



2025

ENVIRONMENTAL, SOCIAL,
AND GOVERNANCE REPORT

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Introduction

This Environmental, Social, and Governance (ESG) Report presents Legend Biotech's approach to managing material sustainability-related risks and opportunities and summarizes our ESG priorities, governance, and performance for fiscal year 2025. The report reflects our continued focus on advancing transformative medicines for patients, supporting and developing our workforce, engaging responsibly with the communities we serve, and operating with integrity and discipline across our global operations.

In this section:

- About this Report
- A Message from Our CEO
- About Legend Biotech
- Approach to ESG



About This Report

The information and data in this report, published on June 24, 2026, covers the reporting period from January 1, 2025, to December 31, 2025. This report was prepared in accordance with the Sustainability Accounting Standards Board's (SASB) Biotechnology & Pharmaceuticals Sustainability Accounting Standard, and the Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standard. We've also reported additional metrics with reference to the Global Reporting Initiative (GRI) Standards.

For further information, please direct any questions to
Investor@legendbiotech.com





A Message from Our CEO

Ying Huang, Ph.D.

We're proud to have reached a meaningful milestone as more than 10,000 individuals worldwide have now been treated with CARVYKTI®.

On behalf of the global Legend Biotech team, I am pleased to share our third Environmental, Social, and Governance (ESG) Report. Guided by our mission — In pursuit of cures — we continue to integrate ESG considerations into how we operate and grow as a global biotechnology company. In 2025, we focused on strengthening the capabilities, culture, and governance that enable us to deliver for patients, scale innovation responsibly, support our people, and manage risk as our organization evolves.

We're proud to have reached a meaningful milestone as more than 10,000 individuals worldwide have now been treated with CARVYKTI®. This achievement reflects more than scientific progress. It represents thousands of patients and families who have placed their trust in our therapies, and it reinforces the importance of ensuring access, reliability, and quality across every step of the treatment journey. Throughout the year, we continued to expand availability in additional markets, broaden the network of treatment centers, and support patients and care partners through programs designed to help reduce barriers to care.

Delivering impact for patients requires the ability to scale innovation responsibly. In 2025, we enhanced our research, development, and manufacturing capabilities to support both current and future therapies. We advanced our pipeline, invested in new R&D infrastructure, and expanded manufacturing capacity to support increasing global demand. These efforts are reinforced by our industry partnerships, which bring together complementary expertise and shared purpose. Our long-standing collaboration with Johnson & Johnson remains central to the global delivery of CARVYKTI®, while additional collaborations with biopharmaceutical partners, academic institutions, healthcare providers, and regulatory agencies help accelerate discovery and clinical progress across our platforms.

Our progress is made possible by our people. As our global workforce grows, we remain focused on building an engaging and inclusive workplace that supports development, wellbeing, and long-term growth. Across our regions, we invested in leadership capability, employee recognition, and programs designed to support retention and performance. These efforts reflect our belief that a strong culture and committed teams are essential to sustaining innovation and delivering for patients.

At the same time, we continue to strengthen the operational foundations that support responsible growth. In 2025, this included advancing how we assess and manage environmental impacts, pursuing targeted site upgrades to drive efficiency, and continuing to strengthen environmental, health, and safety practices across our global operations. We also evolved our governance and compliance frameworks, including updates to our Code of Conduct and third-party oversight processes, to support effective risk management, transparency, and accountability as the company scales.

Together, these efforts reflect a comprehensive approach that embeds ESG into how we operate, innovate, and grow. By aligning patient impact, operational performance, and governance discipline, we are building a foundation that supports long-term value creation and enables us to deliver transformative therapies to patients around the world.



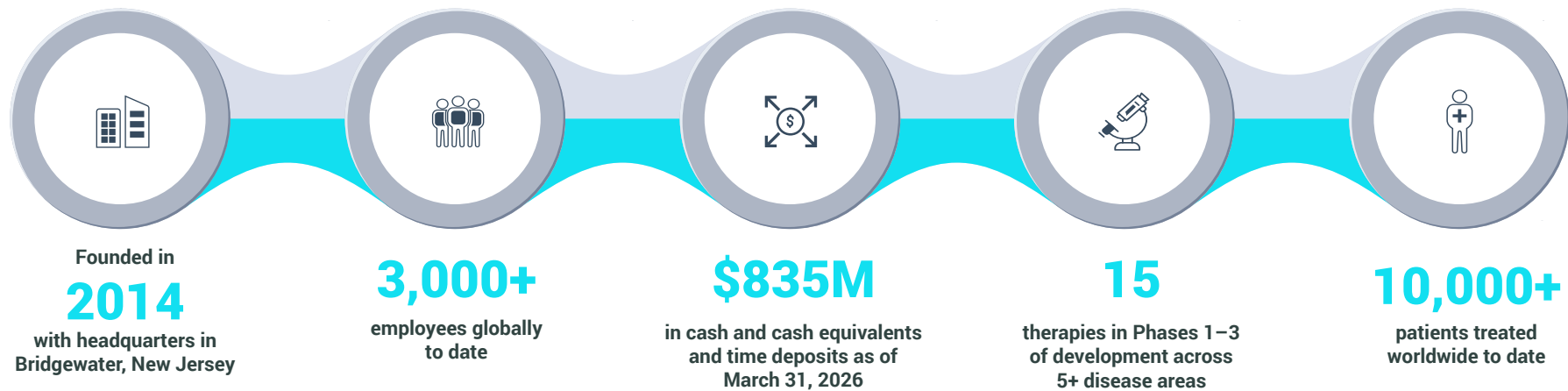
About Legend Biotech

With over 3,000 employees, Legend Biotech is the largest standalone cell therapy company and a pioneer in treatments that change cancer care forever. Legend Biotech is at the forefront of the CAR-T cell therapy revolution with CARVYKTI®, a one-time treatment for relapsed or refractory multiple myeloma, which it develops and markets with collaborator Johnson & Johnson. Centered in the United States, Legend Biotech is building an end-to-end cell therapy company by expanding its leadership to maximize CARVYKTI's patient access and therapeutic potential. From this platform, Legend Biotech plans to drive future innovation across its pipeline of cutting-edge cell therapy modalities.





Legend Biotech At-A-Glance



Our Mission

In pursuit of cures.

Our Values

Patient First

Extending and improving patients' lives is our top priority. The needs of patients guide every aspect of our business.

Innovation

Innovation is our compass. We encourage creativity and curiosity to drive scientific breakthrough, we take strategic risks and push boundaries in our relentless pursuit of cures.

One Team

One team, one purpose. We collaborate across regions and functions, embrace diversity, communicate openly and build a culture of trust.

Result Driven

We are proactive and focused on delivering positive outcomes. We don't give up and make things happen.

Integrity

We conduct our business honestly, ethically, and transparently both internally and externally.



Approach to ESG

Our ESG approach is structured around three pillars that define our priorities and how we take action across the organization. These pillars provide a consistent framework for managing ESG-related topics, aligning activities across functions, and tracking performance over time.

Together, they reflect how we advance innovation for patients, support our employees and communities, and operate responsibly and efficiently.



2025 ESG Highlights

In 2025, we made great progress across our ESG programs and initiatives, driving further innovation, embracing efficiency, and reinforcing a culture of inclusivity and integrity.

Key highlights from the year included:

- Surpassed 10,000 Patients Treated:** Expanded global patient reach by treating more than 10,000 patients with CARVYKTI®, supported by over 320 treatment centers globally.
- Recognized as One of America's Greatest Companies:** Placed on Newsweek's prestigious 2025 list, based on an evaluation of financial performance, workforce satisfaction, innovation, and sustainability.
- Advanced Innovation Pipeline:** Opened a 31,000-sq-ft R&D center in Philadelphia, presented multiple high-impact clinical data presentations at annual ASCO conference, completed cilta-cel dosing in CARTITUDE-5, full enrollment of CARTITUDE-6, and reported encouraging preliminary clinical data from first-in-human study for LUCAR-G39D.
- Manufacturing Capacity:** Completed expansion of the Raritan, New Jersey facility, which is now the largest cell therapy manufacturing site in the U.S., capable of supporting up to 10,000 patients annually.
- Calculated Scope 3 Emissions:** Expanded our GHG inventory to include an initial set of Scope 3 categories, including fuel- and energy-related activities, business travel, and employee commuting.
- Drove Efficiency & Emissions Reductions:** Implemented a major heat pump retrofit at one of our sites in China, eliminating steam usage and reducing approximately 400 mtCO₂e annually, and installed more energy-efficient lighting at both our Philadelphia R&D site and the Bridgewater location.
- Improved Waste & Material Efficiency:** Recycled 8.5 metric tons of activated carbon and reduced single-use waste through reusable gowning in Belgium.
- Compliance Program Enhancements:** Refreshed the Code of Conduct to improve usability and alignment with company values, streamlined onboarding and role-based training to focus on key risk areas, strengthened third-party onboarding and due diligence including development of a Supplier Code of Conduct, and launched a centralized compliance hub to enhance employee access to policies, trainings, and resources.



Stakeholder Engagement and Interaction

We interact with our stakeholders through a range of channels and initiatives to provide updates, offer resources, and support their needs, including the following key engagement mechanisms:



Patients

We engage with patients and caregivers through a range of channels designed to support access to information and patient advocacy throughout the treatment journey. In collaboration with Johnson & Johnson, we provide resources, such as the official CARVYKT[®] patient website, to help patients understand their therapy and navigate care. Our patient interactions are conducted in accordance with applicable laws and regulations to ensure information shared is accurate, balanced, and appropriate, while reflecting our commitment to supporting individuals who rely on our life-saving treatments.

Medical Professionals and Institutions

We collaborate with healthcare providers both independently and alongside Johnson & Johnson, including sharing research findings, publications, and educational materials. Our engagement also includes sponsoring and participating in medical conferences, educational events, and training programs focused on therapeutic treatment protocols.

Employees

We keep employees informed about key company developments, initiatives, and events through a range of communication channels. In addition to regular updates, we provide support and resources intended to help employees perform effectively in their roles and support their professional development. We actively encourage employee engagement through surveys, quarterly town halls, and other events, fostering open dialogue, collaboration, and continuous improvement.

Investors and Industry Stakeholders

We keep investors and shareholders informed about company performance and key business updates through regular earnings calls, investor conferences, and industry events. Our Investor Relations website provides access to public filings, press releases, and presentations, ensuring transparency and accessibility. Our leadership team members regularly participate in industry and professional conferences, events, and training programs where they share insights and engage with peers. These activities support knowledge sharing, professional contribution, and broader engagement with the investment and industry community.

Communities

We engage with local communities through volunteer initiatives and collaborations with nonprofit organizations. We support community programs focused on education, healthcare access, and patient advocacy, aligning our community engagement efforts with areas relevant to our mission.

Vendors

We engage with suppliers through a structured screening and onboarding process, ensuring that we do business with partners who share our commitment to integrity, quality, and sustainability. Through these relationships, we seek to promote ethical business practices and support patient care across our value chain.



Caring for Patients

At Legend Biotech, we aim to revolutionize medicine through a diverse range of cellular therapies to address unmet medical needs. Our focus on research and development, safety, and patient outcomes supports our efforts to advance innovative therapies for patients worldwide.

In this section:

- Innovation
- Product Safety and Quality
- Treatment Access



Innovation

Innovation is central to our strategy and is reflected in our investment of more than \$2.3 billion in research and development since our founding. We leverage our scientific platforms and capabilities to advance a pipeline of investigational therapies and enabling technologies designed to deliver meaningful outcomes for patients. Additional information on our pipeline, including scope and development status, is available on our [website](#).

Our intellectual property includes autologous, allogeneic, and in vivo cell therapy programs that address key technical challenges associated with achieving durable patient responses, including for patients who experience relapse.

We operate an integrated research and development model that supports cell discovery and development. This approach is designed to support the translation of discovery research into potential patient treatments across hematologic malignancies, autoimmune diseases, and solid tumors.



Key elements of our R&D approach include:

- **Research capabilities and expertise:** As of December 2025, 334 of our employees hold a Ph.D., M.D., or other terminal degree, and 562 employees are engaged in R&D activities. This collective scientific and technical experience supports our research efforts and contributes to the advancement of our therapeutic programs.
- **Disease biology and immunology research:** We invest in research to build a thorough understanding of diseases and immune biology, including patient populations, biomarkers, and disease progression. In 2025, we invested \$199.1 million in our B-cell maturation antigen (BCMA) program and \$215.6 million across non-BCMA programs.
- **Modern research infrastructure and tools:** We support our R&D activities with a range of technologies, tools, and laboratory systems. We also incorporate advanced research capabilities when constructing or expanding laboratory facilities, including our Philadelphia laboratory that opened in 2025.
- **Disciplined clinical and manufacturing practices:** We conduct laboratory testing, clinical trials, and therapy manufacturing activities in alignment with applicable good practice (GxP) standards to support data integrity, patient safety, and product quality.
- **External collaboration and clinical insight:** We collaborate with academic and clinical institutions globally, including through investigator-initiated trials, to gain early clinical insights and evaluate emerging platforms and therapeutic approaches.

End-to-End R&D Capability



2025 FIBA Foreign Investor of the Year

Legend Biotech was named Foreign Investor of the Year at the 2025 Flanders International Business Awards, recognizing the positive economic and social impact we have made in the region. The award highlights the joint investment with Johnson & Johnson to expand our state-of-the-art cell therapy manufacturing center in Ghent. Since launching operations in 2022, Legend Biotech has grown our Belgian workforce from just two employees to more than 1,000 people, with further job creation planned. Together with strong partnerships across the Flemish biotech ecosystem, our Ghent operations now serve as a central hub for supplying transformative cell therapies across Europe, the Middle East, Asia, and Africa.



Collaborating for Scientific Breakthroughs

Academia and Universities: We collaborated with the Trinity Translational Medicine Institute and St. James's Hospital in Dublin, Ireland to access patients' primary tumor samples in certain indications of interest. This collaboration enabled us to analyze patient samples and develop new methods to help inform our cell therapy products.

Clinicians and Hospitals: We have a strong network of hospitals and academic centers globally, supporting proof-of-concept for our investigational therapies. Our pipeline agents are evaluated in investigator-initiated studies at academic institutions and major hospitals. Additionally, we've built a network of clinics and hospitals through our medical affairs and clinical development teams.

Global Regulatory Authorities: Agencies such as the U.S. Food and Drug Administration (FDA), the European Medicines Agency (EMA), Japan's Ministry of Health, Labour and Welfare (MHLW), and China's National Medical Products Administration (NMPA) regulate our product development process. We work closely with these agencies to seek their input throughout the process, which may include:

- Regular interactions (i.e., meetings and written communications) to ensure our development activities are aligned with agency requirements.
- Certain designations and review pathways such as breakthrough therapies, orphan, regenerative medicine advanced therapy, fast track, and priority medicines to facilitate the development of our products and ensure timely approval and market access.

Collaborations: We establish business relationships that are scientifically sound and offer strong business value, regardless of modality or technology. Our Business Development professionals in North America, Europe, and China are dedicated to creating collaborations that are mutually beneficial and have the potential to positively impact patients' lives. We collaborate with companies that complement our services to bring our therapies to patients worldwide. Examples of impactful collaborations include our shared efforts with Johnson & Johnson regarding ciltacabtagene autemcelt (Janssen's CAR-T therapy) since 2017 and Novartis regarding certain CAR-T therapies targeting DLL3 since 2023.





Product Safety and Quality

At Legend Biotech, product quality and patient safety are central to our responsibility to patients and are integrated across our development, clinical, and commercial activities. Our Quality Management System is grounded in regulatory compliance, risk-based quality management, and governance structures designed to promote a culture of quality, effective oversight, clear accountability, and continuous improvement throughout the product lifecycle.

Governance, Risk Management, and Oversight

Oversight of product safety and quality is maintained through an established Quality Management System framework and forums that operate in accordance with applicable country regulations and internationally recognized pharmaceutical standards. These forums support review, escalation, and management visibility into quality trends, investigations, and significant quality or safety events, as appropriate. Risks to product quality are assessed and monitored through Quality Risk Management processes aligned with ICH Q9 principles and embedded in our internal procedures across product development, manufacturing, testing, and related activities. Our Leadership Team oversees key product quality indicators and receives regular reporting on quality performance and trends.

For CARVYKTI®, product safety monitoring, investigations, and mock recalls are led by our collaboration partner in accordance with regulatory requirements and local regulations.

Quality Systems, Operational Controls, and Readiness

We maintain formal, documented processes to identify, investigate, and resolve quality events across our operations. These processes are supported by internal policies and procedures that define requirements for event classification, root cause analysis, corrective and preventive actions, and documentation, consistent with applicable regulatory expectations. Deviations or observations outside established expectations are classified as Quality Events and investigated to

determine root cause, with corrective and preventive actions implemented and tracked in alignment with the internal Quality Management System and applicable regulatory requirements. Adverse event reporting and related safety processes for CARVYKTI® are managed in accordance with health authority expectations, with defined responsibilities and coordination among relevant parties.

Employees performing GxP-related activities receive routine and role-based training on Good Manufacturing Practices and Quality Management System requirements relevant to their responsibilities. Training programs are refreshed periodically and reviewed for effectiveness to support consistent application of quality standards and regulatory compliance across operations. We follow applicable regulatory requirements for notification and reporting of material quality issues, including product quality events and recalls, where required by health authorities. Recall readiness for CARVYKTI® is addressed through regulatory-required processes, including mock recalls conducted by our manufacturing partner to validate traceability, communication pathways, and response effectiveness.

Our quality systems and practices are subject to internal and external audits, including regulatory inspections and supplier audits, as applicable. Audits assess compliance with country-specific pharmaceutical regulations and GMP requirements, and findings are addressed through established quality processes. Senior management periodically reviews the effectiveness of quality systems, including audit and inspection outcomes, and uses these reviews to prioritize and implement enhancements to processes, controls, and oversight mechanisms.

Quality events, deviations, and audit observations are systematically tracked and trended to monitor performance over time. By using trends of key quality metrics, we support the effectiveness of our quality systems and continuous improvement efforts.

Supply Chain, Testing, and Continuous Improvement

We operate a formal supplier qualification and oversight program grounded in quality and risk management considerations. Suppliers are qualified, approved, and managed using a risk-based approach, supported by quality agreements that define expectations for GMP alignment, change management, and quality event handling. Oversight includes audits, performance monitoring, and mitigation planning to address potential quality or supply risks, including those related to raw materials and critical services. Historically, supplier qualification and auditing activities for CARVYKTI® have been conducted through our manufacturing partner's established supplier quality programs, in alignment with applicable GMP requirements. Beginning in 2026, responsibility for these activities will begin to transition to Legend Biotech.

We maintain robust product testing and quality control capabilities across all phases of the product lifecycle. Testing strategies, whether conducted internally or through qualified external laboratories, are designed to be scientifically sound, GMP-compliant, and commensurate with patient risk. Testing programs include appropriate in-process controls, release testing, and stability monitoring based on product phase and regulatory expectations.

Our operations comply with applicable pharmaceutical regulatory requirements across the markets in which we operate, including U.S. and international GMP frameworks. We also engage with professional and industry organizations focused on pharmaceutical quality, manufacturing, and regulatory science to support knowledge sharing and continuous improvement.





Clinical Trial Transparency, Quality, and Patient Safety

Clinical Trial Registration and Disclosure

Legend Biotech is committed to transparency, quality, and patient safety throughout the clinical development lifecycle. We register all company sponsored interventional clinical trials in applicable publicly accessible databases, including ClinicalTrials.gov and, where required, the European Union Clinical Trials Register, prior to enrollment of the first participant. These practices are supported by global standard operating procedures and internal controls designed to ensure compliance with applicable regulatory requirements.

As part of our regulatory processes, we complete FDA Form 3674, where applicable, to certify compliance with the Public Health Service Act requirements for clinical trial registration and reporting on ClinicalTrials.gov. Our registration practices apply to Legend sponsored interventional trials globally. Externally sponsored or investigator initiated studies are subject to the sponsor's registration responsibilities.

Legend Biotech is committed to the public disclosure of clinical trial results, including positive and negative outcomes, in alignment with governing regulations. As a standard practice, we post summary results to ClinicalTrials.gov within 12 months of the primary completion date, where required, and may also pursue publication in peer reviewed scientific journals. When trials are terminated or discontinued early, we remain committed to transparency and disclose available information in accordance with applicable regulatory requirements.

Global Scope and Governance

Our clinical trial transparency, quality, and patient safety practices are applied consistently across Legend sponsored trials, including those managed internally and those conducted through contract research organizations (CROs). These standards apply across regions in which we conduct clinical development activities, including North America and Asia.

Oversight of clinical development activities is supported by global policies, cross functional standard operating procedures, and governance processes that are designed to ensure consistency, regulatory compliance, and accountability across regions and partners.

Quality Management and Regulatory Compliance

Legend Biotech's clinical development activities are conducted in alignment with applicable International Council for Harmonisation (ICH) guidelines, including requirements related to quality, efficacy, safety, and multidisciplinary oversight. Our quality management framework is supported by documented policies and procedures, trained and qualified personnel, and a robust information technology environment designed to promote data quality and data integrity.

Personnel involved in clinical trials are trained and qualified for their roles, with training programs developed, administered, and maintained in accordance with applicable GxP requirements. Our systems and processes are designed to support data protection, Artificial Intelligence (AI) management, security requirements, safety, cybersecurity, privacy, and HIPAA obligations.

Patient Safety Monitoring and Safety Reporting

Patient safety is a core focus of our clinical development activities. For company sponsored trials, safety case processing and regulatory safety reporting are performed using validated safety systems operated by contracted CROs. These activities are conducted in accordance with CRO standard operating procedures and work instructions, with ongoing oversight and quality monitoring provided by Legend Biotech's Safety team to ensure consistency and compliance across processes. Activities in scope include system setup, management of user access controls,



case processing, quality review, and the distribution of safety reports to investigators, sponsors, and regulatory authorities, as applicable. For each study, a safety management plan is developed by the CRO and approved by Legend Biotech prior to study initiation. This plan defines roles, responsibilities, operational processes, and key performance indicators related to safety oversight and reporting. Performance against agreed safety KPIs is monitored through periodic status reports and ongoing oversight by Legend Biotech.

Oversight of CROs and Continuous Improvement

Legend Biotech maintains active oversight of clinical trial quality and patient safety, including for CRO managed activities. External vendors are subject to a structured due diligence process prior to engagement, which may include assessments by Clinical Quality Assurance, IT Quality Assurance, Procurement, Cybersecurity, Legal, and other relevant functions.

Ongoing oversight of CROs is conducted using predefined key performance indicators, performance reviews, and a risk-based audit and inspection program. CROs undergo qualification audits prior to engagement and periodic audits thereafter, with audit frequency and scope determined based on risk profile, study criticality, regulatory exposure, and prior performance.

Legend Biotech also conducts internal mock inspections to evaluate compliance with ICH Good Clinical Practice requirements, FDA bioresearch monitoring expectations for sponsors, protocol adherence, data integrity, and safety reporting processes. Audit findings are documented within the quality management system, and corrective and preventive action plans are required within defined timelines. The effectiveness of these actions is monitored by Clinical Quality Assurance, with escalation to senior management for overdue, ineffective, or critical issues.

Through this governance and oversight framework, we seek to promote continuous improvement in clinical trial conduct, safeguard patient safety, and maintain the integrity and reliability of clinical trial data across our global development programs.





Ethical Standards in Animal Testing

Legend Biotech is committed to conducting animal research responsibly, guided by the globally recognized principles of the 3Rs: Replacement, Reduction, and Refinement. These principles are embedded in our approach to Animal Related Activities and are intended to promote scientifically valid alternatives to animal use, minimize the number of animals used, and refine procedures to reduce pain, distress, and discomfort while supporting appropriate standards of care.

In the United States, we do not conduct in-house animal testing. Instead, we collaborate with external organizations that meet recognized industry standards, including accreditation by the Association for Assessment and Accreditation of Laboratory Animal Care International (AAALAC), for essential animal research. In China, the majority of our animal studies are conducted at a facility in Nanjing that is accredited by AAALAC and certified by the Office of Laboratory Animal Welfare (OLAW).

Oversight of animal welfare is supported through formal governance structures. Animal Related Activities are subject to review and approval prior to initiation, and ongoing oversight is maintained throughout the duration of the activity. Legend Biotech establishes or relies on an Animal Welfare Committee, in accordance with applicable laws and regulations, to provide scientific and ethical review, monitor compliance with internal standards and third-party practices, and evaluate accreditation status and performance of external partners.

Employees and third-party personnel involved in Animal Related Activities maintain appropriate qualifications and receive role-based training aligned with their responsibilities. This may include onboarding, study-specific instruction, and training on standard operating procedures or facility requirements. Ongoing training may be provided to support continued proficiency and awareness of evolving scientific and animal welfare practices.

Through these measures, we seek to align our animal research practices with applicable laws, regulatory expectations, and widely recognized industry standards, while maintaining structured oversight, training, and governance processes to support responsible and ethical conduct.



Treatment Access

We are on a mission to transform lives through our therapies and technologies. Our focus on bringing hope to patients and families combating serious and intractable diseases propels us to work diligently on expanding access to our therapy, scale our production, and offer patients support throughout their entire treatment journey.

Around-the-Clock Commitment to Patients

Our commitment to patients never stops. We recognize that every day matters for individuals awaiting treatment, and we prioritize the continuity of operations to offer timely access to care.

During periods of severe winter weather in New Jersey, CAR-T cell therapy operations in Raritan, New Jersey continued without interruption, supported by coordinated efforts to prioritize both patient needs and employee safety. To enable sustained, around-the-clock operations, Legend Biotech leaders arranged local hotel accommodations, organized shuttle transportation, and provided meals for all shifts. Emergency supplies were stocked onsite, with additional support in place to keep teams safe, connected, and fully equipped. These measures underscore our commitment to resilient operations that safeguard employees while ensuring patients continue to receive uninterrupted care.

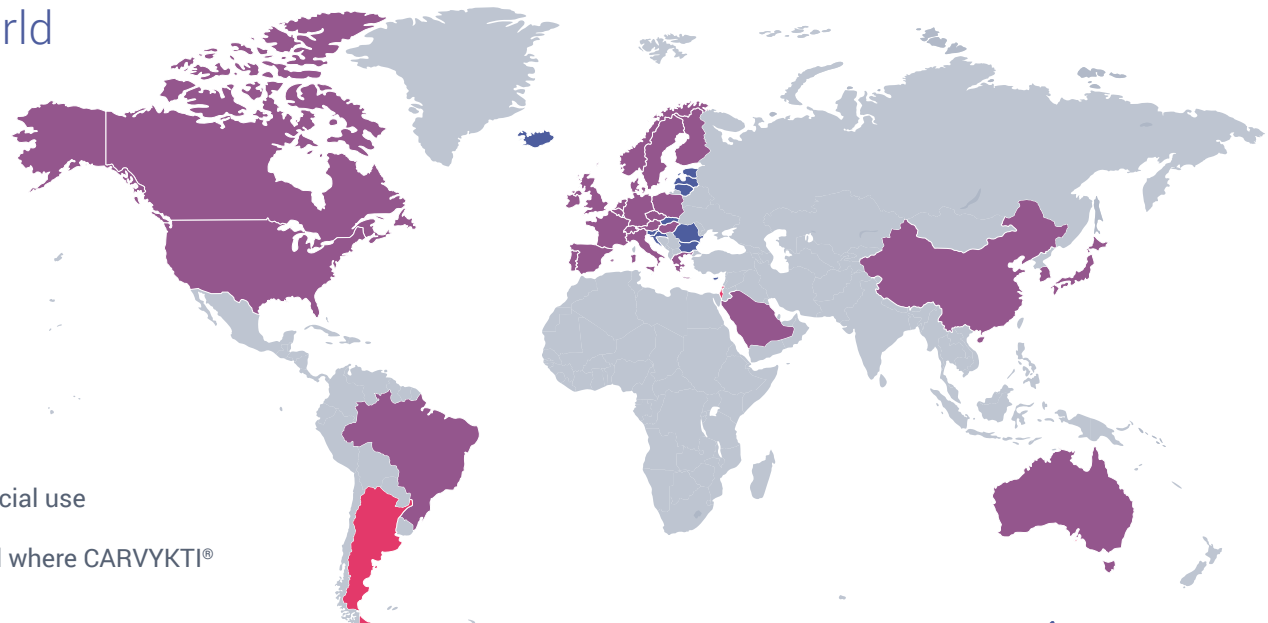
Reaching Patients Around the World

10,000+



patients treated
worldwide to date

- Regions with clinical trials underway
- Countries where CARVYKTI® is approved for commercial use
- Both countries where clinical trials are underway and where CARVYKTI® is approved for commercial use

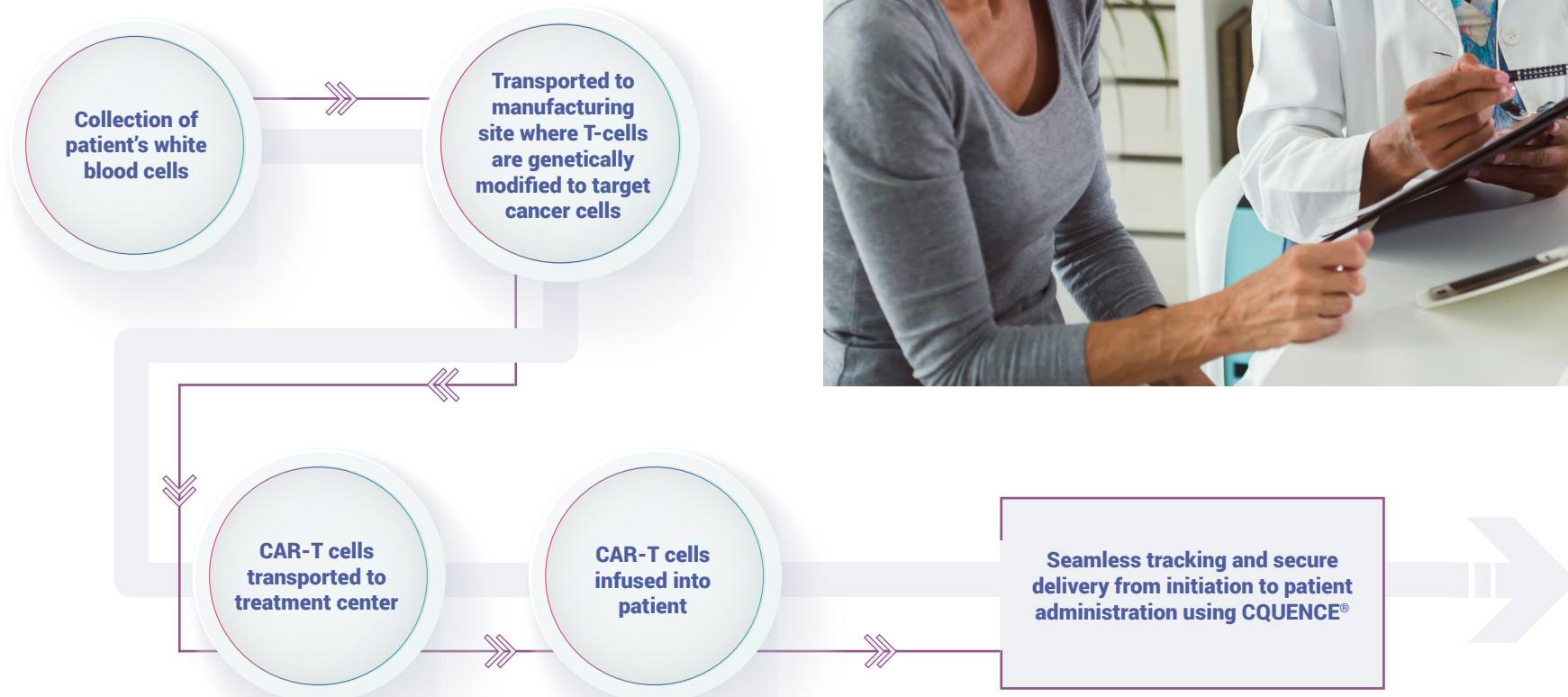


CAR-T Delivery for Patients

CARVYKTI® requires a manufacturing and delivery model tailored to the needs of patients with multiple myeloma. This vein-to-vein process begins with the collection of a patient's white blood cells, which are then sent to the manufacturing site. The T-cells are then genetically modified to target cancer cells. Finally, the CAR-T cells are transported to the treatment center and infused into the patient. At the heart of this process is a proprietary digital CQUENCE® platform, developed in collaboration with Johnson & Johnson. This platform guarantees that each personalized CARVYKTI® treatment is accurately linked to the correct patient and tracked throughout the treatment cycle. A secure, end-to-end pathway from initiation through patient administration is essential to supporting the safe delivery of these treatments to patients.



Journey of CAR-T Therapy



FEATURE

Living with Multiple Myeloma

Jonathan G. and Shay F. share glimpses into their experiences living with multiple myeloma. Their inspiring stories further reinforce the importance of relentless innovation in this area to help offer hope and opportunity to others facing the disease.



Since my diagnosis, I've been fortunate to build a life filled with meaningful work, a loving family, close friends, and experiences that bring real happiness.

– Jonathan G.
previously diagnosed with multiple myeloma



I have a full, beautiful life. I have been gifted days when my biggest concern is what I am going to wear or what trip I will take next.

– Shay F.
previously diagnosed with multiple myeloma





Increasing Access to Treatments

We aim to provide treatments that are widely accessible. As such, we work tirelessly to address potential barriers to treatment that prospective patients may face. This includes:

- **Prioritizing treatment affordability:** We recognize that therapy-related expenses can be a barrier to treatment. Therefore, together with Johnson & Johnson, we sponsor the MyCARVYKTI® Patient Support Program in the U.S. The program is designed to help eligible CARVYKTI® patients access support by reducing the out-of-pocket cost burden of treatment.
- **Expanding our global commercial presence and manufacturing:** We are steadily increasing our global reach through regulatory approvals in new regions. For example, in 2025, CARVYKTI® received commercial approvals in several countries, including Canada, France, Spain, Saudi Arabia, and Australia, expanding the number of countries where the therapy is approved for commercial use to 40. To meet growing demand, we are increasing our manufacturing footprint, including completion of our expanded Raritan, New Jersey facility, now the largest cell-therapy manufacturing site in the U.S., with capacity to support up to 10,000 patients annually.
- **Enhancing scalability and affordability through manufacturing innovation:** As a growing enterprise, we regularly assess manufacturing and technology expansion opportunities to meet treatment demand. We are advancing our in vivo platform and exploring allogeneic treatment options, both of which are intended to reduce manufacturing complexity and improve scalability, with the goal of expanding patient access and availability of CAR-T therapies over time. In parallel, we continue to optimize our production costs by streamlining processes and enhancing efficiency, which supports our efforts to improve the affordability of our therapies.
- **Increasing treatment centers:** We are increasing treatment access through the expansion of CARVYKTI® Activated Treatment Centers. To date, we have over 320 centers globally, with approximately 150 centers in the US.
- **Patient-centered outpatient care:** We are expanding the use of CARVYKTI® in outpatient settings to improve access to care, enabling more patients to receive therapy in settings that may be closer to home and less disruptive than extended inpatient stays, while maintaining appropriate clinical oversight.
- **Innovating to address unmet needs:** We focus on developing therapies for diseases that are difficult to treat or have limited curative options, including hematologic malignancies, autoimmune diseases, and solid tumors. Addressing these unmet medical needs is a core priority, with the objective of expanding treatment options and improving outcomes for patients.

Bringing CARVYKTI® Closer to Home

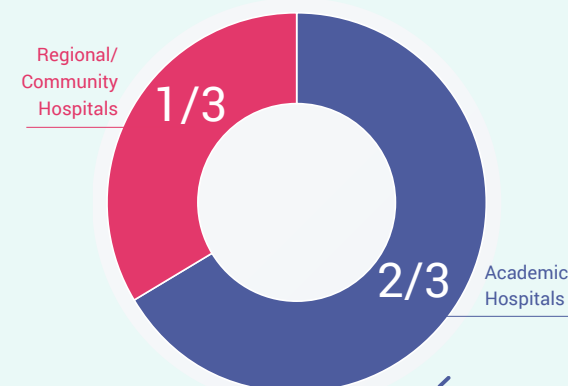
We are working to broaden access to CARVYKTI® across the U.S., with a focus on expanding availability beyond academic medical centers and into community-based settings. Given that many patients with relapsed or refractory multiple myeloma receive care in community settings, this approach can help reduce geographic and logistical barriers to treatment.

70%

of relapsed or refractory multiple myeloma patients within community

80%

of U.S. multiple myeloma market now within 50 miles of CARVYKTI® site





Patient Advocacy

We prioritize patient wellbeing and satisfaction during their treatment journey through the following focuses:

- **Advocating for patients:** In collaboration with Johnson & Johnson, we work closely with patient advocacy organizations to better understand patient and care partner needs and inform our approach to education, innovation, and support throughout the CAR-T treatment journey. These engagements enable meaningful dialogue with patient advocates and medical specialists, helping to guide the types of innovations we prioritize and the resources we develop to support patients and care partners throughout treatment. Furthermore, we support select advocacy organizations by sponsoring major events, creating opportunities for employees to interact with the patient and caregiver community, and deepen their understanding of the lived patient experience.
 - We collaborate with organizations such as: Multiple Myeloma Research Foundation (MMRF), HealthTree Foundation, International Myeloma Foundation (IMF), Blood Cancer United, and Patient Empowerment Network.
- **Helping patients and care partners navigate treatment:** In collaboration with Johnson & Johnson, we support the delivery of clear, accessible information and support resources to help patients and their care partners understand the CAR-T treatment journey. These resources are designed to address what to expect before, during, and after treatment, including educational materials, caregiving guidance, and connections to support services that promote informed decision-making and ongoing engagement throughout the care process.
- **Reducing financial barriers to treatment access:** We support eligible patients prescribed CARVYKTI® through the MyCARVYKTI® Patient Support Program, which is sponsored by Johnson & Johnson and Legend Biotech. The program is designed to help reduce travel-related financial barriers associated with receiving treatment at an Activated Treatment Center. Subject to eligibility criteria, the program may provide assistance with transportation, lodging, meals, and certain out-of-pocket expenses related to key treatment visits, with travel support services available 24 hours a day, 365 days a year, for patients and their care partners during critical stages of care.

3,500+ patients and care partners given financial assistance through the MyCARVYKTI® Patient Support Program in 2025

1,785 patients **1,872** care partners



Empowering Employees and Strengthening Communities

At Legend Biotech, we foster a workplace that values diverse backgrounds and perspectives as part of our approach to advancing innovation. We are committed to making a positive impact by prioritizing human connection and actively giving back to our communities.

IN THIS SECTION:

Employee Attraction, Engagement, and Development
Community Engagement

Employee Attraction, Engagement, and Development

In our experience, purpose-driven and passionate employees are more effective at bringing cutting-edge solutions to patients. That's why we seek out top talent and foster an inviting workplace where employees feel valued and included. The following Legend Biotech Core Behaviors guide our company culture and are embedded across key people processes, including recruiting, performance, recognition, and development.

Ownership and Commitment

Taking responsibility for one's own results and deliverables; setting and achieving goals to support organizational priorities.



Agility and Prioritization

Identifying and focusing on activities of highest value and impact; making informed decisions quickly.



Teamwork and Communication

Appreciating diverse perspectives and making joint efforts to achieve shared goals.



Continuous Improvement

Taking initiative, sharing knowledge, building skills, promoting ideas, and embracing change.



Talent Attraction and Retention

Recruiting and retaining a high-performing team is essential to our success. To strengthen and grow our team, we implement key practices such as:

Rewards: Offering competitive, performance-aligned rewards, supported by workforce growth initiatives such as employee referrals.

Purpose: Advancing our mission to deliver transformative therapies requires positioning Legend Biotech as a purpose-driven organization where top talent chooses to build meaningful and lasting careers. These efforts are supported by our:

- Strong clinical data and positive patient impacts.
- Culture of innovation and continuous growth.
- Ability to make a significant business impact in a growing biotech industry.
- Subject matter expertise and thought leadership at industry and professional events.

Development: Supporting employee growth by providing opportunities for learning, skill development, and career progression. This includes partnering with universities, professional training organizations, and educational institutions to deliver programs that build capabilities and support long-term development. Employees also gain experience by contributing to programs grounded in strong clinical data and meaningful patient impact and by participating in industry and professional forums where they share expertise and thought leadership.





Talent Attraction and Retention (continued)

Partnerships: Strategic partnerships are essential to building the scientific talent, operational excellence, and global capabilities needed to advance innovation and improve patient outcomes. As such, we partner with top universities around the world, including those near our New Jersey headquarters to attract Ph.D. and M.D.-level candidates and professionals with deep expertise in immunology, cell biology, molecular biology, oncology, hematology, and genome editing, alongside business and management professionals who play a critical role in enabling operations and driving company success.

Belonging: Fostering an inclusive workplace by:

- Promoting employee wellness and satisfaction through initiatives like our Employee Wellbeing Committee.
- Encouraging a collaborative environment with passionate employees.
- Offering hybrid and teleworking arrangements for eligible positions.

Our Five Pillars of Wellbeing

Alongside compensation, rewards, and benefits, we take a holistic approach to employee wellbeing grounded in five core pillars. Together, these pillars reflect the key dimensions that support employee health, resilience, and engagement across different aspects of life.



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Prioritizing Employee Wellbeing

Our Culture & People Experience Team helps cultivate a vibrant workplace culture by enhancing employee wellbeing across the company. Grassroot initiatives, including the Employee Wellbeing Committee (EWC), complement these efforts and contribute to a positive and supportive work environment.

During 2025, we implemented a range of employee engagement initiatives and enhanced benefits aligned with our wellbeing focus areas. The highlights below illustrate examples of efforts undertaken across our teams.

- **Launched “Wellness Week”** at our headquarters, featuring themed wellness days that included chair massages and guided meditation sessions focused on mental wellbeing, Zumba classes for physical wellbeing, a trivia and social hour to support social wellbeing, and educational sessions on budgeting, and planning strategies to promote financial wellbeing.
- **Established a walk and run club** to promote ongoing physical activity, social connection, and healthy habits among our employees.
- **Hosted a Thanksgiving Farmers Market** offering free local produce to employees, along with a lunch event featuring games and prizes.
- **Organized a “Back to School” supply drive**, collecting and donating essential school supplies to local schools.
- **Implemented an employee bike leasing program** in Belgium to promote sustainable mobility and healthier commuting options. In 2025, strong employee participation supported reduced reliance on personal vehicles, lower commuting-related greenhouse gas emissions, and increased physical activity among participating employees.
- **Rolled out a comprehensive mental health coaching program** offering employees confidential, one-on-one sessions with qualified mental health coaches to proactively support psychological wellbeing.
- **Provided targeted mental wellbeing training for people managers**, equipping leaders with the skills to recognize wellbeing challenges, engage in effective conversations, and connect employees with appropriate support resources.





Benefits and Compensation

Legend Biotech provides a broad range of benefits, compensation, and rewards programs intended to support employees across our global operations. While offerings may vary by country to reflect local regulations, market practices, and business needs, we generally offer the following categories of benefits and compensation to employees across the jurisdictions in which we operate.

- **Standard Benefits:** Medical, dental, vision, life insurance, disability, paid vacation days, 401(k) plan with employer matching contributions, parental leave (including adoptions and fostering), on-site fitness centers in Raritan and Bridgewater, and various leaves of absences available to employees. In 2025, we extended parental leave in the U.S. to 8 weeks.
- **Compensation:** We maintain competitive compensation structures designed to recognize and reward employees for the value that they contribute to their teams, functions, and the company.
- **Peer Recognition Participation:** In 2025, Legend Biotech continued to facilitate colleague to colleague acknowledgement through our recognition portal, which enables employees to recognize each other's contributions through social recognition and, in some cases, a monetary award, separate from base compensation, bonuses, equity grants, milestone years-of-service awards, and the Annual Awards.
- **Inclusive Workplace Options:** We provide inclusive workplace features at select locations to support employee wellbeing and collaboration, including on-site breastfeeding and lactation rooms and shared spaces for connection and teamwork.

Peer Recognition Participation

During the year:

5,626

peer initiated acknowledgements were delivered through public peer messages and monetary awards.

\$250K+
in monetary awards

1,279

employees globally received at least one monetary recognition award.

Building Shared Success Through Stock Ownership

Legend Biotech recognizes the value of retaining talented employees who play a key role in our long-term success. To enhance talent retention, we offer robust long-term incentive programs (LTIs) that align our team's efforts with our strategic objectives and future goals. These programs include stock options and restricted stock units (RSUs).

Our long-term incentive plans are essential tools that help us attract and retain top talent. By providing these incentives, we ensure that key decisions throughout our organization are oriented towards sustainable growth and success. These programs reward our employees for their dedication and performance while fostering a shared commitment, mutual investment, and a vision for the future together.

Through our long-term incentive plans, we aim to create a work environment where employees feel valued and motivated to contribute to our collective success. We believe that by investing in our employees' futures, we are investing in the future of Legend Biotech, and the continued innovation of cutting-edge therapies for our patients.

As of December 31, 2025:

50%+

of our global workforce participated in Legend stock ownership programs, benefiting from RSUs and/or stock options.



Learning and Development

We believe learning is fundamental to our employees' professional development and to advancing innovative technologies and therapies.

Legend Biotech supports employees throughout their careers by providing ongoing learning, training, and professional development opportunities. Employees have access to an array of learning programs through Talent Hub, our talent management system with an on-demand learning library. We also partner with professional training organizations and other educational institutions to develop and deliver joint training programs. Operating under a "think global, act local" approach, the institutions we collaborate with for skills training may vary by region.

Across the organization, we use a range of frameworks and resources to support employee growth, effective performance, and organizational alignment. These include tools that promote clarity around goals, encourage regular performance conversations, and support open communication, as well as processes that help connect enterprise priorities to day-to-day team execution. Through regular feedback and development discussions, employees and managers can reflect on progress, identify areas for growth, and support ongoing career development and workforce planning.

Mentoring is an important component of our approach to employee development, supporting learning, knowledge sharing, and collaboration across functions. Through the "Mentor a Legend" program, employees can participate as a mentor or mentee and are matched with other employees

based on skills and development interests using the MentorCliQ platform. Mentoring relationships are built around regular engagement and ongoing knowledge sharing, helping employees learn from one another and build skills over time.

Additionally, employees are encouraged to participate in industry and professional conferences to earn continuing education credits, engage with peers, and stay informed on emerging trends and best practices. Insights gained from these activities are shared across the organization to support knowledge sharing and continuous improvement.

Manager development is supported through programs designed to address evolving responsibilities and professional growth at different career stages. These programs incorporate a combination of formal training, peer learning, and practical application including:

- New hire and new manager onboarding
- Core leadership development programs for new, experienced, and senior leaders
- 1:1 internal leadership coaching for managers
- On-demand professional development catalog
- "Hot topic" leadership classes and workshops
- Lunch-and-learns and manager forums

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Launch of Legendary Leader Program

In 2025, we launched the Legendary Leader Program (LLP) to strengthen leadership capabilities across our global organization. The program is designed to equip managers with the skills, mindset, and practical tools needed to lead high-performing teams, navigate complexity, and deliver on our mission for patients.

The LLP follows a structured, multi-module journey covering core leadership capabilities, including:

- Leadership identity and values
- Strategy and execution
- Financial acumen
- Leading change
- People development

The program also includes expert-led masterclasses and opportunities for peer learning, reflection, and application to real-world business challenges.

We saw strong global engagement in our inaugural year, with leaders participating across regions.

We plan to refine the program based on participant feedback, with a focus on enhancing real-world application, optimizing the learning journey, and scaling the most effective elements across future cohorts.

LLP Program by the Numbers

125+

leaders participated globally across the U.S., Europe, and China

~90%

average participation rate across program modules among LLP participants

4.4 / 5

average satisfaction score across all modules



Career Advancement and Performance Feedback

Legend Biotech prioritizes the development of our employees and future leaders through a structured performance evaluation process. The process begins with employees working with their managers to establish SMART objectives aligned with company-wide goals and Core Behaviors, which then serve as the basis for performance discussions and reviews. This early alignment helps set clear expectations and development priorities.

Throughout the year, employees and managers engage in ongoing conversations to discuss progress, address challenges, and support professional growth. These regular check-ins help maintain alignment, encourage continuous feedback, and allow development needs to be addressed in a timely manner.

Formal performance reviews are conducted twice annually through mid-year and year-end check-ins. These reviews evaluate employee performance against defined objectives and are aligned with Legend Biotech's Core Behaviors, including Ownership and Commitment, Agility and Prioritization, Teamwork and Communication, and Continuous Improvement, as well as our Leadership Behaviors. In 2025, more than 2,800 employees participated in performance and career development reviews, representing 100% of employees within the scope of the Company's annual performance review process.

To support employee development and internal mobility, we offer an **Internal Job Board** that provides visibility into open roles and career opportunities across the organization. The platform enables employees to explore positions aligned with their skills and interests, supporting professional growth and longer-term career advancement.

Developing Future Talent Through Immersive Internships

Legend Biotech supports the development of early career professionals through our internship program. This summer, we welcomed 92 university students globally, providing practical experience across our operations, supported by initiatives such as weekly Lunch and Learn sessions that introduced different areas of the business. Our intern programs are also tailored to local needs and norms. For example, interns in China receive mentorship and academic support to help complete their graduation thesis. In the U.S., the internship program included a National Intern Day ice cream social, and interns concluded the summer by presenting their accomplishments to highlight their growth and contributions.

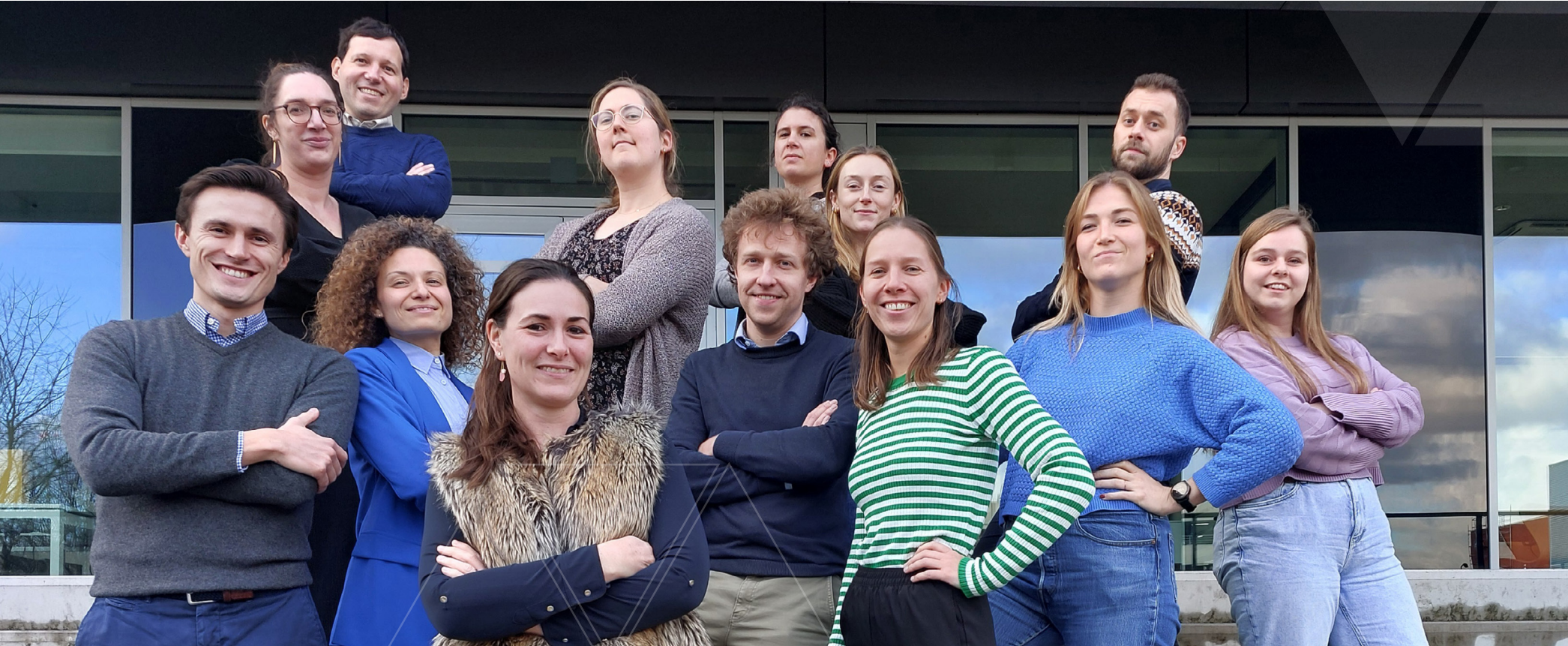




Succession Planning and Talent Development

We believe that talent development and succession planning are essential to ensuring organizational stability and leadership readiness. Our approach involves identifying business-critical roles, assessing internal talent, and preparing potential successors through targeted development and readiness planning. This approach supports employee career growth and engagement while helping Legend Biotech manage risk, maintain operational continuity, and sustain long-term value creation. Additionally, to maintain relevance and effectiveness, HR and business leaders review and update the succession plan at least annually, adapting to organizational changes and employee development progress.

Our approach to sustainable retention extends across the organization and is designed to support long-term employee engagement, development, and future readiness. We invest in a broad range of talent development and support practices for all employees, including training, mentoring, career development opportunities, ongoing performance feedback, and other development initiatives that enable professional growth and support evolving business and workforce needs.



Employee Engagement Survey

At Legend Biotech, we view employee engagement as a critical input to fostering a supportive and inclusive work environment. We conduct an employee engagement survey at least annually across our global workforce to gather insights on employee experience and workplace culture. The survey is overseen by our Culture and People Experience team and is administered by a confidential external survey partner, with responses collected and reported in a manner designed to protect employee anonymity.

Survey results are analyzed on an aggregated basis and discussed by the leadership team as part of our broader workforce and culture oversight. The Culture and People Experience team collaborates with leadership to translate survey insights into priorities and actions aimed at improving employee experience over time.

We communicate survey outcomes internally through company-wide communications as well as department-level forums that support targeted discussion and feedback. We consider employee feedback an important component of our continuous improvement efforts and periodically refine our survey approach and related engagement practices.

Key focuses of the survey include:

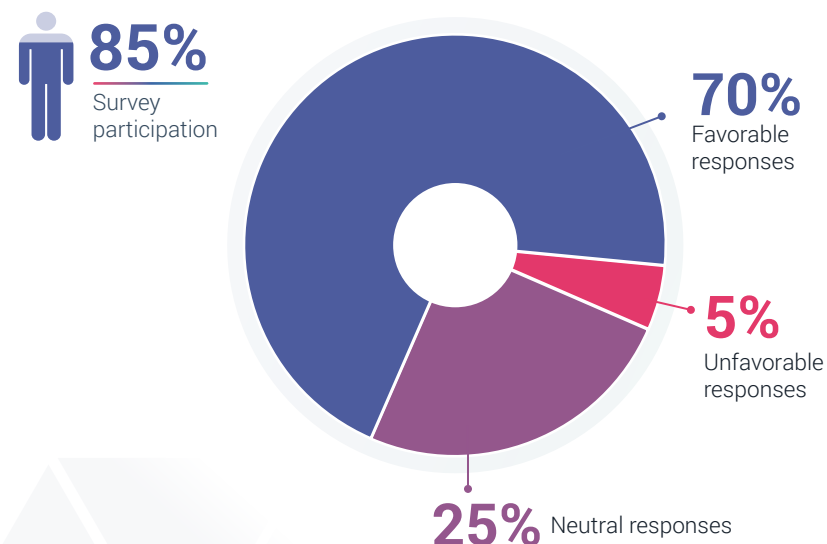
- Overall Engagement
- Culture & Values Alignment
- Team Dynamics
- Future Outlook
- Communications & Resources
- Career Growth & Development
- Role Clarity & Enablement
- Manager Effectiveness
- Inclusion & Belonging
- Employee Enablement & Recognition

By actively seeking and acting on feedback, we aim to create a workplace where everyone feels valued and supported. In 2025, we conducted our more abbreviated pulse survey and continued to act on insights from our prior engagement survey, with a focus on strengthening leadership visibility and transparency through more direct employee engagement alongside practical, team-level actions.

In April 2026, we launched our latest annual employee engagement survey, the results of which are presented here. The April 2026 results provide a representative view of employee engagement trends for the 2025 reporting period.



2026 Employee Engagement Survey



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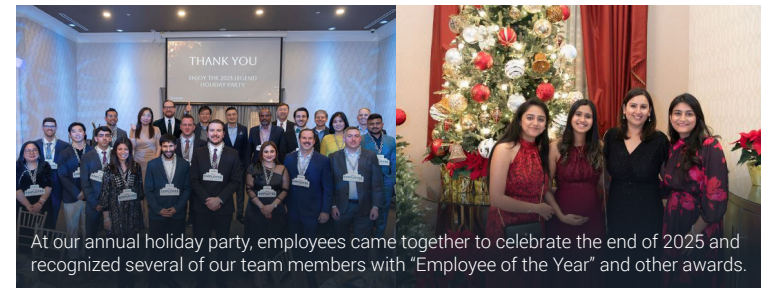
2025 Employee Engagement Highlights

We aim to foster a meaningful work environment for our team where employees can collaborate, build relationships and give back within local communities. Each year we host various events aimed at bringing our workforce together.



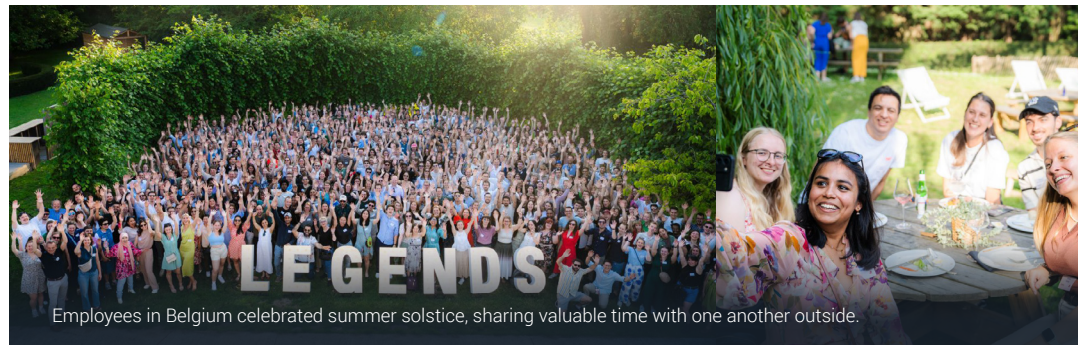
Wellness Week

A dedicated Wellness Week at our headquarters offered activities supporting mental, physical, social, and financial wellbeing. This program encourages our employees to engage with resources and connect across teams in a supportive environment.



10K Patients Celebration

Legend Biotech celebrated the milestone of 10,000 patients treated with CARVYKT[®] through events with leadership and employees, including a toast and the ringing of our "Hope Bells." The celebration recognized the impact of our work and honored the patients at the center of our mission.

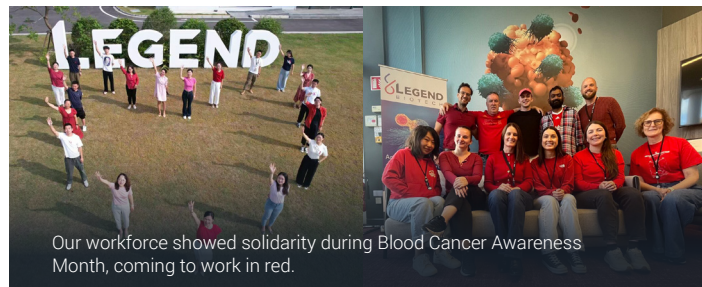


Thanksgiving Pop-Up Farmers Market

Employees were offered complimentary, take-home local produce through a Thanksgiving pop-up farmers market, accompanied by a seasonal lunch gathering. The event encouraged community engagement while supporting employee wellbeing during the holiday season.

CEO Roundtable Series

Legend Biotech held a CEO Roundtable Series featuring small group discussions that gave employees an opportunity to share direct feedback with our CEO. These conversations helped strengthen dialogue between leadership and employees across the organization.



Lunch Hour Games

Legend Biotech hosted Lunch Hour Games to give employees an opportunity to connect with colleagues from other departments in a relaxed setting. The activities encouraged cross-functional engagement, and winners were given prizes.

Community Engagement

We are dedicated to enhancing health and quality of life in our communities. As part of this commitment, we support various charitable, educational, and research initiatives through services, volunteerism, and recognitions. We also collaborate with and provide financial support to organizations that promote healthcare, medical education, research, and other social impact initiatives benefiting patients and community members.



Key focuses of our charitable efforts and initiatives include:



Investing in the communities where our employees live and work, and encouraging employee participation in local initiatives

- Employees in New Jersey contributed to the Jersey Cares school supply drive, helping provide children across the state with essential materials for a successful school year. Additionally, our employees organized a food drive for the Food Bank Network of Somerset County.
- Team members in Belgium participated in Kom op tegen Kanker's cycling challenge benefiting cancer research, cycling 1000km in four days.



Supporting organizations focused on multiple myeloma and other hematologic malignancies

- In 2025, we sponsored the Multiple Myeloma Research Foundation's Team for Cures 5K Run/Walk in Dallas and New York City, including serving as the presenting sponsor for the New York City event.
- For the second consecutive year, we sponsored the 13th Annual Miracles for Myeloma 5K Run/Walk in Clark, NJ, organized by the International Myeloma Foundation.
- We were a corporate sponsor of Blood Cancer United's Match Day as part of the Light The Night campaign, matching eligible donations to enhance fundraising efforts and expand support for cancer patients and their families.



Fostering Operational Efficiency and Integrity

At Legend Biotech, operational excellence is embedded in how we conduct our business and manage risk. We seek to minimize our environmental impact through responsible environmental management practices and continuous improvement across our operations. Protecting the health and safety of our employees, contractors, and communities is a core priority, supported by a structured environment, health, and safety management approach. We also maintain a strong commitment to corporate governance and ethical conduct, with policies and oversight designed to promote accountability, transparency, and integrity across the organization.

IN THIS SECTION:

Environmental, Health, and Safety
Corporate Governance and Oversight of ESG Matters
Cybersecurity and Data Privacy



Environmental, Health, and Safety (EHS)

Legend Biotech oversees environmental, health, and safety through a global framework supported by locally managed programs that are designed to meet applicable regulatory requirements and promote safe and efficient operations across our global footprint.

We operate across multiple locations globally, through a combination of owned and leased facilities, including our headquarters, warehouses, offices, and laboratory sites. Each site is responsible for managing its EHS activities based on local laws, regulatory requirements, and operational needs. EHS responsibilities are carried out by site-based teams, including dedicated EHS professionals, Facilities, and Engineering, with additional support through local safety committees. For both owned and leased locations, EHS considerations are integrated into facility improvement and modification planning, with requirements evaluated early in the project lifecycle to support regulatory compliance and safe operations.

Sites are empowered to optimize energy and water use, manage waste responsibly, assess and mitigate safety risks, conduct training, and respond to incidents in ways that are appropriate for their specific operations. At the same time, leadership oversight and structured reporting pathways help ensure consistency, transparency, and effective escalation across regions.

As we continue to grow as a company, we are building on our established EHS governance framework through targeted enhancements to our global EHS policy approach. Our model combines site-level ownership with global alignment, enabling us to consistently uphold strong environmental stewardship, workplace health, and safety standards while remaining responsive to local regulatory and operational needs.

Diligently Managing Resources and Emissions

Legend Biotech relies on electricity to support core operations, including laboratory activities, specialized equipment, and the maintenance of sterile and controlled environments through HVAC systems that support manufacturing and research and development. Given this operational reliance, effective resource management is a core component of our approach. We manage energy, water, and waste as part of day-to-day operations, with a focus on using resources efficiently and reducing associated environmental impacts where practicable.



Waste Management and Disposal Practices

Legend Biotech generates hazardous waste as part of our laboratory, research, and manufacturing activities, primarily consisting of chemical wastes and spent solvents. These wastes include materials that are corrosive or flammable and, in certain cases, are classified as regulated hazardous waste, such as Resource Conservation and Recovery Act (RCRA) listed spent solvents used in clean rooms and laboratory environments. Hazardous waste is segregated, labeled, and managed in accordance with applicable regulatory frameworks, with treatment and disposal carried out through approved third-party vendors, including incineration or other authorized methods.

We also generate biomedical waste associated with research and development activities, including materials containing biological or genetically modified substances. Biomedical waste is managed through controlled handling procedures designed to mitigate environmental and health risks. In certain instances, liquid biological waste may be chemically inactivated onsite prior to offsite disposal, and solid biomedical waste may similarly undergo sterilization processes, such as autoclaving, before transfer to licensed third-party vendors. Final disposal is typically conducted via incineration, with appropriate documentation maintained.

Where practicable, we prioritize the use of incineration processes that incorporate energy recovery for both hazardous and biomedical waste, supporting more resource-efficient disposal outcomes while maintaining appropriate treatment standards. See the Data Index on [page 56](#) for a detailed overview of our waste data.

2025 Waste by the Numbers

156 metric tons of
waste generated

33 metric tons diverted
from disposal



Energy, Emissions, and Resource Management

Efficient management of energy, materials, and emissions is a core operational focus for Legend Biotech and supports both business resilience and environmental stewardship. We monitor utility usage and other relevant operational data to quantify our energy consumption and associated greenhouse gas emissions, enabling us to better understand our environmental footprint and identify opportunities to improve efficiency across our operations. Insights from this data inform operational decision-making and help prioritize actions that can reduce environmental impacts while supporting cost discipline.

To advance energy efficiency, manage Scope 1 and Scope 2 emissions, and reduce overall environmental impact, we have implemented a range of operational measures across our facilities, including:

- Installing LED lighting with timers and sensors throughout locations.
- Installing occupancy sensors.
- Certifying new constructions to LEED, BREEAM, and/or ASHRAE standards in building efficiency.
- Using variable speed equipment and systems.
- Using scheduling systems.
- Maintaining recycling programs.
- Utilizing waste-to-energy for disposal when permitted.

In 2025, we expanded our greenhouse gas inventory to include selected Scope 3 categories, specifically fuel- and energy-related activities, business travel, and employee commuting. As our Scope 3 data collection and methodologies continue to mature, we expect to refine our understanding of emissions across the value chain and identify practical opportunities to enhance both environmental and operational efficiency. Programs that currently support Scope 3 emissions management include initiatives to encourage lower-emission commuting, such as our bike leasing program, local sourcing where feasible, and the use of virtual engagement in place of business travel when appropriate. We will continue to evaluate these and other measures as our Scope 3 emissions profile becomes more robust over time.

Reducing Steam Consumption

In 2025, we implemented an energy efficiency upgrade at our Hope site in China as part of a broader effort to modernize building systems and improve operational efficiency.

As part of this initiative, we retrofitted the site with a heat pump system to support building climate control, replacing the original magnetic bearing chiller and hot water system. As a result of the retrofit, we were able to fully eliminate steam consumption at the site.

The upgrade has helped drive meaningful reductions in both energy use and greenhouse gas emissions, while also delivering cost efficiencies.

Project Stats:

395 mtCO₂e

estimated reduction in annual greenhouse gas emissions

100%

elimination of steam consumption for site operations from February 2025 onwards



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2025 Waste Diversion Projects

In 2025, we continued to explore ways to mitigate waste from our operations. Project spotlights from the year included initiatives to reuse medical gowns as well as recycling and reactivation of spent activated carbon used in our production processes.

Reusable Gown Program in Belgium

In Belgium, we help reduce single-use material waste through a reusable gown program implemented in our manufacturing operations. Medical gowns are essential for maintaining safe and controlled environments, but their routine use can generate significant waste. To reduce this waste, we introduced a reusable gown program in select laboratory environments.

Under this program, employees working in designated Grade C laboratories can now use reusable medical gowns as part of their daily operations. At the end of each workday, gowns are collected and processed through a controlled laundering and sanitization program before being returned to service. The program is managed in accordance with applicable laws, regulations, and internal procedures governing laboratory hygiene, sterility, and contamination control to help maintain quality and safety standards.

Diverting Activated Carbon in China

Certain laboratory and manufacturing processes generate air emissions that require treatment before release. To manage these emissions, we use air pollution control technologies designed to support environmental compliance and minimize potential impacts on local air quality. In China, these systems rely on activated carbon filtration to capture volatile organic compounds and other air pollutants. Once the activated carbon becomes saturated, it would typically be managed as hazardous waste and disposed of. Instead, we work with qualified third-party service providers to recycle and regenerate the material for future use. By recovering and reusing activated carbon rather than disposing of it, we reduce waste generation, improve resource efficiency, and lower disposal-related costs.

In 2025, we recycled approximately **8.5 metric tons** of activated carbon used in our waste gas treatment systems.



Occupational Health and Safety

At Legend Biotech, we promote a safety-first culture across our workforce, grounded in injury prevention, risk awareness, and continuous improvement. Our approach emphasizes proactively identifying hazards and embedding safe work practices into day-to-day operations. Clear procedures and targeted training form the foundation of our preventive safety program and are designed to support consistent application across functions and locations.

Safety procedures and training requirements are assigned based on job responsibilities and the potential risks associated with each role. Training content is intended to reinforce individual accountability, support compliance with applicable requirements, and strengthen overall safety performance.

These procedures and trainings include topics such as:

- Emergency Response (e.g., evacuation response, chemical spills, fire response, and Red Cross first aid)
- Hazardous Communication
- Laboratory Safety
- Personal Protective Equipment

Besides role-based procedures and training, we conduct regular internal safety inspections to proactively identify potential hazards and operational risks. These inspections support early issue identification and corrective action, and they form an integral part of our overall safety management approach.

We track our safety performance using established indicators, including recordable injuries, fatalities, and work-related ill health cases. Performance data is reviewed to identify trends, inform preventive actions, and support continuous improvement efforts aimed at reducing risk and preventing injuries across our operations.

Encouraging Safety Awareness and Education

We foster a culture of safety awareness and education to protect our employees, support operational integrity, and promote shared responsibility across our operations. Through ongoing communication and learning efforts, we aim to embed safety awareness into day-to-day activities and decision-making. Some examples of these programs include:

- A “Good Save” recognition and incentive program
- Regular meetings for safety champions at each site
- Routine safety inspections and incident follow-up sessions
- Ongoing safety communications and awareness initiatives, including periodic safety moments, distracted walking signage, safety-related emails, and toolbox talks
- Ergonomics programs, including cleanroom ergonomics
- Annual Safety Month activities

Collectively, these initiatives create an environment where safety is actively promoted, measured, and celebrated across the organization.

Ensuring Lab Safety

Across all sites, laboratory personnel operate within established safety and compliance frameworks that include site-specific training, personal protective equipment requirements, chemical handling procedures, and defined incident reporting processes. Training is delivered through health and safety platforms based on local operational requirements and includes certification requirements for specialized equipment operators. Additionally, all laboratory staff must adhere to documented waste management practices, including the use of licensed third-party vendors and maintaining waste destruction certificates.



Corporate Governance and Oversight of ESG Matters

Legend Biotech's Board of Directors provides independent oversight of our long-term strategy, governance framework, and risk profile in accordance with our [Corporate Governance Guidelines](#). The Board oversees management's execution of strategy, fulfills its fiduciary responsibilities, evaluates significant business and operational risks, and sets expectations for ethical conduct and governance standards applicable to directors, officers, and employees. These responsibilities support responsible decision-making and alignment with the best interests of the Company and its shareholders. The Board receives updates on key matters from members of our global leadership team at least quarterly.

Our Board carries out its oversight responsibilities through the following standing committees, each of which plays a role, where applicable, in overseeing ESG-related matters:

- **Audit Committee:** Oversees our accounting and financial reporting processes, the independent audit of our financial statements, and the effectiveness of internal controls, and has primary responsibility for oversight of our enterprise risk portfolio and mitigation strategies. Its responsibilities include oversight of legal, cybersecurity, and ESG risks, as well as monitoring regulatory developments related to ESG and climate-related disclosures, supporting transparency and accountability in our ESG reporting.
- **Compensation Committee:** Oversees our compensation and employee benefit plans and practices, including executive compensation, incentive compensation, and equity-based plans. In fulfilling its mandate, the Committee considers the alignment of compensation programs with corporate strategy and risk management, supporting the responsible management of human capital and broader social considerations.
- **Nominating and Corporate Governance Committee:** Identifies and recommends director nominees, advises on Board composition and committee structure, and oversees our corporate governance guidelines. Through its focus on Board effectiveness, diversity of skills and experience, and governance practices, the Committee supports strong governance oversight of ESG-related risks and opportunities.



100 Most Influential CEOs in Oncology

We are proud to share that our CEO, Ying Huang, PhD, was recognized by OncoDaily as one of the 100 Most Influential CEOs in Oncology in 2025. This recognition reflects his leadership in advancing our global operations and oncology pipeline. It also underscores Dr. Huang's stewardship and the governance principles that support Legend Biotech's continued growth and contribution to cancer care.



Ethics and Integrity

Our commitment to ethics and compliance is reinforced through comprehensive policies and procedures, ongoing training, internal monitoring, and related communications. Our [Code of Conduct](#) serves as a foundational framework for our Board, leadership, management teams, and employees, guiding how we operate with integrity while advancing our mission and supporting long-term value creation. Our Code covers the following topics, among others:

- Compliance with laws and regulations
- Reporting concerns and no-retaliation policy
- Healthcare community engagement
- Conflicts of interest and anti-corruption
- Environmental, health, and safety
- Discrimination and harassment
- Political contributions
- Insider trading
- Charitable contributions and grants

Legend Biotech maintains a global framework of internal policies designed to support ethical conduct, responsible business practices, effective risk oversight, and the protection of stakeholders across its operations. These policies form part of the Company's broader governance approach and help guide decision-making and accountability across the organization.

As part of the onboarding process, employees receive training on key company policies and expectations, including the Code of Conduct and other relevant governance and compliance topics. This training is designed to promote awareness of applicable standards, ethical expectations, and legal requirements that apply to their roles.

Examples of internal policies that support Legend Biotech's governance framework include:

- Code of Conduct
- Global Anti-Bribery and Corruption Policy
- Global Speak Up Policy
- Global Conflict of Interest Policy
- Global Data Privacy Policy
- Global Cybersecurity and Data Protection Policy
- Global Artificial Intelligence (AI) Policy
- AI Responsible Use Policy
- Recruitment Policy
- Related Party Transaction Policy

In 2025, we strengthened our governance foundation through several key updates:

1 We completed a comprehensive update to our global Code of Conduct, including the introduction of a new interactive format organized around core commitments and enhanced content through clearer guidance, practical scenarios, and direct links to supporting policies. In parallel, we implemented a Supplier Code of Conduct to communicate our expectations for ethical behavior, compliance, and responsible business practices across our supply chain.

2 We enhanced our global employee training framework by introducing new mandatory training requirements for all employees, strengthening our ongoing compliance training programs, and streamlining existing training offerings by removing or consolidating less relevant modules to better focus on content aligned with employees' roles and responsibilities as part of our commitment to continuous improvement.

3 We redesigned and enhanced our new hire compliance onboarding experience to reinforce expectations from day one and support consistent understanding of our policies and standards across the organization.



Ethics and Integrity (continued)

Ethical conduct and integrity are foundational to how we operate and make decisions across Legend Biotech. Our compliance and governance framework is designed to promote accountability, manage risk, and support consistent standards of behavior throughout the organization and across our third-party relationships.

We maintain enterprise-level oversight processes that address key areas of compliance risk, including third-party engagement, financial integrity, and regulated activities. These processes are supported by defined governance structures and independent assurance functions that help evaluate the effectiveness of controls, reinforce responsible business practices, and support transparency across our operations.

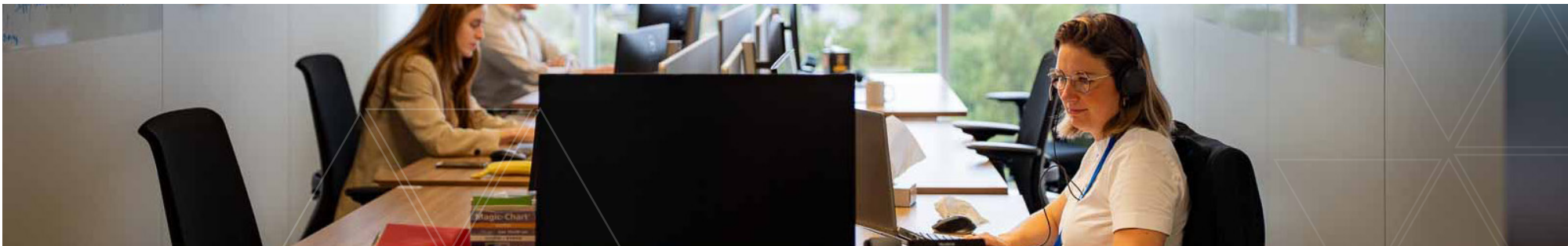
Quality oversight and compliance monitoring further support this framework by helping ensure adherence to applicable regulatory requirements and internal standards in manufacturing and research activities. Together, these governance, compliance, and quality processes reinforce a culture of integrity and ethical behavior across the organization.

Hotline for Ethics and Compliance Reporting

We provide a confidential “Speak Up” Compliance and Ethics Hotline that operates 24 hours a day, seven days a week, 365 days a year. The hotline, also known as the ‘Legend Line’, is available to employees and external stakeholders, including former employees, customers, contractors, vendors, suppliers, patients, healthcare providers, and partner organizations, to ask questions or report suspected or actual violations of laws, regulations, our Code of Conduct, and, for U.S. employees, the Standards of Conduct Policy. Where permitted by local law, reports and inquiries may be submitted anonymously, and all individuals may use the hotline without fear of retaliation.

The Speak Up hotline is operated by an independent third-party provider, NAVEX’s EthicsPoint. It is designed to receive reports related to legal, regulatory, and policy matters as well as human resources related concerns such as harassment, discrimination, and workplace safety issues.

The hotline is accessible via web, email, or mobile site, providing multiple channels for individuals to submit reports or ask questions globally.





Supply Chain Responsibility

Legend Biotech's approach to supply chain management is grounded in structured governance, risk-based oversight, and clear expectations for ethical and compliant business conduct. We engage suppliers through a formal qualification and third-party risk management onboarding process that evaluates business capability, quality, and alignment with our standards. Supplier reviews are tailored based on risk and may include sanctions and debarment screening, regulatory and compliance checks, financial stability assessments, and evaluations of quality systems, cybersecurity, data privacy, and anti-bribery and anti-corruption risks. Regional qualification procedures incorporate additional requirements to reflect local regulations and supplier categories, including verification of applicable GxP compliance and required licenses where relevant.

Our Supplier Code of Conduct establishes baseline expectations for suppliers across ethics, governance, human rights, labor practices, health and safety, environmental responsibility, and compliance with applicable laws. The Code prohibits practices such as forced labor, child labor, human trafficking, and discrimination. It requires suppliers to uphold internationally recognized labor principles, including respect for freedom of association, provision of fair wages, adherence to reasonable working hours, and maintenance of safe and healthy working conditions. Suppliers are also expected to operate in compliance with applicable environmental requirements and to manage their environmental impacts responsibly. This includes the proper handling of waste and emissions, efficient use of natural resources, and implementation of measures to prevent environmental incidents. To support effective oversight and accountability, the Code requires suppliers to maintain appropriate governance and risk management practices. These include maintaining accurate business records, implementing controls to prevent corruption, safeguarding confidential and personal information, providing relevant employee training, and establishing accessible grievance mechanisms. Suppliers are expected to cooperate with monitoring activities, including audits and assessments, and to implement timely corrective actions where gaps are identified. Through these requirements, we seek to strengthen transparency, mitigate ESG-related risks, and promote responsible business conduct across our supply chain.



Cybersecurity and Data Privacy

Legend Biotech manages cybersecurity and data privacy as core components of our risk management and governance framework. Our approach is designed to support responsible data use, protect sensitive information, and promote accountability across the organization.

Cybersecurity

Legend Biotech maintains a multi-faceted, risk-based cybersecurity program aligned with our business objectives and designed to protect the confidentiality, integrity, and availability of our systems and information. Our cybersecurity program is structured to support compliance with applicable regulatory requirements and is integrated into our broader risk management framework. Oversight of our cybersecurity strategy is the responsibility of our Head of Technical Services, who provides periodic updates to the Audit Committee of the Board of Directors. We use the National Institute of Standards and Technology (NIST) cybersecurity framework to benchmark and assess our security posture.

Our cybersecurity program incorporates a combination of technical, administrative, and organizational controls intended to safeguard our systems and data. These measures include encryption of data at rest and in transit, role-based access controls, segregation of duties, identity and access management, and data loss and leak prevention capabilities. Access to systems and data is provisioned based on business need, with controls designed to support appropriate use and limit unauthorized access. We continuously monitor our environment to help maintain system resilience and operational integrity.

We emphasize employee awareness as a key component of our cybersecurity program. A dedicated cybersecurity team delivers ongoing training to help employees identify and respond to relevant cyber risks, including phishing and other common threat vectors. Training is adapted for higher-risk geographies through translated materials where appropriate, and we engage employees and contractors annually through Cybersecurity Awareness Month. We also address emerging cybersecurity risks through monitoring and response activities such as threat intelligence, third-party risk management, and cyber behavior vigilance, and we continue to refine our program in response to an evolving threat landscape.



Data Privacy

Legend Biotech is entrusted with confidential employee, patient, and other third-parties data in the course of providing our treatments. We protect the privacy and confidentiality of this data in compliance with applicable privacy and data collection laws.

Our Global Privacy Officer works closely with our Information Security Officer and relevant stakeholders to support appropriate data protection practices, security safeguards, and responsible data use.

Our Privacy Notice is available [online](#). We have also implemented privacy-related policies and procedures and provide privacy education to employees and contractors, as applicable.



Appendices

In this section:

SASB Index
Data Index
Forward-Looking Statements



SASB Index

This index has been prepared in accordance with SASB's Biotechnology and Pharmaceutical sector standards and covers the period from January 1, 2025, to December 31, 2025, unless otherwise noted.

Topic	Code	Metric	Response
Safety of Clinical Trial Participants	HC-BP-210a.1	Discussion, by region, of management process for ensuring quality and patient safety during clinical trials	See the Product Safety and Quality (page 14) and Clinical Trials (page 16) sections of our report for further details.
	HC-BP-210a.2	Number of inspections related to clinical trial management and pharmacovigilance that resulted in: (1) entity voluntary remediation or (2) regulatory or administrative actions taken against the entity	(1) 0 (2) 0
	HC-BP-210a.3	Total amount of monetary losses as a result of legal proceedings associated with clinical trials in developing countries	For the reporting period, Legend Biotech is not aware of any legal proceedings associated with clinical trials in developing countries that are sponsored by, or conducted on behalf of, the Company. We are committed to transparency and disclose any relevant information in accordance with applicable laws and regulations. Should any legal proceedings arise that meet public disclosure criteria, we would include this information in our annual filings (i.e., 20-F) or as required by law.
Access to Medicines	HC-BP-240a.1	Description of actions and initiatives to promote access to health care products for priority diseases and in priority countries as defined by the Access to Medicine Index	ATMI Priority Disease Areas: Our pipeline includes treatments for priority diseases as identified within the 2024 Access to Medicine Index, including non Hodgkin lymphoma, stomach and oesophageal cancers (gastric, gastroesophageal junction, and esophageal adenocarcinoma), hematologic malignancies such as multiple myeloma and Non-Hodgkin lymphoma, and lung cancers (small cell lung cancer and large cell neuroendocrine carcinoma). Multiple myeloma is addressed both in our development pipeline and through a commercially available therapy, CARVYKTI®. ATMI Priority Countries: Based on the Access to Medicine Index country classifications, the Company's clinical development and/or commercial activities extend to several countries recognized by the Index as underserved markets, including Argentina, Brazil, and China.
	HC-BP-240a.2	List of products on the WHO List of Prequalified Medicinal Products as part of its Prequalification of Medicines Programme (PQP)	No products on the WHO list of Prequalified Medicinal Products at this time



SASB Index

Topic	Code	Metric	Response
Affordability & Pricing	HC-BP-240b.2	Percentage change in: (1) weighted average list price and (2) weighted average net price across product portfolio compared to previous reporting period	(1) 6.8% (2) 7.2%
	HC-BP-240b.3	Percentage change in: (1) list price and (2) net price of product with largest increase compared to previous reporting period	(1) 6.8% (2) 7.2%
Drug Safety	HC-BP-250a.1	Products listed in public medical product safety or adverse event alert database	Available via FDA Safety Information and Adverse Event Reporting Program website
	HC-BP-250a.2	Number of fatalities associated with products	FDA Adverse Event Reporting System (FAERS) Database
	HC-BP-250a.3	(1) Number of recalls issued (2) total units recalled	(1) 0 (2) 0
	HC-BP-250a.4	Total amount of product accepted for take-back, reuse, or disposal	Not applicable due to nature of CARVYKTI® product
	HC-BP-250a.5	Number of enforcement actions taken in response to violations of good manufacturing practices (GMP) or equivalent standards, by type	0
Counterfeit Drugs	HC-BP-260a.1	Description of methods and technologies used to maintain traceability of products throughout the supply chain and prevent counterfeiting	Not applicable
	HC-BP-260a.2	Discussion of process for alerting customers and business partners to potential or known risks associated with counterfeit products	Not applicable



SASB Index

Topic	Code	Metric	Response
Counterfeit Drugs	HC-BP-260a.3	Number of actions that led to raids, seizure, arrests, or filing of criminal charges related to counterfeit products	Not applicable
Ethical Marketing	HC-BP-270a.1	Total amount of monetary losses as a result of legal proceedings associated with false marketing claims	\$0
	HC-BP-270a.2	Description of code of ethics governing promotion of off-label use of products	Legend Biotech maintains policies and procedures governing ethical marketing practices, including the prevention of off-label promotion. Under our Promotion and Advertising Review Process, “labeling” is defined as information consistent with a product’s current Prescribing Information as approved by the relevant regulatory authority. We require that all promotional materials be accurate, truthful, not misleading, balanced with respect to risks and benefits, and aligned with approved labeling. To support compliance, all promotional materials must be reviewed and approved prior to use by a cross-functional Promotional and Advertising Review Committee (PARC), comprising Medical, Legal, and Regulatory representatives. We reinforce these standards through mandatory training for commercial personnel, which requires the use of only approved materials, prohibits off-label promotion, and directs medical inquiries to appropriate medical functions. Supporting controls include documented review and approval processes within designated systems and mechanisms for employees to report potential violations. Through these policies, review processes, and training programs, Legend Biotech seeks to promote ethical marketing practices and mitigate the risk of off-label promotion by ensuring that all promotional activities are subject to appropriate oversight and aligned with approved product information.



SASB Index

Topic	Code	Metric	Response
Employee Recruitment, Development & Retention	HC-BP-330a.1	Discussion of talent recruitment and retention efforts for scientists and research and development staff	See the sections titled Talent Attraction and Retention (pages 25) and Learning and Development (page 29).
	HC-BP-330a.2	(1) Voluntary and (2) involuntary turnover rate for: (a) executives/senior managers, (b) mid-level managers, (c) professionals, and (d) all others	Legend Biotech discloses employee turnover using internal job level classifications that do not fully align with the specific categories prescribed by SASB, and does not currently present turnover rates separately for voluntary and involuntary categories by employee level. Total turnover rates by employee category are as follows: ■ Associates and Specialists: 7.2% ■ Supervisors and Managers: 5.6% ■ Directors and above: 2.0% These categories are broadly comparable to the SASB-defined groupings, with Directors and above approximating executives and senior managers, Supervisors and Managers representing mid-level management, and Associates and Specialists representing professional and other employee populations. Additional detail on turnover is provided by geographic region, including separate voluntary and involuntary turnover rates. This information is available on page 54 of this report.



SASB Index

Topic	Code	Metric	Response
Supply Chain Management	HC-BP-430a.1	Percentage of (1) entity's facilities and (2) Tier I suppliers' facilities participating in the Rx-360 International Pharmaceutical Supply Chain Consortium audit program or equivalent third-party audit programs for integrity of supply chain and ingredients	Legend Biotech maintains a robust and compliant supply chain management framework, implemented in collaboration with our third-party partners, to support product safety, quality, and supply continuity. While we do not currently participate in the Rx-360 consortium or comparable industry programs, and have not quantified the percentage of Tier I suppliers participating in Rx-360 or equivalent audit initiatives, we actively monitor and manage supply chain risks through internally established processes, controls, and oversight. These include risk-based supplier qualification, quality agreements, audits, and ongoing performance monitoring aligned with internal quality and governance standards and regulatory requirements. Additional information on our governance and oversight practices is provided in the Product Safety and Quality section beginning on page 14 .
Business Ethics	HC-BP-510a.1	Total amount of monetary losses as a result of legal proceedings associated with corruption and bribery	\$0
	HC-BP-510a.2	Description of code of ethics governing interactions with health care professionals	Oversight of our Code of Conduct is provided by the Board, with the Audit Committee responsible for monitoring compliance. At the management level, our Compliance function supports implementation of the Code and promotes alignment with its principles across the organization. In addition to the Code of Conduct, the Healthcare Compliance Policy Manual is intended to help ensure that employees who interact with healthcare professionals comply with applicable laws, regulations, guidance, and industry codes. The Company also maintains review committees to help ensure that promotional, medical, other materials, and transfer of value are reviewed for compliance with applicable laws, regulations, guidance, and industry codes. Employees who interact with healthcare professionals receive annual core compliance training, as well as periodic risk-based training tailored to their roles. Failure to comply with Company policies may result in disciplinary action, up to and including termination. All employees complete Code of Conduct training upon hire and annually thereafter, with additional training on key risk areas such as anti-corruption. See the Ethics and Integrity section (page 43) for further details.

SASB Index

Activity	Code	Response
Number of patients treated	HC-BP-000.A	More than 10,000 patients have been treated worldwide as of the date of this report.
Number of drugs (1) in portfolio and (2) in research and development (Phases 1-3)	HC-BP-000.B	(1) 1 commercially-approved product (2) 15 therapies in research and development (Phases 1-3) For more details on our pipeline, see our website: https://legendbiotech.com/research-development/pipeline/





Data Index: Empowering Employees and Strengthening Communities

The data in this index is as of December 31, 2025, unless otherwise noted.

Employee Headcount by Gender

Gender	Employees (#)	Employees (%)
Female	1,627	55%
Male	1,338	45%
Total Employees	2,965	

Non-Employee Workers

Total Number of Non-employees* **451**

*non-employees are defined as either independent individuals engaged directly by the company and not on the company's payroll and/or individuals who work for the company but are employed and paid by a third-party staffing or labor-hire firm that support company operations.

Employee Headcount by Country

Country	Employees (#)	Employees (%)
United States	1,461	49%
Belgium	975	33%
Ireland	17	1%
China	512	17%

Turnover by Region

Region	Average Employee Headcount in 2025 (#)	Voluntary Turnover Rate (%)	Involuntary Turnover Rate (%)
U.S.	1,406	9%	4%
EU	824	6%	2%
China	562	5%	25%
Total	2,792	7.2%	7.7%

Total Turnover

Total Turnover **14.9%**

Employees by Function

Function	Employees (#)	Employees (%)
General and administrative	373	13%
Research and development	562	19%
Sales and marketing	81	3%
Global manufacturing and supply	723	24%
Quality/operations	1,047	35%
Others	179	6%

2,965 total employees
(+14% compared to 2024)



Data Index: Fostering Operational Efficiency and Integrity

This index covers the period from January 1, 2025, to December 31, 2025, unless otherwise noted.

Waste Generated and Disposed (metric tons)		
Total weight of waste generated	155.74	
Waste Diverted from Disposal		
Reused	-	
Recycled	26.67	
Diverted using other recovery methods	6.76	
Waste Directed to Disposal	Waste	Hazardous Waste
Incinerated	34.20	67.91
Landfilled	20.19	-
Disposed by other methods	-	-

Waste data presented in this table is presented with reference to GRI 306-3 (Waste generated), 306-4 (Waste diverted from disposal), and 306-5 (Waste directed to disposal), and reflects only waste streams generated from operations under our direct operational control and for which we have visibility into handling, treatment, and disposal practices. At certain leased or multi-tenant facilities, waste is managed by property owners or third-party landlords and collected in shared waste systems that commingle waste from multiple tenants. In these instances, waste quantities are not separately tracked at the tenant level and are therefore excluded from our reported data. Accordingly, our disclosures include only waste from sites and waste streams where we directly manage disposal activities or engage third-party vendors to do so on our behalf.

Legend Biotech classifies waste as hazardous or non-hazardous in accordance with applicable local, state, and national regulations in the jurisdictions where we operate. These regulatory frameworks define the criteria for hazardous waste based on factors such as chemical composition and potential risks to human health and the environment. As regulatory requirements and classification standards may differ across jurisdictions, the designation of waste streams as hazardous or non-hazardous may vary by location.

GHG Emissions (mtCO ₂ e)	2024	2025
Scope 1	769	1,061
Scope 2 (market-based)	11,945	9,253
Scope 2 (location-based)	11,321	9,243
Scope 3	*	7,282
Category 3: Fuel- and Energy-Related Activities	*	1,580
Category 6: Business Travel	*	2,091
Category 7: Employee Commuting	*	3,611
Total Scope 1 & 2 Emissions (market-based)	12,715	10,314

*Not reported

Energy Consumption (MWh)	2024	2025
Natural Gas	4,244	5,608
Electric Power	20,059	19,463
Purchased Steam	4,379	650
Total Energy Consumption	28,682	25,721

Current energy consumption is calculated using Higher Heating Value (HHV) to account for the entire fuel combustion.

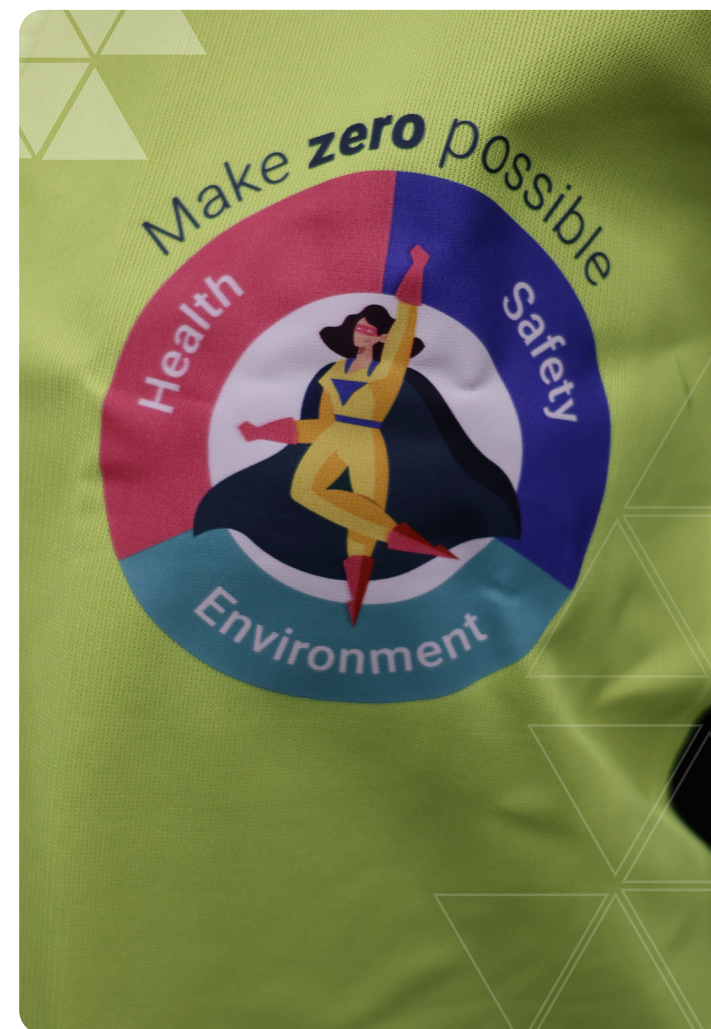
Energy consumption data presented in this table excludes energy associated with leased vehicles. Greenhouse gas emissions related to leased vehicle use are included in our GHG inventory and are estimated using a distance-driven methodology based on applicable DEFRA emission factors. As a result of this methodological approach, associated energy consumption is not recorded within our energy metrics. The impact of this exclusion is not expected to be material.

Data Index: Fostering Operational Efficiency and Integrity

Scope (Metric Tons)	CO ₂	CH ₄	N ₂ O
Scope 1	1,060	0.023	0.003
Scope 2 (market-based)	9,216	0.19	0.12
Scope 2 (location-based)	9,198	0.31	0.13

Scope (mtCO ₂ e)	CO ₂	CH ₄	N ₂ O	Total
Scope 1	1,060	0.62	0.76	1,061
Scope 2 (market-based)	9,216	5	32	9,253
Scope 2 (location-based)	9,198	8	36	9,242

Legend Biotech's greenhouse gas inventory includes three of the seven gases addressed by the Kyoto Protocol: carbon dioxide (CO₂), methane (CH₄), and nitrous oxide (N₂O). We do not currently emit hydrofluorocarbons (HFCs), sulfur hexafluoride (SF₆), perfluorocarbons (PFCs), or nitrogen trifluoride (NF₃), as these gases are not generated by our current operations and therefore are not reflected in our emissions inventory.



Health and Safety Performance Data

Work-related Injuries and Ill-health		USA		Belgium		Ireland		China	
		Number	Rate	Number	Rate	Number	Rate	Number	Rate
Work-related injury	Fatalities	-	-	-	-	-	-	-	-
	High-consequence injuries, excluding fatalities	-	-	1	0.8	-	-	-	-
	Recordable injuries	25	9.3	4	3.1	-	-	-	-
	Description of types of injuries	The main types of injuries include slips, trips and falls, struck-by or struck-against incidents, overexertion, and chemical exposure. These categories reflect the nature of risks associated with our laboratory, manufacturing, and operational environments, and inform our ongoing injury prevention and safety management efforts.							
Work-related ill health	Fatalities	-		-		-		-	
	Cases of recordable ill health	4		-		-		-	
	Description of types of ill health	The main type of work-related ill health relates to dermatitis associated with exposure to gowning materials and personal protective equipment. We monitor such cases to inform improvements in materials selection, protective protocols, and employee health and safety practices.							
Lost time	Days lost due to injury, ill health, and/or fatalities	285		14		-		-	
Workforce hours		2,677,000		1,311,000		31,000		1,056,000	

The data in this table has been prepared with reference to GRI 403-9: Work-related injuries and GRI 403-10: Work-related ill health. Rates are calculated as the number of cases per 1,000,000 hours worked.

Board Composition 10 Directors total as of February 28, 2026

Independence	Number	Percentage
Independent Director	7	70%
Non-independent Director	3	30%
Gender		
Female	2	20%
Male	8	80%
Age		
Under 30	0	0%
30-50	0	0%
51-69	9	90%
70+	1	10%

Data does not include our Chief Executive Officer.





Inventory Calculation Methodology and Boundaries

Legend Biotech's GHG inventory is calculated and disclosed in accordance with the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard (Revised Edition) as published by the World Resources Institute and the World Business Council for Sustainable Development (GHG Protocol).

Organizational Boundary

Legend Biotech defines our organizational boundary in accordance with the GHG Protocol's operational control approach, which includes locations and activities where our company has the authority to introduce and implement its operating policies. Under this approach, we include facilities owned or leased by Legend Biotech. This includes office buildings, labs, and R&D facilities, among others. The operational control approach is deemed most appropriate because it reflects areas where Legend Biotech can directly influence decisions that impact our company's GHG emissions.

Legend Biotech's environmental sustainability data has been compiled based on the company's fiscal year, covering the period from January 1 to December 31, 2025.

Scope of Emissions

- **Scope 1:** Direct GHG emissions from owned or controlled sources. This currently includes our emissions from natural gas usage at Legend Biotech's facilities, as well as gasoline used in Legend Biotech's leased vehicles.
- **Scope 2:** Indirect emissions from the generation of purchased electricity and steam consumed by Legend Biotech's operations. Electricity includes both electricity used at Legend Biotech facilities, as well as electricity used to charge hybrid and EV fleet vehicles.
- **Scope 3:** Indirect emissions not included in Scope 1 or Scope 2 that occur across Legend Biotech's value chain, including upstream and downstream activities. We currently calculate and report select Scope 3 emission categories, including fuel- and energy-related activities, business travel, and employee commuting.

Scope 1, 2, and 3 emissions are calculated by applying emission factors and global warming potentials to the activity data collected for natural gas, fleet vehicles, electricity, steam, business travel, and employee commuting. Fuel- and energy related activities (FERA), not covered in Scopes 1 and 2, are calculated using specific FERA emission factors applied to Scope 1 and 2 activity data. For the Scope 1 and Scope 2 calculations in the 2025 GHG inventory, we obtained actual utility consumption data for the full reporting period for all sites where utility invoices were available. For locations where utility data was not available, we applied energy consumption estimates using intensity factors derived from the U.S. Energy Information Administration's Commercial Buildings Energy Consumption Survey (CBECS). These estimates are used to support completeness of the inventory and are applied consistently across comparable facility types.



Inventory Calculation Methodology and Boundaries

In calculating our greenhouse gas inventory, we apply Global Warming Potential (GWP) values to convert emissions of individual greenhouse gases into metric tons of carbon dioxide equivalent (mtCO₂e). These GWP values are based on the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report (AR6), which represents the most recent scientific consensus on the climate impacts of greenhouse gases. The GWP values applied reflect a 100-year time horizon (GWP100). The following table outlines the emission factor sources used in our emissions calculations:

Scope	Activity	Emission Factors Source
Scope 1	Natural Gas	US EPA MRR
Scope 1	Fleet - Gasoline	UK Department for Environment, Food, and Rural Affairs (DEFRA)
Scope 2	Steam	US EPA MRR
Scope 2	Fleet - Battery EV	UK Department for Environment, Food, and Rural Affairs (DEFRA)
Scope 2	Fleet – Hybrid Car	UK Department for Environment, Food, and Rural Affairs (DEFRA)
Scope 2	EP - US	Market-based: US Residual Mix (Green-e) Location-based: US EPA eGRID
Scope 2	EP – China	Market-based: International Energy Agency (IEA) Location-based: International Energy Agency (IEA)
Scope 2	EP – Belgium	Market-based: RE-DISS Residual European Mix Location-based: International Energy Agency (IEA)
Scope 2	EP – Ireland	Market-based: RE-DISS Residual European Mix Location-based: International Energy Agency (IEA)

EP = Electric Power

Emission factors presented in this table relate to the current reporting year (FY 2025) and are applied in the calculation of our Scope 1 and Scope 2 emissions under both the location-based and market-based methods. For market-based Scope 2 emissions, we apply the most appropriate available emission factors in accordance with the hierarchy set out in Table 6.3 of the GHG Protocol Scope 2 Guidance.



FORWARD LOOKING STATEMENTS

This report has been prepared by Legend Biotech Corporation (“Legend Biotech” or the “Company”) solely for information purposes and does not contain all relevant information relating to the Company.

The safety and efficacy of the agents and/or uses under investigation discussed in this report have not been established, except to the extent specifically provided by marketing authorizations previously received from relevant health authorities. Further, for investigational agents and/or uses, the Company cannot guarantee health authority approval or that such agents and/or uses will become commercially available in any country.

Certain information contained in this report relates to or is based on studies, publications, surveys, and other data obtained from third-party sources and Legend Biotech’s own internal estimates and research. While Legend Biotech believes these third-party sources to be reliable as of the date of this report’s publication June 24, 2026, it has not independently verified, and makes no representation as to the adequacy, fairness, accuracy, or completeness of any information obtained from third-party sources. While Legend Biotech believes its internal research is reliable, such research has not been verified by any independent source.

Statements in this report about future expectations, plans and prospects, as well as any other statements regarding matters that are not historical facts, constitute “forward-looking statements” within the meaning of The Private Securities Litigation Reform Act of 1995.

These statements include, but are not limited to, statements relating to Legend Biotech’s strategies and objectives, including ESG-related activities statements relating to CARVYKTI®, including Legend Biotech’s expectations for CARVYKTI®, and statements about regulatory submissions for CARVYKTI®, and the progress of such submissions with the FDA, the EMA and other

regulatory authorities; and expected results of clinical trials; Legend Biotech’s expectations on advancing their pipeline and product portfolio; and the potential benefits of Legend Biotech’s product candidates. The words “anticipate,” “believe,” “continue,” “could,” “estimate,” “expect,” “intend,” “may,” “plan,” “potential,” “predict,” “project,” “should,” “target,” “will,” “would,” and similar expressions are intended to identify forward-looking statements, although not all forward-looking statements contain these identifying words. Actual results may differ materially from those indicated by such forward-looking statements as a result of various important factors. Legend Biotech’s expectations could be affected by, among other things, uncertainties involved in the development of new pharmaceutical products; unexpected clinical trial results, including as a result of additional analysis of existing clinical data or unexpected new clinical data; unexpected regulatory actions or delays, including requests for additional safety and/or efficacy data or analysis of data, or government regulation generally; unexpected delays as a result of actions undertaken, or failures to act, by our third-party partners; uncertainties arising from challenges to Legend Biotech’s patent or other proprietary intellectual property protection, including the uncertainties involved in the U.S. litigation process; competition in general; government, industry, and general product pricing and other political pressures; the duration and severity of the COVID-19 pandemic and governmental and regulatory measures implemented in response to the evolving situation; as well as the other factors discussed in the “Risk Factors” section of Legend Biotech’s Annual Report on Form 20-F filed with the Securities and Exchange Commission (SEC) on March 10, 2026 and Legend Biotech’s other filings with the SEC.

Should one or more of these risks or uncertainties materialize, or should underlying assumptions prove incorrect, actual results may vary materially from those described in this presentation as anticipated, believed, estimated or expected. Any forward-looking statements

contained in this report speak only as of the date of publication. Legend Biotech specifically disclaims any obligation to update any forward-looking statement, whether as a result of new information, future events, or otherwise.

The inclusion of topics in this report should not be read as implying that such topics are material to the Company’s business, operations, or financial condition or are otherwise “material” in the context of the U.S. federal securities laws or any other regulatory framework.

Historical and forward-looking statements contained in this report may be based on standards for measuring progress that are still developing, internal controls and processes that continue to evolve, and assumptions that are subject to change in the future. Statements in this report also may include estimates or approximations. We believe that such estimates are appropriate and reasonable; however, due to inherent uncertainties in making estimates and assumptions, actual results could differ from the original estimates. The precision of different measurement techniques may also vary. This report also includes certain information that is obtained or derived from published sources or third parties. The accuracy and completeness of such information are not guaranteed. Such information is subject to assumptions, estimates and other uncertainties, and we have not independently verified this information.