to ensure compliance is always maintained. We also carry out chemical risk assessments for each plant. This allows us to identify our chemical products and assess potential environmental impacts in case a leak or spill occurs.

After conducting an environmental risk scenario at each site, we train our operational teams in emergency response procedures to further identify, manage, and mitigate these risks.

Animal Welfare

We are committed to safeguarding animal welfare, especially considering this topic is also materially relevant. To achieve this, we strictly limit all animal testing to only what is necessary. In addition, all animal

testing must comply with ISO 10993, which represents the best international practice for these procedures. Our current practices focus on replacing animal experiments with scientifically validated alternatives that do not require animal experimentation.



OUR PEOPLE

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700+
New hires

93%
Of employees had performance reviews

33%
Of women employed in leadership positions

38%
Of Nemera employees are women

77,878
Total hours of training

24.37
Hours of training per employee

1.24
Safety Nemera incident rate

6.3%
Overall voluntary turnover, down from 7.25% in 2024 and 7.32 in 2023

Our People

2025 was another year of strong growth for Nemera. Building on the progress of recent years, we welcomed more than 700 new colleagues across our sites while continuing to reinforce the foundations needed to sustain that growth. Throughout this period, our focus remained constant: welcoming people well, supporting them, and staying true to the culture that defines Nemera.

“When I look back at 2025, what really stands out is our collective ability to handle the strong growth. We had significant challenges ahead of us, and seeing how things unfolded really confirms the strength of our teamwork and our capacity to deliver.”

Expansion at this scale requires preparation and coordination. Across the organization, our HR teams, hiring managers, and local leaders worked closely together to ensure that new colleagues were not only recruited efficiently but also onboarded thoughtfully. From the first interactions with candidates through their integration into teams, we designed the experience to reflect our values and ways of working.

Listening to our people, and acting on what they share, has become part of how we lead. In 2025, more than 2,200 employees participated in our global

engagement survey, with a participation rate of 76% and an engagement score of 70%, both up from the previous years. Managers review the results with their teams and take ownership of the actions that follow.

As the organization evolves, culture remains a central point of reference. We continue to reinforce a culture that puts people first, so that teams can do what matters most: supporting patients through the work they do every day. Care, collaboration, and inclusion shape daily behaviors and interactions, helping teams navigate change without losing cohesion.

“We talk a lot about who we are. We are growth-wired, care-powered, and collaboration-fueled. These are not just words — they describe how we work together.”

Developing our people remains a priority as we look ahead. In 2025, employees continued to benefit from a wide range of training opportunities, combining technical expertise with leadership development, with an average of 25 training hours per employee across the organization. On the shopfloor, the SPRINT program continued to expand, providing structured technical training and now covering around 300 employees across several sites. At the same time, leadership development initiatives such as STEP and

TANDEM continued to grow, helping employees strengthen their leadership capabilities, share experience across functions, and prepare for future responsibilities. These initiatives help build the capabilities needed to support Nemera’s continued growth and adaptability.

At its core, our ambition remains unchanged: to be a company with purpose, a strong and authentic culture, and a sincere commitment to sustainability — built day after day by our people.

“Looking to 2026, one of our key challenges is agility — becoming faster to market, taking decisions more quickly, and being comfortable with learning as we go.”

Elizabeth de Longeaux
VP Human Resources



Employee Health and Safety

Our safety management system

Ensuring the safety of our team is a critical step in putting patients first. We are committed to providing a safe and healthy work environment for all our employees and individuals working on our sites. To achieve this, we always take the necessary steps to prevent workplace work-related accidents, injuries, and illness. We also ensure that all our facilities and other workplaces comply with all applicable laws and regulations, and we implement a hierarchy of controls to prevent our people from incurring injuries. These measures are essential for the safety of our employees and customers. We aim for every Nemera employee to go home after work in the same physical condition as when they arrived.

However, safety goes far beyond compliance for Nemera. Our safety management system includes an overview of policies, procedures, and reporting. It also incorporates clear communication with the Board of Directors, which regularly examines our safety results and seeks to minimize risks proactively. All meetings, trainings, and discussions start with a ‘safety minute’ where we share key takeaways around safety. For instance, this can include tips on working safely or simply highlight upcoming safety-related events. Mandated within our Global Safety Policy, this approach helps raise awareness and maintain an organizational culture focused on safety at every level.

*(Number of lost time accidents + number of medical accidents) / (Number of hours worked) * 200.000

Risk assessments

Each site is responsible for conducting risk assessments and has its own Environmental, Health, and Safety (EHS) Manager. We have developed a standardized risk matrix methodology, based on likelihood and severity criteria, to ensure consistent risk evaluation across all sites. For extra safeguarding, our Safety Committee conducts and reviews risk assessments annually.

Our “Risk Hunt” program brings together groups of people from different departments across multiple locations; their goal is to identify any risky processes or safety gaps and propose multidisciplinary solutions.

In 2025, we carried out 27 Risk Hunts, covering all plants and activities. To support these risk assessments, we also have a hazard reporting system for employees to signal hazardous situations. Each employee has the right to say they can disengage from a situation they judge to be unsafe, which is then reported to their manager and the EHS site manager.

In 2025, we reported 4,369 Safety Training Observation Program (STOP) incidents. We also achieved a 1.24 incident rate throughout the year, demonstrating our teams’ hard work and dedication to championing health and safety issues.

27

Risk Hunts carried out in 2025, covering all plants and activities.

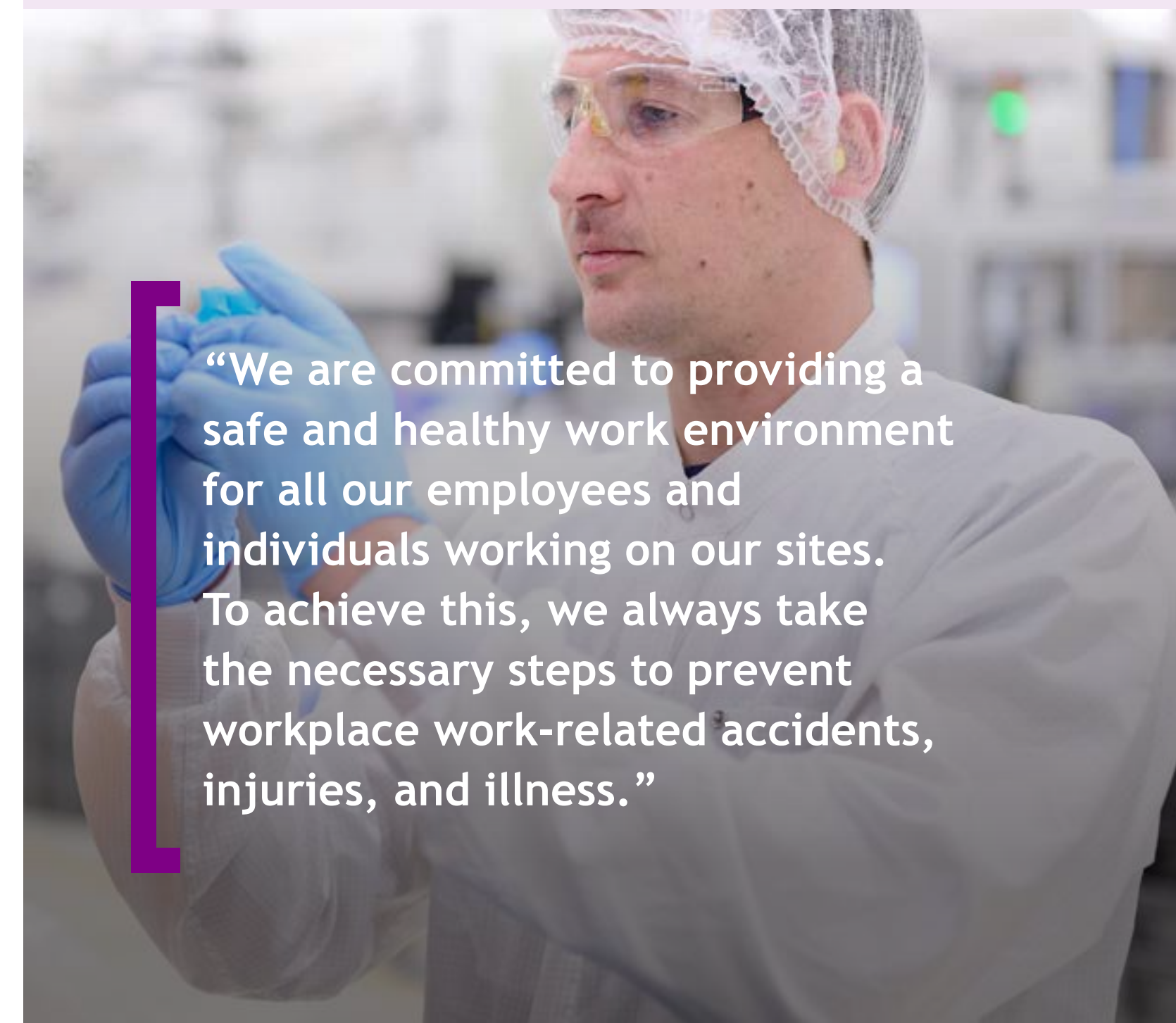
1.24

Nemera Incident Rate* in 2025.

4,369

Safety Training Observation Program (STOP) incidents reported in 2025.

“We are committed to providing a safe and healthy work environment for all our employees and individuals working on our sites. To achieve this, we always take the necessary steps to prevent workplace work-related accidents, injuries, and illness.”



Training and knowledge-building

All employees must participate in regular training on health and safety topics. Every year, we draw up a health and safety training plan based on a risk assessment for each site. These training initiatives are designed to pass on Nemera's safety culture to all employees and reduce the risk of accidents. We organize regular training on particularly risky tasks and activities, such as crane driving and electrical operations, but also on more general risks, such as sleep management for night workers, gestures and postures at the workstation, and handling chemical products.

Incident reporting

To evaluate our safety management system, we have implemented reporting practices that monitor our KPIs. These practices help us acknowledge our efforts quantitatively and make better data-based decisions. We have also implemented "Quentic", a dedicated software solution, to centralize all KPIs across our sites into a single dashboard, standardize processes by ensuring all sites follow the same protocols, and provide real-time visibility that enables faster, more informed decision-making. Moreover, the Board of Directors gathers monthly to discuss these results.



Behavior-based safety program

Several years ago, we set up an awareness program based on discussion observations with employees. Around 10% of employees, mainly managers, were trained at each site, and we carried out a total of 4,369 discussion observations in 2025. This is an extremely powerful tool for developing safe behavior among our employees in all circumstances.

Emergency preparedness

We maintain a network of first aiders at each site to manage emergencies and deal with any injuries or symptoms our employees may experience. Around 15% of employees are trained in first aid, and we ensure they are distributed throughout each team and each building to provide adequate coverage. We also fire safety, emergency evacuation, and mental health training to ensure employees are well prepared to respond effectively to a range of emergencies. Additionally, we have implemented a business continuity plan on our sites to ensure that business operations can continue or quickly recover in the event of major disruptions.

At our Chicago Vernon Hills facility...

We implemented a three-compartment bin system making work safer for employees. This system reduces the weight of individual bins, eliminates the need for additional bags or pouches, and significantly lowers the risk of musculoskeletal disorders associated with manual handling. This simple change improves workplace safety and supports healthier working conditions.



AT A GLANCE



Safety Week

As ‘putting patients first’ is our main mission and motto, it is our duty to ensure a safe workspace for our people to work in, feel protected, and be taken care of.

Our EHS teams worldwide host annual Safety Week events, aiming to cover multiple interesting and important health and safety elements, such as first aid, fire safety, road and cycling safety, and mental health.

Employees come together to participate in challenges and workshops that allow them to learn, share their experiences, and contribute to creating a safe workplace for everyone. Examples of this year’s initiatives include:

- At Neuenburg, we held workshops on fire and first aid and provided training on healthy nutrition.
- In addition to fire and first aid trainings, we conducted the 2-Tonnes workshop in Buffalo Grove and Vernon hills to raise awareness of the impact of greenhouse gas emissions.
- At Jaguariúna, we held workshops on mental health and well-being and global safety topics including fire safety and IT security.

- We offered fire, first aid, and STOP training sessions at Szczecin.
- At La Verpillière, we ran workshops on personal protective equipment (PPE), bio-waste, addictions and 2-Tonnes awareness training.
- At Le Tréport, we ran training workshops on addictions and road safety.
- At our headquarters in Lyon, we held workshops on fire and road safety, self defense and well-being.

The Safety Week has become an annual tradition for Nemera and will continue to be an important part of our practice to engage employees and embed safety within all our departments and roles. We see a significant increase in participation year after year at all Safety Week events, and in 2025, we achieved our target with 90% participation rate.

90%

Participation rate to Safety Week in 2025, allowing Nemera to achieve target.





Mental health at Nemera

As Nemera's employees are not only subject to physical stress, we have also embedded mental-health-related benefits into our HR practices. Our Employee Assistance Program (EAP) provides employees and their dependents with counseling by experienced professionals to help with personal and financial challenges.

Employees and their families who need support with job stress, depression, grief, substance abuse, and any other non-financial issues can talk in confidence to a counselor at any time. A finance professional is also available to answer employees' questions about tax-related matters and retirement planning.

Nemera developed and implemented a mental health first-aid training program at its headquarters. This training was a great success with the participants. The program was extended to La Verpillière site in 2025, with plans to gradually roll it out to other sites.

AT A GLANCE

ISO 45001

In 2024, our Szczecin plant became the first of our sites to obtain ISO 45001 accreditation. In 2025, our La Verpillière site also achieved this certification. These milestones demonstrate that our facilities have implemented occupational health and safety management systems aligned with internationally recognized best practices.

By systematically analyzing hazards and implementing risk control measures within this framework, we aim to reduce workplace injuries, illnesses, and incidents. Looking ahead, we continue to pursue ISO 45001 accreditation across all our plants.

“In 2024, our Szczecin plant became the first of our sites to obtain ISO 45001 accreditation. In 2025, our La Verpillière site also achieved this certification.”



Employee Engagement

As a people-focused and fast-growing company, nurturing our existing talent while integrating new colleagues remains a priority.

We measure overall employee engagement through our Your Voice survey, which provides structured insights into how our people experience their roles, teams, and leadership.

We set a clear objective: to reach a 75% participation rate in the survey and we are proud to reach that goal, with 76% of employees taking part – an increase of six points from the previous survey in 2023. A total of 2,264 employees participated, sharing 8,826 comments across the organization. Each contribution is reviewed and helps inform our action plans at both local and global levels.

Our overall engagement score reached 70% in 2025, up four points from 2023. This score is based on five key indicators linked to pride, motivation, retention, and advocacy. The results highlight clear strengths, including clarity of role, contribution to Nemera’s goals, and strong peer support.

At the same time, the survey helps us identify opportunities for further progress, particularly around inclusion, growth and development, and how leadership communicates vision. These insights guide our priorities for the year ahead, with a focused emphasis on strengthening leadership vision, supporting personal development, and enhancing inclusion in decision-making processes.

76%

Participation rate, up from 70% in 2023.

70%

Engagement score, up from 66% in 2023.

2K+

Employees participated in the survey.

8K+

Comments collected across the organization.



AT A GLANCE

 Engagement at Buffalo Grove

Over the past several years, the Buffalo Grove plant has undergone one of its most significant cultural and operational transformations, evolving into a culture grounded in trust, respect, and accountability. Engagement is higher, participation is stronger, and employees and leaders are contributing to a healthier, more connected workplace.

The first major shift came through the People Plan, which focused on strengthening the foundation of the employee experience. Key improvements to compensation structures, PTO policy, attendance and payroll systems, and the intentional placement of leaders created an environment where employees felt valued and supported. Community building initiatives reinforced belonging and strengthened relationships across teams. As a result, trust grew, and momentum took hold.

Operational excellence followed through a renewed emphasis on discipline and consistency. Returning to fundamentals and refining plant structure created stability that allowed performance to rise. Major shifts, including warehouse restructuring and machine rationalization, aligned the plant's capabilities with its strategic goals. This enabled the organization to support significantly higher revenue with a leaner footprint.

With people and operations aligned, the plant focused on culture, bringing visibility, communication, and transparency to the forefront. Leadership increased in-person engagement and financial transparency became a norm, encouraging ownership and informed decision-making. Recognition programs, community partnerships, and engagement activities reinforced that culture is built through sustained connection.

The impact of these efforts is visible in the results. From 2021 to 2025, engagement rose from 63% to 79% and participation from 65% to 81%. Over the same period, turnover declined to below 10%, and absenteeism dropped from 15% to 2.15%, while the workforce nearly doubled.

Together, these efforts transformed not only metrics but also the plant's identity. A strong leadership model based on communication, empathy, accountability, and constant dialogue provided the backbone for lasting change. This positioned the Buffalo Grove plant as a model of high performance, shared purpose, and an engaged, resilient workforce.



Sam Mulabagal
Sr. Plant Director, US Operations



Erin Schuette
Associate Director, Human Resources



Employee Development and Well-being

Putting patients first means ensuring that our employees continuously develop their skills and expertise to design innovative and improved products.

To support this, we invest in learning and development through structured programs that accompany employees throughout their journey at Nemera, from mentoring and technical training on the shop floor to leadership development initiatives that help our people grow and take on new responsibilities.

Mentoring and knowledge sharing: Tandem

In response to employee feedback, Nemera launched Tandem, a global mentoring program that connects employees across functions and geographies to support professional development.

Through Tandem, mentors and mentees build a non-hierarchical relationship outside their direct reporting lines, creating a space for open dialogue, knowledge sharing, and career guidance.

The program offers several formats to support different development needs, including light mentoring, extended

mentoring, and a Female Leadership Mentoring Journey designed to support the development and promotion of women within the organization. Participation is voluntary and open to employees across the company.

In 2025, 22 mentor-mentee pairs participated in the program. For the 2026 edition, 17 pairs have already been identified, reflecting the continued interest in mentoring across the organization.



Ensure every employee completed 23 hours of training in 2025.

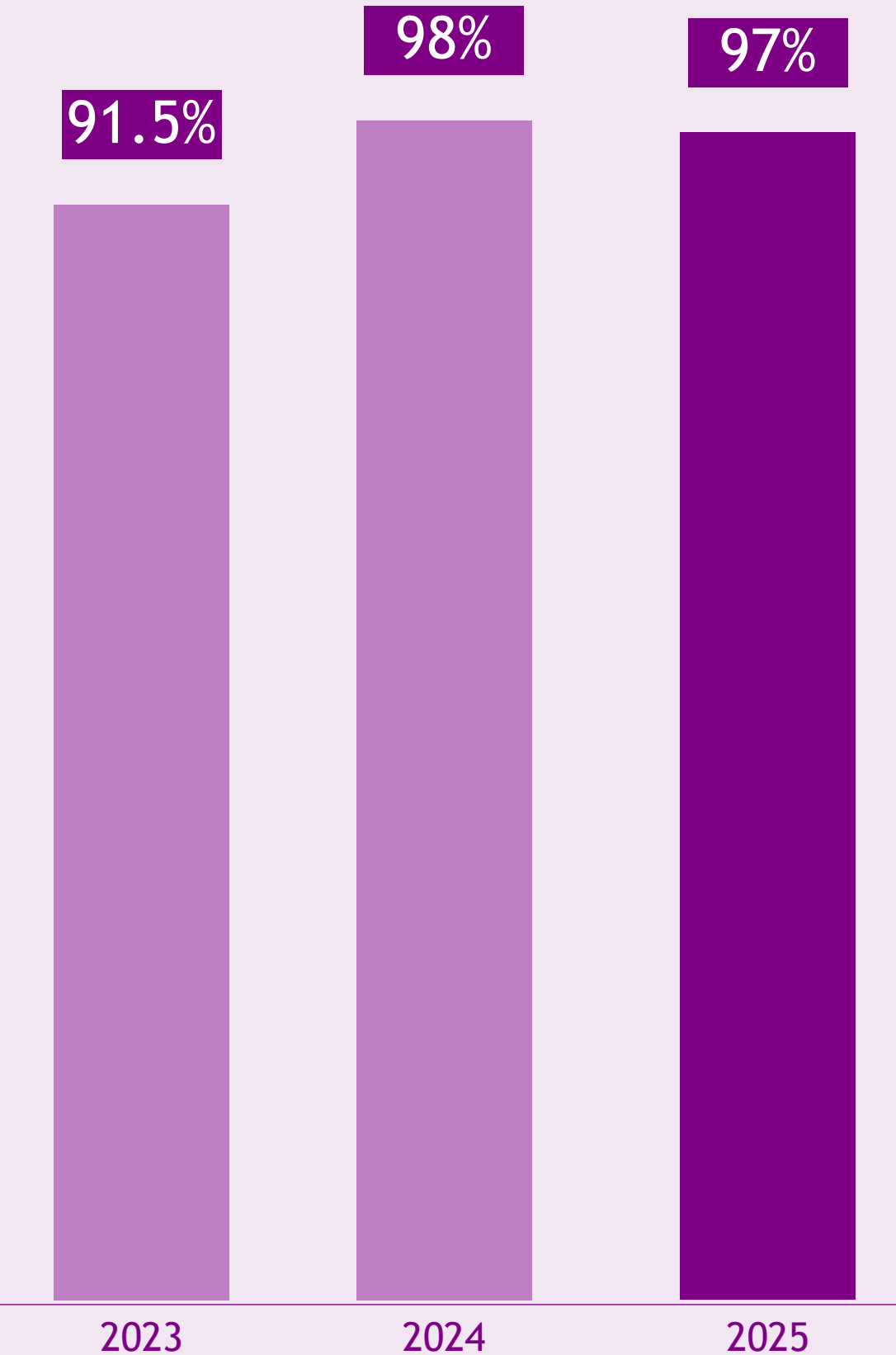


Ensure 90% of our workforce received a performance review in 2025.

24

Training hours per full-time employee in 2025.

Figure 7. Employee training participation rate, 2023 - 2025



Developing technical expertise: SPRINT

Nemera launched the SPRINT program in 2025 to strengthen the technical capabilities of our shopfloor teams. The program combines a structured competency framework with digital learning tools that modernize how technical knowledge is created, shared, and maintained across our plants.

Designed for use directly on the production floor, the digital platform provides practical guidance and supports faster autonomy for new hires. By combining short digital modules, standardized best-practice content, and supervised on-the-job learning, SPRINT helps ensure more consistent training while improving the onboarding of employees moving into new technical roles.

Already deployed in Szczecin, Poland and at La Verpillière, France, the program is now expanding to Le Tréport, France and Neuenburg, Germany, following a repeatable model that can be adapted locally while maintaining a shared global framework.

300

Employees within the scope of the program today.

500

Expected number of participants within the next two years.

“The program gives us clear visibility on trained employees, which makes tracking much more transparent. It enables the development of additional skills through a personalized approach. We also save time in the training process and improve the integration of new employees, while maintaining essential in-person support.”



Nicolas Layrac
Process Expert



Vincent Lauwers
Pilot Injection



Strengthening leadership capabilities:

STEP - Leadership Program

The STEP leadership program (Step back, Transform, Engage, Progress), is a six-month development program designed for shift and team leaders across our plant. The program aims to strengthen leadership capabilities while supporting operational performance.

Participants attend a series of sessions focused on key leadership skills, including setting direction, engaging team members, facilitating two-way communication, and managing change. Between sessions, participants also receive individual coaching to reinforce learning and encourage practical application in their day-to-day roles.

Surveys conducted before and after the program show clear improvements in participants' confidence and leadership capabilities. Participants reported stronger ability to inspire and unite teams, engage colleagues through feedback, foster team motivation, and make more balanced decisions.

The program is structured around four core sessions:

- Session 1: Be an authentic leader
- Session 2: Inspire, engage and motivate
- Session 3: Be an adaptive leader
- Session 4: Drive performance

Preparing future leaders: Cranfield Talent Development Programme

Nemera also supports the development of high-potential leaders through the Cranfield Talent Development Programme, an external leadership program delivered by Cranfield University. The program helps participants broaden their business perspective, strengthen their leadership capabilities, and develop the confidence to take on more strategic responsibilities within the organization.

Through a combination of online coaching sessions, residential learning modules, and applied business projects, participants explore topics such as strategic decision-making, cross-functional collaboration, and organizational leadership. The program encourages participants to step outside their usual roles, challenge their perspectives, and translate their learning into practical impact within Nemera.

“When I joined the Cranfield program, I was at a turning point in my career. I felt the need to step back, challenge the way I was thinking, and grow beyond the boundaries of my role. The program became a true catalyst. Along the journey, I developed strong business acumen and, above all, the confidence to envision myself in roles I would not have considered possible before. What once felt out of reach gradually became attainable. Nemera played a key role in this transformation by supporting this evolution and enabling me to grow within my role.”



Heloise Fazio
Technical Product Director

“I am truly grateful to have been selected for Cranfield’s Talent Development Program. This experience strengthened my leadership skills, pushed me outside my comfort zone, and helped me create tangible impact within the organization. It also highlighted the importance of effective teamwork and contributed significantly to my professional growth. Overall, the program has been a key milestone in advancing my career and expanding my capabilities.”



Cécile Melay
Operations Quality Director

Onboarding

All new employees at Nemera are assigned a buddy and given a list of people to engage with to start their integration. Everyone participates in a half-day training called Nemera Essentials, which includes health and safety protocols, information about the company, and training on our Code of Conduct. Lastly, new joiners participate in meetings with the HR site coordinator and, if applicable, a member of the employee representative committee.

Performance reviews and feedback culture

Formal performance evaluations take place at least once a year. Employees meet with their managers to discuss their performance against job duties, career aspirations, upskilling, and other relevant subjects. Because we recognize the benefits of having an organizational culture that values feedback and open discussions, managers are encouraged to provide feedback informally. In 2025, 93% of our employees had completed a performance evaluation.

93%

Employees who completed a performance evaluation in 2025.

Supporting employee quality of life

Employing thousands of professionals with different lifestyles, interests, and needs brings challenges. We strive to accommodate individual preferences as much as possible, so long as they are not detrimental to the running of our business. We are also committed to promoting well-being and work-life balance through multiple benefits. By doing so, we contribute to better job satisfaction, employee engagement, and, ultimately, a positive culture for our workforce.

Our quality of life measures include:

- Telecommuting and hybrid opportunities for employees that can perform their work remotely.
- Medical and dental insurance.
- A retirement savings plan.
- Family and/or health-related leave that is not legally mandatory, such as additional parental leave in locations where needed, time off to vote, and participation in school activities.
- Employee Assistance Program (EAP) for employees who need psychological or financial support.
- Financial educational assistance for employees that want to upskill.
- Voluntary working groups to discuss employment issues.

“Excellent onboarding experience with high-quality training provided by outstanding mentors. Management is consistently attentive, approachable, and understanding.”

Feedback from new hire at Nemera



Diversity and Inclusion

Diversity enables us to bring together a workforce of unique individuals, and inclusion ensures those differences are embraced.

For Nemera, diversity refers to the characteristics that make each of us different, both personally and professionally. Inclusion, in turn, means fostering an environment where those differences are valued and contribute meaningfully to decision-making. Together, these principles help us build an environment that celebrates individuality while remaining aligned with our shared purpose.

We strive to achieve equal retention rates and engagement scores across all demographics within our talent pool. We are committed to a zero-tolerance approach to discrimination and harassment and to providing equal employment opportunities to all candidates, regardless of personal characteristics such as race, disability, sexual orientation, gender identity, or religion. This commitment is reflected in our policies, including our Employee Handbook and D&I Policy.

Historically, gender representation in manufacturing, engineering, and technical roles has been structurally unbalanced, with talent pipelines that remain less diverse at both entry and leadership levels. While maintaining a strong merit-based approach, Nemera has set a clear ambition to reach 40% female representation in leadership roles.

As of 2025, female representation in leadership stands at 35%. This gap is partly explained by a high volume of hires in Engineering, Manufacturing, and Operations in 2024 and 2025, job families that typically generate less diverse candidate pipelines. Rather than slowing our ambition, this context has reinforced our decision to invest in long-term, structural actions to sustainably increase female representation over time.

In 2025, Nemera reinforced its commitment to Diversity and Inclusion through targeted initiatives with strong local and human impact:

Community engagement and equal opportunity

At our Gerland site in Lyon, Nemera partnered with Sport dans la Ville to coach and support young graduates in their transition to the professional world, with a focus on interview preparation, confidence building, and career orientation.

In La Verpillière and Gerland, we also supported the Rev'Elles program, mentoring young women aged 14 to 25 to help them overcome self-limiting beliefs, explore a wider range of career paths, and build ambition in professional environments where they remain underrepresented.

D&I Champions program

In 2025, the D&I Champions program was fully deployed across the organization. Volunteers from multiple locations participated in four dedicated sessions led by an external partner, covering:

- Diversity and inclusion fundamentals
- Unconscious bias
- Inclusive behaviors and decision-making
- Microaggressions

Feedback from participants was very positive, highlighting strong engagement and an increased ability to relay D&I topics locally.

In parallel, Nemera continued to strengthen its D&I approach through more structured, process-driven actions across the talent lifecycle. Together, these actions ensure that inclusion is embedded not only in dedicated initiatives but also in our daily practices and decision-making processes.

HOW WE STRIVE FOR A DIVERSE TEAM AND AN INCLUSIVE CULTURE

- ✓ Where possible, we offer flexible work arrangements to support fair and inclusive working conditions.
- ✓ We conduct annual pay equity reviews across the organization to identify and address unjustified gaps within equivalent roles and levels.
- ✓ We implemented clear dashboards, monitored monthly, to track female leadership hires and promotions, ensuring transparency, accountability, and informed decision-making.
- ✓ We introduced voluntary self-identification in recruitment processes to better understand our candidate pipelines in specific markets, while fully respecting local regulations and data privacy requirements.
- ✓ We partnered with specialized job boards (such as Women First) dedicated to diverse and female talent to broaden diversity at the top of the recruitment funnel.
- ✓ We integrated clear D&I commitment messages into our systems, ensuring consistent visibility for hiring managers and candidates throughout the recruitment process.

“Our commitment to Diversity and Inclusion remains unchanged, even in a context where these topics can be more challenging or questioned. We believe it is the right thing to do, both for our people and for our business. I am proud to work for a company where this commitment is clear, consistent, and unwavering – and where we continue to invest for the long term, even when results take time.”

Guillaume Tertre
Global Talent Acquisition & D&I Manager



 Achieve 40% female representation in leadership roles.

35% Female representation in leadership.



Child and Forced Labour

In accordance with International Labor Organization (ILO) standards, Nemera forbids the employment of workers under the legal minimum age to ensure that child labor is not used on our premises and in suppliers’ activities.

We also prohibit all forms of forced labor. To properly formalize our commitment, we outline child and forced labor commitments in our Human Rights and Labor Conditions Policy.

Social Dialogue

We follow and adhere to the local legislative and collective bargaining framework of the countries in which we operate in accordance with applicable ILO conventions, our values, and global standards.

We respect employees’ rights to join, form, or not to join a labor union without fear of reprisal, intimidation, or harassment. Where a legally recognized union represents employees, we are committed to establishing

a constructive conversation with their freely chosen representatives. When collective negotiations take place, we are committed to negotiating in good faith through genuine and constructive dialogue to identify common interests, reach sustainable agreements, and implement them. We are committed to ensuring that any non-compliance reports received are properly investigated in a timely manner.



 Maintain a zero-tolerance policy for child and forced labor, with 100% of identified cases leading to immediate corrective actions.

 Run three global webcasts in 2026 with the aim of providing a forum for employees to ask questions anonymously and have them addressed by leaders at Nemera.

Working in Our Communities

Contributing to the greater good of society and local communities and promoting equal opportunities are extremely important to us.

With this in mind, Nemera partners with different associations and non-governmental organizations (NGOs) to provide our people with the opportunity to make a difference. A snapshot of these initiatives includes:

La Scintillante

In 2025, 149 Nemera employees joined forces to run at the 6th edition of La Scintillante and raise awareness and funds for cancer research and patient support. Organised by Centre Léon Bérard, this celebrated walk and run brought together over 6,500 participants at Parc de la Tête d'Or in Lyon. With the help of our employees, the center collected approximately €400,000 to support the global fight against cancer.

400K

Euros collected to support the global fight against cancer.

At Nemera, we believe that every action counts — and we're proud to see our teams dedicating their time and energy to such meaningful initiatives.

Sport Dans la Ville

Nemera has partnered with Sport dans la Ville since 2017, supporting programs that help young people from underprivileged backgrounds build confidence and access new opportunities through sport, education, and mentorship.

This long-term partnership has contributed to several concrete initiatives. Nemera supported the creation of a football field in Bron, near Lyon, and helped finance the first exchange program with a sister association in Chicago, which later led to the creation of an international Young Talents program. Nemera has also welcomed young participants for internship opportunities, including placements at our Buffalo Grove site in 2018 and 2025.

Beyond financial support, our employees actively contribute to the partnership. To date, around 40 Nemera collaborators have participated in charitable events organized with Sport dans la Ville, reinforcing our commitment to supporting local communities and expanding opportunities for the next generation.



Rev'Elles

Nemera partners with the non-profit organization Rêv'Elles, which helps young women from underprivileged communities discover their potential and explore future career paths. The organization supports girls aged 13 to 20 by building confidence, challenging stereotypes, and encouraging them to consider careers in fields where women remain underrepresented, including engineering and leadership roles.

In 2025, six Nemera employees from our Lyon and La Verpillière sites participated as role models in two sessions of the “RVL Ton Potentiel” program. During these events, they joined the program jury to listen to participants’ project presentations, provide constructive feedback, and share their professional experiences with 24 young women presenting their career ambitions.

These exchanges help young women gain confidence in their ambitions while reinforcing Nemera’s commitment to diversity and equal opportunity.

“Taking part in the “Rêv'Elles Ton Potentiel” event was incredibly energizing. The conversations with these young women were deeply moving and filled us with hope. Their resourcefulness and determination were a true source of inspiration that afternoon, reminding us just how immense potential can be when we dare to believe in it and realize that we have the power to take action.”



Ana Laube
Recruitment Officer LVP

“Helping young girls recognize their potential from an early age and understand that the sky is their only limit in their professional careers is incredibly meaningful. Increasing the representation of women in leadership and engineering roles is essential, and the work of this association contributes directly to that goal. For all these reasons, I am very happy and grateful for this partnership.”



Léonore Camus
Talent Acquisition Specialist



Events at Nemera

We hold regular events across all our sites to promote a supportive and open culture.

Every few months, we conduct global webcasts that update all employees on the company's current performance and the challenges and opportunities we face. During these webcasts, employees can ask any questions they may have to our senior leadership team.

To complement this, we also organize in-person meetings in a town hall format at our sites. At these shows, we present key topics and projects relevant to each location.

We prioritize open dialogue and ensure that employees have the time and space to ask questions freely, reinforcing our commitment to a workplace culture where no question is off-limits at Nemera.

Nemera Oscars

We hold the Nemera Oscars each year to celebrate the successes of different sites, plants, and teams. This event showcases the accomplishments of top performers from across the company, presenting medals and rewards for outstanding work in key areas, including quality successes and product development.

Conferences

In 2025, we hosted our second Global Functional Conference in Lyon, bringing together 117 participants from across functions and business units. This year, the conference not only brought together Operations teams but also expanded across functions to include HR, Finance, Quality, Engineering, and more.

Under the theme “Nemera 2030: Delivering Growth Together,” the three-day event, centered on strategy alignment, best practice sharing, and global networking, aligned teams on priorities, fostered insight sharing, and strengthened cross-functional collaboration.



Family day

As part of our commitment to employee engagement and workplace culture, we organized “Family Days” across our sites, inviting employees’ families and friends to explore Nemera’s activities and environment.

Through guided tours, hands-on demonstrations, and family-friendly activities, participants gained insight into our work and the people behind our products and innovations. These events provided special moments to share our daily work, values, and team spirit with the people who matter most.



ETHICS

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32
Speak up reports

0
Complaints from regulatory bodies

0
Leaks, instances of theft, or losses in customer data

0
Substantiated claims concerning breaches of customer privacy

0
Legal actions pending or completed

94%
Of employees completed cybersecurity awareness sessions

Business Ethics

As an organization that puts patients first, Nemera believes that working ethically is fundamental. Our efforts benefit employees, customers, suppliers, and stakeholders, who can trust our solutions and collaborate with us in the long term. We rely on multiple policies and procedures to ensure a work environment and organizational culture that is aligned with our ethical values.

To strengthen our ethics management system, we have implemented a Code of Conduct and topic-specific policies, a hotline to report misconduct, and audits of data management and information technology (IT) security.

This is essential to future-proof our business from non-compliance with existing and upcoming laws and regulations. We ensure compliance with global standards across all our operations—from procurement and product development to back-office functions, including information security and financial integrity.

Our efforts benefit employees, customers, suppliers, and stakeholders, who can trust our solutions and collaborate with us in the long term.



“Our efforts benefit employees, customers, suppliers, and stakeholders, who can trust our solutions and collaborate with us in the long term.”

Christian Meusinger
VP Quality & Regulatory

Ethical Conduct

At Nemera, all employees and staff are responsible for ensuring an ethical workplace.

Everyone must follow certain conduct guidelines that ensure business integrity and are embedded in our Code of Conduct and company policies. We are committed to mitigating any risk of corruption and fraud, competing fairly in the market, managing information and data securely, and providing a safe space for everyone to report malpractices.

We continuously organize ethical awareness sessions to reinforce these principles across the organization, alongside annual Code of Conduct training. In 2026, we will place a particular focus on deepening understanding and management of conflicts of interest.



Organize ethical awareness training sessions and carry out ethics risk mapping.

Anti-Corruption Policy

Nemera prohibits any act of corruption, bribery, improper payment, or unethical conduct.

This applies to every country and continent where we operate, in compliance with anti-bribery legislation. Breaking these laws and our ethical commitments will lead to disciplinary action and, potentially, termination of employment.

To strengthen compliance with these rules, Nemera provides annual training to the employees most directly affected and, more generally, to all human resources (HR), finance, purchasing, and sales teams. We also require all employees to know about our Code of Conduct, which outlines the main principles of our ethical approach and aspects of our anti-corruption policy. This information is included in all our onboarding sessions for new employees, irrespective of their department or role.

From time to time, Nemera also offers additional training to improve employees’ knowledge and practices in this area and to increase their awareness of our rules on ethics.



Ensure 100% of office-based staff receives annual training on fraud, money laundering and corruption via e-learning modules.



Ensure 100% of production employees to receive training on our Code of Conduct every two years.

ZERO

In 2025, we had no corruption incidents.

100%

Of Nemera’s sites are covered by corruption risk mapping.

93%

Employees completed training on the Code of Conduct.

Anti-Money Laundering Policy

Nemera is committed to preventing money laundering and ensuring that all financial transactions are conducted responsibly.

This applies to every country and continent where we operate, in compliance with applicable laws. Violations of these rules may lead to disciplinary action and, potentially, termination of employment. To strengthen compliance, the Finance team ensures that external parties are legitimate legal entities established in the relevant country, that payments are made to the correct bank accounts, and that transactions occur in the country where the external party is legally established. Any exceptions must be investigated and approved in writing by the VP of HR.

Finance also informs the Legal team of any concerns when processing or monitoring transactions, particularly in cases of suspicious activity. The Legal team is responsible for understanding law enforcement and regulatory reporting obligations and for completing any required Suspicious Activity Reports (SARs) in accordance with local laws. These measures are part of Nemera's ongoing commitment to maintaining transparent, ethical, and compliant financial practices across all operations.

Anti-Competitive Practices

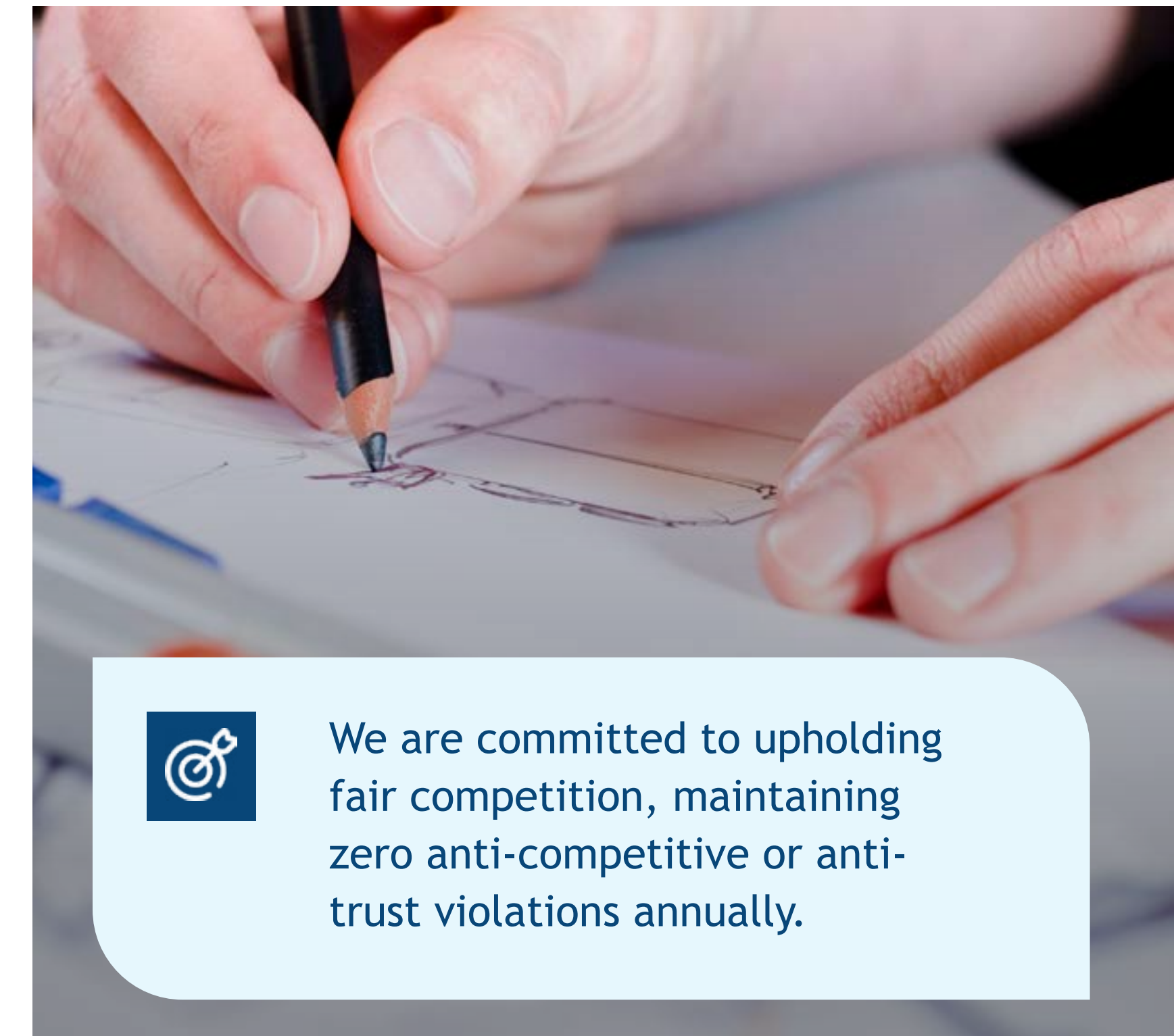
Nemera's Antitrust and Competition Law Policy aligns with existing global laws and regulations.

While certain business activities or departments are more sensitive to antitrust conduct, employees from all levels must follow the company's guidelines.

By complying with antitrust conduct, Nemera ensures fair competition and reduces risks of malpractice by internal stakeholders. This is especially important because antitrust issues can arise in many ways, and therefore, employees should be equipped with the knowledge to identify misconduct, even in subtle forms. We regularly provide awareness training about anti-competitive practices. We also continuously evaluate antitrust risks per department to eliminate or mitigate them.

Our legal department works closely with our entities to propose improvements and strengthen our business practices, especially if they pose higher risks. For example, departments that are constantly exposed to our competitors often conduct more sensitive activities than others and require consultation with our legal team before engaging.

In 2025, we had no legal actions pending or completed regarding any aspects of anti-competitive behavior or antitrust violations. We will strive to maintain the highest standards of corporate conduct.



We are committed to upholding fair competition, maintaining zero anti-competitive or anti-trust violations annually.

Speak Up

A key part of being an ethical company is safeguarding an open and safe working culture that allows employees to speak up and communicate their concerns.

Our Code of Conduct guarantees two different solutions. Where possible, we encourage our staff to refer to their manager or HR team for face-to-face discussions. To report misconduct anonymously, we provide a “Speak Up” line operated by an independent external party mediating communication between employees and Nemera’s Ethics Committee.

In 2025, our Speak Up line registered 32 reports across five regions globally. Moving forward, our goal is to reinforce communication regarding our Speak Up line and encourage employees to use it when necessary. All reports made through the Speak Up line are delivered via the platform to the Ethics Committee.

Follow-up investigations focus on an objective, factual analysis, which may require the intervention of an investigator if necessary, depending on the complexity and urgency of the case.

Any appointed external or internal investigator always works under strict confidentiality and with the supervision of the Ethics Committee. If a report directly involves a member of the Ethics Committee, the person in question will not be included when the report is transferred to the committee.

The employee who opened the report is continuously informed about the case status and is protected from retaliation by our Code of Conduct. When a case is solved, the Ethics Committee acts on the necessary measures to be taken.

95%

Employees completed training on sexual harassment.

32

Reports registered via the Speak Up line across five regions in 2025.



“Our goal is to reinforce communication regarding our Speak Up line and encourage employees to use it when necessary.”

Data Privacy and Security

Information security and data management are fundamental to maintaining our business in the short, medium, and long term.

First, we manage high volumes of sensitive data as part of the healthcare industry and, therefore, need secure spaces to store them. Second, Nemera’s growth relies on strong IT systems that protect the company from accidental breaches and malicious threats.

Our approach is driven by our Information Security Policy, which guides employees to identify and manage IT security risks quickly, respond to customer demands, protect assets from cyberattacks and incidents, and apply legal and contractual obligations. Security management is applied from the strategic to the operational level. Its implementation helps to reduce risks and guarantee the continuity and quality of services provided to customers.

In collaboration with the Information Management Director, our Chief Information Security Officer (CISO) is responsible for the entire company’s information security strategy. In addition to monitoring systems and ensuring continuous security, the CISO also oversees regular audits

and risk assessments and runs awareness training for our employees and users, whether internal or external.

Lastly, we count on a monthly committee meeting to share and discuss security-related matters. Among other duties, this team ensures the consistent implementation of security measures and monitors information security processes. In practice, this includes tracking information security trends, analyzing security crises and incidents that have occurred in the past, and providing updates on security projects. The combination of these actions leads to the proper identification of areas for improvement, contributing to keeping our systems resilient against cyber threats. We are also happy to share that we achieved the silver medal and an overall score of 859 out of 1,000 in our 2025 CyberVadis data privacy and security review.

ZERO

Substantiated claims concerning breaches of customer privacy and complaints from regulatory bodies.

94%

Employees completed cybersecurity awareness sessions.

2025 information management achievements

- Deployment of a 24/7 Computer Emergency Response Team (CERT) to ensure rapid response to major cyber-attacks;
- Preparation and successful execution of a tabletop cyber crisis exercise with the strategic cyber crisis unit;
- Completion of a global information security risk analysis conducted from April to December 2025.



Roll out an Information Security Management System (ISMS) in 2026 and expand it to a multi-site framework across the Group.



Obtain ISO 27001 certification for Nemera Headquarter in Lyon, with the objective of extending the coverage to all Nemera sites.

Strengthening awareness

While hackers now use artificial intelligence tools to generate even more convincing emails or to bypass security systems, human vigilance remains our best response. Cybersecurity is everyone’s business: by involving every employee, we are not just protecting our data, but also strengthening our trust, collaboration, and resilience. In addition to e-learning, we continued the rolled out face-to-face awareness sessions for all shifts in 2025.

SUSTAINABLE PROCUREMENT

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Integrating ESG in Supplier Contracts	68
ESG Partnerships with Existing Suppliers	68

GRI 2

100%

Of new suppliers signed our code of conduct

100%

New contracts include ESG clauses

50%

ESG partnership with 50% of targeted suppliers

Sustainable Procurement

Over the past few years, sustainability has become an integral part of procurement at Nemera. ESG criteria are now integrated alongside quality, cost, delivery, and technical performance in purchasing decisions.

In procurement, decisions translate directly into concrete actions that can improve Nemera's ESG impact. We actively identify opportunities to improve our sustainability performance while maintaining the high levels of quality, compliance, and supply security required by our industry.

Our priority areas are those where procurement can make the biggest difference. This includes Scope 3 emissions and the upstream supply chain, particularly direct materials such as resins, packaging, and logistics. By focusing on supplier engagement and material selection, we address the main sources of environmental impact linked to our operations.

A concrete example of this integration can be seen in supplier partnerships. ESG performance and carbon footprint data are now discussed during dedicated one-to-one reviews with our most impactful suppliers.

This allows procurement teams to integrate environmental considerations directly into supplier evaluations and development plans.

To further support this approach, we are strengthening how carbon footprint data is collected and used. Procurement teams work with key suppliers to improve the accuracy of emissions data, while internally collaborating across teams to forecast our carbon emissions and better identify reduction opportunities. This improved visibility helps teams make better decisions and identify opportunities to reduce our environmental impact.

Looking ahead, procurement will continue strengthening and expanding the practices already in place. The focus is on deepening ESG integration into everyday processes, extending collaboration with suppliers, and further improving data quality and accuracy.

As Nemera grows, our procurement teams will continue strengthening how ESG is integrated into purchasing decisions and supplier engagement.

“Our focus is on embedding ESG systematically into procurement processes, from supplier evaluations to everyday purchasing decisions, and leveraging Nemera's growth to further identify and scale actions with positive impact.”

Vincent Gerbet

Procurement Performance Manager



Sustainable Procurement Policy

Nemera is dedicated to integrating ESG considerations into its procurement processes, recognizing the critical importance of addressing climate change and promoting sustainability.

We updated the Nemera Sustainable Procurement Policy to improve our work with suppliers by using our existing practices and policies as guidelines. This policy is structured around three core pillars of sustainability:

Environmental stewardship

We prioritize partnering with suppliers who are committed to sustainable practices, including the use of renewable energy, adherence to circular economy principles, eco-design, and efforts to minimize environmental impact. By 2027, we aim to evaluate 100% of our suppliers representing 80% of direct spend on their environmental maturity.

Social responsibility and ethical conduct

We uphold human rights and fair labor practices and champion D&I. We support social integration and ensure ethical sourcing throughout our supply chain. We expect our suppliers to uphold these values, and we constantly work to ensure that all new suppliers commit to Nemera's supplier CoC. By 2027, we aim for 80% of our strategic suppliers to complete an EcoVadis assessment, reflecting their commitment to social responsibility.

Economic prosperity

We encourage the development of long-term, collaborative relationships with our suppliers, promoting innovation and fair competition in our procurement processes. As part of this objective, Nemera will provide support to help suppliers improve their ESG performance.

THE PILLARS OF OUR SUPPLIER ENGAGEMENT STRATEGY

01

We encourage suppliers to endorse or commit to SBTi, the UN Global Compact (UNGC), EcoVadis, and ISCC PLUS.

02

We build a communication channel with our suppliers to discuss ESG related topics and benchmark performance against industry peers. We focus on improving Nemera's procurement processes to embed sustainability more deeply in our upstream supply chain and require our partners to respect our strategy by signing our supplier Code of Conduct (CoC).

03

We support our partners in their ESG initiatives, to improve sustainability standards while enhancing performance.

Supplier Selection and Management

We redesigned our procurement practices to integrate ESG criteria. This new process is based on assessing our suppliers during the initial onboarding process and continually thereafter.

We assess new suppliers in four different phases:

- 01 New supplier selection**
At this stage, the primary goal is to identify potential ESG misconduct or non-compliance with our Code of Conduct.
- 02 Supplier quote comparison**
We integrate ESG criteria in the process of comparing suppliers's proposals.
- 03 Contract creation**
We integrate ESG clauses into our new supplier contracts.
- 04 Continuous support**
We work to understand our suppliers' ESG maturity, enhance the importance of ESG initiatives in our partnership, and stimulate continuous improvement

AT A GLANCE

Kangaroo Pockets

In 2025, Nemera strengthened the integration of ESG criteria into supplier selection as part of its global procurement strategy. At the La Verpillière and Le Tréport sites, this approach was applied to the selection of suppliers for cleanroom overalls. Suppliers were evaluated not only on cost, quality of service, and economic criteria, but also on their environmental and social commitments. Employees working in cleanroom environments must wear specific protective overalls to prevent contamination and ensure product quality. These overalls are traditionally packaged in individual plastic bags before use.

With our selected supplier, we replaced individually plastic-bagged cleanroom overalls with redesigned overalls featuring integrated kangaroo pockets, allowing the overall to be folded and contained within its own pocket.

This simple operational change eliminates approximately 51,000 plastic bags per year, representing around 1,020 kg of plastic waste avoided annually and contributing to Nemera's broader waste reduction efforts.

51,000
Plastic bags eliminated per year thanks to the Kangaroo Pockets initiative.



Integrating ESG in Supplier Contracts

We embed ESG clauses in all contracts with our suppliers and service providers.

These clauses promote initiatives that aim to enhance sustainability in all areas. For example, our suppliers must adopt sustainable practices in water and waste management, use eco-friendly, non-harmful materials and substances, comply with local chemical regulations, and commit to fair labor practices and safe working conditions.

Suppliers must report their ESG performance to us each year. They are also expected to follow Nemera's CoC at all times, which promotes sustainable development and respect for labor laws. By collaborating with all suppliers, including subcontractors, we aim to create a supply chain that is both socially responsible and environmentally sustainable.



ESG Partnerships with Existing Suppliers

At Nemera, our goal is to integrate our ESG vision throughout our supply chain.

To begin this journey with our suppliers, we have developed a framework that will guide our discussions. Supported by a new, dedicated channel for ESG communication, this addresses the ESG issues that are most significant to our business.

We ask our suppliers to complete the EcoVadis assessment to help us better understand their performance on various ESG topics. On the environmental front, we are particularly interested in suppliers' plans for reducing carbon emissions, strategies for using renewable electricity, and practices related to waste management.

Regarding the social dimension, we focus on ensuring employee health and safety in our supply chain, improving working conditions, and promoting D&I. This approach enables us to share experiences related to ESG and gain a better understanding of the strengths of and challenges faced by each company, ultimately benefiting everyone involved.

Actively partnering with our suppliers on ESG is essential to effectively manage risks, build resilience, and create shared sustainable value.

LOOKING FORWARD



Looking Forward to 2026
2026 and Beyond
Our Progress Towards SDGs

Cérémonie de la pose de la 1^{ère} pierre
Mardi 14 avril 2026 - Nemera la Verpillière



Looking Forward

For me, 2025 was a turning point in Nemera’s growth story. We brought two new facilities online, created a new business structure, and continued to strengthen our operational performance, all while keeping sustainability a clear priority.

After several years of investment and project development, we reached a turning point. Our new manufacturing site in Vernon Hills, near Chicago, and the expansion of our site in Szczecin, Poland are concrete examples of this progress. Growth has clearly been the main driver of what we have done, requiring focus, coordination, and energy across the organization.

At the same time, sustainability remains fully integrated into our growth trajectory. For me, growth and sustainability move forward, together; they reinforce each other. This is reflected in our EcoVadis Gold rating, maintained for the second year.

One of the most significant developments of the year has been the rollout of product-driven business units aligned with our own-IP strategy. This organization gives us greater capacity to integrate sustainability from conception to delivery, supporting the development of reusable or multi-dose devices, and the integration of bio-based resins. Novelia® with bio-based resins is now ready for the market, and we plan to extend the use of

bio-based resins across other product portfolios. This new structure strengthens the link between product innovation and our broader ESG ambitions.

For operations, progress must also be data-driven, as you only improve what you measure. In 2025, we worked on identifying our “uncaptured scrap,” starting with a project in La Verpillière and with the ambition to expand it across our sites. This meant improving how we capture scrap data at each stage of our assembly processes. By comparing the quantity of materials we purchase with what we actually use in production, we gain a clearer picture of our efficiency, and where improvements are possible. Improving our KPIs and gathering better data allows us to analyze material use more precisely, monitor energy consumption more effectively, reduce waste, and improve our carbon footprint.

We now integrate our environmental objectives into the design of our facilities, with a strong focus on energy efficiency. Building new sites today means using more energy-efficient technologies, from fully electric machines where possible to improved cooling systems and more efficient infrastructure. Compared to older facilities, this represents a structural step forward, improving our operational performance while supporting our environmental objectives.

“We pursue innovation while improving continuously — step by step.”

In 2025, the broader environment continued to evolve, bringing regulatory shifts, supply chain adjustments, and pricing pressures across the pharmaceutical industry. In this context, our objective remains clear: to build robust operations, empower teams locally, and embed sustainability as a structural component of long-term performance.

Looking ahead, a key priority is to automate and improve the measurement of our carbon footprint through our internal tools. This will help us refine our trajectory and focus our efforts toward our 2030 objectives. In operations, better data help us identify inefficiencies, reduce waste, and improve our performance over time, supporting our ambition to deliver lasting value for patients, partners, and communities.

Sebastian Perrier
Chief Operating Officer



2026 and Beyond

01

Expand our ISO certification coverage, with plans to obtain ISO 14001 in Jaguariúna, Brazil and Buffalo Grove, USA.

02

Build a sustainability roadmap by Own IP franchise. Scale the use of bio-based resins in product development, building on the launch of Novelia® with bio-based resins this year.

03

Strengthen our eco-design capabilities and product carbon footprint calculation, building on the successes of our Innovation team over the past several years.

04

Harmonize a Group safety management standards, enabling the deployment of ISO 45001 at Group level.

05

Conduct ISO 26000 assessments at Group level to evaluate and improve our corporate ESG strategy and its overall deployment.

06

Advance carbon footprint capabilities through improved data quality, automation, and forecast emissions to support decarbonisation efforts and reduction actions in line with SBTi commitments.

Our Progress Towards SDGs

Some of the key initiatives, programs, and activities in the pipeline for 2026 include:

Pillar	Commitment and contribution	Targets & KPIs	2025	SDGs
ENVIRONMENT	We contribute to this SDG by increasing our use of clean energy.	100% of electricity from renewable sources by 2030.	65%	7 AFFORDABLE AND CLEAN ENERGY
	Our science-based approach to climate action means Nemera plays our part in operating within safe planetary boundaries.	90% reduction in Scope 1 and 2 GHG emissions by 2030, from 2019 baseline.	94%	13 CLIMATE ACTION
		55% reduction in Scope 3 GHG emissions from purchased goods and services per value added by 2030, from 2019 baseline.	45%	
	Our emphasis on circular and biobased input materials and efforts to reduce waste across our operations and value chain are aligned with the principles of responsible consumption and production.	100% plastic recyclability in our operations by 2030.	73%	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
		Zero plastic waste to landfill by 2026.	10%	
PEOPLE	Our operations and drug delivery devices and services directly benefit the health and well-being of our patients and employees.	Zero incidents of regulatory non-compliance.	0	3 GOOD HEALTH AND WELL-BEING
		Nemera Incident Rate <1.	1.24	
	Training and upskilling our employees, therefore contributing to their education and personal development, is one of our primary social focus areas.	23 training hours per FTE per year.	24	4 QUALITY EDUCATION
		90% training participation rate.	97%	
	We commit to zero tolerance of discrimination and have set targets to address gender equality.	40% female leadership representation by 2026.	35%	5 GENDER EQUALITY
	As an employer, we strive to create and foster a healthy, diverse, and welcoming workplace that allows our employees to develop their careers and grow with our company.	90% of employees who undertake performance reviews.	93%	8 DECENT WORK AND ECONOMIC GROWTH
ETHICS	Our robust governance and business conduct practices help to prevent cases of corruption, bribery and unethical activities.	Zero breaches of customer privacy.	0	16 PEACE, JUSTICE AND STRONG INSTITUTIONS
		Employees who undertake training on data protection and cybersecurity.	94%	
PROCUREMENT	We aim to scale our positive impact and influence in relation to the SDGs across our value chain, working closely with key suppliers to achieve this.	100% of new suppliers signing the Nemera Code of Conduct.	100%	17 PARTNERSHIPS FOR THE GOALS
		100% of new contracts that include ESG clauses.	100%	
		Partnerships initiated with 100% of targeted suppliers.	50%	

APPENDIX

GRI Index Table

Nemera has reported the information cited in this GRI content index for the period January to December 2024 in accordance with GRI Standards.

GRI 2: General Disclosure

GRI Disclosure	Disclosure Title	Location	Page	Additional Comments
GRI 2-1	Organizational details	About the Report	2	
		Who We Are	5	
		Corporate Strategy	6	
GRI 2-2	Entities included in the organization’s sustainability reporting	Who We Are		Nemera Insight Chicago LLC Nemera Services SAS Nemera La Verpilliere SAS Nemera Le Tréport SAS Nemera Neuenburg GmbH Nemera Buffalo Grove LLC Nemera Vernon Hills LLC Nemera Szczecin Sp.z.o.o Nemera Jaguariuna Industria e Comércio Ltda
GRI 2-3	Reporting period, frequency and contact point	About the Report	2	This report will be published on June 15th 2026.
GRI 2-4	Restatements of information		28	We have restated information related to our GHG emissions (GRI 305) since our 2024 report, due to an audit review.
GRI 2-5	External assurance	Climate Change & Energy Mix	28-32	Our Sustainability Report has not been assured. Our Scope 1, 2 and 3 GHG emissions are externally assured (limited) by KPMG.
GRI 2-6	Activities, value chain and other business relationships	Our Products	8-9	
		Our Services	12	
		Sustainable Procurement	64-68	
GRI 2-7	Employees	Who We Are	7	
GRI 2-8	Workers who are not employees			In 2025, Nemera had an FTE of 257.76 contingent workers, that is, workers with a temporary or fixed contracts, of which the majority are operators. Such staff are hired depending on the type of job they perform and according to the needs of each entity.

Region/Country	Gender	Headcount 2023	Headcount 2024	Full-Time Equivalent 2024	Headcount 2025	Full-Time Equivalent 2025
France	Female	450	477	471.05	500	494.16
	Male	725	790	788.14	820	817.34
Total France		1,175	1,267	1,259.19	1,320	1,311.50
Germany	Female	136	142	138.17	127	123.16
	Male	471	494	490.86	499	495.78
Total Germany		607	636	629.03	626	618.94
United States	Female	220	229	229.00	286	284.94
	Male	336	369	369.00	466	465.44
Total United States		557	599	599.00	752	750.38
Brazil	Female	132	122	122.00	148	148.00
	Male	71	64	64.00	69	69.00
Total Brazil		203	186	186.00	217	217.00
Poland	Female	115	167	167.00	199	199.00
	Male	75	127	126.30	190	189.50
Total Poland		190	294	293.30	389	388.50
Total		2,732	2,982	2,966.52	3,304	3,286.33

Country	Temporary workers in FTE	
	2024	2025
France	155.8	146.21
Germany	15	7.8
United States	7	82.33
Brazil	35	6.17
Poland	62	15.25
Total	274.8	257.76

GRI Disclosure	Disclosure Title	Location	Page	Additional Comments
GRI 2-9	Governance structure and composition	Governance	17	Nemera is owned by two different private equities: Montagu and Astorg and one institutional investor: LGT Capital Partners (since 2025).
GRI 2-10	Nomination and selection of the highest governance body			Members from the investing companies (namely Astorg and Montagu) were selected based on their knowledge of the sector.
GRI 2-11	Chair of the highest governance body	Governance	17	Marc Hamel is the CEO and Chair of Nemera’s Board. All board decisions are taken collectively. The chairman’s role at Nemera focuses on facilitating the team’s dynamic, organizing meeting agendas and proposing topics for discussion and decision-making.
GRI 2-12	Role of the highest governance body in overseeing the management of impacts	Governance	17	The Nemera leadership team is the key decision maker in relation to our overall approach to sustainable development. The top company goals each year are set based on different factors such as the results of the cutomers satisfaction survey, the employee satisfaction survey, and other business factors. The highest governance body of Nemera meets once a month. Once a year, during the meeting, a presentation is held to bring to the attention of the different members the social, environmental, governance trends, policies and the different issues that may affect the business operations and company’s performance. During this meeting, the members are engaged in the ESG strategy, review and guide the strategy and approve the long-term goals and Nemera’s sustainability roadmap.
GRI 2-13	Delegation of responsibility for managing impacts	Governance	17	
GRI 2-14	Role of the highest governance body in sustainability reporting	Double Materiality Assessment	15	Nemera’s leadership team is responsible for validating the reported information and sharing it with the board.
GRI 2-15	Conflicts of interest	Speak Up	62	While making decisions, stakeholders should keep the best interest of Nemera in mind. any conflict of interest should be avoided. Further information and guidance is incorporated in our Code of Conduct.

GRI Disclosure	Disclosure Title	Location	Page	Additional Comments
GRI 2-16	Communication of critical concerns	Governance Speak Up	17 62	A summary of employee concerns from the Speak Up line are presented to the Board yearly. Critical concerns are communicated during the monthly Board meetings. In case of urgency, specific Board calls are set up. No critical concerns were raised in 2025.
GRI 2-17	Collective knowledge of the highest governance body			Montagu board members are trained on Montagu’s Responsible Investment Policy, which includes policy statements on D&I and climate. This is augmented with training and information sharing on ESG internal practices (such as due diligence and ICT processes), ESG external expectations and regulations, and carbon management practices. Astorg board members are governed via an ESG Policy, due diligence processes and regular training (on topics such as climate change, ESG regulations, EcoVadis and materiality).

GRI 2-18	Evaluation of the performance of the highest governance body			To evaluate the performance of our leadership team, we conduct 1) annual reviews linked to specific objectives, 2) independent mid-year formal check-ins, and 3) annual formal evaluations.
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GRI Disclosure	Disclosure Title	Location	Page	Additional Comments
GRI 2-19	Remuneration policies			Nemera has a variety of variable pay programs in place, all designed to facilitate the attainment of specific organizational objectives. Variable pay is direct compensation that does not become a permanent part of base pay / salary and which may vary in amount from period to period. All variable pay programs in place are based on specific measures and criteria that must be attained during a specified measurement period. A review of base pay is conducted annually to ensure salaries continue to be appropriate and fair as conditions internally and externally change over time, and are related to individual performance. Leaders, with the assistance of HR, conduct a review of all salaries and make any adjustments as necessary. Any changes are effective in May of the review year (salaried employees). We do not today have any bonus payouts linked to sustainability targets. The Leadership team are not eligible for recruitment bonuses. Depending on country, eligibility for termination payments strictly driven by local law, and retiree benefits are also specific per country.
GRI 2-20	Process to determine remuneration			Market data is the cornerstone of Nemera’s base pay structure. Nemera uses a market data approach to set a foundation for effective comparisons to the external market and to recognize the importance of market competitiveness. A market benchmark is established based on a median of a comparable set of positions of similar job size and scope.
GRI 2-21	Annual total compensation ratio			There is no specific compensation for the CEO, Astorg and Montagu members to be part of Nemera’s board. Only the independent member has a specific remuneration. Annual total remuneration ratio: 5.59.
GRI 2-22	Statement on sustainable development strategy	Message from the CEO	4	

GRI Disclosure	Disclosure Title	Location	Page	Additional Comments
GRI 2-23	Policy commitments	People		Nemera is committed to protecting the human rights of everyone who works for the company. Our policy is based on the United Nations Universal Declaration of Human Rights, the 8 fundamental conventions of the International Labor Organization (ILO), the UN Convention on the Rights of the Child and the UN Ruggie framework. Our policy principles include: child labor, forced labor, health and safety, freedom of association and right to collective bargaining, anti-discrimination, disciplinary matters, working hours, compensation and living conditions. All employees are responsible for ensuring their own actions do not impair the human rights of others, and are encouraged to bring forward any concerns they may have about human rights abuses. The policy applies to everyone at Nemera, its subsidiaries and affiliates, including all officers, directors, employees (individually, a “Nemera Representative”) and agents acting on Nemera’s behalf. They can access it in our Employee Handbook. Each plant is responsible for ensuring that it has in place the necessary arrangements to monitor and report compliance against the Policy on an annual basis.
GRI 2-24	Embedding policy commitments			Responsibility for compliance lies ultimately with the Nemera Leadership Team (NLT) and with the Board. Performance will generally be reported to the Board by the Vice President of Human Resources. Responsibility for the implementation of the policy lies, generally speaking, with the local HR managers who are required to develop procedures relevant to their plant or locations. They will work with plant managers who are responsible for the day-to-day implementation.
GRI 2-25	Processes to remediate negative impacts	Speak Up	62	
GRI 2-26	Mechanisms for seeking advice and raising concerns	Speak Up	62	

GRI 3: Material Topics 2021

GRI Disclosure	Disclosure Title	Location	Page	Additional Comments
GRI 2-27	Compliance with laws and regulations	Patients first, always.	19	
		Business Ethics	58-63	
GRI 2-28	Membership associations	Active Participation in Industry Associations	22	
GRI 2-29	Approach to stakeholder engagement	Double Materiality Assessment	15-18	
		Governance	17	
		Going the extra mile with our customers	21	
		Employee engagement	46-47	
GRI 2-30	Collective bargaining agreements	Who We Are	7	All sites except Buffalo Grove and Poland are covered by collective bargaining agreements. Employees in Buffalo Grove operate under the same working terms and conditions (i.e. standards) as other sites (65% of our employees).

GRI Disclosure	Disclosure Title	Location	Page	Additional Comments
GRI 3-1	Process to determine material topics	Double Materiality Assessment	15, 18	The long list of sustainability matters considered in our materiality assessment builds on the list provided by the CSRD European Sustainability Reporting Standards and is complemented with sector and company-specific topics from international standards (i.e., GRI, MSCI and SASB.) We engaged with a diverse group of stakeholders (both internal and external) to gather qualitative and quantitative information to inform the identification and scoring of impacts, risks and opportunities. Surveys and interviews were conducted with top management at Nemera, customers, suppliers, trade associations, external experts and investors, ensuring perspectives were gathered from across our entire value chain. a) Assessing impacts: The assessment for impact materiality relied on two factors: the likelihood of a potential negative impact and the severity of that impact across three dimensions - scale, scope and irremediability. The likelihood and severity were each rated on a scale from 0 - 5, combining a sectoral and location-based approach. b) Assessing financial risks and opportunities: The assessment for financial materiality also relied on two factors: the likelihood of a financial effect and the magnitude of that effect (analogous to severity above). The assessment then focused on two key questions; to what extent can we continue to use current resources, and to what extent can we maintain our existing relationships? To tailor the analysis to our own context, a premium was applied to the impact materiality score to reflect the information shared by our stakeholders and adjust the score where necessary. The outcome is the materiality matrix you see on page 15 and page 18.
GRI 3-2	List of material topics	Double Materiality Assessment	15, 18	

GRI Disclosure	Disclosure Title	Location	Page	Additional Comments
GRI 3-3	Management of material topics	Double Materiality Assessment	All	
		Environment		
		People		
		Ethics		
		Sustainable Procurement		

GRI Disclosure	Disclosure Title	Location	Page	Additional Comments
GRI 301-2	Recycled input materials used			We choose to omit this disclosure on the basis of unavailable information.
GRI 301-3	Reclaimed products and their packaging materials			We choose to omit this disclosure on the basis of unavailable information.

GRI 206: Anti-competitive behavior 2016

GRI Disclosure	Disclosure Title	Location	Page	Additional Comments
GRI 206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Anti-competitive practices	61	

GRI 301: Materials 2016

GRI Disclosure	Disclosure Title	Location	Page	Additional Comments
GRI 301-1	Materials used by weight or volume			Resins are our primary raw material. In 2024, resins represented 77% of our purchased goods and services.

GRI 302: Energy 2016

GRI Disclosure	Disclosure Title	Location	Page	Additional Comments	
GRI 302-1	Energy consumption within the organization	Climate Change & Energy Mix	28-32		
Sum of Scope 1 & 2 in kWh					
Electricity		Renewable electricity	FY2023	FY2024	FY2025
		Grey electricity	86,341,302	85,939,735	88,161,241
		Nuclear sourced electricity	290,082	129,277	228,323
		Renewable electricity - Produced and consumed on site	34,796,181	38,306,446	48,265,799
		Electric cars	8,173	9,099	7,852
			12,495	30,008	21,732
Purchased electricity Total			121,448,234	124,414,565	136,684,947
Mobile Combustion		Diesel	455,211	338,340	213,746
		Gasoline	460,981	341,044	406,577
		Hybrid cars			18,312
		LPG	2,461	18,765	
Total Mobile Combustion			918,654	698,149	638,635
Stationary Combustion		Diesel	16,052	11,068	21,062
		Domestic fuel	360,327	344,847	310,278
		Natural gas	3,180,646	4,346,564	4,203,554
		Propane	78,185	60,685	48,203
Total Stationary Combustion			3,635,209	4,763,164	4,583,097
Grand Total			126,002,096	129,875,878	141,906,679
GRI 302-2	Energy consumption outside of the organization			We have chosen to omit this disclosure on the basis of unavailable information.	

GRI Disclosure	Disclosure Title	Location	Page	Additional Comments
GRI 302-3	Energy intensity			We have not yet defined an energy intensity ratio (to be calculated in 2025) and therefore choose to omit this disclosure on the basis of unavailable information.
GRI 302-4	Reduction of energy consumption	Climate Change & Energy Mix	28-32	
GRI 302-5	Reductions in energy requirements of products and services	Circularity	33-34	
GRI 305: Emissions 2016				
GRI Disclosure	Disclosure Title	Location	Page	Additional Comments
GRI 305-1 ¹	Direct (Scope 1) GHG emissions	Climate Change & Energy Mix	28-32	
GRI 305-2 ²	Energy indirect (Scope 2) GHG emissions	Climate Change & Energy Mix	28-32	
GRI 305-3 ³	Other indirect (Scope 3) GHG emissions	Climate Change & Energy Mix	28-32	
GRI 305-4	GHG emissions intensity			We choose to omit this disclosure on the basis of unavailable information.
GRI 305-5	Reduction of GHG emissions	Climate Change & Energy Mix	28-32	

GRI 402: Labor/Management Relations 2016

GRI Disclosure	Disclosure Title	Location	Page	Additional Comments
GRI 402-1	Minimum notice periods regarding operational changes			Our minimum notice period varies dependent on geography. In the US, the general guidelines for any situation that will trigger what is called the ‘WARN notice’ is 60 days, which refers to changes that would lead to a layoff of 50+ employees for locations under 500 employees or more than 1/3 of a locations population for 500+ employees. In Brazil the criteria is 30 days, in Germany 28 days, and in France the number is dependent on the number of employees impacted. In Poland we follow legal and regulatory guidance.

GRI 403: Occupational Health & Safety 2018

GRI Disclosure	Disclosure Title	Location	Page	Additional Comments
GRI 403-1	Occupational health & safety management system	Employee Health & Safety	42-44	2/6 (33%) of Nemera plants are certified ISO45001
GRI 403-2	Hazard identification, risk assessment, and incident investigation	Employee Health & Safety	42-44	
GRI 403-3	Occupational health services	Employee Health & Safety	42-44	

GRI Disclosure	Disclosure Title	Location	Page	Additional Comments
GRI 403-4	Worker participation, consultation, and communication on occupational health & safety	Employee Health & Safety	42-44	Our employees are our main stakeholders in the evaluation of risks and they actively participate in risk evaluations and proposing mitigation measures. Risk are identified and evaluated based on four criteria (severity, frequency, duration, probability); mitigation actions are then identified and the risks are reevaluated to understand their impact The committee is chaired by the legal site representative or his/her delegate. Each committee is composed of employee representatives and health and safety officers; when relevant, HR managers, occupational physicians and labor inspectors are also invited to these regular meetings. The main objectives are to protect employee health, help prevent risks in the workplace and to improve working conditions.
GRI 403-5	Worker training on occupational health & safety	Employee Health & Safety	42-44	
GRI 403-6	Promotion of worker health			We operate in countries where employees from outside organisations should have medical coverage from their employers. Nemera has a process with its subcontractors where they validate our company’s code of conduct and ensure to meet the local regulations applicable in each case.
GRI 403-7	Prevention and mitigation of occupational health & safety management system	Employee Health & Safety	42-44	

GRI 403: Occupational Health & Safety 2018

GRI Disclosure	Disclosure Title	Location	Page	Additional Comments
GRI 403-8	Workers covered by an occupational health and safety management system	Employee Health & Safety	42-44	
GRI 403-9	Work-related injuries	Employee Health & Safety	42-44	
GRI 403-10	Work-related ill health	Employee Health & Safety	42-44	

	2023	2024	2025
Lost-time injuries:	20	22	19
Medical incidents:	5	4	12
First aid:	168	108	142
Near misses and hazards:	338	511	111

GRI 404: Training & Education 2016

GRI Disclosure	Disclosure Title	Location	Page	Additional Comments
GRI 404-1	Average hours of training per year per employee	Employee Development & Well-being	48-51	

Location	2023	2024	2025
Buffalo Grove	24.60	27.69*	29.72
Vernon Hills	9.92	-	-
Neuenburg	21.09	21.79	16.47
La Verpillière	21.12	24.56	22.47
Le Tréport	26.80	26.07	24.16
Szczecin	27.08	31.10	26.08
Jaguariúna	82.10	95.77	46.97
Insight Lyon	27.89	24.92	24.38
Nemera Service	21.64	20.45	19.23
Chicago	9.72	21.59	13.87
Total	27.57	29.92	24.78

*Buffalo Grove and Vernon Hills

GRI 404-2	Programs for upgrading employee skills and transition assistance programs	Employee Development & Well-being	48-51	
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GRI 404-3	Percentage of employees receiving regular performance and career development reviews	Employee Development & Well-being	48-51	
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GRI 405: Diversity & Equal Opportunity 2016

GRI Disclosure	Disclosure Title	Location	Page	Additional Comments
GRI 405-1	Diversity of governance bodies and employees	Governance	17	- Female representation on Nemera Board: 28% - Female representation on Nemera Leadership team: 22% - Female Representation: 38% - Under 30: 2023: 15% 2024: 17% 2025: 16% 30-50: 2023: 59% 2024: 57% 2025: 58% +50: 2023: 26% 2024: 26% 2025: 26%
GRI 405-2	Ratio of basic salary and remuneration of women to men			Our gender remuneration ratio is 8.50.

Nbr of employees			Headcount 2023				Headcount 2024				Headcount 2025		
			Gender				Gender				Gender		
Region/Country	ESG - Age Band	Female	Male	Non-binary	Total	Female	Male	Non-binary	Total	Female	Male	Total	
France	-30 years old	68	108		176	79	137		216	85	132	217	
	30-50 years old	289	436		725	284	456		740	283	477	760	
	Over 50 years old	93	181		274	114	197		311	132	211	343	
Total France		450	725		1,175	477	790		1,267	500	820	1,320	
Germany	-30 years old	19	53		72	20	61		81	16	55	71	
	30-50 years old	79	296		375	75	303		378	65	310	375	
	Over 50 years old	38	122		160	47	130		177	46	134	180	
Total Germany		136	471		607	142	494		636	127	499	626	
Poland	-30 years old	34	9		43	44	20		64	52	29	81	
	30-50 years old	72	57		129	107	93		200	126	135	261	
	Over 50 years old	9	9		18	16	14		30	21	26	47	
Total Poland		115	75		190	167	127		294	199	190	389	
United States	-30 years old	29	54		83	30	70		100	42	77	119	
	30-50 years old	93	141	1	235	103	163	1	267	136	229	365	
	Over 50 years old	98	141		239	96	136		232	108	160	268	
Total United States		220	336	1	557	229	369	1	599	286	466	752	
Brazil	-30 years old	29	20		49	27	21		48	28	19	47	
	30-50 years old	100	46		146	89	37		126	114	42	156	
	Over 50 years old	63	5		8	6	6		12	6	8	14	
Total Brazil		132	71		203	122	64		186	148	69	217	
Total		1,053	1,678	1	2,732	1,137	1,844	1	2,982	1,260	2,044	3,304	

GRI 406: Non-discrimination 2016

GRI Disclosure	Disclosure Title	Location	Page	Additional Comments
GRI 406-1	Incidents of discrimination and corrective actions taken	Speak Up	62	

GRI 407: Freedom of Association and Collective Bargaining 2016

GRI Disclosure	Disclosure Title	Location	Page	Additional Comments
GRI 407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk			We do not operate in any high risk countries and therefore deem this disclosure not to be applicable for Nemera.

GRI 415: Public Policy 2016

GRI Disclosure	Disclosure Title	Location	Page	Additional Comments
GRI 415-1	Political Contributions			We do not make any financial or in-kind political contributions.

GRI 415: Public Policy 2016

GRI Disclosure	Disclosure Title	Location	Page	Additional Comments
GRI 416-1	Assessment of the health and safety impacts of product and service categories	Patients first, always.	19	100% of our products are assessed for health and safety impacts.
GRI 416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Patients first, always.	19	

GRI 418: Customer Privacy 2016

GRI Disclosure	Disclosure Title	Location	Page	Additional Comments
GRI 418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data Privacy & Security	63	

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