



Driving Sustainable Growth Together

2025 SUSTAINABILITY REPORT



Welcome! Bienvenue! Fáilte! Välkomna! 歡迎 Welkom! Willkommen!

Welcome to the fifth Corporate Sustainability Report from Repligen Corporation, “Driving Sustainable Growth Together,” covering the period from January 1 through December 31, 2025.

We are pleased to share progress made in advancing the company’s sustainability strategy over the past year. This report brings together data, case studies, and performance highlights that reflect our continued focus on responsible growth and long-term value creation.

In 2025, the focus sharpened on Social and Governance priorities, while continuing to advance our Environmental priorities (ESG). To provide clarity and comparability, we present our performance in a streamlined and accessible format across six key areas of impact: **Products & Packaging, Operations, Talent, Supply Chain, Communities, and Pathways to Success.**

As in prior years, this report includes voluntary disclosure indices aligned with leading sustainability reporting frameworks, located at the end of the report. More evergreen content—including oversight and governance practices—is available on the Sustainability section of our company website.

We appreciate your continued interest in Repligen Corporation’s sustainability strategy and progress. Feedback and questions may be directed to sustainability@repligen.com.



Table of Contents

Introduction

- 4 A Message From Our CEO
- 5 2025 Impact Highlights
- 6 About This Report
- 7 Repligen At A Glance

Key Sustainability Impacts

- 8 Products & Packaging
- 9 Operations
- 12 Detailed Environmental Data
- 15 Talent
- 17 Workforce Data
- 18 Supply Chain
- 19 Communities
- 20 Pathways to Success

Industry Rankings and Ratings

- 21 CDP
- 21 EcoVadis
- 21 MSCI
- 21 Morningstar Sustainalytics

Voluntary Reporting Framework Indices

- 21 About the Frameworks
- 22 GRI Standards Index
- 30 SASB Index
- 32 TCFD Index

Strategy & Approach

Unless otherwise noted, the data and narratives in this report cover **January 1 through December 31, 2025**. In select cases, year-over-year comparisons provide additional context for performance trends. With one exception—People of Color as a percentage of total U.S. employees for 2024, updated to reflect 48%—no previously disclosed data has been restated. This report has not been externally assured; however, assurance is under consideration for future reporting. (GRI 2-4)

All **21 sites operating in 2025** fall within operational control and are reported under Scope 1 and Scope 2 emissions in alignment with Greenhouse Gas Protocol methodology. Accordingly, all sites are included in renewable electricity metrics—through direct utility purchases or renewable energy (REC) and energy attribute (EAC) certificate purchases—as well as in the expanded water withdrawals and waste related data sets.

Reporting Guidelines and Frameworks

The company's commitment to sustainability is reflected in the rigor of calculation methodologies and the transparency of voluntary disclosures. This report includes Framework Indices aligned with internationally recognized sustainability reporting standards. The [2025 Reporting Indices](#) are included at the end of this report.

Science Based Targets Initiative

Repligen remains committed to achieving **net-zero greenhouse gas emissions by 2050** and has submitted near-term and net-zero targets to the Science Based Targets initiative (SBTi) for validation. Upon approval, the targets will be formally recognized, and the company will continue advancing its implementation roadmap in support of disciplined growth, operational efficiency, and long-term value creation.

A MESSAGE FROM OUR CEO

Sustainability at Repligen is not a secondary effort—it is integral to how we grow, innovate, and support our customers. By investing in our people, strengthening governance, and acting responsibly, we are building a company that delivers lasting value for all stakeholders.

Olivier Loeillot, President and Chief Executive Officer

I am pleased to share the 2025 Corporate Sustainability Report, “Driving Sustainable Growth Together,” which reflects the measurable progress Repligen has made over the past year in advancing our sustainability strategy and strengthening the foundations for long-term value creation.

In 2025, Repligen continued to embed sustainability into how we operate, innovate, and grow—guided by a clear focus on our people, our customers, and the communities we serve. This report demonstrates our ongoing commitment to the Ten Principles of the United Nations Global Compact (UNGC) related to human rights, labor, the environment, and anti-corruption, and reinforces the importance of responsible business practices across our global organization.

As part of our active participation in the UNGC, this report also serves as our company’s **2026 Communication on Progress (COP)**, transparently reporting on governance, policies, and performance. Through continued investment in people, disciplined execution, and sustainable innovation, we remain focused on building a resilient company positioned to support customers, create shareholder value, and contribute positively to society.



Olivier Loeillot
President and CEO

BIOPROCESSING INDUSTRY

The bioprocessing industry does not fit neatly within many existing sustainability reporting frameworks or rating categories. Repligen Corporation is classified under the **GICS® “Life Sciences Tools and Services”** category within the **Pharmaceuticals, Biotechnology & Life Sciences** industry group of the **Health Care** sector.

What We Do Not Do

When assessing Repligen ESG performance, it is important to understand what our business does not include. Repligen does not develop or sell biopharmaceuticals. Apart from a small product line representing less than 1% of 2025 revenue, the company also does not sell medical equipment or supplies to the medical community. Approximately **99% of revenue** comes from products that are not sold to patients, do not rely on payor reimbursement, and are not marketed to the medical community.

Product development and testing are technology-focused and do not involve human or animal studies. The company continues to engage with leading reporting frameworks and sustainability ratings organizations to clarify our business model and ensure our disclosures are appropriately contextualized.

What We Do

As a bioprocessing technology company, Repligen develops and supplies technologies and systems that improve the manufacturing of biopharmaceuticals. Direct customers include global biopharmaceutical developers and manufacturers, as well as other life sciences companies.

While we do not produce medicines, we are proud of our **indirect contribution to improving human health** by



enabling more efficient, scalable, and reliable biopharmaceutical production processes. This is how Repligen contributes to **UN Sustainable Development Goal 3: Good Health and Well-Being.***

*The content of this report has not been approved by the United Nations and does not reflect the views of the United Nations or its officials or Member States. [Learn more.](#)

100%

Renewable Electricity powered manufacturing operations in the U.S. and Europe

2025 IMPACT HIGHLIGHTS

1 100% Renewable Electricity

Maintained 100% renewable electricity **across U.S. and European manufacturing operations.**

2 Double Materiality Assessment (DMA)

Completed our first **enterprise-level DMA** aligned with **European Sustainability Reporting Standards (ESRS)**, enhancing prioritization of material topics and regulatory readiness.

3 Audit Committee Oversight

Elevated Board-level **sustainability oversight** to the Audit Committee, reinforcing governance rigor, data integrity, and alignment with evolving stakeholder and regulatory expectations.

4 Leadership

Increased representation at the **Associate Director level and above** to 32% for Women globally and 24% for People of Color in the U.S., up from 24% and 17%, respectively, in 2024.

5 Investing in Our People

Advanced employee growth and retention through global deployment of the **Workday** HR system, expanded performance feedback and career pathways, enhanced benefits, and broader access to **LinkedIn Learning**.

6 Strengthening Employee Engagement

Improved organizational connection through expanded **Lunch with Leaders** and global engagement programs, with hybrid sessions recorded on **The R Circle** intranet to increase transparency and leadership access.

7 Advancing Governance, Ethics, and Safety

Adopted new **Human Rights** and **Sustainability and ESG** policies and refreshed our **global EHS Policy** to align with ISO 14001 and ISO 45001, strengthening oversight, accountability, and safety standards. [Learn more.](#)

8 Enhancing Integration and Scalable Systems

Advanced M&A integration through unified systems, employee programs, and benefits, and expanded NPI and sustainability data integration to strengthen enterprise-wide reporting and scalability.

9 Leading with Transparency

Maintained **voluntary sustainability reporting** aligned with CDP, GRI, GHG Protocol, SASB (now part of IFRS), SBTi, and TCFD to ensure consistent, comparable, and decision-useful transparency.

10 Consolidated EcoVadis Score

Transitioned to a **single enterprise-level EcoVadis score**—expected midyear 2026, pending the EcoVadis scoring cycle—to streamline processes and accelerate customer response times.

LEADING WITH TRANSPARENCY

In 2025 and early 2026, Repligen was:

- Recognized by Newsweek and Plant-A Insights Group as one of the **World's Greenest Companies 2025**, reflecting independent, data-driven assessment of sustainability performance using publicly available information.
- Awarded the Morningstar Sustainalytics **Industry ESG Leader** rating¹ for strong management of financially material ESG risks in 2025 relative to industry peers, making the fifth consecutive year of recognition (first awarded in 2022 for 2021 results).
- Invited by the **UN Global Compact Network USA** to participate in **Nasdaq's 2026 Ring the Bell for Gender Equality** ceremony in connection with **International Women's Day**, recognizing progress in gender equity, inclusive leadership, and responsible business practices.
- Sustained the MSCI **AA "Leader"** rating² in 2025. As of March 23, 2026, upgrades to both the Industry Adjusted Score (IAS) and Weighted Average Key Issue Score (WAKIS) under MSCI's v5.0 model reflect a stronger ESG profile, with the IAS increasing from **6.0 (v4.3)** to **7.6 (v5.0)** on a 0–10 scale.



1. Awarded as of 2025. The ESG Leader Badge recognizes companies based on Sustainalytics' rules-based methodology. Recognition is based on publicly available data at the time of assessment and may not fully capture all aspects of a company's sustainability strategy or actions. Companies are compared within defined frameworks; recognition should not be interpreted as an absolute measure of sustainability performance or a guarantee of performance or outcomes. Further information on the Badge and the underlying products can be found [here](#).

2. The use by Repligen of any MSCI ESG Research LLC or its affiliates ("MSCI") data, and the use of MSCI logos, trademarks, service marks, or index names herein, do not constitute a sponsorship, endorsement, recommendation, or promotion of Repligen by MSCI. MSCI services and data are the property of MSCI or its information providers and are provided "as-is" and without warranty. MSCI names and logos are trademarks or service marks of MSCI.

About This Report

In 2025, Repligen tracked environmental data for manufacturing sites across all geographies where Repligen operated.

Double Materiality Assessment

In 2025, the company completed its first **enterprise-level Double Materiality Assessment (DMA)**, building on earlier materiality work to sharpen understanding of the environmental, social, and governance (ESG) topics most relevant to long-term value creation. The assessment provides a structured, enterprise-wide basis for prioritizing ESG topics, integrating sustainability-related risks and opportunities into business decision-making, and strengthening the quality, consistency, and credibility of disclosures for investors, customers, employees, and regulators.

Looking ahead to 2026, our company remains focused on transparency, rigor, and continuous improvement—investing in the foundations required to meet rising expectations with credibility, consistency, and integrity across our global operations.

Dianne Heiler, VP Sustainability and ESG,
Global Head of Packaging Engineering

Our ESRS-Aligned Process

Using a rigorous, **ESRS-aligned** approach, the company partnered with a leading sustainability consultancy to review internal and external inputs, engage more than **60 subject matter experts and stakeholders**, and assess and score impacts, risks, and opportunities through a structured ESRS framework. The results were validated with senior leadership and now anchor the sustainability strategy and **3- to 5-year roadmap**, strengthening Corporate Sustainability Reporting Directive (CSRD) readiness while improving the quality, consistency, and discipline of long-term business decisions.

Connection to the UN SDGs

As a direct outcome of the 2025 DMA, Repligen reaffirmed the seven **United Nations Sustainable Development Goals (SDGs)** most relevant to the business and value chain. This clarifies where our operations, products, and partnerships can create the most meaningful impact across health, equity, responsible

growth, innovation, climate action, and strong institutions. These priority SDGs continue to anchor our sustainability strategy, ensuring that our actions and disclosures reflect both global expectations and the material impacts, risks, and opportunities identified through the DMA.

REPLIGEN SDG PRIORITIES



What is In Scope for This Report

This report includes data from 21 manufacturing sites under the company's **operational control during 2025**, including locations that were consolidated or closed during the year, to ensure data quality, completeness, and transparency. Our **Scope 1 and Scope 2 GHG emissions inventories and renewable electricity metrics** were prepared in accordance with the Greenhouse Gas Protocol and our established internal methodologies. We also report updated environmental data for **water withdrawals, operational waste, Scope 3 emissions**, and other relevant sustainability metrics for sites that were active during the 2025 reporting period. For a more detailed view into our 2025 environmental data, [see page 12](#).

On the Horizon

The global sustainability and ESG landscape continues to evolve rapidly, with **increasing regulatory complexity across climate, packaging, supply-chain due diligence, and corporate transparency**. These developments include emerging and expanding requirements such as the EU's CSRD and ESRS, as well as initiatives related to Packaging and Packaging Waste Regulation (PPWR), EU Corporate Sustainability Due Diligence Directive (CSDDD), EU Carbon Border Adjustment Mechanism (CBAM), and U.S. state-level regulations, including California SB 253 and SB 261. As expectations grow, our company remains focused on strengthening the underlying **systems, processes, and governance structures** that support high-quality, transparent, and decision-useful sustainability disclosures aligned with both regulatory requirements and stakeholder needs.

Looking ahead, we will continue to mature existing foundations by enhancing **audit-ready data management**, deepening **supplier engagement**, preparing for **product-level requirements**, and building the capabilities to support **limited assurance** and **digitally tagged reporting**. Our approach is intentionally proactive and disciplined, supporting transparency, resilience, and credibility as global sustainability standards continue to evolve.

Repligen At A Glance

A global life sciences company that develops and commercializes highly innovative bioprocessing technologies and systems that increase efficiencies and flexibility in the process of manufacturing biological drugs.

2025 REVENUE

\$738_M

MANUFACTURING SITES*

21 (8 countries)

GLOBAL EMPLOYEES

2,304

CORPORATE HEADQUARTERS

Waltham, MA, U.S.

MANUFACTURING OPERATIONS

Majority of sites are in the United States (CA, MA, NH, NJ, and NY); two sites closed in 2025. Sites outside the U.S. are in Estonia, France, Germany, Ireland, the Netherlands, Sweden, and Taiwan.

BIOPROCESSING BUSINESS FRANCHISES

Filtration (includes Fluid Management), Chromatography, Process Analytics, Proteins

See Segment Reporting on page 57 of our [2025 Form 10K](#).

MARKETS WE SERVE

Global Biopharmaceutical Companies, Contract Development and Manufacturing Organizations, (CDMOs), and other life sciences tools companies (Integrators).



2025 REVENUE BY REGION

- 49% North America (12 sites)
- 34% Europe (8 sites)
- 17% Asia Pacific & Rest of World (1 site)



2025 REVENUE BY CUSTOMER TYPE

- 57% Biopharma
- 28% CDMO
- 15% Integrators & others

COMMITTED TO NET-ZERO EMISSIONS BY 2050

Near-term and long-term targets are under evaluation by the Science Based Targets initiative (SBTi).

ENERGY CONSUMPTION	ELECTRICITY USAGE	TOTAL GHG EMISSIONS	WASTE GENERATION	WATER WITHDRAWALS
39,088 MWh Renewable: 26,736 (68%) Non-renewable: 12,352 (32%)	26,984 MWh 100% Renewable in U.S. and Europe via direct purchases and retired certificates	26,134 tons CO₂e Scope 1: 1,998 (8%) Scope 2: 1,239 (5%) Scope 3: 22,897 (87%)	1,478 tons 1,341 mt 73% diverted from landfill	104,995 m³ 105 ML 14% decrease YOY The majority of our operations are not water intensive.

* 19 sites open as of December 31, 2025.
www.repligen.com

Products & Packaging

At Repligen, optimized product and packaging design supports product integrity while reducing environmental impact through material efficiency, right-sizing, improved recyclability, and waste reduction. A standardized approach balances product fragility, material selection, structural design, performance testing, safety, and customer experience, supported by **Design for Environment** guidance and continuous improvement.

This section addresses the ESRS topics E1 (Climate Change) and E5 (Resource Use and Circular Economy), illustrating how design decisions contribute to resource efficiency and waste reduction across the value chain. **Activities → Outcomes → Impact**

PATsmart™ Rebel XT® At-Line Media Analyzer

This system supports more efficient bioprocess development, scale-up, and manufacturing support by enabling **rapid, at-line analysis** of cell culture media at the point of use. The system delivers results in **~15 minutes per sample** for more than 20 key components, reducing reliance on slower external lab workflows. Shorter feedback cycles during bioreactor runs empower teams to make earlier, data-driven adjustments to media formulation and feed strategies, improving process productivity and helping to minimize avoidable experimentation, wasted runs, and associated resource use.



Fast at-line results:

~15 minutes per sample

Faster decisions:

Shorter feedback cycles, less rework and waste

HiPer™ Chromatography Resins

These technologies support more efficient downstream purification in pharmaceutical and biologics manufacturing by enabling faster processing and higher capacity. Short residence times and high loading capacity **reduce energy demand and shorten production cycles**, while accurate separation of active and inactive material **lowers waste and improves product quality**. The resins can be **cleaned and reused across multiple cycles**, and their tolerance for high-salt conditions **reduces water and chemical consumption**. Together, these features help improve process efficiency and reduce environmental intensity per unit of output.

Energy:

Shorter cycles, lower consumption

Water & Chemicals:

Lower consumption, resin reuse

Waste:

Improved yield, less waste

Flow Cell Packaging Redesign

The new pack replaced hard-to-recycle, cross-linked polyethylene foam with flexible film, delivering a **98% reduction in fossil fuel-derived plastics** and increasing packaging recyclability **from 50% to 98%** by weight. **One design solution** replaced three custom packs, **reducing components by 33% and SKUs by 66%** while accommodating multiple Flow Cell connector configurations and orientations. The renewable, plant fiber-based packaging integrates into existing recycling infrastructure, simplifying customer disposal decisions. Though slightly larger and heavier, the redesign advances both circularity principles and climate-aligned material efficiency.

3 to 1

Custom packs to standard design

↓95%

Less electricity use

↓98%

Less fossil-fuel plastic



Original packaging



Redesigned

Molded suATF Device & Packaging Redesign

This next-generation program integrated manufacturing processes, packaging, and logistics optimization to reduce climate and resource impacts while maintaining product protection and shipping performance. Replacing machined components with molded plastic reduced electricity use by **more than 95%**, product weight by **~70%**, and plastic process waste by **over 90%**. New packaging reduced volume by **37%** and shipping weight by **38%**, doubling pallet density and improving sterilization efficiency, while incorporating unglued, **100% recycled** polyethylene foam. Single-parcel qualification reduced damage risk, material loss, and reshipment-related emissions.

↓95%

Less electricity use

↓90%

Less plastic process waste

↓38%

Reduced shipping weight

Operations

Operations enable growth through innovative products, strategic acquisitions, and expanding global reach. Aligned with the Repligen Fit for Growth strategy, the Operations organization continues to evolve its structure, capabilities, and systems to support scalable execution, operational discipline, and a consistently positive customer experience. As growth accelerated in 2025, focus tightened on clarifying accountability, strengthening critical roles, and investing in people and infrastructure to operate effectively at scale.

Talent development, internal mobility, and targeted additions of specialized expertise support near-term execution and long-term capability building. A key task in 2025 involved separating Customer Service, Warehousing, Distribution, and Logistics from the broader Supply Chain department structure to sharpen focus, improve responsiveness, and strengthen alignment with customer needs, while enabling Supply Chain to concentrate on sourcing, planning, systems, and analytics.

Global Quality Management System

In 2025, global alignment of the Quality Management System (QMS) advanced with a clear objective: establish a world-class, harmonized framework that strengthens consistency, accountability, and performance across operations. Led by a dedicated Global QMS team, the system aligns ways of working, reinforces shared ownership of quality across functions, and supports scalable growth while meeting evolving regulatory and customer expectations. Strengthened process governance and clearly defined ownership enable disciplined execution, transparency, and continuous improvement across the organization.

RPS Training gave me an expanded set of professional tools and helped me harness the power of focused problem-solving.

Daniel Batista, Quality Control Manager

Integrated Supplier and Product Quality Leadership

Supplier Quality Management operates within the Global QMS, strengthening oversight, consistency, and risk management across the supply base. This foundation enhances supplier qualification, monitoring, and performance management while embedding expectations for responsible sourcing, ethical conduct, and sustainability into quality processes. Together, these efforts support supply continuity, product integrity, and alignment with global quality standards across the value chain.

Quality is everyone's responsibility. The QMS aligns how work is done, strengthens accountability, and builds trust through consistent performance.

Claire Lloyd, VP Quality

Building on this base, product category quality leadership embeds accountability at the portfolio level through clear ownership and domain expertise, enabling faster issue resolution, stronger alignment between product design and manufacturing, and more consistent execution. This overall approach leads to reliable outcomes and a positive customer experience.

Repligen Performance System

Complementing the Global QMS, the Repligen Performance System (RPS) operationalizes governance and accountability through consistent, day-to-day execution across operations. In 2025, teams throughout the global network applied RPS tools—kaizens, root-cause countermeasures, visual management, and standardized workflows—to streamline processes, reduce waste, and deliver measurable productivity gains across Manufacturing, Quality, Supply Chain, and support functions.

During the year, teams exceeded savings targets, expanded training and certification programs, and strengthened daily improvement behaviors. Quarterly RPS roundups highlighted how sites were simplifying work, improving flow, and building problem-solving capability at scale. With broader adoption and maturing model-site practices, RPS continues to reinforce “the way we work,” positioning the company to scale productivity, agility, and execution excellence across global operations.

KEY RPS SUCCESS METRICS

These key outcomes contributed to productivity savings in 2025.

↑ 37%
Increase in YOY certified Process Managers

264
Process improvement activities completed in 2025, a 6% YOY increase

DOUBLE MATERIALITY ASSESSMENT



Repligen completed its first enterprise-level Double Materiality Assessment (DMA) to strengthen sustainability prioritization and enhance readiness for evolving disclosure expectations, including the EU Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS). The DMA evaluates topics through two lenses: **impact materiality** (how our activities affect people and the environment) and **financial materiality** (how sustainability matters can create risks or opportunities that affect company performance). A topic may be material in one lens or both.

The DMA is also a strategy and execution tool. It helps ensure our sustainability priorities—including delivery against our climate commitment and SBTi targets under validation—are supported by the right operational focus, governance, and investment decisions across the enterprise. It strengthens decision-making by helping the company direct resources where impacts, risks, and opportunities are most significant.

Although the DMA was conducted at the enterprise level, site-specific and legal entity considerations—including operational processes, environmental impacts, workforce topics, and regulatory obligations—were captured through cross-functional internal interviews.

The DMA identified 34 material impacts, risks, and opportunities, mapped to seven ESRS topical standards and selected entity-specific topics. These include 11 positive impacts, 10 negative impacts, 9 risks, and 4 opportunities—creating clear line-of-sight to where we can protect value, improve resilience, and drive long-term value creation.

ESRS-Aligned Materiality Assessment

We partnered with an external sustainability consultancy to apply a rigorous, ESRS-aligned approach—combining value chain mapping, structured engagement, scoring, and leadership validation. In total, 64 internal subject matter experts participated across 20 interviews, helping to refine impacts, risks, and opportunities (IROs). Each IRO was scored for significance and likelihood using defined scoring rubrics, and results—including materiality thresholds—were reviewed with senior leadership.

Material Topics

ENVIRONMENTAL

- Climate Change (ESRS E1)
- Pollution, including microplastics (ESRS E2)
- Resource Use and Circular Economy (ESRS E5)

SOCIAL

- Own Workforce (ESRS S1)
- Affected Communities (ESRS S3)
- Consumers and End-Users (product quality and safety) (ESRS S4)

GOVERNANCE

- Business Conduct (ESRS G1)
- Cybersecurity (entity-specific)
- Responsible Technology Advancement, including AI (entity-specific)

Using the Results

The DMA provides a foundation for transparent reporting and continuous improvement. Next, we will use the DMA results to focus the 3- to 5-year sustainability roadmap, strengthen KPIs and governance, and translate enterprise priorities into site- and function-level actions that can be measured and improved over time. It will be reviewed regularly to confirm continued relevance and to keep the ESG roadmap and related KPIs aligned with business priorities. The process supports annual light-touch reviews and periodic deeper updates as the business evolves.

CLIMATE AND RESOURCE STEWARDSHIP

Enterprise Commitments, Site-Level Impact

Repligen is committed to reducing environmental impact while strengthening operational performance across our manufacturing network. This work supports our net-zero greenhouse gas emissions commitment for 2050. Near-term and long-term targets have been submitted to the Science Based Targets initiative (SBTi) and are currently in the validation queue.

We focus on the levers that matter most: optimizing on-site fuel use to control Scope 1 per unit of output (Scope 1 intensity), optimizing renewable electricity purchasing to keep market-based Scope 2 low, and improving data quality and supplier engagement over time to support Scope 3 reductions. In parallel, we compile water-use data from utility invoices across in-scope sites to track trends and prioritize practical efficiency measures informed by local context and water risk screening.



Running on Renewables

Repligen maintained 100% renewable electricity across U.S. and European manufacturing operations, covering 96% of total global electricity use and supporting a low market-based Scope 2 footprint. The remaining 4% is attributable to electricity use at our Taiwan facility. This enterprise foundation complements site-led efficiency work by reducing demand where feasible, sharpening decarbonization priorities, and translating those priorities into day-to-day improvements.

Site proof point: The Waterford, Ireland facility shows how data, targeted fixes, and employee engagement can reduce resource use and lower related emissions through daily execution.

Waterford, Ireland

A Scalable Site Playbook

Waterford developed an Environmental Sustainability Policy to unify site teams around shared priorities, clarify accountability, and reinforce consistent practices. A scalable playbook translates the policy into action: identify the biggest drivers, measure performance, implement targeted improvements, and reinforce new habits through clear expectations and employee engagement. Formally adopted in early 2026, the policy embeds disciplined energy and waste management as part of daily site operations.

Energy: Building systems were tuned using temperature and humidity data loggers to refine schedules, expand heat recovery in air-handling units, and improve ventilation performance. The solar thermal system was serviced to support summer hot-water demand. Together, these measures reduced natural gas consumption by ~40% year over year, reflecting tighter operational control rather than reduced activity.

↓ ~40%
Reduction in natural
gas consumption YOY

↓ ~45%
Reduction in material sent
to landfill or incineration YOY

Waste: The team mapped key waste streams and clarified what could be reduced, recycled, or diverted. They improved recycling efficiency by strengthening source segregation, centralizing collection, and reinforcing daily habits through employee engagement campaigns and onboarding updates. As a result, general waste declined by ~3.98 metric tonnes versus the same period last year—driving an estimated ~45% reduction in material sent to landfill or incineration—while recycling volumes increased >120% year over year.

Cardboard and plastic waste is now collected centrally across cleanrooms, warehouses, storage rooms, and offices. To support consistent segregation and improve recycling efficiency, the site repurposed a small cardboard compactor for LDPE plastics and leased a larger compactor for cardboard, increasing bale weights and simplifying downstream handling.

Partnering with a recycling specialist improved material recovery and reporting, with 100% of waste managed through this stream now recycled. Clear bin labeling, centralized waste stations, and the removal of individual desk bins further strengthened source segregation and reinforced new habits. Together, these actions demonstrate how a site-level policy framework can support durable, measurable progress toward long-term climate objectives.

DETAILED ENVIRONMENTAL DATA

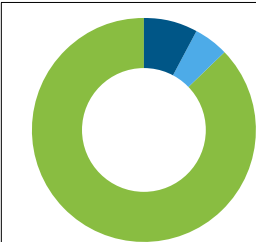
All intensity data is based on million USD revenue. Select data values are rounded to whole numbers or one decimal place for simplified reporting. 2025 data sets reflect 21 of 21 sites operational due to the timing of our 2025 upstream analytics acquisition. See our “Strategy & Approach” on page 3 for information on methodologies used to prepare data. Ozone-depleting substances are not material to our operations and are not reflected in the data.

GHG Emissions

	2024	2025	2024 v 2025
Number of Sites	19	21	11%
Annual Revenue (M\$USD)	634.4	738.3	16%
Total Scope 1 and Scope 2 (Market-based) Emissions (tons CO ₂ e)	1,728	3,237	87%
Total Emissions Intensity	2.7	4.4	63%
Total Emissions (tons CO ₂ e) Scopes 1, 2, & 3	22,057	26,134	18%
Scope 1 Emissions	1,728	1,998	16%
Scope 1 Intensity	2.7	2.7	0%
Scope 2 Emissions, Location-based	5,312	6,698	26%
Scope 2 Emissions, Market-based	0	1,239	-
Scope 2 Intensity	0	1.7	-
Scope 3 Emissions* (for 10 of 10 material categories)	20,329	22,897	13%
Scope 3 Intensity	32	31	-3%

2025 Emissions Totals

Tons CO ₂ e	26,134	100%
Scope 1	1,998	8%
Scope 2	1,239	5%
Scope 3	22,897	87%



* Scope 3 category 3 emissions include nitrogen oxides (NOx) and sulfur oxides (SOx); however, these emissions are not tracked or reported separately as they are not material to the business. (GRI 305)

** Renewable energy consists of electricity, while non-renewable energy consists primarily of natural gas, with negligible contributions from propane and district heating.

Energy

	2024	2025	2024 v 2025
Number of Sites	19	21	11%
Annual Revenue (M\$USD)	634.4	738.3	16%
Consumption (MWh)	34,347	39,088	14%
Consumption (gigajoules)	123,649	140,716	14%
Consumption Intensity	53.8	52.9	-2%
Renewable** (MWh)	24,910	26,736	7%
Renewables Intensity	39.0	36.2	-7%
Non-Renewable (MWh)	9,437	12,352	31%
Non-Renewable Intensity	14.8	17	15%

2025 Energy Mix Totals

MWh	39,088	100%
Renewable**	26,736	67.6%
Non-Renewable	12,352	32.4%
Natural Gas, Propane	10,832	28.4%
District Heat	327	0.8%
Electricity	1,193	3.2%

2025 Electricity Mix Totals

MWh	26,984	100%
Renewable**	25,791	96%
Non-Renewable	1,193	4%

100% Renewable Electricity powered manufacturing operations in the U.S. and Europe



Water

	2024	2025	2024 v 2025
Number of Sites	19	21	11%
Annual Revenue (M\$USD)	634.4	738.3	16%
Withdrawals (m³)	121,692	104,995	-14%
Withdrawals (megaliters)	122	105	-14%
Withdrawal Intensity	191.8	142.2	-26%

↓14% Decrease in YOY global water withdrawals

↓26% Reduction in YOY water withdrawal intensity

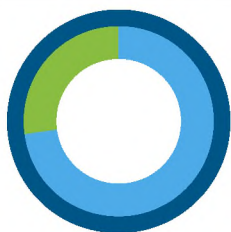


Waste

	2024	2025	2024 v 2025
Number of Sites	19	21	11%
Annual Revenue (M\$USD)	634.4	738.3	16%
Generation (tons)	1,325.7	1,477.9	11%
Generation (metric tonnes)	1,202.7	1,340.7	11%
Generation Intensity	1.9	1.8	-4%

2025 Waste Mix Totals

	TONS	METRIC TONNES	PERCENT OF TOTAL WASTE
Total Generated	1,477.9	1,340.7	100%
Non-Hazardous	1,354.0	1,228.4	92%
Hazardous	123.9	112.4	8%
Total Diverted from Landfill	1,076.3	976.4	73%
Non-recycled Waste	596.0	540.7	55%
Recycled Waste	480.3	435.7	45%
Total Landfill	401.6	364.3	27%
Non-Hazardous	388.9	352.8	97%
Hazardous	12.7	11.5	3%



73% Total waste diverted from landfill





Waste (continued)

2025 Waste Generation Detail

21 SITES	Non-Hazardous (Non-Haz)			Hazardous (Haz)		
Disposal Method—Treatment Type	Tons	Metric Tonnes	% of Total Non-Haz	Tons	Metric Tonnes	% of Total Haz
NON-RECYCLED WASTE						
Landfill	388.9	352.8	29%	12.7	11.5	10%
Diverted Incineration	37.8	34.3	3%	11.6	10.5	9%
Diverted Incineration with Energy Recovery (WTE)	404.7	367.1	30%	43.6	39.6	35%
Diverted Fuels Blending	59.0	53.5	4%	9.5	8.6	8%
Diverted Other*	9.9	9.0	1%	20.0	18.1	16%
2025 Subtotal	900.2	816.7	66%	97.4	88.3	79%
2024 Subtotal	768.8	697.4	66%	142.2	129.0	94%
YOY Change	17%	17%	-	-32%	-32%	-
RECYCLED WASTE						
Diverted Cardboard (includes paper)	111.1	100.8	8%	0.0	0.0	0%
Diverted Plastics	69.8	63.3	5%	0.0	0.0	0%
Diverted Wood Pallets & Crating	47.7	43.2	4%	0.0	0.0	0%
Diverted Electronic Waste	2.8	2.5	0%	2.3	2.1	2%
Diverted Single Stream/Mixed	194.0	176.0	14%	0.0	0.0	0%
Diverted Specialty	7.5	6.8	1%	24.2	21.9	20%
Diverted Compost	20.9	19.0	2%	0.0	0.0	0%
Diverted Wastewater Treatment	0.0	0.0	0%	0.0	0.0	0%
2025 Subtotal	453.8	411.7	34%	26.5	24.0	21%
2024 Subtotal	404.5	366.9	34%	9.8	8.9	6%
YOY Change	12%	12%	-	170%	170%	-
TOTAL 2025 GENERATION	1,354.0	1,228.4	100%	123.9	112.4	100%
Total in 2024	1,173.3	1,064.3	100%	152.0	137.9	100%
YOY Change	15%	15%	-	-19%	-19%	-

↓32% Decrease in non-recycled hazardous waste

↓19% Reduction in hazardous waste generation

* Includes waste with as yet unknown disposal methods or treatments.

Talent

Growth—driven by innovative products, strategic M&A, and expanding global reach—is powered by the strength of our people. As the organization evolves through new technologies, critical roles, and regional expansion, continued investment in talent enables scalable growth, operational excellence, and long-term value creation.

Our People

The global employee experience is strengthened through integrated talent, development, rewards, and workforce programs aligned with the Repligen Fit for Growth strategy. Modernized systems, expanded learning opportunities, refined organizational structures, and a culture grounded in safety, ethics, inclusion, and continuous improvement together form a scalable foundation for sustained success.

Talent Review Process. The Organizational Talent Review (OTR) is an annual, forward-looking process that identifies critical talent, strengthens succession pipelines, and prioritizes targeted development actions. Tools such as the 9-box framework and CompXL support consistent evaluation of performance, potential, and organizational gaps—advancing strategic workforce planning, increasing leadership representation, and building a future-ready talent bench. Together, these processes create a consistent, global approach to talent development.

Performance Management. The global performance management process applies to all employees and emphasizes accountability, recognition, and continuous development. Structured self-assessments, manager evaluations, calibrated ratings, and focused one-on-one conversations provide clear expectations, aligned goals, and consistent growth pathways across the organization.

Career Development. Career growth is advanced through continuous learning, mentoring, and personalized development planning. Access to LinkedIn Learning, individual development plans, training grants, leadership programs, and mentoring enables skill development, internal mobility, and progression at every career stage.

Top 5 Advantages of Employee Access to LinkedIn Learning

- 1. Skill Growth:** Thousands of courses across technical, business, and professional skills.
- 2. Career Development:** Prepares employees for new opportunities and self-directed growth.
- 3. Personalized Learning:** Recommended courses tailored to role, interests, and goals.
- 4. Practice and Apply:** AI-assisted exercises that build practical capability.
- 5. Continuous Learning:** Flexible, self-paced development for current and future roles.

The LinkedIn Learning platform supports professional growth while accelerating a company-wide culture of continuous learning.

Stephanie Durkin, Senior Director,
Global Talent Management

Total Rewards

The Global Total Rewards program supports employee well-being through competitive compensation, expanded health and financial benefits, and recognition and equity programs delivered through regionally tailored offerings. Ongoing evolution of the program strengthens attraction and retention of top talent while maintaining alignment with business priorities.

Vendor consolidation, technology modernization, and simplified end-to-end processes across compensation, benefits, and incentives reduced complexity, improved efficiency, and strengthened cost management—all while maintaining competitive, high-quality offerings.

Human Resources Infrastructure

Modern HR systems and programs are being implemented to scale with organizational growth and complexity. Phase 1 of the Workday HR system launched in July 2025 on time and on budget, integrating core HR, U.S. payroll, talent management, performance, and absence processes into a single global platform. Employees benefit from streamlined self-service tools, mobile access, and integrated learning and performance features.

In parallel, a clear job architecture framework is being established to increase transparency into roles, responsibilities, and career pathways—strengthening internal mobility, succession planning, and long-term workforce alignment. Employee engagement continues through platforms such as LinkedIn Learning and Lunch with Leaders.

Organizational Design

Organizational design continues to evolve to support scalability and regional alignment. The consolidation of our legacy downstream analytics and our 2025 upstream process analytics acquisition under the PATsmart™ brand created a unified foundation for bioprocess analytics, while integration efforts and key hires in Asia strengthened regional capability and accelerated momentum. Together, these actions position Human Resources as a strategic enabler of integration, talent alignment, and sustainable growth.

Compliance and Safety Training

Annual compliance training reinforces shared understanding of ethical expectations and alignment with the company's **Code of Conduct and Business Ethics** policy. Delivered globally in multiple languages, the program supports consistency, accessibility, and accountability across regions.

Comprehensive safety training addresses emergency response, hazard communication, ergonomics, equipment use, and site-specific requirements. In 2025, the global EHS Policy—originally issued in 2017—was refreshed to align with **ISO 14001** and **ISO 45001 standards**, strengthening the framework for safe, compliant, and resilient operations.

Center of Excellence

Investment in a new Center of Excellence in 2025 included approval of an enhanced reporting “whistleblower hotline” platform scheduled to launch in 2026. The system introduces text-based reporting, improves data visibility, and simplifies issue escalation—enabling earlier trend identification and more informed decisions related to culture, safety, and workforce well-being.

Market Presence

Hiring and compensation practices comply with all applicable local, state, and national regulations, reinforcing commitment to **fair and lawful employment standards**. While gender-based wage ratios were not tracked in 2025, regional executive leaders were hired locally, reflecting strong alignment with regional labor markets (GRI 202).

64% Response rate to Employee Commuting Survey
Up from 51% in 2024

84% Contribution from employees in North America
To total 2025 global commuting emissions

Internal Communications and Engagement

Internal communications were strengthened through quarterly **Global All Hands meetings** held live across rotating sites, with recordings available on the intranet. Programs such as **Lunch with Leaders** and **Café Repligen** supported open dialogue, transparency, and connection across the organization.

Employee engagement was strengthened through the annual global **Employee Commuting Survey**. For 2025, the survey achieved a 64% response rate, up from 51% for 2024. Participation was supported through a coordinated internal communications campaign using The R Circle intranet, digital posters at global sites, and individualized emails with dedicated

survey links. An upgraded survey tool also streamlined completion by pre-populating commuting data for employees whose commuting patterns remained consistent year over year. See below image of our digital survey poster.



In 2025, employee commuting-related emissions (Scope 3, category 7) were primarily attributable to North America (84%), followed by Europe (13%), with Asia Pacific and the rest of the world accounting for the remaining share (3%).

Employee Resource Groups, local site events, and community building initiatives—such as Bring Your Child to Work Day—and other inclusive programs supported a connected and welcoming workplace experience across regions.

HR Future Success Metrics

A shift toward a more **data-driven HR model** is advancing faster insights and more responsive decision-making. Priorities include strengthening analytics to reduce hiring lead times, deepen understanding of workforce trends, and enhance measurement of employee engagement—supporting proactive talent planning and long-term organizational success.

The following page provides a snapshot of **Workforce Data for 2025**, offering additional insight into the composition, representation, and scale of the global workforce.



WORKFORCE DATA 2025*

Select values are rounded for simplified reporting. Gender, Age, and Ethnicity are self-reported, yet not all employees report.

TOTAL GLOBAL EMPLOYEES

2,304

Regular Full-time &
Regular Part-time

TOTAL U.S. EMPLOYEES

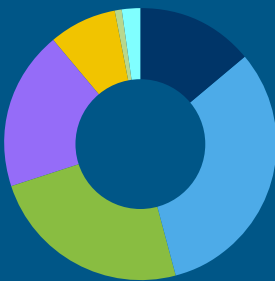
1,511

Regular Full-time &
Regular Part-time



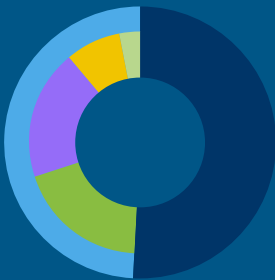
EMPLOYEES BY JOB SECTOR

Manufacturing	39%
Non-manufacturing	61%
Non-administrative***	46%
Administrative	15%



EMPLOYEES BY AGE

18 – 29	14%
30 – 39	32%
40 – 49	24%
50 – 59	19%
60 – 69	8%
70+	1%
Undeclared	2%



U.S. EMPLOYEES BY ETHNICITY

White	51%
People of Color	49%
Hispanic or Latino	19%
Asian	19%
Black or African American	8%
American Indian, Pacific Islander, two or more races	3%
Undeclared	0%

TOTAL EMPLOYEES BY GENDER AND REGION

	Global Total	% of Global Total	Female	Male	Undeclared
North America	1,513	66%	35%	65%	0%
Europe	611	26%	35%	58%	7%
Asia Pacific	180	8%	28%	68%	4%

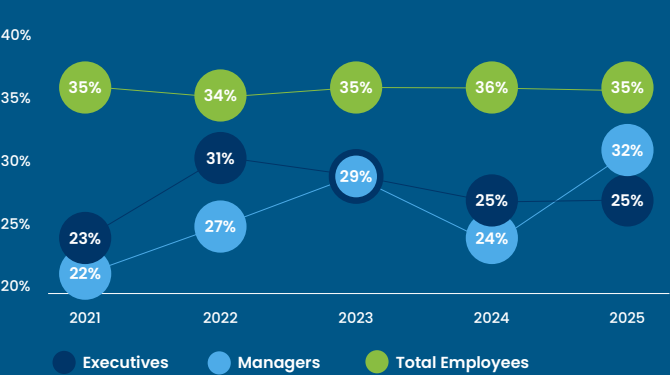
GLOBAL EMPLOYEES BY GENDER

35%	63%	2%
Female	Male	Undeclared (Newly reported)

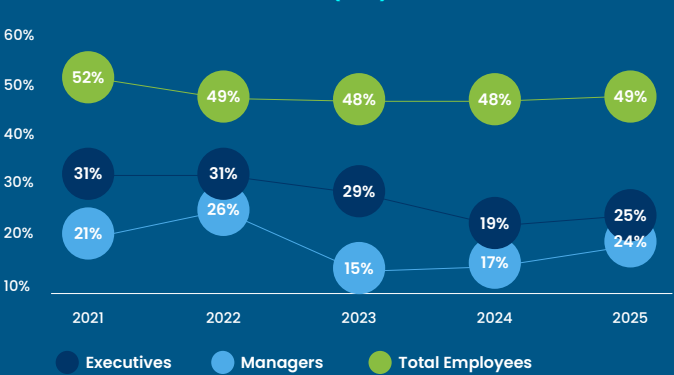
EMPLOYEES BY WORK STATUS

Contractor (Non-guaranteed hourly)	94
Temporary (Interns, Co-op students)	24
Part-time (PT)**	38
Full-time (FT)**	2,266
Permanent (PT+FT)**	2,304

LEADERSHIP: WOMEN GLOBAL



LEADERSHIP: PEOPLE OF COLOR (U.S.)



* As of December 31, 2025, unless otherwise noted, Managers are defined as Associate Director level and above. Executives are defined as Senior Director level and above.
** Not tracked by gender or region.
***Includes Commercial, Engineering, Product Management, Quality, R&D, and Supply Chain.

Supply Chain

Progress in 2025

In 2025, our supply chain organization was strengthened as a strategic enabler of the Fit for Growth agenda, advancing resilience, efficiency, and customer focus across the global network. Organizational refinements—including closer integration with the Quality department and clearer ownership across supplier management and planning—supported faster decision-making, stronger accountability, and improved alignment with evolving customer needs.

Repligen invested in people, systems, and processes to further advance a modern, high-performing supply chain. The company also reorganized talent to support growth and strengthen sourcing capabilities, and expanded the use of automation to improve accuracy while reducing operational complexity. Enhanced global logistics and fulfillment reliability reinforced the ability to scale, support innovation, and deliver a consistently positive customer experience.

Together, these actions represent meaningful progress toward a future-ready supply chain designed to grow with the business and meet global demand with confidence.

Operational Excellence and Network Optimization

Building on prior-year momentum, we focused on operational efficiency and smarter material flows. Warehouse consolidation—including targeted expansions around key U.S. campuses—reduced logistics costs, improved inventory visibility, and minimized materials in transit. Expanded recycling programs and increased use of lower-carbon logistics options supported more sustainable operations while maintaining service levels across the global network.

Strategic Sourcing and Digital Enablement

Sourcing and supplier management programs delivered significant value in 2025 by reducing supplier complexity, strengthening security of supply, and improving cost discipline. These efforts were complemented by expanded automation, which improved data accuracy, reduced manual steps, and enabled more U.S. orders to process faster—establishing a clear path toward heightened reliability. Digital enablement also streamlined end-to-end workflows, improving responsiveness and operational efficiency.

Building a Resilient, Fit-for-Growth Supply Chain

To support long-term growth aligned with strategic priorities, operations leaders emphasized supply chain resilience, supplier development, and improved planning visibility. Preparations for 2026 focused on enhanced supplier engagement, improved promise-date accuracy, upgraded scheduling and planning capabilities, and more integrated global distribution. Collectively, these investments strengthen a scalable supply chain positioned to support growth, manage risk, and maintain reliable performance as global demand continues to evolve.

HOW SUSTAINABILITY IS EMBEDDED ACROSS THE SUPPLY CHAIN

Supply Chain Focus	Outcome Delivered	Where It Shows Up
Efficiency of cost discipline	Operational excellence	Network optimization
Waste and material reduction	Reduced materials in transit	Warehouse consolidation
Responsible logistics	Lower-carbon transport options	Global distribution
Supplier risk management	Stronger continuity and oversight	Strategic sourcing
Future-ready design	Scalable, fit-for-growth foundation	Planning and infrastructure

2025 SUPPLY CHAIN HIGHLIGHTS

Strengthened for Growth

Clearer ownership and updated structures, combined with closer integration with Quality, enabled faster execution and stronger alignment with customer needs.

Smarter, Leaner Operations

Warehouse consolidation, improved material flows, and expanded recycling programs reduced complexity, lowered logistics costs, and supported more sustainable operations across the global network.

Digital & Sourcing Advancements

Stronger sourcing programs and expanded automation improved accuracy and order processing times—advancing reliability.

Future-Ready Infrastructure

Targeted investments in supplier development, data accuracy, planning visibility, and integrated global logistics strengthened readiness to scale and serve global customers with consistency.

Communities

In 2025, a strong commitment to community impact was reflected through volunteering, charitable giving, and inclusive events across Asia, Europe, and North America. Employees supported local families, advanced social inclusion, and partnered with organizations addressing urgent community needs—reinforcing a culture of connection, compassion, and shared responsibility across the regions where Repligen operates.

Strengthening Local Communities Through Service

Through employee-led efforts, hands-on service projects addressed essential needs within their local communities. In Waltham, MA (U.S.), teams collected essential clothing and personal care items for Circle of Hope, extending a longstanding partnership that also included support for individuals experiencing homelessness and housing insecurity. In Marlborough, MA (U.S.), volunteers supported the Marlborough Community Cupboard by sorting and stocking food for families relying on weekly distribution.

Expanding Global Community Impact

Across regions, teams advanced meaningful social impact through locally tailored initiatives. In Shanghai, China, employees participated in environmental volunteering events that removed recyclable waste and supported park staff at Expo Culture Park and Twin Peaks. In the Netherlands, teams refreshed outdoor spaces for organizations serving individuals with disabilities, while Germany-based teams supported families facing hardship through charitable donations to children's foundations and organizations assisting women and children escaping domestic violence.

Promoting Inclusion and Community Belonging

At several sites, community engagement also advanced inclusion and belonging across the global organization. During Pride Month, members of the ASPIRE Prism LGBTQIA+ Employee Resource Group participated in Pride events in Boston, MA, and Clifton Park, NY (U.S.), among many employee-led activities taking place across sites worldwide. These efforts fostered connections with local communities and reinforced visibility and solidarity in support of LGBTQIA+ inclusion.

A Culture of Global Engagement

These efforts were enabled through a company-wide Community Outreach Tracking program that captures activities across more than a dozen sites. Participation through volunteering, donations, advocacy, and environmental stewardship reflects a shared belief that meaningful community impact is created when employees are empowered to give back in ways that reflect local needs and personal interests.



Collected essential clothing and personal care items to support individuals and families in need.

Waltham employees donated these items to Circle of Hope.



>500 items donated to domestic violence shelters

Clifton Park employees collected essential goods for their local YWCA Domestic Violence Shelter.



Multicontinent engagement across Asia, Europe, and North America

Activities included environmental cleanup, disability-support volunteering, fundraising, and Pride participation.

Pathways to Success

Strategic affiliations and paid memberships—including the United Nations Global Compact (UNGC), BioPhorum, the Bio-Process Systems Alliance (BPSA), EcoVadis, the U.S. EPA Green Power Partnership (GPP), the U.S. Department of Energy (DOE) Better Plants program, and leading academic research networks—create clear pathways toward our long-term success. These relationships keep Repligen aligned with evolving standards, emerging technologies, and shared priorities across the global bioprocessing ecosystem.

Through active participation and leadership roles, Repligen strengthens technical and sustainability capabilities while contributing informed leadership across industry forums. These collaborations enhance insight into customer needs, surface opportunities for innovation, and enable practical solutions to shared industry challenges—reinforcing our role as a trusted partner delivering resilient processes, differentiated products, and long-term value. Repligen does not make political contributions, generally, and did not in 2025.

The Strategic Value of Our Affiliations and Partnerships

Our affiliations and partnerships advance innovation, strengthen business resilience, improve customer outcomes, and support workforce development. Together, they connect Repligen to influential global networks, align practices with internationally recognized standards, and support informed decision-making through shared expertise.

1 Advancing Responsible Business Practices and Industry Collaboration

Engagement with UNGC, BioPhorum, and BPSA anchors responsible business practices while supporting industry collaboration and standards development. Participation in the UNGC Network USA 2025 Business and Human Rights Accelerator strengthened internal capabilities and alignment with global expectations related to human rights, labor, environmental stewardship, and anti-corruption.

Leadership roles within BPSA and engagement with BioPhorum, including the Supply Resilience group, support the advancement of safe, robust, and sustainable single-use technologies while strengthening supply chain performance and continuity. These forums provide early insight into emerging standards—such as alternatives to gamma irradiation—and reinforce collective problem-solving across the industry.

2 Enhancing Environmental Leadership Through Recognized Frameworks & Agencies

Ongoing participation in the U.S. EPA GPP and DOE Better Plants programs reflect our commitment to energy stewardship, emissions reduction, and operational efficiency. These programs provide access to advanced tools and peer insights that advance measurable climate action.

Collaboration with EcoVadis, including annual site-level sustainability assessments, promotes consistent ESG performance

across global operations and strengthens customer confidence. The transition to a unified EcoVadis corporate account in late 2025 supports efficient, scalable ESG performance management and continuous improvement.

3 Strengthening Academic and Technology Pathways

Partnerships with academic institutions, including the MAST Center, connect applied research with industrial application. These collaborations accelerate innovation in areas such as membrane science and support the development of more efficient, sustainable bioprocessing technologies.

4 Advancing Talent Development and Employee Engagement

Professional affiliations support employee development by exposing teams to industry best practices, emerging trends, and technical advances. Participation in forums led by industry associations reinforces continuous learning and cross-functional problem-solving.

Employee-focused partnerships, including participation in the Massachusetts Conference for Women and collaborations tied to representation and inclusion, strengthen our workplace culture and broaden perspectives that support individual growth and organizational performance.

5 Delivering Customer Value Through Transparency

Alignment with leading international reporting frameworks such as GRI, IFRS/SASB, and CDP supports transparent sustainability disclosures that customers increasingly expect. These frameworks play an important role in meeting procurement requirements, building trust, and reinforcing accountability across the value chain.

IMPACT OF AFFILIATIONS AND PARTNERSHIPS

- **Innovation:** Cross-industry collaboration accelerates sustainable, high-performance bioprocessing technologies.
- **Business Resilience:** Supply chain and sustainability partnerships strengthen risk management, quality, and operational performance.
- **Customer Value:** Globally recognized frameworks enhance transparency and trust while meeting evolving customer expectations.
- **Industry Leadership:** Active roles in standards-setting bodies reinforce a forward-looking, influential industry presence.
- **Talent Impact:** Engagement in global networks expands technical expertise and leadership capability across the organization.



BioPhorum



Industry Rankings and Ratings

We participate in independent sustainability ratings and disclosure programs that are widely referenced by customers and investors in assessing our ESG performance, risk management, and transparency. The summaries below reflect third-party evaluations based on standardized methodologies.

CDP: Received a 2025 CDP score of C for Climate Change and Water Security, reflecting progress beyond disclosure to understanding environmental impacts and risks. Forests are not material to the business and were not assessed. [Scores and A Lists—CDP](#).

EcoVadis: Transitioned to a single, enterprise-level EcoVadis assessment, simplifying customer requests and improving disclosure consistency. The updated enterprise score is expected midyear 2026.

MSCI: Sustained an MSCI AA “Leader” rating in 2025. [Learn more.](#)

Morningstar Sustainalytics: Recognized as an Industry ESG Leader in 2026 for strong management of financially material ESG risks in 2025 relative to industry peers, with consistent recognition each year since 2022. [Learn more.](#)



Voluntary Reporting Framework Indices

About the Frameworks

This section provides a cross-reference of disclosures aligned with selected voluntary sustainability reporting frameworks. These frameworks inform how sustainability-related information is structured, calculated, and presented, supporting transparency, consistency, and comparability across reporting cycles.

In developing the disclosures referenced in this report, Repligen has drawn on guidance from widely recognized sustainability reporting frameworks. Emissions measurement and decarbonization planning are informed by the **Greenhouse Gas** (GHG)

Protocol and the **Science Based Targets initiative** (SBTi), which guide calculation methodologies, target-setting considerations, and the long-term emissions reduction roadmap across Scope 1, Scope 2, and relevant Scope 3 categories. In parallel, Repligen monitors the evolution of the **European Sustainability Reporting Standards** (ESRS) and expects to report against ESRS in future reporting cycles as disclosure expectations continue to mature. Alignment with ESRS is expected to further strengthen disclosures related to impacts, risks, and opportunities—including climate, governance, and double materiality—and support ongoing readiness for CSRD-related requirements and stakeholder expectations.



IFRS Sustainability
Alliance

GRI Standards Index

Statement of Use: Repligen Corporation has reported the information cited in this GRI index for the period of January 1, 2025 to December 31, 2025, in accordance with the GRI Standards, GRI 1: Foundation 2021.

DISCLOSURE	2025 SOURCE LOCATIONS
General Disclosures	
GRI 2: General Disclosures 2021	
2-1 Organizational details	Repligen Annual Report 2025, Form 10-K, Cover Page, & Part I, Item 1, Business, Overview, p.2
2-2 Entities included in the organization's sustainability reporting	Repligen Annual Report 2025, Form 10-K, Part I, Item 1, Corporate Information, p.2 and Manufacturing, p.10, Exhibit 21.1—Subsidiaries of the Registrant, p.108–110 2025 Sustainability Report, Repligen At A Glance, p.7
2-3 Reporting period, frequency, and contact point	2025 Sustainability Report About This Report, p.6
2-4 Restatements of information	2025 Sustainability Report About This Report, p.6
2-5 External assurance	2025 Sustainability Report About This Report, p.6 Repligen Sustainability web pages, Methodology, Data Assurance
2-6 Activities, value chain, and other business relationships	Repligen Annual Report 2025, Form 10-K, Part I, Item 1, Business, Overview, p.2 2025 Sustainability Report, Supply Chain, p.18, and Pathways to Success, p.20
2-7 Employees	Repligen Annual Report 2025, Form 10-K, Part I, Item 1, Business, Human Capital, p.7 2025 Sustainability Report, Talent, Workforce Data, p.17
2-8 Workers who are not employees	Repligen Annual Report 2025, Form 10-K, Part I, Item 1, Business, Human Capital, p.7 2025 Sustainability Report, Talent, Workforce Data, p.17
2-9 Governance structure and composition	Repligen Annual Report 2025, Progress on Our ESG Efforts, p.18 Form 10-K, Part I, Item 1, Oversight of Sustainability and ESG Matters, p.19 Repligen 2026 Proxy Statement, Board Meetings and Committees, p.23–24; and Proposal 3 Advisory Vote on Executive Compensation, Compensation Discussion and Analysis, p. 29–30 Corporate Governance Guidelines, full document
2-10 Nomination and selection of the highest governance body	Repligen 2026 Proxy Statement, Proposal 1, Corporate Governance and Board Matters, p.11–12 Corporate Governance Guidelines, p.5 Nominating and Corporate Governance (N&CG) Committee Charter, p.1–5
2-11 Chair of the highest governance body	Repligen 2026 Proxy Statement, Proposal 1, Election of Directors, Corporate Governance & Board Matters, Board Information, Board Leadership Structure, p.17 Insider Trading Policy, p.3–7, 11
2-12 Role of the highest governance body in overseeing the management of impacts	Repligen 2026 Proxy Statement, Proposal 1, Election of Directors, Corporate Governance and Board Matters, Board Information, The Board's Role in Risk Oversight, p.21–22, Sustainability—Environmental, Social and Governance Matters, p.27–28 Nominating and Corporate Governance (N&CG) Committee Charter, p.3–4 Repligen Sustainability web pages, Oversight, Governance
2-13 Delegation of responsibility for managing impacts	Repligen 2026 Proxy Statement, Proposal 1, Election of Directors, Corporate Governance and Board Matters, Sustainability—Environmental, Social and Governance (ESG) Matters, ESG Oversight, p.21–22, 27–28 Repligen Sustainability web pages, Oversight, Governance
2-14 Role of the highest governance body in sustainability reporting	Repligen 2025 Proxy Statement, Proposal 1, Election of Directors, Corporate Governance and Board Matters, Sustainability—Environmental, Social and Governance (ESG) Matters, ESG Oversight, p.25 Repligen Sustainability web pages, Oversight, Governance
2-15 Conflicts of interest	Repligen 2026 Proxy Statement, Proposal 1, Election of Directors, p. 16, 21–22 Corporate Governance Guidelines, Part B, p.7 Nominating and Corporate Governance (N&CG) Committee Charter, p.1–5

DISCLOSURE	2025 SOURCE LOCATIONS
2-16 Communication of critical concerns	Code of Business Conduct and Ethics, Reporting Process, Resources and Penalties, p.5, 17-18 Business Partner Code of Conduct, Management Systems, p.6 Insider Trading Policy, p.9-10 Corporate Governance Guidelines, p.8-9, 11 Repligen 2026 Proxy Statement, Shareholder Communication Policies, Corporate Governance & Board Matters, Board Information, p.19-20
2-17 Collective knowledge of the highest governance body	Repligen 2026 Proxy Statement, Board Composition, p.16-17 and Director Nominees—Skills & Experience p.12-15
2-18 Evaluation of the performance of the highest governance body	Repligen 2026 Proxy Statement, Proposal 3, Advisory Vote on Executive Compensation, Compensation Discussion and Analysis, Executive Compensation, p.26-27
2-19 Remuneration policies	Repligen 2026 Proxy Statement, Compensation Committee Report, Compensation Philosophy, p.27-31 Compensation Committee Charter, full document
2-20 Process to determine remuneration	Repligen 2026 Proxy Statement, Compensation Evaluation Process, Role of Compensation Consultant p.29-31, 36 Compensation Committee Charter, full document
2-21 Annual total compensation ratio	Repligen 2026 Proxy Statement, Executive Compensation Tables, CEO Pay Ratio, p.51
2-22 Statement on sustainable development strategy	Repligen 2026 Proxy Statement, Proposal 1, Election of Directors, Corporate Governance and Board Matters, Sustainability—ESG Matters, p.4, 7-8, Sustainability, p.21-22 2025 Sustainability Report, CEO Letter, p.4 Repligen Sustainability web pages, Strategy
2-23 Policy commitments	Code of Business Conduct and Ethics, full document Business Partner Code of Conduct, Integrity and Compliance, p.2, 5
2-24 Embedding policy commitments	Code of Business Conduct and Ethics, full document Business Partner Code of Conduct, full document 2025 Sustainability Report, Talent, Safety, Compliance and Training, p.15-20
2-25 Processes to remediate negative impacts	Code of Business Conduct and Ethics, full document Business Partner Code of Conduct, full document Insider Trading Policy, full document
2-26 Mechanisms for seeking advice and raising concerns	Repligen 2026 Proxy Statement, Proposal 1, Election of Directors, Corporate Governance and Board Matters, Board Information, Shareholder Communication Policies, p.21, 27-28 Code of Business Conduct and Ethics, Reporting Process, Resources and Penalties, p.5 Business Partner Code of Conduct, p.6
2-27 Compliance with laws and regulations	Repligen Annual Report 2025, Form 10-K, Part I, Item 3, Legal Proceedings, p.26
2-28 Membership associations	2025 Sustainability Report, Pathways to Success, p.20
2-29 Approach to stakeholder engagement	Repligen 2026 Proxy Statement, Shareholder Engagement, p.4 and Sustainability—ESG Matters, p. 21-22 2025 Sustainability Report, Supply Chain, p.18
2-30 Collective bargaining agreements	Repligen Annual Report 2025, Form 10-K, Part I, Item 1, Business, Human Capital, Employees, p.7
Material Topics	
GRI 3: Material Topics 2021	
3-1 Process to determine material topics	2025 Sustainability Report, CEO Letter, p.4, About this Report, p.6, 10
3-2 List of material topics	Repligen Annual Report 2025, Progress on Our ESG Efforts, p.18 2025 Sustainability Report, CEO Letter, p.4, About this Report, p.6, 10

DISCLOSURE	2025 SOURCE LOCATIONS
GRI 201: Economic Performance 2016	
3-3 Management of material topics	Repligen Annual Report 2025, Form 10-K, Part II, Item 7, Management's Discussion and Analysis of Financial Condition and Results of Operations, p.27-28 2025 Repligen Sustainability Report, Repligen At A Glance, p.7
201-1 Direct economic value generated and distributed	Repligen Annual Report 2025, Form 10-K, Part IV, Item 15, Exhibits and Financial Statement Schedules, p.41 2025 Sustainability Report, Repligen At A Glance, p.7 Repligen Sustainability web pages, Materiality
201-2 Financial implications and other risks and opportunities due to climate change	Repligen Annual Report 2025, Form 10-K, Part I, Item 1A, Risk Factors, Risks Related to Government Regulation, Climate Change, climate change-related regulation and sustainability concerns, p.48-49
201-3 Defined benefit plan obligations and other retirement plans	Repligen Annual Report 2025, Form 10-K, Notes to Consolidated Financial Statements, 14. Employee Benefit Plans, p.79-80
201-4 Financial assistance received from government	Repligen Annual Report 2025, Form 10-K, Part II, Item 7, Management's Discussion and Analysis of Financial Condition and Results of Operations, Critical Accounting Policies and Estimates, Income Taxes, p.44 and Notes to Consolidated Financial Statements, 12. Income Taxes, p.100-103
GRI 202: Market Presence 2016	
3-3 Management of material topics	2025 Sustainability Report, Talent, p.9
202-1 Ratios of standard entry level wage by gender compared to local minimum wage	2025 Sustainability Report, Talent, p.9
202-2 Proportion of senior management hired from the local community	2025 Sustainability Report, Talent, p.9
GRI 203: Indirect Economic Impacts 2016	
3-3 Management of material topics	2025 Sustainability Report, Communities, p.19 Repligen Sustainability web pages, Materiality
203-1 Infrastructure investments and services supported	2025 Sustainability Report, Communities, p.19
203-2 Significant indirect economic impacts	2025 Sustainability Report, Communities, p.19
GRI 204: Procurement Practices 2016	
3-3 Management of material topics	Repligen Annual Report 2025, Form 10-K, Part I, Item 1A, Risk Factors, p.41 and Part II, Item 1, Business, Manufacturing, p.38 2025 Sustainability Report, Supply Chain, p.18 Repligen Sustainability web pages, Materiality
GRI 205: Anti-corruption 2016	
3-3 Management of material topics	Repligen Annual Report 2025, Form 10-K, Part I, Item 1, Business, Human Capital, Code of Business Conduct and Ethics, p.11-12
205-1 Operations assessed for risks related to corruption	Repligen Annual Report 2025, Form 10-K, Part I, Item 1A, Risk Factors, Risks Related to Government Regulation, Risks Related to Regulations and Compliance, p.48-49
205-2 Communication and training about anti-corruption policies and procedures	2025 Sustainability Report, Talent, Compliance and Safety Training, p.16 Code of Business Conduct and Ethics, p.4, 12
205-3 Confirmed incidents of corruption and actions taken	Repligen Annual Report 2025, Form 10-K, Part I, Item 1A, Risk Factors, p. 48-49, Part I, Item 3, Legal Proceedings, p.54 2025 Sustainability Report, Talent, p.15 and SASB Index, HC-MS-510a.1, p.30

DISCLOSURE		2025 SOURCE LOCATIONS
GRI 206: Anti-competitive Behavior 2016		
3-3 Management of material topics		Repligen Annual Report 2025, Form 10-K, Part I, Item 1A. Risk Factors—Risks Related to Our Business / Competition, p.39-41 Repligen 2026 Proxy Statement, Corporate Governance Highlights, p.4
206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices		Repligen Annual Report 2025, Form 10-K, Part II, Item 7, Management's Discussion and Analysis, Critical Accounting Policies—Income Taxes, p. 58-60
GRI 207: Tax 2019		
3-3 Management of material topics		Repligen Annual Report 2025, Form 10-K, Part I, Item 1A, Risk Factors, Risks Related to Tax Matters, p.36, Part II, Item 7, Management's Discussion and Analysis of Financial Condition and Results of Operations, Critical Accounting Policies and Estimates, Income Taxes, p.47 Notes to Consolidated Financial Statements, 12. Income Taxes, p.19
207-1 Approach to tax		Repligen Annual Report 2025, Form 10-K, Notes to Consolidated Financial Statements—Income Taxes, p.83-84
207-2 Tax governance, control, and risk management		Repligen Annual Report 2025, Form 10-K, Part I, Item 1A, Risk Factors, Risks Related to Our Financial Position and Need for Additional Capital, p.25
207-3 Stakeholder engagement and management of concerns related to tax		207-3, Repligen Annual Report 2025, Form 10-K, PART II, Item 7, Management's Discussion and Analysis of Financial Condition and Results of Operations, Critical Accounting Policies and Estimates, Income taxes, p.30
207-4 Country-by-country reporting		Repligen Annual Report 2025, Form 10-K, Part II, Item 7, Management's Discussion and Analysis of Financial Condition and Results of Operations, Income Taxes, p.30
GRI 301: Materials 2016		
3-3 Management of material topics		2025 Sustainability Report, Operations, Detailed Environmental Data, p.12 Sustainability web pages, Materiality
301-1 Materials used by weight or volume		2025 Sustainability Report, Operations, Detailed Environmental Data, p.12 Repligen Sustainability web pages, Materiality
301-2 Recycled input materials used		2025 Sustainability Report, Operations, Detailed Environmental Data, p.12
301-3 Reclaimed products and their packaging materials		2025 Sustainability Report, Operations, Detailed Environmental Data, p.12 and SASB Index, HC-MS-410a.2, p.30
GRI 302: Energy 2016		
3-3 Management of material topics		2025 Sustainability Report, Operations, p.9 and Detailed Environmental Data, p.12 Repligen Sustainability web pages, Materiality
302-1 Energy consumption within the organization		2025 Sustainability Report, Operations, Detailed Environmental Data, p.12
302-2 Energy consumption outside of the organization		2025 Sustainability Report, Operations, Detailed Environmental Data, p.12
302-3 Energy intensity		2025 Sustainability Report, Operations, Detailed Environmental Data, p.12
302-4 Reduction of energy consumption		2025 Sustainability Report, Operations, p.9 and Detailed Environmental Data, p.12
302-5 Reductions in energy requirements of products and services		2025 Sustainability Report, Operations, Products & Packaging, p.8
GRI 303: Water and Effluents 2018		
3-3 Management of material topics		2025 Sustainability Report, Operations, p.9 and Detailed Environmental Data, p.12 Repligen Sustainability web pages, Materiality
303-1 Interactions with water as a shared resource		2025 Sustainability Report, Operations, p.9 and Detailed Environmental Data, p.12
303-2 Management of water discharge-related impacts		2025 Sustainability Report, Operations, p.9 and Detailed Environmental Data, p.12
303-3 Water withdrawal		2025 Sustainability Report, Operations, p.9 and Detailed Environmental Data, p.12
303-4 Water discharge		2025 Sustainability Report, Operations, p.9 and Detailed Environmental Data, p.12
303-5 Water consumption		2025 Sustainability Report, Operations, p.9 and Detailed Environmental Data, p.12

DISCLOSURE

2025 SOURCE LOCATIONS

GRI 304: Biodiversity 2016

3-3 Management of material topics	2025 Sustainability Report, Communities, p.19 Repligen Sustainability web pages, Materiality
304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	2025 Sustainability Report, Communities, p.19
304-2 Significant impacts of activities, products, and services on biodiversity	2025 Sustainability Report, Communities, p.19
304-3 Habitats protected or restored	2025 Sustainability Report, Communities, p.19
304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	2025 Sustainability Report, Communities, p.19

GRI 305: Emissions 2016

3-3 Management of material topics	2025 Sustainability Report, Impact Highlights, p.5, About This Report, p.6, Operations, p.9-12, and Supply Chain, p.18 Repligen Sustainability web pages, Materiality
305-1 Direct (Scope 1) GHG emissions	2025 Sustainability Report, Operations, Detailed Environmental Data, p.12
305-2 Energy indirect (Scope 2) GHG emissions	2025 Sustainability Report, Operations, Detailed Environmental Data, p.12
305-3 Other indirect (Scope 3) GHG emissions	2025 Sustainability Report, Operations, Detailed Environmental Data, p.12
305-4 GHG emissions intensity	2025 Sustainability Report, Operations, Detailed Environmental Data, p.12
305-5 Reduction of GHG emissions	2025 Sustainability Report, Operations, Detailed Environmental Data, p.12
305-6 Emissions of ozone-depleting substances (ODS)	2025 Sustainability Report, Operations, Detailed Environmental Data, p.12
305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	2025 Sustainability Report, Operations, Detailed Environmental Data, p.12

GRI 306: Waste 2020

3-3 Management of material topics	2025 Sustainability Report, Operations, p.9-12 Repligen Sustainability web pages, Materiality
306-1 Waste generation and significant waste-related impacts	2025 Sustainability Report, Operations, p.9-12
306-2 Management of significant waste-related impacts	2025 Sustainability Report, Operations, p.9-12
306-3 Waste generated	2025 Sustainability Report, Operations, Detailed Environmental Data, p.12
306-4 Waste diverted from disposal (reuse or recycling)	2025 Sustainability Report, Operations, Detailed Environmental Data, p.12
306-5 Waste directed to disposal	2025 Sustainability Report, Operations, Detailed Environmental Data, p.12

GRI 308: Supplier Environmental Assessment 2016

3-3 Management of material topics	2025 Sustainability Report, Supply Chain, p.18 Repligen Sustainability web pages, Materiality
308-1 New suppliers that were screened using environmental criteria	2025 Sustainability Report, Supply Chain, p.18
308-2 Negative environmental impacts in the supply chain and actions taken	2025 Sustainability Report, Supply Chain, p.18

GRI 401: Employment 2016

3-3 Management of material topics	2025 Sustainability Report, Talent, p.15 Repligen Sustainability web pages, Materiality
-----------------------------------	--

DISCLOSURE	2025 SOURCE LOCATIONS
401-1 New employee hires and employee turnover	Repligen Annual Report 2025, Form 10-K, Part I, Item 1, Business, Human Capital, Employees, p.7
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Repligen Annual Report 2025, Form 10-K, Notes to Consolidated Financial Statements, 16. Employee Benefit Plans, p.8 2025 Sustainability Report, Talent, p.15
401-3 Parental leave	2025 Sustainability Report, Talent, p.15
GRI 402: Labor/Management Relations (2016)	
3-3 Management of material topics	Code of Business Conduct and Ethics, full document Business Partner Code of Conduct, full document
402-1 Minimum notice periods regarding operational changes	Repligen Annual Report 2025, Form 10-K, Part I, Item 1, Business, Manufacturing, p.10
GRI 403: Occupational Health and Safety 2018	
3-3 Management of material topics	2025 Sustainability Report, Talent, p.15 Repligen Sustainability web pages, Materiality
403-1 Occupational health and safety management system	Repligen Annual Report 2025, Form 10-K, Part I, Item 1, Business, Human Capital, Health, Safety and Well-Being, p.7-8 2025 Sustainability Report, Talent, p.15
403-2 Hazard identification, risk assessment, and incident investigation	2025 Sustainability Report, Talent, p.15
403-3 Occupational health services	2025 Sustainability Report, Talent, p.15
403-4 Worker participation, consultation, and communication on occupational health and safety	2025 Sustainability Report, Talent, p.15
403-5 Worker training on occupational health and safety	2025 Sustainability Report, Talent, p.15
403-6 Promotion of worker health	Repligen Annual Report 2025, Form 10-K, Part I, Item 1, Business, Human Capital, p.8
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	2025 Sustainability Report, Talent, p.15
403-8 Workers covered by an occupational health and safety management system	2025 Sustainability Report, Talent, p.15
403-9 Work-related injuries	2025 Sustainability Report, Talent, p.15
403-10 Work-related ill health	2025 Sustainability Report, Talent, p.15
GRI 404: Training and Education 2016	
3-3 Management of material topics	2025 Sustainability Report, Talent, p.15-16 Repligen Sustainability web pages, Materiality
404-1 Average hours of training per year per employee	2025 Sustainability Report, Talent, p.15-16
404-2 Programs for upgrading employee skills and transition assistance programs	2025 Sustainability Report, Talent, p.15-16
404-3 Percentage of employees receiving regular performance and career development reviews	2025 Sustainability Report, Talent, p.15-16
GRI 405: Diversity and Equal Opportunity 2016	
3-3 Management of material topics	Code of Business Conduct and Ethics, p.9, 14 Repligen 2026 Proxy Statement, Proxy Statement Summary, Board Composition, p.3, and Proposal 3, Advisory Vote on Executive Compensation, Executive Compensation Tables, CEO Pay Ratio, p.45 Compensation Committee Charter, p.4-5 Repligen Sustainability web pages, Materiality

DISCLOSURE	2025 SOURCE LOCATIONS
405-1 Diversity of governance bodies and employees	Repligen 2026 Proxy Statement, Proxy Statement Summary, Board Composition, p.2-3 2025 Sustainability Report, Talent, Workforce Data, p.17
GRI 406: Non-discrimination 2016	
3-3 Management of material topics	Code of Business Conduct and Ethics, full document Business Partner Code of Conduct, full document 2025 Sustainability Report, Talent, p.15-16, Communities, p.19 Repligen Sustainability web pages, Materiality and Governance
406-1 Incidents of discrimination and corrective actions taken	2025 Sustainability Report, Talent, p.15
GRI 407: Freedom of Association and Collective Bargaining (2016)	
3-3 Management of material topics	Repligen Annual Report 2025, Form 10-K, Part I, Item 1, Business, Human Capital, Employees, p.7 Repligen Sustainability web pages, Materiality and Governance
407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	2025 Sustainability Report, Supply Chain, p.18
GRI 408: Child Labor 2016	
3-3 Management of material topics	Code of Business Conduct and Ethics, Human Rights, p.17 Business Partner Code of Conduct, Human Rights, Labor & Employment, p.3-4 Repligen Sustainability web pages, Materiality
408-1 Operations and suppliers at significant risk for incidents of child labor	2025 Sustainability Report, Supply Chain, p.18
GRI 409: Forced or Compulsory Labor 2016	
3-3 Management of material topics	Code of Business Conduct and Ethics, Human Rights, p.17 Business Partner Code of Conduct, Human Rights, Labor & Employment, p.4 Repligen Sustainability web pages, Materiality
409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	2025 Sustainability Report, Supply Chain, p.18
GRI 411: Rights of Indigenous Peoples 2016	
3-3 Management of material topics	2025 Sustainability Report, Communities, p.19 Repligen Sustainability web pages, Materiality
411-1 Incidents of violations involving rights of indigenous peoples	2025 Sustainability Report, Communities, p.19
GRI 413: Local Communities 2016	
3-3 Management of material topics	2025 Sustainability Report, Communities, p.19 Repligen Sustainability web pages, Materiality
413-1 Operations with local community engagement, impact assessments, and development programs	2025 Sustainability Report, Communities, p.19
413-2 Operations with significant actual and potential negative impacts on local communities	2025 Sustainability Report, Communities, p.19

DISCLOSURE	2025 SOURCE LOCATIONS
GRI 414: Supplier Social Assessment 2016	
3-3 Management of material topics	2025 Sustainability Report, Supply Chain, p.18 Repligen Sustainability web pages, Materiality
414-1 New suppliers that were screened using social criteria	2025 Sustainability Report, Supply Chain, p.18
414-2 Negative social impacts in the supply chain and actions taken	2025 Sustainability Report, Supply Chain, p.18
GR 415: Public Policy 2016	
3-3 Management of material topics	Code of Business Conduct and Ethics, p.7, 8, 11
415-1 Political contributions	Repligen Annual Report 2025, Form 10-K, Part I, Item 1A, Risk Factors, Risks Related to Governmental Affairs, p.48-50 Risks Related to Regulations and Compliance, p.20-21 2025 Sustainability Report, Pathways to Success, p.20
GRI 416: Customer Health and Safety 2016	
3-3 Management of material topics	Repligen Annual Report 2025, Form 10-K, Part I, Item 1, Business, Human Capital, Health, Safety and Well-Being, p.8 Repligen Sustainability web pages, Materiality
416-1 Assessment of health and safety impacts of product and service categories	2025 Sustainability Report, SASB Index, HC-MS-250a.2-4, p.30, HC-MS-270a.1, p.31 HC-MS-410a.1, p.31 2025 Sustainability Report, Talent, p.15
416-2 Incidents of non-compliance concerning health and safety impacts of products and services	2025 Sustainability Report, SASB Index, HC-MS-250a.1-4, p.30
GR 417: Marketing and Labeling 2016	
3-3 Management of material topics	Repligen Annual Report 2025, Form 10-K, Part I, Item 1, Business, Our Market Opportunity, p.5-6
417-1 Requirements for product and service information and labeling	2025 Sustainability Report, SASB Index, HC-MS-430a.2, p.31
417-2 Incidents of non-compliance concerning product and service information and labeling	2025 Sustainability Report, SASB Index, HC-MS-430a.2, p.31
417-3 Incidents of non-compliance concerning marketing communications	2025 Sustainability Report, SASB Index, HC-MS-430a.2, p.31
GRI 418: Customer Privacy 2016	
3-3 Management of material topics	Repligen Annual Report 2025, Form 10-K, Part I, Item 1A, Risk Factors, Risks Related to Data and Privacy, p.21-22 and Item 1C, Cybersecurity, p. 25-26 Repligen Sustainability web pages, Materiality and Cybersecurity
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Repligen Annual Report 2025, Form 10-K, Part I, Item 1C, Cybersecurity, p.22 2025 Sustainability Report, Supply Chain, p.18

SASB Index

Using the Sustainability Accounting Standards Board (SASB) Standards, now maintained by the IFRS Foundation, Repligen supports investor-focused, industry-specific comparability. As a U.S. GAAP filer, Repligen closely monitors the development of IFRS S1 and S2 standards. SASB/IFRS does not provide a sector standard that is applicable to Repligen Corporation. Please see page 4 of this report for a description of what “We Do” and “We Do Not Do.”

Sustainable Accounting Standards Board
Health Care Sector; Medical Equipment & Supplies Industry
Industry Standard | Version 2018-10

CODE	METRIC	CATEGORY	RESPONSE
Activity Metric			
HC-MS-000.A	Number of units sold by product category	Quantitative	Repligen Corporation believes that the number of units sold by product category is proprietary information and uses business franchise-level revenue as an Activity Metric. Revenue and Growth by each of our businesses (Filtration, Process Analytics, Chromatography, and Proteins) can be found in our 2025 Annual Report, Form 10-K.
Affordability and Pricing			
HC-MS-240a.1	Ratio of weighted average rate of net price increases (for all products) to the annual increase in the U.S. Consumer Price Index	Quantitative	Our 2025 Consumer Price Index (CPI) increased by 3.0% compared to 2024. The realized impact of price increases at Repligen were modestly above the 2025 CPI average. Price increases, if necessary, are typically determined annually and are made effective at the beginning of the next fiscal year.
HC-MS-240a.2	Description of how price information for each product is disclosed to customers or to their agents	Discussion and Analysis	Repligen Corporation has fixed prices for all products that are hard-coded into our quoting system (Salesforce). These prices reflect a fair value proposition for the benefits that our technologies provide. Price increases, if necessary, are typically determined annually and made effective at the beginning of the next fiscal year. Increases are derived from a composite of increases in the cost of labor and raw materials and investments made by Repligen Corporation to improve product access and quality. Pricing is provided to potential customers who are biopharmaceutical developers, manufacturers, and life sciences companies, on request through our customer service or sales team. We do not publish an annual price list. In certain circumstances, where required by Master Service Agreements, Repligen Corporation provides annual pricing updates for certain products to customers. Volume-related pricing discounts are also considered.
Product Safety			
HC-MS-250a.1	Number of recalls issued, total units recalled	Quantitative	Eight recalls globally; 2,099 total units recalled.
HC-MS-250a.2	List of products listed in the FDA’s MedWatch Safety Alerts for Human Medical Products database	Discussion and Analysis	No products were listed in the FDA’s MedWatch Safety Alerts for Human Medical Products database in 2025.
HC-MS-250a.3	Number of fatalities related to products as reported in the FDA Manufacturer and User Facility Device Experience	Quantitative	0
HC-MS-250a.4	Number of FDA enforcement actions taken in response to violations of current Good Manufacturing Practices	Quantitative	0

CODE	METRIC	CATEGORY	RESPONSE
Ethical Marketing			
HC-MS-270a.1	Total amount of monetary losses as a result of legal proceedings associated with false marketing claims (USD)	Quantitative	0
HC-MS-270a.2	Description of code of ethics governing promotion of off-label use of products	Discussion and Analysis	This is not applicable, as Repligen Corporation is not a drug manufacturer and our products do not undergo FDA, EMA, or other regulatory approvals for any particular indication/disease area. Our Code of Business Conduct and Ethics governs the promotion of all of our products.
Product Design and Lifecycle Management			
HC-MS-410a.1	Discussion of process to assess and manage environmental and human health considerations associated with chemicals in products, and meet demand for sustainable products	Discussion and Analysis	In 2025, Repligen integrated environmental and human health risk assessment into the development and modification of all products. New and updated products are evaluated through established quality and regulatory processes that incorporate applicable global regulations, internal compliance checklists, certified testing facilities, and subject matter experts as needed. These reviews typically include assessments of raw materials and chemical mixtures for environmental or human health impacts, as well as compliance with regional electrical safety, materials, and product composition requirements for applicable equipment and controllers. Following product launch, Repligen monitors changes in global environmental, health, and safety regulations and evaluates their potential impact on products already on the market to maintain ongoing compliance.
HC-MS-410a.2	Total amount of products accepted for take-back and reused, recycled, or donated, broken down by: (1) devices and equipment and (2) supplies (Metric tons(t))	Discussion and Analysis	Repligen Corporation does not currently offer a formal product take-back, reuse, or recycling program. However, we seek to improve the sustainability of our products and continue to hold discussions with interested collaborators toward a pilot program for select products and situations.
Supply Chain Management			
HC-MS-430a.1	Percentage of (1) entity's facilities and (2) Tier 1 suppliers' facilities participating in third-party audit programs for manufacturing and product quality	Quantitative	In 2025, we continued strengthening our supplier quality oversight as part of the Supplier Management Office rollout. All new and existing suppliers—both Critical and Non-Critical—are required to complete an updated Supplier Qualification Questionnaire every 3–5 years. Critical suppliers undergo periodic audits, conducted either on-site or remotely, typically every 3–5 years based on risk. A “for-cause” audit may be triggered at any time in response to quality issues or performance concerns. As part of our program evolution, we are enhancing our audit tracking capabilities to better monitor supplier compliance and to align more closely with our long-term quality, risk, and sustainability objectives.
HC-MS-430a.2	Description of efforts to maintain traceability within the distribution chain	Discussion and Analysis	Traceability is maintained by barcoded labels applied to all incoming raw materials (batch and/or lot no.) and outgoing products (lot or serial no.). These unique identifiers link to our ERP system, ensure full traceability from receipt through final delivery, and enable rapid identification and response to quality or logistics issues. We are exploring digital enhancements to further strengthen these efforts.
HC-MS-430a.3	Description of the management of risks associated with the use of critical materials	Discussion and Analysis	In 2025, Repligen advanced its approach to managing risks associated with critical materials by implementing a supplier and material risk framework under the Supplier Management Office (SMO). As part of this framework, suppliers and materials identified as critical are now assigned specific risk statuses—such as “Hypercare,” “Monitored,” or “Standard”—based on their impact to operations, quality performance, and historical supply issues. This structure allows us to prioritize actions and resource allocation accordingly, ensuring more focused oversight and proactive engagement where risk is highest. In parallel, our Business Partner Code of Conduct continues to guide supplier expectations around ethical sourcing, product quality, and labor practices. This evolving framework forms the foundation for ongoing improvements in risk mitigation, supplier collaboration, and supply continuity.

CODE	METRIC	CATEGORY	RESPONSE
Business Ethics			
HC-MS-510a.1	Total amount of monetary losses as a result of legal proceedings associated with bribery or corruption (USD)	Quantitative	Repligen Corporation did not incur any monetary losses as a result of legal proceedings associated with bribery or corruption during calendar year 2025.
HC-MS-510a.2	Description of code of ethics governing interactions with healthcare professionals	Discussion and Analysis	Repligen Corporation does not typically interact with healthcare professionals as part of our business activity. The Honest and Ethical Conduct and Fair Dealings section of Our Code of Business Conduct and Ethics governs the interaction of our directors, officers, and employees with customers, suppliers, competitors, employees, and all others.

TCFD Index

Aligned with the Task Force on Climate-related Financial Disclosures (TCFD), now maintained by the IFRS Foundation, this index summarizes climate risk integration across governance, strategy, and risk management at Repligen Corporation.

1. Governance	
Board Oversight of Climate-Related Risks and Opportunities	Repligen Corporation’s Board of Directors oversees climate-related risks and opportunities as part of its broader responsibility for enterprise risk management, strategy, and long-term value creation. In 2025, Board-level sustainability oversight moved to the Audit Committee, reinforcing governance rigor, data integrity, and alignment with evolving stakeholder and regulatory expectations. Climate-related matters are considered within Board and committee discussions on operational resilience, regulatory readiness, supply chain continuity, capital allocation, and long-term growth across the life sciences and bioprocessing markets. Management provides regular updates to the Board and relevant committees on sustainability, environmental, health, and safety matters, including issues that may affect performance, risk oversight, and disclosures.
Management’s Role in Assessing and Managing Climate-Related Risks and Opportunities	Guided by the company’s 2025 Double Materiality Assessment (DMA), senior management is responsible for identifying, assessing, and managing climate-related risks and opportunities across global operations. This responsibility is embedded in leadership structures overseeing operations, supply chain, facilities, environmental compliance, finance, legal, and enterprise risk management. Cross-functional teams monitor greenhouse gas emissions, energy use, renewable electricity performance, facility-level operational risks, emerging regulations, and stakeholder expectations, helping translate climate-related information into inputs for strategy, capital allocation, disclosure planning, and execution.
2. Strategy	
Climate-Related Risks and Opportunities	Through its 2025 Double Materiality Assessment (DMA), Repligen identified climate change as a material topic and clarified the environmental, operational, and governance considerations most relevant to long-term value creation. For this disclosure, Repligen generally views short term as annual planning cycles, medium term as the company’s three- to five-year strategic roadmap, and long term as the period extending toward its 2050 net-zero ambition. Climate-related risks and opportunities are informed by the company’s global manufacturing footprint, reliance on utilities and logistics networks, supplier dependencies, and evolving regulatory requirements across its operating jurisdictions.
Key climate-related risks may include:	Physical risks, including acute and chronic impacts such as extreme weather, flooding, and temperature variability, could affect manufacturing operations, logistics, site utilities, and supplier continuity. Transition risks, including emerging greenhouse gas regulation, energy market volatility, customer expectations for lower-carbon value chains, and expanding climate-related disclosure requirements, could affect operating conditions in key markets.
Key climate-related opportunities may include:	Climate-related opportunities may include greater operational efficiency through energy optimization, renewable electricity procurement, and resource stewardship; stronger facility and supply chain resilience through climate-informed planning; and closer customer alignment by supporting sustainability expectations across the biopharmaceutical value chain. Repligen also sees opportunity in strengthening governance, systems, and data quality to support more decision-useful disclosures and long-term resilience.

Impact of Climate-Related Risks and Opportunities on Strategy and Financial Planning	Climate-related considerations are increasingly incorporated into Repligen Corporation's strategic planning, operational roadmap, and selected capital investment decisions. In 2025, DMA results were validated with senior leadership and now help anchor the sustainability strategy and three- to five-year roadmap, improving line of sight between impacts, risks, opportunities, and business decisions. Relevant considerations include facility energy performance, renewable electricity access, fuel use, operational efficiency, physical site resilience, value chain dependencies, and regulatory readiness. Over time, these factors may affect financial performance and financial position, including operating costs, capital allocation, long-lived assets, and transition-related investments. Repligen first publicly disclosed quantitative climate scenario analysis in its 2024 CDP climate change response and continues to strengthen its analytical capabilities and governance processes.
Resilience of Strategy	Repligen uses climate-related scenario analysis to inform its understanding of strategic resilience, including transition risks associated with a lower-carbon economy and, where relevant, physical risks affecting facilities and supply chains. The company's 2024 CDP climate change response marked its first public disclosure of quantitative climate scenario analysis, including the 1.5°C pathway. Repligen continues to build its capabilities in this area and expects scenario analysis to support evaluation of potential impacts on revenues, costs, assets, liabilities, and capital planning over time.
3. Risk Management	
Processes for Identifying and Assessing Climate-Related Risks	Repligen identifies and assesses climate-related risks through enterprise risk management, environmental, health, and safety processes, stakeholder engagement, and climate-related analytical work, including the DMA and prior climate scenario analysis. These processes consider operational, regulatory, supply chain, and reputational risks influenced by climate change. Risks are evaluated based on likelihood and business impact and are informed by factors such as facility location, operational profile, utility dependence, supplier exposure, and regulatory developments.
Processes for Managing Climate-Related Risks	Once identified, climate-related risks are managed through existing operational and management processes, including facility-level emergency preparedness and business continuity planning, environmental compliance programs, energy management and efficiency initiatives, renewable electricity procurement, supplier engagement, and ongoing review of evolving legal and market developments. This approach reflects Repligen Corporation's intent to integrate climate considerations into core business processes rather than treat them as a standalone program.
Integration into Overall Risk Management	Climate-related risks are considered alongside other strategic, operational, financial, and compliance risks within the broader Repligen risk management framework. This integrated approach supports more holistic decision-making and helps ensure that climate-related considerations are evaluated in the context of business priorities, resilience planning, and long-term value creation.
4. Metrics and Targets (Recommended Disclosures)	
Climate-Related Metrics	Repligen monitors climate-related and other environmental metrics relevant to its operations and disclosures, including greenhouse gas emissions, energy consumption, renewable electricity use, and relevant Scope 3 categories. In 2025, the company reported 26,134 tons CO ₂ e of total Scope 1, 2, and 3 emissions, including 1,998 tons CO ₂ e of Scope 1 emissions, 1,239 tons CO ₂ e of market-based Scope 2 emissions, and 22,897 tons CO ₂ e of Scope 3 emissions. Repligen maintained 100% renewable electricity across U.S. and European manufacturing operations, covering 96% of total global electricity use. All emissions are disclosed according to GHG Protocol methodology. Together, these metrics support internal management, external disclosure, and ongoing improvement in climate data quality and decision-usefulness.
Climate-Related Targets	Repligen remains committed to achieving net-zero greenhouse gas emissions by 2050 and has submitted near-term and net-zero emissions targets to the Science Based Targets initiative (SBTi) for validation. Once approved, these targets are expected to further strengthen the company's governance, roadmap execution, and climate-related disclosures. Current actions include maintaining renewable electricity across most manufacturing operations, improving emissions data quality, and advancing operational initiatives that support long-term emissions reduction, efficiency, and resilience. As implementation matures, Repligen expects to further align disclosures with TCFD guidance on target type, time frame, base year, and interim milestones, where applicable.
Forward-Looking Statement	This TCFD disclosure contains forward-looking statements regarding Repligen Corporation's climate-related governance, strategy, risk management, metrics, and targets. Actual outcomes may differ due to changes in regulatory requirements, market conditions, technological developments, supply chain dynamics, and other factors.

Note: All trademarks and logos are the property of their respective owners. All company, product, and service names used in this report are for identification purposes only. Use of these names, trademarks, and brands does not imply endorsement.

Repligen Corporation

41 Seyon Street, Building 1, Suite 100, Waltham, MA 02453

PHONE 781.250.0111

TOLL-FREE 800.622.2259

FAX 781.250.0115

www.repligen.com

© 2026 Repligen Corporation. All rights reserved.