Dechra
Our Difference
Makes A Difference.

Together, building a more sustainable world for all

Sustainability Report 2026

Welcome to Dechra's 2026 Sustainability Report

Our Approach to Sustainability

We are pleased to present Dechra's 2026 Sustainability Report sharing our progress toward creating sustainable, long-term value for animals, people, and the planet.

Our commitments are embedded across our business, shaping how we design, manufacture and distribute our products, and guiding how we engage with our stakeholders.

By integrating sustainability considerations into decision-making, we aim to strengthen resilience, support sustainable growth and create long-term value in a way that shapes our business, our approach to supporting veterinary professionals and the animals and communities they serve, and the planet we all share.

The choices we make today will determine the legacy we leave for future generations.

"At Dechra our commitment to sustainability is central to our strategy, shaping decisions across the business and helping us build resilience, drive performance and deliver lasting value."

Christopher Tickner Ph.D.
Senior Director, Health, Safety and Sustainability

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Chief Executive Officer Letter

Dechra isn't like other animal health companies. We are different by design.

Care by Design

We have never measured our ambition by how big we can become. Rather than trying to be everything to everyone, we focus our expertise where we believe we can make a meaningful difference. We pursue animal health problems others choose not to, developing purpose-built solutions for needs that deserve attention.

We also care about the people who care for animals and how we care for one another. It means creating an environment where people can speak openly, ask for help, challenge an idea, and bring their authentic selves to work. It means paying attention to wellbeing, building relationships based on trust, and being thoughtful about how we engage with our communities.

Connection by Design

That care keeps us connected. Staying close to veterinarians, pet owners, colleagues, partners, and communities gives us a diversity of perspectives that make our decisions better. It helps us understand where Dechra can contribute and where our expertise, relationships, and resources can be most useful.

Curiosity by Design

We see curiosity as a strategic advantage. Animal health continues to change as science advances, technology creates new possibilities and the needs of veterinarians and pet owners evolve. Asking better questions helps us challenge assumptions, recognize emerging needs and see opportunities that might otherwise go unnoticed.

Boston by Design

Where we work matters. We chose Boston for our new global headquarters because it places Dechra within one of the world's leading life sciences communities, closer to scientific discovery, talent and potential partners.

Flexible by Design

At the same time, we doubled down on being a remote-first company. A distributed workforce expands where and how we find expertise, while giving our people greater flexibility in how they work. We do not need to be in the same place every day to benefit from being together. We create opportunities to meet with purpose, bringing people together when the conversation, collaboration, or experience is better because we share the room.

Capability by Design

The people in the room make a difference. This year, we evolved our leadership team in people and culture, operations and manufacturing, and corporate strategy and business development. These additions reflect where we believe Dechra needs greater capability for its next phase. We are making similar investments throughout the organization, because capability has to be built ahead of need.

Choices by Design

Sustainability is ultimately about the choices we make with the future in mind, and none of those choices stands alone. The people we develop strengthen our ability to innovate. The relationships we build help us identify needs and improve how we respond. Resilient operations help us reliably serve customers. Healthy animals contribute to the wellbeing of people and communities. And responsible use of resources helps protect our ability to operate for the long term.

Our reporting needs to reflect those connections. This year, we are placing greater emphasis on measuring progress, understanding what the data tells us, and identifying where more work is needed. We want to continue learning from what we see and use that knowledge to make better decisions about what comes next.

Difference by Design

At Dechra, we believe Our Difference Makes a Difference. Being different is meaningful when that difference produces something worthwhile. That is why we will keep asking questions, listening closely, building our capabilities intentionally, and measuring the impact of the choices we make.

That is the Dechra difference, and we will keep building it by design.

Jesper Nordengaard
Chief Executive Officer

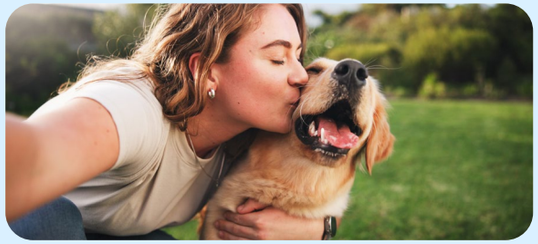
Who We Are

Our Purpose Shapes our Ambition.

Our difference lies in how we bring it to life: consistently, responsibly and at scale.

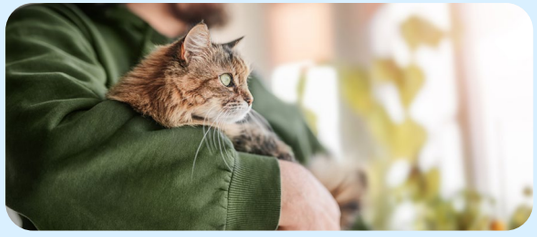
Our Purpose

The sustainable improvement of animal health and welfare globally.



Our Difference

Our difference is our specialist focus, deep veterinary expertise and long-term perspective. It shapes the way we innovate, partner and operate across our business, and it is how we create meaningful impact for animals, people, communities and the planet.



"Our Difference Makes a Difference."

Our Approach to Sustainability

Our purpose guides every decision we make and our approach ensures that the way we work creates lasting value for animals, people, communities and the planet. This is how we translate specialist expertise, responsible decision making and long-term thinking into measurable outcomes.

Our Sustainability Strategy is centred on four interconnected building blocks: **Sustainable Innovation**, **Resilient Planet**, **Thriving People** and **Strong Communities**. Together, they frame how we deliver evidence-based innovation, reduce environmental impacts, support health and wellbeing, and create positive social outcomes.

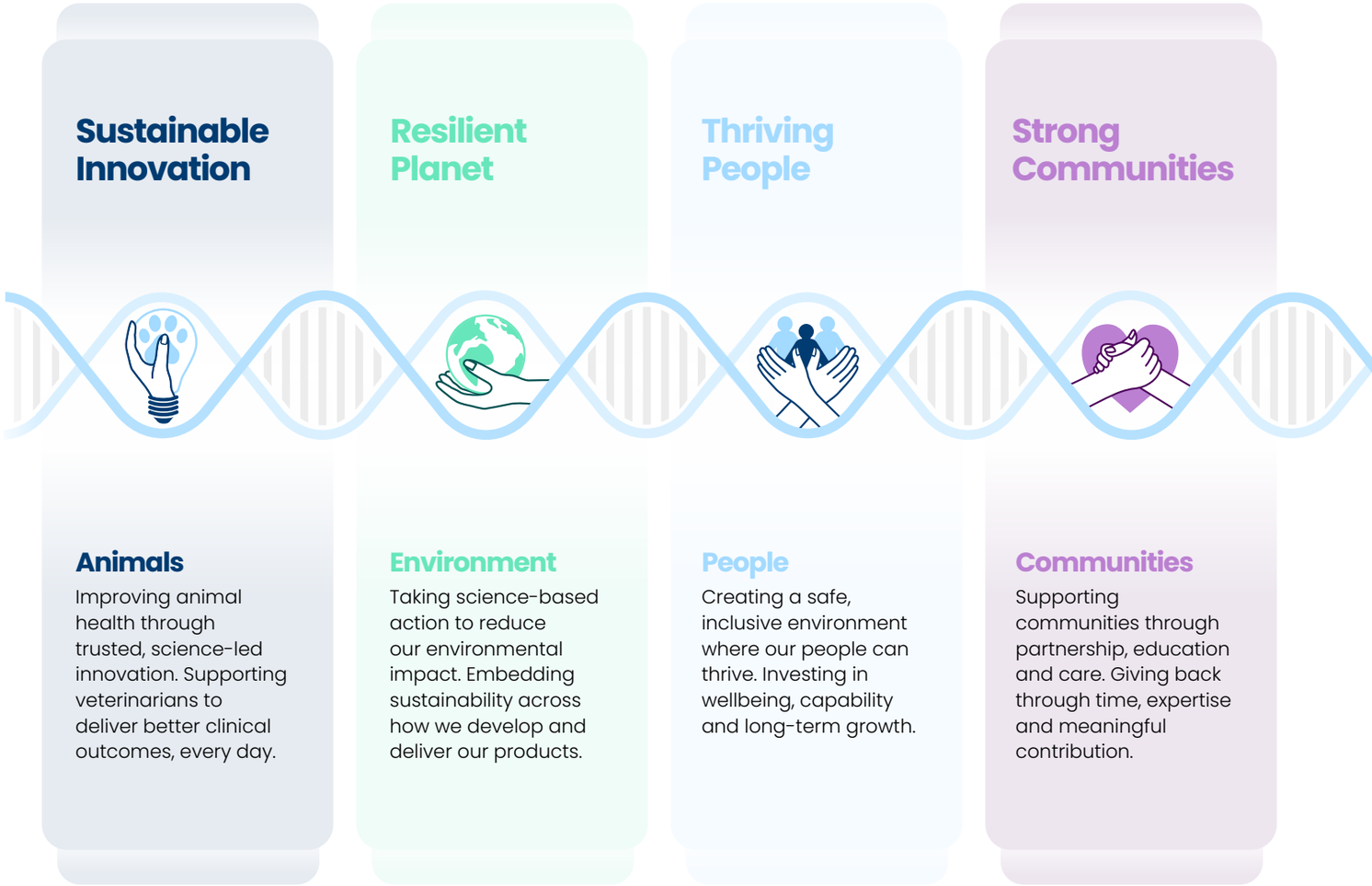
By embedding sustainability across our value chain and working closely with our partners and customers on how we operate, we aim to ensure that our actions today contribute to a more sustainable future tomorrow. At Dechra, we believe lasting progress comes from working together to create meaningful value for animals, customers, colleagues and communities.

This is how we turn our Purpose into measurable impact.

"Sustainability is not defined by a single project, target or report. It is reflected in thousands of decisions made every day across our business. As the challenges facing society continue to evolve, so too will our approach. By remaining curious, collaborative and committed to continuous improvement, we can help create positive outcomes for animals, people, communities and the environment.

Ultimately, it is those collective actions, large and small, that ensure our difference makes a difference."

Christopher Tickner Ph.D.
Senior Director, Health, Safety and Sustainability



Our Performance

We're Advancing Animal Health Responsibly and Sustainably.

We Make a Difference Globally.

Improving Outcomes for Animals Globally.

2026 at a Glance

27%
Scope 1 & 2 reduction

£45,000+
veterinary scholarships

33,785
veterinary training hours

9.6%
revenue invested in R&D

>98%
of paper-based product packaging from sustainable sources

99%
renewable electricity across manufacturing and warehousing

Our Commitments

1 Forest Stewardship Council (FSC), Program for the Endorsement of Forest Certification (PEFC), Sustainable Forestry Initiative (SFI).
2 Electric vehicles are defined as BEV battery electric vehicle and PHEV plug-in hybrid electric vehicle.
3 Includes incineration with heat recovery, composting, anaerobic digestion and solvent recovery.

Sustainable Innovation

Developing evidence based innovations for sustainable animal health and wellbeing

2026 Key Performance Achievements

Sustainable Innovation focuses on advancing animal health through science-led, responsible innovation. By integrating sustainability considerations into research, development and product stewardship, we aim to deliver solutions that support animal wellbeing while creating long-term value for customers, stakeholders and society.

- 9.6% of revenue generated invested in R&D, supporting the development of evidence-based animal health solutions
- 4 product Lifecycle Assessments (LCAs) completed in FY2026
- >98% of paper-based product packaging materials supplied from sustainable sources[1]
- 46% of fleet vehicles are Electric (BEV+PHEV)[2]

For more on our Sustainable Innovation see page 17 of this report.

Resilient Planet

Conserving our natural resources to foster a more resilient planet

2026 Key Performance Achievements

Resilient Planet focuses on reducing environmental impacts across our operations and value chain. Through responsible resource management, climate action and environmental stewardship, we seek to protect natural ecosystems, improve operational efficiency and contribute to a more sustainable future.

- 27% reduction in Scope 1 & 2 greenhouse gas emissions versus FY2024 baseline
- 35% intensity reduction in Scope 3 greenhouse gas emissions versus FY2024 baseline
- 99% renewable electricity across manufacturing and warehousing
- 2.5% reduction in water consumption versus FY2024 baseline
- 98% of Waste is recycled, reused or recovered[3]

For more on our Resilient Planet see page 23 of this report.

Thriving People

Caring about the wellbeing of our employees and our veterinary customers

2026 Key Performance Achievements

Thriving People reflects our commitment to supporting the health, safety, wellbeing and development of our employees while helping veterinary professionals deliver the best possible outcomes for the animals in their care. We aim to create an inclusive, safe and supportive environment where people can thrive.

- Lost Time Injury Frequency Rate (LTIFR): 0.18
- 77% employee engagement score
- Dechra Academy now available in 40 countries
- 33,785 hours of learning through the Dechra Academy
- >1,500 employees involved in Health and Safety Week activities

For more on our Thriving People see page 35 of this report.

Strong Communities

Strengthening the social, economic and environmental health and welfare of local communities

2026 Key Performance Achievements

Strong Communities focuses on creating positive social value in the communities where we operate. Through partnerships, volunteering, charitable initiatives and responsible business practices, we seek to support local development and contribute to long-term community resilience.

- £330,000 donated to community and charitable initiatives across 28 countries
- 4,200 employee volunteer hours logged across 18 countries
- 400+ employees participated in the NOMV initiative
- £45,000+ awarded in veterinary scholarships

For more on our Strong Communities see page 41 of this report.

Leadership Reflections

Bringing Sustainability to Life at Dechra

Sustainability is discussed through targets, commitments and reporting frameworks, but its real impact is reflected in the decisions made every day across our business.

From developing innovative products and supporting veterinary professionals, to investing in our people, strengthening our communities and reducing environmental impacts, sustainability is increasingly shaping how Dechra creates long-term value.

Over the past year, we have continued to embed sustainability more deeply into our business. This has included refreshing our double materiality assessment, advancing our work on climate and nature, supporting local communities through giving and volunteering initiatives, and strengthening the governance, processes and data needed to meet evolving stakeholder and reporting expectations.

In this conversation, Jesper Nordengaard, Chief Executive Officer, and Christopher Tickner, Senior Director, Health, Safety and Sustainability, share their perspectives on what sustainability means at Dechra, the progress made so far and how the business is preparing for the opportunities and challenges ahead.

Q Sustainability is a major focus for businesses globally. Why is it important for Dechra?

Jesper: Sustainability is important to Dechra because it's about the long-term health of our business, planet and the animals we care for. As a global animal health company, we have a responsibility to operate thoughtfully, from how we develop and manufacture our products, to how we support our people and communities. It's not separate from our strategy; it's part of how we create lasting value and make a positive difference for generations to come.

We have a responsibility to think beyond the short term. The decisions we make today affect our colleagues, customers, communities and the animals we serve. This means that, to deliver on our sustainability goals, they must be embedded in the day-to-day operations of our business.

Q Looking back over the past year, what sustainability achievement are you most proud of?

Christopher: The achievement I'm most proud of is the progress we've made embedding sustainability into core business processes.

Whether through procurement, operations, investment decisions or supplier engagement, sustainability is increasingly being considered alongside quality, cost, risk and performance. As part of Dechra's transformation, teams are identifying opportunities, challenging existing ways of working and taking accountability within their own areas.

While there's still more to do, this integration helps ensure sustainability supports better business decisions rather than existing as a separate initiative.

Q What roles do Dechra colleagues have in advancing our sustainability ambitions?

Jesper: Every Dechra colleague has a role to play in advancing our sustainability ambitions. It's not something that sits with one team or one function – it's about the choices we make every day, from how we innovate and operate, to how we use resources, support our communities and care for one another. And that's really the red thread that connects our sustainability ambitions to our culture and what makes Dechra such a special place to work.

Our Values are the foundation of who we are, and one of our Values, Dedication, means being powered by purpose and driven to deliver. That's exactly how we need to think about sustainability. It's about understanding the difference we can make, being purposeful in the choices we make, and then turning that purpose into action and measurable impact. When we each bring that mindset to our work, we can create meaningful change, not just for Dechra, but for animals, people and the planet we share.

Q Climate change remains a global challenge. How is Dechra responding?

Christopher: Over the last few years, we've focused on turning ambition into action. One of the most important steps has been improving our understanding of where emissions occur across our operations and value chain, alongside strengthening the quality and reliability of the data that supports our climate strategy.

Having this robust data gives us a much clearer picture of where we can make the greatest difference. It enables us to prioritize initiatives and helps us make informed decisions about where to focus investment and resources to achieve the best outcomes.

For example, we've recently been able to identify ways of improving energy efficiency across our manufacturing network through the use of renewable electricity and investing in on-site renewable energy generation. At the same time, we're working more closely with suppliers and partners to better understand and reduce emissions across the wider value chain.

While there is still more work to do, we've established strong foundations through clear targets, better data and a growing pipeline of decarbonization initiatives. By continuing to focus on practical actions, robust measurements and collaborative approaches, we can reduce our environmental impact while building a more resilient business for the future.

Leadership Reflections continued

Nature and biodiversity are becoming increasingly important topics. Why do they matter to Dechra?

Christopher: I think that, for many years, sustainability conversations have largely centred around climate change and carbon emissions. While these issues remain important, there's now recognition that biodiversity loss, water availability, land use change and pollution are also significant global challenges that businesses need to understand as we can't effectively address one without considering the other.

Over the past year, we've taken important steps to strengthen our understanding of how Dechra both impacts and depends on nature through our nature plan. The foundations of the plan assess nature-related risks and opportunities across our operational sites and supply chain, identifying hotspots and determining where we can make the most meaningful impact.

This is still an evolving area for us, and we continue to advance understanding in areas including pharmaceuticals in the environment and water stewardship. For me, this represents the natural next step in the evolution of sustainability. Just as climate action has matured over the last decade, understanding and responding to nature-related risks and opportunities will become increasingly important for building Dechra's resilience and creating long-term value.

Sustainability is often associated with environmental topics. How important are people and culture when it comes to sustainability?

Jesper: People and culture are absolutely fundamental to sustainability. When people hear the word 'sustainability', they often think first about climate change or environmental initiatives but, at its core, sustainability is about building a business that can succeed over the long term. That simply isn't possible without engaged, capable and motivated people.

That's why culture matters so much at Dechra. We want our colleagues to feel safe, supported and empowered to contribute their ideas and talents. When people feel valued and connected to our Purpose, they're more likely to drive improvement and create positive change.

For me, sustainability is as much about people as it is about the environment. Our Thriving People building block is all about creating a workplace where individuals can develop, thrive and perform at their best, while also ensuring we act responsibly toward the communities in which we operate.

Our Strong Communities building block focuses on the charitable giving and volunteering around the globe where our people support a wide range of community initiatives and charitable causes to make a positive difference. These activities reflect our Values, strengthen our connection to local communities and demonstrate that sustainability extends beyond our own operations.

Ultimately, strong culture creates resilient organizations. If we want to deliver our sustainability ambitions over the long term, we need engaged people, inclusive leadership and a culture that encourages collaboration, accountability and continuous improvement.

Keys Takeaways

Across Dechra, I see colleagues stepping forward, embracing change and looking for ways to make a difference.

That mindset is incredibly important because we're operating in a rapidly changing world. The organizations that succeed will be those that can adapt, learn and continue to evolve. What I see across Dechra every day gives me confidence that we have those qualities in abundance.

I'm also encouraged by how sustainability itself is evolving. The conversation is moving beyond setting ambitions and targets. The focus is on delivery, outcomes and accountability. That's where real progress is made, and it's exciting to see businesses, including Dechra, taking a more inclusive and action-oriented approach.

The future is bright, our Vision is clear and we are ready to make a difference.

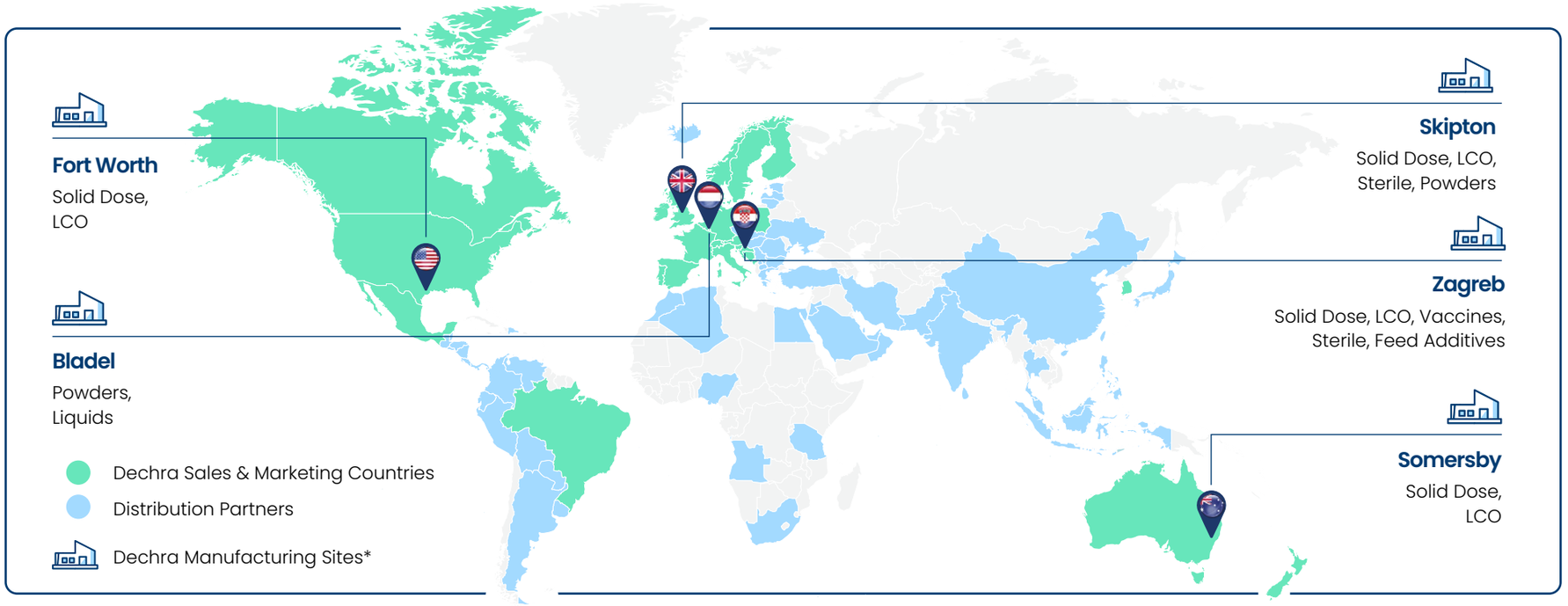
Sustainability at Dechra is about creating long-term value through the choices we make every day. Over the past year, we have continued to strengthen our foundations, deepen our understanding of key sustainability challenges and embed sustainability into the way we operate. While there is still more to do, the commitment, collaboration and dedication shown across our business gives us confidence in the journey ahead.

Together, we are building a more resilient future for animals, people, communities and the environment.

Jesper Nordengaard,
Chief Executive Officer

Christopher Tickner Ph.D.
Senior Director, Health, Safety and Sustainability

Our Global Footprint



45% Revenue from North America

76% Revenue from Companion Animal Products

27 Countries with direct sales and marketing

>5,900 Marketing authorizations

9.6% Revenue invested in R&D

2,464 Employees globally

We Operate Across the Animal Health Value Chain

Research & Development (R&D)

- Internal product innovation and lifecycle management activities across discovery, research and development
- External innovation opportunities explored through a global network of animal health companies, institutions and other researchers

Manufacture & Supply

- In-house manufacturing capabilities across a range of dosage forms complemented by a network of third-party Contract Manufacturing Organizations (CMOs)
- Global logistics network leverages third-party expertise with owned distribution centres

Sales & Marketing

- Highly technical, growing and global sales force
- Global Marketing and Technical Excellence team
- Increasingly sophisticated and data-driven approach to sales and marketing activities
- Range of go-to-market models by country

Customer Support & Regulatory Affairs

- Variety of educational and training programmes tailored specifically to the needs of veterinarians
- After-sales care provided through technical support and pharmacovigilance
- Portfolio maintenance through registration renewals and new authorizations

* As of June 2026, we also owned two other manufacturing sites at Londrina, Brazil, and Pomona, USA. Both sites have ceased manufacturing operations with no intention to re-commence; therefore, they have been excluded from the map.

Our Sustainability Strategy

Sustainable Innovation

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

Overview

As a global specialist veterinary pharmaceutical company, Dechra develops and delivers innovative products that help veterinary professionals care for animals. We work to ensure sustainability is considered throughout the product lifecycle, from discovery and development to sourcing, manufacturing, packaging and distribution.

Focus Areas

- Innovating a broad portfolio of specialist animal therapeutics
- Embedding sustainability across the product lifecycle
- Building responsible and resilient value chains
- Scope 3 Emissions Category 11 - Use of sold products

Key Areas of Action

- Investing in and developing innovative solutions that address unmet animal health needs
- Embedding sustainability into product and packaging design
- Improving environmental performance across sourcing and manufacturing
- Supporting responsible supply chain practices
- Reducing emissions associated with logistics and distribution
- Designing out waste through circular economy approaches

Read more on pages 17 to 22

Applicable UN SDGs

Resilient Planet

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

Overview

Our specialist expertise brings a responsibility to act thoughtfully when it comes to environmental stewardship: by cutting GHG emissions, improving resource efficiency, protecting biodiversity, managing water responsibly and ensuring the safe stewardship of pharmaceutical substances throughout their lifecycle.

Focus Areas

- Driving climate action
- Preserving nature and biodiversity
- Promoting water stewardship
- Responsible pharmaceutical management
- Resource efficiency and circularity

Key Areas of Action

- Reducing operational and value chain GHG emissions
- Transitioning to renewable and lower-carbon energy sources
- Assessing and reducing nature-related impacts across our value chain
- Managing APIs in a safe and environmentally responsible manner
- Reducing waste and increasing recovery, recycling and reuse
- Protecting freshwater resources through efficient water management
- Embedding environmental stewardship into operational decision making

Read more on pages 23 to 34

Applicable UN SDGs

Thriving People

Our success is built on the people we support, develop and work alongside every day.

Overview

People are at the heart of Dechra's success. We strive to create a safe, healthy and inclusive workplace, support lifelong learning and development investing in the growth and wellbeing of our employees, supporting veterinary professionals and working collaboratively with suppliers to create lasting positive impact for animals, people and society.

Focus Areas

- Developing our culture through clear values
- Providing practical support to encourage positive physical and mental wellbeing
- Investing in our employees through training and development
- Partnering with veterinary professional and customers

Key Areas of Action

- Promoting wellbeing through our THRIVE program
- Promoting an inclusive and respectful workplace
- Embedding a proactive health and safety culture
- Invest in employee learning, development and career growth
- Support veterinary professionals through education, technical expertise and wellbeing resources
- Collaborating with suppliers to advance responsible business practices

Read more on pages 35 to 40

Applicable UN SDGs

Strong Communities

We strengthen communities by investing in people, supporting animal welfare and contributing to causes that create lasting value.

Overview

We recognize that our success is closely connected to the wellbeing of the communities in which we live and work. Our commitment extends beyond the products we develop. Through volunteering, charitable giving, educational initiatives and support for animal welfare, we work alongside local communities and professional organizations to create positive outcomes for animals, people and society.

Focus Areas

- Employee engagement, connection and volunteering
- Charitable partnerships
- Veterinary students and early careers
- Animal health and welfare

Key Areas of Action

- Encourage employee volunteering and community involvement
- Support charitable causes through financial, product and skills-based contributions
- Invest in veterinary education, students and future professionals
- Support initiatives that advance animal health and welfare
- Build meaningful partnerships that strengthen communities and create long-term impact

Read more on pages 41 to 46

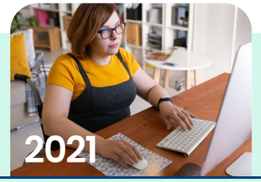
Applicable UN SDGs

Our Sustainability Journey

Past Activites

2014 to 2020

Built our foundations through carbon measurement, energy reporting and alignment with the UN SDGs.



2021

Measured our full carbon footprint and established our baseline, including Scope 3 emissions.

2022

Published our first Sustainability Report and launched our Making a Difference framework.

2023

Our near-term and net-zero emissions reduction targets were validated by the SBTi.

2024

Completed our first Double Materiality Assessment, strengthening our understanding of sustainability impacts, risks and opportunities.

2025

Expanded our approach through nature, sustainability policies and external assessment, while achieving our short-term emissions target.

2026

Strengthened our evidence base through assurance, climate risk assessment, lifecycle assessments and biodiversity baselining.

2027

We will introduce nature metrics, expand supplier engagement and reduce Scope 3 emissions from anesthetic gases.

Looking Ahead to 2050

2028

We will shift from measuring carbon to delivering reductions across packaging, logistics and key suppliers.

2030

A major milestone: delivering our near-term SBTi targets while embedding sustainability across product development and innovation.

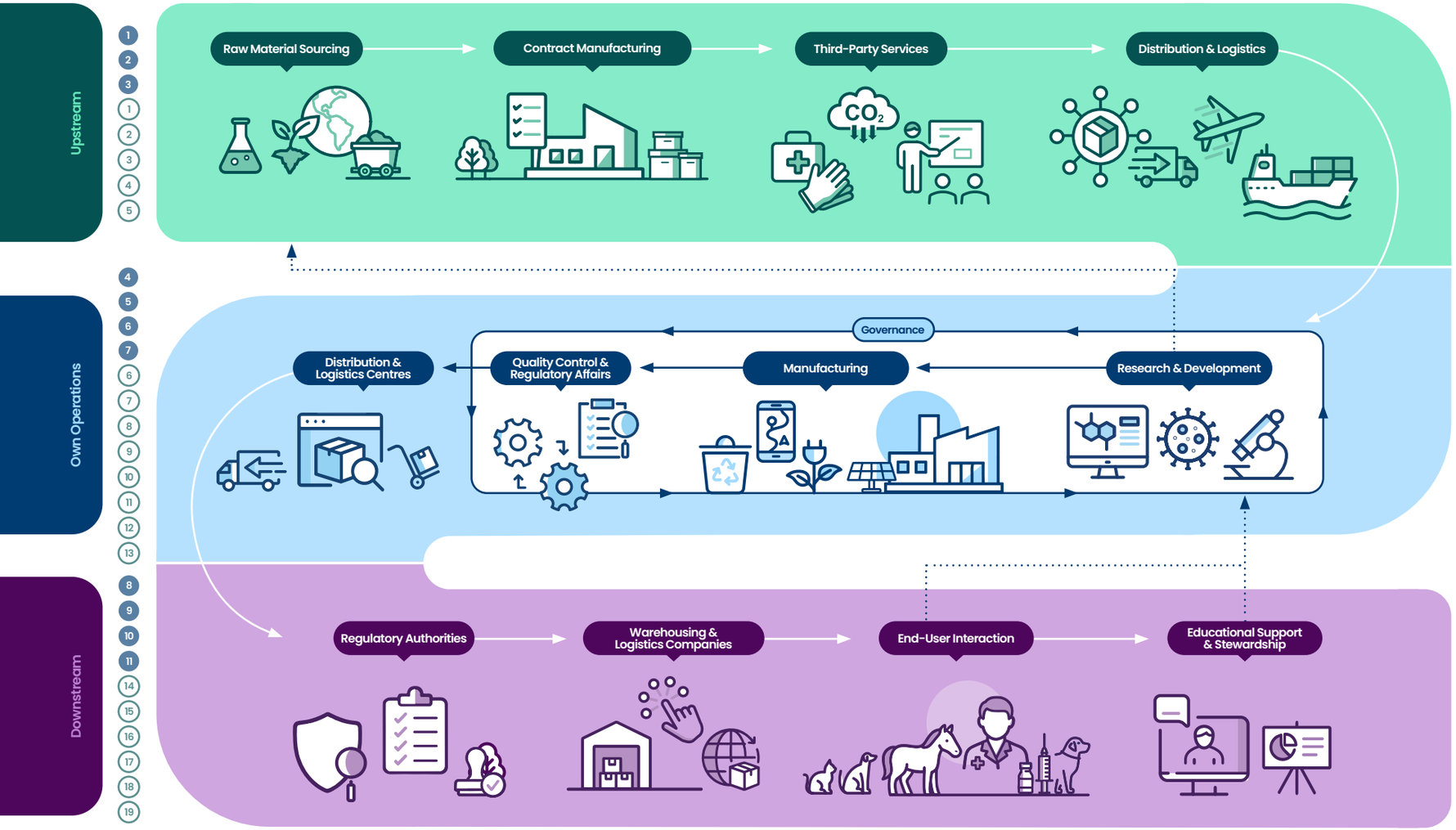
2040

We aim to implement Beyond Value Chain Mitigation strategies across our wider value chain.

2050

Our goal is net zero across our value chain, aligned with the SBTi Net-Zero Standard.

Our Value Chain



Stakeholders Involved

1. Purchased Goods: Raw material manufacturers, packaging, CMOs
2. Purchased Services: Logistics, warehousing, capital goods
3. Supplier Workforce
4. Internal workforce: (Scientists, operators, administration)
5. Regulatory bodies: (VMD, EMA, FDA)
6. In-house ESG, HR, and Governance teams
7. Local communities
8. Veterinary professionals and practices: (corporate and independent)
9. Companion animal owners and farmers
10. Wholesalers, distributors, retail partners
11. End-users

Read more on the next page

Material Issues

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

Our Value Chain continued

How We Are Making a Difference

Dechra is making a difference across its value chain by working collaboratively with suppliers, employees, customers and business partners to promote more sustainable and responsible business practices.

Through responsible sourcing, supplier engagement and due diligence activities, we support respect for human rights, fair labor standards and environmental stewardship. Within its operations, we invest in the health, safety, wellbeing and development of our workforce, helping to create an inclusive and resilient workplace.

Through collaboration with distributors, veterinary professionals and customers, we support responsible product stewardship, seek to reduce environmental impacts and strengthen long-term resilience in support of our broader sustainability ambitions.

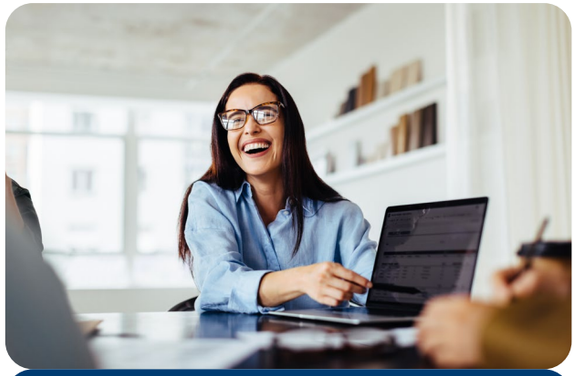
Supply Chain Workforce

Dechra works closely with suppliers, contract manufacturers and logistics partners to improve sustainability performance across our value chain through responsible sourcing, ethical business practices and supply chain resilience.

We promote fair labor practices, safe working conditions and respect for human rights, supported by clear expectations set through our Third-Party Code of Conduct and supplier risk management processes.

Through supplier engagement, ESG assessments and due diligence activities, we seek to enhance transparency, address modern slavery risks and reduce environmental impacts across our operations and value chain.

We collaborate with partners to reduce value chain emissions, improve packaging sustainability and strengthen long-term resilience in support of our climate and nature ambitions.



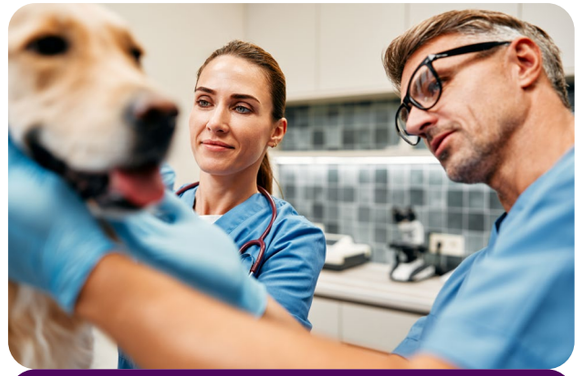
Dechra Workforce

Dechra is committed to providing a safe, inclusive and supportive working environment where colleagues can contribute, develop and thrive. We aim to attract, retain and develop talent through fair employment practices, learning and development opportunities, and a culture of engagement and accountability.

The health, safety and wellbeing of employees is a priority, supported by programmes that promote physical and mental wellbeing and help maintain safe working practices across all locations.

We seek to foster an inclusive workplace where diversity is valued, equal opportunities are promoted and employees are treated with dignity and respect. Employee engagement and regular dialogue help ensure that colleague feedback informs decision making and continuous improvement.

Through investment in leadership, capability development and succession planning, We aim to build a resilient workforce equipped to support the long-term strategy and sustainable growth.



Downstream Value Chain

Dechra works with distributors, veterinary professionals and other value chain partners to ensure the responsible delivery and use of our products, supporting animal health and welfare outcomes while maintaining high standards of quality, safety and compliance.

We seek to provide customers with the information, training and technical support needed to promote the safe and effective use of its products and services.

Through engagement with customers and partners, we aim to better understand emerging sustainability expectations, support responsible product stewardship and identify opportunities to improve product and packaging sustainability.

We continue to explore opportunities to reduce downstream environmental impacts, strengthen value chain resilience and contribute to the achievement of our broader sustainability objectives.

Prioritizing the Right Issues

Our Assessment Process

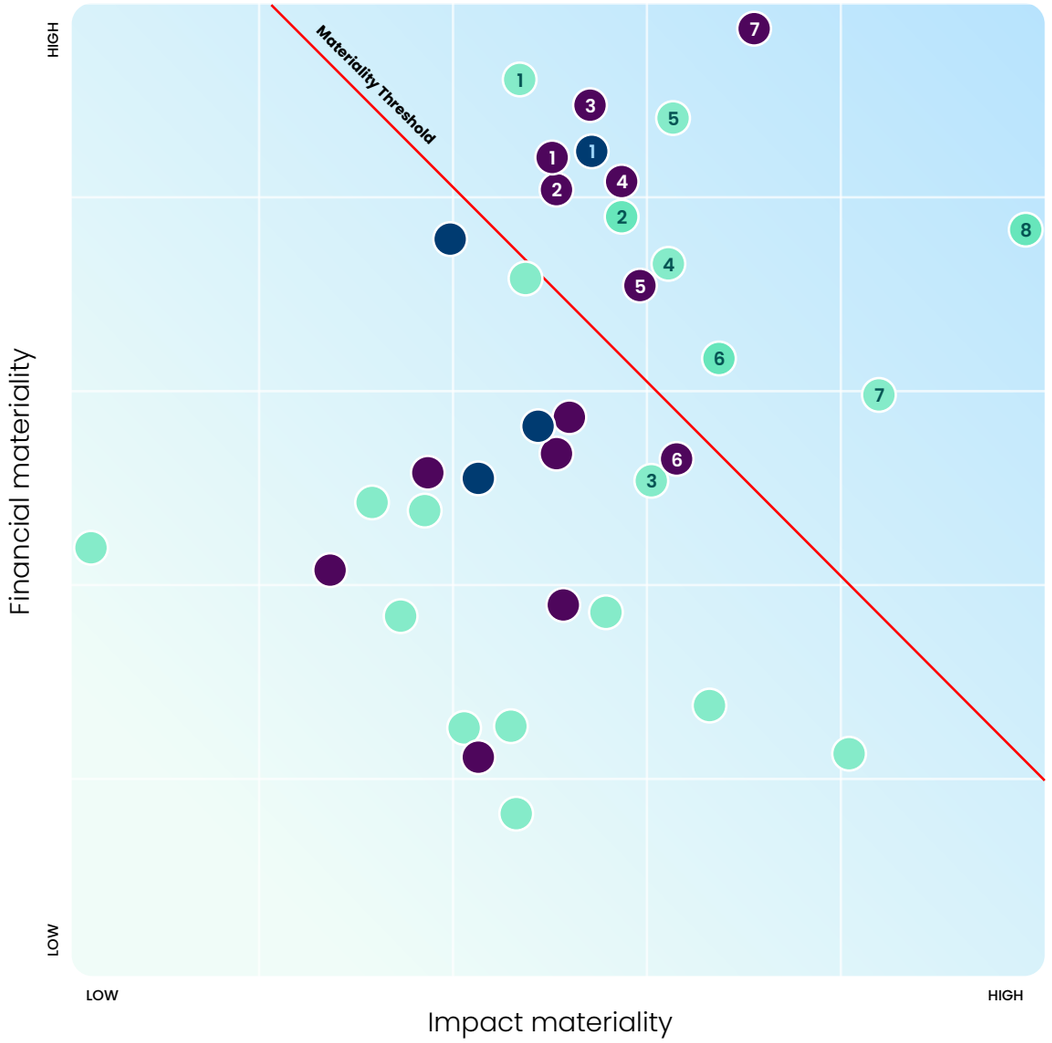
At Dechra, understanding our most significant sustainability impacts, risks and opportunities is essential to delivering our Purpose and supporting long-term business resilience. As stakeholder expectations, regulatory requirements and sustainability challenges continue to evolve, it is increasingly important that we understand both how our activities affect the world around us and how sustainability-related issues may influence the future success of our business.
The outcomes of our double materiality assessment (DMA) help ensure that our Sustainability Strategy remains focused on the issues that matter most to our stakeholders and business.

In 2026, we refreshed our DMA, applying the same methodology used in 2024. This review confirmed the continued relevance of our material sustainability topics and ensured that our assessment reflects developments in our business, stakeholder priorities and the evolving sustainability landscape.

Our Materiality Scoring

The assessment considers sustainability through two complementary perspectives. Impact materiality evaluates how our activities affect people, society and the environment across our value chain, while financial materiality assesses how sustainability-related risks and opportunities could influence Dechra's financial performance, resilience and long-term success. Together, these perspectives provide a balanced understanding of the sustainability matters most relevant to Dechra and our stakeholders.

The DMA forms an important part of our sustainability governance, helping to ensure that we focus our efforts on the issues that matter most and where we can create the greatest value through our actions.



Environmental

1. Direct impact drivers of biodiversity loss
2. Impacts and dependencies on ecosystem services
3. Pharmaceuticals in the environment (PiE)
4. Mitigation
5. Resources inflows, including resource use
6. Impact on state of species
7. Waste
8. Adaptation

Social

1. Social inclusion of consumers and/or end-users
2. Value chain other work-related rights
3. Value chain working conditions
4. Personal safety of consumers and/or end-users
5. Information-related impacts for consumers and/or end-users
6. Antimicrobial resistance
7. Value chain equal treatment and opportunities for all

Governance

1. Business conduct animal welfare

Prioritizing the Right Issues continued

Material Impacts, Risks and Opportunities (IROs)

Topic ESRS	Impact	Risk	Mapped ESRS	Opportunity
Climate Change Mitigation	Dechra contributes to climate change through GHG emissions generated across its operations and value chain, particularly through Scope 3 activities. These emissions contribute to global climate impacts and increasing stakeholder expectations for emissions reduction.	Rising carbon-related costs, evolving regulation, supply chain disruption and potential reputational impacts associated with failure to achieve climate commitments could affect business performance and resilience.	ESRS E1	Delivering against science-based emissions reduction targets, improving operational efficiency and developing lower-carbon solutions can strengthen competitiveness, support customer expectations and contribute to the transition to a low-carbon economy.
Climate Change Adaptation	Climate change may affect the health and wellbeing of employees and communities, disrupt supply chains and logistics networks, and impact manufacturing operations through extreme weather events, water stress and changing climatic conditions.	Increased adaptation costs, supply chain disruption, reduced productivity and operational downtime may affect business continuity and financial performance.	ESRS E1	Strengthening climate resilience through infrastructure improvements, business continuity planning, workforce protection measures and collaboration with communities can improve operational resilience and stakeholder confidence.
Pollution (Pharmaceuticals in the Environment)	The manufacture, use and disposal of veterinary pharmaceuticals may contribute to environmental pollution through the release of active pharmaceutical ingredients and other substances, potentially affecting aquatic ecosystems, biodiversity and environmental quality.	Environmental contamination, increased regulatory scrutiny, compliance obligations and reputational risks may result in increased operational and financial costs.	ESRS E2	Enhancing environmental stewardship, improving manufacturing controls, supporting responsible medicine disposal practices and promoting product lifecycle management can reduce environmental impacts and strengthen trust in Dechra's products.
AMR (Antimicrobial Resistance)	The manufacture, use and disposal of antimicrobial products may contribute to antimicrobial resistance, affecting animal, human and environmental health within the One Health framework.	Increasing regulatory requirements, restrictions on antimicrobial use and stakeholder expectations related to AMR may affect compliance costs, product portfolios, market access and reputation.	ESRS E2	Promoting antimicrobial stewardship, developing innovative alternatives and collaborating across the animal health sector can support responsible use, improve health outcomes and strengthen long-term business resilience.
Biodiversity and Ecosystems	Dechra's operations and value chain may impact biodiversity through resource use, emissions, pollution and supply chain activities. At the same time, the business depends on healthy ecosystems and ecosystem services that support raw material availability and operational activities.	Biodiversity loss, ecosystem degradation, and increasing regulatory and stakeholder expectations may affect supply chain resilience, resource availability and operating costs.	ESRS E4	Integrating biodiversity considerations into sourcing and business decisions, supporting ecosystem restoration and reducing environmental impacts can strengthen long-term operational resilience and create sustainable value.

Prioritizing the Right Issues continued

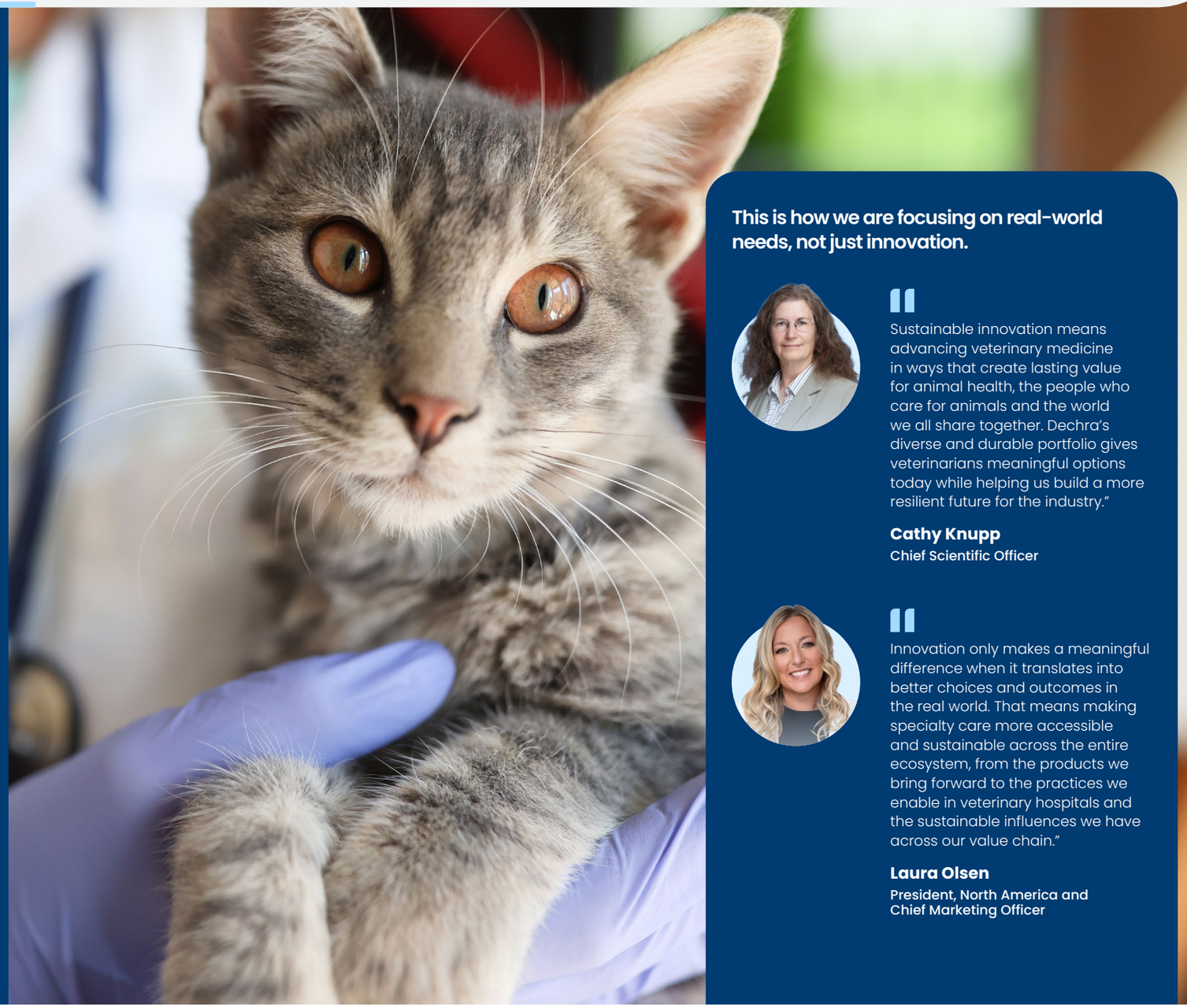
Topic ESRS	Impact	Risk	Mapped ESRS	Opportunity
Resource Use and Waste	Manufacturing and operational activities require the use of energy, water, raw materials and packaging, and generate waste streams, including hazardous and pharmaceutical waste. Poor waste management can have environmental and public health implications.	Rising waste management costs, resource scarcity, evolving regulatory requirements and reputational concerns related to waste generation may increase operational risks.	ESRS E5	Improving resource efficiency, reducing waste generation and adopting circular economy principles can lower costs, reduce environmental impacts and enhance sustainability performance.
Workers in the Value Chain	Labor practices within Dechra's value chain can affect working conditions, worker wellbeing, human rights, diversity and inclusion. Responsible supply chain management can contribute positively to workers and communities.	Poor labor practices, human rights breaches, inadequate working conditions or failure to uphold workers' rights could lead to legal, operational and reputational consequences.	ESRS S2	Strong supplier engagement, human rights due diligence and responsible sourcing programmes can support positive worker outcomes, improve supply chain resilience and strengthen stakeholder trust.
Consumers and End-Users	Dechra's products directly influence animal health and welfare through their quality, efficacy, safety and accessibility. Accurate information and responsible use are critical to achieving positive outcomes for animals, veterinarians and animal owners.	Product quality failures, adverse safety events, misuse of products, data security concerns and increasing competitive pressures may impact customer trust, regulatory compliance and business performance.	ESRS S4	Innovation, pharmacovigilance, digital technologies and stronger collaboration with veterinary professionals can improve treatment outcomes, enhance customer experience and support growth opportunities.
Business Conduct and Animal Welfare	Animal welfare is fundamental to Dechra's Purpose and influences activities across research, development, manufacturing and commercial operations. Maintaining high welfare standards supports trust among veterinarians, customers and wider stakeholders.	Failure to meet evolving societal, regulatory or stakeholder expectations relating to animal welfare could result in reputational damage, reduced customer confidence and commercial impacts.	ESRS G1	Demonstrating leadership in animal welfare, ethical innovation and responsible business practices can strengthen brand reputation, support veterinary endorsement and enhance long-term stakeholder trust.

Sustainable Innovation

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

This is how our difference makes a difference to animals and those who care for them.

Applicable UN SDGs



This is how we are focusing on real-world needs, not just innovation.

Sustainable innovation means advancing veterinary medicine in ways that create lasting value for animal health, the people who care for animals and the world we all share together. Dechra's diverse and durable portfolio gives veterinarians meaningful options today while helping us build a more resilient future for the industry."

Cathy Knupp
Chief Scientific Officer

Innovation only makes a meaningful difference when it translates into better choices and outcomes in the real world. That means making specialty care more accessible and sustainable across the entire ecosystem, from the products we bring forward to the practices we enable in veterinary hospitals and the sustainable influences we have across our value chain."

Laura Olsen
President, North America and Chief Marketing Officer

Sustainable Innovation continued

Key Areas of Action

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

Evidence of Actions

- 9.6% of revenue generated invested in R&D, supporting the development of evidence-based animal health solutions
- Five new product launches
- Four lifecycle assessments completed
- SageTech anesthetic gas capture collaboration
- Packaging optimisation

Focus Areas

- Innovating a broad portfolio of specialist animal therapeutics
- Embedding sustainability across the product lifecycle
- Building responsible and resilient value chains
- Scope 3 Emissions Category 11 - Use of sold products

Stakeholders

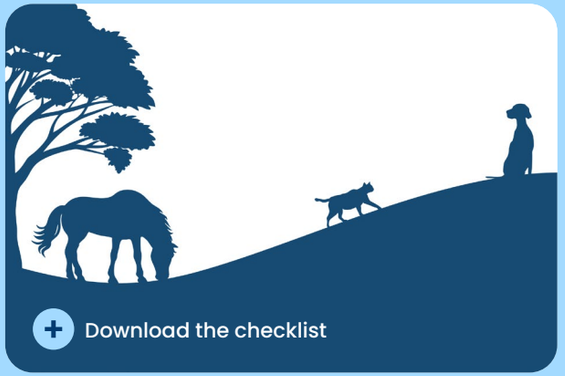
- Dechra employees
- Veterinary professionals
- Veterinary practices
- Suppliers

CASE STUDY

Green Theatre Check List

From Concept To Clinical Practice: Embedding The Veterinary Green Theatre Checklist

When Dechra launched the Veterinary Green Theatre Checklist (VGTC) in 2025, the ambition was clear: to provide veterinary teams with a practical, evidence-based tool to help reduce the environmental impact of surgical procedures while maintaining the highest standards of animal welfare and clinical care. Developed through a global collaboration of veterinary specialists and professional bodies, the checklist combined sustainability and perioperative excellence in a single, easy-to-use resource.



One year on, the focus has shifted from development to adoption.

As sustainability becomes an increasingly important consideration in clinical decision making, veterinary teams are looking for solutions that can be integrated into everyday practice without adding complexity. The VGTC supports this by helping teams identify opportunities to reduce waste, improve resource efficiency and encourage environmentally conscious behaviors throughout the surgical pathway. Rather than prescribing a set of rules, it provides a framework for reflection and continuous improvement, allowing practices to implement changes that suit their needs and circumstances.

Turning Awareness Into Action

For many veterinary practices, the challenge is not recognising the importance of sustainability, but knowing where to start. The demands of busy clinical environments can make it difficult to translate intentions into meaningful action.

By breaking down sustainability into a series of practical considerations, the VGTC helps make the topic more accessible and manageable. It encourages teams to review areas such as waste segregation, consumable use, resource efficiency, equipment management and theatre processes, enabling sustainability to become part of routine clinical decision making rather than a separate initiative.

LINK TO VALUE CHAIN 8 11 | LINK TO MATERIAL ISSUE 11 15 | LINK TO MATERIALITY 5

Sustainable Innovation continued

Antimicrobial Stewardship: Building Resilience Through Responsible Antibiotic Use

Antimicrobial resistance (AMR) has become an increasingly important consideration within Dechra's sustainability agenda. Through our double materiality assessment, AMR was identified as an entity-specific material topic, reflecting both stakeholder expectations and the wider societal need to preserve the effectiveness of antimicrobial medicines for future generations.

The challenge of AMR sits firmly within a One Health framework, recognising the interconnected relationship between human health, animal health and the environment. As a veterinary pharmaceutical company, Dechra recognizes the important role the animal health industry plays in promoting the responsible use of antimicrobials and supporting the long-term stewardship of these vital medicines.

Our approach to antimicrobial stewardship is grounded in the belief that the judicious use of antibiotics protects animal health today and preserves the effectiveness of these solutions in the future. Treating disease effectively when antibiotics are required, and supporting veterinary teams with alternatives when we can is an important part of our innovation focus.

This commitment is reflected in our support for antimicrobial stewardship across the veterinary profession. Through education, collaboration and responsible product use, we seek to contribute to the wider One Health effort to address antimicrobial resistance while ensuring effective treatment options remain available for animals, providing veterinary professionals with treatment options that balance animal welfare requirements with responsible stewardship principles.

Supporting Veterinarians Through Education and Tools

Effective antimicrobial stewardship requires more than access to medicines; it depends on informed clinical decision making at every stage of treatment. To support this, Dechra provides veterinarians with educational resources, technical expertise and practical tools that promote responsible antimicrobial use.

Through training, guidance and decision-support resources, we help veterinary professionals apply stewardship principles, optimize treatment protocols, use diagnostics to support evidence-based decisions and consider non-antibiotic alternatives where clinically appropriate.

Together, these resources support effective treatment outcomes while reinforcing the principles of prudent antimicrobial use.

A practical example of this approach can be seen in DuOtic®, which demonstrates how targeted therapies can support veterinarians in delivering appropriate treatment for localized infections. By providing treatment options tailored to specific clinical needs, products such as *DuOtic* form part of a broader stewardship approach focused on ensuring the right treatment is used for the right patient at the right time.

CASE STUDY

Supporting Diagnostic-Led Antimicrobial Stewardship With DuOtic

Effective antimicrobial stewardship relies on accurate diagnosis, as well as access to appropriate medicines.

In canine otitis externa, treatment has traditionally involved products containing antibiotic, antifungal and anti-inflammatory components to address a range of potential pathogens. However, this can result in antibiotic use where bacterial infection is not present.

The incidence of yeast-predominant otitis externa has been reported as up to ~85% of dogs with erythroceruminous otitis externa.* These findings highlight the value of diagnostic techniques such as cytology, which allow veterinarians to distinguish between yeast, bacteria, mixed infections or non-infectious otitis and support evidence-based treatment decisions.

DuOtic was developed to support this diagnostic-led approach. By providing a treatment option for *Malassezia pachydermatis*-associated otitis externa without an antibiotic component, it enables treatment to be more closely aligned with diagnostic findings and clinical need.

Through collaboration with IVC Evidensia, Dechra has also supported educational initiatives promoting the routine use of cytology and microscopy in clinical practice. Early results indicate increased use of ear cytology alongside reduced ear antibiotic prescribing, supporting more targeted treatment decisions and reinforcing the principles of responsible antimicrobial stewardship.

Responsible antimicrobial use is both a clinical priority and a One Health responsibility. Combining accurate diagnosis, professional education and access to targeted treatment options can support animal welfare today while helping preserve the effectiveness of antibiotics for the future."

Dr Catriona Curtis BVM&S MRCVS
Group Head of Sustainability IVC Evidensia

* D. Rigaut et al Veterinary Dermatology 35 (2024): 197–206

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Sustainable Innovation continued

Innovating a Broad Portfolio of Specialist Animal Therapeutics

Becoming the guiding advocate for purpose-built specialty care solutions sits at the heart of our updated brand positioning.

We aim to go beyond products to deliver complete care solutions so that more pets get access to the care they truly deserve for their complex and everyday needs.

That commitment is reflected in the composition of our pipeline, which intentionally focuses our efforts on companion animals and equine.

Our investment in R&D has increased significantly over the past five years, and FY2026 saw another record spend for Dechra. Investing 9.6% of the companies revenue in projects across various stages of maturity.

Up until FY2024, our R&D investment focused primarily on the development of small-molecule therapies for animal health. However, advances in animal health are increasingly being driven by biologic and antibody-based approaches, mirroring trends seen in human medicine. These therapies offer new opportunities to address unmet clinical needs and provide benefits such as extended and improved quality of life, and a lower care burden.

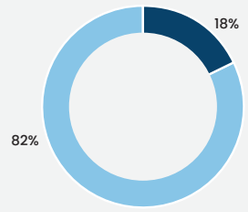
To reflect this evolution, we are directing a greater proportion of our R&D investment toward large-molecule therapeutics. This underscores our ambition to be an innovation leader in companion animal health by developing a pipeline that can fuel future growth, provide better solutions for veterinarians and better outcomes for pets.

Delivering Sustainable Solutions

Our approach to sustainable innovation extends beyond the R&D of new veterinary pharmaceuticals. Across Dechra, we are continually exploring opportunities to improve processes, address operational challenges and deliver practical solutions that create value for customers, employees and the environment. By applying innovative thinking to everyday activities, we can identify opportunities to increase efficiency, reduce resource consumption and support more sustainable ways of working.

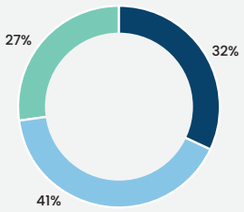
One example of this approach is our collaboration with SageTech, which demonstrates how targeted innovation can help address environmental challenges while supporting operational performance.

Projects by species



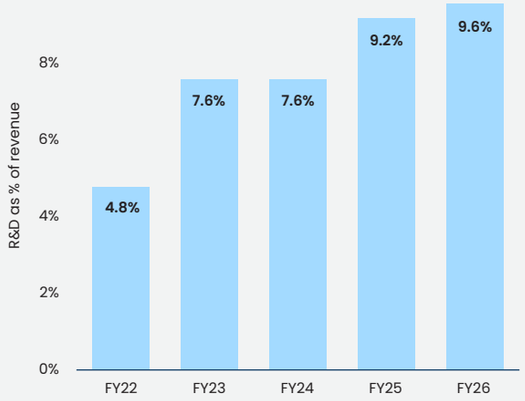
Companion Animal	82%
Equine	18%

Projects by type



Innovation	41%
Generic	32%
Lifecycle	27%

Investment in R&D



Sustainable Innovation continued

CASE STUDY

Innovation that Supports Animal Health and Veterinary Care

Healthy animals contribute to healthy people and a healthy planet.

This One Health principle informs Dechra's approach to innovation and supports the development of products that address unmet needs in animal health while helping veterinary professionals deliver high-quality care.

During FY2026, we strengthened our companion animal and equine portfolios through the launch of new products in the United States. These launches were designed to support veterinary professionals in addressing clinical challenges while promoting positive outcomes for animals and those responsible for their care.

One example was Solovecin® (cefovecin sodium), a long-acting antibiotic for dogs and cats. By reducing the need for repeated administration, the product may support treatment compliance and provide veterinarians with an additional option for the management of bacterial infections. Responsible antimicrobial stewardship remains an important consideration within the broader One Health agenda.

We also received FDA approval for CosACTHen® (cosyntropin injection), the first and only cosyntropin specifically indicated for use in canine patients in the United States. The availability of a product specifically approved for dogs supports veterinarians in the diagnosis and management of endocrine disorders, reflecting Dechra's continued focus on advancing specialist veterinary care.

In addition, we launched Zygolide®, a peppermint-flavored pergolide tablet for horses with Pituitary Pars Intermedia Dysfunction (PPID). As a first-to-market generic product, *Zygolide* provides veterinarians and horse owners with an additional treatment option to support the management of this common endocrine condition in aging horses.

Together, these launches demonstrate how innovation can help address evolving needs in veterinary medicine while supporting animal welfare, veterinary professionals and the communities connected to animal care.

LINK TO VALUE CHAIN 8 11 | LINK TO MATERIAL ISSUE 15 | LINK TO MATERIALITY 5

Sustainable Innovation continued

CASE STUDY

Scope 3 Emissions Reduction

Reducing greenhouse gas (GHG) emissions across our value chain is a critical element of Dechra's pathway to achieving its science-based targets and long-term ambition of reaching net zero emissions by 2050.

As with many pharmaceutical and animal health companies, the majority of our climate footprint lies within Scope 3 emissions (96%), making collaboration across the value chain essential to delivering meaningful reductions.

Scope 3 Category 11 emissions, which arise from the use of products after they have been sold, account for approximately one-third of Dechra's Scope 3 emissions footprint. These emissions are primarily associated with the use of isoflurane and sevoflurane inhalation anesthetics.

Only around 5% of inhaled anesthetic gas is metabolized or absorbed by the patient. The remaining 95% is exhaled and is traditionally released into the atmosphere as waste gas.

The environmental impact of these products varies significantly. Isoflurane, one of the most widely used veterinary inhalation anaesthetics, has a global warming potential (GWP) of approximately 510 GWP, compared with around 130 GWP for sevoflurane. Consequently, transitioning to lower-GWP anesthetic options, where clinically appropriate, represents an opportunity to reduce emissions associated with veterinary anaesthesia.

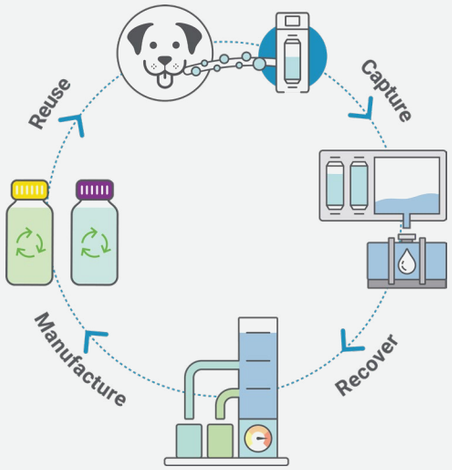
Although these emissions occur outside our direct operational control, they remain a material component of our overall climate footprint and highlight the importance of collaboration across the animal health value chain.

Following successful pilots and commercial launch in the UK, Dechra is collaborating with SageTech Veterinary and facilitating further pilot schemes using its VET-Dock technology, which captures waste isoflurane and sevoflurane from veterinary anesthetic systems before they are released into the atmosphere. The technology supports a circular economy approach through the capture, recovery and reuse of waste anesthetic gases.

Independent peer reviewed clinical studies have shown that the SageTech solution can capture up to 81% of the volatile agents used in clinical practice without affecting the delivery of anesthesia to the patient. SageTech's novel technology harvests the captured anesthetic, then purifies it ready for introduction back into the pharmaceutical supply chain and clinical use. For Dechra, this collaboration represents an opportunity to support reductions in our Scope 3 Category 11 emissions footprint, assist veterinary practices in reducing emissions associated with anesthetic use and promote the adoption of innovative technologies that align animal healthcare outcomes with environmental responsibility, supporting our broader ambition to reduce GHG emissions across the animal health value chain.

Iain Menneer, CEO of SageTech Veterinary said:

> It is tremendous to be working with Dechra to address the waste in veterinary anaesthesia, which has such an impact on the environment and veterinary clinical staff safety. Waste anesthetic gas has been released into the wider environment for so many years and has represented a significant carbon footprint in the profession and pharmaceutical industry that few have known about. It is heartening to know that companies with the stature of Dechra are taking responsibility and helping to address the issue."



SAGETECH VETERINARY

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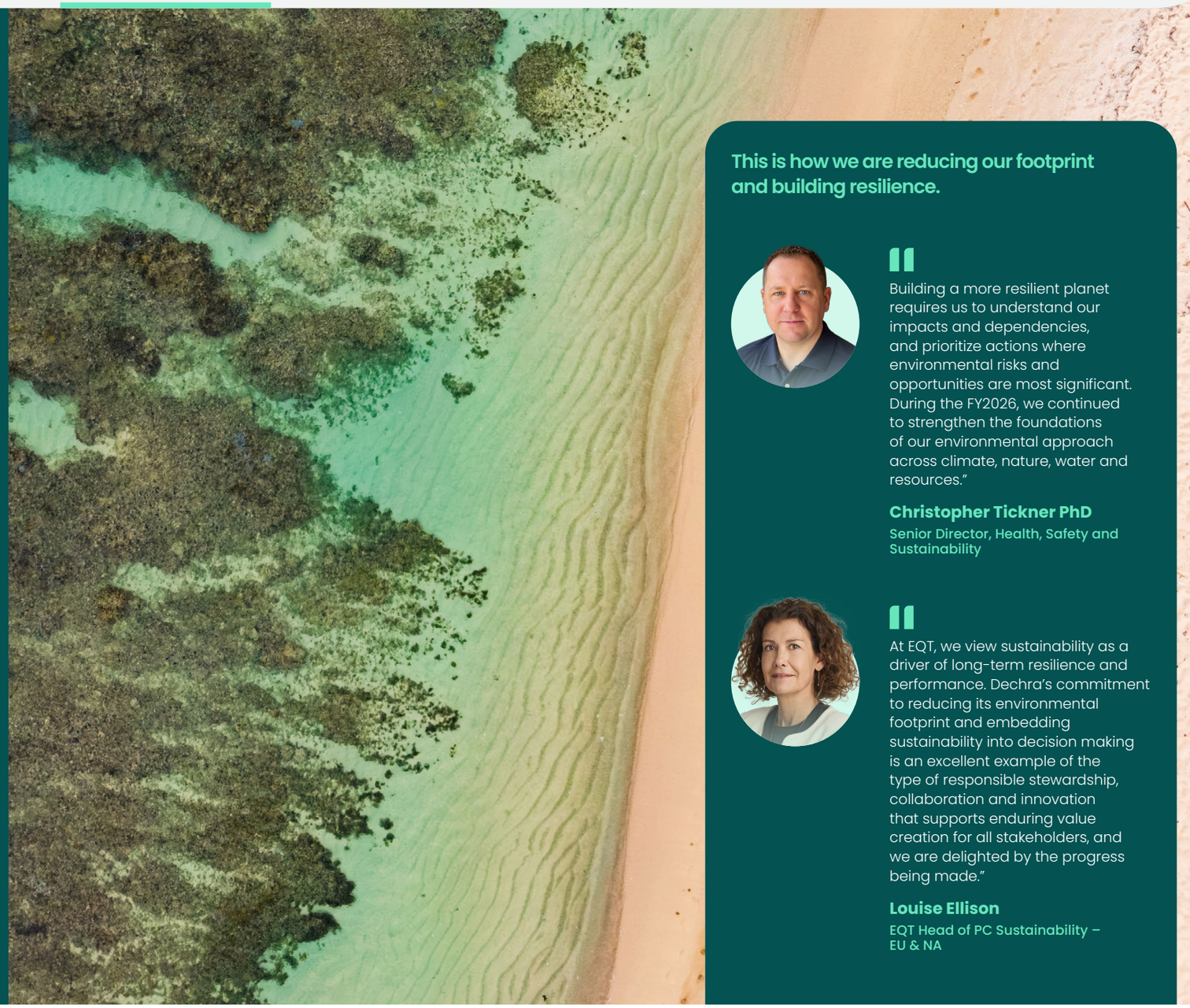
Resilient Planet

Protecting the environment is essential to sustaining animal health and welfare for the long term. Our specialist expertise gives us a responsibility to act thoughtfully, reducing our impact, strengthening resilience and embedding sustainability across how we operate.

Because the difference we make for animal health should protect the planet we share.

Applicable UN SDGs



This is how we are reducing our footprint and building resilience.

"Building a more resilient planet requires us to understand our impacts and dependencies, and prioritize actions where environmental risks and opportunities are most significant. During the FY2026, we continued to strengthen the foundations of our environmental approach across climate, nature, water and resources."

Christopher Tickner PhD
Senior Director, Health, Safety and Sustainability

"At EQT, we view sustainability as a driver of long-term resilience and performance. Dechra's commitment to reducing its environmental footprint and embedding sustainability into decision making is an excellent example of the type of responsible stewardship, collaboration and innovation that supports enduring value creation for all stakeholders, and we are delighted by the progress being made."

Louise Ellison
EQT Head of PC Sustainability – EU & NA

Resilient Planet continued

Key Areas of Action

- Reducing carbon emissions, leading to our goal of reaching net zero emissions by 2050
- Transitioning to renewable and electric energy sources, exploring lower impact packaging alternatives and collaborating with our partners to achieve shared sustainability objectives
- Managing APIs in a safe and environmentally responsible manner
- Reducing waste and increasing recovery, recycling and reuse
- Assessing and reducing nature-related impacts across our value chain

Evidence of Actions

- Exceeded our 2030 target of 42% reduction in Scope 1 and 2 emissions in FY2025, and submitted updated targets to the Science-Based Targets initiative (SBTi) to drive carbon reduction
- Increased the use of renewable green electricity to 99% in manufacturing and warehousing
- Recycled or reused 51% of waste generated across manufacturing sites
- Defined our nature approach, providing a framework for identifying and managing nature-related impacts and dependencies

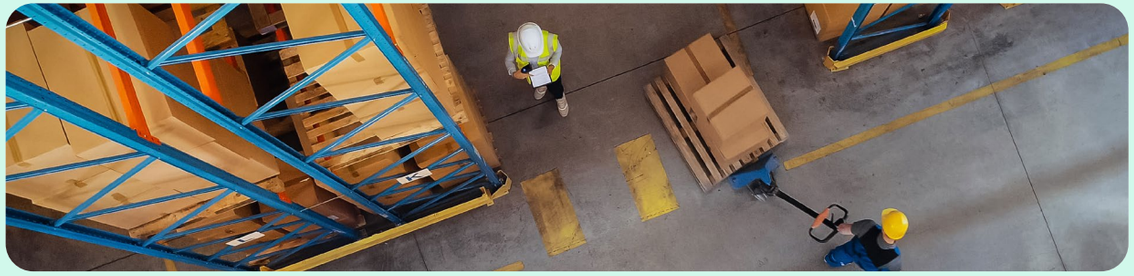
Focus Areas

- Driving climate action
- Preserving nature and biodiversity
- Promoting water stewardship
- Responsible pharmaceutical management
- Resource efficiency and circularity

Stakeholders

- Dechra employees
- Upstream customers
- Downstream customers
- CMO/suppliers

CASE STUDY



EcoVadis: Building Transparency Across Our Supply Chain

A resilient and responsible supply chain is essential to delivering long-term value and supporting sustainable growth.

During FY2026, Dechra implemented EcoVadis, a widely used supplier sustainability assessment platform, to establish a more consistent and transparent approach to supplier engagement.

The initiative supports our efforts to better understand sustainability performance across our supply base and strengthen collaboration with suppliers on environmental, social and ethical topics. By adopting a common framework for supplier assessment, Dechra is improving visibility of sustainability risks and opportunities across the value chain while creating a more structured approach to supplier engagement and continuous improvement.

EcoVadis enables suppliers to share sustainability information through a standardized methodology, creating greater consistency in how sustainability performance is assessed. This helps Dechra identify areas of strength and improvement, engage suppliers more effectively, and support informed decision making within procurement and supply chain activities.

Improved supplier sustainability data also supports broader business priorities, including responsible sourcing, enhanced understanding of value chain impacts and preparation for evolving sustainability reporting requirements. As stakeholder expectations continue to increase, access to reliable sustainability information will play an important role in managing risk and strengthening resource security.

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Resilient Planet continued

Protecting the environment supports the long-term health of animals, ecosystems and the communities in which we operate. We are working to reduce greenhouse gas (GHG) emissions, manage water and pharmaceutical discharges responsibly, minimize waste, and improve our understanding of nature-related impacts and dependencies across our operations and value chain.

We seek to manage our environmental impacts responsibly and identify opportunities to reduce environmental pressures across our operations and value chain. Our environmental strategy focuses on three areas: climate action, protecting nature and biodiversity, and managing resources responsibly.

Driving Climate Action

Climate-related risks present challenges for ecosystems, communities and animal health. We continue to focus on reducing GHG emissions through energy efficiency improvements, renewable electricity procurement and engagement across our value chain. Having achieved our previous near-term emissions reduction target, we have submitted updated science-based targets for validation and remain committed to achieving net zero GHG emissions across our value chain by 2050.

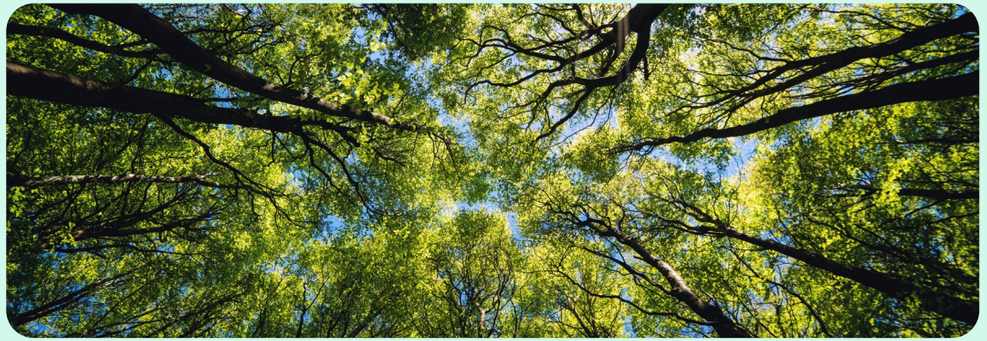
Protecting Nature and Biodiversity

Healthy ecosystems underpin both environmental sustainability and long-term business success. During FY2026, we expanded our sustainability approach to include a more structured assessment of nature-related impacts, dependencies, risks and opportunities. We have begun applying elements of the Taskforce on Nature-related Financial Disclosures (TNFD) using their framework to help structure these. Alongside this, initiatives such as responsible sourcing and sustainable packaging are intended to reduce biodiversity-related risks associated with sourcing activities.

Managing Resources Responsibly

Efficient use of resources plays an important role in reducing environmental impact and strengthening future readiness. Across our operations, we continue to focus on improving water stewardship, minimizing waste and supporting more circular approaches to resource use. This includes increasing the recovery, reuse and recycling of materials, strengthening wastewater management practices and working with suppliers to improve environmental performance throughout our value chain. Through these actions, we seek to reduce pressure on natural resources while supporting sustainable growth.

CASE STUDY



Certified Paper and Sustainable Sourcing

Biodiversity loss and deforestation remain significant global challenges, making responsible forestry an important part of our sustainability approach.

To support this, we have set a target that at least 95% of paper-based packaging materials used for our internally manufactured products are sourced from certified sustainable origins, such as FSC, PEFC, SFI and other commitments.

We have continued to make strong progress against this target. In FY2025, 91.7% of eligible paper spend was sourced from certified suppliers. In FY2026, this increased to 98.1%, exceeding our 95% target and demonstrating continued progress in strengthening responsible sourcing practices across our packaging supply chain.

Our performance in FY2026 was supported by improvements across our manufacturing sites, with all sites achieving or exceeding the 95% certification threshold. This reflects enhanced supplier engagement, improved certification verification processes, and greater adoption of certified paper and packaging materials throughout the business.

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

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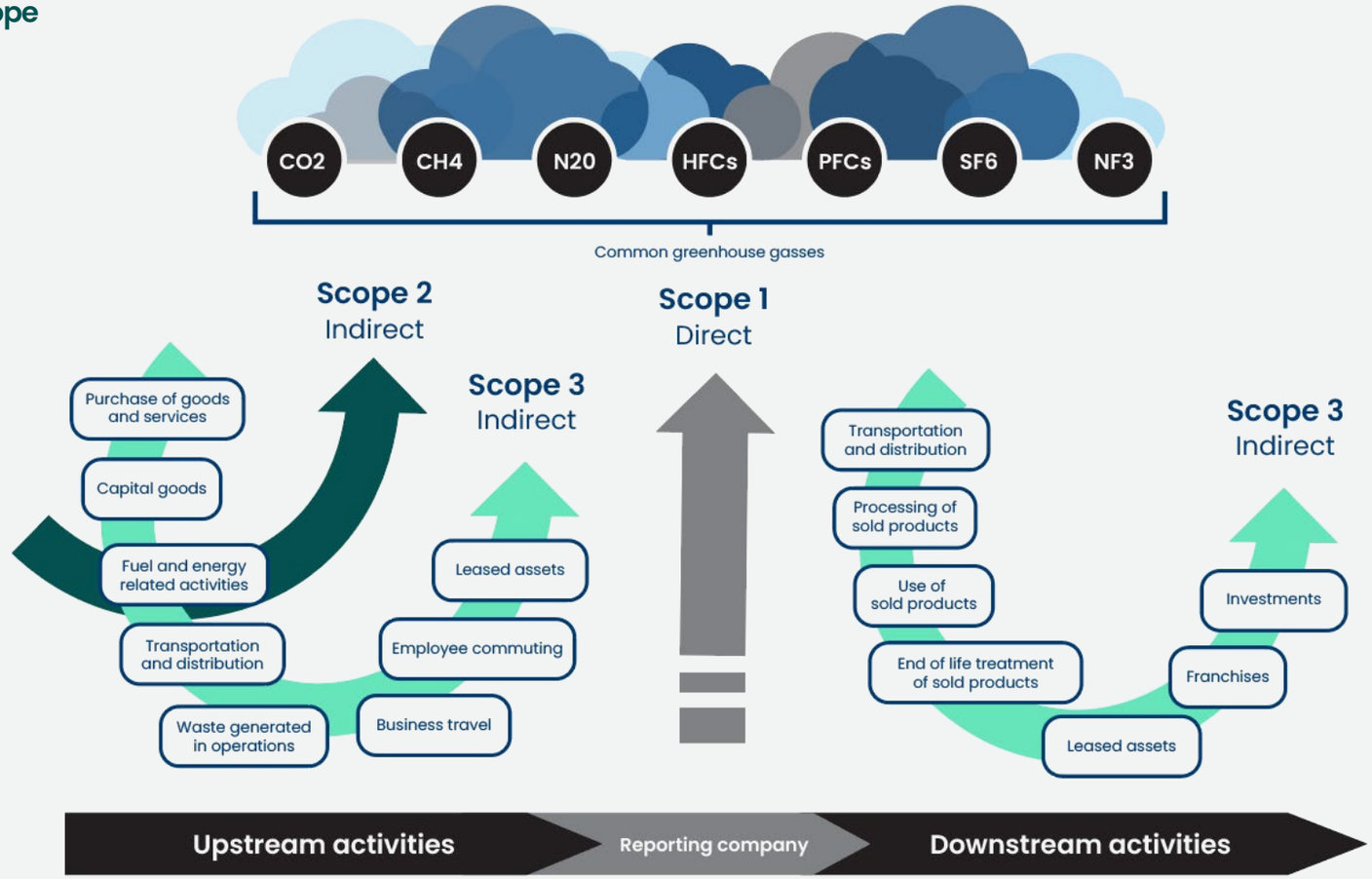
Resilient Planet continued

Our Scope



Maintaining Momentum on Climate Action

As part of our commitment to supporting the transition to a lower-carbon economy and a more resilient future, Dechra continues to align its climate strategy with the principles of the SBTi.

During FY2025, we achieved our previously approved near-term emissions reduction targets. Following changes to our reporting boundary, we resubmitted our FY2024 GHG inventory to the SBTi, excluding the Pomona and Londrina manufacturing sites, due to their respective sale and closure. As a result, revised science-based targets are currently under review and have not yet been approved. We will report our updated targets once the approval process has been completed.

While awaiting approval of our updated targets, we continue to focus on reducing emissions through energy efficiency initiatives, renewable electricity procurement and engagement with suppliers to address value chain emissions.

Scope 1, 2 and 3 greenhouse gas metrics have been subject to independent limited assurance. Details of the scope, criteria, reporting boundary and assurance conclusion are available on our website dechra.com.

Revised science-based targets have been submitted to SBTi and remain under review. They are not presented as approved targets in this report.

Resilient Planet continued

Carbon Footprint Measurement and Reporting

We measure our carbon footprint in accordance with the GHG Protocol Corporate Standard, the internationally recognized framework for GHG accounting and reporting. This approach promotes consistency, transparency and comparability across our operations.

Our Reporting Encompasses All Three Scopes of Emissions

Scope 1: Direct Emissions

Direct emissions from sources owned or controlled by Dechra, including fuel consumption in boilers, generators and company-owned vehicles.

Scope 2: Indirect Energy Emissions

Emissions associated with purchased electricity, heating, cooling and steam consumed across our sites. We report Scope 2 emissions using both:

- **location-based methodology**, reflecting average grid emission factors; and
- **market-based methodology**, reflecting contractual instruments such as renewable electricity tariffs and certificates.

Scope 3: Value Chain Emissions

All other indirect emissions occurring throughout our value chain. The Scope 3 categories currently relevant to Dechra include:

- Category 1: Purchased goods and services
- Category 2: Capital goods
- Category 3: Fuel and energy-related activities
- Category 4: Upstream transportation and distribution
- Category 5: Waste generated in operations
- Category 6: Business travel
- Category 7: Employee commuting
- Category 9: Downstream transportation and distribution
- Category 11: Use of sold products
- Category 12: End-of-life treatment of sold products
- Category 15: Investments

Data is collected annually from manufacturing sites, logistics operations and offices across the Group. Activity data, including energy consumption, fuel use, refrigerant losses and other operational metrics, is converted into GHG emissions using recognized emission factors.

All emissions are reported as tonnes of carbon dioxide equivalent (tCO_2e), enabling comparison across different GHG based on their relative global warming potential.

Further information on our GHG calculation methodology is available at dechra.com.

Resilient Planet continued

Market-based GHG emissions (tCO_2e)

Scope 1, 2 and 3

Scope	2024	2025	2026
1	5,069	5,059	5,014
2	2,339	1,516	376
3	131,731	126,902	126,350
Total Carbon footprint (tonnes of CO_2e)	139,139	133,477	131,740
Scope 3 Intensity Ratio (per £million value added*)	776.26	600.58	501.39

Location-based GHG emissions (tCO_2e)

Scope 1, 2 and 3

Scope	2024	2025	2026
1	5,069	5,059	5,014
2	3,543	3,392	3,096
3	131,731	126,902	126,350
Total Carbon footprint (tonnes of CO_2e)	140,343	135,353	134,460
Scope 3 Intensity Ratio (per £million value added*)	776.26	600.58	501.39

*Adjusted EBITDA plus all personnel costs

Science-Based Targets

During FY2025, we achieved our near-term SBTi target for Scope 1 and 2 GHG emissions, delivering a reduction of more than 42% from the baseline year. Building on this achievement, we submitted revised science-based targets this year to the SBTi for validation, using FY2024 as the new baseline year.

The revised baseline reflects significant changes to our operational footprint, including the closure of our Pomona and Londrina manufacturing sites. As these changes exceeded a 5% significance threshold, a recalculation of our emissions baseline was required to maintain the accuracy and relevance of our targets.

While progress on Scope 1 and 2 emissions demonstrates the effectiveness of our decarbonization initiatives, reducing emissions across our value chain remains a key priority. We continue to work with suppliers and operational teams to identify opportunities to reduce Scope 3 emissions and support our longer-term climate ambitions.

Scope 1 and Scope 2

In FY2026, Scope 1 GHG emissions decreased by 1% compared with the baseline reporting year. This modest reduction reflects energy efficiency improvements embedded across the Group. As we progress toward our emissions reduction targets, year-on-year reductions are expected to become more incremental.

Natural gas remains the principal contributor to our Scope 1 emissions footprint, accounting for 96% of total Scope 1 emissions. Consumption is influenced by a range of factors, including production volumes, product mix, site utilization and seasonal heating requirements. Consequently, annual emissions performance can fluctuate despite the continuation of underlying efficiency measures and operational improvements.

The reduction achieved demonstrates continued progress in managing direct emissions, although at a slower rate than in previous years. As the majority of Scope 1 emissions arise from thermal energy requirements within manufacturing operations, further reductions are likely to require additional operational efficiencies and, over time, technological change.

We continue to evaluate opportunities to improve energy efficiency, optimise the use of thermal energy and reduce emissions associated with on-site fuel consumption. This includes reviewing opportunities across our manufacturing network and support operations, while balancing operational requirements, technical feasibility and financial considerations. These assessments will help inform future decarbonization planning and identify practical pathways for reducing direct emissions over the longer term.

FY2026 Scope 2 (market-based) emissions decreased by 84%, compared with the baseline year, and by 75% compared with FY2025. This reduction was driven by the transition to green tariff electricity across our manufacturing network, together with the continued expansion of on-site renewable electricity generation.

During FY2026, all manufacturing sites transitioned to renewable electricity supplied through green tariff arrangements, resulting in 99% of manufacturing and warehousing electricity consumption being sourced from renewable electricity. This transition has been a key contributor to the reduction in Scope 2 emissions and supports progress toward our longer-term decarbonization objectives.

Alongside renewable electricity procurement, we have continued to expand on-site renewable energy generation across the Group. FY2026 included the first full year of operation of the 2 MW ground-mounted solar photovoltaic array at our Zagreb site, which generated more than 2.6 million kWh of electricity during the year. Supported by additional solar installations across the Group, self-generated renewable electricity increased to 20% of total electricity consumption from manufacturing and warehousing operations in FY2026.

The combination of renewable electricity sourcing and increased on-site generation has reduced reliance on grid-supplied electricity with higher associated emissions, while improving the proportion of energy supplied from renewable sources across our operations.

Resilient Planet continued

Scope 3

Over the last several years, we have continued to make progress toward reducing our Scope 3 emissions, reinforcing our commitment to a more sustainable veterinary pharmaceutical supply chain. Absolute Scope 3 emissions have decreased by 4% from the FY2024 baseline year, with the economic intensity (tCO_2e/£m value add) decreasing -35% in the same period.

Category 1 (Purchased Goods and Services), our largest source of upstream Scope 3 emissions, decreased by 6% compared with FY2025. This decrease reflects the ongoing prioritization of our product portfolio and the consolidation of suppliers across the business, enabling a more efficient and streamlined supply chain while continuing to meet customer needs and support business growth.

Use of Sold Products (Category 11) remained one of the largest contributors to our Scope 3 footprint, broadly consistent with FY2025. Reducing emissions associated with the use phase of products remains a key focus area, recognising that meaningful reductions will require innovation and collaboration across the veterinary value chain.

Category	2024	2025	2026
Cat 1: Purchased goods and services	63,605	62,202	58,349
Cat 2: Capital goods	4,165	4,875	5,782
Cat 3: Fuel and energy related activities	2,176	2,138	2,105
Cat 4: Upstream transportation and distribution	9,300	8,031	10,480
Cat 5: Waste generated in operations	35	19	14
Cat 6: Business travel	3,054	3,139	3,159
Cat 7: Employee commuting	1,767	1,801	1,982
Cat 9: Downstream transportation and distribution	3,488	4,377	4,297
Cat 11: Use of sold products	43,238	39,504	39,455
Cat 12: End of life sold products	897	813	723
Cat 15: Investments	3	3	3
Total Scope 3	131,731	126,902	126,350

Absolute Scope 3 emissions have decreased by 4% from the FY2024 baseline year, with the economic intensity (tCO_2e/£m value add) decreasing by 35% in the same period.

During the year, we continued to explore solutions that address emissions generated during product use, including participation in pilot initiatives evaluating technologies designed to capture and reduce waste anaesthetic gas emissions. These technologies have the potential to reduce the release of high global warming potential gases while supporting more circular approaches to resource use. While the impact of these initiatives is not yet reflected in our reported emissions, they provide valuable insight into future opportunities to reduce emissions associated with the use of veterinary products.

The year-on-year increases in Capital Goods and Upstream Transportation and Distribution emissions were largely attributable to business growth and investment activity during FY2026. Increased investment in facilities, equipment and infrastructure contributed to higher Capital Goods emissions, while growth in sales volumes and associated product movements through our supply chain resulted in higher transportation and distribution emissions. As the business continues to grow, we remain focused on improving logistics efficiency, engaging with transportation partners and embedding sustainability considerations into investment decisions to support our longer-term decarbonization ambitions.

Scope 3 emissions remain our most significant environmental impact and represent the most significant challenge to achieving long-term decarbonization goals. While growth in sales and investment contributed to higher emissions in some categories, overall Scope 3 emissions reduced compared with the baseline year, demonstrating progress in managing emissions across our value chain. Continued focus on sustainable sourcing, supplier engagement, logistics efficiency and product innovation will be critical to delivering further reductions and supporting our transition to a lower-carbon future.

Resilient Planet continued

Water Withdrawal

Water is a vital resource for our operations, and we are committed to managing it responsibly. We aim to use water efficiently across our manufacturing sites while safeguarding the availability and quality of water resources for the communities in which we operate. Water is sourced from two primary supplies and, where required, is further treated on-site to meet operational and quality standards.

In FY2026, total water withdrawal across our manufacturing operations remained broadly stable, decreasing by 0.7% compared with the previous year. Water use continued to be influenced by production volumes, site-specific operational requirements and ongoing water-efficiency initiatives.

Water Effluent

At our manufacturing sites, water that becomes contaminated during production processes is managed as process effluent. Wastewater with the potential to affect local sewer networks or treatment facilities is carefully controlled, treated, and monitored before discharge. This includes water used in cleaning and sanitation activities.

In accordance with Good Manufacturing Practice (GMP) requirements, process equipment is typically drained, vacuumed, or wiped clean prior to washing. These measures help minimize the transfer of product residues into the wastewater stream, reducing the contaminant load requiring treatment.

In FY2026, 35% of total effluent was discharged directly to surface waters. This discharge originated solely from our Zagreb site, where groundwater historically used for equipment cooling was returned to the same receiving watercourse. For contaminated process wastewater, the most common disposal route remains discharge to municipal sewer systems for subsequent off-site treatment.

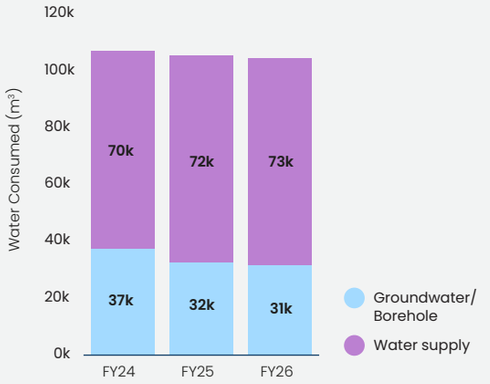
All manufacturing sites operate under applicable effluent discharge permits or licences and are required to comply with relevant environmental regulations. Compliance is supported through routine monitoring and controls designed to ensure that wastewater is managed responsibly and in accordance with local requirements.

Minimizing Waste

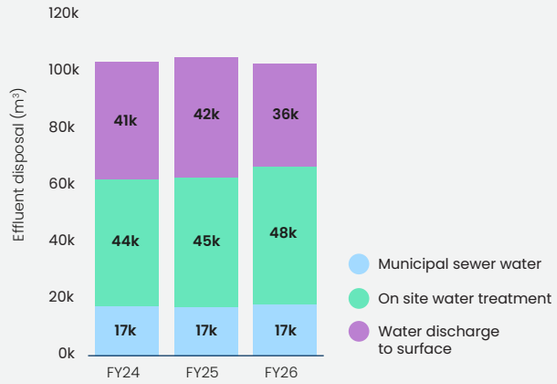
Minimizing waste reduces environmental impact, conserves resources and supports more efficient manufacturing operations. Total waste generated across the Group includes materials arising from all business activities and may vary year on year due to production volumes, project activity, and the disposal of obsolete stock or packaging materials. Our approach focuses on preventing waste where possible, maximising material value through reuse and recycling, and ensuring unavoidable waste is managed responsibly.

Waste data is reported for our manufacturing and logistics sites, where most operational waste is generated. Our offices also participate in local recycling programmes where available, although these activities are not currently included within our consolidated reporting boundary.

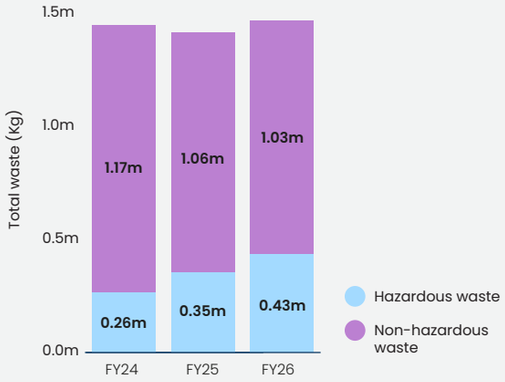
Water Withdrawal Source



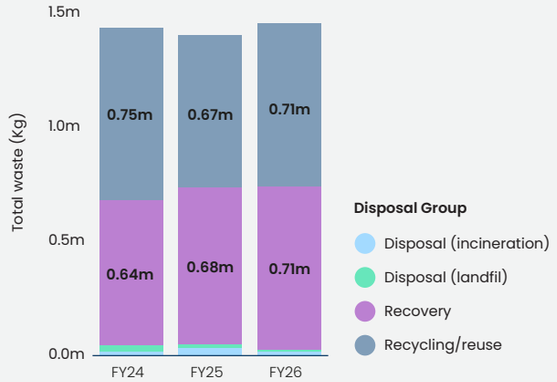
Effluent Disposal



Total Waste



Total Waste and Disposal Group



Resilient Planet continued

Minimizing Waste (continued)

Our Group Waste Minimisation and Management Standard incorporates the Waste Hierarchy, requiring sites to prioritize waste prevention, reuse, recycling, and recovery before disposal. Regular monitoring of waste streams helps identify opportunities to improve resource efficiency and reduce waste generation at source.

A proportion of operational waste is classified as hazardous due to contamination with pharmaceutical products. To ensure compliance and safe handling, waste at Manufacturing and Logistics sites is segregated into hazardous and non-hazardous streams, supporting the appropriate treatment of hazardous materials while maximising recycling and recovery opportunities for non-hazardous waste.

Hazardous Waste

Hazardous waste volumes increased by 23% in FY2026 compared with FY2025. Hazardous waste across manufacturing sites primarily arises from production processes and laboratory activities, while warehouse operations generate hazardous waste mainly through stock write-offs. The increase was largely driven by planned one-off disposals of legacy hazardous materials, laboratory chemicals, and obsolete stock at several sites. These activities formed part of site improvement programmes, inventory management initiatives, and housekeeping activities to remove accumulated materials and maintain compliance. Excluding these exceptional disposals, underlying hazardous waste generation remained broadly aligned with operational activity.

Waste Fate

How waste is managed is as important as the volume generated. We apply circular economy principles across our operations, focusing on waste prevention first, followed by reuse, recycling, and recovery. Landfill remains the least preferred disposal route, and all waste streams are classified in accordance with the European Waste Catalogue and relevant regulatory requirements.

In FY2026, total waste generation increased by 3.5%, including waste arising from construction and project-related activities. Manufacturing sites were set a target to divert at least 50% of waste through reuse and recycling and achieved a combined reuse and recycling rate of 51% of total waste generated. Overall, 98% of waste was recovered, recycled, or reused (FY2025: 97%), reflecting increased adoption of energy recovery, composting, and material reclamation initiatives.

Continued application of the Waste Hierarchy has significantly reduced reliance on landfill, with our Somersby now the only site/location generating landfill waste. Looking ahead, we will continue to focus on minimizing hazardous waste, improving material circularity, and further reducing waste sent for disposal through site-specific improvement programmes and enhanced inventory management.

CASE STUDY

Mepron Waste

At our Zagreb manufacturing site, the team demonstrated how employee engagement can unlock practical sustainability improvements by challenging long-standing production practices.

Rather than accepting pelletizing waste as an unavoidable by-product, colleagues worked across functions to understand where waste was generated and how it could be safely returned to the process. Their analysis showed that defective pellets and dust shared the same composition as the original mixture and could be reintroduced into production, reducing material losses and increasing circularity within the manufacturing process.

As a result, recycled material now represents approximately 5.4% of the total batch composition, demonstrating how process improvements can reduce waste while maintaining product quality and operational performance.

What makes this initiative noteworthy is not only the environmental outcome, but the mindset behind it. By questioning established ways of working and empowering employees closest to the process to identify opportunities, the team transformed a waste stream into a valuable resource. The project highlights how a culture of continuous improvement, collaboration and innovation can deliver measurable sustainability benefits while supporting operational efficiency and resource stewardship.

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Resilient Planet continued

Pharmaceutical in the Environment (PiE)

Water is one of the world's most important natural resources, sustaining ecosystems, communities, food production, and both animal and human health. It is also essential to the manufacture of veterinary medicines. As a responsible manufacturer, we recognize the importance of ensuring that the benefits of our products do not come at the expense of the rivers, lakes, wetlands, and ecosystems that support life.

For this reason, Pharmaceuticals in the Environment (PiE) forms an important part of our broader environmental stewardship approach. Across the pharmaceutical sector, APIs can enter the environment through product use, disposal, and manufacturing activities. Some substances may have the potential to affect aquatic ecosystems and biodiversity, even at very low concentrations.

Our approach extends beyond regulatory compliance. We recognize that healthy ecosystems, clean water, and thriving biodiversity are fundamental to sustainable animal health and operational performance. As our Sustainability Strategy evolves, our environmental focus continues to broaden beyond carbon reduction to include water stewardship, biodiversity protection, and management of pharmaceutical-related environmental risks.

Our ambition is that, by 2030, all Dechra manufacturing sites will achieve Safe Discharge status.

Safe Discharge is achieved by understanding the environmental risks associated with APIs and ensuring that concentrations entering receiving water bodies remain below scientifically derived environmental thresholds. Using established Predicted Environmental Concentration (PEC) and Predicted No Effect Concentration (PNEC) methodologies, we assess environmental risk, prioritize action, and implement targeted improvements.

During FY2026, we completed a comprehensive assessment of our manufacturing network, reviewing more than 100 APIs and evaluating site-specific environmental risks using established scientific methodologies. This work established a baseline from which progress toward our 2030 Safe Discharge ambition can be measured and tracked. The assessment identified priority improvement opportunities and enabled mitigation efforts to be focused where they have the greatest potential environmental benefit. In parallel, manufacturing sites continued to strengthen wastewater management practices, optimize processes, enhance monitoring, and reduce waste generation.

Our approach to water stewardship extends beyond measuring and reducing water consumption. It encompasses improving water-use efficiency, managing effluent responsibly, protecting receiving water bodies, and understanding our wider dependencies and impacts on nature. This reflects our commitment to safeguarding the ecosystems that support both our operations and the communities and species that depend upon them.

Resilient Planet continued

Nature: Expanding Our Sustainability Journey

For many years, Dechra's sustainability journey has focused on climate action. Today, we are expanding that ambition to address another critical sustainability frontier: nature.

Dechra recognizes that biodiversity loss, ecosystem degradation, freshwater pressures and changing climate conditions are interconnected sustainability challenges that can affect businesses through both their direct operations and wider value chains.

As a result, we have begun developing a structured, science-based approach to identify, assess and manage nature-related impacts, dependencies, risks and opportunities.

This work is informed by the TNFD framework, which provides a globally recognized approach for understanding how organisations interact with nature across their operations and value chains.

Through this process, we are seeking to enhance our understanding of where nature-related considerations are most relevant to Dechra's business and how they may influence long-term resilience and value creation.

The insights generated will support future decision-making and help integrate nature-related considerations into our broader Sustainability Strategy and risk management approach.

Understanding Our Relationship with Nature

During the reporting period, Dechra focused on establishing the evidence base required to support future decision making and prioritization. This included the development of a spatial Nature Screening approach to assess the ecological context surrounding operational locations, considering factors such as biodiversity, freshwater systems, landscape characteristics and broader environmental sensitivity.

The initial assessment demonstrated that nature-related considerations can vary significantly between locations and highlighted the importance of taking a place-based approach when evaluating potential interactions with nature. The screening does not measure biodiversity impacts directly; rather, it improves our understanding of the ecological context within which we operate and helps identify where further analysis may be most valuable.

Alongside operational assessments, we undertook biodiversity footprinting across selected areas of our value chain, including raw materials and packaging. These assessments examined a range of environmental pressure pathways, including land-use change, GHG emissions, water consumption, eutrophication, acidification and ecotoxicity, to provide a broader understanding of how sourcing activities may be connected to pressures on nature.

CASE STUDY

Dechra Supports Field and Feral

In 2026, Dechra began supporting Field and Feral, a six-acre permaculture and agroforestry project in North Yorkshire that demonstrates how biodiversity restoration, sustainable food production and community benefit can be delivered together.

During the year, Dechra donated £7,000 to support the project and colleagues contributed volunteering hours, helping with a range of practical activities including habitat management, biodiversity enhancement and sustainable land stewardship.

A key milestone was the creation of a dedicated 1.5-acre nature recovery area, allowing habitats to regenerate naturally with minimal intervention. The project has also introduced thousands of native trees and shrubs, including oak, birch, willow, hawthorn and fruiting species, helping to create food sources, shelter and wildlife corridors for local species.

To strengthen biodiversity, a new lake was established on site, providing water storage for dry periods while creating valuable habitat for birds, insects and amphibians. Alongside habitat restoration, the site operates as a fully off-grid regenerative farming model powered by renewable energy and supported by rainwater harvesting.

The project's impact extends beyond nature recovery. Half of all food produced on the site is donated to local charities and community initiatives, demonstrating how environmental and social value can be delivered simultaneously.

For Dechra, Field and Feral provides a practical example of sustainability in action, supporting ecosystem restoration, resilient food systems and stronger local communities through a shared commitment to responsible land stewardship.

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Resilient Planet continued

From Impacts to Dependencies

Understanding how Dechra may affect nature is only one part of the picture. The next phase of our work will focus on understanding our dependencies on nature and the ecosystem services that support our business activities. These may include factors such as freshwater availability and quality, climate regulation and other ecosystem services that contribute to operational and supply-chain robustness.

By bringing together information on ecological sensitivity, biodiversity pressures and ecosystem-service dependencies, we aim to develop a more complete understanding of the nature-related issues that are most relevant to both the business and the environment.

This will provide the foundation for assessing nature-related risks and opportunities and informing future management actions. It will also help identify where changes in ecosystem condition may influence business resilience, resource availability and value-chain continuity.

Through this work, we aim to strengthen our understanding of the interconnected relationship between nature and our operations, enabling more informed decision making, improved prioritization of actions and the integration of nature-related considerations into future strategies, risk management processes and long-term planning.

A Nature Action and Transition Plan

Our work to date represents the first stage of a longer-term Nature Action and Transition Plan. Similar to the role our Net Zero Roadmap plays in guiding climate action, this framework provides a structured pathway for progressing from understanding and assessment toward prioritization, action, measurement and disclosure.

Over the coming years, our focus will be on refining site-level assessments, evaluating ecosystem-service dependencies, improving supply-chain traceability, developing a structured Nature Risk and Opportunity Register and identifying priority areas where targeted action can deliver the greatest value. As our evidence base matures, we will seek to establish appropriate indicators, measurable targets and enhanced disclosures aligned with evolving TNFD expectations.

Nature is emerging as an increasingly important consideration within corporate sustainability. Our assessments remain at an early stage and currently they have limitations in data quality, supply-chain coverage and ecological outcome measurement. However, by taking a structured, evidence-led approach today, Dechra is building the knowledge, governance and capabilities needed to better understand its relationship with nature, support informed decision-making and contribute toward its longer-term ambition to improve understanding and management of nature-related impacts and dependencies.

Thriving People

Our colleagues bring our Purpose to life every day. By creating an environment where people feel supported, valued and empowered, we strengthen the expertise and culture that set Dechra apart.

Because our difference starts with our people.

Applicable UN SDGs

This is how we support and develop people who are at the heart of Dechra's success.

"The way we care for our people is fundamental to our success. Our values set clear expectations for how we work together, support one another and build a positive employee experience across every part of Dechra."

Maggie Gregg
Chief People & Culture Officer

"Health, safety and wellbeing are central to Dechra's culture and purpose. Our values reinforce care, responsibility and the importance of looking after ourselves, our colleagues and those around us, ensuring that care and responsibility remain at the core of everything we do."

Ian MacKellar
Chief Operating Officer

Thriving People continued

Key Areas of Action

- Embedding a health and safety culture through policies, training and personal goals
- Promoting our THRIVE program for wellbeing and resilience support
- Providing training and career development
- Fostering diversity and equitable opportunities
- Supporting veterinary professionals with training, technical help and wellbeing initiatives

Evidence of Actions

- Reduction in Lost Time Accident Frequency Rate (LTAFR)
- Increased involvement of employees and managers in identifying unsafe conditions and holding safety conversations
- Launch of new half-day Resilience program, with over 300 employees attending
- Launch of dedicated online training hub to support wellbeing, with over 530 courses completed by employees

Focus Areas

- Developing our culture through clear values
- Providing practical support to encourage positive physical and mental wellbeing
- Investing in our employees through training and development
- Partnering with veterinary professional and customers

Stakeholders

- Dechra employees
- Veterinary professionals

CASE STUDY

Dechra Mental Health Week 2025

Dechra Mental Health Week 2025, incorporating World Mental Health Day, brought colleagues together across our global organization to promote wellbeing, resilience and open conversations about mental health.

Through a combination of global and local activities, the week reinforced our commitment to supporting employee wellbeing and fostering an inclusive workplace where colleagues feel able to seek support when needed.

A central theme of the week was stress and resilience. More than 500 colleagues attended the global webinar, which explored the impact of stress on wellbeing and shared practical techniques to support recovery, build resilience and help employees manage challenge and change.

Members of the Senior Executive Team (SET) also participated in a global Speak Up initiative, sharing personal approaches to maintaining positive mental wellbeing. By encouraging open discussion and visible leadership engagement, the initiative helped promote psychological safety and normalize conversations about mental health. More than 1,300 employees participated in the Mental Health Week activities, across 28 countries, demonstrating broad engagement with initiatives designed to support wellbeing, resilience and open conversations about mental health.

Through leadership engagement, practical wellbeing resources and local participation, Mental Health Week 2025 helped raise awareness of mental health, encouraged open dialogue and reinforced the importance of resilience, recovery and wellbeing across Dechra's global workforce.

LINK TO VALUE CHAIN 4 | LINK TO MATERIAL ISSUE 2 15 | LINK TO MATERIALITY 7

Thriving People continued

Dechra has 2,464 employees across 26 countries, working in manufacturing, logistics, laboratories, offices and field-based roles. Delivering innovation in animal health to support the care of animals and creating an excellent customer experience all begin with our people.

Our people are essential to delivering on our strategy and Purpose to drive outcomes for animal health and welfare globally. We are focused on creating an environment where employees feel valued and supported enabling them to do their best work for our customers and the business.

Health & Safety Culture

Health and safety remain a key priority across Dechra, driven by behaviors, conversations and personal accountability, and supported by leadership at every level. Our Dechra Values, reinforce our commitment to protecting the physical and mental health, safety and wellbeing of our employees, and embedding safety in the way we work, collaborate and make decisions.

During the year, we continued to develop our behavioral safety program, B-Safe, encouraging leaders to hold regular safety conversations and reinforcing shared responsibility for safe ways of working. Across manufacturing operations, 894 B-Safe walks generated more than 10,000 positive safety observations. Safe behaviors continued to significantly outweigh at-risk observations, while identified risks were discussed at the point of observation and appropriate actions taken.

During Safety Week 2026, Group initiatives focused on health, safety and wellbeing, including hazard awareness, emergency preparedness, wellbeing and personal responsibility. We also continued to expand our focus beyond manufacturing through dedicated programs for office-based, remote, hybrid and field-based colleagues, recognising that safety remains important wherever work takes place.

Continuous Improvement

During FY2026, Dechra continued to strengthen its health and safety performance through a combination of leadership commitment, employee engagement and a proactive approach to risk management and organizational learning.

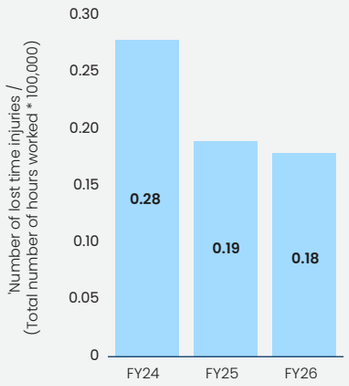
Total reported injuries decreased from 157 to 96 during the year, representing a 39% reduction compared with FY2025. Medical treatment injuries decreased by 63%, while first aid injuries reduced by 36%. Lost Time Accidents (LTAs) decreased from nine to eight, resulting in an improvement in the Lost Time Accident Frequency Rate (LTAFR) from 0.19 to 0.18 per 100,000 hours worked.

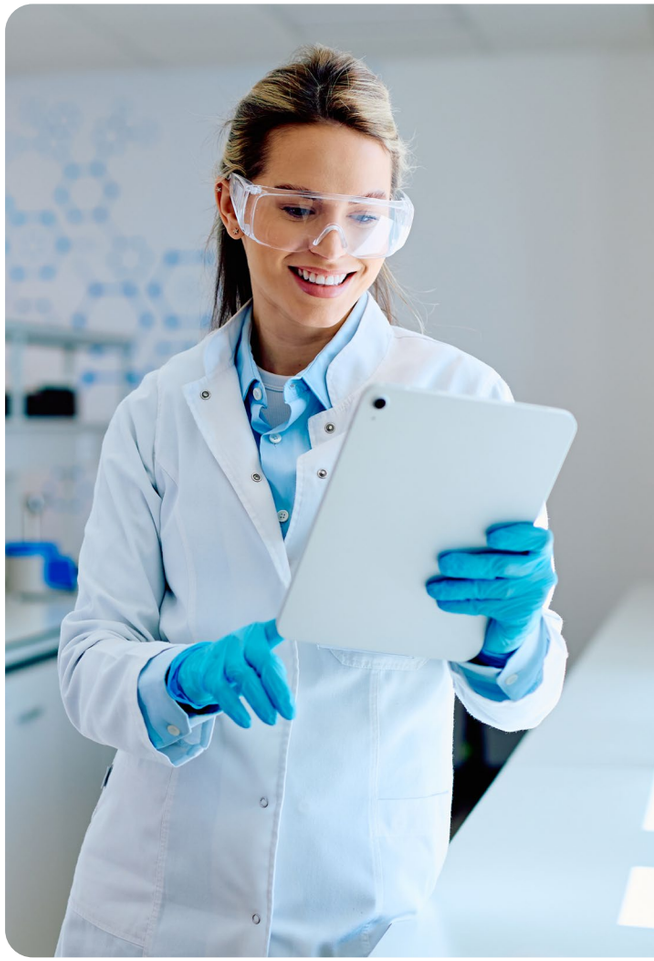
To support the sharing of lessons learned and strengthen organizational learning, nine Group-wide safety alerts were issued during the year. These alerts communicated key learnings from incidents, near misses and high-potential events, helping to increase awareness of risks and promote preventive action across the business.

Additional improvements were achieved through targeted programs focused on contractor management, permit-to-work systems, hazardous substance controls, travel safety and the management of critical operational risks. Together, these initiatives supported our ongoing efforts to reduce workplace risks, strengthen safety performance and promote a positive safety culture across Dechra.

While we are encouraged by the progress achieved during FY2026, we remain focused on further reducing workplace risk through continual improvement, strengthened risk management processes and sustained employee engagement in health and safety.

Lost time accident frequency rate (LTAFR)





Thriving People continued

CASE STUDY

Highlights From Health and Safety Week

Each year, Dechra marks the World Day for Safety and Health at Work through its annual Health and Safety Week, bringing colleagues together to promote health, safety and wellbeing across the organization.

The initiative supports our commitment to maintaining a safe and healthy working environment while strengthening a positive and proactive safety culture across all areas of the business.

During FY2026, colleagues at Dechra's manufacturing sites participated in a range of practical training, awareness and engagement activities that were tailored to local operational risks and priorities. These included fire extinguisher training, first aid and CPR demonstrations, emergency evacuation and chemical spill response drills, and hazard identification exercises. Through these activities, employees strengthened their understanding of workplace risks and the actions required to prevent incidents and protect themselves and their colleagues.

Recognising the close relationship between physical safety, health and wellbeing, the program also included mental health awareness sessions, ergonomic assessments and health checks. These activities helped promote employee wellbeing while reinforcing the role that health and safety plays in supporting a resilient, engaged and productive workforce.

This year, Health and Safety Week extended beyond manufacturing operations, engaging colleagues across corporate, commercial, research and development, and support functions in the United States, South Korea and Europe. Employees participated in a range of wellbeing, learning and safety awareness activities designed to encourage knowledge sharing, increase awareness of workplace risks and strengthen individual accountability for health, safety and wellbeing.

The program engaged more than 1,500 employees globally. By connecting safety, wellbeing, quality and sustainability, Health and Safety Week supports Dechra's broader ambition of protecting our people and fostering an environment where everyone can perform at their best and return home healthy and safe each day.

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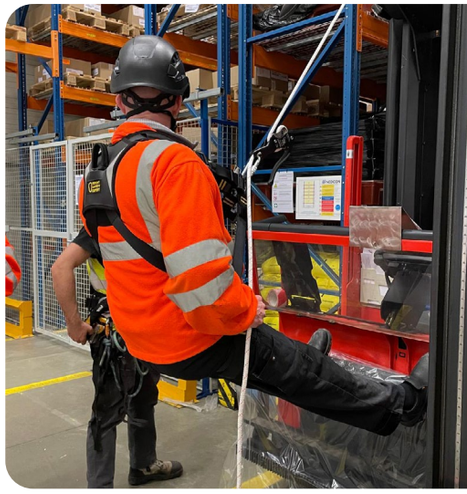

Thriving People continued

Compliance and Assurance

During FY2026, compliance with Dechra's Group Health, Safety and Environment (HSE) Standards improved from 72% to 75%. This progress was supported by an expanded audit program, which strengthened oversight of HSE performance, promoted greater consistency in the application of Group standards and facilitated the sharing of best practice across locations.

We maintained a strong compliance record during the year, with no fines or prosecutions relating to employee health and safety. The Group's legal compliance register remained embedded across manufacturing operations, providing visibility of applicable regulatory requirements and supporting ongoing compliance monitoring, assurance and risk management activities.

As the business continues to evolve, we remain focused on ensuring that consistently high standards of health and safety are applied across all working environments. During FY2026, we strengthened our approach to managing travel-related risks. Enhancements included the implementation of a travel risk management program, updated travel safety guidance, traveller awareness resources, access to emergency assistance services, country risk assessments and arrangements to support lone workers and employees traveling on business.

These measures help employees and managers better understand and manage travel-related risks, support informed decision making before and during travel, and provide access to assistance when required. Together, they reinforce our commitment to protecting the health, safety and wellbeing of employees across all aspects of our operations.

Capability

Building organizational capability is fundamental to maintaining a strong health, safety and wellbeing culture. During the year, we continued to invest in developing the knowledge, skills and behaviors that enable employees to identify risks, make informed decisions and contribute to a safe and healthy workplace.

Core health, safety and wellbeing learning remained a priority. Following a refresh to reflect Dechra's Values and Safety Principles, the Health, Safety and Wellbeing Corporate Induction achieved a completion rate of 96.6%, helping to establish a consistent understanding of individual responsibilities and expectations across the organization.

We also continued to strengthen employee wellbeing and resilience through targeted learning and development initiatives. More than 300 colleagues participated in resilience training designed to build personal coping strategies, support wellbeing and enhance adaptability during periods of change.

In addition, employees completed more than 500 wellbeing and personal development courses through the THRIVING People learning resources available on Delta, supporting a broad range of physical, mental and professional wellbeing needs.

Alongside these programmes, employees received role-specific and technical training. Combining foundational learning with targeted technical development, we continue to strengthen individual and organisational capability, support consistent application of safe working practices and help to create an environment where people can work safely, confidently and perform at their best.

CASE STUDY

Strengthening Travel Health, Safety and Security

During the year, Dechra strengthened its approach to employee travel by introducing a new Travel Risk, Safety and Security Policy, and appointing Healix as its global travel assistance provider.

The initiative was designed to provide a consistent approach to travel risk management and support employees traveling on behalf of the Company.

Through the program, employees have access to country-specific travel guidance, real-time risk information and 24/7 medical, safety and security assistance before and during business travel. Depending on the nature of the trip, travellers may also receive pre-travel advice and health or risk assessments to help identify any additional support requirements.

The program forms part of Dechra's broader commitment to protecting the health, safety, security and wellbeing of its employees. By providing access to timely information, specialist support and clear travel guidance, the initiative helps employees make informed decisions while also supporting the effective management of travel-related risks in a proportionate and practical manner.

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Thriving People continued

Supporting Veterinary Professionals

We continue to educate through many channels, including the Dechra Academy. The Academy supports veterinary professionals globally through a combination of educational programs, technical support and professional development resources.

The Dechra Academy provides veterinary professionals with access to free digital learning resources designed to help them keep up to date with developments in clinical practice and specialist therapeutic areas. The Academy complements our program of conferences, webinars, practice meetings and lunch-and-learn sessions and enables participants to obtain Continuing Professional Development (CPD) or Continuing Education (CE) credits where locally accredited.

During the year, the Academy continued to grow significantly. The platform is now available in 40 countries and offers more than 1,500 courses to over 145,000 registered users worldwide. In total, veterinary professionals completed 33,785 hours of learning through the Academy during the year, demonstrating the value placed on ongoing education and professional development within the veterinary profession. Feedback from veterinary professionals remains highly positive, with 98% reporting an increase in knowledge following training and 99% indicating that they intend to apply what they have learned in their day to day practice.

In addition to educational programmes, veterinarians can access technical support from our specialist teams to discuss diagnosis, treatment options and the ongoing management of complex or chronic conditions. This support helps veterinary professionals optimise patient outcomes and build confidence when using our products. During the year, our technical teams handled more than 29,000 customer enquiries globally.

Advancing Sustainability Through Sector Collaboration

Dechra is strengthening its engagement with the veterinary profession through participation in the Veterinary Sustainability Roundtable, a cross-sector alliance convened by Vet Sustain which brings together regulators, professional bodies, businesses, charities, higher education institutions and government stakeholders.

The Roundtable provides a collaborative forum for organisations across the veterinary sector to address shared sustainability priorities and identify practical actions that can deliver positive outcomes for animal, human and environmental health. During the year, discussions focused on greener veterinary health planning, reducing waste across the veterinary sector and improving understanding of Scope 3 emissions within supply chains. Dechra also worked alongside industry partners to help develop a Scope 3 emissions workshop, supporting knowledge sharing and capability building across the profession.

Through participation in initiatives such as the Veterinary Sustainability Roundtable, Dechra continues to contribute to industry-wide dialogue, share expertise and support practical action on sustainability across the veterinary sector.

Strong Communities

Strong communities are essential to long-term animal health and wellbeing. Through partnership, education and support, we aim to create positive impact beyond our business.

Because making a difference depends on shared success.

Applicable UN SDGs

This is how we are investing in communities, animal welfare and building meaningful partnerships.

"Sustainability is ultimately about the choices we make with the future in mind. Resilient, efficient operations allow us to reliably serve customers and the animals that are in their care. And responsible use of resources ensures our ability to operate for the long term."

Jonny Armstrong
SVP, Executive Operations & Communication

"Healthy pets mean healthier people and stronger communities. That connection is sustainability in action. It is why advancing animal health and protecting the human-animal bond creates impact that extends far beyond the pet."

Lauren Dorsch
VP, Commercial Communications & Corporate Affairs

Strong Communities continued

Key Areas of Action

- Support organisations, community programmes aligned with Dechra's purpose and expertise
- Enable volunteering and giving opportunities that strengthen local communities
- Invest in veterinary education, development and wellbeing
- Advance initiatives that improve access to animal healthcare and promote the role of animals in human wellbeing
- Build meaningful partnerships that strengthen communities and create long-term impact

Evidence of Actions

- >4,200 employee volunteer hours logged across 18 countries
- £330,000+ donated to community and charitable initiatives across 28 countries
- £45k+ in scholarships awarded to 25 veterinary students and veterinary technicians
- 400+ employees participated in the NOMV Race supporting veterinary wellbeing
- £37k invested in Pet Partners to expand therapy animal programmes and community outreach
- £7,500 contributed to the Boston Police Department Foundation's Comfort Dog Program

Focus Areas

- Employee engagement, connection and volunteering
- Charitable partnerships
- Veterinary students and early careers
- Animal health and welfare

Stakeholders

- Dechra employees
- Veterinary students
- Veterinary professionals
- Business and industry partners
- Local, national and global non-profits
- Local communities

CASE STUDY

Opening Doors to Veterinary Careers

Over the last several years, Dechra has invested over £760,000 in veterinary education through scholarships, mentorship opportunities, hands-on learning experiences and educational programmes that reach thousands of students annually.

That work includes a long-standing partnership with AVMF to support scholarships for students pursuing careers in veterinary medicine and veterinary technology. In FY2026, Dechra awarded £45,000+ in scholarships to five veterinary technician students, as well as 20 veterinary medicine students specializing in one of four therapy disciplines: Dermatology, Equine Sports Medicine, Internal Medicine, and Anaesthesia, Surgery or Critical Care.

The value of this support was reflected by Tara Paterson, Associate Dean at St. George's University, who welcomed Dechra's role in fostering student success:

St. George's University is thrilled that four of our students received Dechra scholarships in Equine Sports Medicine and Dermatology – more than any other veterinary school. This achievement speaks to the quality and dedication of our students, and we sincerely appreciate Dechra's support in fostering their success."

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Strong Communities continued

Strong communities are built through care, connection and shared action. Across Dechra, colleagues support the people and places around them through volunteering, local giving, veterinary education, wellbeing initiatives and partnerships that strengthen the human-animal bond, helping create lasting value for animals, people and communities.

Supporting the People Who Power the Animal Health Industry

A strong veterinary workforce is essential to the future of animal health. Sustaining that workforce means not only bringing people into the profession, but supporting them throughout their careers through education, professional development, connection and wellbeing.

Dechra invests in that continuum through its own veterinary education programmes, as well as partnerships with the American Veterinary Medical Foundation (AVMF) (see the case study on page 42), the Human Animal Bond Research Institute (HABRI), Women in Leadership and Management in Animal Health (WILMAH) and Not One More Vet (NOMV).

Strengthening the Human-Animal Bond

Dechra's investment in veterinary education extends beyond students. In FY2026, Dechra became a Human-Animal Bond Certified Company through HABRI, and expanded access to the Human-Animal Bond Certification for individual veterinarians and clinics.

The certification explores the scientifically documented benefits of relationships between people and companion animals. The program includes the biological mechanisms behind the bond, health benefits associated with pet ownership and human-animal interaction, animal welfare and assessment, and ways veterinary teams can recognize and support the bond during veterinary visits.

Building Leadership and Connection

Strong professional communities give people opportunities to learn from one another, build relationships and grow as leaders.

Dechra supports that kind of community as a Diamond Sponsor of Women in Leadership and Management in Animal Health (WILMAH), which provides professional development, mentorship and networking opportunities for women across animal health. Dechra is also contributing directly to WILMAH's leadership, with North America President and Chief Marketing Officer, Laura Olsen, joining its Board of Directors.

Supporting Wellbeing

Veterinary medicine can be deeply rewarding work, but it can also carry a significant emotional toll. Veterinary professionals routinely care for sick and injured animals, support families through difficult decisions and manage the pressures that come with providing care.

Understanding what veterinary professionals need starts with listening to them. Dechra's partnership with Not One More Vet (NOMV) helps elevate their voices.

Dechra colleagues also help fund that work. More than 400 employees across 22 countries participated in NOMV's 2026 Race Around the World, raising funds for individual support grants, peer support, educational resources and other services for veterinary professionals.

Strong Communities continued

Strong Communities

At Dechra, we recognize that strong communities are built through local action, collaboration and a willingness to give our time and expertise to causes that matter. Across our global operations, employees continue to demonstrate our values in action through volunteering activities supporting animal welfare, environmental stewardship, community wellbeing, education and humanitarian causes. From wildlife sanctuaries and food banks, to schools, nature reserves, community organisations and disaster relief efforts, colleagues dedicated their time to creating positive impacts in the communities where we live and work.

Disaster Relief: Responding When Needs Arise

There are times when Dechra is uniquely positioned to provide support as an animal health company. When bushfires devastated parts of Victoria, Australia Dechra supported Wildlife Victoria's work to rescue and rehabilitate displaced wildlife. The Dechra Companion Animal Products team prepared donations of products and supplies for veterinary clinics in some of the hardest-hit areas as they cared for injured animals.

It was a practical response to an immediate need and an example of the different resources Dechra can bring together – financial support, products and expertise, and people willing to get involved.

Supporting Local Priorities

In FY2026, Dechra contributed more than £330,000 to non-profit organizations in 28 countries through their regional giving program. Regional giving committees in key regions across the globe work with the local employee teams to assess employee-nominated non-profits whose mission and work most closely aligns with Dechra's values and mission. This gives colleagues a voice in the process and helps keep Dechra closely connected to the communities where employees live and work.

This year, employees chose organizations supporting animal health, human health, therapy animals, food security, basic needs and conservation, amongst others.

Looking Ahead

Dechra is built on people who care about animals, each other and the communities around them. When employees are empowered to engage in the things they care deeply about, they bring energy, ideas and connections that amplify impact.

In FY2027, Dechra will continue to put people at the center of its Strong Communities efforts, making it easier for colleagues to get involved, veterinary healthcare professionals to obtain resources and the human health outcomes that result from healthy animals to be recognized.

CASE STUDY

Giving Time

Dechra provides paid time off for colleagues to volunteer, giving them the opportunity to support organizations and causes they know and care about.

In FY2026, Dechra colleagues logged more than 4,200 volunteer hours across 18 countries. Some highlights include:

- In Denmark, colleagues from our Uldum site volunteered at Animal Protection Denmark, supporting the care of abandoned animals awaiting adoption. Activities included cleaning dog facilities, repairing cat enrichment equipment and socializing animals to improve their wellbeing, while providing valuable support to the charity's staff.
- Our Swiss team held its first Community Volunteering Day at Pia Buob's Lebenshof sanctuary in the Emmental region, helping to care for horses, goats, ducks and geese, while also strengthening team connections through shared experiences and learning.
- In Northwich, employees supported St. Rocco's Hospice. The charity supports people in the community from the moment they are diagnosed with an illness that is no longer curable. Our teams helped in different charity shops by sorting through donations and helping with customers.
- Colleagues in Kansas City volunteered at the Kansas City Zoo and Aquarium, assisting horticultural teams in maintaining visitor areas across its extensive site, while another group supported Heartland Therapeutic Riding by preparing facilities that provide equine-assisted therapy to children and adults with disabilities.

Our employees say experiences like these also strengthen connections within Dechra, giving them time to reconnect, meet people from other parts of the business and share experiences outside of their usual roles.

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Strong Communities continued

CASE STUDY

When Dechra was planning to open its new global headquarters in Boston, Company leadership discussed what it meant to become a new community partner.

For Dechra Chief Executive Officer, Jesper Nordengaard, that starts with purposeful connection. “We need to listen and learn, contribute where we can add value and leverage our relationships to bring together people, organizations and ideas around shared values.”

To support this approach, Dechra commissioned its first Greater Boston Connection Report, exploring attitudes toward pet health, wellbeing and the human-animal bond. The findings highlighted strong support for the role animals play in improving health and strengthening communities. Nearly all respondents (98%) believed interactions with animals positively impact human health, while 93% said animals help create stronger, more connected communities. Nearly eight in ten supported increased investment in programmes that bring people and pets together.

98%
believe animals positively impact human health

9,000
active therapy animal teams supported nationally

Therapy animals were one particularly compelling area of opportunity. Eighty-three percent of respondents believe therapy animal programs can have significant impact in hospitals and healthcare settings, and 82% see their potential in senior living communities.

These insights informed Dechra’s initial community investments. In FY2026, the company committed £37,000 to a year-long collaboration with Pet Partners, a leading therapy animal organization with over 9,000 active therapy animal teams across the US. Focused on education, engagement and access to the human-animal bond in Boston and beyond, the partnership supports a refresh of Pet Partners’ flagship handler training program, and efforts to recruit and support additional therapy animal teams, with the goal of reaching more than 25,000 people across Greater Boston during the year.

This partnership also enables Dechra to share its veterinary expertise with therapy animal handlers, while helping increase awareness of the benefits of the human-animal bond amongst employees, customers and the wider community.

Dechra also contributed £7,300 to the Boston Police Department Foundation to support the Boston Police Department’s Comfort Dog Program, which uses therapy animals to help build trust and strengthen community connections.

While their programs and approaches are different, Pet Partners and the Boston Police Department are experiencing the common challenge of strong and growing demand for their services.

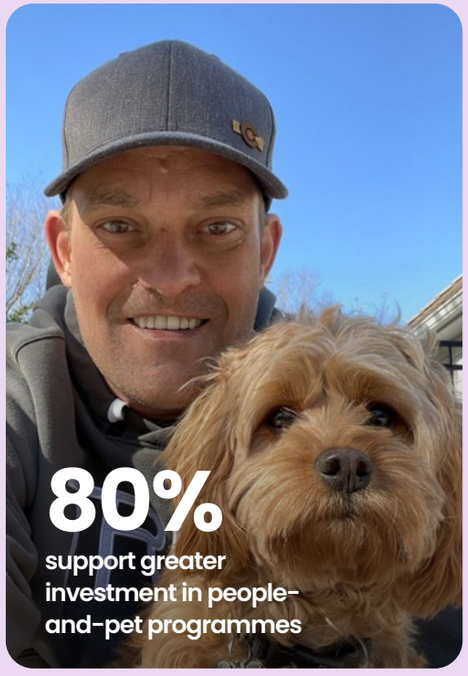
That raised another question for us: What might become possible if we brought these organizations together?

In FY2026, Dechra convened Pet Partners and the Boston Police Department’s Comfort Dog Program for an initial conversation. The organizations shared what they are seeing in their respective communities, discussed needs and opportunities, and began exploring where their experience, networks and capabilities might intersect.

The conversation is an early example of what we mean when we talk about being a convener and connector. Our role as a community partner can extend beyond the resources or expertise Dechra contributes directly. We can also create opportunities for organizations to learn from one another, make new connections and explore what they might accomplish together.

These partnerships are new, and their longer-term impact remains ahead of us.

For now, we are focused on building the conditions that can make greater impact possible: listening to the community, investing in organizations already doing credible work, exchanging expertise, engaging our employees, and connecting people and organizations that may be able to accomplish more together.



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Strong Communities continued

CASE STUDY

Supporting Global Veterinary Sustainability Through World Veterinary Environmental Alliance

In FY2026, Dechra committed £42,000 to support the World Veterinary Environmental Alliance (WVEA), a global initiative focused on advancing climate action, biodiversity protection and sustainability across the veterinary profession.

WVEA unites veterinary organisations, industry, academia and practitioners to promote practical solutions that protect animal, human and environmental health through a One Health approach.

Dechra's support reflects our belief that long-term animal health and welfare are intrinsically linked to the health of the environment. As climate resilience and biodiversity loss is increasingly affecting animal health, food systems and ecosystem resilience, veterinarians have an important role to play in driving sustainable change.

Through its focus on education, biodiversity, policy development and sustainable veterinary practice, WVEA aims to equip veterinary professionals with the knowledge, tools and collaboration needed to address these challenges. Dechra's contribution will support the expansion of these programmes, helping to strengthen environmental awareness and sustainability across the global veterinary sector.

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Our Sustainability Governance

Strong governance helps ensure sustainability is embedded in our decision-making, risk management and long-term strategy.

Because accountability drives responsible progress.

This is how we are strengthening accountability and building trust

"Sustainability is increasingly linked to business resilience and long-term value creation. Our role as an Advisory Committee is to offer strategic insight and external perspectives that support Dechra's continued progress."

Regis Simard,
President Global Supply Chain at GSK

"Strong governance is essential to maintaining trust and managing risk in a changing world. It enables us to deliver on our sustainability commitments while supporting long-term business resilience."

Joyce McCarthy
Chief Legal Officer & Company Secretary

Our Sustainability Governance

Our Sustainability Governance Framework

Environmental and climate-related risks present economic, operational, regulatory and social challenges for the Group over the short, medium and longer term. Given their significance, these risks are guided by Dechra's governance framework and embedded into business practices and decision making.

The Advisory Committee of our shareholders has established an ESG Sub-Committee, which oversees the Group's Sustainability Strategy and advises on ESG activities, reporting and disclosures.

Dechra's Senior Executive Team (SET) is responsible for delivering climate-related objectives within their functions and business units. The SET also owns the risk management process and manages specific Group risks, including climate risk, which continues to be identified as a principal risk for the Group. The SET has delegated oversight for the development and implementation of the Group's Sustainability Strategy to Dechra's Sustainability Committee.

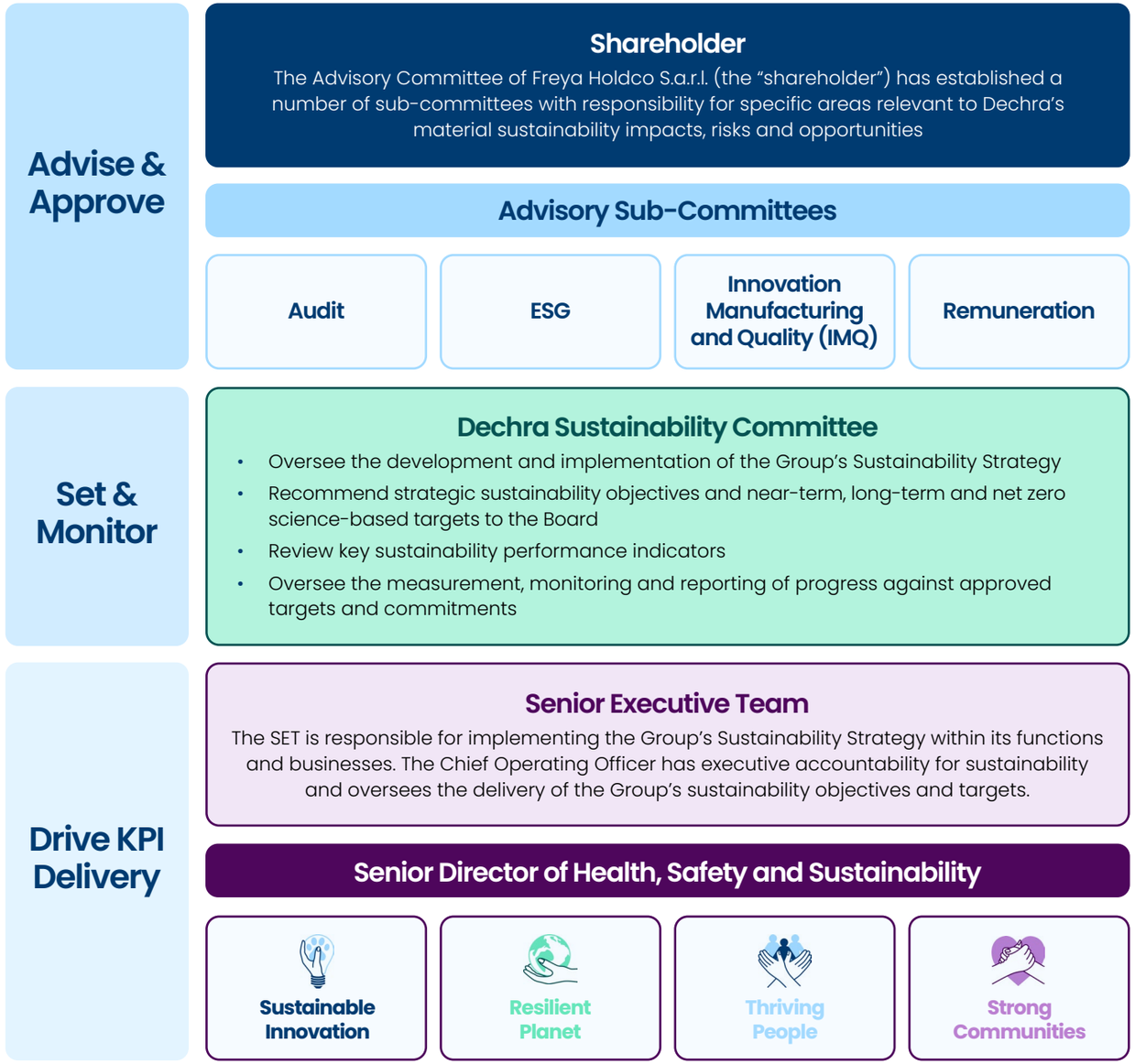
The Sustainability Committee establishes sustainability-related strategic objectives, short and long-term science-based targets and key sustainability metrics, and oversees the measurement and reporting of performance against these targets. It comprises members of the SET, together with representatives from key business functions.

The Committee is supported by sub-committees aligned to the blocks of the Group's Sustainability Strategy. These groups help drive activity, monitor progress and report relevant updates to the Sustainability Committee.

Ultimate responsibility for delivering the Group's sustainability objectives remains with the Chief Operating Officer, with day-to-day execution led by the Senior Director, Health, Safety and Sustainability. Outcomes from the Sustainability Committee and its sub-committees were reported to the ESG Sub-Committee at meetings in October 2025 and February 2026.

The key duties of the Sustainability Committee include:

- Making recommendations to the ESG Sub-Committee on the Group's Sustainability Strategy;
- Establishing objectives and targets for sustainability activities and overseeing measurement and reporting of performance;
- Reviewing and approving sustainability-related policies and monitoring their relevance and effectiveness;
- Advising on projects, or elements of projects, that may have a significant sustainability impact;
- Identifying sustainability matters that affect, or are likely to affect, the Group and its overall strategy;
- Monitoring current and emerging sustainability trends and relevant regulations, and updating strategy and policies where necessary; and
- Working with the Head of Internal Audit and Risk Assurance to identify and mitigate sustainability risk.



Our Sustainability Governance continued

Physical Climate Risk

During FY2026, Dechra reviewed its climate risk assessment using internationally recognized climate scenarios to better understand how climate-related risks could affect the business under different future conditions. The assessment considered both physical and transition risks across key areas of the value chain, including manufacturing sites, warehouses and selected third-party logistics (3PL) operations.

The review highlighted a range of factors that may influence business performance over time, including changing weather patterns and increasing frequency of extreme weather events. While no immediate material concerns were identified, the assessment reinforced the importance of continued oversight of climate-related risks and the development of appropriate resilience measures.

The results have been reviewed by relevant business leaders and are being used to strengthen Dechra's approach to climate governance and risk management. Insights from the assessment will support business planning and decision-making processes, helping to ensure climate-related considerations are reflected in both operational and strategic discussions.

As part of our continuous improvement approach, we will continue to monitor emerging climate-related risks, further assess potential impacts across our operations and supply chain, and identify actions that support long-term business resilience. This work provides an important foundation for integrating climate considerations into corporate decision making and maintaining the resilience of our operations in a changing climate.

Embedding Animal Welfare Principles in Product Development

Animal welfare is fundamental to Dechra's purpose of advancing animal health and wellbeing. While animal-based research remains an important part of veterinary medicine development and regulatory approval, Dechra is committed to the responsible and humane treatment of animals and supports the principles of Replacement, Reduction and Refinement (the 3Rs) to minimise animal use wherever possible.

Dechra's Global Animal Welfare Program provides governance and oversight of animal welfare risks across its operations and third-party research network. The program includes ethical review, supplier due diligence, risk-based assessments and investigation of animal welfare concerns. Independent oversight is provided through ethical review boards and Dechra's Animal Welfare Committee, helping to ensure that animal studies are conducted ethically, scientifically and in accordance with high animal welfare standards.

+ Our Code of Conduct, which includes more information on our animal welfare principles is available at Dechra.com

Dechra
Our Difference
Makes A Difference.