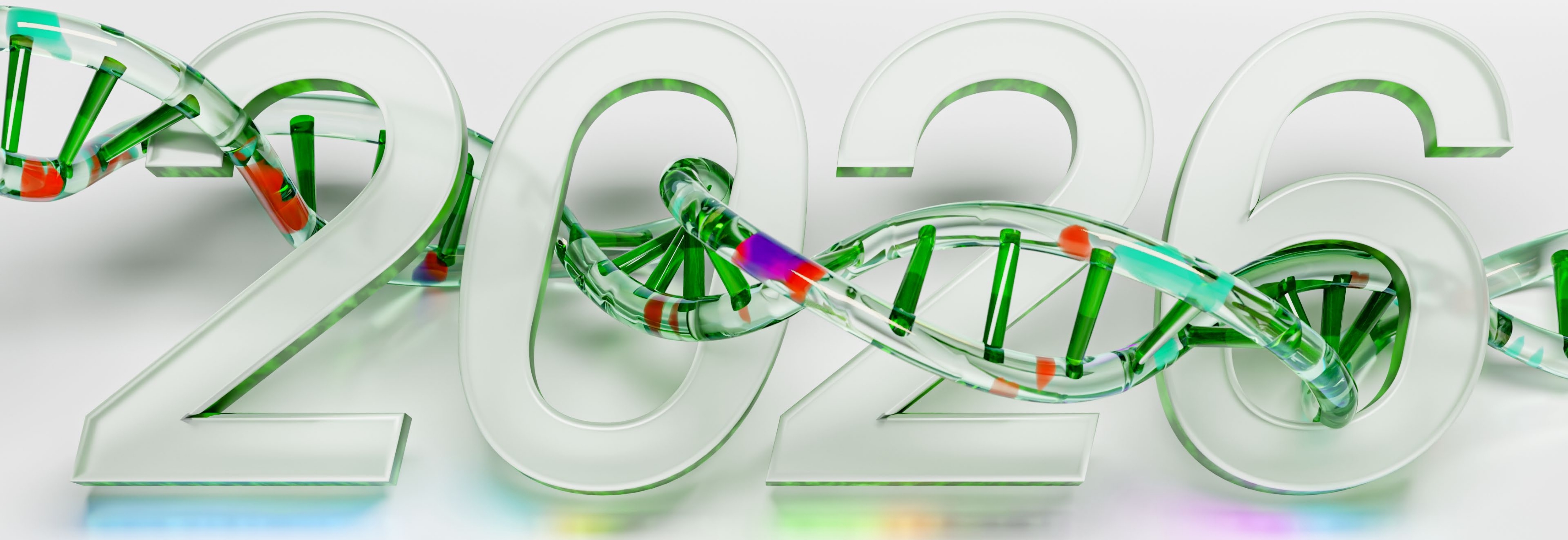
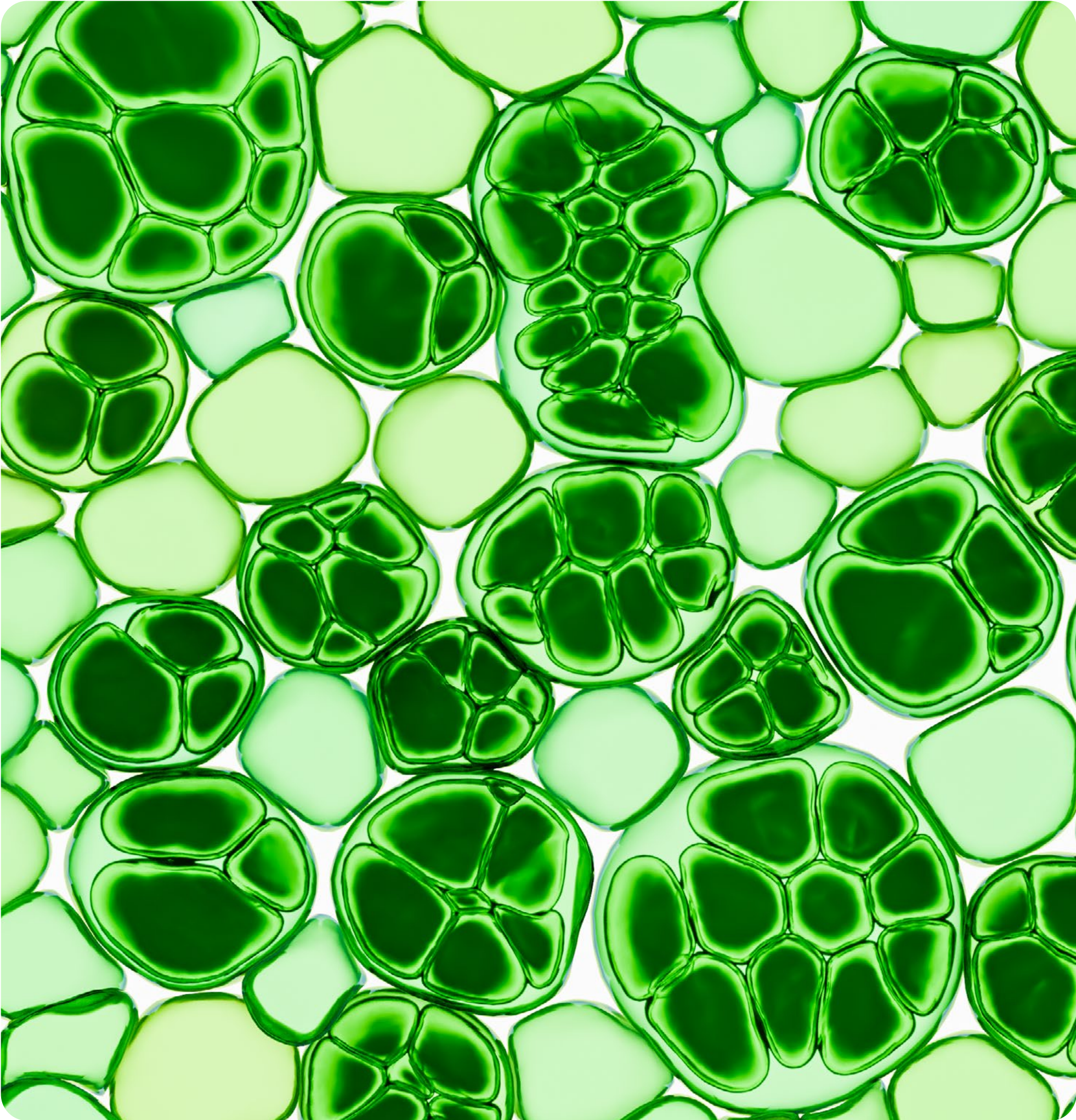


**biotechne®**



**Corporate Sustainability Report**

# Table of Contents



|                                                       |           |                                               |           |
|-------------------------------------------------------|-----------|-----------------------------------------------|-----------|
| <b>Introduction</b>                                   | <b>02</b> | <b>Governance &amp; Operational Integrity</b> | <b>49</b> |
| Letter from Our CEO                                   | 03        | Corporate Governance                          | 51        |
| Letter from Our CSO                                   | 04        | Our Board                                     | 52        |
| Sustainability at Bio-Techne                          | 05        | Risk Management & Oversight                   | 54        |
| FY26 Pillar Highlights                                | 06        | Responsible AI Use                            | 55        |
| Our Priorities Moving Forward                         | 07        | Ethics & Compliance                           | 60        |
| Our Stakeholders                                      | 08        | <b>The Environment</b>                        | <b>62</b> |
| About Bio-Techne                                      | 09        | Emissions & Climate Action                    | 63        |
| <b>Our People</b>                                     | <b>10</b> | External Frameworks & Assessments             | 67        |
| Message from Our CHRO                                 | 12        | Site Spotlights                               | 68        |
| EPIC Culture                                          | 13        | Building a Culture of Sustainability          | 69        |
| Developing Our People                                 | 15        | Looking Ahead                                 | 70        |
| Development Programs                                  | 19        | <b>SASB Standards Index</b>                   | <b>71</b> |
| Leading by Listening                                  | 21        | <b>TCFD Index</b>                             | <b>72</b> |
| A Commitment to Well-Being and Safety                 | 22        |                                               |           |
| Benefits at Bio-Techne                                | 23        |                                               |           |
| Belonging at Bio-Techne                               | 24        |                                               |           |
| Supporting Our Communities                            | 26        |                                               |           |
| <b>Advancing Science</b>                              | <b>28</b> |                                               |           |
| Science that Changes Lives                            | 29        |                                               |           |
| Accelerating Discovery Through Innovation             | 37        |                                               |           |
| Building Sustainability into the Scientific Lifecycle | 40        |                                               |           |
| Product Stewardship & Responsible Science             | 48        |                                               |           |

# Letter from Our CEO



Celebrating Bio-Techne’s 50th anniversary at Nasdaq closing bell ceremony.

Fiscal year 2026 (FY26) was a defining year for Bio-Techne as we continued to execute our strategy, invest in growth opportunities, and strengthen our position as a leading life sciences innovator.

We celebrated our 50th anniversary, marking five decades of improving the quality of life by catalyzing advances in science and medicine. We reflected on this milestone during a closing bell ceremony at the Nasdaq stock exchange, highlighting our evolution from a small Minnesota-based team focused on blood controls to a global life sciences leader whose products enable the latest breakthroughs in cancer, neuroscience, diabetes, and beyond.

### Unlocking the Possibilities of Science

Throughout FY26, we continued to sharpen our strategic focus on the areas where we have the greatest impact on human health, including cell therapy, spatial biology and proteomic analytical solutions. We strengthened our capabilities through investments in facilities and infrastructure that enhanced our ability to serve customers and support emerging areas of scientific discovery, next generation therapeutics manufacturing and the enablement of precision diagnostics. These investments included the expansion of our GMP manufacturing footprint in Bristol, our refocused instrument innovation center in San Jose, and the development of customer experience centers in Düsseldorf and Shanghai.

At the same time, we continued to optimize our portfolio to align resources with our long-term strategy, including the divestiture of Exosome Diagnostics.

### Advancing Science while Reducing our Environmental Impact

We made meaningful progress toward our climate strategy in FY26, including submitting the company’s first greenhouse gas emissions reduction targets to the Science Based Targets initiative (SBTi). Those targets were subsequently validated in early FY27. We also continued to reduce our environmental footprint through energy-efficiency investments, electrification planning, and the use of 100% renewable electricity at our sites in Bristol, Abingdon, and Minneapolis.

Across our operations and product lifecycles, we remained focused on reducing resource consumption while delivering high-performance solutions for customers and supporting a more sustainable future.

### Building for the Future

At the end of FY26, we marked an important milestone with the announcement that Bio-Techne had entered into a definitive agreement to be acquired by Merck KGaA, Darmstadt, Germany.

As we enter FY27, we remain committed to supporting our customers, advancing sustainability, investing in our people, and developing innovative solutions that enable scientists and clinicians to reach better answers. Guided by our EPIC values of Empowerment, Passion, Innovation, and Collaboration, we also continue to foster a culture where employees can thrive and do their best work.

Looking ahead, if the transaction closes, becoming a part of Merck KGaA, Darmstadt, Germany will provide Bio-Techne with greater scale and expanded capabilities to accelerate innovation, deepen our impact, and empower our customers to address some of the most important challenges in science and healthcare. Our missions are aligned, as Merck KGaA, Darmstadt, Germany has a longstanding commitment to sustainability and an ambition to create lasting value for society through science and technology.

As we prepare for this next chapter, we remain inspired by the opportunities ahead and committed to unlocking the full potential of science for our customers, our communities, and our planet.

Thanks,

**Kim Kelderman**  
President and CEO, Bio-Techne

# Letter from Our Chief Sustainability Officer

At Bio-Techne, sustainability is an increasingly important part of how we execute our business strategy, serve our customers, and create long-term value.



**Shane Bohnen**  
Chief Sustainability Officer,  
Bio-Techne

This 2026 Corporate Sustainability Report is authored by the Bio-Techne enterprise, from emissions data collection at our sites across the planet to the movement and growth of our people, and from the genesis of future discoveries and treatments that will be unlocked by our innovative new products to the validation by the Science Based Targets initiative of our emissions reductions targets. Progress requires participation.

Bio-Techne remains focused - and ambitious - about the impact it can have on science and health care and on the health of its many communities, all while limiting its impact on natural resources and the environment that our people and communities will call home for generations to come. Our legacy has been progress through change, anchored in core principles of transparency, accountability, optimism, and strategic vision.

Momentum requires energy, and I hope you'll see that we have generated considerable momentum in 2026, with hallmark achievements in reducing our emissions and overall environmental impact that will reverberate well outside Bio-Techne's walls. In practice, sustainability is reflected in the decisions that shape our operations each day. From evaluating energy-efficient facility upgrades and encouraging lower-emission commuting options to educating employees on the environmental impacts of AI and fostering responsible digital practices, our approach is grounded in continuous improvement. Equally important is ensuring that stakeholders across

the organization, from the Board of Directors and executive leadership to people leaders and customer-facing teams, understand why sustainability matters and how they contribute to our progress.

Our achievements are only possible because of the leadership of our Director of Sustainability Erin Woodward and the tireless work of ESG Data Analyst Michelle Eul, along with the multidisciplinary talents of colleagues in Operations, Finance, Quality, Human Resources, Legal, Communications, Investor Relations, R&D, and the Commercial Regions and Segments.

Thank you for sharing in our journey,

A handwritten signature in black ink that reads "Shane V Bohnen". The signature is fluid and cursive.

**Shane Bohnen**  
Chief Sustainability Officer, Bio-Techne

# Sustainability at Bio-Techne

At Bio-Techne, our mission is to improve the quality of life by catalyzing advances in science and medicine. For 50 years, our products and technologies have supported scientists and clinicians working on complex health challenges.

Sustainability strengthens our ability to fulfill that mission by helping us operate responsibly, manage resources carefully, and create long-term value.

For Bio-Techne, sustainability is not a separate initiative. Reliable supply chains help customers receive the products they need. Resource-efficient operations reduce waste and strengthen resilience. Responsible innovation supports customer trust. Strong governance helps us manage risk and operate with integrity. Together, these efforts help us serve customers, support employees, and advance science.

Our sustainability strategy is organized around four interconnected pillars: **Our People, Advancing Science, Governance and Operational Integrity, and The Environment**. These pillars reflect the areas where we believe we can create the greatest impact for our stakeholders while supporting long-term business success.

## Vision

Together, we unlock the possibilities of science.

## Mission

We improve the quality of life by catalyzing advances in science and medicine.

## ESG Statement

We drive innovation by reducing our environmental impact, supporting our employees through a culture of belonging, integrating sustainability throughout our value chain, and operating with integrity.

## Company Pillars

**Develop** people through a transformative culture

**Lead** the industry through innovation

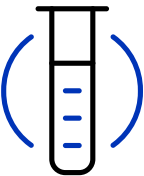
**Deliver** best-in-class customer service

## ESG Pillars



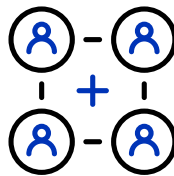
**Our People**

Amplify inclusion and belonging  
Forster employee and community engagement



**Advancing Science**

Reduce negative and increase positive impacts of our solutions



**Governance & Operational Integrity**

Mitigate risks and leverage opportunities related to climate trends  
Engage stakeholders to join our sustainability journey



**The Environment**

Reduce our Scope 1, 2, and 3 Greenhouse Gas (GHG) emissions

# FY26 Pillar Highlights

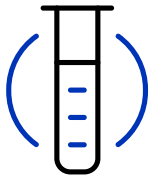
FY26 marked continued progress in embedding sustainability into Bio-Techne’s operations, products, and value chain. These highlights summarize the year’s most important outcomes; the following pillars provide additional context and detail.



PILLAR ONE

## Our People

We expanded employee development, leadership, engagement, and safety initiatives guided by our EPIC values of Empowerment, Passion, Innovation, and Collaboration. Over **80%** of employees who took our Employee Engagement survey indicated intent to stay with Bio-Techne, and **1,200** employees participated in our expanded Career Development Week. These investments help employees build the capabilities and connections needed to serve customers and support Bio-Techne’s growth.

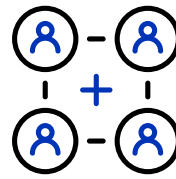


PILLAR TWO

## Advancing Science

Our products and technologies continued supporting advances in cell and gene therapy, spatial biology, proteomic analysis, and precision diagnostics. We also strengthened lifecycle thinking across sourcing, manufacturing, packaging, customer use, and end-of-life considerations.

During FY26, we **improved packaging data, prepared for evolving product and packaging requirements**, and explored how sustainability considerations can be integrated more consistently into product development and customer-facing solutions. We successfully integrated sustainability criteria into our product development processes, including emphasis on product packaging to work toward compliance with EU regulations.



PILLAR THREE

## Governance & Operational Integrity

Trust is essential to scientific progress. Customers, employees, suppliers, investors, regulators, and communities expect Bio-Techne to operate ethically, manage risk responsibly, protect information, and make decisions with integrity.

As expectations related to data, disclosure, artificial intelligence, supply-chain resilience, and product stewardship evolve, strong governance helps Bio-Techne adopt new capabilities responsibly, manage risk, and support credible reporting and continuous improvement.

During FY26, we **launched a responsible supplier engagement program** to improve visibility into value-chain risks and opportunities, support customer expectations, and strengthen responsible sourcing.



PILLAR FOUR

## The Environment

Protecting the environment is closely connected to our mission to improve quality of life.

During FY26, Bio-Techne **expanded renewable electricity, advanced energy-efficiency initiatives, evaluated electrification opportunities, and continued long-term decarbonization planning**. These actions support our climate commitments while helping reduce exposure to energy market volatility.

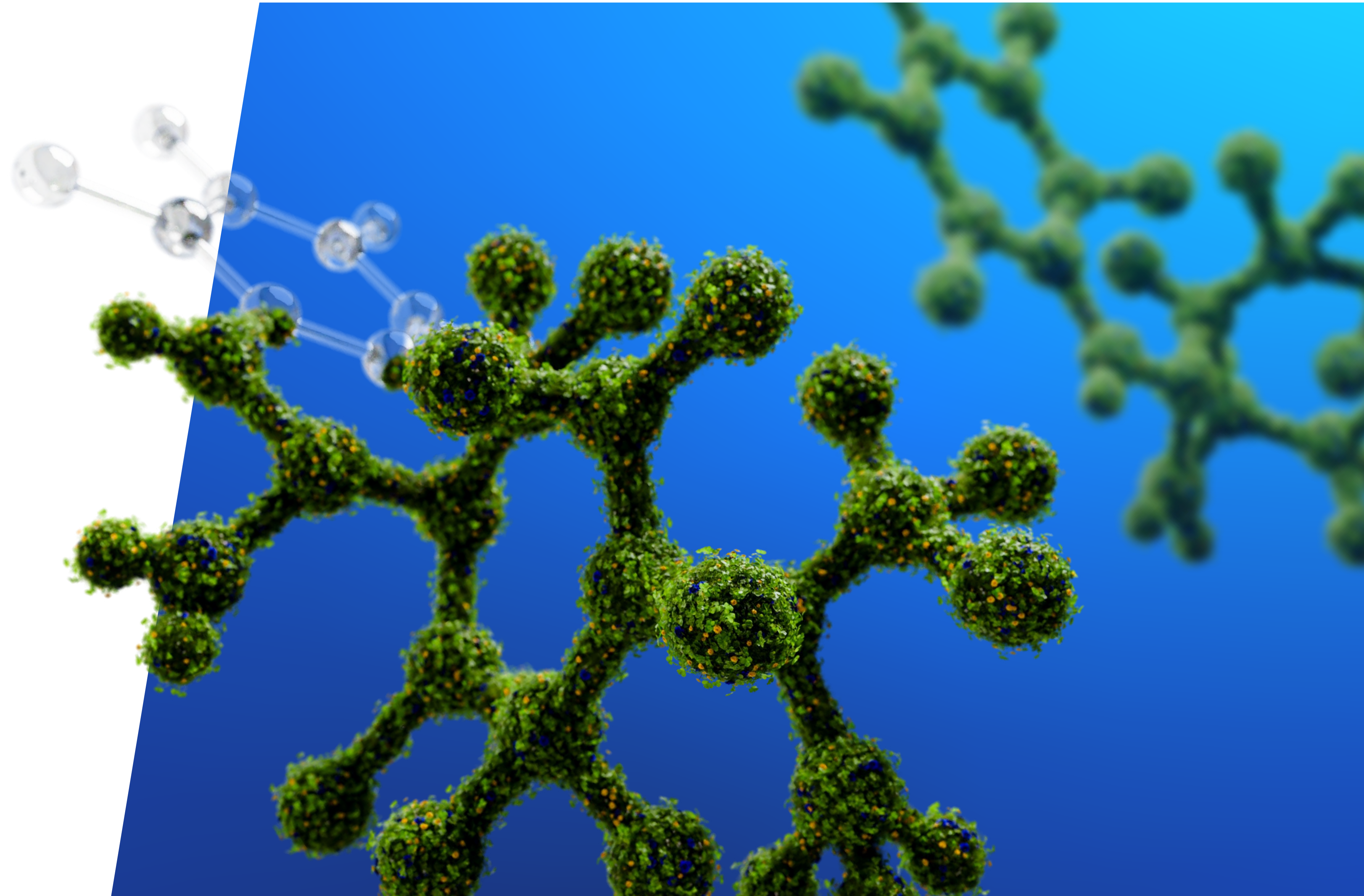
We also completed our first comprehensive Scope 3 inventory, giving Bio-Techne greater visibility into value-chain emissions and a stronger basis for supplier engagement and customer transparency. Following the close of FY26, the **Science Based Targets initiative validated our first near-term greenhouse gas reduction targets**.

## Our Priorities Moving Forward

The foundation of Bio-Techne's sustainability program is in place, and our focus is now on measurable implementation and impact.

We plan to advance our science-based targets, expand supplier engagement, integrate sustainability into products and packaging, and strengthen the data and processes that support business decisions.

As customer expectations, scientific opportunities, and regulatory requirements evolve, sustainability will help Bio-Techne respond through transparency, innovation, responsible business practices, and stronger operational resilience.



## Our Stakeholders

Bio-Techne's sustainability priorities are informed by the people and organizations we serve and work alongside, including customers, employees, investors, suppliers, distributors, communities, government agencies, media, and industry standard-setting organizations.

We engage through direct conversations, surveys, community partnerships, supplier relationships, customer requests, investor discussions, external assessments, and our website.

**Our customers** rely on Bio-Techne for high-quality products, technical expertise, and dependable support. Increasingly, they also look to us for sustainability information that helps them meet their own goals. We support customers through direct engagement, sustainability questionnaires, assessments such as EcoVadis and CDP, and ongoing work to improve transparency across our products and operations.

**Our employees** bring our mission to life every day. Through company communications, engagement surveys, Employee Resource Groups, and cross-functional collaboration, employees help shape our culture and contribute to the ideas and actions that advance our sustainability journey.

**Our suppliers** and distributors are essential to our ability to develop, manufacture, and deliver our products globally. We expect these partners to operate lawfully and responsibly, and we continue to strengthen engagement around quality, regulatory, social, and environmental expectations.

**Our investors, communities, regulators, and industry partners** also play important roles in our sustainability work. Their expectations help inform how we manage risk, disclose progress, maintain trust, and contribute to the communities and markets where we operate.

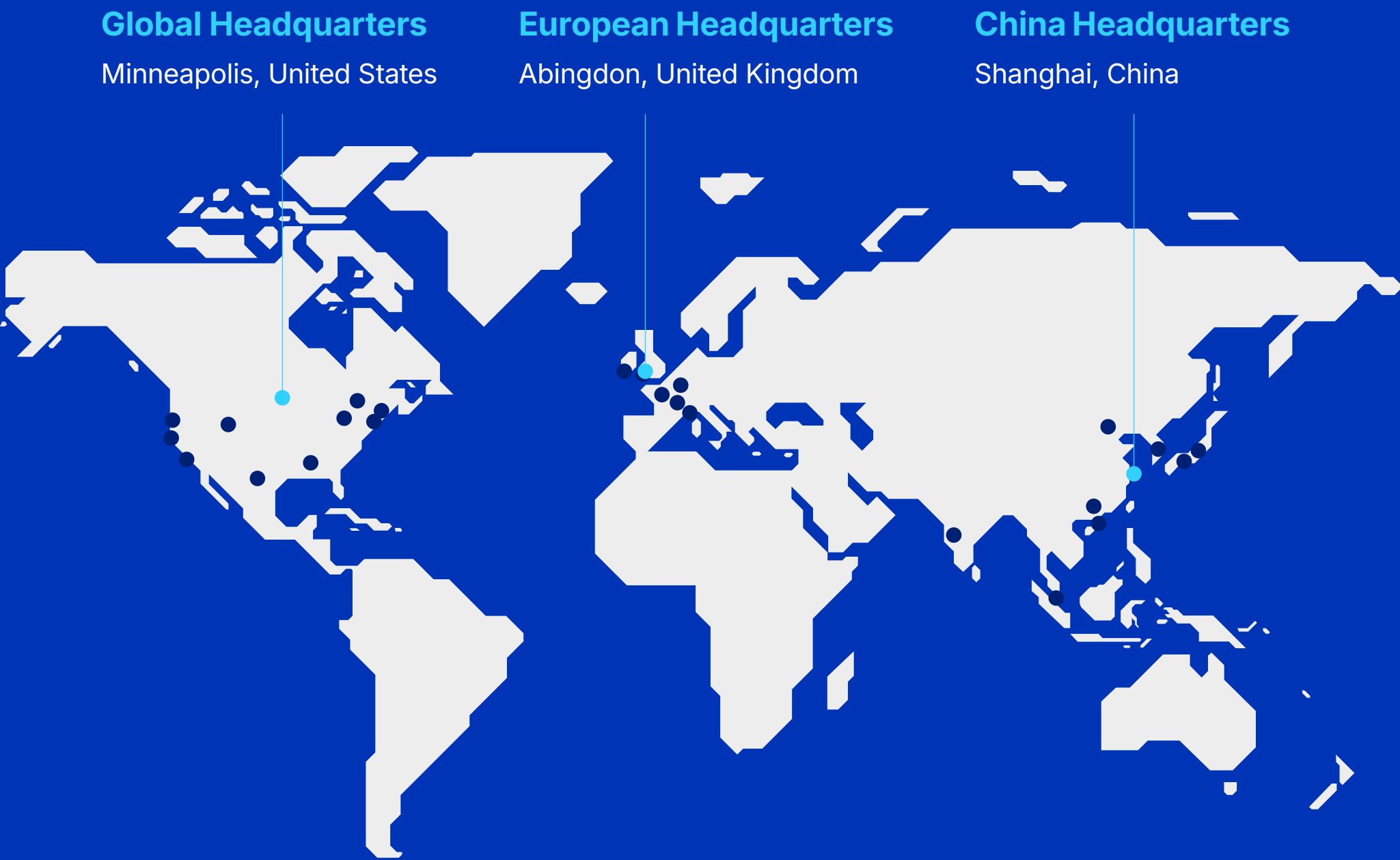
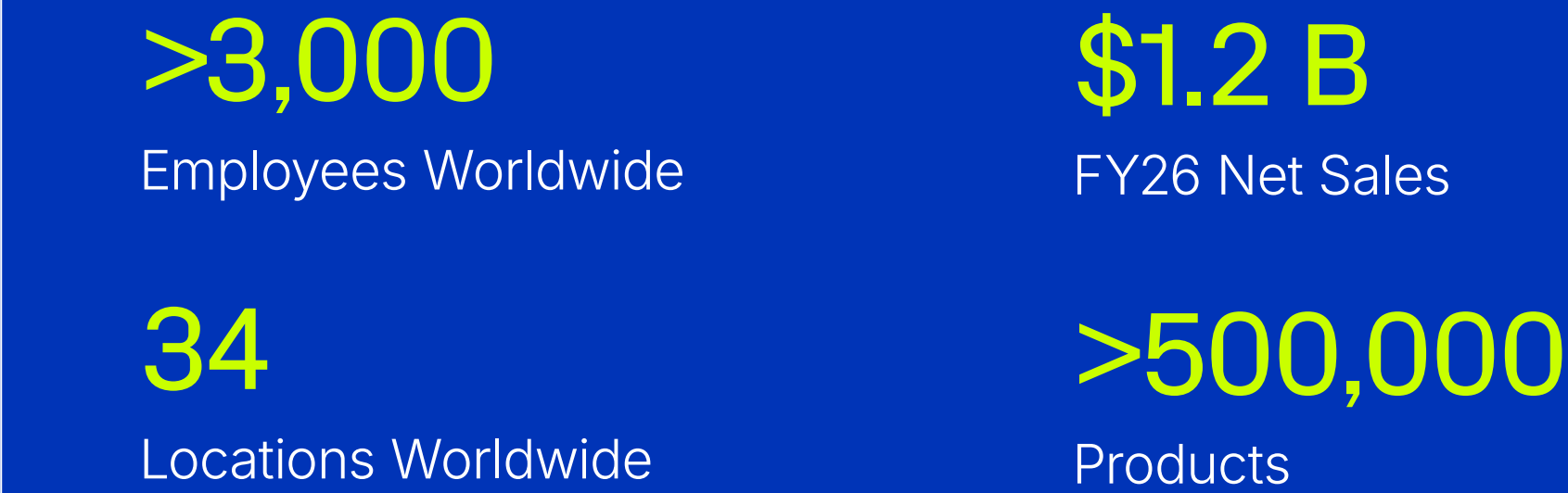


# About Bio-Techne

Bio-Techne Corporation (NASDAQ: TECH) is a global life sciences company headquartered in Minnesota. The company provides high-quality reagents, analytical instruments, and precision diagnostics.

Our portfolio is organized into three customer-focused brands: R&D Systems™, Bio-Techne Spatial™, and Bio-Techne Diagnostics™, reflecting the scientific journey from discovery to translational research to clinical decision-making. Bio-Techne operates in 34 locations worldwide and employs more than 3,000 people. In FY26, the company generated over \$1.2 billion in net sales. Its more than 500,000 products are used globally by academic researchers, biopharmaceutical and biotechnology companies, and clinical diagnostic laboratories.

Bio-Techne remains committed to advancing science responsibly, operating with integrity, investing in our people, reducing environmental impacts, and supporting customers and communities. Connecting sustainability to our mission and business strategy helps us unlock the possibilities of science while building a healthier, more resilient future.





Pillar One

# Our People & Culture

|                       |    |                                       |    |
|-----------------------|----|---------------------------------------|----|
| Message from Our CHRO | 12 | A Commitment to Well-Being and Safety | 22 |
| EPIC Culture          | 13 | Benefits at Bio-Techne                | 23 |
| Developing Our People | 15 | Belonging at Bio-Techne               | 24 |
| Development Programs  | 19 | Supporting Our Communities            | 26 |
| Leading by Listening  | 21 |                                       |    |

# Our People and Culture



50th Anniversary celebration at the Rennes, France site

Scientific progress begins with people. Across Bio-Techne, employees bring the curiosity, technical expertise, and commitment needed to develop and deliver solutions that help researchers, laboratories, and therapy developers improve quality of life.

We want employees to contribute meaningfully, build their capabilities, and connect their work to our mission. Guided by our EPIC values, we invest in career development, leadership, engagement, well-being, workplace safety, and belonging. These investments strengthen our culture and build capabilities that support customer needs and future growth.

During Bio-Techne’s 50th anniversary year, we celebrated the people whose work has shaped our past and who will carry our mission forward. Our history reflects five decades of scientific innovation, but it is equally a story of employees working across functions, businesses, and geographies to solve difficult problems together.

# Message from Our Chief Human Resources Officer



Bio-Techne’s 50th anniversary provides an opportunity to celebrate the employees who have built our organization and to look ahead at how we continue developing the talent, leadership, and culture required for the future.

## Prioritizing Our People

Our priorities are grounded in a simple belief: employees want to belong, grow, contribute, and succeed.

We are strengthening the systems and experiences that support those expectations, including clearer leadership competencies, more accessible development resources, meaningful career conversations, and programs that connect employees across the company.

As we continue to evolve, our focus remains on creating a workplace where people feel they belong, understand how their work contributes to our mission, have opportunities to develop, and can bring their perspectives and capabilities to work.

Thank you,

**Cheryl Bethune**  
Chief Human Resources Officer



# EPIC Culture

At Bio-Techne, our mission is to improve the quality of life by catalyzing advances in science and medicine. Our EPIC values define how we pursue that mission.



## Empowerment

We give employees the opportunity and responsibility to make decisions, develop their capabilities, and take ownership of their work. Empowerment means creating conditions for people to contribute their ideas, remove barriers, and help others succeed.

# Passion

Our employees bring energy and purpose to their work. Passion is reflected in the care we take in serving customers, the persistence required to solve difficult scientific and operational challenges, and the personal commitment employees bring to our mission.

## Innovation

Scientific progress depends on curiosity, experimentation, and the willingness to challenge established approaches. We encourage employees to imagine new possibilities, improve existing processes, and translate promising ideas into solutions.

## Collaboration

Our work crosses scientific disciplines, functions, businesses, and geographies. Collaboration allows us to combine perspectives and expertise, remain focused on shared outcomes, and solve problems that no one team could address alone.

These values are reinforced through recognition programs, leadership expectations, and everyday examples of employees helping customers, colleagues, and communities.

# Celebrating EPIC in Action

Bio-Techne’s annual EPIC Awards recognizes employees and teams who bring Empowerment, Passion, Innovation and Collaboration to life. The program also includes a Community Award recognizing service and belonging, as well as the President’s Award.

The 2025 honorees represented the breadth of Bio-Techne’s global organization and included employees working in research and development, bioinformatics, product support, spatial biology, supply chain, commercial activities and brand leadership. Their recognized contributions included developing people, advancing scientific and digital tools, supporting customers, strengthening supply-chain operations, contributing to communities, and connecting global teams.

**EMPOWERMENT**  
Jessica F.



**INNOVATION**  
Ted M.



**INNOVATION**  
Alice C.



**COLLABORATION**  
Bing H.



**COMMUNITY**  
Hadyn G.



**PRESIDENT'S AWARD**  
Michelle A.



**PASSION**  
Simple Plex Product Support Team



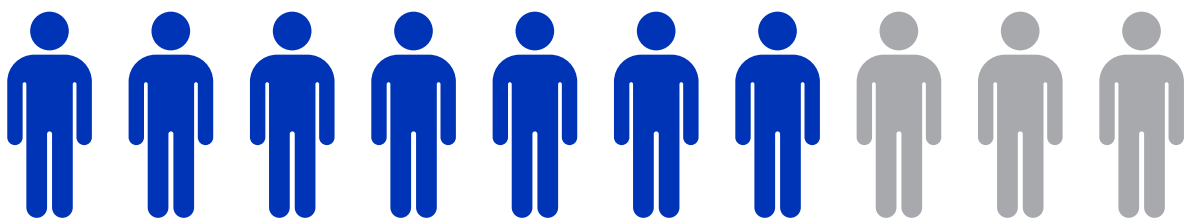
# Developing Our People

Career development is not limited to a promotion or a formal training program. It can include building skills, expanding responsibilities, finding a mentor, moving into another function, or deepening expertise in a current role.

Bio-Techne is strengthening talent development around this broader view of growth. Employees have access to development-planning resources, career conversations, workshops, leadership programs, and digital learning. The goal is to help employees take ownership of their development while giving managers practical tools to support progress.

76%

Of employees had a meaningful conversation with their manager about their career development since the 2025 survey.



65

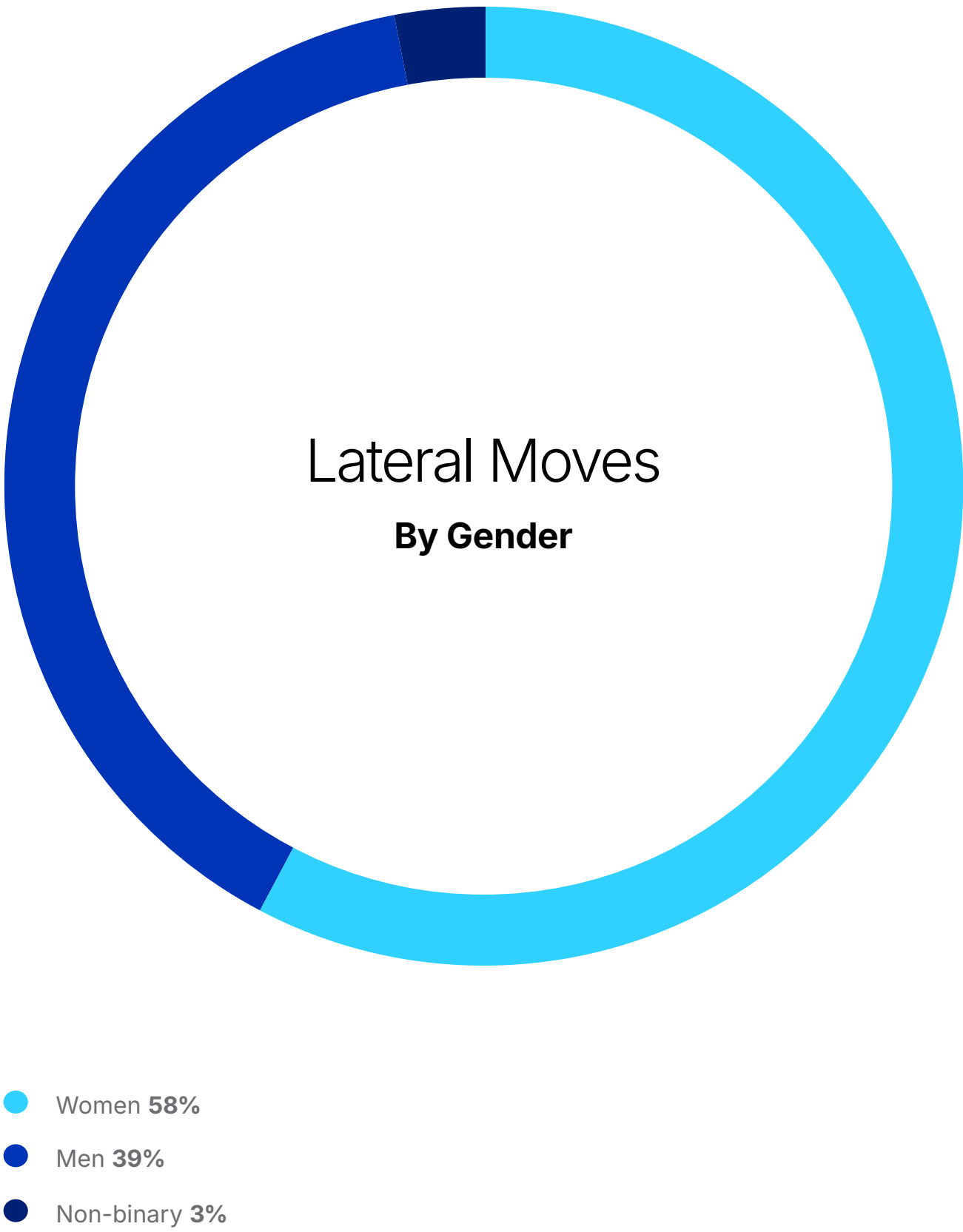
Lateral Moves

407

New Hires

337

Promotions



# Career Development Week: Learning at Global Scale

In October 2025, Bio-Techne hosted Career Development Week, building on its successful 2024 Career Development Day.



## 2025 Results

>1,200

Employees participated across global locations

861

Employees activated LinkedIn Learning accounts

1,164

Employees attended a global virtual workshop

86%

Of surveyed participants agreed or strongly agreed that Bio-Techne had increased its career-development training and resources

170%

Increase in global virtual-event participation year over year

71%

Reported greater confidence in their ability to grow and apply career-related skills following the week’s activities

The program combined keynote presentations, practical skill-building workshops, resource demonstrations, and local networking activities to help employees take action on their career goals.

Sessions covered development planning, presentation skills, decision-making, mentoring, artificial intelligence in the workplace, and career navigation. Employees were also introduced to LinkedIn Learning as an on-demand resource for continuous development.

Career Development Week gave employees multiple ways to act on their goals, from structured planning to practical workplace skills. It also reinforced that growth can come through new skills, projects, relationships, and experiences, as well as a change in role.

# One Lab, Four Careers

One laboratory can provide the starting point for very different careers. Four employees who started out as Research Associates built on their shared scientific experience and moved toward different roles based on their interests, strengths and opportunities.



“Don’t underestimate yourself. The skillset you have might be exactly what another team is looking for, even if you don’t have the exact experience in that area. Take advantage of networking opportunities, have conversations with colleagues, and talk to your manager about your goals. I’ve found that there’s a lot of people who want to support your growth.

— Rachel D.  
Research Associate



“I always knew I wanted to grow in my career and explore opportunities outside of the lab. My advice is to be your own career advocate. Take advantage of development opportunities and don’t be afraid to talk to people and ask questions. I had a lot of informational meetings to learn more about different areas of the organization and ultimately figure out where I wanted to take my career.

— Megan L.  
Senior Commercial Leader  
for Hematology



“I think those squiggly career paths are part of what makes Bio-Techne unique. Our organization is full of so many different labs, product areas and departments, so there’s a lot of opportunities to learn and grow if you’re open to it. Don’t be afraid to talk to people, see what’s out there, and make the jump, even if it’s a lateral move. Focus on what you can control, strive for growth, and the rest will work itself out.

— Sara B.  
Manager of Custom Diagnostic  
Assay Development



“I had great mentors who saw something in me that I didn’t always see in myself. So now I love returning the favor and helping people grow in their careers. I always say ‘If I can do it, anyone can.’ There are so many people in this organization with so much knowledge. Ask for help. Be resourceful. Take a leap a faith.

— Mandy K.  
Director of Research and Development  
for the RSD Development Center

# A Shared Language for Leadership

Bio-Techne introduced a Leadership Competency Model to define the skills and behaviors that support success across the organization.

The model applies to all employees, not only formal people leaders, recognizing that leadership is demonstrated through everyday decisions, interactions, and ownership.

The model establishes core competencies in areas such as business acumen, communication, customer focus, decision-making, driving results, and personal growth orientation. It adds competencies for people leaders in building talent, facilitating change and guiding team success, as well as organizational leadership competencies addressing strategic direction, organizational energy and executive presence.

The guide is intended to make development practical. Employees can focus on one or two competencies, apply them in their current work, seek feedback, and use manager conversations to review progress. Managers can use it to make one-on-one development conversations more concrete and actionable.

| Level                | Who it applies to             | # of Competencies + Overview |                                                                                                                                                                                                      |
|----------------------|-------------------------------|------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Core                 | All Employees                 | 6                            | <ul style="list-style-type: none"><li>• Business Acumen</li><li>• Communication</li><li>• Customer Focus</li><li>• Decision Making</li><li>• Driving for Results</li><li>• Personal Growth</li></ul> |
| People Leaders       | Supervisors through Directors | 9                            | <b>CORE +</b> <ul style="list-style-type: none"><li>• Building Talent</li><li>• Facilitating Change</li><li>• Guiding Team Success</li></ul>                                                         |
| Organization Leaders | Senior Directors and Above    | 12                           | <b>CORE + PEOPLE +</b> <ul style="list-style-type: none"><li>• Energizing the Organization</li><li>• Establishing Strategic Direction</li><li>• Executive Presence</li></ul>                         |

# Development Programs

Bio-Techne’s development portfolio combines enterprise programs, practical workshops, and experiential learning. Together, these offerings help employees build skills at different stages of their careers.



Pillars of Leadership Cohort and CEO Kim Kelderman

## Pillars of Leadership

Pillars of Leadership is Bio-Techne’s flagship development experience for directors and senior directors. The April 20 to 24, 2026 program brought together leaders selected through the annual talent-review process for a week of learning and connection in Minneapolis.

Participants worked through topics including finance, change leadership, strategy, decision-making, influence, and communication. Sessions were grounded in business scenarios and aligned with Bio-Techne’s Leadership Competency Model. The program also created opportunities for participants to engage with members of the Corporate Leadership Team and build relationships across functions and businesses.

The experience reflects the company’s approach to leadership development: combine practical capabilities, self-awareness and enterprise relationships so that learning can be applied directly to the business.

## Emerging Leaders

The Emerging Leaders program supports managers and supervisors who are in the earlier stages of their leadership journey. The program uses self- and peer assessment, coaching, facilitated discussion, formal learning and applied activities to help participants strengthen how they lead themselves and others.

Since its inception, nearly 200 Bio-Techne leaders have participated in the program. Many alumni have since advanced into more senior leadership roles and now actively sponsor members of their own teams, creating a sustainable pipeline of leadership development across the organization.

Emerging Leaders remains an important pathway in Bio-Techne’s leadership-development portfolio and complements programs for more experienced leaders.

## Leadership Essentials

Leadership Essentials provides virtual, interactive workshops that address practical responsibilities of people leadership. Topics include career development, emotional intelligence, collaboration, change, difficult conversations, employee engagement and team building.

Together with the Leadership Competency Model, the program gives managers both a common set of expectations and practical opportunities to develop the associated skills.

# Development Programs

(Continued)

## Investing in Future Talent

Bio-Techne welcomed more than 60 paid summer interns in 2026 across the United States, Canada and the United Kingdom. Interns worked in scientific and laboratory roles supporting research, product development and operations, as well as in Human Resources, Finance, Information Technology, Customer Experience and other functions.

The program ran from June through August and combined real-world assignments with development sessions, exposure to leaders and opportunities to learn about different parts of Bio-Techne. Interns concluded the experience by presenting their work, insights and contributions.



# Leading by Listening

Employee feedback helps Bio-Techne understand where the employee experience is strong and where attention is needed.

Employees can share feedback through their managers, Human Resources, Employee Resource Groups, internal communication channels and formal engagement surveys.

Last year, employee feedback contributed to an organization-wide emphasis on career development. The expanded Career Development Week, newly introduced Leadership Competency Model and continued investment in development programs demonstrate actions aligned with that priority.

## Engagement Survey

2,208

Total survey responses

75%

Overall participation

81%

Intend to stay

### What is going well?

I know what is expected of me on the job.



My manager treats me with respect.



Within my team, we collaborate together to achieve a common goal.



### Where is there room to improve?

Executive Operating Committee (EOC) acts upon employee feedback.



Executive Operating Committee (EOC) has communicated a motivating and inspiring vision for the future.



I am confident I can achieve my career goals at Bio-Techne.



# A Commitment to Well-Being and Safety

A safe and healthy workplace is foundational to employee well-being.

Bio-Techne trains employees to work safely, recognize hazards and report concerns. Safety practices vary by site, function and activity and can include the safe use of laboratory equipment, handling of materials, incident reporting and emergency response.



## Minnesota Sites Recognized for Workplace Safety

Bio-Techne’s Minneapolis and St. Paul sites received Minnesota Governor’s Workplace Safety Awards based on their 2025 injury-prevention performance.

- The St. Paul site received a Diamond Achievement Award after achieving an incident rate better than the 97th percentile of state and national industry averages.
- The Minneapolis site received a Gold Achievement Award after achieving an incident rate better than the 75th percentile of state and national industry averages.

The award program evaluates incident-rate performance, safety-management systems and employee committee involvement. The recognition reflects the work of employees and site leaders to maintain active safety and health programs and engage employees in workplace safety.

## Benefits at Bio-Techne

Bio-Techne offers benefits intended to support employees' physical, mental and financial well-being. Offerings vary by country and employee group and may include health and life insurance, disability and accident coverage, retirement savings, employee-assistance resources, paid leave, tuition reimbursement and scholarship support.

### Supporting Education for Employees' Families

Bio-Techne provides \$250,000 annually through a scholarship program for dependent children of employees. Since 1999, the program has awarded more than 1,200 scholarships totaling more than \$5 million.

42

Referrals

2,644

Number of days Bio-Techne employees  
volunteered during fiscal year 2026

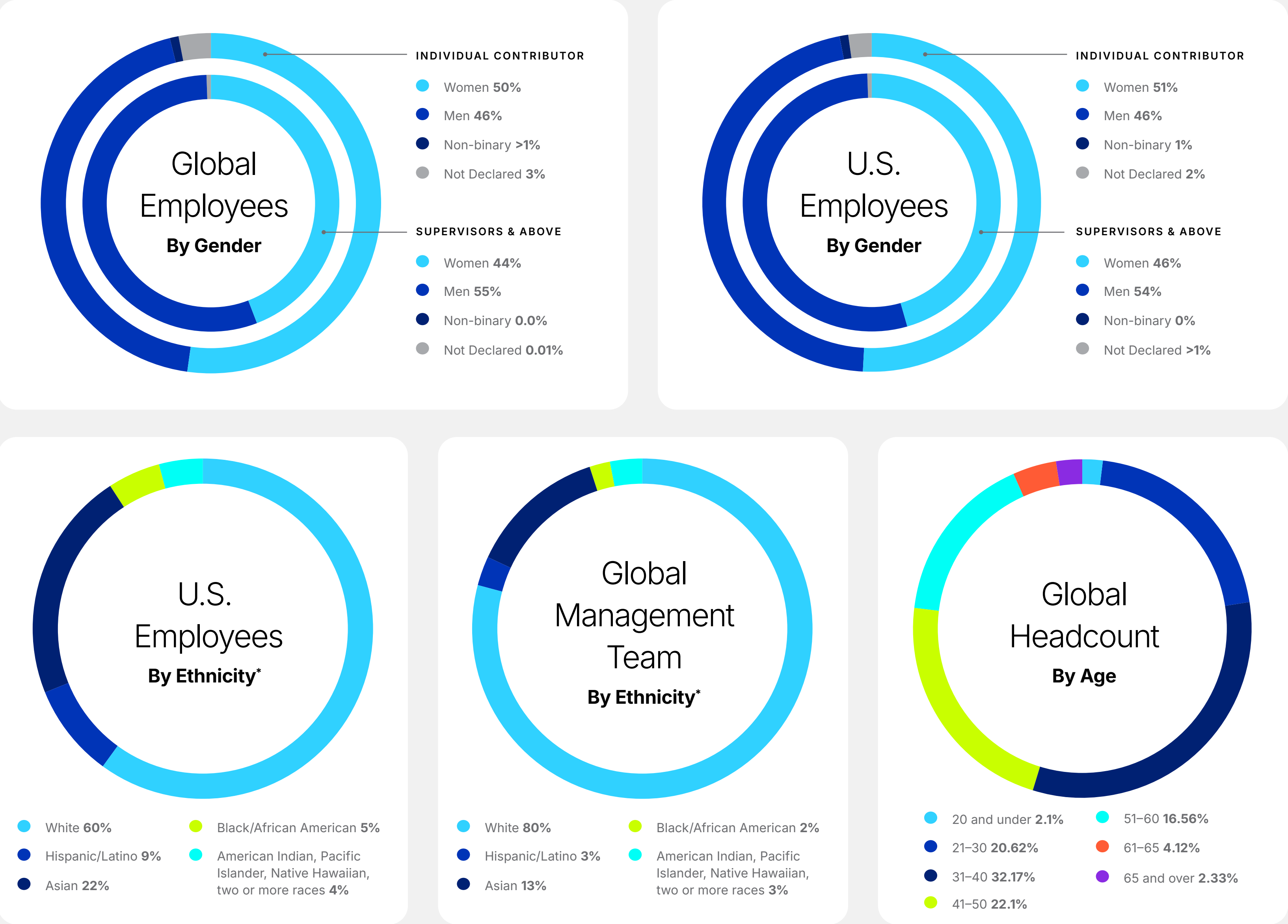
# Belonging at Bio-Techne

Bio-Techne is committed to building and nurturing a workforce that reflects the customers we serve and the communities where we live and work. Guided by our mission and EPIC values, we seek to create a culture where employees feel safe, respected and able to contribute.

Our approach continues to be organized around three interconnected areas:

- **People:** Building teams that bring different experiences and perspectives to scientific and business challenges.
- **Culture:** Creating an environment where employees feel valued and have opportunities to contribute and grow.
- **Community:** Supporting STEM education, community partnerships and opportunities for employees to serve.

\*Employees who mark themselves as undeclared or prefer not to specify are grouped under "White."



# Employee Resource Groups

Employee Resource Groups create opportunities for connection, learning, allyship, service and shared experience.

Throughout the year, ERGs host educational events, cultural observances, professional-development programs, volunteer activities and community partnerships.

Recent examples included:

- LGBTQ+ ERG members and other employees supporting Pride activities in Minneapolis and St. Paul.
- Employees in Minneapolis and Newark participating in a B-EPIC ERG Juneteenth event centered on learning, discussion and connection.
- Austin employees volunteering at the Central Texas Food Bank as part of Juneteenth activities.
- Women's Empowerment and Hispanic/LatinX programming focused on professional and personal development.
- Employee activities recognizing Hispanic Heritage Month and Pride Month.

These programs demonstrate how belonging is built through both enterprise commitments and locally relevant activities.



Bio-Techne team members from Minneapolis and St. Paul came together to volunteer their time in support of the Twin Cities Pride celebrations.



Employees in Minneapolis and Newark came together for Joy & Bites, an interactive Juneteenth event featuring trivia, music, guided discussions, and shared reflections.



Central Texas Food Bank volunteers in Austin



## Supporting Our Communities

Bio-Techne employees support communities through volunteer time, local partnerships and activities that promote STEM education, food access, health and environmental stewardship. More than 330 Bio-Techne employees used over 2,000 hours through the volunteer program this year.



Members of Bio-Techne's Scientific Support Team used volunteer time to support Urban Roots' Market Garden program. The program provides fresh produce to Twin Cities communities while giving St. Paul youth opportunities to develop community-organizing skills and contribute to their neighborhoods.

# Supporting Our Communities



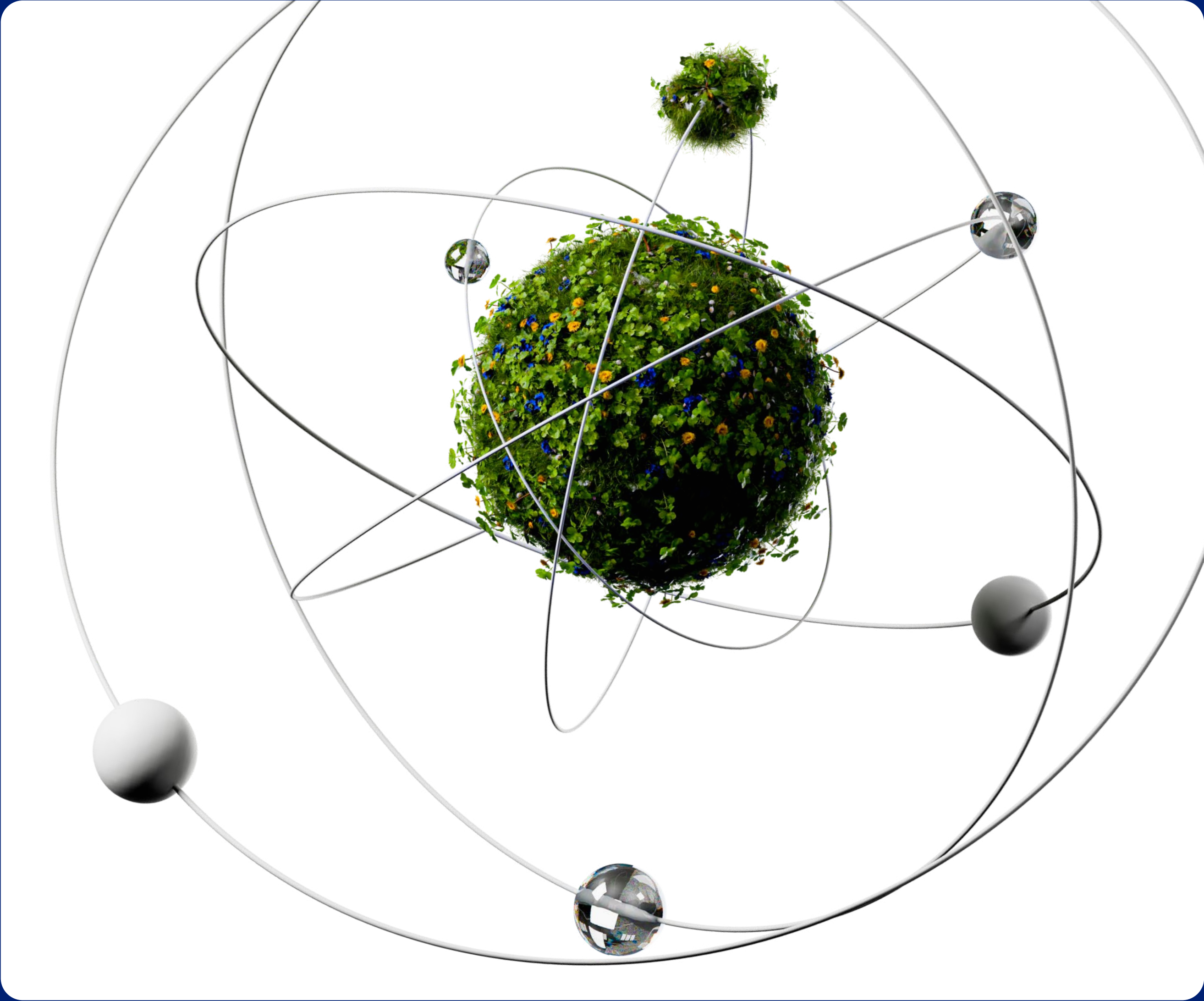
Denver hosts high school students



Tolochenaz hosts students



Top: Breast Cancer Awareness Month activities  
Bottom: Tolochenaz Bike to Work Week



Pillar Two

# Advancing Science

|                                                       |    |
|-------------------------------------------------------|----|
| Science that Changes Lives                            | 29 |
| Accelerating Discovery Through Innovation             | 37 |
| Building Sustainability into the Scientific Lifecycle | 40 |
| Product Stewardship & Responsible Science             | 48 |

## Advancing Science

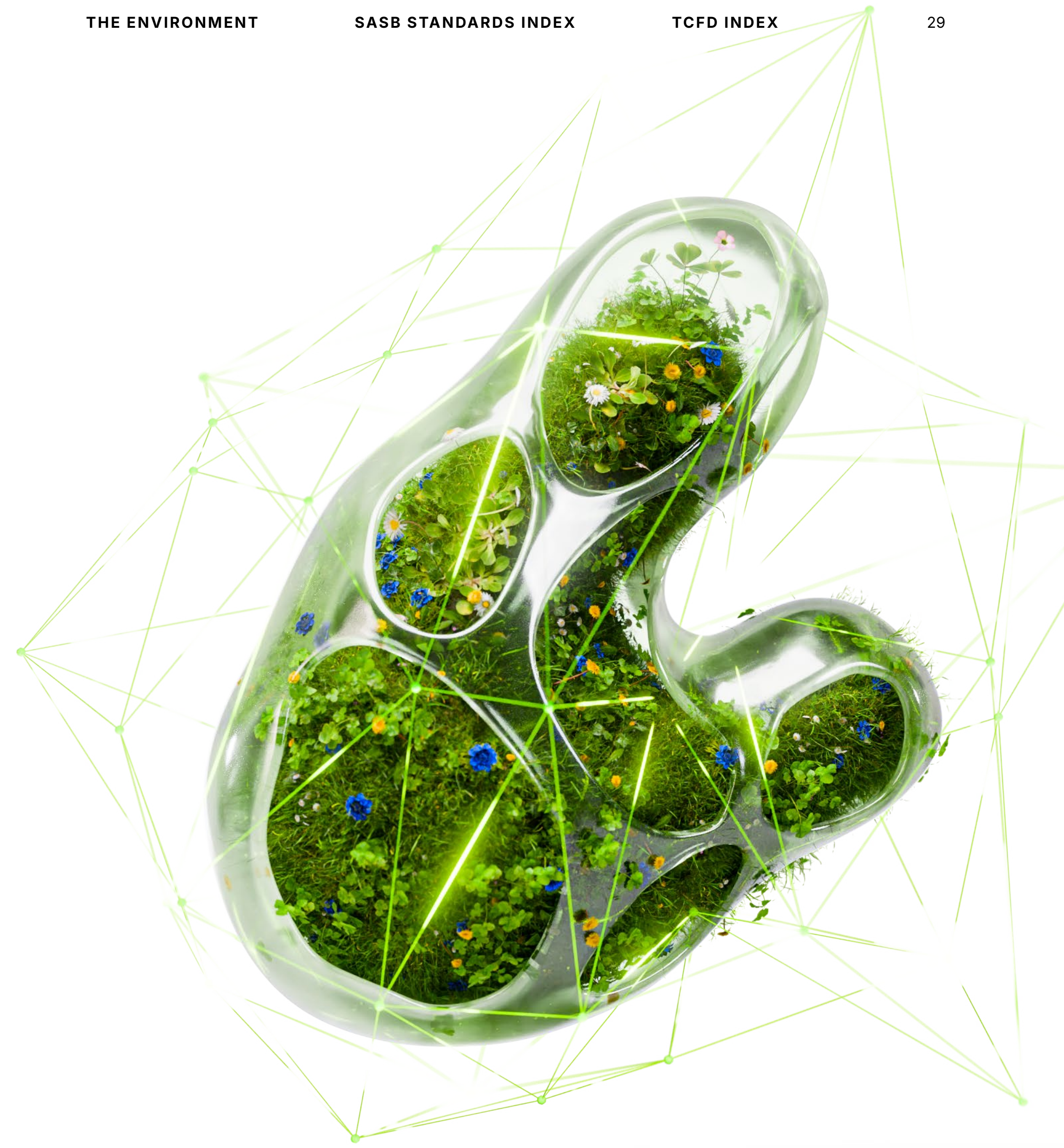
At Bio-Techne, advancing science means helping researchers, therapy developers, and clinical laboratories turn complex biology into dependable information, new possibilities, and better outcomes.

It also means considering the resources, materials, and responsibilities connected with our solutions across their lifecycle.

Our work supports the scientific journey from early discovery and translational research to therapeutic development, diagnostic testing, and scalable manufacturing. Across that journey, we invest in innovation, integrate sustainability into decision-making, and strengthen product-stewardship practices that help customers use our solutions with confidence.

## Science that Changes Lives

Scientific impact can take many forms: making a difficult therapeutic target measurable, helping researchers understand disease at the cellular level, supporting the scale-up of emerging therapies, or providing reliable information when patients and clinicians face important decisions.



# Enabling the Next Generation of Cell and Gene Therapies

## Making a Rare-Disease Therapy Measurable

For people living with recessive dystrophic epidermolysis bullosa, or RDEB, everyday friction can cause severe blistering, chronic wounds and scarring. Mutations in the COL7A1 gene disrupt the production of Collagen VII, a protein essential to skin integrity.

Bio-Techne’s Simple Western technology supported the development and FDA approval of ZEVASKYN™, the first autologous cell-based gene therapy for patients with RDEB. Throughout development, the platform enabled precise identification and quantification of Collagen VII, supporting potency and lot-release testing for both the viral vector and cell therapy. The technology was selected for its speed, reproducibility, sensitivity and low sample-volume requirements, helping address a complex analytical challenge while conserving limited samples.

→ [Read the Bio-Techne Press Release](#)

## Building a Connected Path from Discovery to Manufacturing

Cell and gene therapies have the potential to improve outcomes for patients with cancer, genetic disorders, and other serious diseases, but they can be complex and resource-intensive to manufacture. Bio-Techne supports developers from early research through commercialization with animal-free and Good Manufacturing Practice (GMP)-grade proteins, reagents, analytical tools, and cell-processing technologies.

Through our collaboration with Wilson Wolf and participation in ScaleReady, Bio-Techne helps simplify and standardize cell therapy manufacturing. G-Rex® bioreactors and Bio-Techne ProPaks support scalable production in a compact footprint, helping reduce process complexity, improve manufacturing efficiency, and accelerate the path to patients. Bio-Techne is also expanding its GMP capabilities in Bristol, United Kingdom, to support growing clinical and commercial demand.

→ [Read the Nature Portfolio Article](#)

## Giving Researchers More Consistent Models of Human Biology

Bio-Techne’s Cultrex™ Synthetic Hydrogel provides an animal-component-free alternative for three-dimensional stem cell and organoid culture. Its defined synthetic composition is designed to reduce lot-to-lot variability and support reproducible, scalable research workflows. Organoid models can help researchers study human biology in systems that may better reflect human responses than traditional animal models, supporting efforts to improve drug evaluation while reducing reliance on animal experimentation.

→ [Read the Bio-Techne Press Release](#)



Revealing Disease Through Spatial Biology

COMET™ is a research-use-only spatial biology platform that enables scientists to analyze multiple proteins and RNA targets while preserving their location in tissue. This spatial context can reveal interactions that are not visible when tissue is analyzed in bulk. By enabling researchers to extract more insight from each tissue sample, COMET™ can help accelerate scientific discovery, support the development of more precise therapies and diagnostics, and make more efficient use of valuable research materials.

Expanding Access to Spatial Insight Through Artificial Intelligence

Researchers have used COMET™-generated data to train a multimodal artificial intelligence model that translates information from routine pathology slides into spatial proteomic insights. The research explores how artificial intelligence and spatial biology could reduce the time and cost associated with generating complex tissue information and support future research into disease progression and treatment response.\*

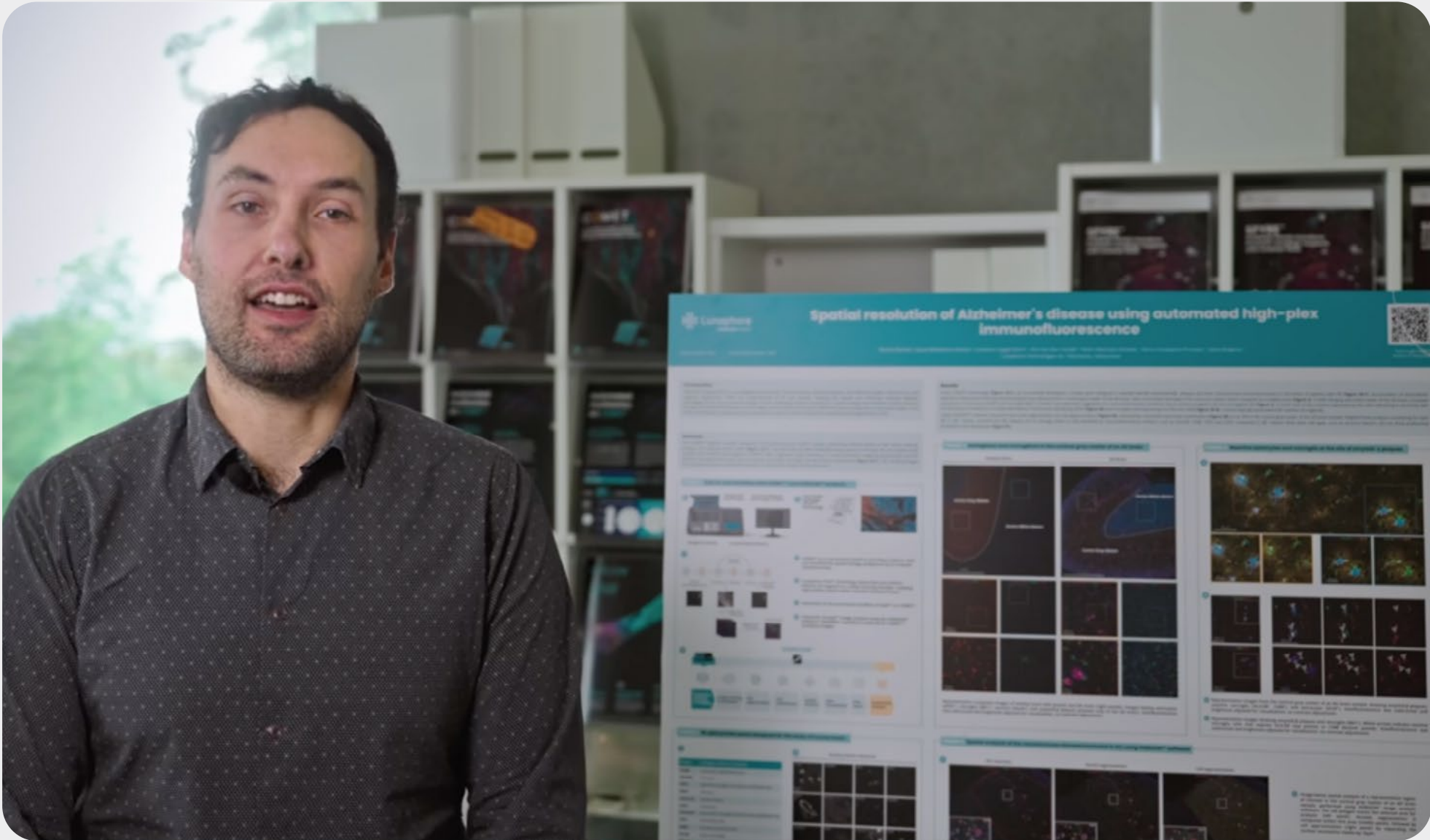
\*COMET™ is for Research Use Only. Not for use in diagnostic procedures.



Mapping the Complexity of Cancer

COMET™ has supported the simultaneous mapping of more than 100 immune, tumor and metabolic biomarkers within oncology and immune-oncology in its spatial context. Researchers can investigate biological processes, understand the complex tumor microenvironment, explore factors associated with response to cancer treatments, and develop prognostic and diagnostic tests to stratify patient populations in order to match them with their right treatment.

By helping researchers better understand why some patients respond to treatment while others do not, COMET™ can support the development of more personalized cancer therapies and diagnostics. The platform’s ability to generate rich biological insights from a single tissue sample can also help maximize the value of scarce research materials and reduce the need for additional testing.



Examining Alzheimer’s Disease at the Cellular Level

Researchers are also applying COMET™ to study the spatial relationships between Alzheimer’s disease lesions and neighboring immune cells. Preserving location within tissue can help reveal how different cell populations interact around areas of pathology, contributing to deeper research understanding of neurodegenerative disease.

→ [World Alzheimer’s Day Video](#)

## Information That Creates Agency

### One Result Can Change a Family’s Future

For Milena P., Bio-Techne’s work in inherited genetics is deeply personal. Her younger sister, Valentina, was born in Italy and developed typically for approximately two years before her family recognized that something was different. Milena’s father was a baker and her mother a homemaker. They marshaled every resource available, traveling to eight cities across Italy in search of advanced testing and specialist expertise. Like many families living without a diagnosis, they also tried multiple approaches to manage Valentina’s symptoms while continuing to search for the underlying cause.

Finally, testing performed with Bio-Techne Diagnostics’ Fragile X technology at the Catholic University in Rome ultimately identified Fragile X syndrome. The diagnosis connected health patterns across the extended family, and subsequent genetic counseling identified carriers across three generations. Family members could then make informed reproductive decisions and discuss appropriate health monitoring with their healthcare providers.

Bio-Techne’s foundational AmpliDeX® PCR/CE *FMR1* Kit helps laboratories analyze this technically challenging gene. That work continues through the AmpliDeX Nanopore Carrier Plus Kit\*, which brings 11 difficult-to-analyze genes into one long-read sequencing workflow. The story demonstrates what molecular diagnostics can provide beyond a result: an end to uncertainty and information that families can use.

\*Research Use Only. Not for use in diagnostic procedures.

**One diagnosis. Three generations. A family finally able to move forward with knowledge.**



## The Infrastructure Behind Every Dependable Result

Patients may never see the quality controls used inside clinical laboratories, but those controls are fundamental to confidence in diagnostic results. They help laboratories and diagnostic manufacturers confirm that instruments and assays are operating accurately and consistently.

Bio-Techne's Controls and Reagents portfolio supports applications including hematology, cardiac care, neurology, blood gas and glucose testing. Drawing on 50 years of hematology expertise, our teams manufacture controls that mimic characteristics of patient samples, helping laboratories and diagnostic manufacturers monitor system performance. By providing scalable manufacturing, multiple formats and customized solutions, Bio-Techne helps strengthen the infrastructure behind the results that inform care.

## Bringing Molecular Monitoring Into More Laboratories

For decades, oncology surveillance has relied heavily on imaging, pathology and clinical evaluation. These tools remain essential, but they generally identify disease after enough physical change has occurred to become measurable. Minimal residual disease, or MRD, testing introduces another layer of information.

Using a blood-based liquid biopsy, MRD assays search for small amounts of circulating tumor DNA released into the bloodstream. When a patient's tumor-specific markers are known, repeated testing may help identify molecular evidence of residual or recurrent disease, assess response to therapy and follow changes over time. The potential is significant: give clinicians more information when deciding whether to intensify, continue or de-escalate treatment, and give patients greater clarity during the uncertain period between traditional assessments.\*

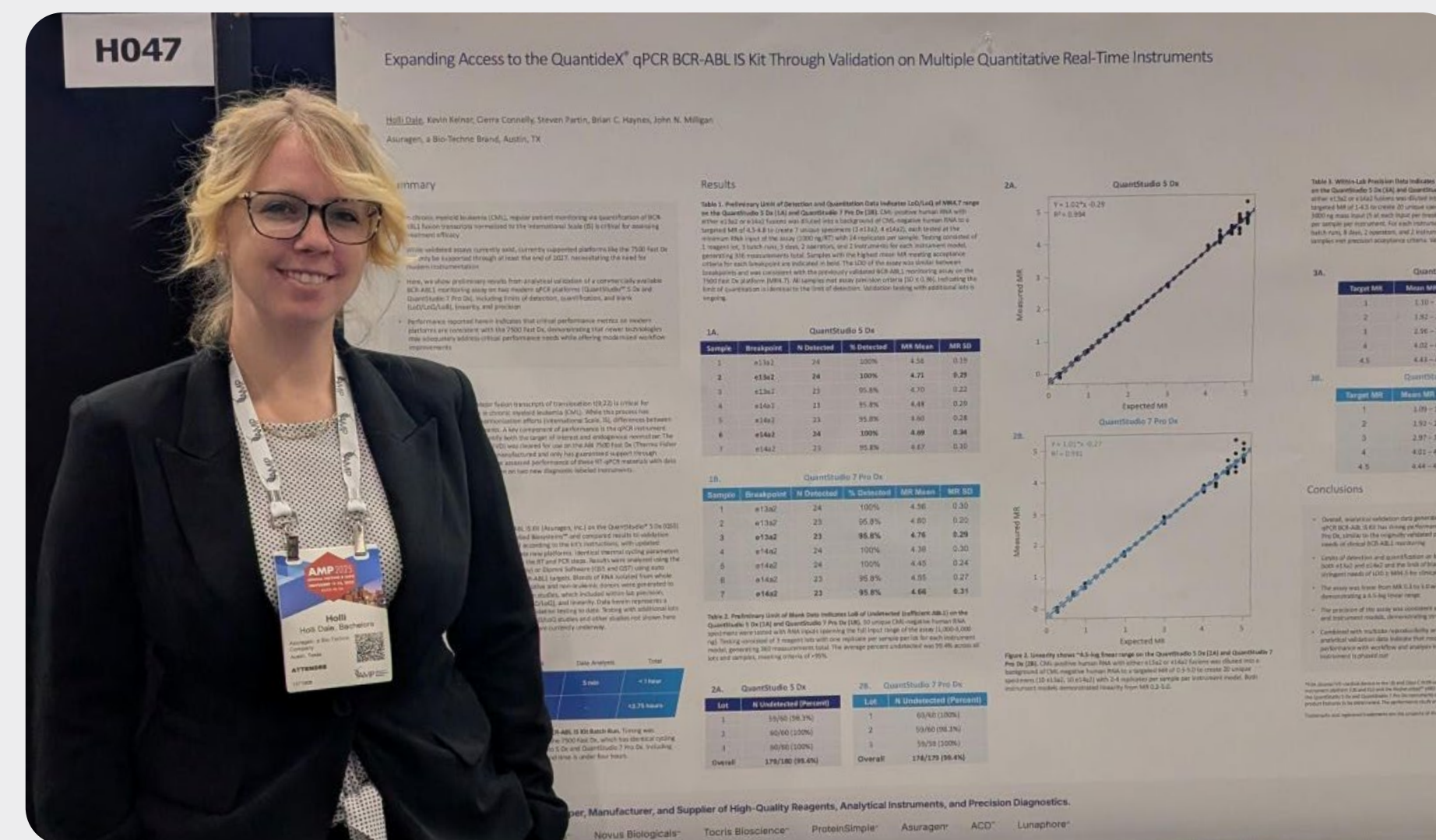
\*The evidence and appropriate use vary by cancer type, disease stage and assay. MRD testing should be applied within validated clinical contexts and, where still emerging, used to complement rather than replace established surveillance. Product availability, intended use and regulatory status vary by product and country.

## A Portfolio Built Around Molecular Monitoring

Bio-Techne's QuantideX qPCR BCR-ABL IS Kit supports molecular monitoring for chronic myeloid leukemia using qPCR, a reliable, cost-effective and widely accessible platform.

Our QuantideX qPCR ESR1 exoMutation Kit\* extends that commitment into breast cancer research. The first multianalyte liquid-biopsy assay tailored to detect ESR1 mutations, it provides highly sensitive detection of 11 prevalent variants in plasma by analyzing both cell-free DNA and exosomal RNA.

The applications differ, but the principle is consistent: within validated clinical and research contexts, sensitive molecular information can help laboratories and researchers better understand disease progression and treatment response, supporting the development of more personalized approaches to patient care while maximizing the value of biological samples and diagnostic data.



\*Research Use Only. Not for use in diagnostic procedures.

# Science that Changes Lives



Every breakthrough begins with clarity. At Bio-Techne, we empower scientists to transcend the limitations of traditional methods—leveraging precise, automated protein analysis tools to illuminate the path toward a Duchenne muscular dystrophy cure.

By reimagining protein analysis—making it faster, requiring less sample, and delivering trusted, quantitative data—we enable researchers to focus on what truly matters: changing lives.



Bio-Techne's mission is simple but powerful: We improve the quality of life by catalyzing advances in science and medicine.

One example of our mission in action is our work with Vertex Pharmaceuticals, a Bio-Techne customer who has developed a cell therapy to treat type 1 diabetes. As part of the therapy's manufacturing process, Vertex uses our GMP products to grow healthy insulin-producing pancreatic cells derived from stem cells.

These cells are then delivered into patients, with the goal of restoring the body's ability to produce insulin naturally, eliminating the need for insulin injections over time. Meet Amanda Smith, a patient whose life has been transformed by this groundbreaking science.

"I never thought I was going to have the freedom to be just me again, and now I have it," she said. "It's such a blessing."

# Science that Changes Lives



Momentum is building behind fluid biomarkers as a core part of Alzheimer’s research and therapy development. At #ADPD2026, we saw this first-hand.

It was inspiring to hear blood biomarkers discussed, not just for diagnosis, but to support triage, improve risk prediction and future treatment choices.



“When the Professional Becomes Personal”

In advance of World Cancer Day, we pause to reflect on why our work matters.

For many of us at Bio-Techne, our mission to catalyze advances in science and medicine is personal. In the video, Hilary Graham, PhD, MA shares how her recent diagnosis with a rare form of cancer has given new meaning to the work we do every day.

[→ Watch Hilary’s Video](#)

# Accelerating Discovery Through Innovation

Bio-Techne's innovation model combines internal research and development, focused investment, scientific collaboration, and programs that broaden access to enabling technologies.

## Turning Ideas into Scientific Tools

Innovation hubs around platforms such as Leo™ and Simple Western bring scientists and engineers together to explore customer needs, test ideas and convert promising concepts into practical solutions. This approach builds on Bio-Techne's broader innovation cycle, which connects strategic planning, project prioritization and product development across the enterprise.

External programs extend that innovation ecosystem. A Bio-Techne reagent grant program offers selected scientists up to \$10,000 in reagents to help move promising research ideas forward. COMET™ grant opportunities similarly provide selected researchers with access to fully funded experiments on the spatial biology platform. These programs lower an early barrier to experimentation: access to high-quality tools and expertise.

## Open Innovation with the University of Dundee

An open innovation collaboration with the University of Dundee translated an academic discovery into the BromoCatch platform. BromoCatch is a self-labeling protein tag that enables selective modification and visualization of proteins in living cells. The resulting platform supports applications including live-cell protein analysis, protein isolation and targeted protein degradation.

The collaboration demonstrates the value of connecting academic science with Bio-Techne's product-development capabilities. A promising laboratory discovery can become a modular set of tools available to researchers beyond the originating institution.

[→ Read the Nature Article](#)



## Combining Technologies to Solve Complex Problems

Bio-Techne and Refeyn developed an integrated workflow that combines MauriceFlex™ charge-variant fractionation with mass photometry. The four-hour workflow allows researchers to examine charge, size and aggregation characteristics of bispecific antibodies and biosimilars while using nanogram-level samples. By reducing reliance on several separate tests, the workflow is designed to support more efficient characterization of complex biologics during development and manufacturing.

[→ Read Our Press Release](#)



RE•FEYN

## Artificial Intelligence: Accelerating Science and Work

Bio-Techne's artificial intelligence strategy focuses on two practical outcomes: improving how work is performed and enabling new forms of scientific innovation.

Across the business, enterprise-protected AI tools help employees find information across fragmented sources, analyze scientific and customer data, support software development, and streamline routine work. These applications can give employees more time for scientific problem-solving, creativity, and customer needs.

Artificial intelligence is also becoming part of Bio-Techne's scientific capabilities. Examples include artificial intelligence-engineered proteins, advanced analytical software and the generation of structured, "AI-ready" scientific datasets that customers can use with their own analytical models. Together, data, automation and algorithms are creating new opportunities to accelerate the path from hypothesis to insight while preserving the essential role of scientific expertise and human judgment.

Bio-Techne is approaching artificial intelligence as an amplifier of human potential, not simply as a tool for automation. As adoption expands, the company is also considering the energy implications of artificial intelligence within its wider efficiency and renewable-energy strategy.

[→ Watch Our Video](#)



# Investing in the Scientific Pipeline

Bio-Techne combines internal research and development with collaborations and strategic investments to expand its portfolio of reagents, instruments, software and diagnostic solutions.

>2,500

Immunoassay kits

>425,000

Antibody variations

>6,000

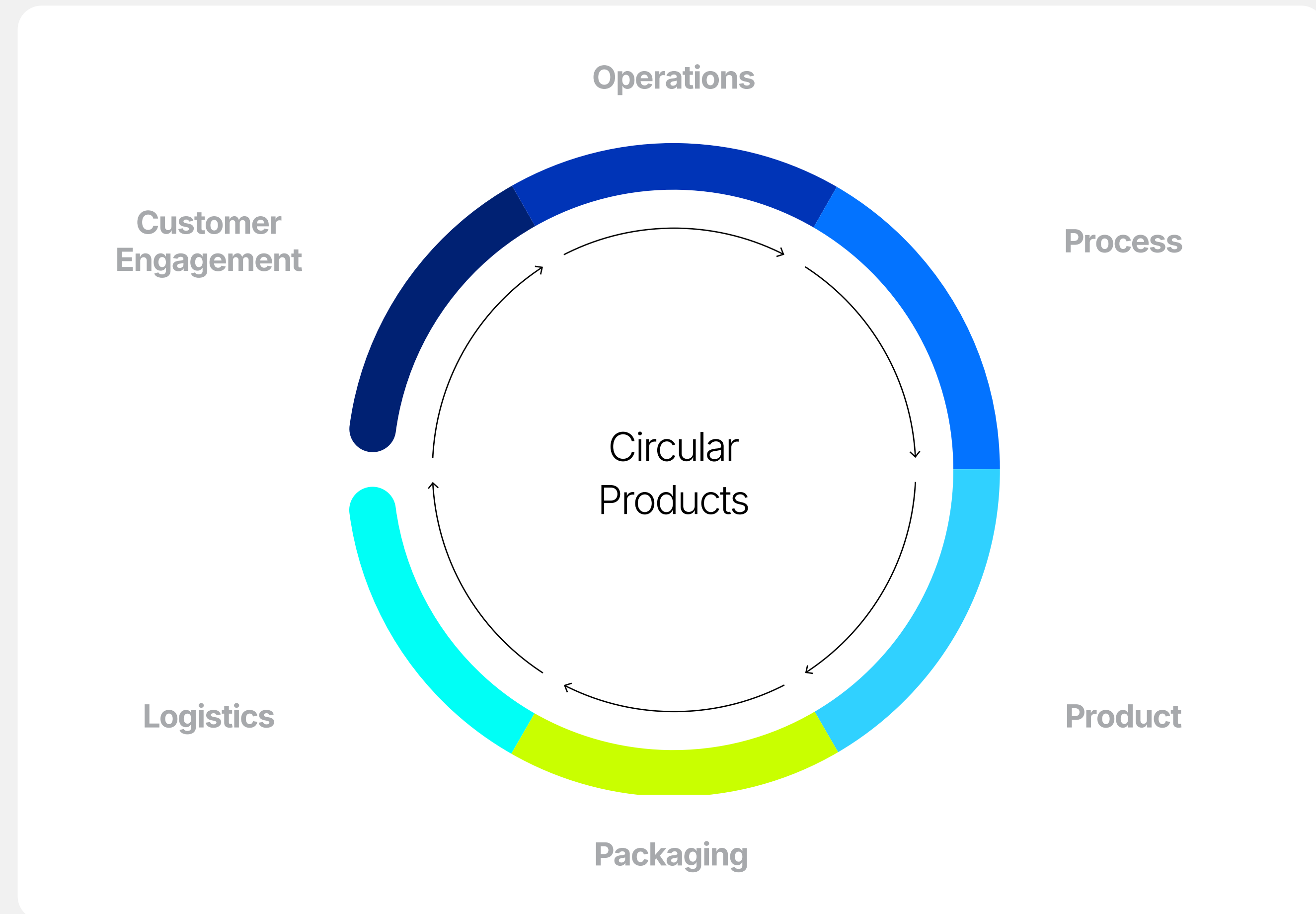
Proteins

8%

Revenue invested in research and development

## Building Sustainability into the Scientific Lifecycle

Sustainability is most effective when considered throughout a solution's lifecycle. Across operations, development processes, product design, packaging, logistics, and customer engagement, Bio-Techne is working to reduce resource use and waste while preserving performance, quality, and scientific integrity.

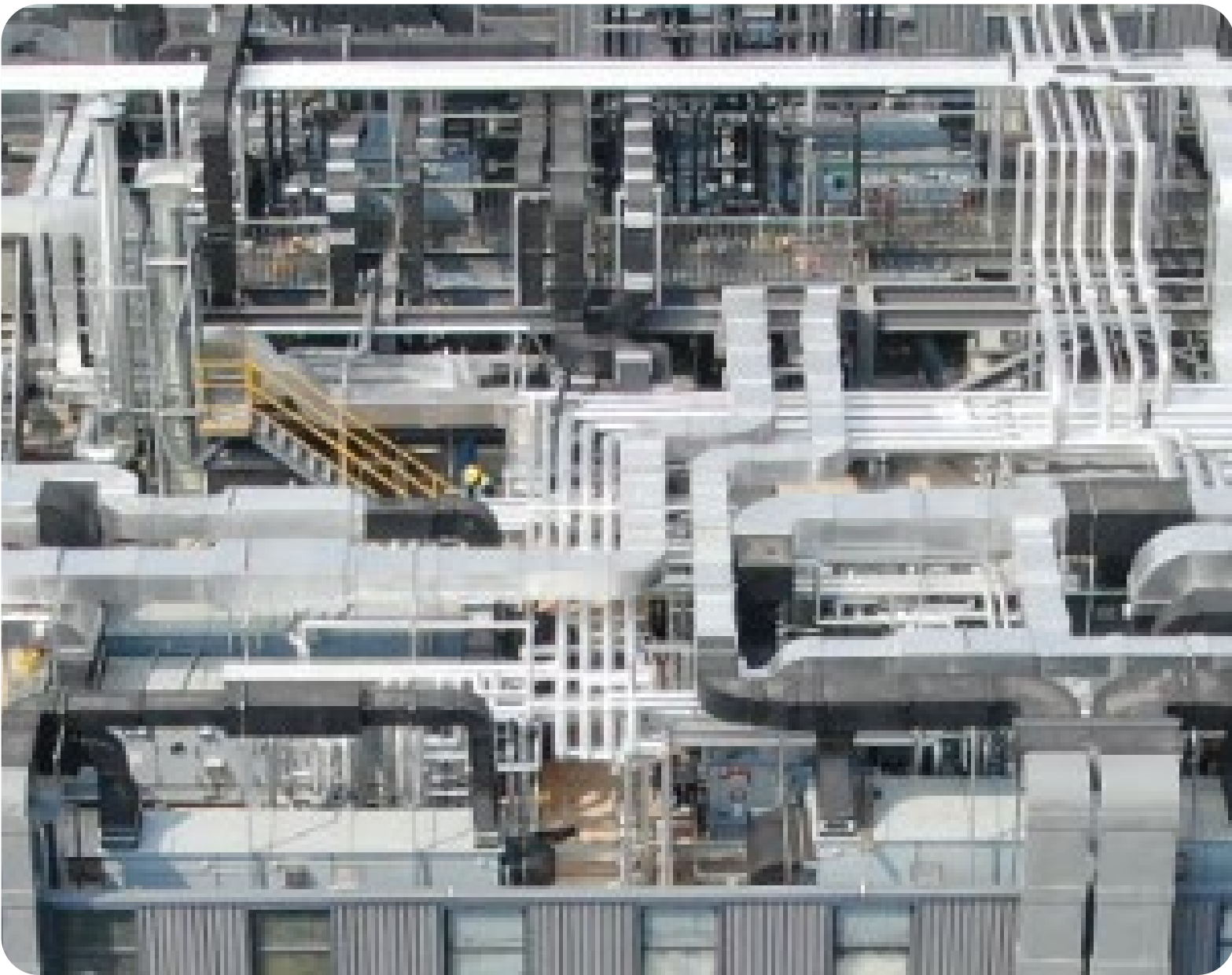


1. Operations

Expanding Access While Using Resources Efficiently

Reducing Energy Through Daily Operations

At PrimeGene in Shanghai, China equipment schedules are aligned with production demand, supported by end-of-day checks to turn off equipment, lighting and air-conditioning systems that are not needed. Teams have also consolidated electricity use across departments to reduce overall equipment runtime. Together, these practices are expected to save approximately **50,000 kilowatt-hours of electricity**.



In FY26, Bio-Techne established a new office location in Düsseldorf, Germany, within a refurbished existing building rather than a newly constructed facility, supporting the efficient use of existing infrastructure. The office benefits from modernized building systems designed to improve energy efficiency and is **powered by 100% renewable electricity**. The site’s convenient access to public transportation, bicycle facilities, and electric vehicle charging infrastructure helps support lower-carbon commuting options for employees. Bio-Techne also encourages sustainable transportation through participation in Germany’s JobRad e-bike leasing program and subsidies for public transit passes, while continuing efforts to reduce electricity consumption and operate a paper-light workplace.

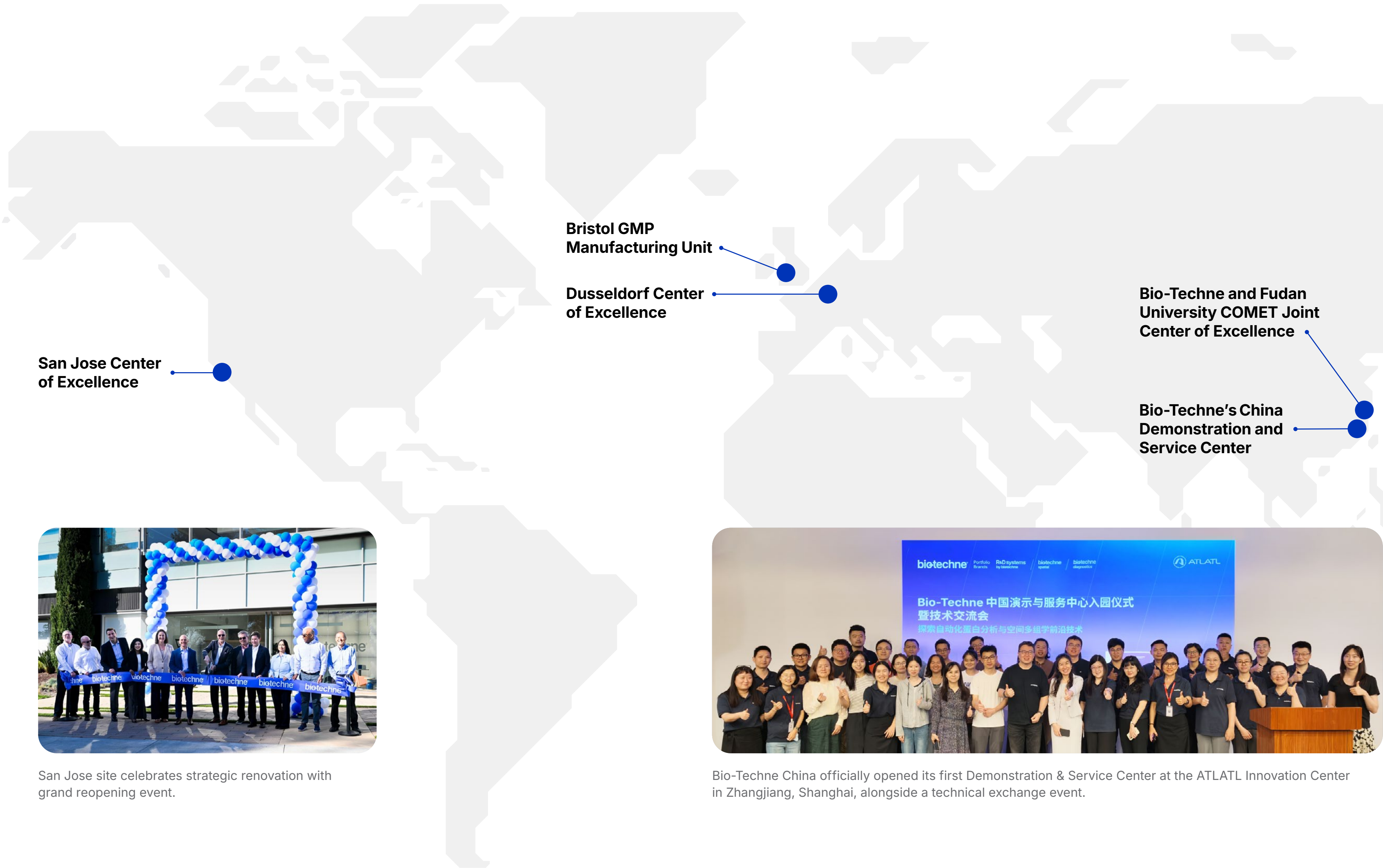


# Bringing Expertise Closer to Researchers

The Bio-Techne and Fudan University COMET™ Joint Center of Excellence brings spatial biology capabilities, training and technical expertise together in China.

Bio-Techne’s China Demonstration and Service Center similarly gives customers regional access to demonstrations, application support and service expertise. Additional innovation and customer centers in Düsseldorf, Bristol and San Jose expand local access to scientific, manufacturing and application expertise.

The primary benefit is scientific access and localized support. Regional demonstration, training, and service capabilities can also reduce the need to move instruments, samples, or people long distances for every interaction.



San Jose site celebrates strategic renovation with grand reopening event.



Bio-Techne China officially opened its first Demonstration & Service Center at the ATLATL Innovation Center in Zhangjiang, Shanghai, alongside a technical exchange event.

# Prioritizing Safety and Quality Across Operations

For 50 years, Bio-Techne and its brands have earned the reputation as a premier developer and supplier of life science tools and diagnostic solutions. We have developed and deployed rigorous Quality Management Systems (QMS) processes and procedures designed to ensure that Bio-Techne manufactures the highest quality products for the research and diagnostic communities. Our adherence to the highest quality and environmental standards has been recognized through the attainment of ISO certifications for the majority of our facilities. Additionally, more than 175 diagnostic controls, calibrators and kits have received FDA clearance and/or In Vitro Diagnostic Regulation certification.

Our manufacturing process and supplier qualification monitoring programs ensure input traceability within our supply chain. Our quality systems have not only implemented processes and procedures to monitor both safety and quality

of the products received from our suppliers, but also the manufacturers of the raw materials included in these sourced products. This enables full traceability of our raw materials in all stages of manufacturing up through our finished goods. For new product development, we focus on utilizing animal-free materials whenever possible. For on-market products containing animal-origin materials, we source from countries that are negligible-to-low-risk for transmissible spongiform encephalopathies (TSEs).

We have successfully acquired and integrated 19 acquisitions in the past 12 years, with evaluations of quality, safety, product performance and reputation representing key due diligence items in our evaluation of each acquisition. Once these acquisitions close, implementation of Bio-Techne’s QMS, product safety and quality processes and procedures are significant aspects of the integration process.

| Manufacturing and Office Sites | Certifications                                                                                                                           |
|--------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|
| Minneapolis, MN                | ISO 13485:2016, ISO 9001:2015, ISO 14001:2015, MDSAP, US FDA, Canada MDEL, USDA, Korea GMP                                               |
| St Paul, MN                    | ISO 13485:2016, ISO 9001:2015, ISO 14001:2015                                                                                            |
| Flowery Branch, GA             | ISO 9001:2015                                                                                                                            |
| Rennes, France                 | ISO 13485:2016, ISO 14001                                                                                                                |
| Paris, France                  | ISO 14001:2015                                                                                                                           |
| Bristol, UK                    | ISO 9001:2015, ISO 14001                                                                                                                 |
| San Jose, CA                   | ISO 9001:2015                                                                                                                            |
| Wallingford, CT                | ISO 13485:2016                                                                                                                           |
| Ottawa, Canada                 | ISO 9001:2015                                                                                                                            |
| Toronto, Canada                | ISO 9001:2015                                                                                                                            |
| San Marcos, CA                 | ISO 13485:2016, MDSAP, USFDA, Canada MDEL, CA State Med Device Manufacturing License, DEA, USDA                                          |
| Newark, CA                     | ISO 13485:2016, US FDA Facility Registration, CA State Medical Device Manufacturing License                                              |
| Austin, TX                     | ISO 13485:2016, MDSAP, Korea GMP, Canada MDEL, US FDA Registered Facility, Texas Device Mfg License, CLIA, CAP, DOH (RI, NY, MD, PN, CA) |
| Waltham, MA                    | CLIA, CAP, DOH (MASS, RI, NYS, MD, PENN, CA, Washington DC)                                                                              |
| Devens, MA                     | ISO 13485:2016, EN ISO 13485:2016, MDSAP, FDA (US), Health Canada, Euamed Actor Registration, DEA (Federal & Mass.)                      |
| EMEA                           | ISO 14001:2015 (Abingdon, Dublin, Wiesbaden, Rennes), ISO 9001:2015                                                                      |
| Shanghai, (PrimeGene) China    | ISO 9001:2015                                                                                                                            |
| Emeryville, CA                 | ISO 9001:2015                                                                                                                            |

2. Process

Considering Environmental Risk Earlier

For applicable Good Manufacturing Practice products, environmental considerations are being incorporated into established product-development controls.

Regulatory and environmental requirements can be captured in market and product requirements before development begins and carried forward as design inputs.

Environmental risk is also included as a category in product and process risk assessments. Those assessments are reviewed and updated through development and presented at design reviews aligned with phase gates. This approach makes sustainability part of product decision-making rather than a separate review after a design is substantially complete.

3. Products

Designing for Efficient Scientific Workflows

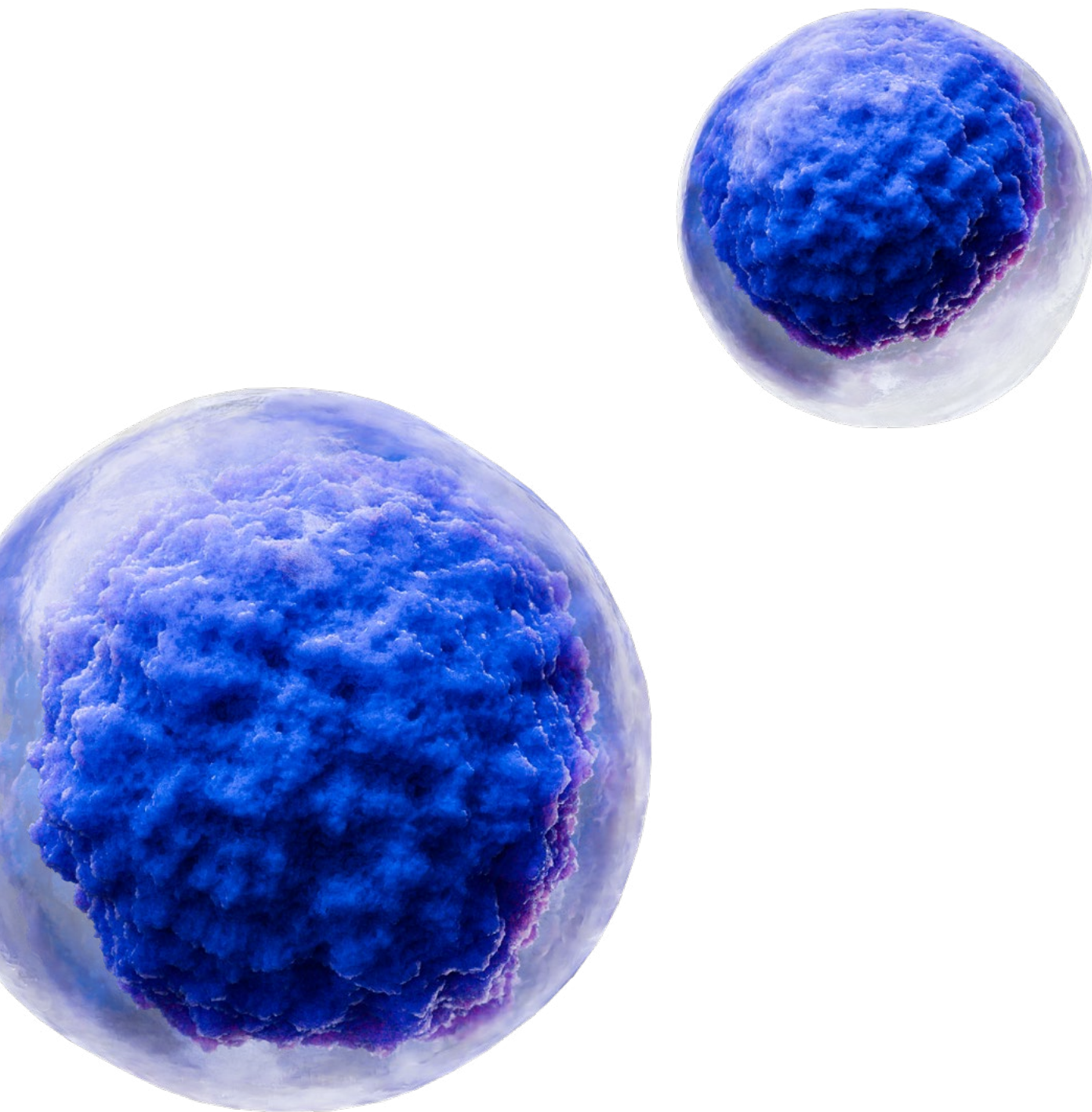


Leo™: High Throughput in a Compact System

The Leo™ Simple Western system was recognized with a Bronze International Design Award in the Health and Life Science category for its user-friendly layout, seamless operation and clean, precise form. Its design brings high-throughput protein analysis into an integrated platform intended to simplify laboratory workflows.

→ [View IDA Design Awards Page](#)





### G-Rex: Simplifying Cell-Expansion Workflows

G-Rex bioreactors support scalable cell expansion in a compact, closed-system format. By simplifying the number of manipulations and the physical manufacturing footprint required for cell expansion, the system can help reduce process complexity and contamination risk while supporting repeatable scale-up.

### COMET™: More Information from Limited Tissue

COMET™ automates sequential immunofluorescence to analyze many biomarkers on a single tissue section. Its sustainability value lies in scientific efficiency: generating multiple layers of spatial information from limited tissue can reduce the need for multiple separate samples and fragmented workflows.



#### 4. Packaging

## Replacing Plastic with Recyclable Paperboard

Bio-Techne and Smurfit Westrock redesigned a retainer kit by replacing plastic trays with recyclable Printkote® paperboard.



A single die-cut insert accommodates multiple vial types, simplifying cold-chain fulfillment while maintaining product protection. The redesign is estimated to eliminate 70,000 pounds of plastic annually and also incorporates digital information through a QR code.

The Paperboard Packaging Council named the Bio-Techne Retainer Kit its 2025 Sustainability of the Year Award winner, recognizing the combination of material reduction, production efficiency and functional design.

→ [View the 2025 Paperboard Packaging Competition 2025 Top Awards](#)



5. Logistics

Shorter Routes, Lower Cost and Lower Carbon

Optimization of a United States-China supply lane replaced a round-trip international journey with regional sourcing and road transport in China.

The previous route involved approximately 7,500 miles of air transportation. The new route is approximately 500 miles by road.

Based on the project calculation, **the change reduces transportation emissions from approximately 5,344 kilograms to 58 kilograms of carbon dioxide equivalent annually.** That represents approximately **5.3 metric tons of carbon dioxide equivalent avoided, a reduction of roughly 99%.** The project also **eliminates approximately 7,000 miles of transportation per kit** and is expected to **save more than \$100,000** in annual freight costs.

The project shows how supply-chain decisions can create environmental and financial value at the same time.

6. Customer Engagement

Connection without Unnecessary Giveaways

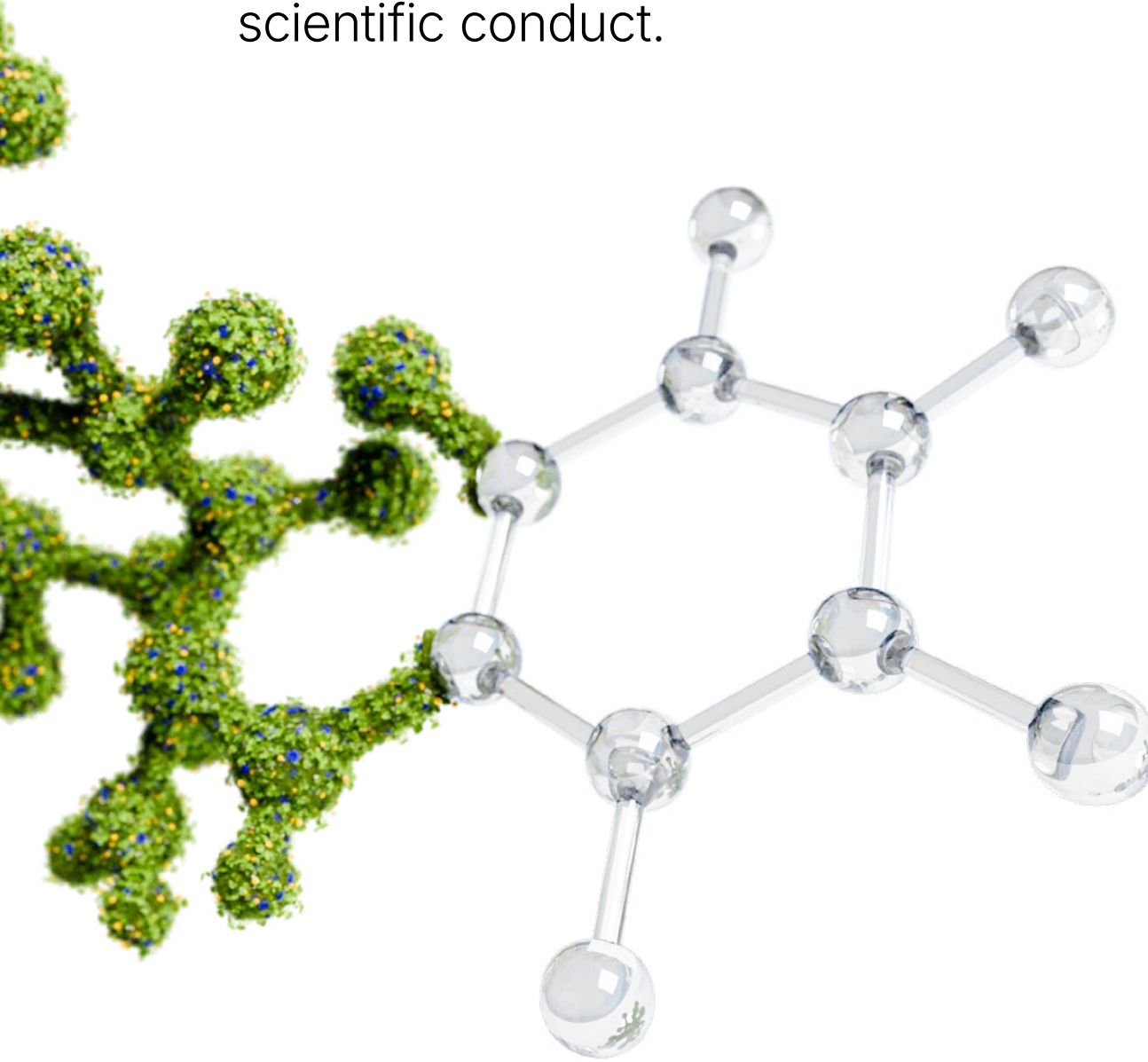
At scientific conferences, Bio-Techne Diagnostics has been shifting resources away from high-volume promotional merchandise toward experiences that give attendees lasting value. Examples include professional headshots and interactive activities designed to encourage meaningful conversation. Digital links can replace paper handouts, while any physical gifts are selected more deliberately for utility and durability.

The approach prioritizes meaningful connection over objects likely to be discarded. It can reduce event waste while creating better opportunities to listen to customers, support professional development, and understand emerging laboratory needs.



# Product Stewardship & Responsible Science

Responsible science requires accurate information, appropriate product use, transparent communication and disciplined preparation for changing regulations. Bio-Techne continues to strengthen the processes that support product safety, chemical and packaging compliance and responsible scientific conduct.



## Strengthening Global Product Information

Bio-Techne authors and maintains Safety Data Sheets using a software solution aligned with the United Nations Globally Harmonized System of Classification and Labeling of Chemicals. The working source reports more than 115,000 Safety Data Sheet records updated to reflect country, regional and language variations.

The company is also enhancing procedures addressing the European Union Registration, Evaluation, Authorization and Restriction of Chemicals Regulation, or REACH; the European Union Restriction of Hazardous Substances Directive, or RoHS; conflict minerals; and other substances of concern. Teams monitor changing global chemical requirements, build awareness across the business and respond to customer questions involving substances such as REACH Substances of Very High Concern and per- and polyfluoroalkyl substances.

## Preparing Responsibly for the European Union Packaging and Packaging Waste Regulation

The European Union Packaging and Packaging Waste Regulation, Regulation (EU) 2025/40, introduces harmonized requirements affecting packaging placed on the European Union market. Bio-Techne’s preparation is focused on building the data, systems and cross-functional processes needed to understand its packaging and respond accurately to regulatory and customer requirements.

## The readiness program includes:

- Mapping packaging across the portfolio. Teams are breaking finished goods into primary, secondary and tertiary packaging components and identifying packaging part numbers, materials, suppliers and missing data.
- Engaging suppliers for source information. Supplier questionnaires request details such as material composition, packaging mass, recycled content and substances of concern.
- Creating a centralized data foundation. Bill-of-material data, supplier responses and data-completeness metrics are being consolidated into enterprise dashboards.
- Supporting customer and regulatory responses. A defined intake process routes packaging composition, recyclability, Declaration of Conformity and related regulatory requests to Product Stewardship.
- Connecting compliance with packaging design. The program is intended to move packaging requirements upstream into new-product introduction and management-of-change processes so that data and design considerations are addressed earlier.
- Using digital communication. QR codes are being incorporated into selected redesigned packaging, linking customers to information about Bio-Techne’s sustainability practices and creating a foundation for future digital packaging information.

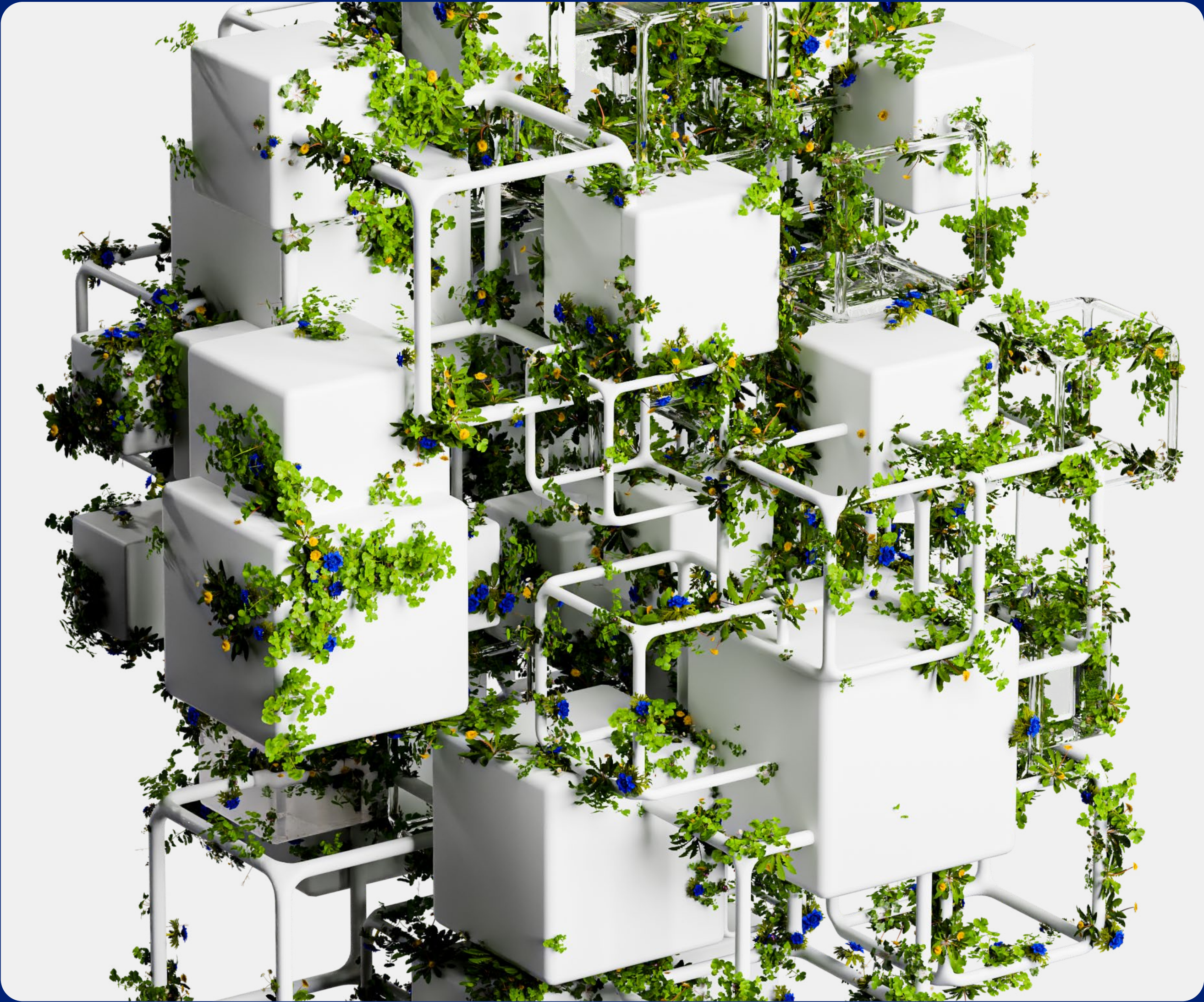
- Applying human review to technology-enabled data collection. Where artificial intelligence supports extraction of information from supplier documents, outputs are designed to be reviewed and approved by regulatory personnel, with lower-confidence results routed for further review and source traceability retained.

This work extends beyond compliance with a single regulation. More complete packaging information can support customer disclosures, extended producer responsibility reporting, packaging redesign, material reduction, and better environmental decisions.

## Responsible Research and Scientific Integrity

Bio-Techne’s [Research Conduct Policy](#) applies to clinical and non-clinical research programs. It requires research to be conducted with accuracy and integrity, includes protections for research participants, calls for the minimization and humane treatment of laboratory animals where their use is necessary, and emphasizes ethically sourced materials in product development.

Responsible communication is equally important. Bio-Techne distinguishes research-use-only products from diagnostics, markets healthcare products within their intended or approved uses and maintains review processes intended to support accurate scientific and product claims. Product availability, specifications and regulatory status may vary by country.



Pillar Three

# Governance

|                             |    |
|-----------------------------|----|
| Corporate Governance        | 51 |
| Our Board                   | 52 |
| Risk Management & Oversight | 54 |
| Responsible AI Use          | 55 |
| Ethics & Compliance         | 60 |

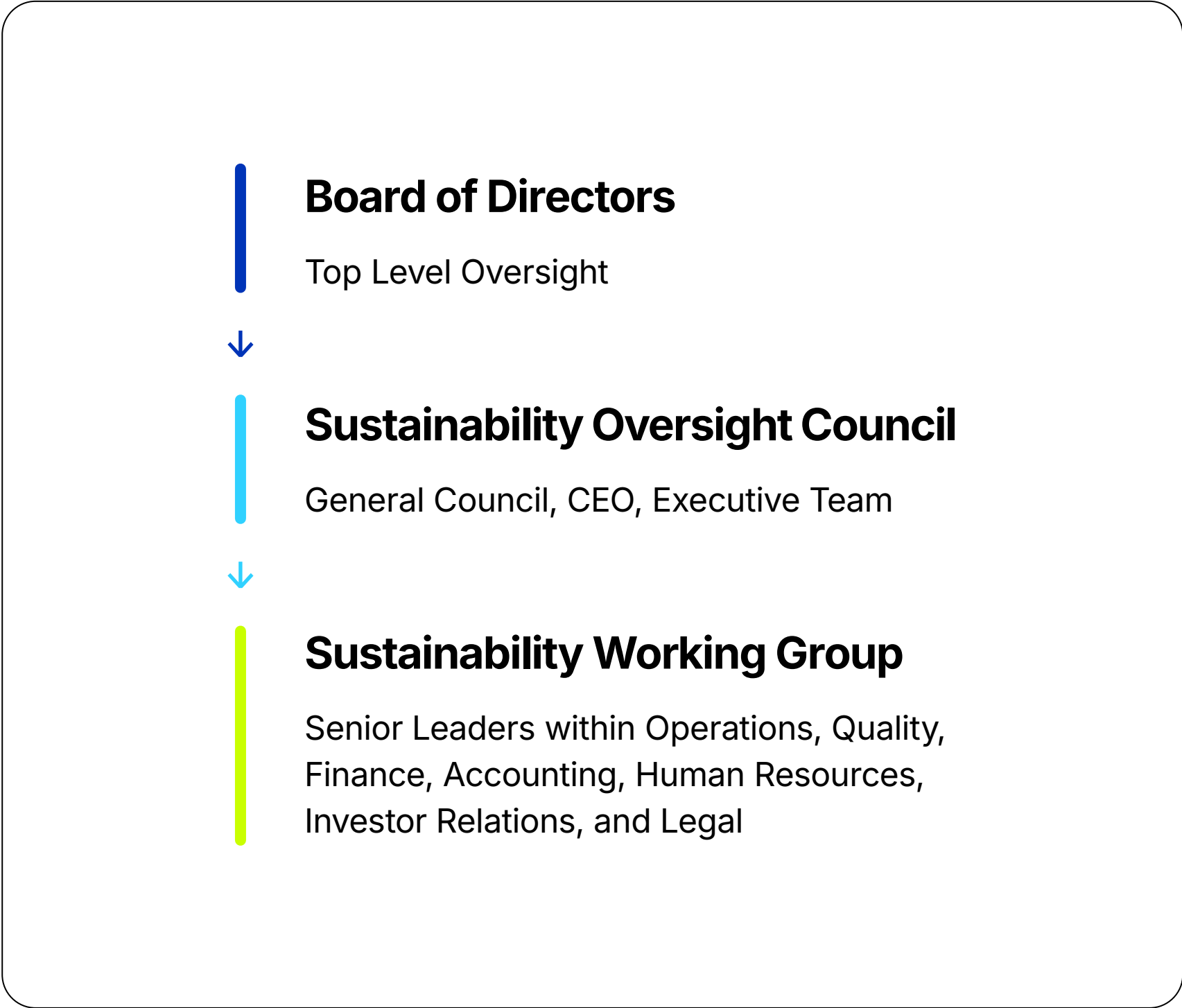
# Prioritizing Sustainability with Board-Driven Oversight and Strategic Counsel

Bio-Techne’s Board oversees the company’s sustainability strategy and progress through the Nominations and Governance Committee, which receives regular updates on legal and regulatory requirements, strategic planning, and business impacts.

The management-level Sustainability Oversight Council, led by the General Counsel and Chief Sustainability Officer and composed of executive leadership, directs the company’s sustainability strategy.

The Sustainability Oversight Council meets regularly to review sustainability strategy and support its integration into annual strategic planning.

Executing on our sustainability strategy is the multi-disciplinary Sustainability Working Group. This group consists of senior leaders within Operations, Quality, Finance, Accounting, Human Resources, Investor Relations and Legal, and is managed by the company’s Director of Sustainability, with sponsorship from the General Counsel. The Sustainability Working Group provides feedback, guidance and suggestions to the Sustainability Oversight Council to promote “bottoms up” strategy and planning. The Director of Sustainability coordinates the refinement and execution of our sustainability strategy, leading efforts throughout the company to coordinate and drive progress across the multifaceted strategic paths set by leadership.



# Corporate Governance

Bio-Techne’s reputation is grounded in the work of employees and a shared commitment to integrity.

We know that our long-term success depends on the quality of our people and our science, together with our commitment to integrity and governance. As Bio-Techne expands its capabilities, product portfolio, service offerings and geographic footprint, we understand that sustainable success depends on our commitment to business ethics and compliance, financial and scientific integrity, data security and privacy, and risk management. Read more about our policies covering suppliers, research conduct, data privacy, anti-corruption and ethical business conduct [here](#).



## Strong Corporate Governance

Bio-Techne’s Board of Directors provides strategic guidance and oversight, leveraging diverse expertise to drive sustainable value and effective governance across all facets of the company.

### The Role of our Board

Our Board of Directors oversees and provides strategic guidance to Bio-Techne’s leadership, directing and advising the CEO and his leadership team as they develop and carry out both long-and short-term strategic, operational and financial plans. Our Board actively monitors the performance of our executive leadership team and the company as a whole.

The Board has established our [Principles of Corporate Governance](#) to provide a framework for effective operation and management of the Board. These policies and principles, along with committee charters and related Board policies, are designed to inform the actions of the Board, its committees and management to effectively govern Bio-Techne and create long-term, sustainable value for our shareholders, employees, customers and other stakeholders. These guidelines cover the Board’s roles and responsibilities, composition and membership criteria, Board and committee meetings, responsibilities, adherence to our [Code of Ethics and Business Conduct](#), and access to the Board by shareholders.

### Board Composition and Independence

Our directors bring a wealth of experience, and broad diversity of thought and perspectives to our Board, which benefits stakeholders by promoting effective oversight of our strategy and execution. As an innovative science-based company, our Board members enhance and promote sustainable shareholder value through applying their experience in science and technology, as well as their deep business expertise. Our directors embody this balance with experience in operations, talent management, commercial leadership, risk management and mitigation, financial strategy, strategic development, and leveraging the strength of diverse teams. We are committed to delivering differentiated results by continuing to leverage and promote the Board’s diversity of experience, expertise, viewpoints, backgrounds, and other characteristics. To promote the continued evolution of the Board in line with the company’s growth and evolution, the Board has relied upon its mandatory retirement policy, which requires directors to retire upon reaching the age of 75. This policy has resulted in the appointment of seven directors since 2015.

To support the continued growth and impact of the Board, Bio-Techne provides for accredited director educational courses on subjects including sustainability, cybersecurity, and governance-related topics. These courses allow directors to expand upon their expertise and enhance the Board’s degree of oversight on critical areas of risk and commercial opportunity for the company.

# Our Board

## Bio-Techne Board of Directors

The Bio-Techne Board has nine members, eight of whom are independent as identified by the NASDAQ exchange’s corporate governance listing standards.

Our Board is led by Mr. Robert Baumgartner, our Independent Chairman. Mr. Baumgartner has significant business and board experience, and deep knowledge of Bio-Techne’s business and strategy. He prioritizes the importance of the Board’s objectivity and independence as the Board fulfills its important oversight role on behalf of shareholders. To ensure candid discussion among independent directors, the directors meet regularly in executive sessions without our management team present.



Robert V. Baumgartner



Kim Kelderman



Julie L. Bushman



Amy E. Herr, Ph.D.



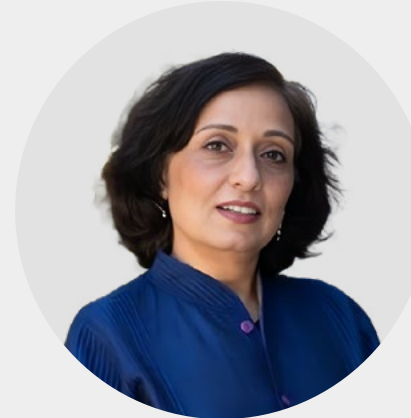
Joseph D. Keegan, Ph.D.



Judith Klimovsky, M.D.



John L. Higgins



Alpna Seth, Ph.D.



Rupert Vessey, Ph.D.

## Board Committees

Our Board currently has four standing committees: Compensation, Nominations and Governance, Audit, and Science and Technology. Each committee operates under a formal written charter, approved by the Board, that describes its scope of authority and responsibilities. Each committee reports to the full Board. The committee charters are available [here](#), in the Investor section of our website.



On behalf of Bio-Techne’s Board of Directors, we are proud to share this year’s Corporate Sustainability Report and the meaningful progress the company continues to make in advancing its sustainability strategy. This report reflects our commitment to transparency, accountability, and long-term value creation for shareholders and stakeholders alike. We believe sustainability remains fundamental to Bio-Techne’s continued success, strengthening our business while amplifying our positive impact on science, healthcare, our customers, employees, and the communities we serve.

— Dr. Alpna Seth  
Chair of the Nominations and Governance Committee

# Board Composition

## 9 Board Members

44%

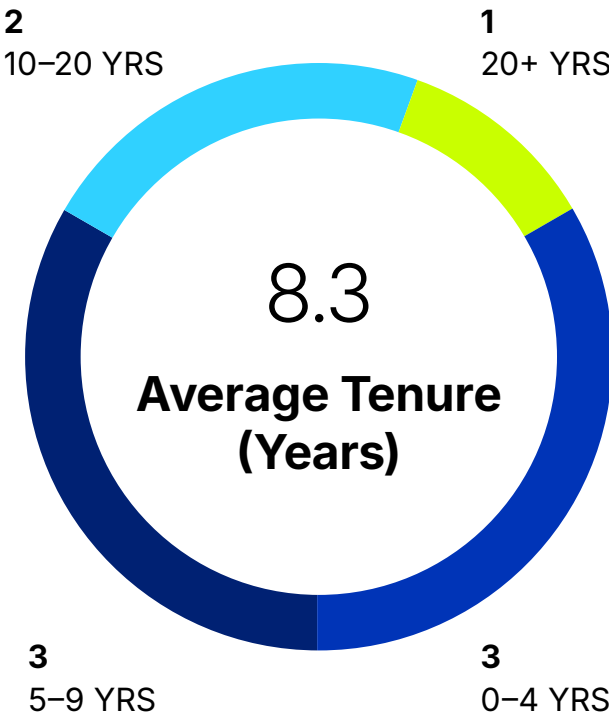
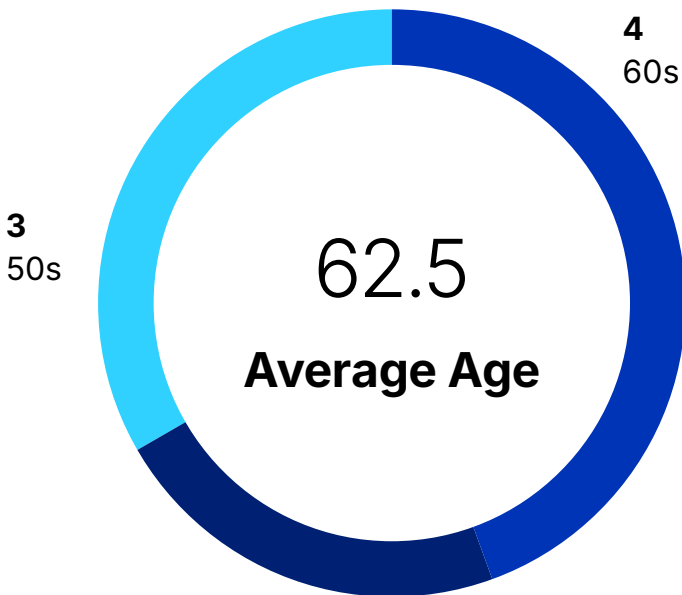
Women

22%

Underrepresented Ethnic/  
Racial Minority

67%

Have an M.D., a Ph.D.  
in a science field, or both



### Strong Governance Practices

We believe our governance practices, as described in our Principles of Corporate Governance, charters and elsewhere, reflect best-in-class practices. These include: independence of non-employee directors; an independent Chair / Lead Director; a nominating process that incorporates diversity considerations; and shareholder rights, including proxy access. We have executive compensation programs designed to create long-term shareholder value, including stock ownership requirements, performance-based long-term equity incentives, a compensation clawback policy, double-trigger severance benefits, and prohibitions on anti-hedging and pledging.

### Lobbying and Political Contributions

Our Board retains sole authority to approve any political contributions. Bio-Techne’s historical and current practices have been not to use company funds to oppose or support any candidate or influence public opinion with respect to any ballot referendum or issue. The company is involved with industry groups to support our legislative and regulatory evaluation and advocacy efforts.

Please refer to our Investor Relations website for more information regarding our Board of Directors and [Principles of Corporate Governance](#).

# Risk Management & Oversight

## Enterprise Risk Management and Oversight

As a whole, and through its committees, the Board oversees Bio-Techne’s strategy and risk management, including those associated with environmental, social and governance matters (ESG). Bio-Techne’s full Board receives updates on and discusses ESG matters, with at least an annual extensive review of long-term ESG strategy. Embedded within these strategic discussions is the identification, evaluation, and migration strategies of associated material risks. As part of its quarterly meetings with management during operating performance reviews, it reviews updates on risk matters as well. Each Board committee supports that effort by focusing on oversight of risks including within their responsibilities as outlined in their charters.

### The Audit Committee

Regularly reviews our accounting, reporting, tax and internal controls practices, including the integrity of our financial statements.

Meets periodically with company management from Finance, Legal, Internal Audit, Tax, Compliance and Information Technology functions to discuss significant areas of our business that could have a material impact on our financial statements, business operations and financial condition.

Receives regular updates on cybersecurity enhancements and internal testing, cybersecurity incidents, and legal and regulatory risks with potential financial impacts.

Appoints and evaluates Bio-Techne’s independent registered public accounting firm. Approved independent auditor to conduct limited assurance on company Scope 1 and 2 greenhouse gas emissions.

### The Compensation Committee

Leads the annual review of CEO and executive officer performance and supports the Board’s review of succession plans for key management.

Oversees a broad range of human capital matters, including human capital strategy, development, workforce analytics, engagement, pay equity, and inclusion and belonging strategies.

Implements or recommends compensation structures, practices and policies that align with company strategies and shareholder interests, comply with regulatory requirements and discourage excessive risk-taking.

### The Nominations and Governance Committee

Oversees the Board’s governing processes, organization, membership and structure.

Oversees compliance with environmental and sustainability regulations and requirements, and monitors management’s progress toward its sustainability strategy.

Periodically reviews Bio-Techne’s culture, ethics and compliance programs.

In coordination with management, engages with shareholders on governance, corporate responsibility, environmental and sustainability matters.

### The Science and Technology Committee

Oversees the company’s application and use of artificial intelligence companion and development tools, as well as the company’s management of risks associated with AI tools.

Identifies and provides strategic guidance on emerging scientific and technological trends, innovations, and intellectual property activities.

Assists the Board in scientific and business implications of the company’s business development activities.

Assists the Board in its oversight of the company’s risk management in areas affecting or relating to R&D, technology and intellectual property.

# Responsible AI Use Through Training, Oversight, and Sustainable Adoption

Bio-Techne’s approach to AI governance is designed to enable innovation while maintaining clarity, control, and accountability.

The Board’s Science and Technology Committee oversees AI strategy and risk as a recurring area of discussion. Operational governance focuses on responsible-use guidance, employee capability, approved tools, output validation, data protection, and evolving risks.

**At the operational level, governance is focused on three priority areas:**

### Clear guidance on responsible use

We are developing and implementing practical AI guidelines, including:

- Specific examples of what data can and cannot be used in AI tools
- Clear expectations for validating AI-generated outputs
- Reinforcement of “human-in-the-loop” decision making

This approach addresses key risks identified across the business, particularly around data privacy, security, and trust in outputs.

### Training and upskilling employees

Bio-Techne has taken a hands-on approach to AI adoption:

- Company-wide training sessions introduce AI tools and best practices
- Small-group workshops provide guided, practical experience and dissemination of learnings
- Internal resources, such as Bio-Techne’s internal GenAI Hub, provide ongoing support

These efforts emphasize both technical skills and human capabilities such as judgment, critical thinking, and effective collaboration with AI systems - recognizing that long-term success depends on how people and technology work together.

### Managing adoption risks proactively

We are actively addressing emerging risks such as:

- Use of non-approved external tools (“shadow AI”)
- Inconsistent practices across teams
- Rapidly evolving capabilities outpacing policy

Our approach is to provide secure, enterprise-supported tools while continuing to expand guidance, training, and oversight.

### Integrating Sustainability into AI Use

Sustainability considerations are integrated into our governance framework. Across the industry, there is growing recognition that AI is both an enabler of efficiency and a resource-intensive technology.

From a footprint perspective, AI currently represents a minimal portion of Bio-Techne’s overall environmental impact, but we recognize that its use will grow over time. As a result, we are embedding practical sustainability considerations into our AI guidelines, including:

- Encouraging employees to select the right-sized model for the task
- Promoting efficient prompting to reduce unnecessary computational demand
- Integrating sustainability thinking into AI guidance, FAQs, and training materials

This aligns with our broader philosophy: AI is both an enabler and a trade-off. When used intentionally, it can reduce duplicate work, improve efficiency, and support better decision-making, but it must be used thoughtfully.

Together, governance, education, secure tools, and human judgment support responsible AI adoption while helping Bio-Techne manage risk and advance innovation.

# Enterprise Risk Management

Our enterprise risk management process includes the various ESG elements of our sustainability programs. However, as we continue to increase our sustainability focus, we have added more specifics around oversight of and responsibility for sustainability specifically.

**What:**

To identify the impacts, risks, and opportunities that inform our business and sustainability strategy.

**Why:**

To ensure our business impact on our planet and society is continuously improving.

- Environmental
- Social
- Governance



Climate Change



Consumers & End Users



Own Workforce



Business Conduct



Innovation & Technology

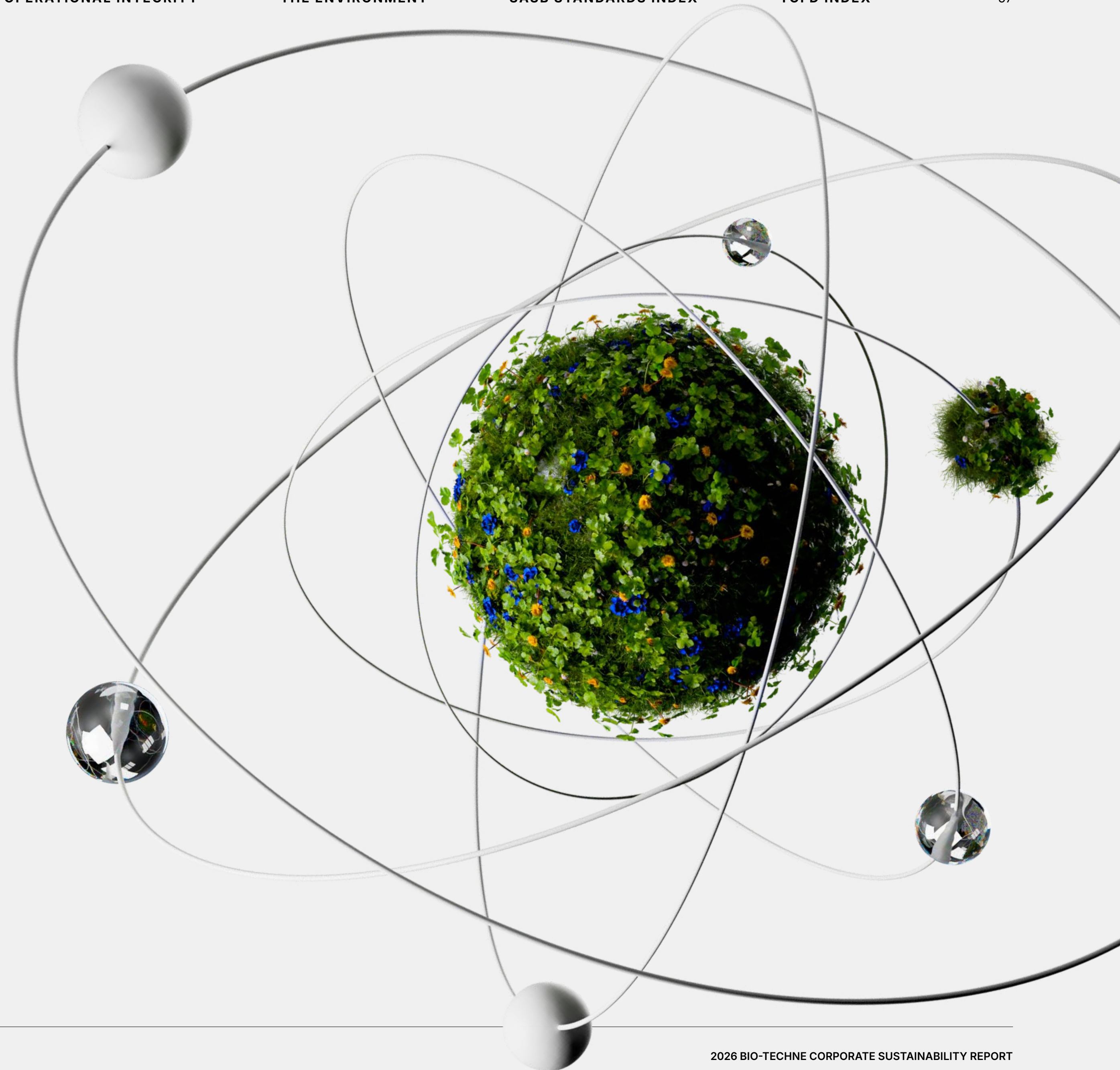


Business Continuity & Risk Management

## Climate Risk Assessment

Climate change was identified a key risk in our Double Materiality Assessment results. In 2025 we engaged in a climate risk assessment to review both physical and transition risks to the company to then establish business continuity plans to lessen disruptions.

The climate risk assessment is performed in parallel with our Environment, Health and Safety (EHS) risk assessment, which we conduct as part of our global ISO 14001:2015 program. Environmental risks are ranked and reviewed at least annually by senior management.



# Data Security & Privacy

## Enhancing Cybersecurity Through Data Protection, Leadership, and Employee Training

Bio-Techne’s cybersecurity program is designed to protect company and customer information, maintain reliable global operations, and strengthen resilience.

Leadership oversight, risk management, independent testing, incident response, and employee training help keep cybersecurity connected to business priorities.

### Leadership Oversight & accountability

Protecting our brands, our customers’ information, and our global operations starts with strong cybersecurity governance:

- Our CIO leads this program using an established industry framework as its foundation
- Partnering closely with key business leaders across the organization, the CIO ensures cybersecurity strategy stays aligned with business priorities
- The Board and its committees receive quarterly updates on program health and progress, along with an annual comprehensive overview of progress and the path forward

This keeps cyber resilience embedded in how we run the business.

### Risk Management Framework

Accountability is built into every layer of our cybersecurity approach:

- Data protection, supply chain security, threat monitoring, incident response, and third-party risk oversight
- Independent security assessments and ongoing penetration testing
- Continuous vulnerability management and 24/7 security operations
- An incident response plan addressing both prevention and response, with annual testing to validate its effectiveness and our readiness to act

Security Culture & Training

Cybersecurity is a shared responsibility at Bio-Techne:

- Every employee worldwide completes mandatory annual cybersecurity training
- The broader program includes monthly simulated exercises and additional training tailored to higher-risk roles
- Our communication style stays grounded in business context, helping build a security-minded culture at every level

Regulatory Compliance

We align our cybersecurity governance with relevant global requirements, including international data privacy regulations and new and developing disclosure rules. This includes stronger disclosure controls for cyber risk, alignment with regional data protection standards across the jurisdictions where we operate, an insider trading policy updated to reflect incident scenarios, and defined communication channels between cybersecurity leadership and our disclosure committee.

Together, governance, oversight, technical controls, and employee readiness help Bio-Techne protect people, data, operations, and long-term business value.

Matt Mehlbrech received the 2026 Colorado Global ORBIE Award, which recognizes CIOs and senior technology leaders for leadership, innovation, and business impact. The recognition highlights Bio-Techne’s continued investment in digital capabilities that support growth, operations, employees, and customers.



This award is a tremendous honor, but it’s really a reflection of what the entire Bio-Techne IT team has accomplished together over the past year. Our team has embraced innovation, tackled complex challenges, and consistently focused on delivering technology solutions that help move our business forward.

— Matt Mehlbrech  
CIO



# Ethics & Compliance

## Bio-Techne Code of Ethics and Business Conduct

Our [Code of Ethics and Business Conduct](#) reflects our values and commitment to operate ethically and at all times in compliance with relevant laws and regulations.

The Code is structured in an easy-to-understand format with explanatory examples and is translated into four languages in addition to English. The Code covers diverse topics including equity and inclusion, anti-corruption, insider trading and maintaining accurate and complete records; there are three main sections titled “Respecting People,” “Safeguarding our Business Assets and Financial Integrity,” and “Engaging our Customers and Business Partners.”

This Code applies to the Bio-Techne Board and all Bio-Techne employees, including those who join by acquisition. As part of our onboarding process, all employees are required to review and acknowledge adherence to the Code. They also receive training on the topics covered in it on a periodic basis. As of the end of FY26, over 99% of employees completed the Code of Ethics and Business Conduct training.

### Integrity Line

The Code highlights multiple ways for employees and others to raise questions or report any concerns about improper conduct, as referenced on page 12 of the [Code of Ethics and Business Conduct](#). While employees can report concerns directly to their manager or to Human Resources, some employees may choose to use Bio-Techne’s Integrity Line, which allows anonymous or identified reporting. We encourage all employees to ask questions, raise concerns, and report situations that they do not believe comply with our high standards of ethical conduct. Our policy also includes a firm policy of non-retaliation. Concerns that are raised are treated seriously and without fear of retribution.

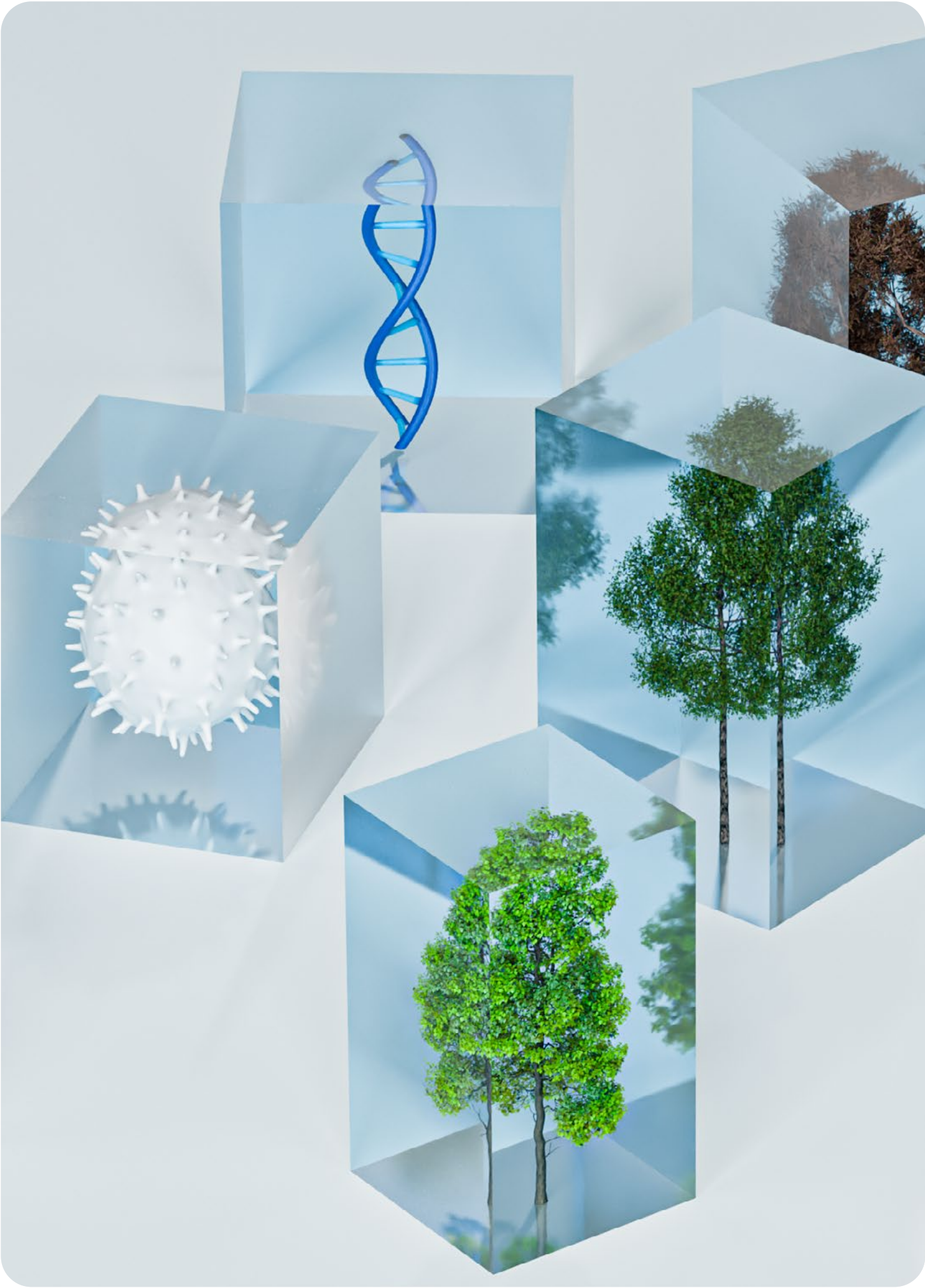
## Anti-Corruption Policy

The Code of Ethics and Business Conduct includes a section devoted to operating the business with integrity. Bio-Techne supplements this with a separate Global Anti-Corruption Policy that describes in more detail how we operate our business ethically and in compliance with U.S. Foreign Corrupt Practices Act (FCPA) and the applicable anti-corruption and anti-bribery laws and regulations of all countries in which we conduct our business. The policy applies to all employees, officers and directors globally and describes in detail the business activities and payments that are improper and prohibited under the policy.

Bio-Techne markets and sells its products and services in many countries through authorized distributors and other sales partners. We maintain an anti-corruption program applicable to those third parties as well, which includes appropriate diligence of our sales and distribution partners, provisions in contracts requiring them to comply with relevant anti-corruption laws, and periodic acknowledgment of their compliance with our anti-corruption program. Certain employees and partners receive periodic compliance training and elements of our compliance program are audited by our internal audit staff. See Bio-Techne [Global Anti-Corruption Policy](#).

## Environment, Health and Safety Policy

In 2026 Bio-Techne introduced a Global Environment, Health and Safety (EHS) policy, an important milestone in how we protect our people, our communities, and our planet. As a global organization operating in a highly regulated environment, our work spans chemicals, packaging, electronic components, and other complex product areas. Previously, our EHS approach had varied by sites and regions, making it difficult to meet evolving regulatory expectations and customer-driven Environmental, Social, and Governance (ESG) assessments. A unified policy closes these gaps and sets a consistent foundation for how we operate worldwide. It enables us to maintain compliance across all jurisdictions and reduce regulatory risk, measure performance consistently, and most importantly, protect employee health and safety as we continue to expand globally.



Healthcare Compliance

While a number of our products are used as components of healthcare products and services, we have only a handful of products and services that are purchased by laboratories or ordered by healthcare providers, constituting a small part of Bio-Techne’s total revenue. Within this business, we comply with various rules and regulations related to marketing and selling healthcare products and services, including the Food, Drug and Cosmetics Act, U.S. federal Anti-Kickback Statute, and other comparable laws and regulations in states and other countries. These include rules related to marketing our products in compliance with the scope of their intended uses. We adhere to well-established industry best practices regarding healthcare compliance and interactions with healthcare professionals and have incorporated them into our healthcare-related policies and processes.

Our divisional Compliance Committee, which is comprised of a cross-functional team that includes Marketing, Sales, Regulatory, Research and Development, Medical Affairs, Laboratory Operations staff, Legal and management, are responsible for overseeing and administering our healthcare compliance program. Their responsibilities include maintaining and updating compliance policies, ensuring that relevant Marketing, Sales and Laboratory Operations staff receive periodic training on those policies, and reporting periodically to management and to the Chief Compliance Officer for Bio-Techne. The Chief Compliance Officer in turn provides reports to the Nominations and Governance Committee of the Board on the healthcare compliance program.

Financial Integrity

Our commitment to ethics includes financial integrity. Bio-Techne is committed to acting with honesty, integrity, and reliability to safeguard its reputation and maintain the confidence of investors and the public.

As described in more detail in our [Code of Ethics and Business Conduct](#), our commitment to financial integrity rests on the foundation of accurate

and complete financial record-keeping and reporting. That commitment to accurate and complete financials is supported by a strong internal audit function that helps management ensure proper accounting and related controls. Internal audit also coordinates with our CFO and Chief Compliance Officer to conduct risk-based assessments and reviews across the organization.

We have an Executive Compensation Recoupment Policy that requires the recoupment of cash and equity incentive compensation paid to current or former executive officers in the event of a financial accounting restatement.

In addition to internal auditing and controls functions, our independent registered public accounting firm, KPMG LLP, audits Bio-Techne’s financial statements in accordance with the standards of the U.S. Public Company Accounting Oversight Board (PCAOB), provides an opinion on these statements and issues reports to shareholders on its audits. The Audit Committee of the Board oversees and monitors the company’s management and its independent accounting firm throughout the financial reporting process.

Scientific Integrity

As a science-based company, the integrity of our scientific work and data is fundamental to our business and reputation. In addition to a reference in the Code of Ethics and Business Conduct requiring all employees to be careful and accurate in their scientific work, Bio-Techne maintains a [Research Conduct Policy](#) applicable to all of its clinical and non-clinical research programs that includes the following elements:

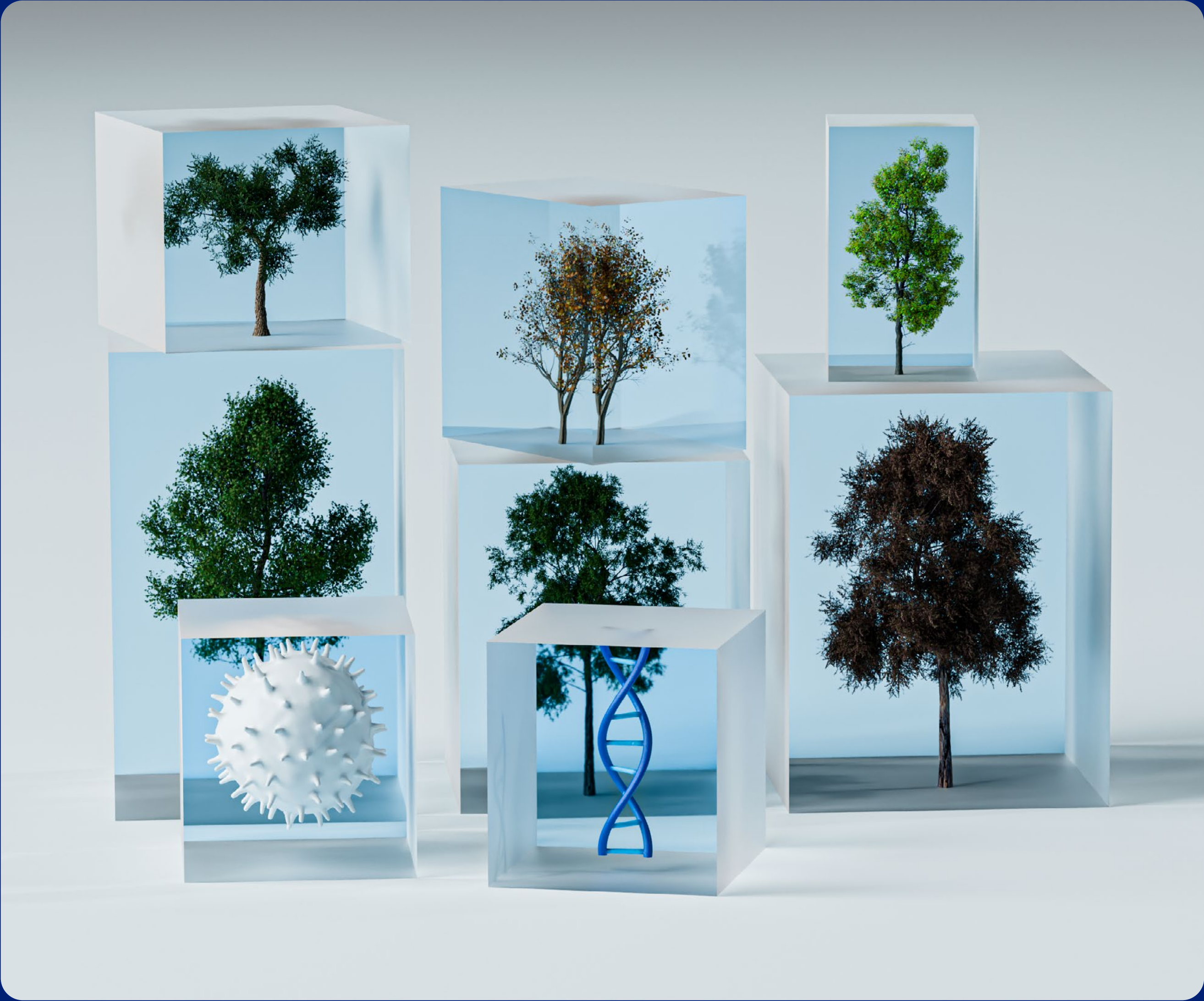
- Bio-Techne is committed to supporting clinical research that is conducted in an ethical manner, with steps being taken to: (1) minimize the risk of harm to participants, (2) obtain informed consent from participants when appropriate, (3) avoid deception and coercion, and (4) maintain subject confidentiality and anonymity.

- We minimize the use of laboratory animals and, if necessary, we maintain animal treatment programs that emphasize humane treatment of animals and comply with all applicable standards.
- As innovators of leading research technologies, we are actively developing reagents, assays, and workflows for making and characterizing organoids, a key class of New Approach Methodologies (NAMs) advocated by the FDA and other groups to reduce animal testing.
- In development of our products, we consistently endeavor to use ethically sourced materials.
- We conduct all of our research with high ethical standards of accuracy and integrity.

Supplier Code of Conduct

Bio-Techne’s [Supplier Code of Conduct](#) reflects our expectations that our business partners will conduct their business ethically and in compliance with relevant laws. The policy highlights the key values under which Bio-Techne operates, and communicates our expectations that our suppliers, vendors and service providers will adhere to those same values. Consistent with the Code of Ethics and Business Conduct, the Supplier Code of Conduct is in accord with commitments we made as a signatory of the United Nations Global Compact.

Bio-Techne is expanding supplier engagement as part of its sustainability strategy. Our first Scope 3 inventory identified priority suppliers for climate engagement, and we have begun encouraging suppliers to set emissions-reduction targets aligned with our validated science-based target. Procurement intelligence also supports supplier due diligence and risk management. Together, these efforts can support climate progress, supply resilience, customer expectations, and informed procurement decisions.



Pillar Four

# The Environment

|                                      |    |
|--------------------------------------|----|
| Emissions & Climate Action           | 63 |
| External Frameworks & Assessments    | 67 |
| Site Spotlights                      | 68 |
| Building a Culture of Sustainability | 69 |
| Looking Ahead                        | 70 |

## Our Commitment to the Environment

Over the past several years, Bio-Techne has built its environmental program through governance, data management, target-setting, and operational improvements.

During FY26, we expanded renewable electricity, improved visibility into value-chain emissions, and advanced practical actions that reduce environmental impact while strengthening business resilience.

### Emissions and Climate Action

In early FY27, the Science Based Targets initiative (SBTi) validated Bio-Techne's near-term greenhouse gas reduction targets.

The targets provide an externally recognized, science-based framework for reducing emissions across our operations and value chain:

- **70% reduction of absolute Scope 1 and 2 GHG emissions by FY31 from a FY25 base year**
- **81% of suppliers by spend covering purchased goods and services, capital goods, transportation, and business travel will have science-based targets by FY30**

Bio-Techne will achieve these goals through cross-functional support at key facilities as well as supply chain engagement.



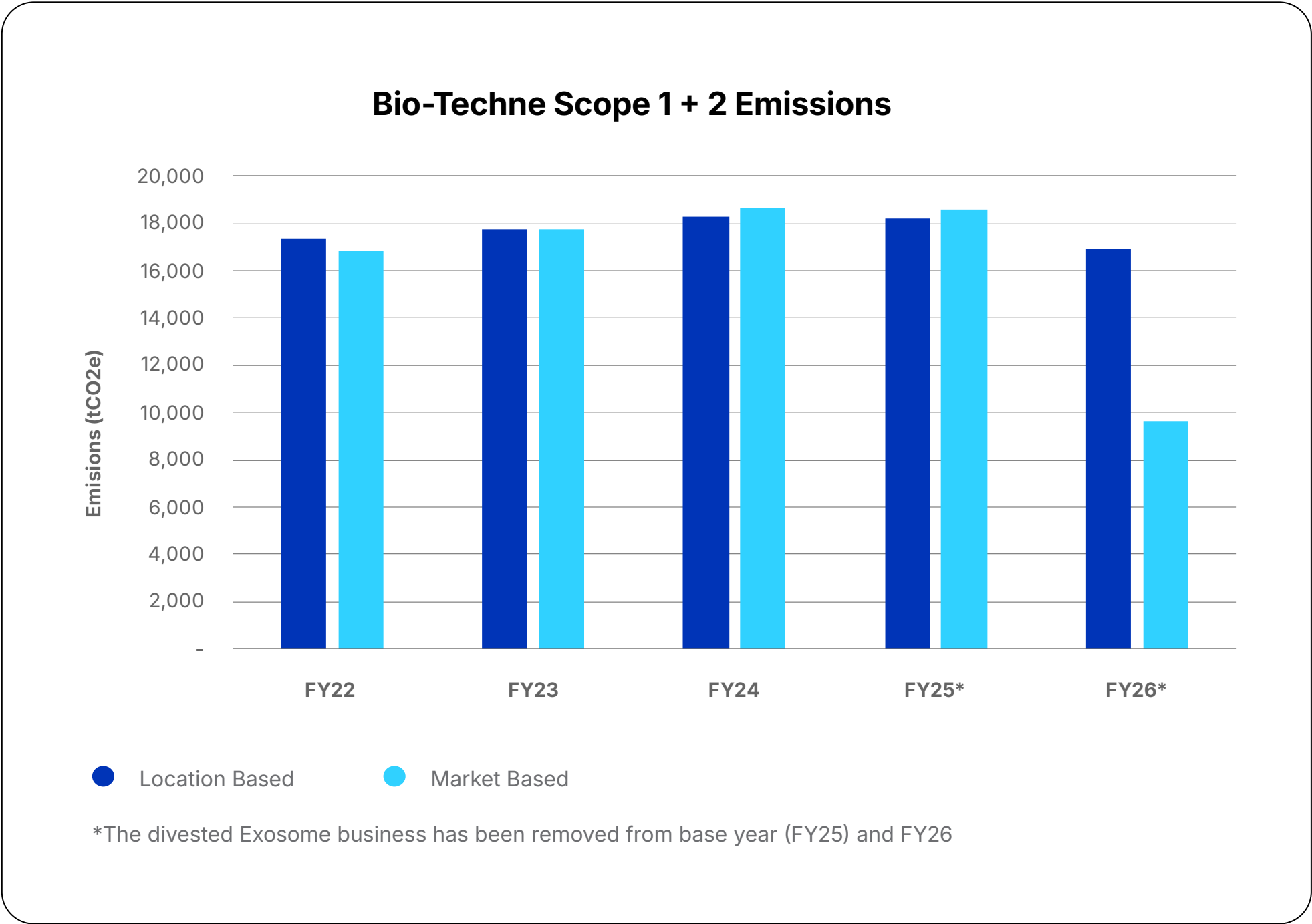
# FY26 Emissions

FY26 is Bio-Techne’s first Scope 1 and 2 greenhouse gas inventory to receive limited assurance from an independent third party (see full report [here](#)). This assurance strengthens confidence in our process and reported results. We use Salesforce Net Zero Cloud to manage energy records, calculate emissions using recognized factors, identify trends, and investigate anomalies.

In alignment with the Greenhouse Gas (GHG) Protocol, Scope 1 includes direct emissions from sources owned or controlled by Bio-Techne, such as fuel used at owned facilities and in company-operated vehicles. Scope 2 includes indirect emissions from purchased electricity and heat used in our operations, as well as natural gas and fuels used at facilities leased by Bio-Techne where central building systems fall outside of Bio-Techne’s operational control.

Our location-based Scope 1 and 2 emissions decreased 7% year over year, primarily due to changes in the Minnesota electricity grid, where our largest site is located. Market-based Scope 1 and 2 emissions decreased 48%, driven largely by increased use of renewable electricity.

FY26 is the first reporting year following our FY25 SBTi base year. The 48% reduction in market-based Scope 1 and 2 emissions represents substantial early progress toward our SBTi validated target of 70% absolute reduction by FY31.



## Assumptions

- Electricity, natural gas, and heat usage was collected directly from utility providers. For properties without data available, estimates were generated by applying average industry values for building energy intensity to the square footage of the property.
- Refrigerant usage data was collected from Bio-Techne facilities that refill refrigerant leaks.
- Vehicle mileage was estimated using the annual miles driven if fuel consumption was unavailable.
- Diesel usage was collected from Bio-Techne facilities or estimated based on generator size and run-time calculations.

## Renewable Electricity

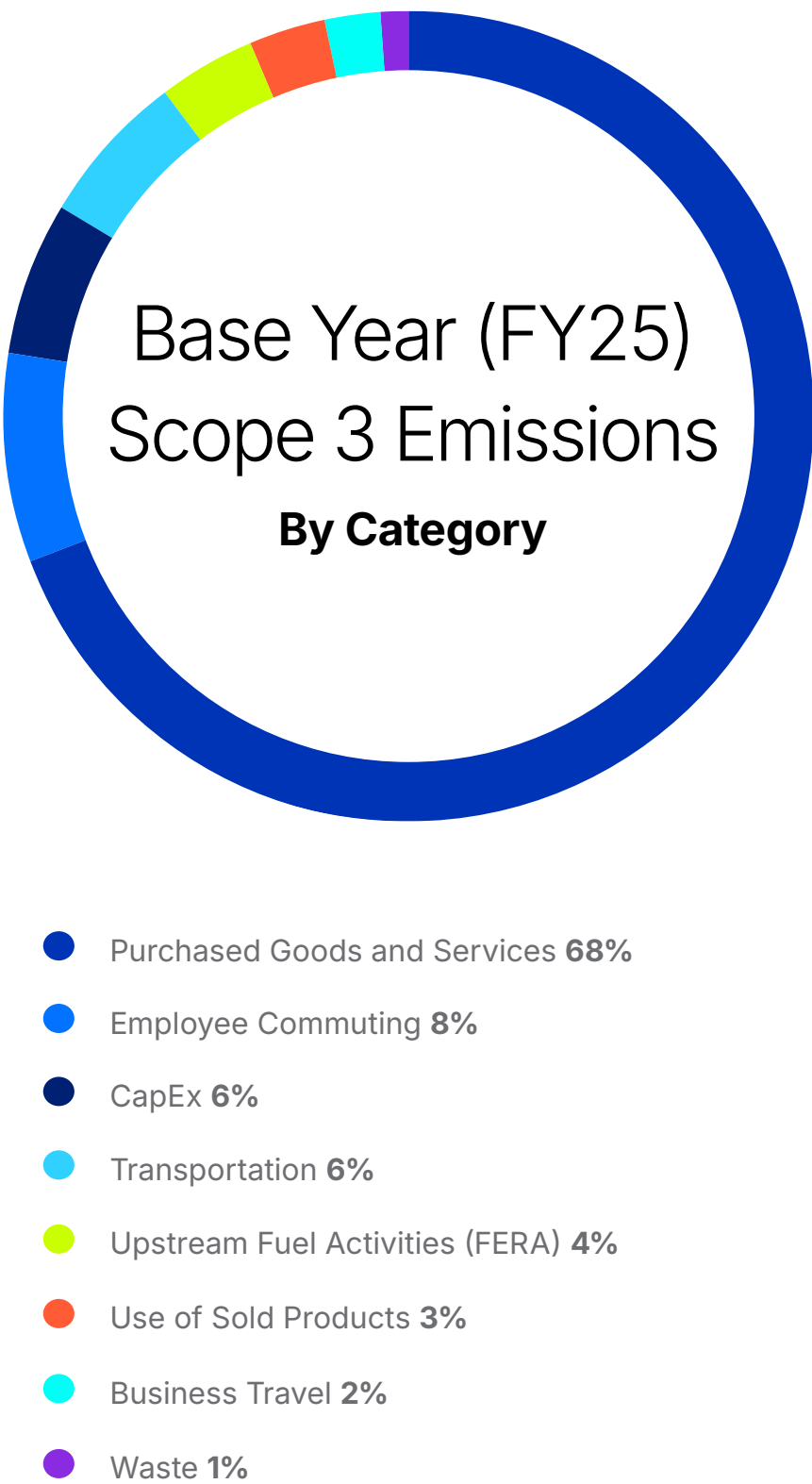
Electricity is a major part of Bio-Techne’s operational carbon footprint. During FY26, our Minneapolis headquarters transitioned to 100% renewable electricity, and our St. Paul GMP facility began purchasing renewable electricity for over half of its load. Together with renewable electricity used at several European sites, renewables supplied 59% of Bio-Techne’s electricity use in FY26.

# FY25 Scope 3

In FY25\*, Bio-Techne’s Scope 3 GHG emissions totaled 81,300 tCO<sub>2</sub>e, including all relevant categories defined by the Greenhouse Gas Protocol:

| Scope 3 Category                           | FY25* Emissions (tCO2e) |
|--------------------------------------------|-------------------------|
| Category 1 (Purchased Goods & Services)    | 55,231                  |
| Category 2 (CapEx)                         | 4,717                   |
| Category 3 (FERA)                          | 3,466                   |
| Category 4 (Upstream Transportation)       | 5,201                   |
| Category 5 (Waste)                         | 645                     |
| Category 6 (Business Travel)               | 2,308                   |
| Category 7 (Employee Commuting)            | 6,239                   |
| Category 8 (Upstream Leased Assets)        | 0                       |
| Category 9 (Downstream Transportation)     | 168                     |
| Category 10 (Processing of Sold Products)  | Not Applicable          |
| Category 11 (Use of Sold Products)         | 2,421                   |
| Category 12 (End of Life of Sold Products) | 80                      |
| Category 13 (Downstream Leased Assets)     | 580                     |
| Category 14 (Franchises)                   | 0                       |
| Category 15 (Investments)                  | 246                     |

\*The divested Exosome business has been removed from base year (FY25) Scope 3 inventory.



Bio-Techne completed its first comprehensive Scope 3 greenhouse gas inventory, expanding visibility across the value chain and establishing a foundation for supplier engagement and future emissions reduction.

Purchased goods and services (Category 1) is the largest contributor to Scope 3 emissions, accounting for approximately 68% of total Scope 3 emissions. This concentration is consistent with expectations for the life sciences and biotechnology sector, where emissions are primarily driven by upstream supply chain activities, including raw materials, manufacturing inputs, and third-party services. Other notable emissions sources include employee commuting (8%) and upstream transportation (6%).

The results show that most Bio-Techne emissions occur outside our direct operations. Purchased goods and services are the largest source, reinforcing the importance of supplier engagement, value-chain collaboration, and procurement decisions in achieving our Scope 3 target.

As this is Bio-Techne’s first Scope 3 inventory, emissions were calculated using a combination of activity data and industry-standard estimation methodologies, including spend-based approaches. As data quality and availability improve over time, Bio-Techne will refine these calculations and increase the use of supplier-specific and activity-based data where possible.

The inventory provides a baseline for Bio-Techne’s climate strategy. We will prioritize engagement with key suppliers, focus on high-impact categories, improve data quality, and integrate Scope 3 considerations into procurement and operational decisions.

# Building Resilience in Response to Global Energy Challenges

The International Energy Agency (IEA) has highlighted the importance of reducing exposure to fossil fuel markets in response to ongoing global energy volatility.

The conflict in the Middle East has resulted in an unprecedented disruption to global oil supplies, significantly increasing the cost of crude oil, diesel and jet fuel. Growing concerns remain about the impact of elevated energy costs on households, businesses, and economic growth worldwide.

[→ See the IEA Report Here](#)

Bio-Techne views energy management as an opportunity to improve business resilience, increase operational efficiency, and stabilize long-term operating costs amongst global energy trends.

- **Targeted investments in energy efficiency across major sites:** In Minneapolis, comprehensive third-party energy audits identified opportunities to improve heating and cooling performance, optimize ventilation systems, implement variable frequency drives, and enhance facility controls. These projects were selected because they reduce energy demand while also delivering measurable operational benefits.
- **The development of long-term electrification strategies:** Designed to reduce dependence on natural gas, engineering studies are helping identify practical pathways to transition building heating and other thermal loads from fossil fuels to electricity over time, supporting both climate objectives and long-term energy affordability.
- **Continued expansion of the use of renewable electricity:** During FY26, our Minneapolis headquarters joined our facilities in Bristol and Abingdon, United Kingdom in operating on 100% renewable electricity.



# External Frameworks & Assessments



Bronze medal with a score of 66, top 25% of assessed companies



C score







Our company is committed to upholding the Ten Principles of the **United Nations Global Compact**. Please refer to our **Communication on Progress**.

The SBTi has validated our **science-based targets**





my green lab certification.

For four laboratories in Bristol, UK and San Jose, CA. This program allows our lab personnel to identify and pursue opportunities to use less energy, reduce waste, and build a sustainable mindset into daily work activities.

# Site Spotlights

## Minneapolis, Minnesota

Bio-Techne’s Minneapolis headquarters was recognized as CenterPoint Energy’s Customer of the Year for its commitment to energy efficiency. Through the Process Efficiency Program, the site optimized heating and cooling controls, upgraded steam systems, improved ventilation efficiency, and reduced unnecessary energy use in spaces without strict environmental-control requirements. The site also used rebate programs to support boiler improvements, steam-trap replacements, and water-heating upgrades. These efforts help reduce energy use while maintaining reliable operations.

In parallel, Minneapolis engaged an engineering firm to perform an assessment of heating requirements and the current HVAC systems. Different electrification solutions are being assessed based on total cost of ownership, operational impacts, and emissions reductions over the full lifespan. The team is also coordinating with sustainability partners, local utilities, and the City of Minneapolis to understand funding opportunities available to support decarbonization initiatives.

Furthermore, employees in Minneapolis continue to reduce waste to landfill through recycling programs. Over the past year, Bio-Techne implemented soft plastics recycling with Merrick, Inc and glove and pipette tip box and divider recycling with Polycarbin.



Pipette tip box recycling repository



Bio-Techne's Minneapolis HQ was recognized as CenterPoint Energy's Customer of the Year



Celebrating World Environment Day with Bristol's Green Team

## Bristol, United Kingdom

In Bristol, employee-led Green Team initiatives connect sustainability with operational efficiency, waste reduction, and supply resilience.

During FY26, the team launched several initiatives demonstrating how sustainability can improve efficiency, strengthen operations, and reduce waste. A reusable PPE program eliminated the need for disposable gowns and lab coats within portions of the GMP small molecules manufacturing facility, reducing waste while creating a more reliable PPE supply chain.

The team also pursued a “Dry January” initiative aimed at reducing dichloromethane (DCM) use in laboratory workflows. Within a single month, **DCM consumption decreased by 72%**, reducing hazardous waste generation and improving operational efficiency.

Additional efforts included participation in TerraCycle recycling programs for hard-to-recycle plastics and the application of green chemistry principles to reduce solvent consumption, improve yields, and lower resource use. Collectively, these projects demonstrate how scientific innovation and sustainability can reinforce one another while delivering value to customers and the environment.

### San Jose, California

At our San Jose site, investments in electric vehicle charging infrastructure support lower-emission commuting options for employees. According to site utilization data, employee adoption remains strong, with approximately **37 enrolled users, 27 monthly active users, and average daytime utilization near 80%.**

San Jose also participates in Bio-Techne’s My Green Lab efforts, helping drive laboratory efficiency, resource conservation, and operational improvements.

### Newark, California

Employees at the Newark Spatial Biology site replaced disposable and communal cup programs with reusable cups, reducing single-use waste and promoting more sustainable workplace practices. While simple in concept, initiatives such as these demonstrate how local decisions can deliver measurable environmental benefits over time.

### Tolochenaz, Switzerland

The Tolochenaz site continues to demonstrate environmental stewardship through efficient facility operations, including the use of geothermal energy systems and employee engagement activities focused on sustainability.

## Building a Culture of Sustainability



### My Green Lab

Scientific laboratories can require substantial energy, water, and materials, making them an important focus for improvement. Through My Green Lab, Bio-Techne employees identify practical opportunities to reduce resource use while maintaining scientific quality and operational performance.

Bio-Techne currently has certified laboratories in Bristol, UK and San Jose, California. The Chemistry Lab in Bristol achieved Green status, while additional laboratories continue recertification efforts. The company kicked off its first Minneapolis My Green Lab effort in 2026. Beyond reducing environmental impacts, the program supports operational efficiency, reproducibility, equipment performance, and customer expectations around laboratory sustainability.

### Earth Month

Earth Month provides an opportunity for employees worldwide to connect sustainability with action. During FY26, site-led activities highlighted how environmental stewardship can create positive impacts both inside and outside the workplace.

Examples included the fifth annual Earth Clean Up Day in Minneapolis, where more than 70 employees volunteered and collected an estimated 600 pounds of trash from the local community. Employees in Bristol organized litter collection events and plant exchanges, while colleagues in Tolochenaz hosted workshops focused on sustainable gardening and biodiversity.



## Looking Ahead

Bio-Techne has established a stronger environmental foundation through data, governance, target-setting, and operational action.

Looking ahead, our focus is implementation: advancing validated science-based targets, engaging suppliers, expanding renewable electricity, and investing in efficiency and decarbonization opportunities.

Environmental sustainability will remain an important way Bio-Techne supports customers and creates business value. By reducing impacts, strengthening resilience, and improving operational performance, we are helping ensure that the science advancing human health today can continue to deliver benefits in the future.



# SASB Standards Index

| Topic | Accounting Metric | Reference |
|-------|-------------------|-----------|
|-------|-------------------|-----------|

## Affordability & Pricing

|              |                                                                                                                                                          |                                                                                                                                                                                                                                                                                   |
|--------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| HC-MS-240a.2 | Description of how price information for each product is disclosed to customers or to their agents.                                                      | Pricing provided by Bio-Techne to customers and distributors varies by business unit and product line but includes both list prices and quoting processes. Pricing is dependent upon geographic region, customer type, type of channel, contractual provisions and other factors. |
| HC-MS-240a.3 | Percentage change in: (1) weighted average list price and (2) weighted average net price across product portfolio compared to previous reporting period. | Bio-Techne's average net price across total portfolio increased by about 2% in fiscal year 2026.                                                                                                                                                                                  |

## Product Safety

|              |                                                                                                                  |                                                                                        |
|--------------|------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|
| HC-MS-250a.1 | Number of recalls issued, total units recalled                                                                   | During our fiscal year 2026, there were no products recalled.                          |
| HC-MS-250a.2 | List of products listed in the FDA's MedWatch Safety Alerts for Human Medical Products data-base                 | During our fiscal year 2026, there were no products listed in FDA's MedWatch database. |
| HC-MS-250a.3 | Number of fatalities related to products as reported in the FDA Manufacturer and User Facility Device Experience | None                                                                                   |
| HC-MS-250a.4 | Number of FDA enforcement actions taken in response to violations of current Good Manufacturing Practices        | None                                                                                   |

## Ethical Marketing

|              |                                                                                                         |                                                                                                                                                                                                                                                                                                                                                       |
|--------------|---------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| HC-MS-270a.1 | Total amount of monetary losses as a result of legal proceedings associated with false marketing claims | None                                                                                                                                                                                                                                                                                                                                                  |
| HC-MS-270a.2 | Description of code of ethics governing promotion of off-label use of products                          | We have a small number of products that are marketed and sold directly into the healthcare system. For those products, we promote and market them for their intended or approved uses and maintain a robust review process to assure that our marketing practices adhere to those requirements. See "Healthcare Compliance" <a href="#">page 61</a> . |

## Activity Metric

|             |                                          |                                                                                                   |
|-------------|------------------------------------------|---------------------------------------------------------------------------------------------------|
| HC-MS-000.A | Number of units sold by product category | Bio-Techne believes that the number of units sold by product category is proprietary information. |
|-------------|------------------------------------------|---------------------------------------------------------------------------------------------------|

| Topic | Accounting Metric | Reference |
|-------|-------------------|-----------|
|-------|-------------------|-----------|

## Product Design & 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 sustain-able products. | See <a href="#">pages 28–48</a> .                                                                                          |
| 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.                               | Bio-Techne generally does not accept any products for take-back, re-use or recycling, and does not track this information. |

## Product Safety

|              |                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| HC-MS-430a.1 | Percentage of (1) entity's facilities and (2) Tier 1 sup-pliers' facilities participating in third-party audit programs for manufacturing and product quality | All medical device facilities at Bio-Techne under ISO 13485:2016 are subject to annual audits by Notified Bodies. Facilities operating under ISO 9001:2015 are audited a maximum of once every three years by Registrars. One Bio-Techne affiliate maintains a laboratory certified under CLIA, CAP, NYSDOH and is subject to audit. Bio-Techne does not currently report the percentage of Tier 1 supplier facilities participating in third party audit programs for manufacturing or product quality. |
| HC-MS-430a.2 | Description of efforts to maintain traceability within the distribution chain                                                                                 | Every shipment is traceable by its bill of lading and on-package labeling. Bio-Techne assigns batch and/or lot numbers to all incoming raw materials and lot and/or serial numbers to outgoing orders.                                                                                                                                                                                                                                                                                                   |
| HC-MS-430a.3 | Description of the management of risks associated with the use of critical materials                                                                          | We periodically assess criticality of certain raw materials and components, and take appropriate steps to mitigate supply chain risks through a variety of measures such as secondary sourcing, increasing stock levels and identifying alternative materials.                                                                                                                                                                                                                                           |

## Business Ethics

|              |                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|--------------|--------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| HC-MS-510a.1 | Total amount of monetary losses as a result of legal proceedings associated with bribery or corruption | None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| HC-MS-510a.2 | Description of code of ethics governing interactions with health care professionals                    | In addition to our Code of Ethics and Business Conduct that covers our entire business, we also have a compliance program specifically for that small portion of our business covered by healthcare regulations. Our compliance program is consistent with the AdvaMed Code of Ethics, and it reflects our commitment to ethical practices in interacting with healthcare providers as we develop, test, market and sell our healthcare products and services. See "Healthcare Compliance" <a href="#">page 61</a> . |

# TCFD Index

## Task Force on Climate-Related Financial Decisions

The Task Force on Climate-related Financial Disclosures disbanded in 2023 following the incorporation of its recommendations into the International Sustainability Standards Board’s IFRS S1 and IFRS S2 Standards. Bio-Techne continues to use TCFD’s four-pillar structure while progressing toward alignment with IFRS S2.

| TCFD Disclosure                                                                                                                                                                         | Topic                                                        | Description                                                                                                                                               | CSR Report Section/Other Reference                                                                                                                   |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Governance</b>                                                                                                                                                                       |                                                              |                                                                                                                                                           |                                                                                                                                                      |
| Describe organization’s governance around climate-related risks and opportunities                                                                                                       |                                                              |                                                                                                                                                           |                                                                                                                                                      |
|                                                                                                                                                                                         | Board Oversight                                              | Describe Board’s oversight of climate-related risks and opportunities                                                                                     | Pages 26–27 “Sustainability Oversight” section of the 2025 Proxy Statement                                                                           |
|                                                                                                                                                                                         | Management Role                                              | Describe management’s role in assessing and managing risks and opportunities                                                                              |                                                                                                                                                      |
| <b>Strategy</b>                                                                                                                                                                         |                                                              |                                                                                                                                                           |                                                                                                                                                      |
| Describe the actual and potential impacts of climate-change risks and opportunities on the organization’s business, strategy, and financial planning where such information is material |                                                              |                                                                                                                                                           |                                                                                                                                                      |
|                                                                                                                                                                                         | Climate risk and opportunities timeline                      | Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.                               | Page 21 of 2025 10-K<br>Page 56 “Enterprise Risk Management”                                                                                         |
|                                                                                                                                                                                         | Climate risk and opportunities impact                        | Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning.                        |                                                                                                                                                      |
|                                                                                                                                                                                         | Targets to manage climate risk and opportunities             | Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario. |                                                                                                                                                      |
| <b>Risk Management</b>                                                                                                                                                                  |                                                              |                                                                                                                                                           |                                                                                                                                                      |
| Disclose how the organization identifies, assesses, and manages climate-related risks                                                                                                   |                                                              |                                                                                                                                                           |                                                                                                                                                      |
|                                                                                                                                                                                         | Process to identify climate risk                             | Describe the organization’s processes for identifying and assessing climate-related risks.                                                                | Pages 26–27 “Sustainability Oversight” section of the 2025 Proxy Statement<br>Page 36 “Corporate Sustainability” section of the 2025 Proxy Statement |
|                                                                                                                                                                                         | Process to manage climate risk                               | Describe the organization’s processes for managing climate-related risks                                                                                  | Pages 26–27 “Sustainability Oversight” section of the 2025 Proxy Statement                                                                           |
|                                                                                                                                                                                         | Process to integrate climate risk in overall risk management | Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization’s overall risk management.     | Page 56                                                                                                                                              |
| <b>Metrics &amp; Targets</b>                                                                                                                                                            |                                                              |                                                                                                                                                           |                                                                                                                                                      |
|                                                                                                                                                                                         | Climate-related metrics                                      | Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.    | Page 56                                                                                                                                              |
|                                                                                                                                                                                         | GGH emission data                                            | Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.                                            | Pages 63–65                                                                                                                                          |
|                                                                                                                                                                                         | Targets to manage climate risk and performance to target     | Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.                          | Pages 63–65                                                                                                                                          |