

Perspectives on Progress

2024
Sustainability
Report



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



Welcome to the fourth Corporate Sustainability Report from Repligen Corporation, “Perspectives on Progress,” which covers the period from January 1 to December 31, 2024. We are proud to present the details, data and case studies that exemplify our continued commitment to advancing our ambitious sustainability strategy over the last year. This report presents our results with a focus on clarity and transparency.

To maintain consistency and comparability, this year’s report follows the same format as our 2023 report, focusing on six key areas of impact: Products & Packaging, Operations, Talent, Supply Chain, Communities, and Partnerships & Pathways.

In 2024, we have again included a section dedicated to standard reporting framework disclosure indices, located at the end of the report. Sustainability governance information, and other more evergreen content such as cybersecurity strategy updates, can now be found on our company website’s Sustainability page.

We wish you a worthwhile reading experience and welcome your feedback via email to sustainability@repligen.com.

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A Message From Our CEO

I am pleased to share with you our “Perspectives on Progress” report for 2024, which nicely captures the measurable progress we have made over the last year in advancing our ambitious sustainability strategy. This report demonstrates that we remain committed to the Ten Principles of the United Nations Global Compact (UNGC) related to human rights, labor, the environment and anti-corruption, and serves as our 2025 UNGC Communication on Progress (COP).

In this report, we continue to use the PRISM concept to share our global team’s **P**rogress on the **R**epligen **I**ntegrated **S**ustainability **M**anagement program. This program continues to evolve in tandem with our business and other influential factors, such as the reporting landscape, regulatory requirements, performance expectations, general market conditions and stakeholder feedback. By framing our sustainability-related communications and reporting through the PRISM perspective, we reinforce our core belief that an effective sustainability strategy is directly connected to the business strategy and reflects the interests of our key stakeholders and the topics they consider important. This is why we’ve organized the report content around six key impact areas, as it was in 2023, making it easier for you to compare the results of our efforts year over year.

As you read through this year’s report, you will notice a recurring theme focused on progress. We firmly believe in the power of continuous improvement and that maintaining forward momentum, even by incremental steps, is preferable to self-imposed hurdles disguised as a pursuit for perfection. To us, continuous improvement is sustainability and sustainability is business resilience. That’s why you will see more spotlight stories on progress throughout our pages and fewer long-format crowning-success stories. Throughout the report, we also describe the actions taken to continue supporting the UNGC, its Ten Principles and the seven UN Sustainable Development Goals (SDGs) most relevant to our business. In doing so, we draw clear connections between sustainability-related materiality, action and impact.

Organizing our annual content in this way has the added benefit of inspiring our employees to see themselves in our reporting. We hope that

by viewing the fruits of their labors from this perspective, every employee in every role and at every Repligen site will be further motivated to recognize sustainability as an integral part of their daily contributions and, by extension, the overall success of our business.

At Repligen, our mission is to “Inspire Advances in Bioprocessing” and be a trusted partner in the production of biologic drugs that improve human health worldwide. Being a trusted partner in sustainability, such as through transparent reporting or joint initiatives to advance a circular economy, is also part of our mission. So please, read on to learn more about our advances in 2024 and let us know how we can partner with you to create a more sustainable world.

Olivier Loeillot
President and CEO



“At Repligen, we take a pragmatic approach to advancing our sustainability-related ambitions. To us, continuous improvement is sustainability and sustainability is business resilience.”

Olivier Loeillot
President and Chief Executive Officer



WE SUPPORT



Impact Highlights

We are proud to share our top sustainability-related accomplishments from 2024.

Committed to Customers

Opened our new customer-focused **Repligen Training and Innovation Center (RTIC)** in Waltham, MA, a dedicated space that showcases our bioprocessing technologies and includes product exhibits, purpose-built demo areas and technical training space.

100% Renewable Electricity

Powered all manufacturing sites (19 of 19) with 100% renewable electricity (up from 13 of 18), representing **100% of our global total consumption** (up from 88%) and 75% of total Scope 1 and Scope 2 emissions (up from 72%).

Winning with Waste Reduction

Reduced total waste generation by **25%** and total waste intensity by **32%** on a normalized to revenue basis compared to 2023, despite business growth and with the help of the Repligen Performance System (RPS).

Advancing Scope 3

Expanded our Scope 3 emissions inventory by including partial data sets for our two remaining material categories, Use of Sold Products (category 11) and End-of-Life Treatment of Sold Products (category 12), for the first time in 2024. Both data sets are **for select products** only and are a hybrid of primary data and informed estimates.



“As world events continue to shape the conversation, the team at Repligen remains focused and committed to sustainability. Why? Because we know that it makes good sense and creates business value.”

Dianne Heiler
VP Sustainability and ESG

Focus on Human Rights

Successfully completed the **UNGC Network USA Business and Human Rights Accelerator** program, a six-month commitment to remote and in-person learning designed to help companies embed the UN Guiding Principles into their operations. More on this topic in our 2025 report.

Leading with Low Risk

Maintained an **MSCI AA “Leader”** rating¹ (on a scale of AAA-CCC) in the Health Care Equipment and Supplies group and rated **Low Risk** by Morningstar Sustainalytics² in the Pharmaceuticals Industry and Laboratory Equipment and Services subindustry.

Transparency through EcoVadis

Expanded our presence within the EcoVadis supplier rating universe to include six manufacturing sites. We earned **one gold** medal (score of 75), **two silver** medals (scores of 73 and 69) and **three bronze** medals (scores of 64). We are also working to synchronize site assessments to reduce reporting burdens and eliminate redundant processes.

Strengthening with CDP

Submitted our **second response** to the CDP Climate Survey and maintained an Awareness rating on par with Global, North American, and Medical equipment and supplies sector average ratings.

Reporting Guidelines and Frameworks

Our company values and commitment to sustainability are directly reflected in our attention to detail and the transparency shown in our calculation methods and voluntary reporting disclosures. Click [here](#) to access this report’s 2024 Reporting Framework Indices, which were prepared in accordance with these internationally recognized standard frameworks.



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Sustainability Strategy & Approach

Driving Positive Change

We are committed to sustainability and hold ourselves accountable to continuous improvement, transparency, and responsible corporate citizenship. This commitment guides our innovation and growth.

We understand that creating a sustainable future requires innovative solutions. Our global presence and ability to scale allow us to develop custom, sustainable products and services that meet the unique needs of our customers. We are committed to responsible growth and providing reliable solutions for our stakeholders, society and the planet.

Defining Our Focus

At Repligen, we understand the value in monitoring emerging issues that are material to our business and our value chain, assessing related topics according to new information, emerging compliance requirements and evolving stakeholder expectations. As part of our sustainability strategy, we leverage our materiality matrix to focus efforts on prioritized areas that deliver the greatest impacts.

Strategy Informed by Materiality

To refresh and further this work in 2025, we will perform our first enterprise-level double materiality assessment with the primary goal of identifying and prioritizing the most significant sustainability issues, including impacts, risks and opportunities, that affect

the organization currently. We will consider how Repligen impacts the environment and society (“inside-out” view) and how external sustainability factors could impact our financial performance (“outside-in” view). These different perspectives will allow for a more comprehensive and updated understanding of materiality, which will inform strategic decision-making, goal setting and sustainability reporting.

Communicating Our Impacts

At Repligen we approach sustainability management as a part of the overall business strategy, directly informed by our materiality assessment, relevant SDGs and select leading global reporting frameworks. Starting in 2023, we adopted a new and more streamlined sustainability reporting format organized by six key impact areas that deliver focused content and year-on-year updates.

Reporting in this way also helps to highlight the interconnectedness and, at times, interdependencies among actions taken to advance specific impact areas. For example, an investment in employee development, such as RPS Process Manager training, can yield productivity savings via manufacturing efficiency improvements and, in turn, can result in reductions in both raw material consumption and waste generation. When viewed in this way, it becomes even more clear that taking small steps forward in one focus area can influence advances or identify new opportunities in another.

Shared learnings from different perspectives, combined with shared best practices across sites, can also lead to new ideas and innovative approaches to problem-solving. This process reminds us of a kaleidoscope where each colored facet is a new learning or action taken, each angled mirror a key impact area, and each rotation of the lens presents a new

way to view the outcomes of our actions and inspires us to find new ways of addressing evolving challenges and opportunities. Each new combination of learning, assessing, acting and measuring impact presents another step forward, and the process continues. Click [here](#) to access our current [Materiality Matrix](#), found on our company website.



Sustainability Introduction

The year 2024 was a record-breaking year. The World Meteorological Organization confirmed³ that it was the warmest year on record, based on six international data sets. It was also one of the warmest years in the last decade.

Trailblazing Action

Scientists reported that 2024 was likely the first calendar year with a global mean temperature of more than 1.5°C above the 1850 to 1900 average. UN Secretary-General António Guterres stated, “Blazing temperatures in 2024 require trailblazing climate action in 2025.”⁴ It is more than enough to make one pause and ask, “Am I doing my personal best as a climate steward?” and “What other steps can I take in my daily work to help this situation?”

At Repligen, we recognize that our actions, individually and collectively, can have intended and unintended effects. That is why we invested in a dedicated team of experts back in 2021 to focus on sustainability issues and help the company identify opportunities and prioritize the appropriate actions to address them.

While still a relatively new function within our organization, we are making clear and considerable progress by continuing to actively partner with leading experts in the field ([see page 37](#)), applying internationally recognized standards and ambitious best practices ([see page 5](#)), and tracking data and metrics with care and discipline to enable transparent reporting ([see page 8](#)) and informed decision-making.

Effective climate stewardship is a complex undertaking. We remain committed to navigating these complexities while providing our customers and stakeholders with our most robust, reliable and responsible products and

services over the long term. With this installment of corporate sustainability reporting, our fourth, we invite you to learn more about the ways in which we are progressing our sustainability strategy and challenging ourselves to move faster and farther toward our targets.

Data in an M&A Culture

Repligen Corporation has a rich history of growing and innovating through mergers and acquisitions, and 2024 was no exception. This aspect of our company culture directly influences how and when we report sustainability-related data for our global sites. A clear example is the “Repligen At A Glance” page of this report, which lists 20 active manufacturing locations. However, in our 2024 data sets, we only include energy and emissions data for 19 of these locations. The exception was our Taoyuan, Taiwan site, which we acquired in July 2024 and will be included in future reporting.

Contrary to our 2023 reporting, all 19 of these sites fall within our operational control and are therefore reported under our Greenhouse Gas Protocol (GHG) total Scope 1 and Scope 2 emissions. This means that all 19 sites are included in our renewable electricity metrics, whether through direct utility purchases or renewable energy certificate (REC) purchases. We have also expanded our water withdrawals data set from 16 sites in 2023 to 17 sites in 2024. For a more detailed view into our 2024 environmental data, [see page 21](#).



³ [World Meteorological Organization](#)
⁴ [United Nations Climate Action](#)

About This Report

In 2024, we tracked environmental data for our manufacturing sites across all geographies where Repligen operated as of December 31, 2024. The only exception was our site in Taoyuan, Taiwan, which we acquired in July 2024 and will be included in our 2025 report.

Unless otherwise noted, all environmental data sets and narratives in this report cover the period from January 1, 2024 through December 31, 2024. In some cases, data is presented in a year-on-year comparison format to provide deeper insights into the progress made and challenges faced. No data previously reported in any of our three published corporate sustainability reports has been restated in this 2024 installment. This report has not been externally assured; however, such investment is being considered for future reporting. (GRI 2-4).

Additionally, with new acquisitions comes new data, and we will continue to integrate new site information into our global data sets with

future reporting as part of our ongoing commitment to due diligence and transparency.

You can read more about our materiality assessment, material topics and reporting methodologies on our company Sustainability web page [here](#). To find out more about how our actions are advancing the SDGs, read through our six impact area sections of this report and look for the relevant SDG icon as presented with our CEO letter on [page 4](#).



“We published our inaugural corporate sustainability report in 2021. In just a few short years, the broader Repligen team has elevated our sustainability programming to new heights and consistently provided our shareholders with increased transparency for better decision-making.”

Sondra Newman
VP Investor Relations

Bioprocessing Industry

It is important to note that our industry, bioprocessing, does not fit neatly into existing sustainability reporting frameworks and rating categories. The Repligen Corporation GICS® classification is “Life Sciences Tools and Services” within the Pharmaceuticals, Biotechnology & Life Sciences industry group of the Health Care sector.



We Don’t

When considering the ESG performance of Repligen, note that we do not develop or sell biopharmaceuticals. Apart from a small product line representing less than 1% of our 2024 revenue, we also do not sell medical equipment or supplies to the medical community.

Approximately 99% of our 2024 revenue came from products that are not sold to patients, do not rely on payor reimbursement and are not marketed to the medical community. Our product development and testing focus on technology and thus do not involve human or animal studies. We continue to engage with key reporting frameworks and ratings firms to clarify our business model.

We Do

As a bioprocessing technology company, we do develop and sell technologies and systems that improve the process of manufacturing biopharmaceuticals.



Our direct customers are global biopharmaceutical developers and manufacturers, as well as other life sciences companies. We are proud of our indirect contribution to improving human health by bringing innovation to biopharmaceutical production processes. This is how we advance SDG 3 (Good Health and Well-Being).

Repligen At A Glance

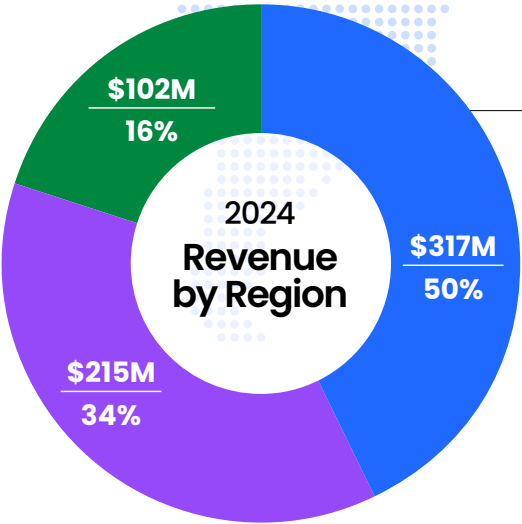
2024 Revenue
\$634M

Locations
20 Manufacturing Sites*
8 Countries

Global Employees
1,716

Our Four Businesses
Filtration (includes Fluid Management),
Chromatography, Process Analytics, Proteins
See Segment Reporting on page 80 of our [2024 Form 10K](#).

Markets We Serve
Global Biopharmaceutical Companies, Contract Development and Manufacturing Organizations (CDMOs), and other life sciences tools companies (integrators)



NORTH AMERICA	EUROPE	ASIA PACIFIC
Sites (12) Anaheim, CA Auburn, MA Branchburg, NJ Bridgewater, NJ Dallas (Irving), TX Clifton Park, NY Hopkinton, MA Lebanon, NH Marlborough, MA Rancho Dominguez, CA Simi Valley, CA Waltham, MA (Corporate Headquarters)	Sites (7) Breda, The Netherlands Jüri, Estonia Lund, Sweden Mölndal, Sweden Ravensburg, Germany Toulouse, France Waterford, Ireland <small>*The Taoyuan City, Taiwan site was acquired in July 2024 but is not included in 2024 environmental data due to timing. Therefore, this report reflects 2024 environmental data for 19 of 20 sites active during 2024, unless otherwise indicated. Also, operations in Auburn, Branchburg, Dallas and Simi Valley were consolidated into other sites during the year resulting in 16 total active sites as of December 31, 2024.</small>	Sites (1) Taoyuan City, Taiwan* All others in this region are Sales sites



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Products & Packaging

Optimized package design is an important element of our sustainability strategy. We consider a package or packaging system to be optimal or “right-sized” when it protects the product appropriately while minimizing associated waste. Our Global Packaging Engineering team achieves this through a standardized approach that balances product fragility, material selection, structural design and performance testing.



UNSDG alignment: The detailed case study content in this section demonstrates how we are advancing SDG 12 (Responsible Consumption and Production) and SDG 13 (Climate Action).

CASE STUDY 1

Fiber Over Foam

In early 2024, our expert chromatography team, based in Ravensburg, Germany, set a goal to replace all petroleum-based foam inserts from the iconic OPUS® ValiChrom® Pre-packed Column packaging with a fully fiber-based solution by year’s end. The project focused on the construction materials of the inserts and the customer experience rather than the outer box, since the length of the column dictates the size of the shipping box and no other clear opportunities were readily identified. The group partnered with a preferred local engineered-packaging supplier and our Global Packaging Engineering (GPE) team, based in Marlborough, MA, to make the ambitious goal a reality.

It’s All in the Design

The highly qualified and collaborative team painstakingly evaluated and reengineered the original primary packaging

system and made two important design changes. The first change replaced the traditional two-piece, virgin material foam cushion insert with a multi-component, 100% fiber-based, fully recyclable micro-fluted corrugated fiberboard material. The second change significantly elevated the new insert’s functionality by adding a series of parallel die-cut slots along its full length to accommodate multiple different column lengths depending on spacer size and placement.

Leveraging Key Learnings

Through performance testing of sample product and the new packaging design, and according to internationally recognized standard test protocols, the astute team determined that the slotted die-cut insert better isolated the highly sensitive product from expected transportation-related shocks and vibrations compared to the original foam insert. This also meant that the outer-level shipping box contributed less product protection value and could be effectively reduced. The team further recognized that new operational efficiencies could be achieved in-house and on-site with customers. That is, less material

to purchase, inspect, store, move and use (by Repligen) and less material to unpack, move and dispose or recycle (by customers).

Reducing Waste and Risk

By consolidating two different box lengths per each individual ValiChrom column size into one optimized and adaptable design, the team drastically cut box consumption for this product by 50% and achieved a per-pack material cost reduction. The change will reduce annual on-site packaging waste generation by an estimated 757 pounds of plastic and 118 pounds of corrugated fiberboard. Managing fewer parts is also expected to reduce the risk of material availability from suppliers, shorten lead times and increase space utilization in storage and on the manufacturing floor.

Hitting the Target

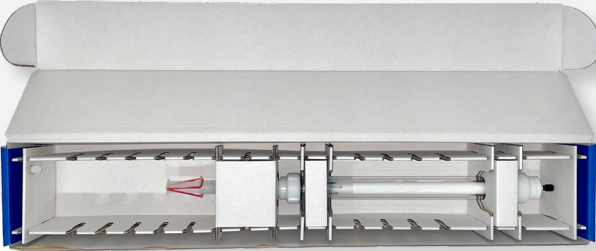
Overall, the newly optimized packaging solution is an excellent example of using design for environment (DfE) principles to achieve an ambitious target while using effective partnerships to further advance sustainability commitments.

↓ **757lb**
Reduction in annual on-site plastic waste

↓ **118lb**
Reduction in annual corrugated fiberboard waste



Original design



New design

CASE STUDY 2

Two For One Special

In 2024, members of our Analytics business, based in Bridgewater, NJ, partnered with our Global Packaging Engineering (GPE) team, based in Marlborough, MA, to develop custom packaging for a new, next-generation product called the CTech™ SoloVPE® PLUS System. This system features patented variable pathlength technology (VPT), which provides precise concentration measurements without the need for costly dilutions. This will enable our customers to achieve faster results with fewer material inputs, fewer process steps and less production-related waste compared to other products.

Sustainable Product Design

The new system shares the same footprint and same outer casing as the legacy



Original design

New design

CTech™ SoloVPE® System, but in a different color (white instead of yellow) for easy visual identification. It also weighs roughly the same. This sustainability-minded product design strategy helps to improve operational efficiencies, from raw material management to instrument manufacturing, and from shipping to customer setup and utilization. With two systems now sharing the same basic shape, size and weight, the cross-functional project team implemented a detailed test plan to determine whether they could also share the same packaging.

Product Testing Drives Optimization

Focusing on the project from a new launch perspective, the team conducted damage boundary testing, also known as product fragility testing, on the SoloVPE PLUS to establish a baseline. Once complete, the team repeated the process on the legacy SoloVPE system. In both cases, they subjected the unpackaged instrument to a series of controlled shocks, gradually increasing the severity to determine when the product becomes “damaged” and stops performing to specification. A custom fixture was locked in place on the shock machine to securely hold the product along its test axis and the shock inputs were measured with an accelerometer.

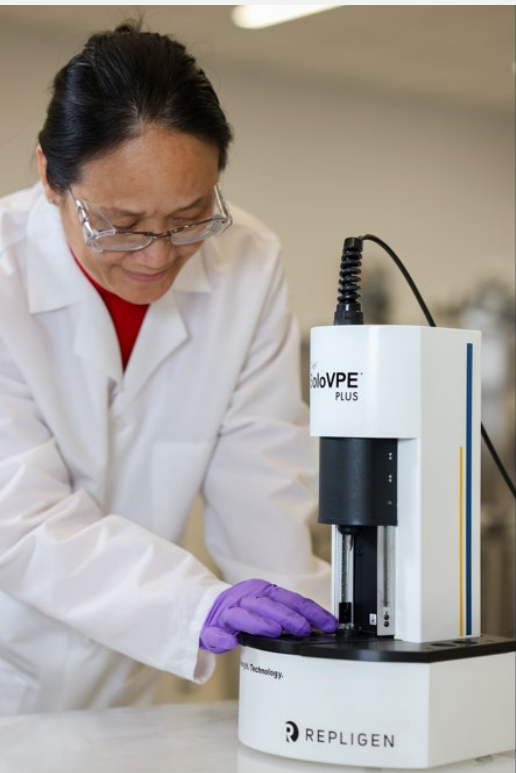
The team used the results to “right-size” custom packaging that fits the specific needs of each product and material option. Both tests showed similar results, indicating that the same packaging could be used

for both the legacy and next-generation products. The project’s next phase required packaging design and qualification testing.

The legacy product packaging used a bleached-white corrugated fiberboard shipping container paired with recycled content petroleum-based polyethylene (PE) foam cushion inserts and a bleached white, die-cut accessory box. An early project goal was to eliminate the use of PE foam entirely and replace it with an innovative fiber-based solution to meet the product cushioning requirements. After extensive design and testing trials, the team concluded that only the foam cushioning material could meet performance requirements for both the Solo VPE and SoloVPE PLUS instruments, and that recycled-content PE foam could continue to be used with negligible risk.

Ratcheting-up Recycled Content

The optimal packaging system solution that the team identified reduced total shipping weight by 3%, used 54% less of the same recycled-content PE foam cushioning material, replaced the bleached white corrugated fiberboard with brown natural kraft and significantly lowered total packaging material costs. Scrap material from new foam design fabrication processes will also be recycled by the foam supplier into post-industrial recycled content for new products. A limited soft launch of the new product occurred in 2024 and customers will begin to experience the improved packaging solution for both products in 2025.



Reduction in recycled-content PE foam cushioning material

Reduction in per-pack shipping weight

Operations

At Repligen, our dedicated and globally focused Sustainability function is part of Global Operations and has been since naming our first Head of Sustainability in 2021 and building out the team in 2022. This decision was part of the company’s business strategy to foster a culture of sustainability by embedding its principles into daily operations.

This content section highlights the critical role our operational practices played in driving forward this strategy in 2024. Here you will find examples of steps taken to minimize our environmental impact, improve efficiency, reduce waste and promote responsible resource management within our operations and on a global scale.

Continuous Improvement Enables Sustainability

Repligen Performance System

Sustainability remains a top priority for Repligen, and we continued to invest in it and realize significant benefits in 2024. One way we promote sustainability across the organization and integrate it into our company culture is through continuous improvement and our Repligen Performance System (RPS). Founded in proven LEAN tools and methodologies, it has helped us create a culture of empowered people who identify opportunities, build problem-solving capacity and drive efficiencies across the company to deliver maximum business value.

Repligen Corporation leverages a multitude of white paper publications, public forums, books and internal

LEAN experts with 30+ years’ of experience to establish and achieve Board-approved RPS targets. For this sustainability report installment, however, focus was placed on the cultural aspects and roll-out process of RPS in 2024 rather than specific financial targets.

RPS Process Managers

Throughout 2024, we continued to make appreciable advances in embedding RPS into company culture and daily operations. By year-end, we counted 43 employees from our Operations group who were trained and certified as RPS Process Managers across eight manufacturing sites, up from 26 employees with the same certification at year-end 2023.

Certifications were earned by employees in functional roles that ranged from Team Leads to Senior Managers and represented various departments, including Manufacturing, Quality, Engineering, Supply Chain and Logistics.

Thanks to their dedication and empowerment, these RPS Process Managers led over 200 cross-functional teams to solve problems and remove waste from processes across the global organization. RPS continued to provide employee development opportunities that strengthened our talent pipeline in 2024.



UNSDG alignment: Through these actions, we are working to advance SDG 3 (Good Health and Well-being), SDG 9 (Industry, Innovation and Infrastructure), SDG 12 (Responsible Consumption and Production) and SDG 13 (Climate Action).



“My RPS training was an amazing experience. Having a ‘front-row’ seat to learning new tools and seeing things through different perspectives opened my eyes to the power of focused problem-solving.”

Shella Estimable
Manufacturing Associate II, Marlborough, MA

“The most rewarding part of being an RPS Process Manager is building a culture where continuous improvement isn’t just a concept, but a living practice that everyone contributes to and benefits from.”

Kathleen Haynes
Senior Quality Manager, Auburn, MA



43 **Total RPS Process Manager certifications in 2024 up from 26 in 2023**

Efficiency Improvements

Efforts continued at the site level throughout 2024 to identify and eradicate waste in our operations. By consistently applying standard RPS tools such as Tiered Daily Management (TDM), Root Cause Counter Measures (RCCM) and Kaizen, teams worked methodically across product lines to identify opportunities for reducing waste.

As an example of RPS in action, a team starts with a prioritized business need, such as an unacceptable scrap rate, then works to identify root causes and methodically eliminate them from the associated manufacturing process. Once improved, the team moves onto the next area of opportunity while continuing to use RPS to manage the revised process.

These changes lead to meaningful and measurable results, such as reduced scrap rates and decreased material consumption. For more details, see the “Key RPS Success Metrics” meters also on this page.

Increasing Utilization

Looking ahead to 2025, we will continue to focus on reducing waste generation at the site level. We also plan to increase utilization of the 43 RPS Process Managers as opposed to certifying additional cohorts of employees.

While the specific utilization target remains confidential, it is ambitious and plans are coalescing with the core RPS team to drive this initiative forward in the new year.

In 2025, we will be scaling our impact of the RPS by utilizing model teams and sites to serve as best-practice examples for new teams, sites and functions being introduced to the system. This enables continued culture building by strengthening engagement in functional Operations areas such as Service, Engineering, Supply Chain and Quality. Additional expansion into our Selling, General and Administration (SG&A) functions will be explored for 2026 and beyond.



“RPS is how we improve performance, build problem-solving capability and drive efficiencies across the company. It provides a common framework that enables everyone to engage in daily improvements. Our internal motto is, ‘We are empowered for improvement.’”

Aaron Hamlin
Director, Repligen Performance System

Key RPS Success Metrics

The following meters highlight some of the key success metrics achieved by Repligen Corporation in 2024 through RPS compared to the previous year.

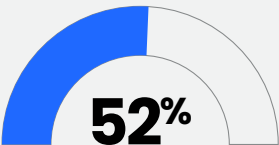


Increase YOY in the number of certified Process Managers



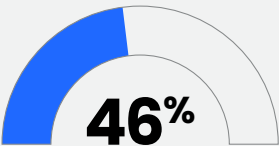
Increase in total projects plus problem-solving activities conducted YOY with productivity savings impact

253 total projects in 2024 compared to 214 in 2023



Increase in productivity savings YOY

\$20.1M in 2024 savings compared to \$13.2M in 2023



Increase YOY in executed cross-functional problem-solving activities

248 total activities conducted in 2024

- 211 RCCM workshops
- 32 Kaizen events
- 5 Value Stream Mapping events

Advances in Energy, Water and Waste

⚡ Energy

Auditing and Acting

Multiple sites made further investments and upgrades throughout 2024 to identify and mitigate energy use hotspots such as facility lighting, HVAC systems, building management systems and other manufacturing or related equipment. Depending on each site-level situation, facility teams conducted energy audits, replaced burned-out fluorescent bulbs with LEDs, installed timers, auto-dimmers and motion sensors, replaced end-of-life equipment with more energy-efficient options, shut down equipment on weekends, put equipment in rest mode between shifts, recalibrated loggers and meters, and increased freezer storage temperatures as part of a My Green Lab® challenge, and more.

Each action delivered an appropriate level of impact, whether by reduced consumption, increased yield per unit of energy input or behavioral shift. For example, in two colder-climate locations, personal office space heaters were eliminated due to higher-efficiency building heaters and/or open-plan layouts. One site with rooftop solar panels used its surplus energy to run 3D printers during unoccupied weekend hours to reduce competition for power during workweeks. And a consumables manufacturing site instituted an upgraded freezer program that required more frequent cleanouts and more stringent maintenance.

Lund By Example

One exceptional example took place in 2024 at our site in Lund, Sweden, which had already been operating with 100% renewable energy (district heat and electricity) for several years. The team set an ambitious goal to reduce annual usage by 100,000 kilowatt hours (kWh) and launched a dedicated project to achieve it.

Using RPS tools, such as a Kaizen event, the team focused on a long-standing debate on how to best reduce heating, ventilation and air-conditioning (HVAC) energy consumption in production clean rooms without compromising product safety, compliance, environmental protection or workplace safety. One specific question asked whether a clean room’s HVAC system should be fully powered down at the end of a production shift, sacrificing several days for later bioburden testing and requalification, or could the HVAC energy-savings mode be used instead to avoid the onerous shutdown. Since none of the site’s 10 clean rooms were identical in structure, energy use or HVAC support, a smaller and less complex HVAC setup was selected for a pilot test.

The site’s clean rooms collectively consumed an estimated 1 gigawatt hour (GWh) of district heat and 1.3 GWh of electricity annually. The team implemented the energy-saving “rest mode” on the pilot clean room’s HVAC system, reducing the number of air exchanges while maintaining critical parameters and pressure differentials. The test resulted in savings of 16,000 kWh over 19



weeks, signaling even greater potential savings across the remaining nine larger clean rooms.

In addition to these pilot test results, another project that started in late-2023 came to fruition in 2024. In collaboration with the site’s landlord, a more than 30-year-old HVAC unit was replaced with a more efficient model. The site also installed steam pipe insulation to resolve newly identified pressurized air leaks in difficult-to-access areas and three new air compressors to power a water-cooling system.

Combined, these initiatives resulted in **savings of over 500,000 kWh or 13%** of the Lund site’s total 2024 energy consumption. Since 2015, the site has reduced its energy use by more than 1.5 GWh. The team has lowered their energy costs and grid demand, extended the life of critical equipment and significantly contributed to a more sustainable future for Repligen.

1.5 GWh

Reduction in our
Lund site’s energy
usage since 2015

No energy reduction requirements of sold products were identified in 2024. Our products can deliver higher yields in less time and floor space with less waste, which contribute to reduced customer Scope 2 and Scope 3 emissions. (GRI 302)

Leadership in Environmental Design (Pursuing LEED)

In 2024, our Estonia facility relocated from an older and smaller facility in Tallinn to a new, state-of-the-art building in Jüri. Designed specifically to meet the company's capacity requirements for the next 10 years, the energy-efficient building is under review for **LEED Silver certification** according to the LEED™ Green Building Rating System™ standard. The site incorporated various sustainable features, including rooftop solar panels, electric vehicle charging stations and fully automated smart lighting, heating and cooling systems.

As part of the project, the team also enthusiastically ensured that the new building met local municipal code requirements for preserving a more than 150-year-old oak tree that resides on the property. In addition to being a beautiful specimen, this tree supports local bird, insect and other wildlife populations (SDG 9) and its broad canopy provides welcome shade for break-taking employees.



Through improved energy performance and renewable energy use, this green project helped the site reduce its reliance on fossil fuel use and potential contribution to local air pollution, thus creating a direct link between responsible

consumption (SDG 12), the indoor environment and human health (SDG 3). Also, as a high-performing green building, this structure is expected to significantly reduce the contribution of greenhouse gas emissions over its useful lifetime and support our net-zero emissions target (SDG 13).

Expanded EV Charging in Breda

At the Breda site, the number of charging stations for electric vehicles (EVs) increased from six to ten. This expansion reflects the unofficial Repligen company car policy, which encourages the use of hybrid and fully electric vehicles. As more of our employees drive electric vehicles for personal use, we want to be prepared to provide these employees the possibility to recharge their vehicles during work hours. Note that these charging stations are pay-for-service and not free-of-charge stations.



Typical charging station at the Breda site, compact and easy to use!

Local Sourcing for Lower Emissions

As relayed in our 2022 reporting, we expanded capacity at the Breda site in the Netherlands to better serve the European market with various sizes of our OPUS® Pre-packed Chromatography Columns. Customers were delighted by the shorter lead times and delivery distances, and the reduced product carbon footprints (unquantified) and downstream transportation-related emissions.

Tackling upstream transportation-related emissions of column packaging, however, was a later-phase priority and centered on our large-scale 60 cm and 80 cm sizes. Specialized crating is required to ensure that delivered columns maintain precise performance requirements across different bed heights and resin options. In the early days of Breda's OPUS operation, custom crates were shipped from the U.S. to limit risk. Driven by continuous improvement, however, our supply chain and global packaging engineering teams collaborated to identify and qualify a local supplier. Multiple design iterations were proposed and evaluated, with a few subjected to rigorous testing, before the final crate design was approved.

Once implemented, upstream transport emissions were slashed by an average of 90% and delivered a savings of 26.5 kg of CO₂e per crate. While considered a win, we continue to evaluate the feasibility of converting these wooden crates to a high-performance non-wood option like the one used for our OPUS 45 cm column, as described in our 2020 report.

Marketing and Labeling

Each new product launch reflects an appropriate marketing and labeling strategy in compliance with all relevant laws and regulations of the markets served.

Depending on product type, use application and other factors, specific details on safe handling, operating instructions, country of origin, and in some cases, disposal information are included in instruction guides and on labeling applied to products and packaging. Periodic label revisions are made based on, among other things, product changes or regulatory changes and are managed through a controlled and traceable process.

All significant product categories are assessed for compliance using this process. No significant incidents of non-compliance with relevant regulations were identified in 2024. (GRI 417)



Our large-scale OPUS pre-packed chromatography columns

Water

2024 Reporting Scope

The majority of Repligen operations are not water-intensive. Each site has strict processes in place to measure and manage water usage and discharge and maintains compliance with all applicable regulations. In 2024, water withdrawals were used as a data proxy; however, water storage is a negligible part of our operations and is not tracked.

For this report, usage was tracked for our 19 in-scope manufacturing sites using monthly, quarterly and annual utility invoices, depending on the provider or property manager. We also consulted the WRI Aqueduct Water Risk Atlas,* which maps and analyzes current and future water risks across all geographic regions, to inform our current site-level water management programs. As a result, we confirmed that **less than 10% of 2024 global water withdrawals** came from sites located in water-stressed regions. (GRI 303)

The case study presented in this section highlights the proactive approach that our team in Marlborough, MA (USA), took in 2024 to address an expected increase in water usage, and therefore releases, due to capacity expansion.

Water Stewardship in Action

As described in our 2022 reporting, a major capacity expansion project took place at our Marlborough, MA site and included the installation of a new hollow fiber casting line, making

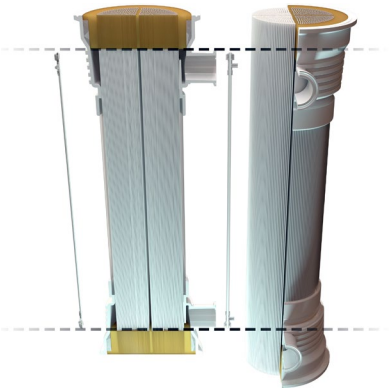
Repligen the only global manufacturer of hollow fibers with multiple plants on two continents. Marlborough joined our Rancho Dominguez, CA (USA) and Toulouse, Occitania (France) facilities in this distinction. The project helped position the company to meet current market demand and serve future potential growth by strengthening our supply chain for high volume products, such as filter modules. It also meant that site water usage, a critical component of hollow fiber production, would increase and that efficiency optimization would remain a key focus area.

The project team estimated the site’s expected water usage and wastewater generation for the next few years and, after checking municipal guidelines, confirmed its classification would change from a small- to large-volume wastewater generator. While starting the upgrade application for the sewer discharge permit, site leadership quickly assembled a cross-functional team of experts and partnered with an external consulting firm to develop both short- and long-term compliance plans. The team evaluated a variety of wastewater treatment processes that would provide the capability and capacity to meet the required flow rates of the new processes both now and in the future.

For Repligen, this was a good opportunity to remind ourselves of the opportunities and obligations related to water conservation. The team reviewed state-of-the-art technologies that were available, tested them and ultimately



Stringent quality processes help to ensure critical specifications in Marlborough, MA.



selected one to pilot to ensure the system delivers in the ways necessary for Repligen to be a good steward for water conservation and treatment. This study will be performed in early 2025 and its results will inform long-term system specifications.

While this project is not yet complete, it exemplifies the Repligen team’s commitment to doing the right thing, building community relationships based on trust and investing in technology to drive innovation. We look forward to sharing project updates in our 2025 report.

Membrane Manufacturing and Water

In general, our manufacturing processes across all product lines are not water intensive; however, water is a crucial component of membrane manufacturing. We strive to minimize our water usage wherever possible and continue to look for new and novel approaches to minimize waste throughout our processes. The water bath, as seen in the above photo, is where excess solvent is extracted from the fiber lumen to maintain fiber specifications.



“Wastewater remediation projects require significant cross-functional coordination to effectively implement scalable solutions. It’s exciting to be part of a company dually focused on growth and reduced environmental impacts.”

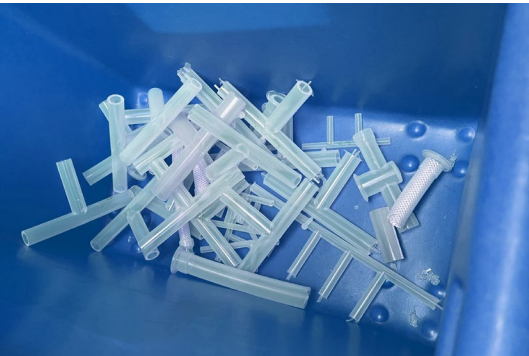
Christopher Kelly
Project Manager II, Marlborough, MA

* <https://www.wri.org/aqueduct>

Waste

Expanding Silicone Waste Recycling

Silicone is widely used in the bioprocessing industry, especially for single-use fluid management systems where durability, flexibility and sterility are essential requirements. As reported in our 2022 Corporate Sustainability Report, “Making An Impact,” Repligen launched a dedicated recycling program for silicone manufacturing scrap at two U.S. sites, Clifton Park, NY, and Rancho Dominguez, CA. Site staff collected and diverted the waste materials from landfill to a specialized recycling processor that transformed them into a silicone fluid used in industrial processes across the globe. In 2024, we **expanded this program** to our Waterford, Ireland site for recycling within Europe and expect to have firm numbers to share in our next sustainability report.



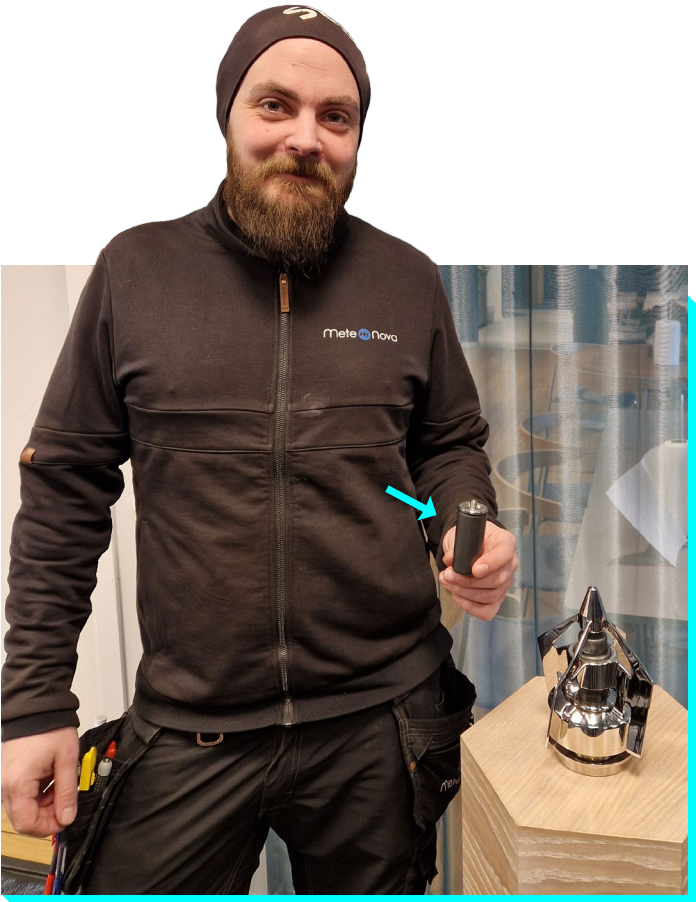
Representative sampling of typical silicone manufacturing waste.

Ceramic Scrap Reduction

One exceptional example of scrap reduction in 2024 took place at our Gothenburg, Sweden site. The volume of scrapped ceramics was **reduced by 74%** compared to 2023, which required many process improvements to achieve this result.

For example, the standard manufacturing process for our male post, or male bearing, required multiple manual steps. One of the production supervisors, Thomas Alexandersson, led the improvement project to make this piece of the manufacturing process more robust. Using his deep experience and methodical approach to problem-solving, Thomas employed new equipment gauges and tools to develop more precise working instructions and post mounting processes.

Before being released, Thomas made sure that the significant process changes were communicated to the production team to promote clear understanding and ensure effective training. Once implemented, the process improvements quickly proved to be the major driver in reducing scrap of the ceramic male post. Overall, this successful project outcome delivered both improved product quality and significant productivity savings.



Critical ceramic part sits at the center of this scrap reduction win.



“Each scrapped ceramic is a waste of material, investment and time. By making this change, we have improved the efficiency and sustainability of our processes. My team and I are proud to have achieved this solution and are inspired to look for other potential improvement opportunities.”

Thomas Alexandersson
Production Supervisor, Gothenburg (Möndal), Sweden



Responsible Consumption
In Action

Drums and Drying Time

Another example of our culture of continuous improvement occurred at our Marlborough, MA site. The Hollow Fiber team identified an opportunity to reduce the consumption of an organic chemical by reusing it for process cleaning. In doing so, we **eliminated 29 hazardous waste drums** from our processing steps in 2024, lowering our annual waste disposal fees and drastically reducing material usage and associated purchase costs. The team also revised the membrane drying process to **lower total drying time by 75%** compared to 2023. This change directly affected the site’s electricity consumption. These results demonstrate our measurable progress toward SDG 12, Responsible Consumption and Production, and the company’s RPS model.

Regrind and Optimize

Also in 2024, our Clifton Park, NY, location further advanced its manufacturing scrap reduction efforts. For their silicone molding operations, the team **cut scrap rates from over 12% to below 7%**, on average. New grinding equipment yielded an additional 10% of material for use in our molding processes, which equated to roughly 1,000 pounds of reused material in 2024. The site also used RPS tools to identify opportunities for improvement related to responsible sourcing, product reuse and facility cleaning processes. As a result, the team launched a vendor managed inventory (VMI) program and outsourced specific cleaning requirements, which have already increased purchasing efficiency and enhanced environmental monitoring processes. (GRI 301)

Two-to-One Odds

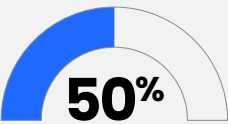
The resourceful team in Breda, the Netherlands, wanted to **reduce clean room-related glove**

waste by 50%. This challenge involved moving from double gloves to single gloves, which required the team to reevaluate traditional manufacturing methods. After extensive testing and working with the quality department, manufacturing switched from double to single clean room gloves for production. The project was launched in April 2024, underwent three months of testing, and, after achieving positive results, went live in June 2024, all in close coordination with the quality department.

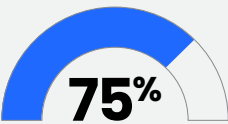
As a result of this change, the average waste reduction is 30 pairs of disposable gloves per production day. Over 150 working days, this equates to a total reduction of 4,500 pairs of gloves compared to 2023 (based on equal production hours). This is equivalent to about 150 kg of avoided waste generation. In addition to cost savings from lower consumption, this initiative cut expected glove-related waste by half compared to 2023 and has inspired other teams to evaluate similar opportunities at their sites.

By The Numbers

Our teams expertly demonstrate how seemingly small changes can have big impacts.



Reduction in Breda’s clean room glove waste compared to 2023.



Reduction in Marlborough’s membrane drying time compared to 2023



Reduction of Marlborough’s hazardous waste drums compared to 2023

Scrap Inspires Learning

To avoid scrapping expired products that might be valuable for medical education, the team in Breda, the Netherlands, launched a donation program in partnership with two local medical colleges, Curio and Avans. Each was pleasantly surprised and greatly appreciated the donated materials, which consisted of unopened boxes of centrifuge tubes and pipette tips, as it provided them valuable resources and offset their related purchased material costs. In March 2024, this program successfully redirected an estimated 150 kg (331 pounds) of waste to reuse.

Centralized Bins Give Back

One of the best practices that our manufacturing sites are rolling out is the removal of at-desk waste bins. Within the last few decades it became the norm for companies of all sizes to provide every desk with two small bins, one for rubbish and one for recycling, each lined with a thin-gauged plastic bag. The prevailing logic was that doing so would make janitorial collection services safer and faster. However, this practice also resulted in a significant increase in the consumption of plastic bin liners for the same square footage of space.

In mid-2024, our Hopkinton, MA team became the third of our largest U.S. sites to implement larger and more centralized waste bins, which effectively replaced all individual office and cubicle bins. While more than a few colleagues initially found this change inconvenient, they

came to appreciate the benefits it brought. For example, having to stand up and walk to the nearest bin to dispose of the odd waste item offered a welcome break from sitting and focusing on computer screens, which gave their eyes a rest and kick-started their circulation. Walking even short distances increases one’s heart rate, which in turn pumps blood more efficiently throughout the body and delivers oxygen and nutrients to tissues and organs. It can also free the mind to relax and recharge before coming back to the work at hand. Taking short breaks to interact with colleagues can also support relationship building and foster an inclusive company culture.

Beyond these important health benefits, this change will eliminate the purchase and consumption of an estimated 7,800 small bin liners per year at the site. It also replaced traditional daily collections with an “as needed” schedule, reducing associated janitorial labor by 91 hours per year. This is another example of how small actions can yield significant impacts.

Technology Upgrade Feeds Circularity

In mid-2024, our Clifton Park, NY site invested in new equipment dedicated to grinding down clean manufacturing scrap for use as a 100% recycled-content raw material that could be safely fed back into its original production process at the same facility.

The old machine required more energy to grind the same amount of nylon material and operated with a shearing action that resulted in a lackluster 30% average rate of reuse due to the production contamination it caused. The new a machine, however, used a more efficient pulverizing technology that prevented shearing and delivered an 80% rate of reuse, representing a dramatic 167% increase over the previous process.

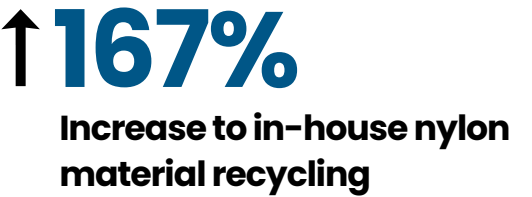
By recovering 100% of these materials, the team reduced total waste generation and, by reprocessing it in-house, reduced transportation and disposal treatment-related emissions. This project helped the team strengthen its circularity skills and its dramatic results have inspired other creative approaches to other continuous improvement opportunities at the site and across the Operations network.

Painless Paper Cuts


Since our 2023 report, we have expanded our use of electronic batch records, eliminating the need for transport and long-term storage of paper records off-site. Further improvements are planned in 2025, which will automate processes and decrease both entry and review times and further reduce traditional paper records. This digital transformation not only aligns with our environmental aspirations but also enhances the accuracy and accessibility of our records, fostering greater efficiency and compliance in our operations.

We are also converting from paper-based shipping documentation to an electronic format, which includes the automatic creation and approval of quality certificates in a database. This eliminates the need to print documents for product shipments, saving several thousand sheets of printed paper per year. And since only data is preserved (certificates are not saved), we expect a reduction in our data storage requirements.





For a more in-depth view of our 2024 progress on energy, water, waste and the resulting emissions data, please see our 2024 “Detailed Environmental Data” on the next page.

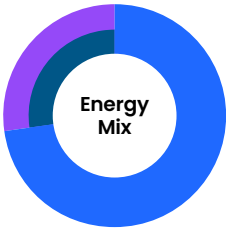




Detailed Environmental Data

 Energy	2023	2024	2023 v 2024
Number of Sites	19	19	0%
Annual Revenue (M\$USD)	632.4	634.4	0.3%
Consumption (MWh)	38,625	34,347	↓ -11%
Consumption (gigajoules)	139,050	123,649	↓ -11%
Consumption Intensity	61.1	53.8	↓ -11%
Renewable* (MWh)	21,429	24,910	16%
Renewable Intensity	33.9	39.0	16%
Non-renewable (MWh)	17,196	9,437	-45%
Non-renewable intensity	27.2	14.8	-45%

2024 Energy Mix


Energy Mix Total (MWh)	34,347	100%
 Renewable* (MWh)	24,910	73%
 Non-Renewable	9,437	27%
 Natural Gas	9,437	27%
 Electricity	0	0%

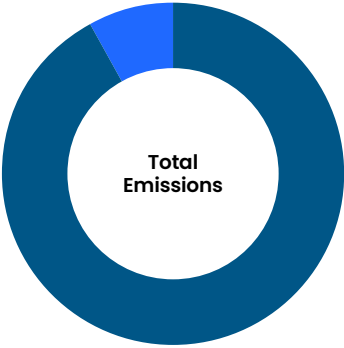





Electricity Mix Total (MWh)	24,910	100%
 Renewable* (MWh)	24,910	100%
 Non-Renewable	0	0%


100%
Renewable Electricity
used globally in 2024

All intensity data is million USD revenue. Select data values are rounded to whole numbers or one decimal place for simplified reporting. 2024 data sets reflect 19 of 20 sites operational due to the timing of our 2024 aquisition of Tantt Inc. in Taiwan. See our “Sustainability Introduction” on [page 7](#) for information on methodologies used to prepare data. Ozone-depleting substances are not material to our operations and not reflected in the data.

 GHG Emissions	2023	2024	2023 v 2024
Number of Sites	19	19	0%
Annual Revenue (M\$USD)	632.4	634.4	0.3%
Total Market-based Emissions (tons CO ₂ e) Scopes 1 & 2	3,195	1,728	↓ -46%
Emissions Intensity	5.1	2.7	↓ -47%
Total Emissions (tons CO ₂ e) Scopes 1, 2, & 3	18,099	22,057	22%
Scope 1 Emissions	2,236	1,728	-23%
Scope 1 Intensity	3.5	2.7	-23%
Scope 2 Emissions	959	0	-100%
Scope 2 Intensity	1.5	0	-100%
Scope 3 Emissions** (for 11 of 11 material categories)	14,940	20,329	36%
Scope 3 Intensity	24	32	33%




Total Emissions	22,057	100%
 Scope 1	1,728	8%
 Scope 2	0	0%
 Scope 3	20,329	92%

 Water	2023	2024	2023 v 2024
Number of Sites	19	19	0%
Annual Revenue (M\$USD)	632.4	634.4	0.3%
Withdrawals (m³)	119,830	121,692	↑ 2%
Withdrawals (megaliters)	120	122	↑ 2%
Withdrawal Intensity	189.5	191.8	↑ 1%

Less than 10%
of global water withdrawals
came from water-stressed
regions in 2024

* All 2024 renewable energy came from electricity. Non-renewable energy came mainly from natural gas and a negligible amount from propane.
** Scope 3 category 3 emissions include nitrogen oxides (NOx) and sulfur oxides (SOx); however, these are not tracked or reported separately as they are not material to our business. (GRI 305)





Detailed Environmental Data, cont.

 Waste	2023	2024	2023 v 2024
Number of Sites	19	19	0%
Annual Revenue (M\$USD)	632.4	634.4	0.3%
Generation (tons)	1,762.7	1,325.3	↓ -25%
Generation (metric tonnes)	1,599.0	1,202.2	↓ -25%
Generation Intensity	2.8	1.9	↓ -32%

↓25%
YOY reduction in total waste generation from 2023 to 2024

↓32%
YOY decrease in total waste intensity from 2023 to 2024

2024 Waste Breakdown

	TONS	METRIC TONNES	PERCENT OF TOTAL WASTE
Total Waste (Non-haz & Haz in all streams)	1,325.3	1,202.2	100%
 Total Diverted from Landfill	904.6	820.6	68%
Subtotal Non-recycled Waste 	490.3	444.8	37%
Subtotal Recycled Waste 	414.3	375.8	31%
 Total Landfill	420.6	381.6	32%



↑15%
YOY increase in composting of global organic waste

Waste Generation By Treatment Type

19 Sites	NON-HAZARDOUS (NON-HAZ)			HAZARDOUS (HAZ)			COMBINED TOTAL	
DISPOSAL METHOD	TONS	METRIC TONNES	% OF TOTAL NON-HAZ	TONS	METRIC TONNES	% OF TOTAL HAZ	TONS	METRIC TONNES
Landfill	414.5	376	31%	6.1	5.6	4%	420.6	381.6
Incineration	31.5	28.6	2%	16.5	14.9	11%	48.0	43.5
Incineration with Energy Recovery (Waste to energy or WTE)	282.4	256.2	21%	65.7	59.6	43%	348.1	315.8
Fuels Blending	40.1	36.3	3%	46.4	42.1	31%	86.4	78.4
Other *	0.3	0.3	0%	7.5	6.8	5%	7.8	7.0
Non-Recycled Subtotal (2024)	768.8	697.4	66%	142.2	129.0	94%	490.3	444.8
Non-Recycled Subtotal (2023)	1,042.5	945.8		223.5	202.8		DIVERTED FROM LANDFILL	
YOY Change	-26%	-26%		-36%	-36%			
Cardboard (includes paper)	83.1	75.4	7%	0	0	0%	83.1	75.4
Plastics	37.0	33.6	3%	0	0	0%	37.0	33.6
Wood Pallets & Crating	54.3	49.3	5%	0	0	0%	54.3	49.3
Electronic Waste	1.0	0.9	0%	0.3	0.3	0%	1.3	1.2
Single Stream Recycling	198.9	180.4	17%	0	0	0%	198.9	180.4
Specialty	10.5	9.5	1%	9.5	8.6	6%	19.9	18.1
Compost	19.7	17.8	2%	0	0	0%	19.7	17.8
Wastewater Treatment	0	0	0%	0.1	0.1	0%	0.1	0.1
Recycled Subtotal (2024)	404.5	366.9	34%	9.8	8.9	6%	414.3	375.8
Recycled Subtotal (2023)	483.7	438.8		12.9	11.7		DIVERTED FROM LANDFILL	
YOY Change	-16%	-16%		-24%	-24%			
Recycled plus Non-Recycled Sum (2024)	1,173.3	1,064.3	100%	152.0	137.9	100%		
Recycled plus Non-Recycled Sum (2023)	1,526.2	1,384.6		236.4	214.5			
YOY Change	-23%	-23%		-36%	-36%			
Total Waste Generated (2024)	1,325.3	1,202.2	-25%	YOY Reduction			904.6	820.6
Total Waste (2023)	1,762.7	1,599.0					TOTAL DIVERTED FROM LANDFILL	

* Includes waste with as yet unknown disposal methods.

Talent

Our employees are our biggest strength and our success depends on them. To show our appreciation and reciprocate in good faith, Repligen Corporation continues to invest in employee health and well-being, professional development and sense of community through our many programs and initiatives.

Education, Family, Financial Well-being

All Hands on Deck

We continued to hold global quarterly All Hands meetings, led by our CEO and broadcast live from various sites, along with regular vice president-level and site-level meetings to review business progress, celebrate employee achievements and provide a platform to respond to employee questions in real time. These events are well attended, and the live question-and-answer sessions are among the most anticipated, active and appreciated.

Expanded Benefits

Building on the very informative results of our 2023 Employee Engagement Survey, we rolled out a series of new programs during the first half of 2024. The company's Holiday and Paid Time Off from work (PTO) Policy was expanded to include a broader range of U.S. employees on our Flexible PTO Plan to help them achieve a healthy balance between their professional responsibilities and personal lives. By

providing more flexibility in how and when time off can be taken, Repligen aims to support each employee's unique needs, prioritize their mental and physical well-being, and encourage a healthier work-life balance.

Best-in-Class Benefits

We also offered financial well-being seminars to employees, delivering information, training and support for their day-to-day personal finance decisions and their longer-term financial goals. In 2024, we took an exciting step forward in our commitment to providing best-in-class benefits and resources for Repligen employees.

For example, we launched a new partnership with Fidelity Investments to manage employee Health Savings Account (HSA) and Flexible Spending Account (FSA) programs for participating U.S. employees. The 401(k) Retirement Savings Plan for U.S. employees was already managed through Fidelity, so this move brought together multiple financial resource offerings under one convenient, industry-leading umbrella.

Going forward, employees will benefit from having easier access to this comprehensive suite of useful tools and resources, simplified financial planning, and a seamless experience for managing their savings and investments all in one place. Perhaps even more exciting is that in 2025, we will begin to roll out the company's new equity program to employees worldwide. This generous and long-awaited program will also be managed through the Fidelity partnership to take advantage of a unified system. These changes reflect the company's ongoing commitment to ensuring that employee health and wellness remain at the forefront of our values. (GRI 401)



“We are dedicated to evolving our benefits to meet the diverse needs of employees, continuously enhancing offerings to provide a best-in-class experience aligned with local expectations and our global vision.”

Christin Cunningham
Senior Director, Total Rewards and HR Operations, Waltham, MA



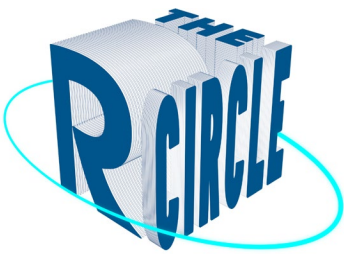
UNSDG alignment: The content in this section demonstrates our 2024 commitments in action and how we are advancing SDG 3 (Good Health and Well-Being), SDG 5 (Gender Equality), SDG 16 (Peace, Justice and Strong Institutions).



The R Circle, Meet your Leaders and Customers

Home Base

Our company intranet site is called **The R Circle**. Its name and logo serve as a symbol of bringing together our colleagues from across the world to unite around a single center of focus. It is made available 24 hours per day and 7 days per week (subject to upgrade or maintenance requirements) to all employees globally and managed by dedicated resources within our Human Resources department. It is a central hub for organizational news, announcements, event calendars and registrations, and more. In addition, every major company function hosts its own homepage with navigable access to departmental-specific content such as policies, job-related resources, newsletters, success stories and celebrations.



Know More, Do More

In 2024, we continued to build out The R Circle content with even more compelling posts, high-quality photography and eye-catching graphics. Intranet reporting metrics also showed a significant uptick in year-on-year employee engagement. For example, we saw a 256% increase in overall site visits and a 64% increase in U.S. Human Resource page visits compared to 2023.

By **empowering employees** with easy-to-use tools and self-serve access to key information, we also observed a noticeable shift in behavior with far-reaching benefits. In particular, the number of emails related to general information questions was drastically reduced, freeing up space in email inboxes and time spent on multiple individual replies with the same answers. Employees seeking mentorship or coaching opportunities could both identify and communicate with potential partners; [see page 26](#) for more details. Employees interested in community outreach could learn more about past and upcoming company-sponsored events, simplifying volunteer sign-ups and contributing to successful outcomes. Read more in our community outreach section on [page 37](#).

With more useful information at their fingertips, our talented employees could now spend more of their time on what matters most. That is, creating and delivering innovative products, technologies and services to our customers.

24/7

The R Circle intranet site is available to global employees

256%

Increase in The R Circle intranet site visits compared to 2023

Coffee, Tea(m) and Conversation

Another new initiative launched in 2024 designed to bring our global team closer to the heart of our organization was our leadership video series, entitled **Café Repligen**. This social media video log (vlog) style program provides a platform for key company leaders to engage in conversational interviews, akin to a friendly coffee break, where they share current thoughts and perspectives on various topics of employee interest. Early episodes addressed the bioprocessing industry, our business and products, key initiatives, customer success stories and more.

Through this series, we aim to promote greater openness, learning and connections across all levels of the organization. By recording and posting each video to The R Circle, employees across all time zones can access the full content at their convenience. We also encourage employees to leave honest feedback under the comments section of each post and to suggest which leaders and topics they would like covered in future episodes. A permanent survey is also available on the Café Repligen homepage for similar employee feedback.

Investment in this impactful series reflects the company’s commitment to open communication and empowerment, key components of an inclusive culture and strong base for sustainable growth.





Customer Spotlights

During our fourth quarter Global All Hands Meeting, Repligen introduced a new video series dedicated to learning more about our customers and how our products provide solutions to their challenges. This Customer Spotlight program was designed in response to key takeaways from our 2023 Employee Engagement Survey. Employees across the organization were keen to learn more about the Repligen portfolio of products across our four business units.

The video format was designed with **two main objectives**. The first was to clearly demonstrate our products in action according to how the customer utilizes them in the manufacturing of biopharmaceuticals. The second was to help employees to better understand the value our products deliver to the global health market. As part of the inaugural spotlight presentation,

we heard directly from our CEO and Global Head of Sales on how we partnered with the customer to address a particular manufacturing-related challenge and how important Repligen employee contributions were toward implementing an effective solution. After the video presentation, employees were invited to answer a quick online survey, the results of which will be used to inform subsequent customer spotlight installments.

With this new program, we aim to emphasize the tremendous value our employees bring to work each day and to drive a deeper sense of commitment and engagement in our company's mission to inspire advances in bioprocessing. Moving forward into 2025, we plan to showcase two to four new customer spotlights each year during subsequent Global All Hands events.

Strategic Pipeline Development

Throughout 2024, Repligen continued to demonstrate our commitment to professional development across multiple levels of the organization. Depending on employee interests and business needs, development opportunities can take different forms each year. These opportunities can range from stretch assignments, in-house skills enhancement or knowledge-building training, self-study leading to certification in a particular area, continuing education toward an advanced degree, and participation in industry conferences or seminars. All of these options focus on personal growth, career advancement within the organization and support for individual career goals. We highlight a few examples on the following pages and in the Operations RPS Process Managers section on [page 13](#).



Leadership Programs

Meant to Mentor

Another initiative inspired by feedback from our 2023 Employee Engagement Survey and launched in 2024, is our new Mentoring program. Employees had expressed interest in learning from the experiences of their more senior colleagues while leaders at various levels across the organization expressed a similar desire to coach others to help them reach their professional development goals.

The ambitious program’s basic structure was developed during the first half of 2024 by a cross-functional team of passionate volunteers. To provide the best possible experience, the team

agreed that the program should facilitate making organic connections, with technology playing a role in making those links and assessing program effectiveness. The R Circle, our company intranet, was the perfect platform and a new homepage was created for the program under the Learning and Development section of the Human Resources page. As one of the most accessed pages on the intranet, this decision made it easy for employees to find and select between “Find a Mentor” or “Become a Mentor” options.

Each section provides straightforward guidance on the benefits of getting involved, typical engagement goals and expectations and first steps in the mentor–mentee matching process. The beauty of the program lies in





“Partnering with a mentor opens doors to new perspectives and wisdom. It provides an opportunity to learn from experience, grow faster and gain the confidence to take on new challenges.”

Mina Arpilleda (Mentee)
Bioprocessing Account Manager, Waltham, MA

“Mentoring has helped me learn how to balance the time and priorities of another person while working toward a mutually beneficial goal.”

Seamus Gallagher (Mentor)
Automation Engineer II, Waltham, MA



its simplicity where employees can explore available candidates through one-click autobiographical slide decks and make direct contact if they see a potential match. This hands-on approach allows employees to make their own choices and set their own objectives, promoting ownership and compatibility. Program partners are encouraged to meet at least once per quarter, but expectations and objectives can be customized with mutual agreement.

As of November 2024, the program was active in both the U.S. and Europe and had already achieved an admirable first cohort of 21 mentor leaders. These represented a cross-section of functions including Engineering, Finance, Human Resources, Inside Sales, Quality, R&D and Supply Chain.

Massachusetts Conference for Women

The company sponsored a table and contingent of 10 employees from around the company’s Northeast U.S. locations to attend the 20th Annual Massachusetts Conference for Women, held in Boston near our world

headquarters. This marked a continuation of employee attendance over the last several years and underscored our dedication to fostering a culture of growth, diversity, and sustainable leadership. By investing in these experiences, we empower our employees to gain insights and tools that not only advance their careers but also strengthen the company’s foundation of equity and inclusion. This opportunity aligns with our values and reinforces our belief that supporting women in leadership benefits both our community and our industry.

“It was a great day! I appreciated the many notable speakers who shared their stories of resilience and success, encouraging attendees to believe in their own potential and take action toward their aspirations.”

Ashlee Corti, Project Manager II, R&D

Supporting Inclusion

Repligen aspires to be an equitable employer and employer of choice in the life sciences industry and continues to develop and nurture partnerships that are helping us achieve that goal. The following examples demonstrate this commitment.

Expanding Employee Resource Groups

Repligen continues to support volunteer-based and employee-led resource groups (ERGs). In our 2022 Corporate Sustainability Report, “Making An Impact,” we introduced three new ERGs under our umbrella organization, ASPIRE, which stands for Advancing the Success of People Inside Repligen. These were ASPIRE Women & Friends, ASPIRE Prism LGBTQIA+ and ASPIRE Green. In 2024 we launched ASPIRE Familia, our newest ERG, dedicated to establishing an inclusive and supportive atmosphere, promoting and celebrating LatinX and Hispanic culture, and empowering employees to excel.

Though still relatively new, the ASPIRE Familia group hosted multiple engaging and informative events across the company, both in-person and virtually, that were well attended and received very positive feedback. The September kickoff meeting led with an inspirational group viewing of a famous TED talk on how one’s identity can become their “superpower,” followed by an introduction to the group’s

mission and discussion that explored ways employees could get involved. October’s main event focused on National Hispanic Heritage Month and each participating site customized its own celebration through Hispanic and LatinX food and drink, heritage costumes, dance performances, games, presentations and more.

November brought the group’s first in-house webinar, titled “Elevating Our Presence: Professionalism and Influence in the Workplace.” It offered a compelling discussion, led by two high-ranking Supply Chain leaders, that touched upon key themes such as the power of first impressions and personal branding, how to leverage your unique strengths as members of the LatinX community and building influence and meaningful connections at work. The final event of 2024 was a holiday networking event attended by members of the ERG’s Waltham team and hosted by the Worcester, MA Latin American Business Organization (LABO).

2025 promises to showcase many more inspiring and employee-led events from the ASPIRE Familia team.

Repligen had no identified incidents of discrimination during 2024; therefore, no remediation plans were required and no actions were taken. (GRI 406)



“I loved the spotlights of LatinX businesses in the Worcester community and how the local leaders and representatives stand proudly in support of us.”

Daina Bonilla
Senior Strategic Sourcing Specialist, Waltham, MA



National Hispanic Heritage Month celebrations in Marlborough, MA and Bridgewater, NJ



“Having lived and worked on four continents, it’s very important to me that Repligen continues to build teams that not only reflect the communities where we operate, but also include great minds from different regions, cultures and backgrounds.”

Olivier Loeillot
President and CEO



Candidate Pipeline Advantage

In 2024, Repligen partnered with Professional Diversity Network Inc. to widen the pool of qualified job candidates as part of our commitment to building a more robust and sustainable talent pipeline. They are a global developer and operator of online and in-person networks that provide access to networking, training, educational and employment opportunities for professionals.

By leveraging this extensive groundwork, we can quickly identify potential candidates whose backgrounds, experience and expertise align with our industry and new hire requirements. Using technology and tools to drive an increase in qualified applications helps Repligen to streamline recruiting processes, providing a clear advantage when filling open positions and scouting new talent.

Digital Footprint Expands Reach

We also expanded our global presence on LinkedIn in 2024 with the addition of the *Repligen Europe* Life page to our company profile. In addition to the *Working at Repligen* page, which showcases global content including trending employee posts, our leaders, company spotlights and photos, the *Repligen Europe* page focuses solely on what life is like for our employees located in Europe. Also included are links to local European leader profiles, job opportunity highlights, company photos and employee testimonials. Since going live in early October, the page received more than 300 visits in 2024. In 2025, Repligen will add a new LinkedIn Life page for *Repligen Asia* to continue building out our global digital footprint.

Keeping our LinkedIn company profile updated is important because it enhances our credibility, attracts potential talent and customers, and improves brand visibility. By showcasing company and employee achievements, culture, and industry expertise, we build deeper interest and trust from our followers. This also boosts engagement, improves searchability, and ensures the company stays relevant in a competitive market.

Safety, Compliance and Training

At Repligen, safety is our top priority. It starts with our employee working conditions and extends to product and packaging testing during development and validation, labeling of salable products and documentation and transportation of finished goods classified as hazardous through customer use of our products and end-of-life treatment. As part of our commitment to quality and rigor, we strive to ensure the highest safety standards are met throughout our business. This section demonstrates how we keep our people safe and make quality products that keep our customers safe. (GRI 416)

Safety Governance

Site-level Occupational Health and Safety (OHS) programs are tightly linked to our global OHS program. Together, they cover all employees and non-employees whose work is controlled by Repligen, including contractors, tradespeople, service providers and other site visitors.

We provide all site visitors with access to safety protocols and instructions including our Business Partner Code of Conduct, which addresses OHS topics. We have in place robust operational risk prevention, mitigation and management processes. As a testament to the efficacy of these programs and resources, Repligen had no work-related fatalities or high-consequence injuries in 2024. (GRI 403)

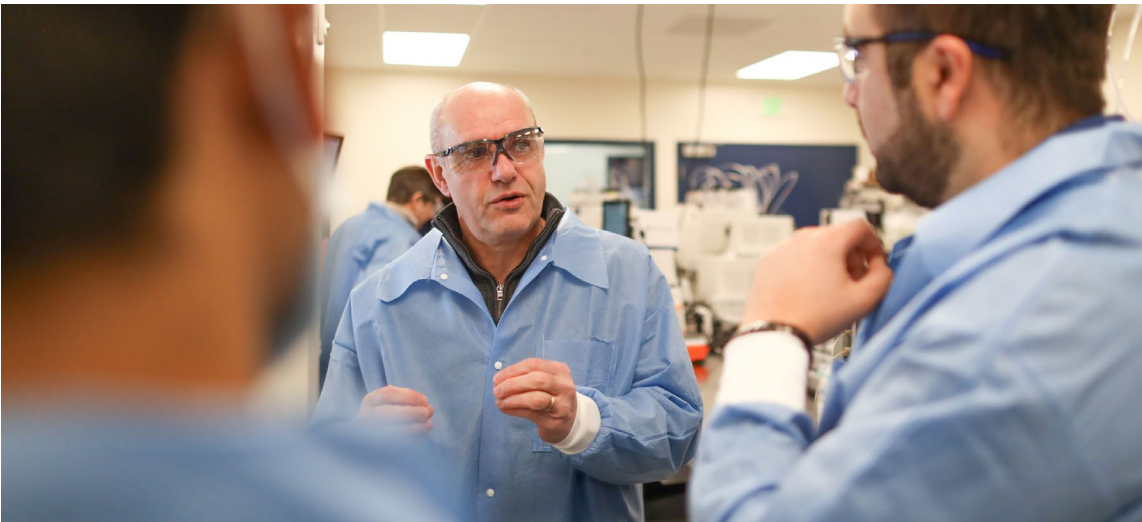
Safety Tracking and Goals

Repligen tracks reportable and recordable incidents at each manufacturing site, guided by OSHA and applicable international regulations. Weekly operations meetings open with on-site safety status reports. Each site has a target to reduce incidents by identifying hazards and near misses, communicating safety improvements to site employees, and sharing best practices across the site network. All workers are encouraged to report safety concerns through the near-miss program and are required to escalate serious concerns to their managers. At some sites, external experts are hired to support safety goals.

Repligen manufacturing sites use internal and external resources to lead OHS efforts. Larger sites have dedicated internal OHS leaders who lead related processes and ensure all on-site employees have access to information to safely conduct their jobs. Most sites have safety teams to support safe practices and track progress. Lund uses BUP-00216 for risk assessment. Bridgewater uses CF0364 for their Health and Safety risk assessment. New employees receive job-specific orientation and safety training. Most sites have safety committees that provide guidelines, corrective actions and tracking of incidents and near misses. (GRI 403)

Employee Training

Continuing education and skills building for employees, including best practices and regulatory compliance, are fundamental aspects of our commitment to professional development. In 2024, depending on level and role, employees



across the organization completed online training modules delivered via one- to four-hour sessions on topics ranging from safety and compliance to job-specific topics.

For example, a steady 92% of employees completed multiple training modules on cybersecurity, mobile device security, general privacy and global data protection. 83% of employees identified as directly or indirectly engaged in manufacturing completed an average of 30 hours of relevant training, such as workplace health and safety, ergonomics, lockout/tagout procedures for tools and equipment usage and hazardous waste management.

In addition, 74% of employees were trained in complying with the EU-mandated General Data Protection Regulation (GDPR), up from 58%, and on such topics as anti-bribery, anti-corruption and fair trade. 42% of employees (up from 37%) identified as directly engaged in quality management completed an average of 29 hours (down from 34 hours) of relevant training sessions based on updated module completion times. Employee training

hours are neither tracked by gender nor reported by employee level.

Our focus on training has helped us to report that Repligen had no confirmed instances of corruption among employees or business partners in 2024. Business partners are also expected to comply with Repligen anti-corruption policies as outlined in our Business Partner Code of Conduct. (GRI 404)

Market Presence

Repligen complies with all local, state, and country regulations related to hiring and compensation practices. Repligen did not track the ratios of standard entry-level wage by gender compared to the local minimum wage in 2024. 100% of the Repligen Executive team (senior management) in place at corporate headquarters at year-end 2024 had been hired in the country of operation (i.e., the United States). (GRI 202)

Workforce Data 2024*

TOTAL GLOBAL EMPLOYEES
Regular Full-time & Regular Part-time

1,716

GLOBAL EMPLOYEES BY GENDER*
Self-Reported

36%

Female
↑ 1% from 2023

64%

Male
↓ 1% from 2023

EMPLOYEES BY
WORK STATUS

	2023	2024
Contractor (Non-guaranteed hourly)	14	17
Temporary	10	41
Part-time**	29	29
Full-time**	1,730	1,687
Permanent**	1,783	1,716

TOTAL EMPLOYEES BY GENDER AND REGION

NORTH AMERICA

66%

1,129

37% Female
63% Male

EUROPE

26%

449

35% Female
65% Male

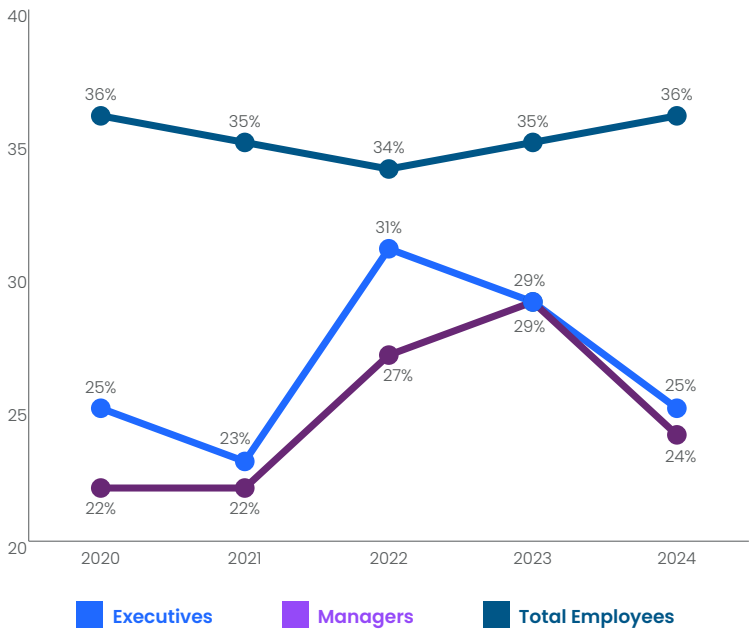
ASIA PACIFIC

8%

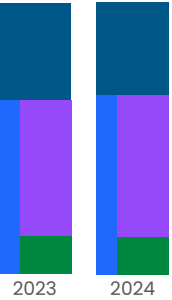
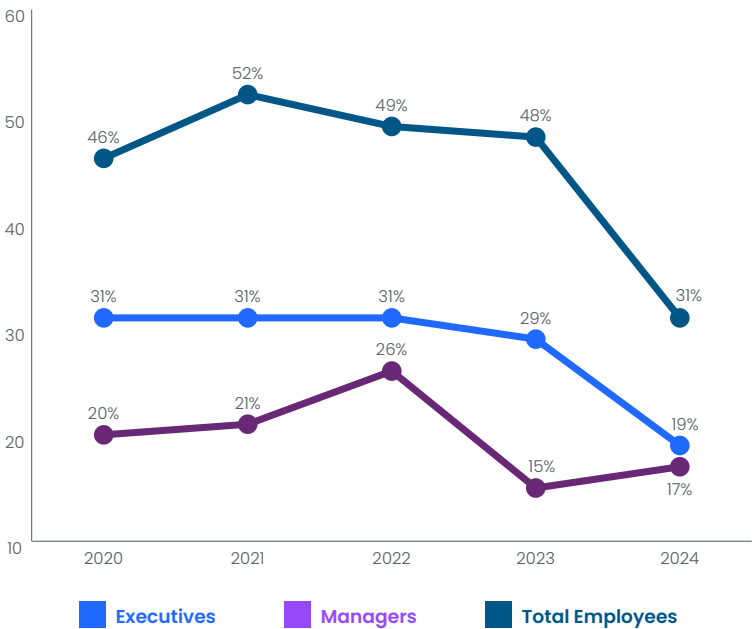
138

29% Female
71% Male

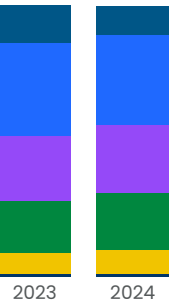
WOMEN* (GLOBAL)



PEOPLE OF COLOR* (U.S.)



EMPLOYEES BY JOB SECTOR	2023	2024
Manufacturing	36%	34%
Non-manufacturing	64%	66%
Non-administrative***	50%	52%
Administrative	14%	14%



EMPLOYEES BY AGE	2023	2024
18 – 29	14%	11%
30 – 39	34%	33%
40 – 49	24%	25%
50 – 59	19%	21%
60 – 69	8%	9%
70+	1%	1%

U.S. EMPLOYEES BY ETHNICITY*	2023	2024
White	52%	52%
People of Color	48%	48%
Hispanic or Latino	13%	20%
Asian	24%	19%
Black or African American	7%	6%
American Indian, Pacific Islander, two or more races	4%	3%

* As of December 31, 2024, unless otherwise noted. Managers are defined as Associate Director level and above. Executives are defined as Senior Director level and above. Gender and Ethnicity are self-reported.

** Not tracked by gender or by region.

*** Includes Commercial, Engineering, Product Management, Quality, R&D and Supply Chain.

Supply Chain

Our Supply Chain organization is a critical pillar of Global Operations at Repligen and plays a central role in driving resilience, innovation and sustainability across our value chain. Our team of seasoned experts works cross-functionally to ensure the efficient flow of goods and services, control costs, improve customer satisfaction, and boost both customer loyalty and retention. They also study market trends, help us adapt to market changes and disruptions, and support business continuity. Here, we share specific examples of how this team also advanced our sustainability strategy in 2024.

Broad Capability Building

Strategic Sourcing Team

In April 2024, Repligen launched its first global Strategic Sourcing team, designed to optimize and consolidate global spend across all categories, both direct and indirect. This full-time team of five plays a critical role in aligning our sourcing strategy with the business strategy by partnering closely with internal and external stakeholders to deliver value, drive innovation and ensure supply continuity. The team is composed of a Director-level leader, three experienced Senior Managers and a dedicated Source-to-Contract Specialist. This strategically positioned function was purpose-built to drive maximum positive impact across the organization.

Supplier Relationship and Risk Management

By September 2024, we advanced this momentum by establishing a dedicated Supplier Relationship and Risk Management team and tasking it with elevating how we manage supplier performance, mitigate risk, and ensure business continuity amid

increasing global volatility. The group takes a proactive and comprehensive approach to building long-term supplier partnerships, improving supplier quality and compliance, managing supplier performance and innovation, and driving responsible sourcing initiatives.

Partnering for the Future

Both teams are led by experienced leaders and support a broader transformation effort to mature our operational capabilities. They also work in tandem with our well-established Supply Chain functions, including Planning, Procurement, Distribution & Logistics, and Customer Service to deliver a more strategic, resilient, and sustainable global supply chain.

Emissions Accomplished

One of our key supply chain initiatives in 2024 was to optimize freight lanes between Repligen manufacturing locations and our product irradiation partners. With our Hopkinton, MA facility as the starting point, the cross-functional project team identified a feasible option with untapped capacity that could significantly reduce both travel distance and time.

Close collaboration between Quality, Logistics, and the Irradiation partner helped the team to quickly identify several products already qualified for multi-site irradiation and reroute them to this closer-proximity irradiation facility without negatively impacting the customer experience.

All related system settings and documentation requirements were updated to repeat the new process for subsequent transports. For each new round trip, this relatively straightforward yet high-impact change reduced travel distance by 1,100 miles and associated emissions by 1.5 tons CO₂e, or 72%.



UNSDG alignment: The content in this section demonstrates how we are advancing SDG 8 (Decent Work and Economic Growth), SDG 9 (Industry, Innovation and Infrastructure), SDG 12 (Responsible Consumption and Production) and SDG 13 (Climate Action).

Supplier Management

In 2024, we formally kicked off new Supplier Management and Risk Management functions within our Supply Chain organization. The primary focus was on elevating supplier quality across our global network.

Initial efforts centered on strengthening foundational processes, such as supplier audits and corrective actions, and alignment with internationally recognized quality standards, such as the U.S. Foreign Corrupt Practices Act, the U.K. Anti-bribery Act and the Organization for Economic Cooperation and Development (OECD) Anti-bribery Convention.

In addition, all suppliers, new and existing, are required to complete an updated Supplier Qualification Questionnaire every 3-5 years. Critical suppliers undergo periodic audits based on risk while performance or quality issues can trigger a “for-cause” audit at any time. Audit tracking processes continue to evolve with long-term business objectives.

Assurance of Supply

During the early autumn of 2024, a deadly tropical cyclone developed off the coast of Florida in the southeastern U.S., quickly gaining power before making landfall as Hurricane Helene. The storm raged through multiple states in the region, bringing intense winds, record-breaking rainfall and historic flooding to both vulnerable areas and those not previously affected by hurricanes. It caused widespread devastation and numerous fatalities in a short period. During this time, organized East Coast dock workers escalated their active labor dispute and threatened to strike, putting supply chain security at risk for companies near and far. Repligen took notice.

In swift response to early signals of an impending supply chain disruption, our supply chain experts proactively canvassed over 600 suppliers to quickly identify, assess, troubleshoot and prioritize potential risk events. This orchestrated effort enabled the rapid development and implementation of appropriate mitigation strategies, which resulted in effectively avoiding each disruption event.

In a related effort with longer-term focus, Repligen also executed several robust supply agreements with key raw material and service providers in 2024. These agreements were designed to provide additional supply chain security and ensure continuity of business services, including provisions for future at-risk situations caused by disruptive events.

Tools of Trade

At Repligen, 2024 was also a year for elevating supply chain-related processes. The team successfully deployed a structured stage gate project management methodology and supporting collaboration tool that drove completion of over 60 unique and impactful projects between January and December. Work also continued on the development of a high-performance spend analytics tool that is expected to come online in 2025. This tool will assist the team in accelerating progress on strategic sourcing initiatives related to cost savings, supplier relationship optimization, procurement efficiency improvement and others.

Protecting Our Value Chain

Fair Labor Practices

We work to ensure that our supply chain partners, both upstream and downstream, adhere to our Business Partner Code of Conduct policy, which aligns with internationally recognized labor standards, is provided to suppliers and is available on our company website.

In 2024, no supplier was identified as posing a significant risk for instances of child labor, forced labor or compulsory labor. Similarly, no supplier was identified as having violated worker rights related to freedom of association or collective bargaining. (GRI 407-409)



We routinely monitor our supplier risk profiles and reinforce responsible sourcing expectations through continuously improving supplier engagement, screening and onboarding practices. Moving forward we will integrate more formalized social impact reviews as part of our supplier management expansion. (GRI 414)

Customer Privacy

Repligen has invested in robust security measures for software systems and data management processes to help manage and mitigate risks related to proprietary business information and customer data, among other key issues.

In 2024, no complaints or claims related to breaches of privacy or loss of data were reported by our customers, regulatory bodies or other external parties either through our reporting hotline or email address. (GRI 418)

Commitment to Sustainability

On balance, the many positive achievements delivered in 2024 have created a strong momentum that will carry our newly diversified supply chain team well into 2025. Going forward, we will remain focused on developing a more effective supplier management program embedded with ambitious sustainability targets. We will also continue to strengthen our partnerships and develop resilient supply chains steeped in trust and transparency. Perhaps most importantly, we will continue to bring highly innovative and differentiated products to market while mapping value chain-related Scope 3 emissions and developing robust mitigation plans to address them.

Communities

Community outreach efforts in 2024 exemplified our dedication to social responsibility and environmental stewardship through the incredible generosity, passion, and dedication of our employees around the globe. We care deeply about the communities where we operate and take to heart meaningful opportunities to invest in and partner with local service providers in making measurable positive impacts to the health and well-being of our local populations and economies.



UNSDG alignment: The following spotlight examples, organized alphabetically by site location, showcase some of the most meaningful initiatives that Repligen employees led or supported in 2024. They also demonstrate how we are advancing SDG 3 (Good Health and Well-being), SDG 5 (Gender Equality), SDG 13 (Climate Action) and SDG 16 (Peace, Justice and Strong Institutions). Sincere thanks to everyone for your undeniable commitment to communities!

Many Sites, One Repligen



Breda, The Netherlands

Avans University of Applied Sciences

Third-year students enrolled in the Biology and Medical Laboratory Research bachelor's degree program were invited to a facility tour and informational session presented by members of our Quality and Manufacturing teams. Supervised students were invited to enter a strictly controlled clean room manufacturing suite for a unique, first-hand experience. This event was part of the site's burgeoning university partnership and internship program.



Bridgewater, New Jersey

Reap What You Sow

53 Repligen volunteers supported a thriving local nonprofit by harvesting over 19,000 pounds of potatoes in three hours at one of its four area farm locations in New Jersey. The organization, America's Grow A Row, donates farm-fresh produce to feeding organizations across the nation and educates people facing food insecurity by teaching them how to eat healthy. This impressive bounty contributed to 38,344 nutritious meals and included a \$5,000 cash contribution.

Ambitious Vision

Pet-loving employees hosted a "Pennies for Puppies" fundraiser for the Morristown, NJ-based Seeing Eye organization, whose mission is to train guide dogs for individuals with visual impairments. The team raised a healthy \$3,000 in donations!

Members of our Bridgewater, NJ, team harvested 19,000 pounds of potatoes in three hours to support local food security programs.





Clifton Park, New York

Chill Out for Charity

The site stocked breakroom freezers with delicious ice cream treats that were sold to employees at a slight upcharge to raise donation funds. Nearly \$500 was raised in 2024 for the purchase of essential clothing donations, such as socks, underwear and sweatshirts, made to residents in treatment at the Addictions Care Center of the Capital District.

YWCA Domestic Violence Shelters

Employees donated \$500 worth of essential personal care items to show support for women’s health and dignity during times of need.



Lund, Sweden

Built for Biodiversity

More than 20 employees used their light construction skills to recycle damaged wooden pallets into tree-mounted habitat boxes. The team installed six custom-designed boxes in trees near a local river to provide shelter for winged wildlife. (GRI 304)



Multiple Massachusetts sites



Rosie’s Place

Employees held a donation drive, volunteered on-site to serve meals and contributed \$1,000 to this landmark women’s shelter in Boston.

Mass General Hospital Bloodmobile

Employees across two sites joined forces to hold an autumn blood drive that pulled in 49 participants whose donations have the potential to save up to 147 patient lives.

Soldiers’ Angels

Employees at two sites joined forces to honor active service members and veterans with thank-you cards and treat-filled gift bags for Patriots Day and no-sew blankets for the winter holidays.



Greater Boston Food Bank

Summer and winter volunteer events attracted employees to sort and box a combined 18,000 pounds of food, roughly 1,500 meals, for local families in need.



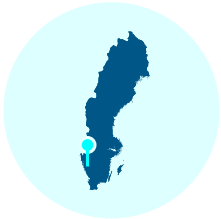
Laptops for Learning

Repligen delivered 15 refurbished laptops from our Waltham, MA, site to the principal of Iona High School near Ocho Rios, Jamaica, in 2024.

“Rather than dismantling the laptops for scrap parts and creating waste, these practical tools will instead be put to good use as the school launches a new hands-on reading program for struggling students.”

Keith Lee Robinson,
Chief Information Officer

Communities (cont.)



Mölndal, Sweden

PLAN International Sweden

Our teammates in Gothenburg (Mölndal), Sweden donated 30,000 SEK to a local branch of this global children’s rights organization to support access to food, clean water, health-care and education.



“It’s a special tradition we started five years ago to donate, typically 1,000 SEK per employee, to PLAN every Christmas instead of spending on employee greeting cards and gifts.”

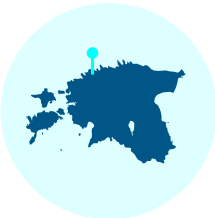
Johan Westman
Managing Director
Metenova, A Repligen company



Ravensburg, Germany

Community Lunch

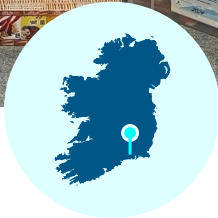
The Repligen team sponsored an event at the local community center for people in need of a warm meal called EINFACH ESSEN, which translates to “simply eat.” Going beyond the sponsorship commitment, employee volunteers purchased, prepared, cooked and served the meal and later cleaned up the kitchen and dining room. This weekly event typically serves 120 individuals who may be low-income, aged or simply lonely and looking for fellowship.



Tallinn and Jüri, Estonia

Student Support

The team in Estonia purchased more than €400 worth of baked goods from local students to fund their Study Abroad programming. The treats were served at the grand opening of our new facility in Jüri in May 2024.



Waterford, Ireland

Dunmore East Marine Search & Rescue

The team held a charity BBQ and raffle to support year-round search, rescue and recovery efforts on the local lakes, rivers and tributaries of Waterford City and County.

Waterford Food Bank

Employees pooled their cash returns from Ireland’s new recycled plastic bottle and can deposit program to purchase food items for donation to support local people in need.

WEEE Care

Starting in Q3, employees collected used batteries and vaping devices for recycling on behalf of the LauraLynn Foundation, Ireland’s Children’s Hospice. Each item collected equated to a cash donation made by the Waste Electrical and Electronic Equipment (WEEE) directive of Ireland. By mid-December, the team had already collected 50 kg (110 pounds) of recyclable materials ready for collection.

Pride Celebrations

Repligen is an unwavering protector of equal rights and a staunch ally to our LGBTQIA+ employees. We believe in the value of creating safe and welcoming workspaces, the merits of investing in voluntary employee-led resource groups (ERGs), and the importance of “showing up” in advocacy and celebration of our employees and local communities. Below is a selection of examples that demonstrate how we reinforced our commitments with action in 2024.

LundaPride

The Lund, Sweden team organized another Campus Pride event in June and was joined by six other companies at their shared office park in the Sankt Lars Campus. Activities included a panel discussion focused on approaches to LGBTQIA+ matters with the managing directors of participating companies, a drag show, live music, a barbeque lunch and a donation of 25,000 SEK to the LundaPride organization.

Boston Pride For the People Parade

Repligen employees from the various Boston-area sites marched together with more than 300 pride groups and 10,000 participants to celebrate, empower, educate, and commemorate the vibrant and diverse LGBTQIA+ community. Repligen also contributed \$2,600 to the Boston Pride organization.



Capital Region Pride Parade

The Clifton Park, NY team marched on Sunday, June 9, in the state capital’s historic Washington Park neighborhood of Albany to benefit the critical programs and services of the Pride Center of the Capital Region.



Every Day is Earth Day

Climate and environmental stewardship are important to Repligen, and our most ardent employees do their part to help preserve and protect the natural habitats in their local communities. This sense of duty often manifests in planned or impromptu nature walks in the areas surrounding our facilities.

Although Repligen does not typically own the land where we operate or the buildings that we occupy, our employees treat them with respect and gratitude. In 2024, for example, employees across our Clifton Park, Lund and Waltham sites assembled with the appropriate safety gear to collect and properly dispose of discarded trash and light debris from their building environs, nearby nature trails and natural waterways.

These events are always popular and, with jobs well done, seem to generate a contagious inspiration that continues to spread to more of our global sites each year.

Better Together

All told, our 2024 community outreach programs raised significant monetary and material contributions for causes ranging from environmental conservation and hunger relief to health awareness and compassionate support for vulnerable populations. Combined, these community-minded causes beautifully reflect the collective Repligen employee spirit and our culture of caring. We look ahead to more of the same in 2025!

Indigenous People

At Repligen, we lease our manufacturing facilities and operations in compliance with all applicable local, state, federal and country regulations. Repligen had no identified incidents of violations involving the rights of indigenous people in 2024; therefore, no remediation plans were required and no actions were taken. While no company policy exists today that addresses the rights of indigenous peoples, the topic is under review. (GRI 411)

Biodiversity

The connection between biodiversity and sustainable development is important. In 2024, no International Union for Conservation of Nature (IUCN) Red List species or habitats were identified as needing protection or restoration by Repligen; therefore, no actions were taken. As part of our upcoming double materiality assessment, we will further consider the actual and potential positive and negative impacts of our operations on biodiversity. (GRI 304)

Partnerships & Pathways

At Repligen, we believe that developing and maintaining strong partnerships is an essential element of our business strategy and reinforces stakeholder confidence. Participation in professional affiliations helps us take a future-focused and collaborative approach to our work and has ranged from webinar learning sessions on technology hot-topics to longer-term engagements with advanced missions, such as coauthoring industry resource documents, developing best practices and setting industry standards.

Collaboration in Action

As our company evolves and grows, we continue to make selective investments in professional associations through memberships and leadership roles, including committee chairs and Board directorships. We make the most of these unique opportunities for collaboration with other industry experts and, together, drive advances in technology innovations, thought leadership and shared challenge solutions. These experiences not only serve the betterment of our industry, but they also inspire our employees in creative thinking and inventive approaches to problem-solving, two critical skills that keep our company moving forward on the paths of visionary leadership and future success.

Here, we provide a glimpse into these types of partnerships and pathways that Repligen explored and progressed in 2024. How can we partner with you?

“Cross-industry collaboration within the BioPhorum Supply Resilience group is very rewarding, especially through the ‘Alternative to Gamma’ workstream. Tracking X-ray irradiation guidelines and expectations positions Repligen for success as the industry continues to evolve.”

Heather Shaffer
Principal Quality Engineer



UNSDG alignment: The content in this section demonstrates how we are advancing SDG 8 (Decent Work and Economic Growth), SDG 9 (Industry, Innovation and Infrastructure), SDG 12 (Responsible Consumption and Production) and SDG 13 (Climate Action).



We are currently a member of the BioPhorum Supply Resilience group, helping to lead the way in addressing current issues and developing the biopharma supply chain of the future.



Our longstanding support of the Bio-Process Systems Alliance (BPSA), through membership and Board leadership, is focused on the ongoing implementation of **robust, safe and sustainable Single-Use Technologies**.



We proudly accepted the U.S. Environmental Protection Agency’s Green Power Partnership invitation in 2023 and participate in their 2024 Department of Energy’s “Better Plant’s Bootcamp” program, where we advanced our skills in how and where to reduce our company’s carbon footprint.



We follow the EcoVadis best practice of performing annual **site-level sustainability assessments**, establishing the highest level of trust and transparency into our operational processes.



We have published a reporting framework disclosure index “in accordance with GRI” since our inaugural 2020 report and resolutely maintain in-house certification as a GRI Sustainability Professional.



We sponsor and actively participate in the MAST Center, uniting academia with industry to tackle challenges in the Membrane Applications Science and Technology field and driving research in sustainable membrane product design and manufacturing.



Multiple Repligen sites, such as our Lebanon, NH (U.S.) facility, embeds My Green Lab® best practices into daily operations and leveraged its resources in 2024 to engage, educate and inspire employees.



Since 2020, Repligen has remained an active supporter of the UNGC and, in 2024, completed its USA Network Business in Human Rights Accelerator program.

Looking Ahead

We are proud of our accomplishments in 2024. We also recognize that advancing our ambitious sustainability strategy is a work in progress and that it fits hand-in-glove with our culture of continuous improvement and commitment to RPS. The team at large understands that we are traveling this road toward net zero together and that, though there may be uncertainties associated with taking on the big challenges, by sharing best practices and encouraging progress over perfection, we will be successful in climate stewardship and business resilience. While 2025 may be another year of unprecedented climate events and unpredictable world events, the Repligen team will hold fast to our commitments and continue to move forward.

As the sun sets on our 2024 report, we are already moving forward on our commitments and targets for 2025.

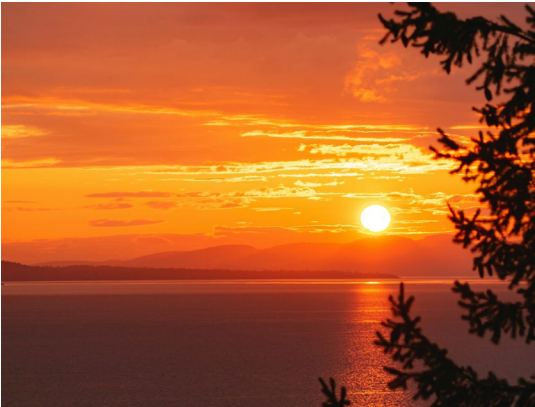
Moving Forward

For example, we continue to develop a comprehensive plan to achieve net-zero emissions by 2050 and submit it for approval by the Science Based Targets initiative by the end of the year. We are also planning to conduct our first enterprise-level double materiality assessment in 2025, to inform our 3- to 5-year sustainability roadmap and to support our first Corporate Sustainability Reporting Directive (CSRD) readiness assessment. We look forward to sharing updates on these projects and others in our 2025 reporting.

Closing Thoughts

Thank you for reading our 2024 Corporate Sustainability Report, “Perspectives on Progress.”

We encourage our stakeholders and other interested parties to visit our [corporate sustainability website](#) where you can read more about our sustainability governance structure, materiality assessment and reporting methodologies. There you will also find periodic updates on our progress without having to wait for our 2025 Sustainability Report.



UNSDG Priorities Index

Through our annual “light touch” reassessment process of the 17 UN Sustainable Development Goals, we confirmed the following seven as most relevant to Repligen in 2024.

PRIORITY	TITLE	DESCRIPTION	RESPONSE
	Good Health and Well-Being	Ensure healthy lives and promote well-being for all at all ages	Bioprocessing Industry, Products & Packaging, Talent, Communities
	Gender Equality	Achieve gender equality and empower all women and girls	Products & Packaging, Talent, Communities
	Decent Work and Economic Growth	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	Supply Chain, Partnerships & Pathways
	Industry, Innovation and Infrastructure	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	Operations, Supply Chain, Partnerships & Pathways
	Responsible Consumption and Production	Ensure sustainable consumption and production patterns	Operations, Supply Chain, Partnerships & Pathways
	Climate Action	Take urgent action to combat climate change and its impacts	Operations, Supply Chain, Communities, Partnerships & Pathways
	Peace, Justice and Strong Institutions	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	Products & Packaging, Talent, Communities



Reporting Framework Indices

GRI Standards Index	40
SASB Standards Index	47
CDP Climate Survey	(available online only)

GRI Standards Index



Statement of use: Repligen Corporation has reported in accordance with the GRI Standards for the period January 1 through December 31, 2024.

GRI 1 used: GRI 1: Foundation 2021, which includes topic standards from previous years where noted.
GRI Sector Standard: GRI does not provide a sector standard that is applicable to Repligen Corporation.

Global Reporting Initiative™ (GRI) Framework Index

DISCLOSURE	2024 SOURCE LOCATIONS
General Disclosures	
GRI 2: General Disclosures 2021	
2-1 Organizational details	Repligen Annual Report 2024, Form 10-K, Part I, Item 1, Business, Overview, p.2 and Corporate Information, p.8
2-2 Entities included in the organization’s sustainability reporting	Repligen Annual Report 2024, Form 10-K, Part IV, Notes to Consolidated Financial Statements, Organization and Nature of Business, p.73 Repligen 2024 Sustainability (ESG) Report, Repligen At A Glance, p.9
2-3 Reporting period, frequency and contact point	Repligen 2024 Sustainability (ESG) Report, Welcome, p.2
2-4 Restatements of information	Repligen 2024 Sustainability (ESG) Report, About This Report, p.8
2-5 External assurance	Repligen Sustainability web pages, Methodology, Data Assurance
2-6 Activities, value chain and other business relationships	Repligen Annual Report 2024, Form 10-K, Part I, Item 1, Business, p.2-11 Repligen 2024 Sustainability (ESG) Report, Supply Chain, p.31 and Partnerships & Pathways, p.37
2-7 Employees	Repligen 2024 Sustainability (ESG) Report, Talent, Workforce Data, p.30
2-8 Workers who are not employees	Repligen Annual Report 2024, Form 10-K, Part I, Item 1, Business, Human Capital, p.11 Repligen 2024 Sustainability (ESG) Report, Talent, Safety, Compliance and Training, p.29 and Workforce Data, p.29

DISCLOSURE	2024 SOURCE LOCATIONS
2-9 Governance structure and composition	Repligen Repligen 2025 Proxy Statement, Summary, Our Director Nominees, p.2-4 and Proposal 1, Election of Directors, p. 12-22 Repligen Corporate Governance Guidelines, full document Repligen Sustainability web pages, Sustainability Oversight, Corporate Governance Practices
2-10 Nomination and selection of the highest governance body	Repligen 2025 Proxy Statement, Proposal 1, Election of Directors, Nominees, p.12, Corporate Governance & Board Matters, Board Information, p.19-22 Corporate Governance Guidelines, p.3-5 Nominating and Corporate Governance (N&CG) Committee Charter, p.1-5
2-11 Chair of the highest governance body	Repligen 2025 Proxy Statement, Proposal 1, Election of Directors, Occupations of Directors and Executive Officers, p.13
2-12 Role of the highest governance body in overseeing the management of impacts	Repligen 2025 Proxy Statement, Proposal 1, Election of Directors, Corporate Governance and Board Matters, Board Information, Board Role in Risk Oversight, p.24 N&CG Committee Charter, p.3-4 Repligen Sustainability web pages, Governance
2-13 Delegation of responsibility for managing impacts	Repligen 2025 Proxy Statement, Proposal 1, Election of Directors, Corporate Governance and Board Matters, Board Information, Board Role in Risk Oversight, p.24 Repligen Sustainability web pages, Oversight, Governance
2-14 Role of the highest governance body in sustainability reporting	Repligen 2025 Proxy Statement, Proposal 1, Election of Directors, Corporate Governance and Board Matters, Sustainability - ESG Matters, Oversight, p.25

DISCLOSURE	2024 SOURCE LOCATIONS
2-15 Conflicts of interest	Repligen 2025 Proxy Statement, Proposal 1, Election of Directors, p.14-18 and Proposal 3, Advisory Vote on Executive Compensation, p.37 Nominating and Corporate Governance (N&CG) Committee Charter, p.3
2-16 Communication of critical concerns	Code of Business Conduct and Ethics, Reporting Process, Resources and Penalties, p.5, 17-18 Business Partner Code of Conduct, Management Systems, p.6 Insider Trading Policy, p.9-10 Corporate Governance Guidelines, 8-9, 11 Repligen 2025 Proxy Statement, Proposal 1, Election of Directors, Corporate Governance & Board Matters, Board Information, Shareholder Communication Policies, p.22-23 Repligen 2024 Sustainability (ESG) Report, p.16, 27, 29, 32, 36, and SASB Index, HC-MS-250a.3, p.47
2-17 Collective knowledge of the highest governance body	Repligen 2025 Proxy Statement, Proposal 1, Election of Directors, Corporate Governance and Board Matters, Sustainability - (ESG) Matters, Compensation, p.25
2-18 Evaluation of the performance of the highest governance body	Repligen 2025 Proxy Statement, Proposal 3, Advisory Vote on Executive Compensation, p.38-40
2-19 Remuneration policies	Repligen 2025 Proxy Statement, Proposal 3, Advisory Vote on Executive Compensation, p.34-36 Compensation Committee Charter, full document
2-20 Process to determine remuneration	Repligen 2025 Proxy Statement, Proposal 3, Advisory Vote on Executive Compensation, p.34-37 Compensation Committee Charter, full document
2-21 Annual total compensation ratio	Repligen 2025 Proxy Statement, Proposal 3, Advisory Vote on Executive Compensation, CEO Pay Ratio, p.58-59
2-22 Statement on sustainable development strategy	Repligen 2025 Proxy Statement, Proposal 1, Election of Directors, Sustainability - ESG Matters, p.24-26 Repligen 2024 Sustainability (ESG) Report, CEO Letter, p.4 Repligen Sustainability web pages, Strategy
2-23 Policy commitments	Code of Business Conduct and Ethics, full document Business Partner Code of Conduct, Integrity and Compliance, p.2, 5

DISCLOSURE	2024 SOURCE LOCATIONS
2-24 Embedding policy commitments	Code of Business Conduct and Ethics, full document Business Partner Code of Conduct, full document Repligen 2024 Sustainability (ESG) Report, Talent, Compliance and Training, p.29
2-25 Processes to remediate negative impacts	Code of Business Conduct and Ethics, full document Business Partner Code of Conduct, full document Insider Trading Policy, full document
2-26 Mechanisms for seeking advice and raising concerns	Repligen 2025 Proxy Statement, Proposal 1, Election of Directors, Corporate Governance and Board Matters, Board Information, Shareholder Communication Policies, p.22-23 Code of Business Conduct and Ethics, full document Business Partner Code of Conduct, p.6
2-27 Compliance with laws and regulations	Repligen Annual Report 2024, Form 10-K, Part I, Item 1A, Risk Factors, Risks Related to Government Regulation, p.27-28
2-28 Membership associations	Repligen 2024 Sustainability (ESG) Report, Partnerships & Pathways, p.37
2-29 Approach to stakeholder engagement	Repligen 2025 Proxy Statement, Shareholder Engagement, p.4 and Sustainability - ESG Matters, p.5 Repligen 2024 Sustainability (ESG) Report, Supply Chain, p.31-32 Repligen Sustainability web pages, Materiality
2-30 Collective bargaining agreements	Repligen Annual Report 2024, Form 10-K, Part I, Item 1, Business, Human Capital, p.11
Material Topics	
GRI 3: Material Topics 2021	
3-1 Process to determine material topics	Repligen 2024 Sustainability (ESG) Report, CEO Letter, p.4, Strategy & Approach, p.6 Repligen Sustainability web pages, Materiality
3-2 List of material topics	Repligen Annual Report 2024, Form 10-K, Summary of Material Risks, p.i Repligen Sustainability web pages, Materiality

DISCLOSURE	2024 SOURCE LOCATIONS
GRI 201: Economic Performance 2016	
3-3 Management of this material topic	Repligen Annual Report 2024, Form 10-K, Part IV, Item 15, p.59 2024 Repligen Sustainability (ESG) Report, Repligen At A Glance, p.9
201-1 Direct economic value generated and distributed	Repligen Annual Report 2024, Form 10-K, Part IV, Item 15, Exhibits and Financial Statement Schedules, p.59 Repligen 2024 Sustainability (ESG) Report, p.9
201-2 Financial implications and other risks and opportunities due to climate change	Repligen Annual Report 2024, Form 10-K, Part I, Item 1A, Risk Factors, p.28
201-3 Defined benefit plan obligations and other retirement plans	Repligen Annual Report 2024, Form 10-K, Part I, p.16 and Part II, Employee Benefit Plans, p.III
201-4 Financial assistance received from government	Repligen Annual Report 2024, Form 10-K, Part II, Item 7, Income Taxes, p.44, 100-103
GRI 202: Market Presence 2016	
3-3 Management of material topics	Repligen 2024 Sustainability (ESG) Report, Talent, Compliance and Training, p.29
202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Repligen 2024 Sustainability (ESG) Report, Talent, Compliance and Training, p.29
202-2 Proportion of senior management hired from the local community	Repligen 2024 Sustainability (ESG) Report, Talent, Compliance and Training, p.29
GRI 203: Indirect Economic Impacts 2016	
3-3 Management of material topics	Repligen 2024 Sustainability (ESG) Report, Communities, p.33-36
203-1 Infrastructure investments and services supported	Repligen 2024 Sustainability (ESG) Report, Communities, p.33-36
203-2 Significant indirect economic impacts	Repligen 2024 Sustainability (ESG) Report, Communities, p.33-36

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GRI 204: Procurement Practices 2016	
3-3 Management of material topics	Repligen Annual Report 2024, Form 10-K, Part I, Item 1A, Risk Factors, p.17 and Part II, Item 7, Macroeconomic Trends, p.39 Repligen 2024 Sustainability (ESG) Report, Supply Chain, p.31-32
204-1 Proportion of spending on local suppliers	Repligen 2024 Sustainability (ESG) Report, Supply Chain, p.31-32
GRI 205: Anti-corruption 2016	
3-3 Management of material topics	Repligen Annual Report 2024, Form 10-K, Part I, Item 1, Code of Business Conduct and Ethics, p.11-12
205-1 Operations assessed for risks related to corruption	Repligen Annual Report 2024, Form 10-K, Part I, Item 1A, Risk Factors, p.29
205-2 Communication and training about anti-corruption policies and procedures	Repligen 2024 Sustainability (ESG) Report, Talent, p.29
205-3 Confirmed incidents of corruption and actions taken	Repligen 2024 Sustainability (ESG) Report, Talent, p.29 SASB Index, HC-MS-510a.1, p.48
GRI 206: Anti-competitive Behavior 2016	
3-3 Management of material topics	Repligen Annual Report 2024, Form 10-K, Part I, Item 1A, Risk Factors, Risks Related to; Ownership of Our Common Stock, Investment in Our Securities, p.26, Our Products and Technology, p.32-33, and Item 3, Legal Proceedings, p.35 Repligen 2025 Proxy Statement, Sustainability, p.26
206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Repligen Annual Report 2024, Form 10-K, Part I, Item 1, Sustainability – ESG Matters, p.12-13, Item 1A, Risks Factors, p.26, 32-33 and Item 3, Legal Proceedings, p.35
GRI 207: Tax 2019	
3-3 Management of material topics	Repligen Annual Report 2024, Form 10-K, Part I, Item 1A, Risk Factors, p.27, Part II, Item 7, p.44 and Income Taxes, p.100-103
207-1 Approach to tax	Repligen Annual Report 2024, Form 10-K, Part II, Item 7, p.48, 51
207-2 Tax governance, control, and risk management	Repligen Annual Report 2024, Form 10-K, Part I, Item 1A, Risk Factors, p.21-22, 73-74, 84

DISCLOSURE	2024 SOURCE LOCATIONS
207-3 Stakeholder engagement and management of concerns related to tax	Repligen Annual Report 2024, Form 10-K, Part I, Item 1A, Risk Factors, p.21-22, 100-103
207-4 Country-by-country reporting	Repligen Annual Report 2024, Form 10-K, Part II, Item 7, p.51, 100-103
GRI 301: Materials 2016	
3-3 Management of material topics	Repligen 2024 Sustainability (ESG) Report, Strategy, p.6 and Operations, Data, p.22-23 Repligen Sustainability web pages, Materiality
301-1 Materials used by weight or volume	Repligen 2024 Sustainability (ESG) Report, Operations, Data, p.22-23
301-2 Recycled input materials used	Repligen 2024 Sustainability (ESG) Report, Operations, Waste, p.18-20 and Data, p.22-23
301-3 Reclaimed products and their packaging materials	Repligen 2024 Sustainability (ESG) Report, Operations, Data, p.22 SASB Index, HC-MS-410a.2, p.48
GRI 302: Energy 2016	
3-3 Management of material topics	Repligen 2024 Sustainability (ESG) Report, Operations, Energy, p.15-16 and Data, p.21
302-1 Energy consumption within the organization	Repligen 2024 Sustainability (ESG) Report, Operations, Energy, p.15-16 and Data, p.21
302-2 Energy consumption outside of the organization	Repligen 2024 Sustainability (ESG) Report, Operations, Energy, p.15-16 and Data, p.21
302-3 Energy intensity	Repligen 2024 Sustainability (ESG) Report, Operations, Data, p.21
302-4 Reduction of energy consumption	Repligen 2024 Sustainability (ESG) Report, Operations, Energy, p.15-16 and Data, p.21
302-5 Reductions in energy requirements of products and services	Repligen 2024 Sustainability (ESG) Report, Operations, Energy, p.15-16 and Data, p.21

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GRI 303: Water and Effluents 2018	
3-3 Management of material topics	Repligen 2024 Sustainability (ESG) Report, Operations, Water, p.17 and Data, p.22
303-1 Interactions with water as a shared resource	Repligen 2024 Sustainability (ESG) Report, Operations, Water, p.17 and Data, p.22
303-2 Management of water discharge-related impacts	Repligen 2024 Sustainability (ESG) Report, Operations, Water, p.17 and Data, p.22
303-3 Water withdrawal	Repligen 2024 Sustainability (ESG) Report, Operations, Water, p.17 and Data, p.22
303-4 Water discharge	Repligen 2024 Sustainability (ESG) Report, Operations, Water, p.17 and Data, p.22
303-5 Water consumption	Repligen 2024 Sustainability (ESG) Report, Operations, Water, p.17 and Data, p.22
GRI 304: Biodiversity 2016	
3-3 Management of material topics	Repligen 2024 Sustainability (ESG) Report, Communities, p.36
304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Repligen 2024 Sustainability (ESG) Report, Communities, p.36
304-2 Significant impacts of activities, products and services on biodiversity	Repligen 2024 Sustainability (ESG) Report, Communities, p.36
304-3 Habitats protected or restored	Repligen 2024 Sustainability (ESG) Report, Operations, Energy, p.16 and Communities, p.36
304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Repligen 2024 Sustainability (ESG) Report, Communities, p.36
GRI 305: Emissions 2016	
3-3 Management of material topics	Repligen 2024 Sustainability (ESG) Report, p.5, 7, 16, 31 Repligen Sustainability web pages, Materiality

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305-1 Direct (Scope 1) GHG emissions	Repligen 2024 Sustainability (ESG) Report, Operations, Data, p.21
305-2 Energy indirect (Scope 2) GHG emissions	Repligen 2024 Sustainability (ESG) Report, Operations, Data, p.21
305-3 Other indirect (Scope 3) GHG emissions	Repligen 2024 Sustainability (ESG) Report, Operations, Data, p.21
305-4 GHG emissions intensity	Repligen 2024 Sustainability (ESG) Report, Operations, Data, p.21
305-5 Reduction of GHG emissions	Repligen 2024 Sustainability (ESG) Report, Operations, Data, p.21
305-6 Emissions of ozone-depleting substances (ODS)	Repligen 2024 Sustainability (ESG) Report, Operations, Data, p.21
305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Repligen 2024 Sustainability (ESG) Report, Operations, Data, p.21
GRI 306: Waste 2020	
3-3 Management of material topics	Repligen 2024 Sustainability (ESG) Report, Operations, p.14, p.18-20
306-1 Waste generation and significant waste-related impacts	Repligen 2024 Sustainability (ESG) Report, Operations, p.14, p.18-20
306-2 Management of significant waste-related impacts	Repligen 2024 Sustainability (ESG) Report, Operations, p.14, p.18-20
306-3 Waste generated	Repligen 2024 Sustainability (ESG) Report, Operations, Data, p.22
306-4 Waste diverted from disposal (reuse or recycling)	Repligen 2024 Sustainability (ESG) Report, Operations, Data, p.22
306-5 Waste directed to disposal	Repligen 2024 Sustainability (ESG) Report, Operations, Data, p.22
GRI 308: Supplier Environmental Assessment 2016	
3-3 Management of material topics	Repligen 2024 Sustainability (ESG) Report, Supply Chain, p.32 Repligen Sustainability web pages, Materiality

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308-1 New suppliers screens with environmental criteria	Repligen 2024 Sustainability (ESG) Report, Supply Chain, p.32
308-2 Negative environmental impacts in the supply chain and actions taken	Repligen 2024 Sustainability (ESG) Report, Supply Chain, p.31-32
GRI 401: Employment 2016	
3-3 Management of material topics	Repligen 2024 Sustainability (ESG) Report, Talent, p.23 Repligen Sustainability web pages, Materiality
401-1 New employee hires and employee turnover	Repligen 2024 Annual Report, Form 10-K, Part I, Item, 1, Business, Human Capital, p.11
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Repligen 2024 Annual Report, Form 10-K, Employee Benefit Plans, p.111 Repligen 2024 Sustainability (ESG) Report, Talent, p.23
401-3 Parental leave	Repligen 2024 Sustainability (ESG) Report, Talent, p.23
GRI 402: Labor/Management Relations (2016)	
3-3 Management of material topics	Code of Business Conduct and Ethics, full document Business Partner Code of Conduct, full document
402-1 Minimum notice periods regarding operational changes	Repligen Annual Report 2024, Form 10-K, Part I, Item 1, Manufacturing, p.15-16
GRI 403: Occupational Health and Safety 2018	
3-3 Management of material topics	Repligen 2024 Sustainability (ESG) Report, Talent, p.29
403-1 Occupational health and safety management system	Repligen Annual Report 2024, Form 10-K, Part I, Item 1, Human Capital, p.12 Repligen 2024 Sustainability (ESG) Report, Talent, p.29
403-2 Hazard identification, risk assessment, and incident investigation	Repligen 2024 Sustainability (ESG) Report, Talent, p.29
403-3 Occupational health services	Repligen 2024 Sustainability (ESG) Report, Talent, p.29

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403-4 Worker participation, consultation, and communication on occupational health and safety	Repligen 2024 Sustainability (ESG) Report, Talent, Safety, Compliance and Training, p.29
403-5 Worker training on occupational health and safety	Repligen 2024 Sustainability (ESG) Report, Talent, p.29
403-6 Promotion of worker health	Repligen Annual Report 2024, Form 10-K, Part I, Item 1, Human Capital, p.11-12
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Repligen 2024 Sustainability (ESG) Report, Talent, p.29
403-8 Workers covered by an occupational health and safety management system	Repligen 2024 Sustainability (ESG) Report, Talent, p.29
403-9 Work-related injuries	Repligen 2024 Sustainability (ESG) Report, Talent, p.29
403-10 Work-related ill health	Repligen 2024 Sustainability (ESG) Report, Talent, p.29
GRI 404: Training and Education 2016	
3-3 Management of material topics	Repligen 2024 Sustainability (ESG) Report, Talent, p.25, 29 Repligen Sustainability web pages, Materiality
404-1 Average hours of training per year per employee	Repligen 2024 Sustainability (ESG) Report, Talent, p.29
404-2 Programs for upgrading employee skills and transition assistance programs	Repligen 2024 Sustainability (ESG) Report, Talent, p.29
404-3 Percentage of employees receiving regular performance and career development reviews	Repligen 2024 Sustainability (ESG) Report, Talent, p.29
GRI 405: Diversity and Equal Opportunity 2016	
3-3 Management of material topics	Code of Business Conduct and Ethics, p.9,14 Repligen 2025 Proxy Statement, Board Composition, p.3 and Proposal 3, CEO Pay Ratio, p.58-59 Compensation Committee Charter, p.4-5 Repligen Sustainability web pages, Materiality

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405-1 Diversity of governance bodies and employees	Repligen 2025 Proxy Statement, Board Composition, p.3 Repligen 2024 Sustainability (ESG) Report, Talent, Workforce Data, p.30
GRI 406: Non-discrimination 2016	
3-3 Management of material topics	Repligen Annual Report 2024, Form 10-K, Part I, Item 1, Business, Human Capital, Employees, p.11-12 Repligen Sustainability web pages, Materiality and Governance
406-1 Incidents of discrimination and corrective actions taken	Repligen 2024 Sustainability (ESG) Report, Talent, p.27
GRI 407: Freedom of Association and Collective Bargaining (2016)	
3-3 Management of material topics	Repligen Annual Report 2024, Form 10K, Part I, Item 1, Human Capital, p.11 Repligen Sustainability web pages, Materiality and Governance
407-1 Operations and suppliers where the right to freedom of association and collective bargaining may be at risk	Repligen 2024 Sustainability (ESG) Report, Supply Chain, p.32
GRI 408: Child Labor 2016	
3-3 Management of material topics	Code of Business Conduct and Ethics, Human Rights, p.17 Business Partner Code of Conduct, Human Rights, Labor and Employment, p.3-4 Repligen Sustainability web pages, Materiality
408-1 Operations and suppliers at significant risk for incidents of child labor	Repligen 2024 Sustainability (ESG) Report, Supply Chain, p.32
GRI 409: Forced or Compulsory Labor 2016	
3-3 Management of material topics	Code of Business Conduct and Ethics, Human Rights, p.17 Business Partner Code of Conduct, Human Rights, Labor and Employment, p.4 Repligen Sustainability web pages, Materiality
409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Repligen 2024 Sustainability (ESG) Report, Supply Chain, p.32


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GRI 411: Rights of Indigenous Peoples 2016	
3-3 Management of material topics	Repligen 2024 Sustainability (ESG) Report, Communities, p.36 Repligen Sustainability web pages, Materiality
411-1 Incidents of violations involving rights of indigenous peoples	Repligen 2024 Sustainability (ESG) Report, Communities, p.36
GRI 413: Local Communities 2016	
3-3 Management of material topics	Repligen 2024 Sustainability (ESG) Report, Communities, p.36 Repligen Sustainability web pages, Materiality
413-1 Operations with local community engagement, impact assessments, and development programs	Repligen 2024 Sustainability (ESG) Report, Communities, p.36
413-2 Operations with significant actual and potential negative impacts on local communities	Repligen 2024 Sustainability (ESG) Report, Communities, p.36
GRI 414: Supplier Social Assessment 2016	
3-3 Management of material topics	Repligen 2024 Sustainability (ESG) Report, Supply Chain, p.32 Repligen Sustainability web pages, Materiality
414-1 New supplier screens using social criteria	Repligen 2024 Sustainability (ESG) Report, Supply Chain, p.32
414-2 Negative social impacts in the supply chain and actions taken	Repligen 2024 Sustainability (ESG) Report, Supply Chain, p.32
GR 415: Public Policy 2016	
3-3 Management of material topics	Code of Business Conduct and Ethics, p.7-8, 11
415-1 Political contributions	Repligen Annual Report 2024, Form 10-K, Part I, Item 1A, Risk Factors, p.29

DISCLOSURE	2024 SOURCE LOCATIONS
GRI 416: Customer Health and Safety 2016	
3-3 Management of material topics	Repligen Annual Report 2024, Form 10-K, Part I, Item 1, Human Capital, p.11 Repligen Sustainability web pages, Materiality
416-1 Assessment of health and safety impacts of product and service categories	SASB Index in this report, HC-MS-250a.2-4, p.47, HC-MS-270a.1 and HC-MS-410a.1, p.48 Repligen 2024 Sustainability (ESG) Report, Talent, Safety, Compliance and Training, p.29
416-2 Incidents of non-compliance concerning health and safety impacts of products and services	Repligen 2024 Sustainability (ESG) Report, SASB Index, HC-MS-250a.1-4, p.47
GR 417: Marketing and Labeling 2016	
3-3 Management of material topics	Repligen Annual Report 2024, Form 10-K, Part I, Item 1, Our Market Opportunity, p.10 Repligen 2024 Sustainability (ESG) Report, Operations, p.16 Repligen Sustainability web pages, Materiality
417-1 Requirements for product and service information and labeling	Repligen 2024 Sustainability (ESG) Report, SASB Index, HC-MS-430a.2, p.48
417-2 Incidents of non-compliance concerning product and service information and labeling	Repligen 2024 Sustainability (ESG) Report, SASB Index, HC-MS-430a.2, p.48
417-3 Incidents of non-compliance concerning marketing communications	Repligen 2024 Sustainability (ESG) Report, SASB Index, HC-MS-430a.2, p.48
GRI 418: Customer Privacy 2016	
3-3 Management of material topics	Repligen Annual Report 2024, Form 10-K, Part I, Item 1A, Risk Factors, Risks Related to Data and Privacy, p.30 and Item 1C, Cybersecurity, p.34 Repligen Sustainability web pages, Materiality and Cybersecurity
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Repligen Annual Report 2024, Form 10-K, Part I, Item 1C, Cybersecurity, p.34 Repligen 2024 Sustainability (ESG) Report, Supply Chain, p.32

SASB Content Index

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

In August 2022, the International Sustainability Standards Board (ISSB) assumed responsibility for the SASB Standards when the Value Reporting Foundation (VRF) merged with the IFRS Foundation. Current standards do not include Bioprocessing (our industry), so there is no direct match. Please see [page 8](#) for a description of what “We Do” and “We Don’t.”



IFRS Sustainability
Alliance

CODE	METRIC	CATEGORY	RESPONSE
Activity Metric			
HC-MS-000.A	Number of units sold by product category	Quantitative	Repligen Corporation believes that the number of units sold by product category is proprietary information and uses business franchise-level revenue as an activity metric. Revenue and growth by each of our businesses (Filtration, Process Analytics, Chromatography and Proteins) can be found in our Repligen Annual Report 2024, Form 10-K.
Affordability and Pricing			
HC-MS-240a.1	Ratio of weighted overage rate of net price increases (for all products) to the annual increase in the U.S. Consumer Price Index (CPI)	Quantitative	Our 2024 CPI increased by 2.9% compared to 2023. The realized impact of price increases at Repligen were modestly above the 2024 CPI average.
HC-MS-240a.2	Description of how price information for each product is disclosed to customers or to their agents	Discussion and Analysis	<p>Repligen Corporation has fixed prices for all products that are hard-coded into our quoting system (Salesforce). These prices reflect a fair value proposition for the benefits that our technologies provide. Price increases, if necessary, are typically determined annually and made effective at the beginning of the next fiscal year. Increases are derived from a composite of increases in the cost of labor and raw materials and investments made by Repligen Corporation to improve product access and quality.</p> <p>Pricing is provided to potential customers who are biopharmaceutical developers and manufacturers, and life sciences companies, on request through our customer service or sales team. We do not publish an annual price list. In certain circumstances where required by Master Service Agreements, Repligen Corporation provides annual pricing updates for certain products to customers. Volume-related pricing discounts are also considered.</p>
Product Safety			
HC-MS-250a.1	Number of recalls issued, total units recalled	Quantitative	Eight recalls globally, 1,054 total units recalled.
HC-MS-250a.2	List of products listed in the FDA’s MedWatch Safety Alerts for Human Medical Products database	Discussion and Analysis	No products were listed in the FDA’s MedWatch Safety Alerts for Human Medical Products database in 2024. For Repligen Corporation, this database is only relevant for a small hospital supplies business unit (Repligen Corporation of Irving, TX) that manufactures dialysis products, which represent less than 1% of our total annual revenue. The unit operates under an ISO 13485:2016 Certified Management Quality Program.
HC-MS-250a.3	Number of fatalities related to products as reported in the FDA Manufacturer and User Facility Device Experience	Quantitative	0
HC-MS-250a.4	Number of FDA enforcement actions taken in response to violations of current Good Manufacturing Practices	Quantitative	0

Ethical Marketing			
HC-MS-270a.1	Total amount of monetary losses as a result of legal proceedings associated with false marketing claims (USD)	Quantitative	0
HC-MS-270a.2	Description of code of ethics governing promotion of off-label use of products	Discussion and Analysis	This is not applicable, as Repligen Corporation is not a drug manufacturer and our products do not undergo FDA, EMA or other regulatory approvals for any particular indication/disease area. Our Code of Business Conduct and Ethics governs the promotion of all of our products.
Product Design and Lifecycle Management			
HC-MS-410a.1	Discussion of process to assess and manage environmental and human health considerations associated with chemicals in products, and meet demand for sustainable products	Discussion and Analysis	The development of new products and the enhancement of existing ones includes a thorough risk assessment and a stringent compliance component with established guidelines specific to each type. Guidelines for this activity are informed by our established quality processes, regulatory checklists, global regulations and certified testing facilities and consulting subject matter experts as required. Processes typically include the review of raw substances and mixtures for environmental and/or human health impacts, or regional electrical safety or product composition laws for controllers or other electrical products under development. Post product launch, we monitor changing global regulations related to environmental or human health considerations that may impact existing products on the market.
HC-MS-410a.2	Total amount of products accepted for take-back and reused, recycled, or donated, broken down by: (1) devices and equipment and (2) supplies (Metric tons (t))	Discussion and Analysis	Repligen Corporation does not currently offer a formal product take-back, reuse or recycling program. However, we seek to improve the sustainability of our products and continue to hold discussions with interested collaborators toward a pilot program for select products and situations.
Supply Chain Management			
HC-MS-430a.1	Percentage of (1) entity's facilities and (2) Tier 1 suppliers' facilities participating in third-party audit programs for manufacturing and product quality	Quantitative	0 The potential for third-party supplier audits is under evaluation for 2025 and beyond.
HC-MS-430a.2	Description of efforts to maintain traceability within the distribution chain	Discussion and Analysis	Traceability is maintained by barcoded labels applied to all incoming raw materials (batch and/or lot no.) and outgoing products (lot or serial no.). These unique identifiers link to our ERP system, ensure full traceability from receipt through final delivery, and enable rapid identification and response to quality or logistics issues. We are exploring digital enhancements to further strengthen these efforts.
HC-MS-430a.3	Description of the management of risks associated with the use of critical materials	Discussion and Analysis	In 2024, we implemented a supplier and material risk framework that assigns a prioritized status (Hypercare, Monitored or Standard) to each risk based upon potential impact to operations, quality performance or supply. Resources and responses provide focused oversight and proactive engagement while our Business Partner Code of Conduct sets supplier expectations around ethical sourcing, product quality, and labor practices. This framework continues to be refined as business needs evolve.
Business Ethics			
HC-MS-510a.1	Total amount of monetary losses as a result of legal proceedings associated with bribery or corruption (USD)	Quantitative	There were no monetary losses as the result of legal proceedings associated with bribery or corruption in 2024.
HC-MS-510a.2	Description of code of ethics governing interactions with healthcare professionals	Discussion and Analysis	Repligen Corporation does not typically interact with healthcare professionals as part of our business activity. The Honest and Ethical Conduct and Fair Dealings section of our Code of Business Conduct and Ethics governs the interaction of our directors, officers, and employees with customers, suppliers, competitors, employees, and all others.



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