Combined Non-Financial Statement of the Beiersdorf Group and the Beiersdorf AG

General Information

ESRS 2 – General Disclosures

General Basis for Preparation of the Non-Financial Statement

With this statement, Beiersdorf provides information on material sustainability matters within the Management Report. The Non-Financial Statement (NFS) was prepared in accordance with §§ 289b ff. *Handelsgesetzbuch (*German Commercial Code, *HGB)* as well as 315b to 315c *HGB* and thus represents the combined NFS of the Beiersdorf Group and Beiersdorf AG as the parent company. Unless otherwise stated, the qualitative information regarding the Consumer Business Segment also applies to Beiersdorf AG. The results of the concepts for Beiersdorf AG are comparable to the presentation for the Consumer Business Segment.

Beiersdorf reports partially in accordance with the first set of the "European Sustainability Reporting Standards" (ESRS) as a framework for non-financial reporting in accordance with § 315c *HGB* in conjunction with § 289d *HGB*. This means that not all components of our NFS were prepared in compliance with the ESRS. An overview of all disclosure requirements included in the NFS is provided in "Annex A." This shows which disclosure requirements have been fully or partially implemented. All applicable phase-in options are used, including the provisions of the "Quick-fix Delegated Act." Accordingly, consolidated reporting is provided in the chapters ESRS S2, S3, and S4. Previous year's figures are generally not reported; exceptions apply to the emissions and energy metrics in ESRS E1 as well as specific targets in ESRS S1. For the NFS relating to Beiersdorf AG pursuant to § 289b *HGB,* we did not apply a framework. For our stakeholders, a (at least partially ESRS-compliant) NFS at Group level is relevant.

Beiersdorf reports in accordance with Article 8 of the EU Taxonomy Regulation on turnover, capital expenditure, and operating expenditure associated with environmentally sustainable activities.

The scope of consolidation of the NFS is the same as that for the Annual Report (see "Notes to the Consolidated Financial Statements") with the exceptions of our joint venture NIVEA-Kao, our majority shareholding S-Biomedic, and the Chantecaille, La Prairie, and Coppertone brands. Deviations exist in chapters ESRS E1, ESRS E2, ESRS E5, ESRS S1, ESRS S2, and ESRS G1. The corporate entities mentioned are partially included in the figures there. These discrepancies are explained at the appropriate points in the report. The metrics reported under ESRS E3 refer solely to our production sites.

In the materiality assessment, impacts, risks, and opportunities in own operations and along the upstream and downstream value chain have been considered. A detailed overview of the positive and negative impacts, financial risks, and opportunities identified as material is provided in the respective topic chapters. There are no material risks arising from our own business activities, or from our business relationships, products, and services, that are very likely to have severe negative impacts on the non-financial aspects pursuant to § 289c *HGB*.

Policies, actions, targets, and metrics relating to the material topics are presented in the following chapters. Whether these concern own operations or the upstream and/or downstream value chain depends on the materiality assessment of the respective sustainability matter and its location in the value chain.

The reported key figures were validated solely by our auditing firm as part of the limited assurance engagement for our NFS and were not audited by any additional external party.

The safeguard clause is not applicable; no information on intellectual property, know-how, or results of innovation has been omitted.

Disclosures in Relation to Specific Circumstances

Changes in the Preparation or Presentation of Sustainability Information
In the 2025 NFS, we included additional information and metrics that were not previously reported in order to align our reporting more closely with the ESRS requirements. Compared to the previous year, this has resulted in changes to the presentation and addition of sustainability information in individual chapters, including ESRS E1, ESRS E5, and ESRS S1. For example, the key figure tables in chapters ESRS E1 and ESRS E5 have been restructured or supplemented.

Any other methodological changes in the reporting period resulting in adjustments to or recalculations of metrics (e.g., new scientific findings such as the "Intergovernmental Panel on Climate Change" (IPCC) reports) are also explained at the appropriate points in the report (chapters ESRS E1, ESRS E5, ESRS S1, and ESRS S2).

Estimates and Extrapolations
To ensure data completeness, we use estimates or extrapolations based on comparable units for corporate entities within the scope of consolidation for which data is not collected directly due to materiality thresholds or limited availability.

We also use partly estimates when calculating metrics in cases that extend beyond Group boundaries, such as Scope 3 emissions, as these involve complex and often indirect processes of data collection from our value chain.

Due to the nature of data collection and the methodologies applied, there may be measurement uncertainties. These uncertainties arise from the availability, completeness, and quality of the underlying data; the use of different measurement and recording systems; and dependencies on supplier or partner data.

In-depth information on the methods used for these estimates is provided at the relevant points in the report.

The Role of the Administrative, Management, and Supervisory Bodies

As required by law in Germany for stock corporations (*Aktiengesellschaften*), Beiersdorf AG has a dual management and supervisory structure consisting of the Executive Board and the Supervisory Board.

Executive Board
Our Executive Board takes sole responsibility for managing the company and conducting the company's business. It performs its duties in the company's best interests and is dedicated to sustainably increasing the enterprise value. The members of the Executive Board are appointed by the Supervisory Board. An Executive Committee was established to support the operational control of the Beiersdorf Group's Consumer Business Segment. This comprises the members of the Executive Board and two individuals with global management functions.

The Beiersdorf Group Executive Board has six members, in 2025 50% of them were female (Astrid Hermann, Nicola D. Lafrentz, and Grita Loebsack).

Collectively, all members of the Executive Board must possess extensive relevant international experience acquired from years of working abroad or special expertise in our key international markets. Sector-specific knowledge is also required.

Primary responsibility for sustainability matters within the Executive Board lies with the Chairman of the Executive Board, Vincent Warnery, and Labor Relations Director Nicola D. Lafrentz. Within the Executive Committee, Dr. Gitta Neufang (Chief Research & Development Officer) and Michael Frey (Chief Supply Chain Officer) also have environmental, social, and governance (ESG) expertise. Dr. Gitta Neufang is also a sponsor of the Sustainability Council, the cross-functional management body for material sustainability matters in the Consumer Business Segment (see "ESG Governance" section of this chapter).

Supervisory Board
Our Supervisory Board comprises twelve members. In 2025

- 58% were female,

- 50% of shareholder representatives and 100% of employee representatives were independent within the meaning of the German Corporate Governance Code in the opinion of the Supervisory Board, and

- six members were employee representatives.

The Supervisory Board ensures that its members collectively have the knowledge, skills, and professional experience needed to perform their duties properly. In terms of their expertise, the members must collectively, in accordance with § 100 (5) *Aktiengesetz (*German Stock Corporation Act, *AktG*), be familiar with the sector in which the company operates; in addition, there must be at least one member with expertise and experience in each of the following specific areas:

- Business areas and sectors (consumer goods, beauty and skin/body care, international markets, including emerging markets)

- Marketing and Sales (brand development and management, distribution and retail, communication and media)

- Research and Development (R&D), including innovation management

- Supply Chain (supply chains and production)

- Human Resources and Organization (personnel development and management, corporate organization, corporate culture, diversity)

- ESG (sustainability, corporate social responsibility, ethics)

- Law and Governance (law, compliance, auditing, regulatory law, corporate governance)

- Information Technology (IT) and Digitalization (digitalization, data management, IT, and IT security)

- Finance (finance and controlling, accounting and auditing, each including sustainability reporting, risk management, and internal control systems)

The Supervisory Board therefore has the expertise necessary for effective management of the material impacts, risks, and opportunities identified. These fall under topics including climate change, environmental protection, circular economy, personnel development, social responsibility, and

corporate governance. Donya-Florence Amer has been responsible for ESG matters within the Supervisory Board since 2024.

Compliance Management

The Executive Board is responsible for establishing and monitoring an appropriate compliance management system (CMS). Both business segments, Consumer and tesa, have implemented CMS that conform to uniform standards and are implemented in close coordination with their Corporate Compliance departments for all Consumer and tesa subsidiaries. The Corporate Compliance departments are also responsible for developing and monitoring the CMS and defining minimum standards for our compliance programs.

The Corporate Compliance departments of Consumer and tesa report annually to the Executive Board and the Supervisory Board on the Group-wide effectiveness of our CMS as well as progress on other compliance issues such as anti-corruption. To this end, compliance incidents and the implementation status of our compliance programs are recorded centrally and in our subsidiaries worldwide. The results are used to identify any further action required, with appropriate measures implemented by the Corporate Compliance departments to ensure continual improvement. Reports on selected compliance issues are also submitted to the Executive Board during the year.

In addition to these reports, the Executive Board and Supervisory Board receive regular information and training on fundamental compliance issues and legal aspects.

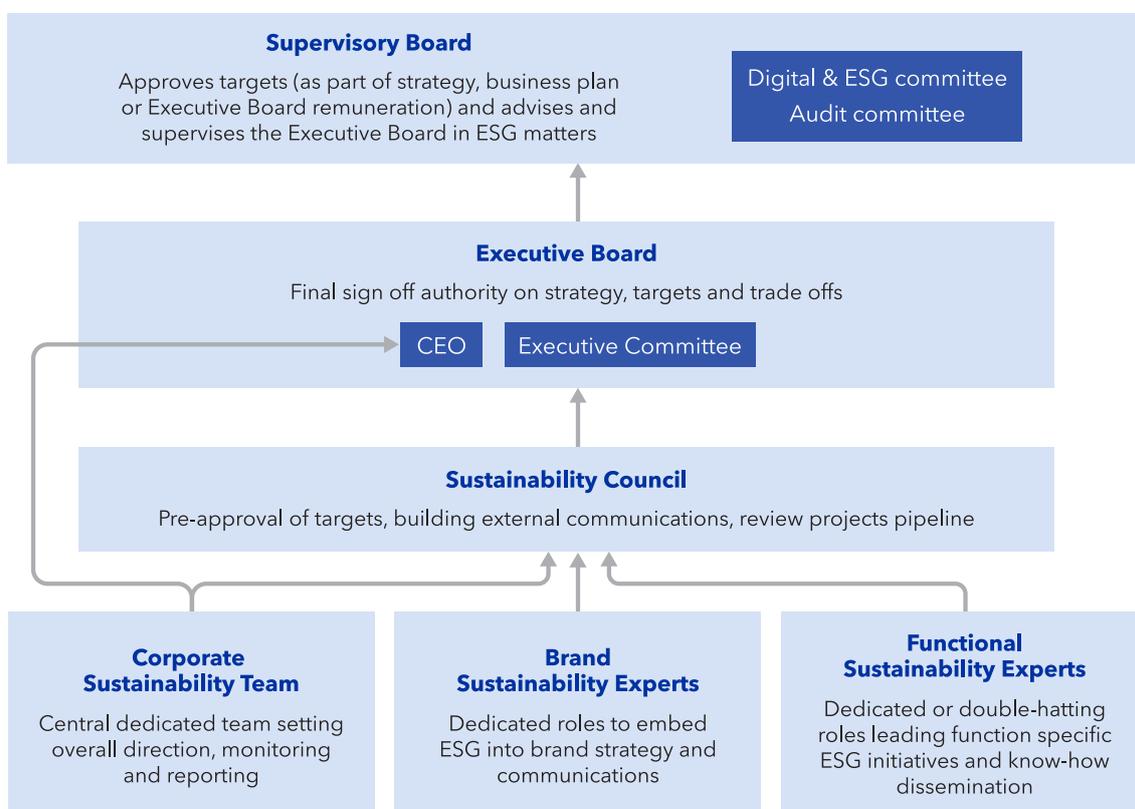Further information on the CMS is provided in the chapter "ESRS G1 – Business Conduct."

ESG Governance

The Executive Board chaired by Chief Executive Officer (CEO) Vincent Warnery is responsible for approving the sustainability strategies and the Group targets they involve. It delegates implementation of the sustainability strategy to the Corporate Sustainability function, headed by Vice President Sustainability Jean-François Pascal, and the sustainability experts within the brands and functions, who report to the Executive Board on a monthly basis concerning implementation of the strategies and progress made in terms of targets and milestones.

In addition, the Executive Board is responsible for ensuring internal control and risk management that is commensurate with the business activities and risk situation. This includes sustainability-related targets relevant to the company. The Executive Board provides the Supervisory Board with regular, timely, and comprehensive reports (approx. three to five times a year and additionally in urgent cases) on all questions of relevance to the company, also regarding sustainability in particular, and explains discrepancies between the actual course of business and the planning and targets.

The Supervisory Board appoints, advises, and supervises the Executive Board in connection with the latter's management of the company, as laid down by the law, the Articles of Association, and the bylaws. This also includes sustainability matters. The Supervisory Board and Executive Board work closely together to make a positive contribution to society and to achieve sustainable added value.

ESG Governance (Consumer Business Segment)

Supervisory Board

Approves targets (as part of strategy, business plan or Executive Board remuneration) and advises and supervises the Executive Board in ESG matters

Digital & ESG committee
Audit committee

Executive Board

Final sign off authority on strategy, targets and trade offs

CEO   Executive Committee

Sustainability Council

Pre-approval of targets, building external communications, review projects pipeline

Corporate Sustainability Team

Central dedicated team setting overall direction, monitoring and reporting

Brand Sustainability Experts

Dedicated roles to embed ESG into brand strategy and communications

Functional Sustainability Experts

Dedicated or double-hatting roles leading function specific ESG initiatives and know-how dissemination

The Digital and ESG Committee, comprising three shareholder representatives and three employee representatives from the Supervisory Board, advises and supervises the Executive Board in its business conduct with respect to sustainability matters. These include strategies, targets, and initiatives relating to climate and environmental impacts, circular economy, social matters, human rights, and the commitment to an inclusive society along the entire value chain and beyond. The Digital and ESG Committee also supports the Presiding Committee in preparing the ESG targets to be set for Executive Board remuneration.

The responsibilities for monitoring sustainability matters are incorporated into the duties and offices of the Executive Board and Supervisory Board. These responsibilities are set out in our Corporate Governance Guidelines, in which the obligations with regard to the monitoring and management of sustainability matters are described in detail.

To ensure that the members of the Executive Board and Supervisory Board have sufficient sustainability-related knowledge of the identified material impacts, risks, and opportunities, they receive specific training as needed, usually once a year.

Information Provided to and Sustainability Matters Addressed by the Company's Administrative, Management, and Supervisory Bodies

Our Group-wide Corporate Sustainability function is responsible for setting the strategic direction of our sustainability activities and regularly reports to the Executive Board on progress and the need for action. This Corporate Sustainability function reports monthly directly to the Chairman of the Executive

Board of Beiersdorf AG, who is responsible for sustainability. The Chief Financial Officer receives quarterly reports on matters relating to compliance and reporting (e.g., the *Lieferkettensorgfaltspflichtengesetz (German Supply Chain Due Diligence Act, LkSG)*, the "Corporate Sustainability Due Diligence Directive" (CSDDD), the "Corporate Sustainability Reporting Directive" (CSRD), and the "European Deforestation Regulation" (EUDR)). Meetings are also held with members of the Executive Board, Executive Committee, Supervisory Board and the entire Executive Board, as needed. The Audit Committee receives reports on sustainability matters two to three times per year.

Two cross-functional steering committees oversee the management of material sustainability matters: the Sustainability Council for the Consumer Business Segment and the Global Executive Committee for tesa. The directors of all relevant business units headed by the members of the Executive Board are represented on the Sustainability Council. This committee convenes at least once every quarter. The Global Executive Committee at tesa is composed of the members of the Executive Board and other executives. The committee meets every two weeks; it also discusses sustainability-related topics in the course of its meetings. In addition, the Chief Sustainability Officer reports directly to the Chairman of the Executive Board of tesa.

The following sustainability matters were discussed at Executive Board and Supervisory Board meetings during the reporting year: sustainability reporting, biodiversity, water management, climate change adaptation, diversity, and circular economy.

The regular reports on sustainability matters to the Executive Board and the Supervisory Board are intended to ensure that they consider material impacts, risks, and opportunities in their oversight of the strategy, decisions on major transactions, and in risk management, and that trade-offs are dealt with if necessary.

Integration of Sustainability-Related Performance in Incentive Schemes

Achievement of sustainability targets is firmly enshrined in the Beiersdorf remuneration and incentive schemes. This underscores the Executive Board's responsibility for creating long-term value for people, the environment, and society.

The Supervisory Board is responsible for the determination of the remuneration of the members of the Executive Board. The total remuneration payable to the members of the Executive Board is composed of fixed and variable elements. The fixed remuneration, which is not tied to performance, comprises the base remuneration plus ancillary benefits. The variable, performance-related remuneration is composed of a short-term variable bonus with annual targets (annual bonus) and a long-term variable bonus (LTP). The ESG-related targets are integrated into this variable remuneration.

Annual Bonus

The members of the Executive Board receive a variable bonus tied to the performance of the Consumer Business Segment for each financial year. This is paid out after the Annual General Meeting of the year following the financial year in question. The annual bonus is composed of joint and individual performance criteria that are tied to the company's financial and non-financial performance as well as its strategic and operational development. The specific performance criteria can also be related to ESG.

The performance criteria within the individual annual bonus targets in 2025 included (depending on the member) reduction of greenhouse gas emissions, introduction of the EcoBeautyScore, promoting corporate culture and workforce engagement, fostering talent, gender diversity, internationalization, and other diversity and inclusion targets. The average proportion of ESG-related performance criteria in the 2025 annual bonus was approximately 2% of target remuneration.

Long-Term Bonus (LTP)
Members of the Executive Board receive a multi-year bonus, which comprises rolling annual tranches with an evaluation period of four years each, in accordance with the remuneration system applicable since 2025. The financial and non-financial performance criteria of each LTP tranche are essentially derived from implementation of the "Win with Care" strategy and the ESG materiality assessments. Climate-related targets make up 10% of the weighting (based on target remuneration) in the first LTP tranche with a four-year evaluation period from 2025 to 2028 (LTP 2025-2028). The main climate targets are to reduce global Scope 1, 2, and 3 emissions (vs. 2018) and to increase the share of recycled materials in plastic packaging, both by 2028. The climate targets are aligned with our externally communicated CO_2-reduction targets (see "Targets Related to Climate Change"). Individual targets relating to employee development, including gender parity, also accounted for 10% of the weighting.

The average proportion of ESG-related targets in the entire performance-related variable remuneration for 2025 was approximately 15% of target remuneration.

Risk Management and Internal Controls over Sustainability Reporting

Beiersdorf acknowledges the importance of robust risk management and internal control processes that underpin the integrity of sustainability reporting.

A Group-wide analysis identified the relevant positions and the associated processes with material risks for sustainability reporting. Safeguarding and control actions were defined for positions and processes at risk (primarily environmental metrics relevant to control in the ESRS E1 and ESRS E5 areas). These included separating functions within a process to prevent conflicts of interest, and implementing manual approval procedures using the dual control principle, to ensure the accuracy and completeness of the data. IT checks, access restrictions, and authorization concepts in the IT system are designed to guarantee the integrity of the data, and system-based procedures for data processing are aimed at minimizing human error.

The risk assessment was conducted in 2025 and will be performed annually going forward. It focuses on the completeness and accuracy of the sustainability information. Potential risks within the key processes are identified and prioritized using a standardized method based on the potential impact and probability of occurrence of these risks. The main risks identified include incomplete or inconsistent data collection, and errors in manual consolidation of data from different systems.

The results of the risk assessment and the internal controls are integrated into the relevant functions and processes. In close coordination with Internal Audit, the Executive Board monitors and assesses these safeguarding and control measures several times per year. Beiersdorf plans to continue to expand its internal control system going forward in order to meet the increasingly complex requirements of sustainability reporting.

Strategy, Business Model, and Value Chain

With a portfolio of global brands, Beiersdorf has developed into one of the world's leading companies in the consumer goods industry over the past 144 years – with over 190 international affiliates and more than 22,000 employees worldwide. Our business is divided into two separate, independently operating business segments: Consumer and tesa. As a wholly-owned subsidiary of Beiersdorf AG, tesa SE has been operated as an independent subgroup with its own management and corporate strategy since 2001.

In the Consumer Business Segment, our focus is on skin and body care for end consumers. We are represented in three market segments with our worldwide brands NIVEA, Eucerin, and La Prairie: the mass market, dermocosmetics, and the premium segment. Our products are sold in 180 countries, with Europe representing our main sales market. Information on changes during the reporting period

regarding sales market developments and the product segments offered can be found in the chapters "Results of Operations – Business Segments" in the management report and "Regional Reporting" in the consolidated financial statements.

In the tesa Business Segment, we concentrate on developing innovative adhesive tapes and self-adhesive solutions for industry, craft businesses, and end consumers. In the Industry division, tesa supplies specialized product and system solutions directly to industrial customers, especially in the automotive, electronics, printing and paper, and building and construction industries worldwide. The tesa Consumer division encompasses those markets in which retail partners or retail-like channels supply end consumers with market-driven products. These include product ranges aimed at private consumers and craftspeople. tesa also uses e-commerce business to offer products for sale directly to end customers. The Consumer business is focused on Europe and Latin America.

In total, 22,399 employees had an active employment contract with Beiersdorf as of December 31, 2025.

Headcount of Employees by Geographic Region

	Consumer	tesa	Total
Europe	9,056	3,311	12,367
Americas	3,363	637	4,000
Africa/Asia/Australia	4,664	1,368	6,032
Total	17,083	5,316	22,399

Consumer

In 2025, the "Win with Care" corporate strategy for the Consumer Business Segment, developed in the previous year, was further implemented. Sustainability is firmly established within the strategic "Performance with Purpose" pillar. In addition to driving profitable growth for our company, we also take responsibility. Our goal: sustainable growth. Climate action is at the core of our efforts, along with the decarbonization of our company and the supply chain. We are also committed to an inclusive society.

Beiersdorf is striving to achieve the target of net zero emissions by 2045. The climate strategy focuses on continual reduction of greenhouse gas (GHG) emissions along the entire value chain. Emissions were reduced by 33% by the end of 2025, against base year 2018, meaning that the interim target was fully achieved.

In light of the significant shifts in the (geo)political landscape and market conditions in 2025, we have integrated this new reality into our future actions and have updated our "Climate Transition Plan" accordingly. This involved adjusting the previous interim targets and setting a new target for the next phase of the transformation: reducing GHG emissions (Scope 1 to 3) by 35% by 2030 versus the 2018 base year. This adjustment also supports the ongoing alignment with science-based climate targets pursuant to the "Science Based Targets initiative" (SBTi) and the requirements of the CSRD. The SBTi confirmed our net zero target at Group level, including the adjusted interim targets, in December 2025.

At present, the most important product groups in terms of our sustainability targets in all global markets are deodorants, soaps, body care, creams, and shower products. We see the greatest leverage for emissions reduction in these categories. The adjusted targets for 2030 at product level are as follows:

Packaging
- 50% of our plastic packaging made of recycled or renewable materials
- >90% of packaging designed for recycling ("Design for Recycling")

Product Formulations
- 100% of soaps free from tallow

For more details on our specific targets and actions for the sustainable transformation of our products, please refer to chapters "ESRS E1 – Climate Change" and "ESRS E5 – Resource Use and Circular Economy."

Our CARE BEYOND SKIN sustainability agenda is a key component of our "Win with Care" strategy. It comprises seven focus fields that concentrate on the impact of our activities throughout the value chain: from the climate impact of our products and processes, the circularity of the resources we use and their influence on land and water use, through to the health and safety of our employees and consumers, and our commitment to an inclusive society. The focus fields and their targets are currently under review and are expected to be adjusted in 2026 in the context of the sustainability agenda update.

tesa

At tesa, sustainability is enshrined in the business strategy. Our ambition is to use our technological know-how and passion to develop more sustainable adhesive solutions and products. The framework for this is formed by five strategic action areas for which tesa has defined the following long-term targets for the period through 2030:

Reduction of Emissions
- Climate-neutral production (Scope 1 and 2 emissions) and a 20% reduction in Scope 3 emissions vs. 2018.

Responsible Sourcing
- We aim for full supply chain transparency, with the goal of at least 80% of our purchasing volume sourced exclusively from suppliers who have an "EcoVadis" assessment of at least 45 points and meet our responsible supply chain standards overall.

Use of Recycled and Bio-Based Materials
- 70% of product and packaging materials made from recycled or bio-based materials. We also aim to halve the use of non-recycled fossil-based plastics.

Circularity and Reduction of Waste
- We plan to offer sustainable end-of-life solutions for selected products. In production, we aim to further work on solvent-free processes and full solvent recovery.

Enable Sustainability at our Customers
- We plan to offer customers innovative adhesive solutions that contribute to the sustainability of their processes and products, and to make the joint work results measurable.

The strategic action areas extend across the business segment's entire value chain. As a production company in the chemicals sector, we see the greatest leverage for achieving our targets in the increased use of recycled and renewable raw materials for our adhesive solutions, in close cooperation with suppliers, and in the use of renewable energy in our own production and in the supply chain.

An important product group in the context of sustainability targets is our adhesive solutions in the industrial sector in all global markets. By developing more sustainable products, we support our customers in achieving their own sustainability goals and underpin our own emissions reduction ambitions. The sustainability agenda, which is based on the Ten Principles of the "United Nations Global Compact" (UNGC) and the "Sustainable Development Goals" (SDGs) of the United Nations, continues to be an additional cornerstone of the strategy. It now reflects our aspiration to view sustainability holistically and thus also includes topics that go beyond the strategic action areas – such as occupational safety.

Realizing the Sustainability Strategies of the Two Business Segments
We see the main challenges in the future realization of the sustainability strategies of the two business segments in the following areas:

- increasingly volatile (geo)political and economic conditions

- limited availability of renewable energies in the supply chain for our partners to make significant GHG reductions in Scope 3

- lack of a clear and consistent statutory framework applicable across markets that underpins a targeted (product) transformation

- increasing digitalization of internal processes and supply chains to improve the transparency of our data

We set out how we face these challenges with our concepts and solutions in the subsequent topic chapters.

Value Chain
Beiersdorf relies on extraction of raw materials for the production of its products. The raw materials used are associated with the following activities: cultivation and harvesting of agricultural raw materials (primarily palm oil, soy, coconut, wood, and natural rubber), animal husbandry (tallow), and mining and extraction of fossil and mineral raw materials. These raw materials are processed and refined to produce emulsifiers, surfactants, oils, adhesives and other substances, as well as packaging materials. We procure these raw materials from our suppliers via multi-tier supply chains and use them at our production sites. The intermediate products that we procure directly are primarily chemical products and packaging materials comprising plastic, aluminum, glass and paper.

Beiersdorf manufactures a wide range of products in its own operations. There are 14 production centers for the Consumer Business Segment, located in Europe, North and South America, Africa, and the Asia-Pacific region. These centers focus on mixing and filling activities and produce primarily for their local and regional markets. tesa has seven production centers in Germany, Italy, the USA, China, and Vietnam. The production network is supplemented by selected third-party manufacturers (3PMs).

Our production sites and 3PMs deliver the goods to our customers via a network of warehouses and distribution centers. Most warehousing and transportation services are purchased externally. Two warehouses are owned and operated by Beiersdorf. Individual adjustments to products shortly before dispatch (last minute adjustments and co-packing) are largely integrated into warehouse operations. Products are primarily distributed to customers by truck and sea freight, also by rail, and in exceptional cases by air freight.

Products in the Consumer Business Segment are predominantly delivered to food retail partners, who sell our products to the end consumers. The tesa Business Segment primarily supplies industrial customers, and to a lesser extent retail partners from the food and building materials sectors.

We rely on agile supply chains, and perform ongoing analyses of our production and supply networks and update them as necessary to ensure procurement of our most important materials and address the needs of our customers and consumers.

Interests and Views of Stakeholders
The transition to a more environmentally-friendly and socially responsible economy requires collective action. We are therefore in continual dialogue with our stakeholders and endeavor to understand their positions, concerns and expectations. We share the insights from this dialogue several times per year in

the relevant decision-making bodies and with the Executive Board and Supervisory Board. This enables us to subject our business strategy to constant scrutiny and make targeted adjustments as necessary.

Stakeholders	Relevance and Purpose of Engagement	Type and Examples of Engagement	Frequency
Own workforce	As an employer, we have a significant impact on the personal and professional development of our employees. We can have a positive influence on our employees by offering them a safe workplace, and personal and professional development opportunities, as well as promoting a healthy work-life balance with fair pay and social benefits. These factors may have a profound effect on the personal development, satisfaction, health, and general well-being of our employees outside of their working lives.	Our engagement with our own workforce involves open and transparent communication, fostering employee development, and designing an attractive working environment. The dialogue between Beiersdorf and its employees takes place at various levels, such as at staff meetings, through employee representatives, via annual employee surveys, and in one-on-one employee meetings.	Several times per year
Consumers	Dialogue with our customers as a key stakeholder group is extremely relevant.	Participation in the "Consumer Goods Forum," an organization that brings together consumer goods retailers and manufacturers from around the world to work on trusting and future-ready relationships with consumers.	Ongoing
Industrial customers	Dialogue with this group of stakeholders is highly relevant, as industrial customers have their own sustainability targets that we must address with our products and technologies. Demanding customer requirements may also have the effect of accelerating our own transformation. On the other hand, we must convince industrial customers of our own commitment and illustrate the added value of more sustainable products.	Communicating and raising awareness of the Beiersdorf sustainability agenda, targets, progress and specific examples of sustainability measures among industrial customers. Each tesa business unit has its own sustainability manager to coordinate customer requirements and enable specialist cooperation.	Ongoing
Suppliers	Our suppliers can have a positive impact throughout our value chain, and are therefore key stakeholders. Open dialogue with suppliers enables us to work together to define sustainability standards, initiate improvements, and increase transparency in the supply chain.	Integrating external knowledge and promoting close cooperation with our suppliers through dialogue and joint projects. Strategic supplier management with clearly defined standards in terms of quality, working conditions, and environmental protection. Dialogue with suppliers on decarbonizing the value chain (net zero and reducing Scope 3 emissions). Involvement in the "AIM-Progress" international collaboration initiative, a global forum of leading fast-moving consumer goods (FMCG) manufacturers.	Ongoing
Retail partners	Distributors are a relevant group of stakeholders as they are involved in the daily shopping decisions of customers and can steer them towards more sustainable products. Our partnerships with retailers enable us to make the supply chain more sustainable while also meeting the needs and expectations of consumers in an increasingly environmentally conscious market.	Participation in events, programs, campaigns, and platforms offered by retailers on sustainability. Participation in annual reporting via retail or third-party platforms; provision of our latest sustainability data. Strategic top level dialogue on sustainability, e.g., top-to-top meetings; participation in annual discussion formats between sustainability experts.	Ongoing

Stakeholders	Relevance and Purpose of Engagement	Type and Examples of Engagement	Frequency
Investors	Investors play a key role in the long-term performance of our company and are therefore a relevant stakeholder group. We convey our sustainability strategy and performance to investors to enable them to make well-founded decisions as well as to understand their expectations of our company.	Annual/regular events based on the financial calendar at which sustainability information is also provided (Annual General Meeting, annual report publication, etc.).	Several times per year
		Specific meetings with investors who specialize in sustainability and/or demand certain minimum standards.	
		Ongoing support from Investor Relations (responding to investor/rating queries; needs-based, topic-specific meetings with investors/rating agents on sustainability matters).	
		Annual participation in the CDP rating process.	
Policy makers	Policy makers are a relevant group of stakeholders as they shape the framework for corporate and market development. We raise policy makers' awareness of the value chain for the beauty and body care industry and the key role played by the sector in both economic and societal terms.	Cooperation with companies from the beauty and body care sector for the "Value of Beauty" alliance. The alliance's mission since January 2024 has been to foster a fundamental understanding of the beauty and body care industry in relation to the economy, sustainability and innovation, health and well-being, and society and culture. The alliance underscores the role of the industry in driving sustainability and climate action at European level, such as through sustainable sourcing of raw materials and product development, production, transportation, consumption, research, and innovation.	Ongoing
Local communities	The nature of our business means that we always operate in social spaces, which makes local communities and neighborhoods relevant stakeholders. We also consider the local communities directly linked with our value chain to be key stakeholders. We are therefore keen to make a contribution to social development, environmental protection, and climate change mitigation at local level.	Cooperation with various organizations at local level with the aim of giving back to the local communities and being visible in the community (e.g., through the "Hanseatic Help" and "Die Arche" charities).	Ongoing
		Activity directly in palm (kernel) oil cultivation areas with the aim of improving the local working and living conditions of farmers for the long term.	

Stakeholders	Relevance and Purpose of Engagement	Type and Examples of Engagement	Frequency
Value chain workers	The well-being of workers along our entire value chain is a key priority for us, making them a relevant group of stakeholders. We ensure good working conditions and monitor our suppliers accordingly.	Establishing various grievance mechanisms to enable workers in the supply chain and all other stakeholders to report noncompliant behavior or voice concerns.	Ongoing
		Various media channels and audit reports of our direct and indirect business partners; we receive information via these channels if business partners in upstream supply chains have, or are suspected to have committed breaches of human rights or labor and environmental standards.	
		Participation in multi-stakeholder initiatives such as the "Roundtable on Sustainable Palm Oil" (RSPO) and "Action for Sustainable Derivatives" (ASD), which offer comprehensive reporting systems. Reports from affected communities of suspected noncompliance are investigated jointly, and assessed for veracity, and suitable actions determined.	
		Partnerships with non-governmental organizations (NGOs); we consider the perspective of vulnerable groups in our strategy.	
NGOs	NGOs expect us to actively advocate for sustainable development. Our close and critical dialogue with NGOs helps us to refine our sustainability strategy and scrutinize past behavior.	Strategic partnership with the "World Wide Fund for Nature" (WWF); since 2016, this cooperation has enabled us to understand the WWF's perspective on a range of sustainability matters and to integrate them into our sustainability strategy.	Ongoing
		Cooperation with aid organizations "CARE" and "Plan International."	
		Additional cooperation with NGOs at local level (e.g., "Das Geld hängt an den Bäumen" and "Hanseatic Help").	

Material Impacts, Risks, and Opportunities and Their Interaction with Strategy and Business Model

The material sustainability-related impacts, risks, and opportunities (IROs) that we have identified in our materiality assessment are described in the relevant topic chapters. All identified IROs are covered by the ESRS requirements and no further entity-specific topics were identified.

The identified impacts on the environment and people are all to be put into the context of our business model as a global consumer goods manufacturer. The impacts in our own operations are primarily associated with the process of manufacturing our products. With regard to our own workforce, the impacts are primarily related to the working conditions and the work environment that we create for our employees. Impacts in the upstream and downstream value chain arise through our business relationships with suppliers that supply us with raw materials and intermediate products or deliver our products. Impacts also arise through the use and disposal of our products by consumers or at the end of the product life cycle.

Our business model and strategy are heavily influenced by the necessity for sustainable conduct. The direct effects of our identified IROs are already noticeable. They include the increasing regulatory pressure, potential reputational risks, transitioning our production sites, and the need for good working conditions both for our own workforce and throughout the value chain. We expect additional challenges going forward, such as rising costs, stronger shifts in consumer preferences, and operational adjustments to meet regulatory requirements.

Beiersdorf performed a qualitative analysis of the resilience of its corporate strategy and business model with a view to the material IROs in 2024. The focus was on the extent to which these topics are integrated in the business processes, strategy, and reporting. The results of the analysis underpin the

assessment that the company is capable of addressing the material impacts and risks and taking advantage of its material opportunities. Sustainability is firmly enshrined in our business strategy and integrated in our strategic planning with the objective of ensuring the long-term success and resilience of our company.

As regards the identified opportunities and risks, we do not expect any material financial effects on Beiersdorf's net assets, financial position, and results of operations this reporting year or next.

Further information on the actions we are carrying out in the various areas is provided in the topic chapters under "Environmental Information", "Social Information", and "Governance Information."

Description of the Process to Identify and Assess Material Impacts, Risks, and Opportunities

We have relied on materiality assessments as a strategic tool to orient our sustainability strategy and our reporting since 2011. In 2024, we revised our materiality assessment process extensively in line with new requirements under the ESRS, and performed a double materiality assessment pursuant to ESRS provisions.

Identification of Potential and Actual Impacts, Risks, and Opportunities
The first step of the assessment performed in 2024 involved defining potential and actual positive and negative impacts, as well as financial risks and opportunities (IROs). To do this, we identified business activities along our entire value chain at the level of the sub-topics specified in the ESRS, in which IROs could arise. This allocation of the value chain provided an overview of potential interdependencies between the environmental and social impacts and the associated risks and opportunities.

As a player in the cosmetics, adhesive, and FMCG (fast-moving consumer goods) industries, our focus is on resource use, packaging management, and supply chain conditions. We analyze complex interactions: for example, the use of palm oil or water directly influences ecological risks such as deforestation or water scarcity, as well as social aspects, such as fair working conditions throughout the supply chain. In addition to these risks, we examine opportunities, such as sustainable raw material alternatives or innovative packaging solutions. The aim is to ensure that our sustainability strategy is not developed in isolation, but as a dynamic response to complex interdependencies.

Data Basis and Scope of Analysis
Our data basis was drawn from internal sources such as topic-specific risk analyses, and external data sources that deal with industry-specific risks.

We considered both our own operations and the upstream and downstream value chain in identifying and assessing the impacts of our company on people and the environment. The focus was on our main business activities, product groups, business relationships, and key raw materials supply chains in which multiple negative and positive impacts, opportunities, and risks are likely. Individual sites and assets were not reviewed and affected communities were not consulted with a view to IROs in the areas of pollution, water, or resource use and circular economy. In some cases, individual impacts were assessed separately because of the different business models of the Consumer and tesa Business Segments.

Assessment of Impacts, Risks, and Opportunities
In the next step, these IROs were assessed and prioritized in several internal workshops involving representatives from all affected departments. In planning the workshops, we made sure that specialist representatives were in attendance, who were in regular dialogue with relevant external stakeholders and whose perspectives could therefore be directly included in the discussions. No external experts were involved.

The assessment of IROs was based on the methodology and thresholds set out in the implementation guidance of the "European Financial Reporting Advisory Group" (EFRAG). Negative impacts were assessed in terms of scale, scope, and irremediable character, and potential impacts in terms of likelihood. Positive impacts were not assessed in terms of irremediable character. Having assessed the positive and negative impacts, we classified these according to the scales and materiality thresholds determined by the EFRAG.

In our financial materiality assessment, the likelihood of occurrence and the potential scale of the financial effect were considered. We applied the scales and thresholds used in the Group-wide risk management system. This was a net risk assessment, in line with the Group-wide risk management system. Such methodological alignment is intended to ensure that the knowledge obtained from the materiality assessment can be integrated into the company's general risk management and thus also in the associated management processes. Sustainability risks are generally regarded as equally as important as other risk types in the Group-wide risk management system. Sustainability risks categorized as strategic risks are given special consideration (see "Risks and Opportunities Report").

Identification of Material Topics and Derivation of Reporting Disclosures
Where an IRO exceeded the materiality threshold, the associated topic was classed as material. Based on the IROs identified as material, Beiersdorf selected the disclosures to be reported and assigned material data points. Data points that are voluntarily reported or subject to phase-in options were eliminated. Where Beiersdorf identified individual data points or data elements in the remaining data points that were not considered material due to company-specific circumstances, these were not included in the reporting. An overview of all reported disclosure requirements can be found in "Annex A."

Monitoring and Continuous Development
The final results were then validated by the relevant sustainability bodies from the two business segments: the Sustainability Council (Consumer Business Segment) and the Executive Committee (tesa Business Segment). The Executive Board and Supervisory Board (Audit Committee) of Beiersdorf AG were also informed and discussed the possible strategic implications of the results.

Monitoring identified IROs is a key part of our sustainability management. Developments and progress within the framework of our sustainability strategy are measured against clearly defined KPIs and targets, allowing any necessary adjustments to be made at an early stage. The results are presented to the relevant committees so that the identified risks and impacts can be strategically addressed.

We reviewed the results of the assessment in 2025 based on the findings from the first year of reporting in accordance with the ESRS (2024). We did not change the methodology. The review included changing the classification of the sub-topic "corruption and bribery" within "ESRS G1 – Business Conduct" from the previous year to not material, which is why we have not made any disclosure on the subject in this year's report. The same applies to the sub-topics "social dialogue," "freedom of association," and "collective bargaining" within "S1 – Own Workforce."

Regular reviews of the materiality assessment ensure that our actions remain relevant.

Environmental Information

ESRS E1 – Climate Change

Material Impacts, Risks, and Opportunities

Climate change is one of the greatest challenges of our time – both for civil society and for businesses. Climate-related risks and opportunities therefore influence the Beiersdorf business strategy and activities. In our materiality assessment, we identified several negative impacts, risks, and one opportunity associated with climate change in our own operations as well as in the upstream and downstream value chain.

IRO	Description	Value chain	Time horizon
Climate change adaptation			
❗	Physical risk: The increase in extreme weather events due to climate change raises the risk of damage to material property and higher insurance costs at our sites in regions under climate threat.	Own operations	Medium
❗	Transition risk: Prices of raw and other materials may rise due to the effects of resource depletion caused by climate change and because of new regulations.	Upstream	Medium
❗	Physical risk: The increase in extreme weather events due to climate change increases the risk of disruptions in the supply chains and transportation networks, which may result in delayed dispatch of goods, damage to the infrastructure, and increased costs for rerouting.	Upstream and downstream	Medium
Climate change mitigation			
⚊	Some of the energy used for production and office buildings is from non-renewable sources and therefore causes greenhouse gas (GHG) emissions.	Own operations	Short
⚊	The business activities in the upstream value chain, such as sourcing of raw materials and packaging manufacture, are energy intensive and currently rely on fossil fuels, which results in GHG emissions.	Upstream	Short
⚊	The end products are distributed via fleets with internal combustion engines operated with non-renewable fuels, and the disposal of products results in GHG emissions.	Downstream	Short
❗	Transition Risk: Governments around the world are introducing policies to mitigate climate change. The European Commission's "European Green Deal" laid down a large number of new climate-related requirements for businesses. Companies that fail to comply with these requirements can expect fines, legal action, or reputational damage.	Own operations	Long
★	Consumers increasingly expect companies to have a positive impact on the environment. Developing products with a reduced carbon footprint drives innovation and presents Beiersdorf with an opportunity to set itself apart from the competition.	Own operations (Consumer)	Medium
Energy			
⚊	The extraction and production of some materials used, such as aluminum for packaging purposes, is highly energy intensive.	Upstream	Short

➕ Positive impact   ⚊ Negative impact   ❗ Risk   ★ Opportunity
Short term   Medium term   Long term

Analysis of Climate-Related Impacts, Risks, and Opportunities
To identify climate-related impacts, risks, and opportunities in our own operations and in the upstream and downstream value chain, we specifically considered Scope 1 to 3 greenhouse gas (GHG) emissions as part of the materiality assessment. For the assessment of physical and transition climate risks and opportunities, we conduct separate analyses at regular intervals, the results of which have also been incorporated into the materiality assessment.

Transition Climate Risks and Opportunities
To analyze transition risks, we used the 2021 "Net Zero Emissions by 2050 Scenario" (NZE) from the "International Energy Agency" (IEA). This internationally recognized scenario maps a 1.5 °C-aligned transformation path and takes into account relevant developments for our business model.

We considered possible regulatory changes, technological developments, and market-related changes in customer and consumer behavior up to 2050. Short- and medium-term time horizons according to the ESRS definition were not considered separately.

The assessment evaluated the extent to which business activities along the value chain and assets may be directly or indirectly affected by regulatory, technological, reputational, or market risks, the potential magnitude of the impact, the probability of occurrence, and which risk mitigation measures are already in place at Beiersdorf. A separate determination of whether assets and business activities are fundamentally incompatible with the transition to a climate-neutral economy was not carried out.

Physical Climate Risks
With regard to our physical risks, we conducted an additional site-specific analysis for all production sites in 2024. The analysis was based on currently available scientific knowledge and methods that were in line with the latest report from the "Intergovernmental Panel on Climate Change" (IPCC) and recognized scientific publications. Both chronic and acute natural hazards were considered to identify all material risks under current and future climate conditions.

We analyzed the hazards using an ensemble of 20 climate models, taking into account the emissions scenarios SSP1-2.6, SSP2-4.5, and SSP5-8.5 for the time periods 2000, 2030, 2050, and 2085. By combining the scenarios, we ensured that plausible risks and uncertainties, ranging from ambitious climate action to unmitigated emissions development, are covered. Due to the long-term perspective of this analysis, the time horizons are not directly linked to the company's strategic planning horizons or capital allocation plans.

The following drivers of the scenarios are relevant for Beiersdorf as they influence energy prices, regulatory requirements, raw material costs, and the frequency and severity of extreme weather events:

- SSP1-2.6: Low emissions increase, temperature rise < 2 °C, strict climate policy, high share of renewable energies, moderate increase in extreme weather events.

- SSP2-4.5: Moderate emissions increase, balanced climate protection measures, parallel use of fossil and renewable energies, increasing probability of extreme weather events, need for adaptation at production sites.

- SSP5-8.5: Strong emissions increase, little climate policy, high fossil energy consumption, more frequent and intense extreme weather events, increased risks for facilities and supply chains.

The physical risks were assessed based on the geographical coordinates of the production sites. A risk assessment was carried out for each hazard, consisting of the site's exposure (hazard analysis) and the potential extent of damage to the object under investigation (vulnerability). Physical risks in the upstream and downstream value chain were not analyzed with the same level of detail but were reviewed and assessed as part of the materiality assessment.

Climate Resilience Analysis
In the 2025 reporting year, we conducted a resilience assessment of the identified climate-related risks. The assessment was grounded in the scenario analysis described above. It covered all material climate-related risks across our own operations as well as the upstream and downstream value chain. Insights from interviews with internal subject-matter experts from various corporate functions were incorporated to ensure a robust evaluation of the resilience of our business model to climate-related risks.

The resilience assessment applied the same underlying assumptions as the climate risk analysis, including the time horizons considered, potential implications of the transition to a low-carbon economy, and the emissions scenarios used to assess physical climate risks.

The results indicate that Beiersdorf demonstrates a high level of resilience to the majority of material transition and physical climate-related risks, for example regarding new regulatory requirements on material use or CO_2 labelling in product communication and advertising. Risks for which resilience is currently assessed as moderate, such as those related to climate risk management within the supply chain, are addressed through targeted measures.

Furthermore, the analysis confirms that Beiersdorf is able to maintain and adapt its business model in the short, medium, and long term. To ensure the continued resilience of our business model, climate-related risks are integrated into our corporate strategy and risk management processes, and we continuously refine our actions.

Since this analysis is forward-looking, uncertainties cannot be eliminated entirely.

Transition Plan for Climate Change Mitigation

Climate change mitigation is a key field of action in the sustainability strategies of the Beiersdorf Consumer and tesa Business Segments. In 2024, we published our initial "Climate Transition Plan," which serves as our roadmap for the path to net zero emissions by 2045.[6] In the 2025 financial year, this plan was reviewed and revised in line with the medium-term targets. Our medium-term Scope 1 and 2, as well as our long-term climate targets are aligned with the "Paris Agreement" of limiting global warming to 1.5 °C and are detailed in the targets and metrics sections below. More information on the progress of implementing our transition plan can be found in this chapter's section on actions.

The "Climate Transition Plan," which incorporates requirements by the "Science Based Target initiative (SBTi) Net Zero Standard" and the "CDP Technical Note: Reporting on Climate Transition Plans," is the result of group-wide, cross-functional collaboration. It builds upon sectoral net zero transition plans in energy, chemicals, and aluminum. Our transition plan is integrated into the company's vision for the future of our brands and the cosmetics sector. It is aligned with the Beiersdorf business strategy, and the revised version of the plan was approved by the Executive Board in November 2025, following the approval of its initial version in 2024.

Our corporate business strategy "Win with Care" addresses Beiersdorf's commitment to climate action. Our strategic choice of "Performance with Purpose" is demonstrated by our target of achieving net zero by 2045. We aim to realize this target by transforming our own business and our entire value chain, driven by collaborative efforts and with close cooperation between the two business segments.

Beiersdorf identified key actions to initiate the decarbonization journey based on an assessment of technical and market readiness. An important building block is the transformation of production infrastructure. Increasing energy efficiency, expanding renewable energies, and electrification are among the key decarbonization levers. As part of the reduction of indirect GHG emissions along the value chain, the focus is on switching to more sustainable, e.g., non-fossil based and/or renewable materials for packaging and ingredients, and less carbon-intense logistics processes. Moreover, engaging with suppliers and customers is crucial for indirect GHG emission reduction as collaboration with our business partners enables us to implement the actions identified.

Financial resources for our "Climate Transition Plan" include both operating (OpEx) and capital expenditures (CapEx) for the short, medium, and long term through 2030. The increase in OpEx compared to financial year 2025 is primarily driven by the Consumer Business Segment and is expected to recur annually to meet the 2030 GHG emission reduction targets (see table below). The additional CapEx to achieve these targets is estimated at €250 million.

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[6] In line with SBTi definitions, "Net Zero" means reducing greenhouse gas emissions by 90% across Scopes 1, 2, and 3, and neutralizing the remaining 10% through permanent carbon removals.

The successful implementation of the "Climate Transition Plan" also depends on suppliers' abilities to provide CO$_2$-optimized materials. Overall, the plan is designed to remain financially balanced through internal cost efficiencies.

Resources Allocated to the "Climate Transition Plan" (in € million)

Additional operating expenditures (OpEx) vs. 2025 p.a.	Short term (2026)	Medium term (2027-29)	Long term (2030)
	10-30	30-50	50-80

Beiersdorf reports financial information annually in line with the "EU Taxonomy Regulation," disclosing the share of turnover, CapEx, and OpEx associated with environmentally sustainable economic activities (see "EU Taxonomy"). Currently, our core business activities do not cover any activities listed in the latest version of the Delegated Acts with material taxonomy-eligible turnover. Therefore, Beiersdorf has no specific targets or CapEx plans in place for aligning economic activities.

In our transition to net zero, our investments in infrastructure, facilities and equipment with potential carbon lock-in effects will be kept to a minimum. Our existing assets are not expected to result in long-term carbon lock-in. Along the value chain, we are explicit about our commitment to our net zero ambition and aim to reduce incentives for suppliers to continue investing in carbon-intensive infrastructure. Therefore, we do not expect any carbon lock-in effect, either from our own production activities or from the value chain.

Our goal is to convince our stakeholders that we take our climate-related ambitions seriously and are taking tangible steps to address climate change. We remain committed to regularly reassessing and refining our plan in response to any significant shifts in the assumptions underlying the plan.

Our company is not excluded from EU benchmarks, which are in line with the "Paris Agreement."

Policies Related to Climate Change

To mitigate our climate-related negative impacts, adapt to the climate risks, and capitalize on our opportunity, we have set ambitions for both our own operations and our value chain. These commitments are outlined in our policies, detailed through corresponding action plans, and translated into concrete actions focusing on climate change mitigation and adaptation, energy efficiency, and renewable energy deployment (see this chapter's section on actions below).

Beiersdorf Environmental Policy (Consumer)

Key content	In the "Beiersdorf Environmental Policy," the Consumer Business Segment states its commitments and ambitions regarding its responsibility toward the following environmental aspects: climate, water, resource use and circular economy, biodiversity, responsible sourcing, pollution, as well as ecological compliance. The overarching objective in each of these areas is to decrease the impact of the Consumer Business Segment's activities on the environment. It addresses the material impacts, risks, and opportunities we have identified with regard to climate change, pollution, water, biodiversity, as well as resource use and circular economy.
Topic-related content	In the area of climate change, the policy addresses the topics of climate change mitigation and adaptation, energy efficiency, and renewable energy deployment. Through the policy's implementation and related actions, the Consumer Business Segment aims to contribute to the "Paris Agreement's" 1.5 °C target.
Scope	The policy applies to all operations of the Consumer Business Segment globally, encompassing all stages of the value chain from raw material sourcing to product end-of-life, unless otherwise specified for the respective topic.
Responsibility	The Beiersdorf Vice President Sustainability is accountable for implementing the policy.
Third-party standards/initiatives	The policy is based on the UN "Sustainable Development Goals" (SDGs), the "Paris Agreement" and the "SBTi Net Zero Standard."
Consideration of stakeholder interests	The policy was informed by stakeholder exchange through strategic partnerships with environmental organizations, memberships in industry associations, and participation in conferences.
Availability	The policy is publicly available on our website for all relevant stakeholders.

tesa Environmental & Energy Policy

Key content	The "tesa Environmental & Energy Policy" sets out aspirations and serves as a framework for continuous improvement in environmental performance and resource efficiency. It addresses the material impacts, risks and opportunities we have identified with regard to climate change, water, biodiversity, as well as resource use and circular economy. The policy is part of tesa's environmental management system. At all seven production sites, the business segment uses ISO 14001-certified environmental management systems to organize and plan operational environmental protection. In addition, tesa uses energy management systems in line with internationally recognized standards. Four production sites and the tesa headquarters are certified in accordance with ISO 50001.
Topic-related content	In the policy, we specifically address climate change mitigation and adaptation by aiming to reduce GHG emissions in the entire value chain, increase energy efficiency, and address energy consumption.
Scope	The policy applies to all tesa operations globally, as well as to affected value chains where specified.
Responsibility	The Executive Board/the Group Executive Committee (GEC) holds the highest level of accountability for the implementation of the "tesa Environmental & Energy Policy." Through an annual management review, the tesa Executive Board is involved in monitoring the policy's implementation. Operational responsibility lies with local environmental and energy experts at each production site.
Third-party standards/initiatives	The policy does not refer to any third-party standard.
Consideration of stakeholder interests	The policy considers stakeholder input obtained via memberships in industry associations and participation in conferences, including platforms and events involving suppliers and those focusing on achieving net zero targets.
Availability	The policy is publicly available on our website for all relevant stakeholders.

Actions Related to Climate Change

As part of our "Climate Transition Plan" we have created an action roadmap. It encompasses our entire value chain and reflects cross-functional plans to reduce GHG emissions. The focus is on our main levers for decarbonization, e.g., own operations, packaging, raw materials, product transformation, and logistics as well as stakeholder engagement with an emphasis on suppliers, retail customers, and consumers.

The implementation of the actions is carried out using the Group's own resources and is integrated into Beiersdorf's overall financial planning process (see "Climate Transition Plan"). The Group is committed to providing the necessary resources.

Our climate transition plan specifies the decarbonization actions identified to achieve the 2030 milestones. The emission reductions anticipated from these actions by 2045 are currently hard to estimate. We will disclose these estimates in future reports as assumptions and data become more robust.

Own Operations

Action	To reduce emissions from our production, which is the major part of Scope 1 and 2 emissions, we have started to analyze emissions as well as energy consumption. We also derived necessary actions, including the following: • operational improvements such as replacing inefficient equipment, smart control systems, or LED lighting with daylight dimming and motion detectors, • converting our heat and steam from natural gas to alternative, renewable energy sources, • shifting from purchasing renewable energy certificates to directly procuring non-fossil electricity, or in the future (virtual), utilizing "Power Purchasing Agreements" (PPAs), • applying building standards that prioritize climate aspects to all new construction and expansion projects, • installing photovoltaic systems and wind turbines, as well as • transitioning our car fleet, forklifts, and trucks to vehicles with low- or zero-emission operation.
Scope	Own operations (Consumer and tesa) globally
Time horizon	2030

Expected outcome	As a result, we expect to reduce operational GHG emissions (Scope 1 and 2) and achieve our reduction target. We expect this action to contribute 61% toward achieving our emission reduction targets in Scope 1 and 2.
Progress	Progress of individual actions is not easily quantified, as these actions frequently interconnect. Examples of progress on specific actions in the reporting year include the installation of a CO_2 air-to-water heat pump at our headquarters to both lower operating costs and reduce GHG emissions, and the installation of an electric boiler at our Offenburg plant, which is intended to reduce the need for natural gas. The boiler is operated with renewable electricity and produces steam required for specific coating processes. Actions in own operations will result in a decrease in Scope 1 and 2 emissions. For quantified emission reductions by scope and significant emission categories in the GHG metric table, please refer to the metric section in this chapter.

Packaging

Action	To design and use packaging with a lower carbon footprint in production, transport, and end-of-life phases, we follow the "4R" principle (reduce, reuse, recycle, replace): • Reduce: We strive to reduce all types of packaging materials. This includes removing all unnecessary packaging materials and making packaging as light as possible. • Reuse: We want to increase reusable and refillable packaging. This is why we design our packaging to last longer and offer our customers more refillable packaging sets. Building on market trends and educating consumers is key. We also cooperate with suppliers to create circular packaging concepts. • Recycle: We plan to use recycled materials from mechanical, chemical, and advanced recycling technology in our major packaging materials including plastics, paper, and aluminum. • Replace: We aim to replace existing packaging materials with more ecologically sustainable solutions or materials, e.g., recycled plastics and plastics from renewable sources like plant residue or side streams from other industries. For aluminum packaging, we rely not only on recycled aluminum but also on aluminum whose production causes lower GHG emissions than conventional processes.
Scope	Product design, upstream supply chain, product end-of-life, global product assortment
Time horizon	2030[1]
Expected outcome	With the implementation of these actions, we aim to significantly reduce our packaging GHG emissions. We expect the actions to contribute 16% toward achieving our emission reduction targets in Scope 3 and our specific targets described in chapter "ESRS E5 – Resource Use and Circular Economy."
Progress	For quantified emission reductions by scope and significant emission categories in the GHG metric table, please refer to the metric section in this chapter.

[1] In the 2025 update to our "Climate Transition Plan," we adjusted the timeframe for our actions from 2032 to 2030 to align with our new GHG emission reduction target set for 2030. This applies to all the following actions in this chapter.

Raw Materials

Action	Our goal is to progressively make our product formulas more ecologically sustainable while maintaining the high quality of our products. We plan to implement two major actions for this: • Renewable materials and alternative production technologies: In addition to increasing the share of renewable materials, we aim to rely on responsibly sourced materials with no or low land use change impacts, plant-based materials, or materials from side streams. Alternative production processes that require lower energy consumption and eliminate process emissions also represent a major lever. • Reformulation: Replacing fossil- and animal-based ingredients with renewable ones potentially requires a reformulation of our products, as replacements will likely demonstrate different characteristics. Similarly, our formulation will need to adapt to changing packaging with more recycled content and more sustainable design.
Scope	Product design, upstream supply chain, product end-of-life, global supply chain
Time horizon	2030
Expected outcome	Replacing animal-based raw materials may remove GHG emissions in the upstream supply chain, and eliminating fossil-based raw materials may prevent emissions at the end of the product life cycle. We expect this action to contribute 10% toward achieving our emission reduction targets in Scope 3.
Progress	For quantified emission reductions by scope and significant emission categories in the GHG metric table, please refer to the metric section in this chapter.

Product Format Transformation

Action	We identified two levers to further reduce our product carbon footprint (PCF): - Switch to concentrated formula: Reducing or minimizing the water content in product formulas could reduce GHG emissions from transportation and, even more significantly, from packaging. Switching from a liquid to a solid formula could also lower packaging intensity and lead to a reduction in plastic use and the associated production carbon footprint. - Format switches: A product's carbon footprint can differ significantly depending on its product format. We work together with our value chain partners to explore alternative formats while ensuring consumer benefits.
Scope	Product design, upstream supply chain, product end-of-life, global supply chain
Time horizon	2030
Expected outcome	These actions are expected to further reduce emissions to reach our net zero target. Our goal is to explore different options and secure consumer acceptance by 2030. The results of the measures will be visible in the packaging and raw materials lever.
Progress	The emission reduction achieved through product format transformation is reflected in the change in emissions associated with packaging and raw material emissions. For quantified emission reductions by scope and significant emission categories in the GHG metric table, please refer to the metric section in this chapter.

Logistics

Action	In transportation and warehousing, our targets include optimizing, energy efficiency and fuel consumption: - We aim to avoid air freight and switch to less energy-intensive transport modes, for example, by shifting the transportation of our goods from truck to rail, wherever accessible and financially viable. - In the short term, we want to replace fossil fuels with biofuels. Our truck transportation service providers use biofuels to transport our products in some regions in Europe. Since 2021, we have purchased mass-balanced biofuels from waste streams via certificates for our global ocean freight shipments. By adopting a mass balance approach, we strive to contribute to increasing the overall amount of biofuel used in the global ocean shipping industry. This is because it is not yet possible to reliably track whether the ships carrying our products are actually running on biofuel. - To power trucks, we are investigating the use of alternative forms of energy like electricity and gas. This includes, but is not limited to, exploring financing options and partnerships with manufacturers to facilitate the transition to electric trucks. - We aim to identify opportunities for load optimization which can potentially decrease emissions. This concerns determining underloaded areas and increasing capacity utilization as well as utilizing lighter pallets and optimizing pallet stacking techniques. We furthermore strive to implement a transportation management system to automate processes. - Working with logistics providers enables us to understand and implement new transportation technologies and train truck drivers to drive more efficiently. - In our third-party warehouses, we require our partners to use renewable electricity.
Scope	Global finished goods transportation and third-party warehousing services
Time horizon	2030
Expected outcome	These actions should help us achieve our emission reduction target in the transportation area. We expect this action to contribute 4% toward achieving our emission reduction targets in Scope 3.
Progress	An emission reduction is evident in upstream transportation emissions. For quantified emission reductions by scope and significant emission categories in the GHG metric table, please refer to the metric section in this chapter.

Supplier Engagement

Action	To reduce our Scope 3 emissions and ultimately reach our net zero target, we engage in dialogue with our suppliers through various measures concerning raw materials, packaging, logistics, media, and third-party manufacturing. We focus on the following aspects: • disclosure of the GHG inventory, • setting short- and long-term science-based emission reduction targets, • use of renewable energy, • sharing knowledge and capacity building, • exchanging PCF data, and • collaboration on innovation and technology development. We tailor our approach in engaging with suppliers depending on their maturity in climate management and the significance of each supplier to our GHG inventory, materials, or the services that we source.
Scope	Upstream value chain, suppliers of raw materials, packaging, logistics, media, and third-party manufacturing globally
Time horizon	2030
Expected outcome	We expect that through our engagement, our suppliers will realize the importance of climate action and the necessity of innovating low-carbon solutions. Over time, we expect the engagement efforts to enable our Scope 3 emission reduction. The results of this reduction will be visible in the packaging, raw materials, and logistics lever.
Progress	Emission reduction through supplier engagement is reflected in various Scope 3 categories. For quantified emission reductions by scope and significant emission categories in the GHG metric table, please refer to the metric section in this chapter.

Cooperation with Distribution Partners

Action	In the Consumer Business Segment, we participate in our retailers' events, programs, campaigns, as well as platforms, and in strategic exchanges concerning sustainability aspects, including climate action. We furthermore provide retailers with our latest sustainability data. Our employees in relevant functions share their knowledge about our sustainability agenda, targets, progress, and concrete examples of actions with retail customers and other business partners. These activities help us to create a more ecologically sustainable supply chain while also recognizing the needs and expectations of consumers in an increasingly environmentally conscious marketplace. In the tesa Business Segment, we collaborate with our distribution partners to create optimized products and packaging – e.g., steering projects for optimized transport and logistics, or engaging in industry initiatives and task forces. We are working with our retail customers in this segment, too, to reduce emissions with a specific focus on Scope 3.
Scope	Downstream value chain, retail customers and distribution partners globally
Time horizon	2030
Expected outcome	Engaging with customers could generate a common understanding of the climate challenge facing our industry, develop a harmonized methodology for GHG accounting and data sharing, and empower end consumers to make decisions with less negative impacts on the environment.
Progress	Engaging with customers does not lead to direct emission reduction. For quantified emission reductions by scope and significant emission categories in the GHG metric table, please refer to the metric section in this chapter.

Targets Related to Climate Change

Beiersdorf has set ambitious targets to help mitigate the consequences of climate change on our planet and society as well as to acknowledge the identified risks and opportunity that it poses to business. Our Group-wide near- and long-term targets – with milestones defined up to 2025, and 2030, and net zero ambitions for 2045 – have been validated by the SBTi, confirming that they are in line with the "Paris Agreement's" 1.5 °C target.

Beiersdorf has successfully achieved all of its 2025 climate targets, both at Group level and within individual business segments, marking a decisive first milestone on its journey toward net zero.

In line with requirements of the CSRD, we have adjusted our near-term timeframe from 2032 to 2030 and updated our science-based targets for Scope 1, 2, and 3.

The Consumer and tesa Business Segments have each set specific climate targets which correspond to their distinct business contexts and contribute to the overall Beiersdorf Group climate targets. These targets contribute to achieving the commitments set out in the Consumer Business Segment's

"Beiersdorf Environmental Policy" and the tesa Business Segment's "tesa Environmental & Energy Policy."

The GHG emission reduction targets were developed through a cross-functional top-down/bottom-up approach following the initial "Task Force on Climate-related Financial Disclosures" (TCFD) implementation. In particular, the Research and Development (R&D), Supply Chain, Marketing, and Finance functions were involved in several workshops, and technological feasibility analyses were conducted. Several approaches were discussed with our strategic partner, the non-governmental organization "World Wide Fund for Nature" (WWF), to guide development of the targets. This means that necessary perspectives and business risks were included from the beginning.

The targets disclosed in this chapter mainly refer to the material topic climate change mitigation. In the context of climate change adaptation, we have defined targets related to sustainable product innovation (see "ESRS E5 – Resource Use and Circular Economy") and are implementing measures to diversify our material sourcing (see "ESRS E4 – Biodiversity and Ecosystems").

The table below presents an overview of the Group's and each business segment's emission reduction targets. All Beiersdorf emission reduction targets are in absolute terms, regardless of business growth. Our business ambition is to continue to grow in volume and sales, which will pose a challenge to achieving our climate targets. However, with the decarbonization levers identified and resources planned, achieving the set climate targets is considered feasible.

Climate Targets

		Target year	Reduction target (%)	Base year emissions 2018 (tCO$_2$e)	Emissions in 2025 (tCO$_2$e)	Target achievement 2025 (%)
Group	Scope 1 and 2[1]	2025	-30	143,937	62,708	**-56**
	Scope 3		-10	1,904,602	1,424,237	**-25**
Consumer	Scope 1 to 3[2]		-30	1,566,707	1,054,570	**-33**
Group	Scope 1 and 2[1]	2030[3]	-61	143,937	62,708	**-56**
	Scope 3		-30	2,403,969	1,890,075	**-21**
Consumer	Scope 1 to 3[2]		-35	1,963,324	1,420,022	**-28**
tesa	Scope 3		-20	501,369	491,343	**-2**
Group	Scope 1 and 2[1]	2045	-90	143,937	–	**–**
	Scope 3		-90	2,638,799	–	**–**

[1] The share of Scope 1 emissions in the total Scope 1 and 2 emissions in the base year was 77% and the share of Scope 2 emissions was 23%. Scope 2 emissions are calculated using the market-based method.

[2] The share of total GHG emissions in the base year: for Scope 1 approx. 4%, for Scope 2 approx. 1% and for Scope 3 approx. 95%.

[3] In comparison to the cross-sector reduction pathway set under "SBTi Net Zero Standard Version 1," a 1.5 °C-aligned reference target value based on the base year 2018 is 50.4% for 2030 and 90% for 2045.

Apart from our emission reduction targets, Beiersdorf has committed to reaching climate-neutral production by 2030. This means reducing Scope 1 and 2 emissions from production sites by at least 90% and neutralizing the remaining emissions of a maximum of 10% with carbon removals. In the reporting year, we achieved climate neutrality for seven out of 21 production sites.

Since 2020, Beiersdorf has achieved the target of sourcing 100% of all electricity purchased by the sites included in data collection from renewable energy sources, and continues to maintain this target.[7]

The 2018 base year was chosen because it was the year with the most recent data available when Beiersdorf submitted the first short-term target to the SBTi in 2019. No outstanding external factors that

[7] Includes only affiliates covered by data collection. Beiersdorf purchases renewable electricity directly from energy suppliers, or purchases "International Renewable Energy Certificates" (IRECs), "European Guarantees of Origin," or country-specific certificates.

would reduce the representativeness of 2018 data have been identified. The business activities of Beiersdorf have remained the same since 2018, despite the COVID-19 pandemic as well as acquisitions and divestment over the years. For acquisitions and divestment since 2018, we have recalculated the baseline value according to our restatement guideline which was developed following "GHG Protocol" standards.

Target Boundaries
Our GHG emission reduction targets encompass all GHG emissions required by the "Kyoto Protocol," without considering GHG removals, carbon credits, or avoided emissions, but including the use of biofuel certificates for transportation emissions as a Scope 3 reduction action. For Scope 3 emissions, which are indirect and outside our operations, we have included different emission categories for different target years, aiming to focus our resources on significant emission categories while gradually increasing our emission coverage in our climate targets over time.

Scope 3 emissions categories included in our 2025 target boundary were:

- Scope 3.1: Purchased goods and services – raw materials, packaging materials, and third-party manufacturing services
- Scope 3.4: Upstream transportation and distribution, including finished goods transportation and third-party warehousing
- Scope 3.6: Business travel

For both our 2030 and 2045 targets, we have adjusted the target boundaries by adding the following Scope 3 emission category to those already included for 2025:

- Scope 3.12: End-of-life treatment of sold products

Furthermore, tesa has included additional categories (Categories 3.3, 3.5, 3.7) in its own Scope 3 emissions target for 2030, which are not reported or included in this report or in the target achievement.

We have further expanded our 2045 target boundary to achieve 90% coverage of Scope 3 emissions. It now encompasses:

- Scope 3.1: Purchased goods and services – media services, value-added services (VAS) and point-of-sale materials (POS)
- Scope 3.3: Fuel- and energy-related activities
- Scope 3.5: Waste generated in operations
- Scope 3.7: Employee commuting

Uncertainty and External Dependency
Our climate targets and mitigation strategy are backed up by a quantitative simulation using a set of scenarios. These include the net zero 2050 plans for the global energy, chemical, and aluminum sectors, as well as net zero commitments from major world economies such as the EU, the USA, and China. These climate scenarios provide us with insights into the readiness of innovative technologies needed for GHG reduction, consumer behavioral change, renewable energy employment, and potential regulatory developments. Achieving our climate targets highly depends on the implementation of the net zero plans and commitments mentioned above.

Metrics Related to Climate Change

We calculate our GHG emissions according to the requirements set by the "GHG Protocol" ("Corporate Accounting and Reporting Standard," "GHG Scope 2 Guidance," and "Corporate Value Chain (Scope 3) Standard"). The "GHG Protocol" specifies different consolidation approaches for GHG emissions accounting and reporting. In calculating our emissions, we have followed a financial consolidation approach in line with financial reporting. The comparison between the financial control and operational control approach shows no major difference for Beiersdorf in terms of GHG accounting.

In our GHG accounting, we account for all greenhouse gases in accordance with the "Kyoto Protocol." This includes carbon dioxide (CO_2), methane (CH_4), nitrous oxide (N_2O), sulfur hexafluoride (SF_6), perfluorocarbons (PFCs), hydrofluorocarbons (HFCs), and nitrogen trifluoride (NF_3).

Energy Consumption, and Scope 1 and 2 Emissions

We capture, consolidate, and analyze our operational energy consumption data to calculate our global Scope 1 and 2 GHG emissions. Collecting this data on an ongoing basis helps us verify the effectiveness of our measures and identify further potential for energy and emissions savings.

The Consumer Business Segment collects energy consumption data at all of its production sites, at the warehouses it operates, and at its offices above 50 full-time equivalents (FTE). tesa collects energy consumption data for all ISO 14001-certified sites and offices with more than 40 FTEs, including six production sites and the company headquarters. Some administrative offices are excluded from data collection. Energy consumption and emissions from affiliates which are excluded from data collection or excluded after data validation are estimated. The estimation uses the average energy consumption and emissions per FTE in offices with validated data and the number of FTEs at these affiliates. Thus, the reported energy and Scope 1 and 2 emissions cover all affiliates under financial control.

The emission factors used in our Scope 1 and 2 calculations are derived from the IPCC, complemented by emission factors from our energy suppliers and the IEA. Further emissions, such as those from steam in district heating, are calculated using the emission factors provided in the "GaBi Databases" by the sustainability solutions provider "Sphera" and, if not available, from the UK "Department for Energy Security and Net Zero" (DESNZ).

Scope 1 and 2 emissions are then calculated by multiplying the collected energy consumption data by the emission factors of different energy types. Our Scope 2 emissions are calculated using a location-based and market-based approach. However, our Group climate target uses a market-based approach for Scope 2. This method reflects emissions from electricity that companies have purposefully chosen (or use through lack of choice) and uses emission factors derived from contractual agreements. If no market-based emissions are available, then the system defaults to location-based emissions, which utilize the residual mix of the country or region.

The process for energy data collection, emission factor mapping, and emission calculation is managed through the "Corporate Sustainability Software" provided by "Sphera." With this tool, we manage Scope 1 and 2 data in one place. We also benefit from its automatic update of emission factors and flexible reporting functions.

For the tesa Business Segment, the base year 2018 was recalculated in the reporting year due to an improved data situation.

If biogas is used at our own sites, biogenic emissions outside of Scope 1 are reported separately and not included in Scope 1. Biogas certificates acquired in this context are internationally recognized and intended to prevent double counting of GHG reductions along the entire value chain. They are based on a mass balance approach in which the biogas is not physically purchased, but certificates are

acquired to ensure that the gas is fed into the European gas grid. Currently, the "GHG Protocol" has not yet published any clear guidelines on the inclusion of such certificates. We closely monitor relevant biogas accounting standards and are committed to adapting our reporting in this area as existing standards evolve and new standards are published.

Manual data collection is an error-prone and cumbersome process, which is a limitation to us. We have defined an internal validation process and are investigating a more automated, digitalized process of data collection.

Energy Consumption and Production

Energy consumption and mix	Unit	Consumer 2024	Consumer 2025	tesa 2024[1]	tesa 2025	Group 2024	Group 2025
Fuel consumption from coal and coal products	MWh	–	–	–	–	–	–
Fuel consumption from crude oil and petroleum products	MWh	43,846	41,018	635	842	44,481	**41,860**
Fuel consumption from natural gas	MWh	66,517	45,027	203,506	153,678	270,023	**198,705**
Fuel consumption from other fossil sources	MWh	–	–	–	–	–	–
Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources	MWh	10,235	11,054	1,144	1,018	11,379	**12,072**
Total fossil energy consumption	MWh	120,598	97,099	205,285	155,538	325,883	**252,637**
Share of fossil sources in total energy consumption	%	36	29	64	50	50	**39**
Consumption from nuclear sources	MWh	–	–	–	–	–	–
Share of consumption from nuclear sources in total energy consumption	%	–	–	–	–	–	–
Fuel consumption from renewable sources (including biomass, biofuels, etc.)	MWh	66,927	88,587	45,000	94,852	111,927	**183,439**
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources	MWh	136,708	137,162	65,541	53,990	202,249	**191,152**
Consumption of self-generated non-fuel renewable energy	MWh	9,337	12,207	4,067	9,673	13,404	**21,880**
Total renewable energy consumption	MWh	212,972	237,956	114,608	158,515	327,580	**396,471**
Share of renewable sources in total energy consumption	%	64	71	36	50	50	**61**
Total energy consumption	MWh	333,570	335,055	319,893	314,060	653,463	**649,115**
Total energy consumption from activities in high climate impact sectors	MWh	333,570	335,055	319,893	314,060	653,463	**649,115**
Energy production							
Non-renewable energy production	MWh	–	–	9,832	5,168	9,832	**5,168**
Renewable energy production	MWh	14,891	16,461	19,794	37,762	34,685	**54,223**

[1] Methodology adapted in accordance with ESRS requirements.

Contractual Instruments

	Unit	Consumer	tesa	Group
Share of renewable electricity purchased bundled with instruments	%	52	0	**37**
Share of renewable electricity purchased with unbundled instruments	%	48	100	**63**

When electricity is purchased through contractual instruments, both the energy and its environmental attributes are acquired together via a green tariff, which means that the use of renewable energy is automatically attributed to us. Without contractual instruments, electricity procurement is separate from the allocation of environmental attributes. We purchase electricity from one supplier and acquire renewable energy certificates (RECs) from another.

Scope 3 Emissions
The "GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard" classifies Scope 3 emissions into 15 categories. The climate reduction targets of Beiersdorf encompass various emission categories in accordance with the SBTi guidance. Under the requirements of the "European Sustainability Reporting Standards" (ESRS), companies are mandated to disclose significant Scope 3 categories. This report discloses Scope 3 categories that have been evaluated as significant. These significant categories all fall under our 2030 target boundary. Although other categories have also been quantified, they appeared as non-significant in the significance analysis and are not disclosed in this reporting year.

Screening and Prioritization
Based on an economic and environmental input-output (EEIO) model, Beiersdorf began by identifying the most relevant categories of Scope 3 emissions using expenditures data. The EEIO model evaluates resource consumption and environmental impact throughout the supply chain on the basis of international statistics and databases. The analysis allowed us to identify the Consumer Business Segment's upstream Scope 3 emission hotspots. Taking into account the level of emissions, our ability to influence, and engagement purposes, we have selected the categories to be included in our target boundary, which meets the minimum coverage requirements of the SBTi near-term and long-term targets.

Beiersdorf is continuously working on improving the methodologies for accounting GHG emissions in different Scope 3 categories. As a first step, we are moving from the spend-based EEIO method to an activity-based approach in most of the categories. The emission factors used are mostly industry averages. We work with value chain partners to enable carbon footprint data exchange. This enables us to better implement decarbonization actions and monitor the progress.

Digitalization
We take a holistic approach to digitalizing the sustainability processes, including reporting. For example, we have integrated analysis tools, created a framework, and connected different systems to simplify reporting. This enables us to analyze key figures such as GHG emissions or figures relating to plastic packaging and raw materials throughout the year and – if necessary – identify measures at an early stage that will help us achieve our emission reduction targets.

Methodology
Selecting the appropriate methodology, data sources, databases, and underlying assumptions to calculate Scope 3 emissions is a challenging task. Our goal is to improve the accuracy and reliability of these measurements over time. The methodologies described below were selected based on our business boundaries, targets, and practical realities. This selection process includes consideration of emission types, industry-specific requirements, and the availability of activity data and emission factors. We strive to use comprehensive and relevant data sources and, to the extent possible, use automated data collection systems. The databases selected for emission factors are recognized and widely used, which enhances their credibility. We closely monitor updates to key databases and evaluate their changes and impacts. When emission factors and activity data reflect our current practices and technologies, more recent data is preferred. To ensure the completeness of the GHG inventory, estimates have been made for scopes and categories where primary data collection is difficult. These estimates are based on the primary data collected, which represents more than 93% of the data. When data is incomplete and estimates are required, we refer to the most similar cases from our collected data and estimate based on the amount or expenditure of the missing activities. This systematic approach ensures that our Scope 3 GHG calculations are transparent and robust under the current circumstances.

Scope 3 emissions from our majority shareholding NIVEA-Kao are calculated based on the results of life cycle assessments (LCAs) conducted in 2022 for certain reference products. We estimated the emissions generated in previous years on the basis of the quantity of reference products sold. NIVEA-Kao's raw material and packaging emissions are calculated using the reference products' bills of materials and the LCA emission factors. The upstream transport emissions are calculated using the product weight, the average distance transported, and the emission factors of the different modes of transportation. The calculated emissions are included in the respective Scope 3 categories.

Using the calculation methods described above, we did not identify any significant measurement uncertainties in the energy or emissions figures reported in this chapter.

Scope 3.1 – Purchased Goods and Services
Consumer

The majority of our Scope 3 emissions are generated by packaging manufacturing processes[8] and the raw materials we need for our products. The calculations of these GHG emissions are based on primary data for material consumption and secondary emission factors derived from LCA databases. We work with service providers to consistently improve data on emission factors for LCAs. A total of 93% of packaging emissions and 92% of raw material emissions are calculated following this approach, the remaining 7% in packaging and 8% of raw material are estimated based on various approaches like units of products, spend, or average emissions of reference products, depending on data availability.

For our outsourced production and warehousing operations (Scope 3.4), we conduct supplier surveys[9] to collect primary data on energy consumption as well as emission factors for purchased electricity. This data is allocated based on the quantities of goods produced for us or on goods turnover. The calculation methodology is congruent with the Scope 1 and Scope 2 calculations for our Consumer sites. In 2025, the data we gathered in these surveys covered 83% of our outsourced finished goods production and 80% of our warehousing activities. The emissions reported here are extrapolated based on spend for finished goods production and average inventory value for warehousing to cover all emissions.

Emissions from purchased services are based on our EEIO analysis. The transition to an activity-based approach remains a challenge.

tesa

This category includes emissions from purchased raw materials, packaging materials, and third-party products. Emissions from purchased services are excluded. The activity data is extracted from tesa's purchasing system. For the calculation, we use emission factors that are based on proxies for raw material production according to European common practice. For third-party products, we use expenditure-based, material-specific emission factors. Our emission factor database is continuously refined. The calculated emissions cover the entire upstream value chain from raw material production to Tier 1 suppliers ("cradle to gate").

Scope 3.4 – Upstream Transportation and Distribution
To calculate global inbound and outbound GHG emissions from upstream transportation activities, we mostly use the "EcoTransIT" tool in accordance with the European EN 16258 standard. Primary data on distances, loads, and the various modes of transportation are obtained from our internal logistics network. A third-party partner processes this data. Emission factors are secondary industry averages from "EcoTransIT."

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[8] We include (primary) consumer packaging and secondary packaging in our calculation. Packaging materials that are added as part of packaging processes or during preparation for transport are not included.

[9] The data collection period for outsourced production and warehousing (December 2024 to November 2025) differs from the reporting period.

Scope 3.6 – Business Travel
Consumer
To quantify our business travel emissions, primary data on distance and modes of transportation is either exported from our travel management system or reported directly by our affiliates. We calculate emissions according to the methodology established by the "German Association of Business Travel Agents" ("Verband Deutsches Reisemanagement," VDR), taking into account a "Radiative Forcing Index" (RFI) factor of 2 for flights. In the case of directly reported business travel data, we calculate emissions based on data by the "Department for Environment Food and Rural Affairs" (Defra).

tesa
In this category, we include emissions from air travel due to their materiality. The calculation is based on the CO_2 emissions of air travel for European tesa sites. The emissions are broken down per FTE and multiplied with the total number of all tesa employees.

Scope 3.12 – End-of-Life Treatment of Sold Products
Consumer
These emissions come from two sources: packaging disposal and ingredient biodegradation. Packaging end-of-life (EOL) emissions are calculated using the share of different waste treatment methods for each packaging material from Europe, combined with the packaging weights of our products. Ingredient EOL emissions are based on the assumption that the carbon content embedded in chemical ingredients will be biodegraded and released as CO_2.

tesa
Emissions in Scope 3.12 comprise emissions from the disposal of our products and packaging. We applied raw material-specific emission factors for our own products and packaging. We estimated emissions for third-party products with the Scope 3.1 emission ratio. We also referenced region-specific waste treatment methods to reflect emission reduction from waste recycling. For the tesa Business Segment, the base year 2018 and the previous year 2024 were recalculated in the reporting year due to better data availability.

Scope 3 Emissions Not Disclosed
Beiersdorf has quantified base year emissions from Scope 3.1 (purchased services), 3.2 (capital goods), 3.3 (fuel- and energy-related activities), 3.5 (waste generated in operations), 3.7 (employee commuting), 3.9 (downstream transportation and distribution), and Scope 3.15 (investments). However, these emissions are evaluated as non-significant and excluded from the Beiersdorf 2030 climate target. They are therefore not disclosed in this report. Scope 3.8, Scope 3.13, and Scope 3.14 are not relevant to Beiersdorf, as we have neither upstream/downstream leased assets, nor franchises. Scope 3.10 (processing of sold products) is not relevant as neither our cosmetics and adhesive products need further processing before application. As for Scope 3.11, Beiersdorf products do not have direct use-phase emissions. Indirect use-phase emissions could be generated for example when consumers take warm showers and apply our shower gel. Indirect use-phase emissions are not part of the targets as required by the SBTi.

GHG Removals and GHG Mitigation Projects Financed Through Carbon Credits

While Beiersdorf anticipates substantial reductions in GHG emissions by 2045, some emissions will remain. In line with the "SBTi Corporate Net Zero Standard," we aim to neutralize 10% of residual emissions in Scope 1 to 3 within our net zero target boundary, while unabated emissions will be neutralized outside the boundary. We plan to achieve the net zero and climate-neutral targets through high-quality, permanent carbon removal projects.

During previous reporting periods, the Consumer Business Segment purchased CO_2 certificates from carbon removal projects that are gradually being decommissioned. These carbon removal initiatives contribute to the global transition toward a lower-emission future. They neither reduce our Scope 1 to 3

emissions nor contribute to our emission reduction targets. None of these projects is located within the European Union; furthermore, the projects do not meet the requirements for an adjustment in accordance with Article 6 of the Paris Agreement.

The tesa Business Segment does not currently invest in GHG removals or mitigation projects outside of its value chain.

	Unit	2025
Total amount of carbon credits	tCO$_2$e	160,656
Total amount of carbon credits outside of the value chain planned to be canceled in future	tCO$_2$e	0
Share of removal projects from biogenic sinks	%	100
Share of recognized quality standard – Verra	%	100

Scope 1-3 GHG Emissions

	Unit	Consumer 2018	Consumer 2024	Consumer 2025	Consumer % Reduction 2025 vs 2018	tesa 2018	tesa 2024	tesa 2025	tesa % Reduction 2025 vs 2018	Group 2018	Group 2024	Group 2025	Group % Reduction 2025 vs 2018
Scope 1 GHG emissions													
Gross Scope 1 GHG emissions	tCO$_2$e	44,537	24,729	19,542	-56	66,029	50,940	41,005	-38	110,566	75,669	**60,547**	-45
Percentage of scope 1 GHG emissions from regulated emission trading schemes	%	–	–	–		28	30	47		17	20	**32**	
Scope 2 GHG emissions													
Gross location-based Scope 2 GHG emissions	tCO$_2$e	60,132	55,659	56,374	-6	24,358	26,630	23,202	-5	84,490	82,289	**79,576**	-6
Gross market-based Scope 2 GHG emissions	tCO$_2$e	16,187	1,464	1,748	-89	17,184	477	413	-98	33,371	1,941	**2,161**	-94
Total Scope 1 and 2 GHG emissions													
Total Scope 1 and Scope 2 GHG emissions (location-based)	tCO$_2$e	104,669	80,388	75,916	-27	90,387	77,570	64,206	-29	195,056	157,958	**140,122**	-28
Total Scope 1 and Scope 2 GHG emissions (market-based)	tCO$_2$e	60,724	26,193	21,290	-65	83,213	51,416	41,418	-50	143,937	77,609	**62,708**	-56
Significant Scope 3 GHG emissions													
Category 1: Purchased goods and services	tCO$_2$e	1,330,395	1,002,691	893,559		337,904	339,571	340,990		1,668,299	1,342,262	**1,234,549**	
Raw materials	tCO$_2$e	658,240	519,245	486,705		263,497	258,017	265,430		921,737	777,262	**752,135**	
Packaging materials	tCO$_2$e	635,201	467,436	383,993		15,712	14,531	11,898		650,913	481,967	**395,891**	
Finished goods manufacturing	tCO$_2$e	36,954	16,010	22,861		58,695	67,023	63,662		95,649	83,033	**86,523**	
Category 4: Upstream transportation and distribution	tCO$_2$e	145,657	122,310	120,539		46,338	42,081	42,669		191,995	164,391	**163,208**	
Finished goods transport	tCO$_2$e	133,922	120,687	114,659		46,338	42,081	42,669		180,260	162,768	**157,328**	
Warehousing	tCO$_2$e	11,735	1,623	5,880		–	–	–		11,735	1,623	**5,880**	
Category 6: Business travel	tCO$_2$e	29,931	31,854	20,797		14,377	5,473	7,298		44,308	37,327	**28,095**	
Total Scope 3 GHG emissions within 2025 target boundary	tCO$_2$e	1,505,983	1,156,855	1,034,895		398,619	387,125	390,957		1,904,602	1,543,980	**1,425,852**	

Scope 1-3 GHG Emissions

	Unit	Consumer 2018	Consumer 2024	Consumer **2025**	Consumer % Reduction 2025 vs 2018	tesa 2018	tesa 2024	tesa **2025**	tesa % Reduction 2025 vs 2018	Group 2018	Group 2024	Group **2025**	Group % Reduction 2025 vs 2018
Total Scope 3 GHG emissions within 2025 target boundary with biofuel[1]	tCO$_2$e	1,505,983	1,156,855	1,033,280	-31	398,619	387,125	390,957	-2	1,904,602	1,543,980	**1,424,237**	-25
Category 12: End-of-life treatment of sold products[2]	tCO$_2$e	396,617	389,172	365,452		102,750	100,894	100,386		499,367	490,066	**465,838**	
Total significant Scope 3 GHG emissions	tCO$_2$e	1,902,600	1,546,027	1,400,347		501,369	488,019	491,343		2,403,969	2,034,046	**1,891,690**	
Total significant Scope 3 GHG emissions with biofuel[1]	tCO$_2$e	1,902,600	1,546,027	1,398,732	-26	501,369	488,019	491,343	-2	2,403,969	2,034,046	**1,890,075**	-21
Total GHG emissions													
Total GHG emissions (location-based)	tCO$_2$e	2,007,269	1,626,415	1,476,263	-26	591,756	565,589	555,549	-6	2,599,025	2,192,004	**2,031,812**	-22
Total GHG emissions (market-based)	tCO$_2$e	1,963,324	1,572,220	1,421,637	-28	584,582	539,435	532,761	-9	2,547,906	2,111,655	**1,954,398**	-23
Biogenic emissions													
Biogenic emissions of CO$_2$ not included in Scope 1 GHG emissions	tCO$_2$e	599	13,320	17,653		–	8,870	18,697		599	22,190	**36,350**	

[1] Including reduction of 1,615 tCO$_2$e in 2025 from biofuel certificate sourced via Zero Emission Maritime Buyers Alliance (ZEMBA) initiative.

[2] For the tesa Business Segment, the base year 2018 and the previous year 2024 were recalculated in the reporting year due to better data availability.

ESRS E2 – Pollution

Material Impacts, Risks, and Opportunities

In our double materiality assessment, we identified material negative impacts related to pollution arising from our business activities across the upstream and downstream value chain.

IRO	Description	Value chain	Time horizon
Pollution of air			
➖	Energy-intensive business activities in the upstream value chain, such as raw material sourcing, packaging production, third-party manufacturing (3PM), as well as the transport and distribution of raw and intermediate products, are often associated with the use of fossil fuels. This results in pollutant emissions and adversely affects air quality.	Upstream	Short term
Pollution of water			
➖	At suppliers in the chemical industry, pollutants may be released into the environment. In some countries, paper (pulp) production for tesa is among the largest industrial contributors to water pollution.	Upstream	Long term
➖	During the use phase of our skin care products by consumers, ingredients are discharged into wastewater, some of which impair water quality.	Downstream (Consumer)	Short term
Substances of very high concern			
➖	Products such as some deodorants may contain substances of very high concern. During use, these substances may enter wastewater and accumulate in the environment.	Downstream (Consumer)	Medium term
Microplastics			
➖	Some products contain microplastics. When used by consumers, these can be released into the environment, where they do not biodegrade, but accumulate, and have negative impacts on the environment and, via the food chain, on human health.	Downstream (Consumer)	Short term

➕ Positive impact   ➖ Negative impact   ❗ Risk   ⭐ Opportunity

🔘 Short term   🔘 Medium term   🔘 Long term

Policies Related to Pollution

Beiersdorf has implemented several policies to systematically reduce the negative impacts of pollution while promoting sustainable practices across the entire supply chain. These policies are designed to mitigate our material negative impacts and, at the same time, to define clear environmental standards and expectations.

Policies Related to Pollution of Air and Water

Code of Conduct for Business Partners (Consumer)

Topic-related content	The "Code of Conduct for Business Partners" (CoCB) defines, among other aspects, the requirements that our global business partners must meet with regard to environmental protection. It stipulates that business partners are required to monitor, track, and document emissions to air, water, and soil from their facilities, as well as wastewater generated by their operations. Compliance with all applicable laws and local regulations relating to environmental impacts and environmental protection is mandatory. We expect business partners to continuously strive to reduce negative environmental impacts associated with their products and services, as well as within their sourcing activities. Furthermore, pollution of air and water that endangers natural food sources, impairs local access to clean drinking water or sanitation, or harms human health must be avoided. The policy also requires preparedness measures for emergencies related to pollution of water and soil. Operators and, where available, company-owned emergency response teams must receive regular training on hazards and countermeasures. The CoCB does not explicitly address the prevention of incidents and emergency situations, nor the minimization and use of (substances of) very high concern.
Reference	A detailed description of the CoCB can be found in the chapter "ESRS S2 – Workers in the Value Chain."

Beiersdorf Environmental Policy (Consumer)

Topic-related content	The "Beiersdorf Environmental Policy" sets out the overarching environmental objectives of the Consumer Business Segment, including targets to reduce emissions and to substitute or minimize substances of concern. The policy stipulates that the composition of our emissions to air, water, and soil, as well as our wastewater and noise emissions, be regularly monitored at all production sites. Our objective is to systematically reduce or effectively manage these emissions through continuous improvement measures and technological innovation, and to prevent the occurrence of environmental and safety incidents. The policy focuses in particular on the critical topics of environmental pollution and the environmental safety of products and processes, but does not explicitly address the prevention of incidents and emergency situations.
Reference	A detailed description of the "Beiersdorf Environmental Policy" can be found in the chapter "ESRS E1 – Climate Change."

Code of Conduct for Suppliers (tesa)

Topic-related content	tesa's "Code of Conduct for Suppliers" (CoCS) obliges suppliers, among other things, to maintain an effective environmental policy and to comply with all applicable environmental laws and regulations. Suppliers are encouraged to address environmental issues proactively, strengthen their environmental responsibility, and promote appropriate technologies and life-cycle practices. A central element of this policy is the management of chemicals and hazardous materials. Suppliers are required to identify all chemicals and materials that could pose a risk if released into the environment. In addition, suppliers must regularly monitor air emissions, implement emission control measures, and introduce a greenhouse gas reduction plan that meets or exceeds legal requirements. Air emissions covered by this policy include volatile organic chemicals, aerosols, corrosive substances, particulates, ozone-depleting chemicals, and combustion by-products. However, the CoCS does not explicitly address the prevention of incidents and emergency situations.
Reference	A detailed description of the CoCS can be found in the chapter "ESRS S2 – Workers in the Value Chain."

Policies Related to Substances of Very High Concern

Standard Operating Procedure – Raw Material Selection Criteria (Consumer)

Key content	The "Standard Operating Procedure – Raw Material Selection Criteria" defines the requirements for raw materials used in our products. It covers aspects of product safety, regulatory requirements, quality, microbiology, and Consumer business-specific restrictions. A key element of the "Standard Operating Procedure" (SOP) is that raw materials must not contain substances prohibited under the EU Cosmetics Regulation or EU Chemicals Legislation (REACH Regulation). In addition, unless specific exemptions apply, raw materials must not contain substances listed on the "Candidate List of substances of very high concern for Authorisation" published by the European Chemicals Agency (ECHA).
Scope	The policy applies globally across all regions to raw materials intended for the manufacture of cosmetic products and over-the-counter medicinal products (OTC products) of the Consumer Business Segment, including those sourced from third parties. Exemptions apply, however, to fragrance mixtures, packaging materials, and products of the La Prairie and Chantecaille brands, for which separate regulations are in place.
Responsibility	The Product Safety department within the Global Product Stewardship function of Research and Development (R&D) is responsible for defining the raw material requirements set out in this policy. Compliance with the policy is monitored through internal standard processes prior to the approval of new materials for market release.
Third-party standards/initiatives	In addition to the EU regulations mentioned above, the policy takes into account further EU legislation, including provisions on pesticide residues and ingredients or additives in food and feed. Moreover, the SOP is aligned, among other frameworks, with the "Convention on International Trade in Endangered Species of Wild Fauna and Flora" (CITES) and publications of the "EU Scientific Committee on Consumer Safety" (SCCS).
Consideration of stakeholder interests	No stakeholders were involved in the development of this policy.
Availability	The SOP is accessible to internal stakeholders and is stored in the central document management system of the global Quality Management System (QMS).

Fragrance Restriction List (Consumer)

Key content	The "Fragrance Restriction List" aims to ensure consumer safety and product quality by specifying the allowable quantities of certain fragrance ingredients for different categories of cosmetic products.
Scope	The policy applies globally to all fragrances and flavorings used by the Consumer Business Segment, including Beiersdorf subsidiaries and contract manufacturers. All fragrances and flavorings must comply with the requirements set out in the respective "Fragrance Briefing" and the version of the "Fragrance Restriction List" valid at the time of the briefing.
Responsibility	Responsibility for this policy lies with the cross-functional Expert Team Fragrances, led by the Head of Ingredient Compliance within the Regulatory department. A contractual agreement between fragrance suppliers and the Consumer Business Segment ensures the binding nature of the "Fragrance Restriction List." Implementation of the policy is monitored through internal standard processes. New fragrances and flavorings from suppliers are only approved after an assessment process, which includes obtaining a "Fragrance Compliance File" to validate global regulatory compliance and adherence to the policy.
Third-party standards/initiatives	The policy contains requirements that go beyond legal standards, including prohibitions on certain substances or substance groups. Specifically, no substances listed on the "Candidate List of substances of very high concern for Authorisation" published by ECHA at the time of the "Fragrance Briefing" are permitted.
Consideration of stakeholder interests	The "Fragrance Restriction List" is based on internal assessments and expert opinions. Before a new version of the list is published and becomes effective, fragrance suppliers are invited to comment on the draft. This open dialogue helps to avoid technical barriers to new creations.
Availability	The policy is provided to the regulatory contact persons of fragrance suppliers and is reissued after each update. Suppliers are required to implement the restrictions in their IT systems and confirm compliance to us.

Actions Related to Pollution

To avoid and reduce the identified material negative impacts associated with pollution, the Consumer Business Segment has implemented specific actions, described below.

Phased Phase-Out of Cyclomethicone

Action	Until 2030, we are focusing on the phased phase-out of cyclomethicone (D5/D6), a significant source of SVHC (substances of very high concern) in the Consumer product portfolio. This substance is classified in the EU as very persistent, meaning it degrades or transforms very slowly in the environment, and as highly bioaccumulative. The framework for the phase-out was defined by the R&D management team in 2019.
Scope	The action plan covers the entire Consumer Business Segment globally, in deviation from the scope of reporting defined under ESRS 2, including Coppertone operations. In cases where data is incomplete (e.g., missing master data), quantities are extrapolated based on the available information.
Time horizon	Implementation was planned for NIVEA and Eucerin products marketed in Europe by 2025, and globally by 2030.
Expected outcome	We aim to significantly reduce the use of SVHCs, thereby contributing to the objective of our "SOP – Raw Material Selection Criteria" to minimize environmental hazards.
Progress	Compared with 2019, the global quantity of cyclomethicone circulated in the reporting year was reduced by 90%. Since 2024, no products containing cyclomethicone have been produced for the European market for NIVEA and Eucerin.

Environmental Performance Assessment

Action	A process for assessing environmental performance, including ecotoxicological criteria and classifications, was approved by the R&D management team in 2019 and has been applied since then. This process provides clear guidelines for environmental evaluation based on hazard data, with criteria such as persistence, bioaccumulation, and aquatic toxicity.
Scope	The process applies to the Consumer Business Segment and its global activities.
Time horizon	Ongoing
Expected outcome	The primary goal is to reduce the use of persistent ingredients in the product portfolio and to prevent the inclusion of new persistent substances in the raw material portfolio. This action supports the objectives of our "SOP – Raw Material Selection Criteria."
Progress	The process has been actively applied since its approval in 2019. It ensures the continuous assessment and exclusion of persistent ingredients from the business segment's raw material portfolio.

Actions in the Upstream and Downstream Value Chain of Both Business Segments

Beiersdorf is not currently implementing material action plans regarding pollution of air and water in the upstream value chain or concerning microplastics. Actions addressing microplastic pollution in the downstream value chain generally target cosmetic ingredients that could enter the environment via wastewater. Our company has largely phased out the use of microplastics according to the "United

Nations Environment Programme" (UNEP) definition. Accordingly, no additional actions are reported for 2025.

We acknowledge that minimizing pollution in the upstream value chain, such as emissions or contamination during production and sourcing, is highly relevant. However, these impacts are largely outside our direct operational control. Our ability to influence these areas is primarily limited to ensuring compliance with our CoCB and CoCS. Further information is provided in the chapter "ESRS S2 – Workers in the Value Chain."

Targets Related to Pollution

To reduce our material negative impacts related to pollution, we have set various targets within the Consumer Business Segment. The targets support the objectives of our "Beiersdorf Environmental Policy." No stakeholders were involved in setting these targets.

We calculate the quantities of substances placed on the market automatically based on the number of units sold per calendar year. These calculations are derived from product bills of materials, formulation compositions, and the raw materials they contain. In cases where data is incomplete (e.g., missing master data), quantities are extrapolated based on the available information.

100% of Cosmetics Free from Synthetic Polymer Microparticles by 2032

Target	To address the material negative impact associated with microplastics, we have defined the following target: 100% of cosmetics are to be free of synthetic polymer microparticles (SPMs) by 2032. A restriction on SPMs has applied in the EU since October 2023, with transition periods of four years for rinse-off products and six years for leave-on products. Beiersdorf's commitment goes beyond legal requirements, as we have implemented a globally applicable voluntary commitment. Many SPMs lose their particulate structure during the manufacturing process of cosmetic formulations and thus no longer fall under the scope of the restriction.
Base year and baseline value	2024
Progress	The 2032 target of formulating 100% of cosmetics without SPM particles was already achieved in 2025. Cosmetic products contain no SPM particles. While some cosmetic products contain ingredients that would be classified as SPMs at the raw material level according to the EU definition, it has been demonstrated that these ingredients lose their particulate characteristics during production and thus no longer fall under the EU SPM restriction. As a result, no SPM particles are released into the environment worldwide via our cosmetic products.
Scope	All Consumer Business Segment cosmetic products, globally.
Methodologies and assumptions	The target was developed based on scientific principles as well as methods and assumptions aligned with national, EU, or international regulatory objectives. At the same time, our efforts go beyond EU requirements. All verification methods regarding the absence of SPM particles in cosmetic products are based on the applicable EU restriction guidelines. The European Cosmetics Association (Cosmetics Europe) has developed guidance that clearly indicates whether SPM particles are present in a cosmetic product. In addition, we have received declarations from raw material suppliers in the chemical industry confirming that the respective raw materials lose their particulate properties during the production process of cosmetic products. Finally, we verified this using our own analytical methods.
Target monitoring	Monitoring and verification processes are established, and raw materials have been assessed according to the EU SPM restriction definition since October 2023.
Changes vs. prior year	The target was fully achieved in 2025 and is therefore no longer actively pursued as a 2032 target.

Use of 100% Biodegradable Polymers in European Product Formulations

Target	Our voluntary target was to use exclusively biodegradable polymers in European product formulations by the end of 2025. This addresses the negative impact of microplastics and the pressure on water resources in the downstream value chain, as well as the risk from potential future regulatory restrictions.
Base year and baseline value	2018, 1,026 kt
Progress	Compared with 2018, 77% fewer non-biodegradable polymers were used in European product formulations in the reporting year. Our target was therefore not achieved. Despite extensive substitution efforts in many categories, certain high-performance applications still require non-biodegradable polymers to ensure product quality and meet consumer expectations. In these cases, usage has been minimized as far as technically feasible. Efforts to reduce the proportion of non-biodegradable polymers continue.
Scope	All European product formulations of the Consumer Business Segment
Methodologies and assumptions	To reduce potential negative environmental impacts, the use of non-biodegradable polymers is gradually being reduced. All raw materials are assessed for biodegradability based on Annex XIII of the European REACH Regulation and related guidance on information requirements (Chapter R.11). The criteria for substance persistence defined in these documents specify the timeframe within which a molecule is considered biodegradable. Based on this criteria, we identified polymers that are not sufficiently biodegradable and should therefore be removed from our European product formulations by the end of 2025.
Target monitoring	Monitoring and testing processes are in place to automatically track the use of these substances in product formulations.
Changes vs. prior year	The target will not be extended or pursued beyond 2025.

Targets in the Upstream and Downstream Value Chain of Both Business Segments

Beyond the Consumer Business Segment targets, Beiersdorf has not defined additional specific targets for pollution of air and water in the upstream value chain. Nevertheless, we monitor supplier compliance with our CoCB to ensure environmental requirements are met. Beiersdorf has also set a concrete target to improve coverage and control of the CoCB, which indirectly addresses pollution in the upstream value chain. Further information is provided in the chapter "ESRS S2 – Workers in the Value Chain."

The evaluation of raw materials used by Beiersdorf considers both human and environmental toxicity in accordance with applicable regulations. The main criteria for identifying SVHC may, however, conflict with requirements under the Cosmetics Regulation or internal Beiersdorf guidelines on human and environmental safety. Through the phased phase-out of cyclomethicone (see "actions"), we are already removing the substance that represents the most significant environmental impact in our product portfolio. Therefore, no additional targets in this area have been defined at this time.

ESRS E3 – Water

Material Impacts, Risks, and Opportunities

In our double <u>materiality assessment</u>, we identified the following negative impacts, and a risk associated with water consumption and withdrawals in our own operations and our upstream value chain.

IRO	Description	Value chain	Time horizon
Water consumption and withdrawal			
⊖	The Consumer Business Segment in particular manufactures products that require large amounts of water in the production process, that cannot be returned to the water cycle.	Own operations (Consumer)	▬●
⊖	Large amounts of water are consumed for some intermediate products and raw materials (e.g., on palm (kernel) oil and cotton plantations) that cannot be returned to the water cycle in the region.	Upstream	▬●
⊖	The major water withdrawal in the production process may lead to water scarcity in the vicinity of production sites. This ultimately has an impact on the natural environment and may result in a depletion of groundwater.	Own operations	●▬
❗	An acute water shortage in regions with very high water risk may disrupt industrial processes and lead to production delays, reduced efficiency, increased downtime, and costs for alternative solutions.	Own operations	●▬

⊕ Positive impact   ⊖ Negative impact   ❗ Risk   ★ Opportunity

●▬ Short term   ▬●▬ Medium term   ▬● Long term

At Beiersdorf, we use water to manufacture our products, and it is an important ingredient in our product formulations. In addition, processes such as steam generation, refrigeration, and chillers require water to operate. Our production sites therefore draw fresh water from various sources, including groundwater and third-party water. Water scarcity can significantly affect our production by interrupting essential processes and causing delays, efficiency losses, and higher costs.

Beiersdorf uses the World Resources Institute's (WRI) "Aqueduct 4.0 Water Risk Atlas" to identify sites located in areas facing water-related risks, including areas of high water stress. The WRI tool converts complex hydrological data into indicators of water-related risks, including the "Total Water Risk" indicator. This metric aggregates factors such as physical water quantity and quality, groundwater stress, and both regulatory and reputational risks to provide a comprehensive measure of overall water risk in specific areas. Based on this assessment, the Consumer Business Segment has identified seven sites and the tesa Business Segment two sites which are located in areas at water risk, including areas of high water stress. The nine affected sites are situated in areas that are classified as "high" or "very high" according to the "Total Water Risk" indicator.

Policies Related to Water

Beiersdorf has established policies to manage material water-related impacts and risks. These policies address water consumption and withdrawal in particular – two key issues according to our double materiality assessment. Our policies do not cover the topic of marine resources, as it is not considered material for Beiersdorf. The policies also do not include provisions focusing on water consumption in areas affected by water risks within our upstream and downstream value chain.

Beiersdorf Environmental Policy (Consumer)

Topic-related content	The aim of the "Beiersdorf Environmental Policy" is to reduce water consumption throughout our operations and value chain, focusing on efficient usage, recycling, and adopting renewable water sources. Our approach includes modern wastewater treatment processes to ensure that our water discharge meets stringent quality standards, as well as regular water risk assessments using tools such as the WWF's "Water Risk Filter" and WRI's "Aqueduct 4.0 Water Risk Atlas." Aligned with our CARE BEYOND SKIN sustainability agenda, we are also developing products designed to reduce water use to a minimum in both production and consumer application.
Reference	For a detailed description of the "Beiersdorf Environmental Policy," please refer to chapter "<u>ESRS E1 – Climate Change</u>."

tesa Environmental & Energy Policy

Topic-related content	tesa has established the "tesa Environmental & Energy Policy" to globally promote environmental protection, support risk mitigation, and enable safe and sustainable water sourcing and usage. This policy focuses on water conservation and process efficiency, taking into account local circumstances and needs, while complying with local regulations. The "tesa Environmental & Energy Policy" also mandates internal reporting and monitoring of water usage. Water sources subject to reporting include groundwater and third-party water. In line with the policy, our tesa sites are required to implement water management practices such as: • managing water consumption (monitoring both the quantity and quality of water withdrawals and discharges), • minimizing potential impacts on water scarcity and reducing emissions to water through innovation, best practices, and ongoing controls, and • regularly evaluating internal and external developments that may affect business practices in the future (e.g., forward-looking process technologies, legal changes, and community water issues). The "tesa Environmental & Energy Policy" does not explicitly address water treatment or the design of products and services with respect to water-related issues. We also adopt preventive measures to avoid accidents. For example, liquids that pose a threat to water are only ever discharged, refilled, or stored in areas that are equipped with appropriate collection facilities. These measures are reviewed annually through external ISO 14001 audits.
Reference	For a detailed description of the "tesa Environmental & Energy Policy," please refer to chapter "ESRS E1 – Climate Change."

Actions Related to Water

Beiersdorf has implemented an action plan to achieve its water-related policy objectives. Our actions focus on all sites that are located in areas at water risk, including areas of high-water stress. All actions described below are intended to contribute to our water reduction targets detailed in the section on targets in the present chapter.

Implementation of Advanced Water Reclaim and Closed-Loop Technologies

Action	Since 2023, we have introduced advanced water recovery technologies to maximize water reuse and reduce freshwater dependency. These technologies include closed-circuit reverse osmosis (CCRO), reverse osmosis, and closed-loop water systems.
Scope	Production sites globally, Consumer Business Segment
Time horizon	Ongoing
Expected outcome	These efficiency measures have the potential to reduce water consumption intensity by 30% at our Sanand site and by 50 to 60% at the Bangkok site. Combined with additional projects, these technologies could deliver cumulative water savings of up to 70% compared to 2020 levels at selected sites.
Progress	Production sites in India (Sanand) and Indonesia (Malang) have already implemented advanced water treatment technologies. Four additional sites located in Thailand, Spain, Mexico, and Poland are in the final stages of implementation and are expected to become fully operational in 2026/2027.

Responsible Water Management through Process Optimization and Innovation

Action	At our Consumer Business Segment, we have deployed modern equipment and technologies to address high water consumption, particularly in cleaning processes and water generation technologies. All production sites treat their wastewater in their own wastewater treatment plants (WWTPs), in WWTPs within industrial parks, or in externally located third-party WWTPs. We do not discharge untreated wastewater into the environment, and we strive to reuse treated wastewater for cooling, irrigation, or sanitation at the respective production sites. This approach contributes to maintaining our "Leadership in Energy and Environmental Design" (LEED) certification, which indicates that our production sites meet global sustainability standards. Regular reviews by internal and external experts further support our facilities in meeting the latest standards and continuously optimizing processes. To further strengthen good governance and continuous improvement, we are deploying "Cotopaxi," an Environmental Resource Management (ERM) system, at our production sites. This system enables real-time data collection and transparent reporting. It also helps us to comply with global standards. Moreover, we collaborate with water suppliers, local authorities, and neighboring companies to foster a community- and best-practice-focused approach to sustainable water management.
Scope	Production sites globally, Consumer Business Segment
Time horizon	Ongoing
Expected outcome	This action should contribute to reducing our water consumption, to enhancing collaboration with external stakeholders, and to complying with LEED certification standards to further support our sustainability targets.
Progress	In 2025, we reviewed the ERM software rollout to monitor implementation. We plan to complete installation at all sites by 2027, with the exception of our two smallest production sites.

Zero Liquid Discharge (ZLD) in India

Action	Our production site in Sanand, India, operates as a ZLD facility, preventing untreated wastewater being released to the environment. Instead, all water is reused for irrigation across ~22,000 m² of green area, which requires ~100 m³ of water daily. This eliminates effluent release, maximizes internal reuse, and closes the water loop on site.
Scope	Production site in Sanand, India; Consumer Business Segment
Time horizon	Ongoing
Expected outcome	We intend to reuse 100% of treated water for irrigating green spaces, eliminate effluent discharge to the environment, and improve circularity at site level.
Progress	ZLD infrastructure has been fully operational since 2016. All treated water is directed to irrigation of green spaces, with no external release. Future monitoring will focus on efficiency improvements and integrating reuse metrics into corporate reporting.

Rainwater Harvesting and Managed Aquifer Recharge in India

Action	To enhance local water resilience, we have implemented a rainwater harvesting and recharge system at our production site in Sanand, India. Covering a built-up area of ~28,000 m² and a green area of ~22,000 m², a total of eleven recharge wells have been installed to capture an average of 800 mm/year of rainfall.
Scope	Production site in Sanand, India; Consumer Business Segment
Time horizon	Ongoing
Expected outcome	This action, along with the fact that the Sanand factory is a ZLD facility, could ensure that ~80% (~53,000 m³) of the site's total annual water withdrawal is replenished back into the aquifer, contributing to local water balance, reduced basin stress, and improved water stewardship. Calculations are based on long-term average rainfall data of ~800 mm/year for the region, combined with the effective catchment areas. Recharge potential assumes that harvested rainwater can be directed into eleven recharge wells with an estimated infiltration efficiency of ~70%, depending on rainfall variability, soil permeability, as well as condition and regular maintenance of the wells.
Progress	Infrastructure for all eleven recharge wells and rainwater harvesting channels has been completed. Initial monitoring data supports our assumed target recharge volumes. Next steps include performance tracking and potential replication at other high-risk sites.

Shutting Down Steam Humidification Units to Reduce Water Usage

Action	At the tesa production site in Hamburg, we have finished replacing humidification units in areas handling significant quantities of solvents. These units were initially installed to prevent charge dissipation. Based on new technical insights regarding the effect of steam humidification, we have replaced them by intensifying other safety practices. This approach aligns with two fields of action of our "tesa Environmental & Energy Policy," namely reducing water consumption and regularly evaluating internal and external developments related to new technologies.
Scope	tesa plant in Hamburg, Germany (tesa Werk Hamburg GmbH)
Time horizon	2025
Expected outcome	We expect the project to save 3,600 m³ of water per year.
Progress	The project was completed successfully; the last humidification system was deactivated in June 2025.

Installation of Additional Cooling Water Circulation Systems to Reduce Groundwater Usage and Wastewater Discharge

Action	To reduce the reliance on water and its discharge into waterways, the tesa plant in Offenburg plans to install additional circulation systems for cooling water, starting with one specific coating line. This action relates to our objectives of reducing water consumption and implementing best practices in line with the "tesa Environmental & Energy Policy."
Scope	tesa plant in Offenburg, Germany (tesa Werk Offenburg GmbH)
Time horizon	2025 to 2027
Expected outcome	We expect to save 10,000 m³ of groundwater per year during the pilot phase at the selected coating line.
Progress	In 2025, we finalized the project's implementation concept, held technical discussions and maintained supplier engagement. We also completed installation of the first cooling water circulation system at the selected coating line.

Suzhou Water Balance and Automated Monitoring Project

Action	At our production site in Suzhou, China, which we identified as a site in an area of high water stress, we addressed water-related risks by launching a water monitoring and efficiency program. We launched the first steps in 2024: we installed sensors and integrated an automated sensor-based system into the site's digital infrastructure to collect water consumption data. In 2025, we monitored the reliability of the system and the collected data to prepare the next project stages which include the implementation of efficiency initiatives and supporting continued improvements to the site's water use.
Scope	tesa Plant in Suzhou, China (tesa Plant (Suzhou) Co., Ltd.)
Time horizon	2026
Expected outcome	We aim to improve transparency and control over water consumption, identify water-saving opportunities through water balance testing, and establish a solid basis for setting quantitative water reduction targets.
Progress	In 2025, we successfully continued monitoring the system and the data it provides. A water balance test is scheduled for 2026 to identify further water-saving opportunities and support future water reduction targets.

Targets Related to Water

The water-related targets of our Consumer Business Segment directly align with the ambitions set out in our "Beiersdorf Environmental Policy." They also support our broader ambition to minimize environmental impacts and contribute to global sustainability frameworks addressing water scarcity. The water targets were drafted with the involvement of internal stakeholders, including the sustainability and environmental teams, the production sites, and local Safety, Health, and Environment (SHE) teams.

Reduction of Water Consumption per Manufactured Product by 25%

Target	The global, voluntary target to reduce water consumption promotes water efficiency: By 2025, we aim to reduce water consumption per product manufactured by 25% (compared to the 2018 base year).
Base year and baseline value	In 2018, global water intensity was 504 liters/1,000 products manufactured.
Progress	In 2025, water consumption per product manufactured was reduced by 8% compared to the base year to 464 liters/1,000 products.
	External and – in some cases – unforeseen factors such as delays in technology implementation, local water regulations, site extensions, and development activities resulted in delays in several planned projects. Consequently, we were not able to achieve our water reduction target by 2025.
	Nevertheless, since the base year, measurable reductions in water consumption per manufactured product have been achieved through efficiency measures and the implementation of advanced water technologies. However, experience has shown that a global intensity-based target does not adequately reflect local water availability, basin-level risks, or site-specific impact potential. Building on these learnings, we are shifting towards a more targeted approach that prioritizes absolute and relative water reductions in high-risk and water-stressed locations, thereby increasing the environmental relevance and effectiveness of our actions.
Scope	The target covers all sites of the Consumer Business Segment. The aim is to ensure that all sites, regardless of whether or not they are located in areas at water risk, are pursuing efforts to reduce water consumption and improve water quality.
Methodologies and assumptions	The target is based on a combination of scientific methods and data-driven approaches. These include comprehensive water risk analyses at all production sites to identify and minimize potential risks, as well as the use of primary data on water consumption.
Target monitoring	We monitor our targets as described in the section on metrics in the present chapter.
Changes vs. prior year	Originally, we intended to achieve this target in 2025, but for the reasons detailed under "Progress," we replaced the previous global water-intensity reduction target with a risk-based and context-specific target. This change reflects the increased methodological maturity and our commitment to focusing water-saving efforts where they deliver the greatest environmental benefit.

100% of Key Sites Located in Basins with High Water Risk will Install Advanced Water Reuse Technologies

Target	Building on the learnings of our 2025 water intensity reduction target, we have introduced a new voluntary global target from 2026 to 2030 focused on advanced water reuse at key production sites located in high water risk basins. By 2030, 100% of these sites will implement advanced water reuse technologies in industrial processes such as air conditioning, process cooling, or steam generation. These measures aim to significantly reduce freshwater withdrawals, enhance basin water stewardship, and strengthen site-level water resilience in water-scarce regions.[1]
Base year and baseline value	2025; 43% of sites in high-risk basins have already implemented modern technologies for water reuse
Progress	Since this a new target, progress will be reported from 2026 onwards.
Scope	The target covers production sites of the Consumer Business Segment located in highly water-scarce or high water-risk basins.
Methodologies and assumptions	The target is based on site-level water balance assessments, engineering feasibility studies, and primary water consumption data. It incorporates planned investments in water reclaim and reuse technologies, benchmarked against industry best practice. To identify sites at high water risk, we refer to the "Baseline Water Stress" indicator as defined by WWF's "Water Risk Filter" and WRI's "Aqueduct 4.0 Water Risk Atlas," as well as to internal site-level risk assessments. As part of the continued maturation of our water stewardship strategy and in response to emerging best practices in science based contextual and basin-level water management, we are evolving our performance metrics beyond a sole focus on water intensity and efficiency and adopting a more holistic approach.
Target monitoring	Progress will be monitored through our internal SUSY system, which enables site-level tracking of reuse volumes and facilitates consolidated global reporting.

[1] Key sites refer to own production sites with a share of more than 3% of global water withdrawal.

In the tesa Business Segment, there are currently no defined measurable water-related targets. This is due to the fact that a sufficiently granular company-wide water-related database is still in development.

We currently track water use through the "SoFi" database, our software to collect and monitor health, safety, and environmental KPIs. Providing the relevant data in "SoFi" is mandatory for ISO 14001-certified production sites within the tesa Business Segment. These sites undergo regular internal audits as well as external environmental audits as part of matrix certification. Each year, water data such as water consumption and effluent quantities are collected and recorded at production sites. We also regularly conduct water risk assessments and report water-related data through our CDP reports.

As a result, the data currently available is a robust baseline, yet reliably monitoring measurable water-related targets requires more granular data. We therefore plan to increase reporting frequency, enabling us to build a stronger database as the foundation for measurable water targets.

Metrics Related to Water

	Unit	Consumer	tesa	**Group**
Total water consumption	m^3	626,200	125,440	**751,640**
Total water consumption in areas at water risk, incl. areas of high water stress	m^3	449,813	28,085	**477,898**
Total water recycled and reused	m^3	136,638	0	**136,638**
Total water withdrawals	m^3	1,479,358	464,345	**1,943,703**
Total water discharges	m^3	853,158	338,905	**1,192,063**

Methods and Significant Assumptions
The measurement of water-related metrics is based on quarterly data input from the SHE managers at each site for the Consumer Business Segment, while tesa collects data annually. This data is collected using the "Sphera SCCS" tool, which allows standardized and consolidated information across all sites. Topic experts validate the data on a quarterly basis for Consumer and annually for tesa to ensure accuracy, consistency and adherence to defined methodologies.

Key assumptions include the reliability of the data provided by the SHE managers at site level and the effectiveness of the validation process by topic experts.

The data exclusively relates to our production sites and does not include our office locations. All data is primary data and has not been estimated or extrapolated.

Currently, water-related metrics are validated internally by topic experts. Topic experts conduct comprehensive reviews (on a quarterly basis for the Consumer Business Segment, and annually for tesa) to ensure data integrity and compliance with internal and external reporting standards. Although the validation process is robust, future validation by an independent external body could be considered to increase transparency and provide additional assurance on the accuracy and reliability of the metrics.

ESRS E4 – Biodiversity and Ecosystems

Material Impacts, Risks, and Opportunities

In our double [materiality assessment](#), we identified the following negative impact on biodiversity arising from our business activities in the upstream value chain.

IRO	Description	Value chain	Time horizon
	Direct impact drivers of biodiversity loss (land-use change)		
●	Beiersdorf sources palm oil and natural rubber from Southeast Asia. The associated destruction of habitats through deforestation of large areas of tropical rain forest for the purpose of expanding plantations and monocultures results in a loss of biodiversity.	Upstream	●

● Positive impact ● Negative impact ● Risk ★ Opportunity

● Short term ● Medium term ● Long term

Beiersdorf understands the impact that palm oil and natural rubber have on biodiversity and ecosystems. Both of these raw materials are key commodities for our business; palm (kernel) oil derivatives, e.g., for skin care products, and natural rubber, e.g., for general-purpose tapes, and their continued availability is crucial for the success of our company. Yet the expansion of oil palm and natural rubber plantations frequently entails the clearing of extensive areas of (tropical) rainforest and other valuable ecosystems. This is why we identified land-use change in the upstream value chain as a material topic for Beiersdorf.

In our double materiality assessment, we did not identify negative impacts with regard to soil sealing and desertification. We have also determined that our own sites do not have a material negative impact on biodiversity-sensitive areas. We furthermore did not identify any operations to have negative impacts on threatened species.

Consumer

Assessment of Impacts, Risks, and Opportunities Related to Biodiversity and Ecosystems

We applied a two-step process to assess actual and potential impacts on biodiversity and ecosystems, both from our own operations and along the upstream and downstream value chain. First, we performed a traceability study on our palm oil supply chain. We then assessed biodiversity risks in the specific regions of our own sites and the oil mills in the upstream supply chain using such tools as the WWF's "Biodiversity Risk Filter" (BRF) and "Water Risk Filter" (WRF). Moreover, as a founding member of the "Action for Sustainable Derivatives" (ASD), we have been conducting an annual transparency analysis of our palm oil supply chain since 2019 to identify hotspots, disclose upstream supply chains, and support targeted local projects.

The WWF's BRF covers both the regions in which our sites are located and the sector in which we operate. Together, these factors determine the overall biodiversity risk of a site, using 33 indicators that cover different aspects of biodiversity risk. A risk score is calculated for every indicator based on an assessment of the state of the biodiversity-related issue at a specific site and the dependency/impact of the sector on this indicator. Dependency in this context means that the selected sector relies on ecosystems, for instance to provide water and wood, or to regulate and mitigate environmental impacts. On the other hand, sectors have an impact on biodiversity at their sites, for example through direct or indirect exploitation, pollution and land-use changes (including conversion, degradation, and changes to ecosystems).

Physical risks were assessed based on our dependency on intact ecosystems and our exposure to ecosystem degradation and natural hazards. Sites located in regions with high water scarcity or poor soil conditions may be exposed to greater physical risks. The BRF assesses these risks by taking into account the local environmental conditions and the dependency of the industry on ecosystem services.

The tool also assesses transition risks by considering how political changes, consumer trends, and technological developments could affect the business activities of a sector.

Beiersdorf has currently not incorporated systemic risks into its assessment and has not directly consulted affected communities on the materiality assessment of shared biological resources and ecosystems.

None of our production sites coincide with biodiversity-sensitive areas as defined in the WWF's BRF. Therefore, the activities at these sites neither negatively affect these areas, nor lead to deterioration of natural habitats or the habitats of species. We have not so far assessed whether we need to implement actions to mitigate the impact on biodiversity associated with our business activities, as set out in Directive 2009/147/EC of the European Parliament and of the Council.

Policies Related to Biodiversity and Ecosystems

We aim to limit our negative impact on ecosystems and biodiversity to meet our legal, environmental, and social responsibilities in this regard. Therefore, Beiersdorf sets binding biodiversity standards in its corporate policies.

Sustainable Palm Policy (Consumer)

Key content	Our "Sustainable Palm Policy" gives guidance on mitigating the adverse effects of palm oil cultivation on ecosystems, and on promoting agriculture practices that are less harmful to the environment than conventional ones. It addresses our material impacts on biodiversity and affected communities, resulting in particular from the procurement and use of palm (kernel) oil derivatives. The policy promotes working with supply chain partners to trace palm-based raw materials back to the refinery, mill, and plantation level.
Topic-related content	The policy addresses impact drivers of biodiversity loss, such as climate change, land-use change, direct exploitation, and impacts on ecosystems, the status of species and ecosystem services, by including the following key aspects: - We intend to source palm oil that does not lead to deforestation or the conversion of natural habitats, with the aim of helping to protect biodiversity-rich areas. - We aim to avoid palm oil plantation development and fires on peatlands, as well as in "High Carbon Stock" (HCS) and "High Conservation Value Areas" (HCVA)[1], to preserve carbon sinks and habitats of endangered species. - We intend to promote landscape management practices that preserve ecological balance and foster biodiversity, e.g., through buffer zones or protected areas that serve as transitional habitat and wildlife corridors. - We aim to encourage agricultural methods that reduce habitat destruction, limit land expansion, and protect wildlife. Our policy does not explicitly tackle biodiversity and ecosystem protection at sites within our own operations. This is because we have not identified material impacts, risks, and opportunities related to biodiversity and ecosystems for these sites. It also does not cover aspects related to practices in oceans and/or seas, as these are not material to Beiersdorf.
Scope	The policy includes all palm-based raw materials purchased by Beiersdorf's Consumer Business Segment, products manufactured in our own global operations and third-party manufacturer operations, as well as suppliers and their entire upstream value chains.
Responsibility	The Sustainability Council oversees implementation of the policy, and the Vice President Sustainability approves it.
Third-party standards/initiatives	The policy is based on initiatives like the "Roundtable on Sustainable Palm Oil" (RSPO) and the "Forum for Sustainable Palm Oil" (FONAP), as well as standards like the above-mentioned HCSA, the "UN Guiding Principles on Business and Human Rights" and the "International Labour Organization's" (ILO) conventions.
Consideration of stakeholder interests	The policy considers the interests of key stakeholders such as smallholder farmers and local communities, including indigenous peoples, as well as supply chain partners and multi-stakeholder initiatives.
Availability	We make the policy accessible by publishing it on our website and informing our relevant suppliers.

[1] HCS and HCVA as defined under the "High Carbon Stock Approach" (HCSA).

tesa Environmental & Energy Policy

Topic-related content	In 2025, we incorporated biodiversity as a core principle in our "tesa Environmental & Energy Policy," guiding our actions across sourcing, land use, and stakeholder engagement. With this inclusion, we firmly acknowledge the essential role of biodiversity in maintaining resilient ecosystems, stabilizing the climate, and securing natural resources for future generations.
Reference	For a detailed description of the "tesa Environmental & Energy Policy," please refer to chapter "ESRS E1 – Climate Change."

Actions Related to Biodiversity and Ecosystems

Palm (kernel) oil and natural rubber supply chains are complex and involve multiple stakeholders, including smallholder farmers, brokers, and large estates. This complexity makes it difficult to trace the origin of these raw materials accurately. Using a multi-lever approach, we have developed and are implementing a range of actions to respond to this challenge and address our material impact on biodiversity. The actions are intended to make a positive contribution to achieving the environmental goals outlined in the policies mentioned above.

Our current actions related to biodiversity and ecosystems do not involve the use of biodiversity offsets. Therefore, there are no aims, key performance indicators, or financing effects related to biodiversity offsets to report. Additionally, we have not presently incorporated local or indigenous knowledge or nature-based solutions into our biodiversity and ecosystem-related actions.

RSPO Certification

Action	Our goal is to only use palm-based raw materials from 100% sustainable sources in accordance with the RSPO's "Mass Balance" model.
Scope	Upstream value chain, Consumer Business Segment
Time horizon	Ongoing
Expected outcome	According to the "Mass Balance" model, products can be certified that contain both RSPO-certified and non-certified palm oil. In this context, companies must ensure that the processed quantity of RSPO-certified palm oil corresponds to the purchased quantity of RSPO-certified palm oil. This is particularly relevant for palm (kernel) oil derivatives, as their supply chains are even more complex than the palm oil supply chains. Therefore, there is no infrastructure for a supply chain in which RSPO-certified and non-certified derivatives are traded separately.
Progress	Has been achieved and maintained since 2020.

Sourcing and Monitoring of Deforestation-Free Sources

Action	We continue to work toward our goal of purchasing our palm (kernel) oil derivatives from deforestation-free sources. As part of this process, the "Action for Sustainable Derivatives" (ASD) initiative gathers comprehensive information about the upstream supply chain by contacting our direct suppliers to create transparency along the entire palm oil supply chain (further details can be found in chapter "ESRS S3 – Affected Communities"). This information serves as the basis for use of the satellite monitoring program "Nusantara Atlas," which allows us to measure our progress toward deforestation-free supply chains.
Scope	Upstream value chain, Consumer Business Segment
Time horizon	Ongoing
Expected outcome	In the summer of 2025, the "Nusantara Atlas" program published its results for 2024. On this basis, we were able to prove that approximately 69% of the palm-based raw material volume from palm (kernel) oil mills in the two main countries of origin, Indonesia and Malaysia, was of deforestation- and conversion-free origin. This progress aligns with the goals set by the EUDR, with the cut-off date of December 31, 2020.
Progress	Has been achieved and maintained since 2023.

WWF Collaboration Projects

Action	In collaboration with the WWF and one of our suppliers, the chemicals company Evonik, the Consumer Business Segment has been involved in two biodiversity projects in Indonesia and Malaysia. Both initiatives aimed to contribute to biodiversity conservation by preventing human-animal conflicts and protecting natural resources.
Reference	The projects are described in detail in chapter "ESRS S3 – Affected Communities."

Analysis of Nature-Related Risks

Action	Along with an external consultancy, we conducted a multi-phase assessment to build a science-based understanding of our relationship with nature and to guide future targets. Key topics, such as water, land use, biodiversity, and resource consumption, were aligned, and material nature impacts and dependencies across raw materials, manufacturing sites, and sourcing regions prioritized. Based on these hotspots, we identified physical and transition risks and opportunities, aligning with global frameworks, e.g., the "Science-Based Targets for Nature" (SBTN) network and the "Taskforce on Nature-related Financial Disclosures" (TNFD).
Scope	Direct operations and upstream value chain, Consumer Business Segment
Time horizon	2024 to 2025
Expected outcome	This action provided us with the robust evidence base we need to strengthen our risk management, support strategic decision-making, and define clear nature-related targets.
Progress	The analysis was completed in 2025.

Hot-Spot Analysis on Nature

Action	We commissioned an external partner to conduct a hotspot analysis to determine where tesa has the greatest negative impact on nature and which commodities and own operations are the main drivers of this. To this end, production site and raw materials data was evaluated.
Scope	Direct operations and upstream purchased goods, tesa Business Segment
Time horizon	January 2025 to July 2025
Expected outcome	We will use the analysis results to conduct a thorough review of existing interventions such as FSC® certifications to determine the extent to which they have positive or negative impacts on nature. In addition, the results will be incorporated into our sustainability strategy, the development of procurement guidelines, and supplier engagement.
Progress	Completed in July 2025.

Targets Related to Biodiversity and Ecosystems

Beiersdorf is currently developing a comprehensive biodiversity strategy and targets related to biodiversity and ecosystems for both the Consumer and tesa Business Segments. We aim to publish these targets in the next three years. Therefore, no strategic targets are reported for 2025.

To date, we have however set the following ambitions in the Consumer Business Segment and use both qualitative and quantitative indicators to evaluate our progress:

- We aim to achieve a deforestation-free palm supply chain by the end of 2030.[10] This amplifies our commitment to zero deforestation of primary and secondary forests and natural ecosystems from 2020 as per the EUDR.

- We aim to source 100% of our palm oil-based raw materials from sources certified as sustainable according to the RSPO's "Mass Balance" model. We reached this ambition at the end of 2020 and have maintained it ever since.

- In addition, we track the number of smallholder farmers involved in our biodiversity and ecosystem conservation projects and the area of land farmed under environmentally progressive practices.

[10] We expect deforestation data for 2025 to be available by mid-2026, at which point we will evaluate our progress toward achieving the target.

ESRS E5 – Resource Use and Circular Economy

Material Impacts, Risks, and Opportunities

In our double materiality assessment, we identified material negative impacts and one risk with regard to resource inflows, resource outflows, and waste.

IRO	Description	Value chain	Time horizon
Resource inflows			
⊖	A wide variety of biological materials, new fossil-based materials, and packaging are consumed in the production of our products.	Own operations	●▬
Resource outflows			
⊖	The products contribute to a significant outflow of materials and plastic packaging.	Own operations	●▬
⊖	Most tesa products (e.g., adhesive tapes) cannot be recycled at the end of their life cycle, which negatively impacts the circularity of plastic flows.	Downstream (tesa)	●▬
❗	New EU regulations in the area of circular economy result in additional fees and investments in sustainable packaging innovations.	Own operations	▬●
Waste			
⊖	At the end of their life cycle, packaging waste is generated. Products are primarily packaged in plastic and/or cardboard boxes, which can be recycled but are not fully biodegradable. In countries without proper recycling infrastructure, these materials may end up being incinerated or landfilled, and in cases of improper disposal by consumers, may ultimately enter the environment.	Downstream	▬●

⊕ Positive impact   ⊖ Negative impact   ❗ Risk   ★ Opportunity

●▬ Short term   ▬● Medium term   ▬● Long term

The use of large quantities of raw materials in our products, the disposal of the products and their packaging at the end of their life cycle, as well as packaging design, can contribute to waste generation and thus have a negative impact on the environment.

The products in the Consumer and tesa Business Segments consist of various materials and differ fundamentally in their characteristics. We have established processes to design the products of both business segments, as far as possible, based on appropriate circular principles. The following criteria play a role in this context: reusability, refurbishment, recycling, return to the biological cycle, and optimization of the use phase of the product or material through other circular business models.

Regarding plastic packaging, we aim to achieve better recyclability at the end of the life cycle as well as an increased share of recycled (secondary materials) and bio-based materials. In this way, we aim to help reduce our risk arising from the requirements of new legislation, for example within the framework of the "European Green Deal," while at the same time fulfilling our responsibility as a consumer goods company.

Policies Related to Resource Use and Circular Economy

Beiersdorf is committed within its business segments to strengthening the circularity of products, ingredients and packaging, and has addressed this in corresponding policies. We pursue a holistic approach from the selection of the substances used to the design of our products, which influences recyclability and the environmental impact of the raw materials used at the end of their life cycle. The focus areas of the policies and the underlying approaches vary by business segment, as different raw materials, other materials, and products are used to different extents.

Beiersdorf Environmental Policy (Consumer)

Topic-related content	The policy defines our approach to increasing circularity. One objective is to increase the share of secondary raw materials in our products, particularly for our packaging. It also addresses the sourcing of raw materials as well as the use of renewable materials in our products. Based on this policy and our targets, measures are derived and approved by the Executive Board.
Reference	For a detailed description of the "Beiersdorf Environmental Policy," please refer to chapter "ESRS E1 – Climate Change."

Sustainable Paper and Cardboard Policy (Consumer)

Key content	The "Sustainable Paper and Cardboard Policy" aims to ensure that paper-based packaging and materials are designed to be sustainable and free from deforestation. At the same time, it is intended to serve as a lever in relation to packaging for achieving our net-zero target to mitigate climate change (see chapter "ESRS E1 – Climate change"). The policy is based on the waste hierarchy principles "avoid, reduce, reuse and recycle" and prioritises recyclable solutions. Since the policy update in 2024, all paper-based materials must use recycled fibres or fibres certified by the Forest Stewardship Council (FSC®). The materials used for all folding boxes, blister cards and package inserts have already been recycled or FSC®-certified since 2020.
Scope	The policy covers all paper-based materials, including folding boxes and promotional materials. It applies worldwide to all products produced by the Consumer Business Segment or manufactured by third parties and distributed by Consumer.
Responsibility	The Vice President Sustainability is responsible for implementing the policy.
Third-party standards/initiatives	The policy does not refer to a specific standard or third-party initiative but is aligned with regulatory requirements such as the EU Regulation on deforestation-free products (EUDR).
Consideration of stakeholder interests	The policy update incorporated feedback from suppliers on the previous version (2018). In addition, the revised policy was communicated to relevant stakeholders (e.g., suppliers) and discussed in direct dialogue.
Availability	The policy is available to business partners via the download center on the company website.

tesa Environmental & Energy Policy

Topic-related content	This policy addresses, among other aspects, the handling of resources and waste as well as environmentally sustainable procurement, and prioritizes the waste hierarchy principles "avoid, reduce and reuse" over disposal. It requires our sites to document all waste, including its description, quantity, classification, and disposal routes. In addition, the environmentally responsible handling of resources, particularly raw materials and chemicals, is stipulated. Environmentally responsible and sustainability-oriented procurement of raw materials, for example in accordance with FSC® certification criteria, is also included.
Reference	A detailed description of the "tesa Environmental & Energy Policy" can be found in the section "ESRS E1 – Climate change."

Actions Related to Resource Use and Circular Economy

Consumer

In a cross-functional collaboration of sustainability experts, we identified long-term areas for action that relate to our material impacts and our risk regarding circular economy and resource use. The objective was to develop innovation areas that are aligned with our overarching sustainability goals and our net-zero target (see "ESRS E1 – Climate change").

The following actions supported our short-term targets for 2025 and are intended to contribute to achieving the newly defined targets by 2030.

Product-Related Actions

Action	We have adjusted our medium-term target for reducing greenhouse gas emissions (see chapter "ESRS E1 – Climate change") and, based on this, defined action areas for packaging through 2030. The focus is on further increasing the use of recycled material and continuously improving recyclability. We also aim to continue working on reducing packaging material, designing it for reuse, and using bio-based plastics. We provide targeted training for our employees involved in the innovation process on these action areas so that they can develop product-related measures to ensure the successful implementation of our targets. We continuously assess regulatory developments in the field of circular economy and integrate them into our internal training as well. The effectiveness of the product-related actions is reviewed regularly by the Sustainability Council with the support of our packaging experts.
Scope	All packaging in the Consumer Business Segment (global)
Time horizon	Until 2030
Expected outcome	By monitoring the implementation progress of the product-related actions using the metrics described below, we can reduce the use of fossil-based virgin plastic. In doing so, we aim to mitigate the material negative impacts identified in relation to resource outflows and resource inflows.
Progress	See targets section (Consumer part) in this chapter

"Women in Circularity" Initiative

Action	The initiative "Women in Circularity" is a socio-ecological initiative that supports four plastic recycling organizations with a social business model by providing donations from our COVID-19 relief program. Since 2023, through our partner "Haus des Stiftens," we have supported the organizations "Delterra" in Argentina, "Recycle Up! Ghana" in Ghana, "Green Worms" in India, and "TakaTaka Solutions" in Kenya. At the end of 2024, we entered into a partnership with the Maecenata Foundation, through which we have supported four additional organizations since the beginning of the reporting year: "Sustainindo" in Indonesia, "sinba" in Peru, "Re-purpose" in South Africa, and "The Plastic Flamingo" in the Philippines. By providing a total of €8 million from 2023 and 2024, these organizations will be able to create income and development opportunities for more than 1,600 women in the waste management sector in the coming years. The initiative aims to increase the capacity of these organizations to collect and recycle plastic waste to approximately 15,000 tons per year.
Scope	Argentina, Ghana, India, Kenya, Philippines, Indonesia, South Africa, and Peru
Time horizon	Ongoing
Expected outcome	We expect the expansion of infrastructure to promote plastic waste recycling in emerging countries, as well as the creation of jobs and training programs to support women in waste management. The initiative therefore targets our material impact regarding waste.
Progress	By the end of 2025, the first four organizations were operational. Overall, the organizations recycled more than 7,000 tons of plastic during the reporting year.

tesa

For products in the tesa Business Segment, we are implementing actions to reduce the use of fossil primary raw materials, particularly plastics, and to increase the share of recycled and bio-based raw materials. The focus is on gradually shifting toward certified sourcing of bio-based raw materials and integrating a sustainability assessment into product development. Implementation is planned and managed within the business units.

Switching of Product Packaging

Action	An ongoing program includes measures to transition our packaging to recycled and bio-based materials. The program, which was officially scheduled to run until 2025, has been extended.
Scope	All packaging of self-manufactured products in the tesa Business Segment (global)
Time horizon	Until 2025
Expected outcome	The implementation of these measures was intended to reduce the use of fossil virgin plastics in our packaging by 50% by the end of 2025 compared to 2018. For the period up to 2030, we plan to define new targets in 2026. This continues to address the reduction of our material negative impacts on resource outflows.
Progress	With a 63% reduction in fossil virgin plastics in our packaging, we exceeded our target by the end of 2025.
Change vs. prior year	The base year has been adjusted from 2019 to 2018 due to improved data quality.

Targets Related to Resource Use and Circular Economy

Regarding resource use and the circular economy, the Consumer and tesa Business Segments have each set voluntary global targets. These Beiersdorf targets are closely linked to the objectives of the

European Green Deal, which aims for a climate-neutral, more resource-efficient, and circular economy by 2050.

Consumer

The following circular economy targets of the Consumer Business Segment all spanned a period up to 2025 and supported the overarching objectives of the "Beiersdorf Environmental Policy." They applied to our own operations and related to plastic packaging, with the exception of our joint venture NIVEA-Kao and the brands Chantecaille, La Prairie, and Coppertone. Specifically, they focused on: expanding circular product design, increasing the circular material use rate, minimizing primary raw materials, and sustainably sourcing and using renewable resources. Excluded were waste management, including preparation for proper disposal, and other aspects related to resource use or the circular economy.

The targets were not based on further scientific findings. While individual studies exist in the context of the circular economy, there are currently no standardized indicators that could serve as a basis for uniform measurement. Packaging experts from our brands and the Corporate Sustainability Team were involved in developing our targets. We also considered the perspectives of external stakeholders, particularly trade partners and suppliers. Key performance indicators for monitoring the targets were collected monthly (with the exception of quarterly data collection for the target on refillable, reusable, and recyclable packaging) and regularly reported to the CEO, the Sustainability Council, and participants in the innovation process.

Reduction of Virgin-Based Fossil Plastic

Target	By 2025, the volume of virgin fossil-based plastic in our packaging is to be reduced by 50% compared to 2019. The target refers to the reduction level within the waste hierarchy.
Base year and baseline value	2019: 69,616 tons
Progress	25% reduction vs. previous year; total reduction from 2019 to 2025: 37%; we therefore did not achieve our target.
Methodologies and assumptions	The key performance indicator for monitoring this target indicates the extent to which the use of fossil-based plastic was reduced in percentage terms compared to the base year. The value had to be reported as an absolute percentage reduction relative to the baseline. To calculate this, we linked sales data with packaging specifications, allowing us to precisely determine the total weight of plastic packaging used and the share of recycled plastic, in both absolute and percentage terms, on an annual basis. No extrapolation for missing master data was performed for this metric.
Changes vs. prior year	It was already announced in 2024 that achievement of the target would be delayed. This was primarily due to higher-than-expected growth in recent years. In addition, we determined that technical challenges and cost factors were slowing down the adoption of non-fossil virgin plastics. For this reason, we will no longer pursue this target and will instead focus on the following targets up to 2030.

Recycled Material in Our Plastic Packaging

Target	By 2025, our plastic packaging was to consist of 30% recycled material. While we aim to prioritize recycled materials for circular economy reasons, this is not possible for all formulations due to technical requirements. In such cases, we will use renewable plastics, which can be derived from renewable raw materials and thus represent a sustainable alternative to virgin plastic. The target refers to the recycling level within the waste hierarchy.
Base year and baseline value	2019, n/a
Progress	30% recycled material in 2025; target achieved
Methodologies and assumptions	The KPI associated with the target documents the percentage of recycled plastic relative to total plastic use. To calculate this, we linked sales data with packaging specifications. This enabled us to precisely determine both the total weight of plastic packaging used and the share of recycled plastic in absolute numbers and percentages. No extrapolation for missing master data was performed for this metric.
Changes vs. prior year	After achieving our target in the 2025 reporting period, we set a new target for the period up to 2030: to integrate 50% recycled or renewable plastic material into our plastic packaging.

Packaging Design

Target	By 2025, 100% of our packaging was intended to be refillable, reusable, or recyclable. The target refers to the waste hierarchy levels of reduction, reuse, and recycling.
Base year and baseline value	n/a
Progress	In the reporting year: 82% "Design for Recycling" and 78% global recyclability; target not achieved
Methodologies and assumptions	The KPI for tracking the original target indicates the share of packaging that met "Design for Recycling" criteria or was globally recyclable. The calculation was based on the circular economy model of the Ellen MacArthur Foundation. Since 2022, recyclability has been assessed digitally for all packaging types and materials (plastic, metal, glass, and paper), with the proportion of recyclable materials determined relative to the total portfolio weight. No extrapolation for missing master data was performed for this metric.
Changes vs. prior year	We are collaborating with external experts to further develop our packaging. Recycling infrastructures and criteria, particularly for flexible and small-format packaging, are still being established. Therefore, achieving 100% global recyclability is currently not feasible. Consequently, we have shifted our focus: going forward, we will concentrate on "Design for Recycling." According to this metric, a package must be recyclable in at least one country from the outset. In line with our climate goals, we aim to achieve "Design for Recycling" for more than 90% of our plastic packaging by 2030.

tesa

The following circular economy targets for the tesa Business Segment have a time horizon up to 2030 and support the implementation of the "tesa Environmental & Energy Policy." Both targets cover globally sourced materials and packaging for our self-manufactured products (exception: adhesives for the target of less non-recycled fossil plastic). The targets were developed based on our tracked KPIs for resource inflows and outflows. The targets are not currently based on scientific findings. Internal functions, such as packaging experts, and management, but no external stakeholders were involved in setting the targets. Compared to the previous year, there were no changes to the targets in 2025. Progress KPIs are communicated quarterly to Senior Management and the Executive Board.

Increased Use of Recycled and Bio-Based Materials

Target	By 2030, 70% of materials for our products and packaging are to consist of recycled or bio-based materials. The target refers to the recycling level within the waste hierarchy.
Base year and baseline value	n/a
Progress	32% of materials were recycled or bio-based in 2025
Methodologies and assumptions	Data on resource inflows and outflows is collected through direct measurements based on purchasing and consumption volumes. Classification of bio-based and secondary materials is conducted by experts.
Change vs. prior year	For the reporting year, we were able to access a larger amount of primary data.

Less Non-Recycled Fossil Plastic

Target	By 2030, we aim to reduce the use of non-recycled fossil plastic by 50%. The target refers to the avoidance level within the waste hierarchy.
Base year and baseline value	2018, 29,480t
Progress	13% reduction in non-recycled fossil plastic in 2025
Methodologies and assumptions	Data on resource inflows and outflows is collected through direct measurements based on purchasing and consumption volumes. Material classification is conducted by experts.
Change vs. prior year	For the reporting year, we were able to access a larger amount of primary data. Base year changed from 2019 to 2018.

Metrics Related to Resource Use and Circular Economy

Since the identified material negative impact related to waste focusses on the downstream value chain rather than our own operations, no KPIs are reported in this regard.

Resource Inflows and Outflows

	Metric	Unit	Consumer	tesa	Group
Resource inflows					
Raw materials					
Total raw materials used	Total weight of raw materials used in our products	kt	907	88	**996**
Share of biological raw materials sustainably sourced	Share of biological raw materials sustainably certified	%	5	12	**5**
Packaging materials					
Total use of packaging materials	Total weight of packaging materials used in our products	kt	170	11	**180**
Share of packaging materials of biological origin, sustainably sourced	Share of packaging materials of biological origin, sustainably certified	%	9	43	**11**
Secondary material	Total weight of recyclates in our packaging materials	kt	50	7	**57**
Secondary material relative to total packaging consumption	Proportion of recyclates in our packaging materials	%	30	68	**32**
Total weight of products and technical and biological materials					
Total weight of products and technical and biological materials	Sum total of packaging materials and raw materials	kt	1,077	99	**1,176**
Share of biological materials sustainably sourced	Share of packaging materials and raw materials of biological origin that are certified as sustainable	%	5	15	**6**
Weight of secondary reused or recycled components	Total weight of recyclates in our packaging materials	kt	50	9	**59**
Percentage of secondary reused or recycled components	Proportion of recyclates in the total resource inflow	%	5	9	**5**
Resource outflows					
Global recyclable packaging	Share of recyclable packaging	%	78	n/a	**n/a**

Methods and Significant Assumptions

Consumer

Our packaging largely consists of plastics, as they optimally meet the requirements for low weight and high stability while maintaining flexibility. Other important raw materials for our product packaging include paper, glass, and aluminum. In addition to water, we primarily use raw materials of fossil, biological, or mineral origin in the production of our products.

The tonnages of raw materials and packaging materials placed on the market are calculated automatically based on the number of units sold per calendar year. The calculation is based on product bills of materials, the composition of formulations, and the included raw and packaging materials. If, in individual cases, the available data is incomplete (e.g., missing master data), tonnages are extrapolated based on the data available. In deviation from the reporting scope defined under ESRS 2, the indicators also include the Coppertone business.

Materials of biological origin that are sustainably sourced include paper packaging with FSC® certification and palm (kernel) oil-based raw materials with RSPO® certification.

Products designed according to circular economy principles - in our case, primary packaging - are categorized into four types: plastic, paper, glass, and aluminum. Secondary materials, which we mainly

use in our packaging, are sourced from external partners. Double-counting in data collection is avoided through unique internal material labeling.

The "Global Recyclable Packaging" metric is aligned with the circular-economy model of the Ellen MacArthur Foundation. Since 2022, recyclability has been assessed digitally for all types of packaging and materials (plastic, metal, glass, and paper), determining the share of recyclable materials as a percentage of the total weight of the portfolio's primary packaging.

Applying the cascade principle (multiple uses of raw materials across stages) to the reported KPI "Total raw material consumption of sustainably sourced biological materials" is not useful. This is because palm oil - one of our main raw materials - cannot be recycled or reused after use in cosmetic products.

tesa

Both production and packaging of tesa Business Segment products require a wide range of raw materials. Fossil and plant-based raw materials are used in product manufacturing. These are often used for plastic films that must meet high technical requirements as carrier or release liners for adhesive tapes. Additionally, some adhesive formulations, such as acrylate adhesives, are based on fossil raw materials. Bio-based raw materials, such as paper, natural rubber, and tackifying resins, are also used in adhesive tape production.

For packaging, tesa uses plastics, paper, and cardboard. Currently, many plastics are still of non-recycled origin, and some packaging is not yet recyclable. Not all paper and cardboard materials are sourced from sustainably certified sources (such as FSC-certified sources). As in product manufacturing, we are actively working to improve this.

Data on resource inflows and outflows is collected through direct measurements based on purchasing and consumption volumes. Classification of bio-based and secondary materials is performed by experts. Data gaps were filled by extrapolation based on sales volumes. For tesa, recyclability of packaging cannot yet be determined. Due to the different applications and markets of products in the business segment, no economic or technical criteria of the cascade principle are applied.

EU Taxonomy Reporting

Since the EU Taxonomy Regulation came into force, Beiersdorf has been required to provide information on turnover, capital expenditures (CapEx), and operating expenditures (OpEx) associated with environmentally sustainable economic activities. The EU Taxonomy Regulation contains criteria for determining whether an economic activity qualifies as sustainable with respect to various environmental objectives. The overarching goal is to create a more sustainable financial sector and channel investments into green and sustainable projects, thereby contributing to the European Green Deal. We report in accordance with Delegated Regulation (EU) 2026/73, which was published in the Official Journal of the European Union on January 8, 2026 and has been in force since the end of January this year.

Taxonomy Impact Analysis procedure[11]

Beiersdorf uses a top-down approach to determine the Taxonomy eligibility of certain business activities with the help of the relevant specialist units. To this end, we have assembled an interdisciplinary team consisting of employees from the tesa and Consumer Sustainability departments, Group Accounting and Consolidation (Consumer), and Sustainability Controlling (tesa). The team

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[11] Given the ongoing, dynamic development of the formulations contained within the EU Taxonomy Regulation, also in consideration of the supplementary publications of the European Commission and the EU Platform on Sustainable Finance, uncertainties persist regarding the interpretation of its wording and terms. As a result, we may make changes to our Taxonomy Impact Analysis in the future.

continuously analyzes – in close cooperation with the specialist units – whether any Taxonomy-eligible economic activities are being performed.

Taxonomy-eligible activities relevant to Beiersdorf are identified based on the activity descriptions, the referenced NACE codes, and the supplementary publications of the European Commission and the EU Platform on Sustainable Finance.

Identified Taxonomy-Eligible Economic Activities

Beiersdorf's business model was comprehensively analyzed in connection with the implementation of the EU Taxonomy requirements. The core business activities of Beiersdorf are not covered by the activities listed in the latest version of the Delegated Acts. Only one activity in the tesa Business Segment, which relates to the manufacture of subcomponents for batteries (Activity 3.4), was identified as Taxonomy-eligible. However, this activity is of minor importance compared to Beiersdorf's core business activities and only makes up a small proportion of the Group's turnover.

In terms of classifying capital expenditure and operating expenditure, the EU Taxonomy Regulation distinguishes between the following three categories:

- Category A: capital expenditure or operating expenditure related to assets or processes that are associated with Taxonomy-aligned economic activities.

- Category B: capital expenditure or operating expenditure that is part of a (CapEx) plan to expand Taxonomy-aligned economic activities or to allow Taxonomy-eligible economic activities to become Taxonomy-aligned.

- Category C: capital expenditure or operating expenditure related to the purchase of output from Taxonomy-aligned economic activities and individual measures enabling the target activities to become low-carbon or to lead to greenhouse gas reductions.

Due to Beiersdorf's business model, no capital expenditure or operating expenditure other than that related to economic activity 3.4 are allocated to category A. Similarly, as we are not drawing up any investment plans to convert our activities into Taxonomy-aligned economic activities, none of our capital expenditure or operating expenditure is allocated to category B. Beiersdorf therefore only has to take into account capital expenditure and operating expenditure relating to the purchase of output from Taxonomy-aligned economic activities and individual measures (category C).

The reported economic activities relate exclusively to the environmental objective of "climate change mitigation," as they can make a positive contribution to the reduction of CO_2e emissions in the Group and are in line with Beiersdorf's sustainability strategy. In this context, Taxonomy-eligible economic activities are assessed based on the technical screening criteria ("substantial contribution" and "do no significant harm"), i.e., in accordance with Annex 1 to the Commission Delegated Regulation (EU) 2021/2139. Economic activities contributing to the environmental objective "climate change adaptation" are included exclusively in reports for selected investment projects with a focus on factors in connection with climate change adaptation.

In the course of the data collection and reporting process, we make sure that each economic activity is clearly allocated to an EU Taxonomy activity. We can thus rule out the possibility of economic activities being allocated twice.

The following economic activities were identified as Taxonomy-eligible:

Manufacturing Industry/Goods Manufacturing
- The manufacture and sale of products from the Consumer Business Segment do not fall within the scope of the EU Taxonomy. The manufacture of subcomponents for batteries (Activity 3.4, "Manufacture of batteries"), qualifies only a small proportion of the tesa Business Segment's economic activity as Taxonomy-eligible. Its other activities do not generate Taxonomy-eligible turnover. For example, tesa does not manufacture plastics in primary form, but sources them from suppliers.

Energy
- Activity 4.24, "Production of heat/cool from bioenergy" was identified as relevant for Beiersdorf as biomass is used for the internal heat supply.

- Activity 4.25 "Production of heat/cool using waste heat" was also identified in this area. At Beiersdorf, waste heat is used for internal heating processes.

Construction, Extension and Operation of Water Collection, Treatment and Supply Systems
- Activity 5.1, "Construction, extension and operation of water collection, treatment and supply systems" was identified as relevant for Beiersdorf as reverse osmosis systems at some production sites result in reuse of water for production.

Transport
- Our transportation activities are generally outsourced to service providers, meaning we do not conduct any Taxonomy-eligible activities in this area. Our own fleet of company cars falls under Activity 6.5 "Transport by motorbikes, passenger cars and light commercial vehicles."

Construction and Real Estate Activities
- Combined packages of measures reported in connection with Activity 7.2 "Renovation of existing buildings" include content which is allocated to Activities 7.3, 7.5, and 7.6. The investment project (package of measures) must be in excess of 25% of the value of the building.

- Activities 7.3 "Installation, maintenance and repair of energy efficiency equipment," 7.5 "Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings," and 7.6 "Installation, maintenance and repair of renewable energy technologies" are part of our building management; they also include the installation, maintenance, and repair of heating, ventilation, and cooling systems, photovoltaic systems as well as measuring systems and energy-efficiency control units in our administrative buildings and production facilities.

- Activity 7.4 "Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces attached to buildings)" was identified as relevant, as there are vehicle charging stations on our premises that are operated by a third party.

- Activity 7.7 "Acquisition and ownership of buildings" covers investment activities in connection with the construction or expansion of our production and administrative buildings. The construction of these buildings is carried out by external construction companies. Capitalization of right-of-use assets from leases (IFRS 16) for rented office buildings is also reported under Activity 7.7.

Information and Communication

- Activity 8.1 "Data processing, hosting and related activities" was identified as relevant for Beiersdorf, since the Consumer Business Segment operates a data center and provides these services to tesa. The acquisition of third-party computing power (cloud computing services) is also taken into account in this context.

The data basis for determining the key figures (turnover, capital expenditure, and operating expenditure) for Taxonomy-eligible and Taxonomy-aligned economic activities (numerator) and their corresponding reference figures (denominator) is generally derived from Beiersdorf's financial controlling systems.

Taxonomy-Eligible Turnover

The denominator for the purposes of the EU Taxonomy is determined in line with the definition of sales in the consolidated financial statements (see Notes to the consolidated financial statements, Income Statement, Note 01).

For the 2025 reporting year, sales relating to the manufacture of subcomponents for batteries are reported under Activity 3.4 "Manufacture of batteries." The sales generated in this area are attributable entirely to the tesa Business Segment. These transactions amount to €15 million and therefore represent 0.2% of our Group sales of €9,852 million.

Taxonomy-Eligible Capital Expenditure (CapEx)

The reference figure (denominator) of our Taxonomy-eligible activities is determined in accordance with the requirements of the EU Taxonomy Regulation. For the 2025 reporting year, the reference figure is €521 million (denominator). In addition to the investments in intangible assets (Note 11 to the consolidated financial statements) and property, plant, and equipment (Note 12 to the consolidated financial statements) reported in the annual report, this figure also includes investments related to right-of-use assets from leases (Note 12 to the consolidated financial statements).

Capital expenditure for projects and long-term leases is allocated to the activities identified as Taxonomy-eligible with the help of Beiersdorf's financial controlling systems and interviews with the responsible departments. For the 2025 reporting year, capital expenditure amounting to €119 million – a share of 22.8% – is attributable to Activity 7.7 "Acquisition and ownership of buildings."

In total, our Taxonomy-eligible capital expenditure amounts to €162 million. This corresponds to a share of 31.1% of the total capital expenditure (denominator) of €521 million for the 2025 reporting year. The change compared to the previous year is primarily attributable to the conclusion of projects in connection with the modernization and expansion of our (production) sites and the associated capital expenditure in 2025 (Activity 7.7).

Taxonomy-Eligible Operating Expenditure (OpEx)

The data basis for calculating the reference figure (denominator) for Taxonomy-eligible operating expenditure for the 2025 reporting year is derived from Beiersdorf's financial controlling systems. The reference figure is the sum of the following cost components:

- Research and development expenses

- Expenses in connection with short-term and low-value leases

- Maintenance and repair expenses

Where possible, operating expenditure was allocated directly to the identified Taxonomy-eligible activities using data from our financial systems. In cases where it was not possible to directly allocate

percentage shares, these shares were broken down and, if necessary, allocated using appropriate keys (e.g., capital expenditure for Taxonomy-eligible activities).

Taxonomy-eligible operating expenditure amounted to €41 million. Compared with the operating expenditure reference figure of €558 million, this is equivalent to a share of 7.3%. The change compared to the previous year is primarily attributed to operating expenditures reported in connection with activity 6.5, 7.7 and 8.1 for the financial year 2025.

Approach and Results of the Alignment Analysis

To assess whether the Taxonomy-eligible activities relevant to Beiersdorf are Taxonomy-aligned, we conducted a comprehensive analysis of the relevant technical screening criteria as set out in the annexes to the Delegated Acts on the EU Taxonomy. For a Taxonomy-eligible activity to be classified as Taxonomy-aligned, the following requirements must be satisfied cumulatively:

- Compliance with the technical screening criteria for a substantial contribution to the respective environmental objective

- Compliance with the technical screening criteria to avoid material adverse effects on other environmental objectives (do no significant harm, DNSH)

- Compliance with minimum safeguards

In principle, compliance with the technical screening criteria is checked and documented individually for each activity. DNSH compliance regarding Appendix A ("Climate change adaptation") is verified centrally for the relevant Taxonomy-eligible activities with the help of a climate risk and vulnerability assessment for each site.

Beiersdorf relies on processes, documents, and guidelines that are established within the Group to review and comply with the minimum safeguards (see "ESRS S2 – Workers in the Value Chain" and "ESRS G1 – Business Conduct"). Beiersdorf actively promotes compliance with laws, codes of conduct, and human rights. Our annual risk management process includes an assessment of human rights violations by our employees and in our supply chain. Beiersdorf advocates for fair competition and actively prevents corruption through a number of compliance programs. Through appropriate monitoring measures, Beiersdorf ensures that the minimum safeguards of the EU Taxonomy are met. Beiersdorf has a compliance management system for taxes similar to the Group-wide compliance management system.

Based on our analyses and a materiality threshold of 10%, we identified a material Taxonomy-aligned share for the following activity:

- Activity 7.7 "Acquisition and ownership of buildings"

For the remaining activities identified as taxonomy-eligible, for turnover, CapEx, and OpEx, an assessment of taxonomy alignment was not performed due to their qualitative and quantitative immateriality. The sector allocation is presented in the section "Identified Taxonomy-Eligible Economic Activities."

All taxonomy-eligible activities that were not assessed for taxonomy eligibility amount to 0.2% of revenue, 8.3% of CapEx in total (excluding activity 7.7), and 7.3% of OpEx.

The following table shows the amount of taxonomy-aligned capital expenditure, broken down by its components.

CapEx Distribution of Taxonomy-Aligned Activities

Economic activities	Code	Intangible assets	Property, plant and equipment	Financial assets	Total
		TEUR	TEUR	TEUR	TEUR
Acquisition and ownership of buildings	CCM 7.7	-	12,283	-	12,283
Taxonomy-aligned activities		-	12,283	-	12,283

To check our compliance with the technical screening criteria in connection with Activity 7.7 "Acquisition and ownership of buildings," we primarily relied on the available energy performance certificates (EPCs) and the primary energy demand listed therein. In the event that no energy performance certificate was available, we used alternative external confirmations that provide appropriate evidence of compliance with the limits specified in the technical screening criteria (e.g., energy class A).

Key Figures – EU Taxonomy Reporting

| KPI | Total | Proportion of Taxonomy eligible activities | Taxonomy aligned activities | Proportion of Taxonomy aligned activities | Breakdown by environmental objectives of Taxonomy-aligned activities | | | | | | Proportion of enabling activities | Proportion of transitional activities | Not assessed activities considered non-material | Taxonomy aligned activities, year 2025 | Proportion of Taxonomy aligned activities, year 2025 |
| | | | | | Climate Change Mitigation | Climate Change Adaptation | Water | Circular Economy | Pollution | Biodiversity | | | | | |
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)
	KEUR	%	KEUR	%	%	%	%	%	%	%	%	%	%	KEUR	%
Turnover	9,851,600	0.2%	–	–%	–%	–%	–%	–%	–%	–%	–%	–%	–%	–	–%
CapEx	520,789	31.1%	12,283	2.4%	2.4%	–%	–%	–%	–%	–%	–%	–%	8.3%	25,408	5.0%
OpEx	558,364	7.3%	–	–%	–%	–%	–%	–%	–%	–%	–%	–%	7.3%	2,395	0.5%

Key Figures – Turnover

					Environmental objective of Taxonomy-aligned activities									
Economic Activities	Code	Proportion of Taxonomy eligible Turnover	Monetary value of Taxonomy aligned Turnover	Proportion of Taxonomy aligned Turnover	Climate Change Mitigation	Climate Change Adaptation	Water	Circular Economy	Pollution	Biodiversity	Enabling activity	Transitional activity	Proportion of Taxonomy aligned in Taxonomy eligible
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)
		%	KEUR	%	%	%	%	%	%	%	E	T	%
Manufacture of batteries	CCM 3.4	0.2%	–	–%	–%	–%	–%	–%	–%	–%	E		–%
Sum of alignment per objective					**–%**	**–%**	**–%**	**–%**	**–%**	**–%**			
Total KPI Turnover					**–%**	**–%**	**–%**	**–%**	**–%**	**–%**	**–%**	**–%**	**–%**

Key Figures – CapEx

Environmental objective of Taxonomy-aligned activities

Economic Activities	Code	Proportion of Taxonomy eligible CapEx	Monetary value of Taxonomy aligned CapEx	Proportion of Taxonomy aligned CapEx	Climate Change Mitigation	Climate Change Adaptation	Water	Circular Economy	Pollution	Biodiversity	Enabling activity	Transitional activity	Proportion of Taxonomy aligned in Taxonomy eligible
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)
		%	KEUR	%	%	%	%	%	%	%	E	T	%
Production of heat/cool from bioenergy	CCM 4.24	–%	_	–%	–%	–%	–%	–%	–%	–%			–%
Production of heat/cool using waste heat	CCM 4.25	–%	_	–%	–%	–%	–%	–%	–%	–%			–%
Construction, extension and operation of water collection, treatment and supply systems	CCM 5.1	0.8%	_	–%	–%	–%	–%	–%	–%	–%			–%
Transport by motorbikes, passenger cars and light commercial vehicles	CCM 6.5	3.2%	_	–%	–%	–%	–%	–%	–%	–%		T	–%
Installation, maintenance and repair of energy efficiency equipment	CCM 7.3	0.5%	_	–%	–%	–%	–%	–%	–%	–%	E		–%
Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces attached to buildings)	CCM 7.4	–%	_	–%	–%	–%	–%	–%	–%	–%	E		–%
Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings	CCM 7.5	0.3%	_	–%	–%	–%	–%	–%	–%	–%	E		–%
Installation, maintenance and repair of renewable energy technologies	CCM 7.6	2.3%	_	–%	–%	–%	–%	–%	–%	–%	E		–%
Acquisition and ownership of buildings	CCM 7.7	22.8%	12,283	2.4%	2.4%	–%	–%	–%	–%	–%			10.3%
Data processing, hosting and related activities	CCM 8.1	1.2%	_	–%	–%	–%	–%	–%	–%	–%		T	–%
Sum of alignment per objective					**2.4%**	**–%**	**–%**	**–%**	**–%**	**–%**			
Total KPI CapEx				**2.4%**	**2.4%**	**–%**	**–%**	**–%**	**–%**	**–%**	**–%**	**–%**	**10.3%**

Key Figures – OpEx

Environmental objective of Taxonomy-aligned activities

Economic Activities	Code	Proportion of Taxonomy eligible OpEx	Monetary value of Taxonomy aligned OpEx	Proportion of Taxonomy aligned OpEx	Climate Change Mitigation	Climate Change Adaptation	Water	Circular Economy	Pollution	Biodiversity	Enabling activity	Transitional activity	Proportion of Taxonomy aligned in Taxonomy eligible
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)
		%	KEUR	%	%	%	%	%	%	%	E	T	%
Manufacture of batteries	CCM 3.4	0.4%	_	–%	–%	–%	–%	–%	–%	–%	E		–%
Production of heat/cool from bioenergy	CCM 4.24	–%	_	–%	–%	–%	–%	–%	–%	–%			–%
Production of heat/cool using waste heat	CCM 4.25	0.2%	_	–%	–%	–%	–%	–%	–%	–%			–%
Construction, extension and operation of water collection, treatment and supply systems	CCM 5.1	–%	_	–%	–%	–%	–%	–%	–%	–%			–%
Transport by motorbikes, passenger cars and light commercial vehicles	CCM 6.5	1.1%	_	–%	–%	–%	–%	–%	–%	–%		T	–%
Installation, maintenance and repair of energy efficiency equipment	CCM 7.3	0.2%	_	–%	–%	–%	–%	–%	–%	–%	E		–%
Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces attached to buildings)	CCM 7.4	–%	_	–%	–%	–%	–%	–%	–%	–%	E		–%
Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings	CCM 7.5	0.1%	_	–%	–%	–%	–%	–%	–%	–%	E		–%
Installation, maintenance and repair of renewable energy technologies	CCM 7.6	0.7%	_	–%	–%	–%	–%	–%	–%	–%	E		–%
Acquisition and ownership of buildings	CCM 7.7	2.4%	_	–%	–%	–%	–%	–%	–%	–%			–%
Data processing, hosting and related activities	CCM 8.1	_	_	–%	–%	–%	–%	–%	–%	–%		T	–%
Sum of alignment per objective					–%	–%	–%	–%	–%	–%			
Total KPI OpEx				–%	–%	–%	–%	–%	–%	–%	–%	–%	–%

Nuclear and Fossil Gas Related Activities

Nuclear energy related activities

The undertaking carries out, funds or has exposures to research, development, demonstration and deployment of innovative electricity generation facilities that produce energy from nuclear processes with minimal waste from the fuel cycle.	No
The undertaking carries out, funds or has exposures to construction and safe operation of new nuclear installations to produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production, as well as their safety upgrades, using best available technologies.	No
The undertaking carries out, funds or has exposures to safe operation of existing nuclear installations that produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production from nuclear energy, as well as their safety upgrades.	No

Fossil gas related activities

The undertaking carries out, funds or has exposures to construction or operation of electricity generation facilities that produce electricity using fossil gaseous fuels.	No
The undertaking carries out, funds or has exposures to construction, refurbishment, and operation of combined heat/cool and power generation facilities using fossil gaseous fuels.	No
The undertaking carries out, funds or has exposures to construction, refurbishment and operation of heat generation facilities that produce heat/cool using fossil gaseous fuels.	No

Social Information

ESRS S1 – Own Workforce

Material Impacts, Risks, and Opportunities

As part of our <u>materiality assessment</u>, we identified the following material positive and negative impacts on our own workforce. No material risks or opportunities were identified in relation to the company's own workforce.

IRO	Description	Value chain	Time horizon
Working conditions (working time, work-life-balance)			
⊖	A lack of appropriate safeguards could give rise to adverse working conditions (e.g., long working hours or poor work-life balance) that have a negative impact on the physical and mental health of employees.	Own operations	Medium term
Working conditions (health and safety)			
⊖	The employees at the production sites handle dangerous materials and machinery that could jeopardize their general health and safety.	Own operations	Short term
Equal treatment and equal opportunities (gender equality and equal pay for work of equal value)			
⊕	By signing the "Gender Parity Ambition," the Consumer Business Segment actively contributes to gender parity by committing to achieving a 50:50 gender balance across all management levels by 2025.	Own operations (Consumer)	Medium term
Equal treatment and equal opportunities (diversity)			
⊕	By embedding diversity and inclusion in the "Global DE&I Roadmap," the Consumer Business Segment is strengthening diversity specifically by strategically integrating these principles into culture and processes.	Own operations (Consumer)	Medium term
Equal treatment and equal opportunities (training and skills development)			
⊕	Training and upskilling programs enable employees to develop their skills on an ongoing basis. These programs are supported by regular, constructive performance appraisals. The aim of this approach is to provide the best possible support for employee development and ensure the effectiveness of the programs.	Own operations	Medium term

⊕ Positive impact   ⊖ Negative impact   ❗ Risk   ★ Opportunity

◉ Short term   ◉ Medium term   ◉ Long term

The material impacts relate to our own employees and not to self-employed workers or employees of third-party companies. With regard to negative impacts in the area of occupational safety, employees working in production facilities are considered to be particularly at risk. These are individual incidents related to single events, such as workplace accidents. A description of the activities of the company resulting in positive impacts is provided in the following chapter (see "<u>Actions</u>").

Policies Related to the Own Workforce

Beiersdorf has introduced various policies to reinforce material positive impacts and minimize any negative impacts in relation to the company's own workforce.

Consumer

Our employees with their multifaceted perspectives, experience, and skills are the key driver of innovation and change – and therefore of the international business success of Beiersdorf's brands and products. We promote a working environment that enables individual development, creative thinking, and independent action. It is based on modern conditions, targeted development, as well as our corporate culture in which we focus on a sense of community through trust, openness, and mutual appreciation. Our Core Values of Care, Simplicity, Courage, and Trust form the foundation of our cooperation in this regard. Our policies are intended to help turn these principles into reality.

Code of Conduct for Employees

Topic-related content	Our "Code of Conduct for Employees" (CoC) is intended to provide guidance to all employees in understanding our principles and acting accordingly. The CoC addresses material topics such as diversity and occupational health and safety, among others. It stipulates that any form of discrimination or harassment is strictly rejected in all areas of the company and in all decisions. The CoC covers in particular the following reasons for discrimination: skin color, gender and gender identity, age, religion, worldview, sexual orientation, disability, as well as ethnic, social, or national origin. At the same time, the Consumer Business Segment commits in the CoC to respecting all applicable anti-discrimination laws.
Reference	A detailed description of the "Code of Conduct for Employees" can be found in the chapter "ESRS G1 – Business Conduct."

Human Rights Policy Statement

Topic-related content	Through our "Human Rights Policy Statement," we expressly commit to strengthening human rights: We do not tolerate forced labor, human trafficking, child labor, discrimination nor corruption. This applies both to our own sites and employees worldwide and to all workers in the value chain. Furthermore, we support the health and safety of our employees in the workplace and their right to freedom of association, including collective bargaining.
Reference	A detailed description of the "Declaration of Principles on Upholding Human Rights" can be found in the chapter "ESRS S2 – Workers in the Value Chain."

Diversity, Equity & Inclusion Roadmap

Key content	As a global company, we see diversity in our workforce as an opportunity. The aim of our "Diversity, Equity & Inclusion Roadmap" (DE&I Roadmap) is to create an inclusive corporate culture that reflects the diversity of our customers while at the same time boosting our company's innovative strength. Our roadmap sets out three strategic priorities to achieve this objective: • Embedding a truly inclusive culture of "we" rather than "I" • Driving diversity in leadership positions (focus: gender parity) • Achieving diversity in our teams beyond the focus on gender (#beyondgender) The "DE&I Roadmap" addresses our material impacts on equal opportunities and equal treatment for our workforce.
Scope	The "DE&I Roadmap" applies to all employees of the Consumer Business Segment; La Prairie with its own DE&I policy.
Responsibility	The Chief Human Resources Officer (CHRO), who is also a member of the Executive Board and Labor Relations Director for Germany, is responsible for implementing the "DE&I Roadmap." Implementation of the roadmap is regularly monitored on the basis of defined KPIs, progress reports, and employee surveys to ensure its effect and progress.
Third-party standards/initiatives	The policy does not refer to third-party initiatives or standards.
Consideration of stakeholder interests	The "DE&I Roadmap" has been developed in close cooperation with internal stakeholders – the People & Culture Center of Excellence, the HR Vice Presidents, and the Executive Board – to align it with the Group-wide sustainability and HR targets.
Availability	The roadmap is available on our intranet and accessible to all employees.

Safety and Health Policy

Key content	The aim of our "Safety and Health Policy" is to reduce potential occupational safety and health risks and accidents in our production facilities. The policy includes our most important actions and programs, and can be used by our sites as a basis for developing their own local implementation plans and actions. These include, among other things: - Safety and health management systems: Implementation and continuous improvement of systems to identify, assess and control risks. - Emergency preparedness and response: Development and regular review of emergency plans and implementation of appropriate drills. - Health management: Promotion of the physical and mental health of employees through preventive measures and health offerings. - General safety aspects: Implementation of measures to ensure a safe working environment, including the provision of personal protective equipment and the safe handling of machinery and equipment.
Scope	Our "Safety and Health Policy" applies to all production sites of the Consumer Business Segment worldwide.
Responsibility	Our global and local safety departments, together with our leadership teams, are responsible for implementing the policy and for our overall safety management in the workplace. Senior managers are responsible for implementing safety and health management systems relevant to their sites. The "Global Safety Director" holds overarching responsibility.
Third-party standards/initiatives	The policy does not refer to third-party initiatives and standards.
Consideration of stakeholder interests	We did not involve any stakeholders in drafting the "Safety and Health Policy."
Availability	The "Safety and Health Policy" is available on our intranet and accessible to all employees.

Critical Illness Policy

Key content	The Core Values of Care and Trust are firmly embedded in the culture of the Consumer Business Segment. It is therefore our aim to support our employees in cases of life-threatening illnesses from their diagnosis through to their reintegration into the workplace. This support is guided by our global "Critical Illness Policy." The policy enables affected employees to focus on their recovery without having to worry about job security or financial stability. The policy is intended to promote work-life balance by establishing clear structures for flexible support and relief during critical health situations.
Scope	The "Critical Illness Policy" applies to all employees in the Consumer Business Segment worldwide and establishes minimum standards that, in many cases, exceed national legal requirements.
Responsibility	The overall responsibility for steering and further developing the policy lies with the CHRO, while its concrete implementation and application are carried out on a decentralized basis by the respective local affiliates and their responsible leaders, taking into account national legal requirements and local organizational frameworks.
Third-party standards/initiatives	In the development of our "Critical Illness Policy," we incorporated professional input from non-governmental organizations (NGOs), among others.
Consideration of stakeholder interests	Various internal stakeholders were involved in developing the policy, such as a "Global Sounding Board", composed of representatives from Health Management, Regional and HQ HR, Diversity & Inclusion, Compensation & Benefits, and Legal.
Availability	The "Critical Illness Policy" is available to all employees on our intranet.

The material topics of training and skills development, equal pay for work of equal value, work-life balance, and working time are governed by labor law agreements at national level in accordance with national legislation and occupational health and safety laws. This is why there are no global policies for these topics in place.

tesa

Our employees make a crucial contribution to tesa's business success, boosting our innovative strength and competitiveness through their involvement and skills. Our aim is to attract motivated employees, retain them in the long term and ensure sustainable success. We support talent with targeted training measures and offer them an attractive working environment that values individual strengths and diversity. Our values – Team up, Challenge Yourself, Set the Pace, Focus on your Customers, Act responsibly, Achieve and Improve – shape our daily actions and our corporate culture.

tesa Code of Conduct

Topic-related content	The tesa Code of Conduct (CoC) contains important rules for acting responsibly and offers all employees guidance on legal and ethical challenges. It clearly states that any form of forced labor is strictly rejected. Child labor is not tolerated either, and no young people under the respective legal minimum age may be employed. tesa is committed to equal treatment and expressly opposes any kind of discrimination in all areas of the company and in all decisions. No one may be discriminated against, i.e., disadvantaged without objective reasons, because of their ethnic or social origin, skin color, nationality, gender and gender identity, beliefs, worldview or political opinion, physical constitution, sexual orientation, age, appearance, or other personal characteristics. The tesa CoC addresses all material impacts relating to our employees.
Reference	A detailed description of the tesa Code of Conduct can be found in the chapter "ESRS G1 – Business Conduct."

Human Rights Policy Statement

Topic-related content	As a responsible company, tesa rejects any form of human rights violation and takes immediate action against any misconduct. Our "Human Rights Policy Statement" underscores these values. It addresses all material impacts relating to our employees - with the exception of the positive impact in the area of equal treatment and equal opportunities (diversity).
Reference	A detailed description of the "Human Rights Policy Statement" can be found in the chapter "ESRS S2 – Workers in the Value Chain."

HR Compliance Guideline

Key content	The "HR Compliance Guideline" provides the framework for ensuring that our company always acts professionally and with integrity in accordance with ethical, legal, and social standards. The guideline supplements the tesa CoC, which sets out the basic principles for our conduct and actions. The "HR Compliance Guideline" covers key areas such as anti-discrimination and harassment, labor law, recruitment, remuneration, and the handling of personal data. It also defines the procedures for reporting and penalizing violations of these standards. A key component is ongoing monitoring and risk assessment to ensure adherence to compliance requirements. In this way, the "HR Compliance Guideline" addresses the material topics of training and skills development, equal pay for work of equal value, and gender equality.
Scope	The "HR Compliance Guideline" applies to all employees of the tesa Business Segment worldwide.
Responsibility	The effectiveness and implementation of the "HR Compliance Guideline" is continuously reviewed by means of ongoing monitoring by the local and regional HR departments. Risk assessments are additionally carried out in the regions every three years by the headquarters in order to identify potential violations. Lastly, the "HR Compliance Guideline" clearly defines the responsibilities within tesa. The Head of People and Culture is responsible for implementing the guideline.
Third-party standards/initiatives	The guideline refers to compliance with international and national legislation, in particular in the areas of anti-discrimination, labor law, and data protection (e.g., the GDPR (EU), the PDPA (Singapore), and the LGPD (Brazil)), but does not refer to a third-party initiative.
Consideration of stakeholder interests	The interests of internal and external stakeholders were systematically included. Feedback, in particular from HR, Legal, Compliance, and co-determination bodies, was integrated into the guideline and documented.
Availability	The "HR Compliance Guideline" is accessible to all employees on our intranet.

tesa Policy on Occupational Safety and Health

Key content	Our "tesa Policy on Occupational Safety and Health," which was adopted in 2022, is the foundation of our management of occupational safety and health. We consider safe working conditions an integral part of our corporate culture and take applicable legal requirements into account here. The "tesa Policy on Occupational Safety and Health" covers six key areas:
	• Crisis management
	• Health care
	• Risk assessment
	• Accident prevention
	• Fire and explosion prevention
	• Facility safety
	The policy addresses the material topic of health and safety and is intended to ensure that all employees are informed about their responsibilities in the workplace. Continuous training and briefings are important components of our occupational safety program. Regular instruction is intended to raise awareness of potential hazards and to enable our employees to avoid accidents and protect their health by acting responsibly. In order to continuously improve the effectiveness of our occupational safety management, we conduct an annual management review. This involves analyzing incidents together with the Occupational Safety department and introducing appropriate actions to improve safety and health protection.
Scope	The "tesa Policy on Occupational Safety and Health" applies to all sites and all employees of the tesa Business Segment worldwide.
Responsibility	The top management level is responsible for implementing the policy. Responsibility has been assigned to the Executive Board of tesa SE and the respective site managers.
Third-party standards/initiatives	The "tesa Policy on Occupational Safety and Health" does not take account of third-party initiatives or standards.
Consideration of stakeholder interests	The policy was developed with the involvement of relevant internal stakeholders, in particular the Occupational Safety department and the site managers.
Availability	The policy is accessible to all employees on our intranet.

There are currently no global policies yet on other relevant topics, such as work-life balance. Nevertheless, tesa already takes account of the requirements of applicable national laws on work-life balance. We are actively working to eliminate existing gaps as part of a "Global Social Sustainability" program and aim for comprehensive reporting in the future.

Processes for Engaging With Own Workforce and Workers' Representatives

Consumer

Participation, transparency, and dialogue as equals are key success factors of our "we culture." To foster open dialogue in the company, we actively involve our employees through various formats. In the 2025 reporting year, two town hall meetings, which were broadcast globally, and three "Get in Dialogue" sessions were held, at which employees could directly engage in conversation with Executive Board members and ask questions on topical issues. In addition, a large number of functional and local town hall meetings were held and, for Beiersdorf AG Hamburg (Consumer), a total of three works meetings. These formats create space for dialogue and enable our employees to voice their perspectives and seek direct exchange with corporate management.

In addition, we use the internal interview formats "Your Voice, Your View" and "My CARE Routine," the latter of which was introduced in 2025. At least once per quarter, selected topics are raised, giving employees the opportunity to share their views and experience on the intranet. With these formats, we aim to contribute to making different perspectives more visible in the company and further strengthening open dialogue.

With our employee resource groups (ERGs), such as "SisterhoodisPower," "BeYou," "Ability," "NeueGeneration 50+," and "WEnited," we want to create space for dialogue, a sense of belonging, and personal growth. We also want to strengthen openness and diversity in our corporate culture.

Another key component of our corporate culture is the involvement of workers' representatives in our European companies. This enables constructive and trust-based cooperation through which the views of the workforce are incorporated into our decision-making processes and operating activities. At the

same time, workers' representatives make sure that the respective labor law and occupational health and safety requirements are met in all countries. This ensures that decisions relating to actual or potential impacts can be taken and implemented jointly. There are currently no global framework agreements with workers' representatives. In our European companies as well as in other relevant markets, we cooperate on the basis of local agreements, such as works agreements and collectively agreed regulations.

In addition to our multifaceted cooperation with workers' representatives, we attach great importance to receiving individual feedback from each and every employee. We regularly assess the effectiveness of the cooperation with our workforce through our global "teampulse" engagement survey as well as continuous feedback. The survey gives us information on whether employees feel represented in company decisions and how effective our dialogue formats are. In the fourth quarter of the reporting year, we conducted our annual "teampulse" engagement survey worldwide for the fifth time. To capture the perspectives of employees who may be particularly vulnerable to negative impacts on their well-being and/or may be marginalized, we have also integrated questions on diversity and inclusion into this engagement survey.

Operational responsibility for incorporating the views of our own workforce lies with our CHRO.

tesa

tesa's corporate culture is based on co-determination, openness and dialogue on an equal footing. A crucial element of this is the active participation of our employees, which is to be ensured through the work of the works council. The works council plays an essential role in representing the interests of employees and enabling them to exert a direct influence on key business decisions. This is how we aim to ensure that the voices and concerns of our workforce are firmly incorporated into our decision-making processes. Operational responsibility for involving our own workforce and incorporating these results into our policies lies with the chairs of the respective workers' representation bodies.

We also promote a continuous exchange of information and ideas with all employees through global and local town hall events and regular works meetings. Four global town hall meetings and two works meetings were held in 2025. The intranet and emails are also used to keep our employees around the world continuously informed. This dialogue is intended to strengthen our sense of community and reflect our Team up People Value.

The perspectives of our own workforce are also reflected through the workers' representative bodies on the tesa Supervisory Board. The Supervisory Board of tesa SE consists of five members who are elected at the Annual General Meeting by all shareholders present and represented for a period of five years. The Chair of the Supervisory Board is appointed by the members of the Supervisory Board. The task of our Supervisory Board is to advise the Executive Board on the management of the company and to monitor its activities in accordance with the law, the Articles of Association, and the rules of procedure. Its members are involved in decisions that are of fundamental importance to the company. The Supervisory Board works closely with the Executive Board in the company's best interests. Two of the five members of the Supervisory Board represent the employees.

At a global level, we attach great importance to creating a safe and non-discriminatory working environment for all employees. We are committed to consistent compliance with the provisions of labor law and occupational health and safety legislation. Within the EU, our workforce is represented by the European Works Council (EWC). In Germany, this covers the following affiliates: tesa SE, tesa Werk Hamburg GmbH, tesa Werk Offenburg GmbH, and tesa Manufacturing GmbH. The EWC also represents employees from various European countries, including: France, Italy (including the Comet SpA plant), the Netherlands, the United Kingdom, Austria, Switzerland, Finland, Norway, Sweden, Belgium, Spain, Portugal, Czechia, Slovakia, Poland, Lithuania, Estonia, Latvia, Hungary, Romania,

Greece, Croatia, Slovenia, and Bulgaria. In addition, there is a Group Works Council (GWC) in Germany, to which each company sends two delegates from the respective local works council. tesa's GWC is composed of the following companies: tesa SE, tesa Werk Hamburg GmbH, tesa Werk Offenburg GmbH, and tesa Manufacturing GmbH. In addition, each of the above companies also sends two delegates to the Group Works Council of Beiersdorf AG.

The Head of People & Culture and member of the Global Executive Committee (GEC) has operational responsibility for incorporating the perspectives of our workforce into company decisions. As part of the HR roadmap, which was valid until the end of 2025, he ensured that the perspectives of employees were incorporated into the strategic direction of tesa. The exchange with employee representatives and management supports balanced and sustainable decision-making.

There is currently no global framework agreement with the workers' representatives on upholding the human rights of our workforce. The tesa CoC and the "Human Rights Policy Statement" are binding policies for all managers and employees already intended to ensure respect for human rights.

Channels Through Which the Company's Workforce Can Raise Concerns

Both business segments have established whistleblowing and reporting systems. The Consumer Business Segment has the "Speak up. We care." platform, while the tesa Business Segment uses a whistleblower platform called "Your voice – Our bond." These can be used to record any breaches of conduct that are unlawful or in conflict with internal company policies, anonymously if preferred.

A detailed description of the whistleblower system can be found in the chapter "ESRS G1 – Business Conduct."

Actions Related to the Company's Own Workforce

Actions in Relation to Working Conditions
Consumer
We are aware of how important a healthy work-life balance and flexible working models are for the satisfaction and productivity of our employees. This is why we offer our employees the opportunity to choose between flexible working time models to suit their stage of life and individual needs.

In addition to our flexible working time models, our modern Campus in Hamburg offers a work environment that promotes productivity, collaboration, and well-being. Ergonomic workstations, digital services, flexible space concepts, as well as contemporary mobility and service offerings, create the framework for efficient, comfortable, and health-oriented work. Furthermore, a variety of food options and additional employee services contribute to a pleasant working atmosphere and a well-balanced workday.

We manage material impacts on our employees responsibly and have established clear processes to identify necessary actions. We regularly assess potential and actual impacts on our employees and derive measures aimed at strengthening positive effects and mitigating negative consequences. Internal experts from the relevant departments evaluate which actions are required and appropriate in response to specific impacts. All actions described below are based on these assessment processes and contribute to fulfilling the ambitions set out in our policies.

The NIVEA-Kao Japan joint venture is not included within the scope of the measures reported here.

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Working Time Regulation

Action	The working time regulation at Beiersdorf AG, Beiersdorf Shared Services GmbH, Beiersdorf Manufacturing Hamburg GmbH, Beiersdorf Manufacturing Berlin GmbH, Beiersdorf Manufacturing Leipzig GmbH, and Beiersdorf Customer Supply GmbH is based on flexibility and trust. Employees who do not work in the shift system can organize their working time flexibly within a certain framework and have the opportunity to freely choose their place of work, e.g., mobile or hybrid working, by arrangement, if their tasks allow. Employees are responsible for recording their own working time. To promote cooperation, teams can specify service times during which their availability is guaranteed. Time off in lieu is possible by arrangement and can also be combined with vacation. The statutory regulations apply, with employees permitted to work a maximum of ten hours a day in exceptional cases. To ensure that this limit is not exceeded and that appropriate measures can be taken in due time, we have implemented a workflow in most of our companies that automatically notifies managers as soon as employees reach this limit. This regulation on flexible working is governed by works agreements which include topics like flexible working time and part-time work.
Scope	Beiersdorf AG, Beiersdorf Shared Services GmbH, Beiersdorf Customer Supply GmbH, Beiersdorf Manufacturing Hamburg GmbH, Beiersdorf Manufacturing Berlin GmbH, Beiersdorf Manufacturing Leipzig GmbH
Time horizon	Ongoing
Expected outcome	By offering flexible working time we want to encourage our employees to better reconcile professional and personal needs and therefore work more productively.
Progress	The flexible working time arrangements continue to be actively used and enjoy a high level of acceptance among our employees.

Flexible Work Location

Action	We offer our employees from Beiersdorf AG, Beiersdorf Shared Services GmbH, Beiersdorf Manufacturing Hamburg GmbH, Beiersdorf Manufacturing Berlin GmbH, Beiersdorf Manufacturing Leipzig GmbH, and Beiersdorf Customer Supply GmbH the opportunity to work one or two days a week from a different location (but in the same country), provided that the flexible work location is suitable for the nature and duration of the activities to be performed in each case. On up to 20 working days – to be divided into two blocks of up to ten days – within one calendar year, employees could do their job in another EEA country or in Switzerland. Mobile working is partially available within our production companies, depending on the nature of the respective role.
Scope	Beiersdorf AG, Beiersdorf Shared Services GmbH, Beiersdorf Customer Supply GmbH, Beiersdorf Manufacturing Hamburg GmbH, Beiersdorf Manufacturing Berlin GmbH, Beiersdorf Manufacturing Leipzig GmbH
Time horizon	Ongoing
Expected outcome	The action is intended to help employees achieve a better work-life balance and work more productively as a result.
Progress	The opportunity to work from another place of work is taken up actively by our employees and enjoys a high level of acceptance.

Job Sharing

Action	In addition to part-time working and other flexible working arrangements, we offer the opportunity of job sharing, where two employees take on the same position together as a job share. This model has been standard practice at our company since 2010 both as "top sharing" at the top management level and, via the "joint leadership" model, up to the middle management level. We also support the "senior meets junior" model, where employees from different generations can share a job and learn from each other. This model gives them time, for example, to pursue further studies or transition to partial retirement.
Scope	In the reporting year, 37.0% of Consumer Business Segment affiliates offered the option of working in a job share. We aim to continuously increase the proportion of participating subsidiaries.
Time horizon	Ongoing
Expected outcome	The action is intended to help employees take on new tasks and areas of responsibility even if they work reduced working hours. At the same time, we want to use job sharing as a strategic tool in HR planning and development.
Progress	As of the end of the reporting year, there were a total of 43 job sharers at Beiersdorf. Of this total, 25 – part-time or full-time – job sharers have personnel responsibility. Our job shares are an example of diverse and balanced collaboration.

Support Programs for the Return to Work after Parental Leave

Action	In cooperation with the "MyCollective" start-up, we offer two global programs for employees on parental leave: One is specifically intended for managers taking parental leave, the other is available to all employees on parental leave. In both programs, participants can use a digital platform to stay in touch with their colleagues, network, and take advantage of various training opportunities while on parental leave. This is aimed at facilitating the return to work from parental leave and promoting individual development opportunities.
Scope	Global, Consumer Business Segment, excluding La Prairie
Time horizon	Ongoing
Expected outcome	The action is intended to facilitate the employees' return to work after parental leave by being well prepared professionally and networked on their return.
Progress	The programs are actively taken up and used by employees on parental leave.

Company Kindergarten "Troplo Kids"

Action	With the "Troplo Kids" daycare center, we offer childcare options for the children of our employees at the Hamburg site. The daycare center complements our actions for flexible working arrangements and is a continuation of facilities offered to families at Beiersdorf for over 75 years. A total of 80% of spaces are reserved for children of Beiersdorf employees. The remaining spaces are open to children from the neighbourhood.
Scope	Hamburg, Consumer Business Segment, excluding La Prairie
Time horizon	Ongoing
Expected outcome	Our aim with this action is to offer employees in Hamburg childcare options for their children and at the same time strengthen our social responsibility as well as underlining our Core Value of Care by opening up to the neighborhood.
Progress	The facility is very popular and strengthens our commitment to work-life balance and social responsibility.

Beiersdorf Health Management

Action	The aim of Beiersdorf health management is to sustainably support the health and well-being of all employees. The program relies on holistic preventive measures to strengthen individual physical and mental resources and create a healthy working environment in the long term. The offerings go beyond the legal requirements for company medical services (e.g., preventive occupational healthcare, and ergonomic workplace design). Preventive, exercise, and nutrition programs, along with social and psychological counseling are intended to support employees also beyond the work context. The health protection actions include regular health checkups (e.g., skin cancer screening or bone density measurement), prevention weeks (e.g., cancer prevention weeks), as well as psychological support through resilience training and relaxation techniques. They are aimed at detecting and reducing physical and psychological risks at an early stage and in this way contribute to the creation of a safe and healthy working environment. All company health management offerings can be viewed on the intranet.
Scope	Hamburg, Consumer Business Segment, excluding La Prairie
Time horizon	Ongoing
Expected outcome	We aim to strengthen the resilience of employees sustainably and to promote their health in the long term.
Progress	The active uptake that the health management offering enjoyed in the reporting year reflects the continuous implementation and acceptance of the actions.

Beiersdorf GYM

Action	Through the "Beiersdorf GYM," which opened its doors at the Campus in Hamburg in December 2024, we provide modern opportunities for resistance, endurance, and mobility training, classes on different focal points, as well as individual support from qualified trainers. The facilities on offer are operated by Sportgemeinschaft Beiersdorf e.V. In this way we aim to strengthen not only personal well-being, but also reinforce social cohesion and our corporate culture.
Scope	Hamburg, Consumer Business Segment, excluding La Prairie
Time horizon	Ongoing
Expected outcome	We expect this action to enhance the physical fitness and mental health of employees in the long term.
Progress	Since its opening, we have observed an increase in membership numbers at the "Beiersdorf GYM".

Enhancement of Our Management System for Occupational Health and Safety

Action	In 2024 and 2025, we developed a new internal audit program for the area of occupational health and safety for the Consumer Business Segment. In addition, we defined "Life Saving Rules" to create a safe working environment and educate our employees about the topic of occupational safety. Another focus was on improving process safety at our production and logistics sites. In this context, we have developed a standard for safe aerosol production and handling of flammable substances.
Scope	Global, all production sites and self-operated logistics sites of the Consumer Business Segment
Time horizon	2024-2025 and ongoing
Expected outcome	The optimized management system is intended to raise awareness of potentially high safety risks and in this way reduce the number of serious incidents and injuries in the work environment.
Progress	Following their development, the "Life Saving Rules" were implemented at all sites in the reporting year.

tesa

In the tesa Business Segment, too, our flexible working time model with flexitime and options for working from home is intended to help our employees achieve an optimal balance between work and family life. We promote family-friendly working practices and attach particular importance to compliance with parental leave regulations and a smooth return to work. Similar to the Beiersdorf Campus, there is also a parent/child office at the tesa headquarters.

At tesa SE, we also offer additional services such as a cleaning service, weekly market stalls with regional products, and various mobility options to make everyday working life more convenient and healthy. Our aim is to create a working environment that takes both professional and personal needs into account and promotes satisfaction and productivity.

We take the management of material impacts on our own workforce very seriously and have developed actions designed to help us enhance positive impacts and mitigate negative ones. All actions described below contribute to fulfilling the ambitions set out in our policies.

Working Time Regulation

Action	The working time regulation at tesa is based on flexibility and trust. Employees can organize their working time flexibly within an agreed framework; employees are responsible for recording their own working time. To promote cooperation, teams can specify service times during which their availability is guaranteed. Time off in lieu (flexi-leave) is possible by arrangement and can also be combined with vacation. The statutory regulations apply, with employees permitted to work a maximum of ten hours a day in exceptional cases. To ensure that this threshold is not exceeded and that appropriate actions can be taken in due time, we have implemented a workflow in most of our entities that automatically notifies managers as soon as employees reach this threshold. This flexible-working arrangement applies only to tesa SE and is governed by a works agreement. In our German production facilities, we enable all non-commercial employees to have flexible working hours. In our international companies outside Germany, flexible working is possible in some cases.
Scope	All entities except tesa Brasil Ltda., tesa tape Argentina S.R.L., tesa Plant Sparta LLC, tesa tape México S.A. de C.V., tesa tapes (India) Private Limited, tesa Site Haiphong Company Limited, and Functional Coatings LLC.
Time horizon	Ongoing
Expected outcome	Employees use flexible working time models and can in this way achieve a better work-life balance.
Progress	We requested information on the use of flexible working from our international companies in the reporting year.

Mobile Working

Action	tesa enables employees to work remotely through a works agreement that promotes flexibility and personal responsibility and is aimed at transforming the culture. Mobile working can be arranged flexibly in terms of hours and days in coordination with the team and manager. During mobile working, our employees must ensure that they are available to colleagues and adhere to clear team agreements (e.g., to avoid breaches of working time limits). Statutory accident insurance cover is also available to employees carrying out professional activities as part of a mobile working arrangement. This regulation on mobile working only applies to tesa SE and is governed by a works agreement. In our international companies outside Germany, mobile working is possible in some cases.
Scope	All entities except tesa Plant (Suzhou) Co. Ltd., tesa Plant Sparta LLC, tesa tapes (India) Private Limited, tesa Site Haiphong Company Limited, and Functional Coatings LLC
Time horizon	Ongoing
Expected outcome	Employees use flexible working models for a better work-life balance.
Progress	We requested information on the use of mobile working from our international companies in the reporting year.

Harmonization of Safety Management for Occupational Safety and Health Protection at tesa

Action	tesa has introduced software to improve performance in various safety areas, including reporting, the integrated management system, and monitoring processes. This is aimed at facilitating seamless processes across departments and sites, making overall safety management more efficient. Following a pilot phase at two production sites in 2024, the software was implemented at all tesa sites by the end of 2025. The software is intended to make it easier to record, analyze, and standardize safety-related issues. Its introduction not only helped us modernize our technology, but is also expected to support the strategic improvement of our safety policies. The aim is to create a safer working environment for all employees.
Scope	Global, tesa Business Segment
Time horizon	2025
Expected outcome	We expect the implementation to increase transparency within the organization, improve communication on safety topics, optimize control of the safety management system, and reduce the number of accidents.
Progress	The action was completed in 2025. The "Quentic" software was implemented at all tesa sites throughout the Group and is to be used as the central accident management platform in future. All production sites can from now on report loss events and accidents directly in the "Quentic" database. This means that all occupational accidents and loss events will in future be captured digitally.

Local Safety Initiatives

Action	As part of our continuous improvement process, our production sites and headquarters have developed initiatives to drive forward necessary improvements in various areas of occupational health and safety.
Scope	All production sites worldwide and headquarters, tesa Business Segment
Time horizon	Ongoing
Expected outcome	These initiatives include concrete actions to improve internal management in the area of occupational health and safety and to support tesa in achieving its strategic goals.
Progress	The local safety initiatives are initiated on a decentralized basis at the respective tesa production sites and at headquarters; they are continuously monitored and enhanced as part of the applicable site-specific safety management systems. The local teams are responsible for identifying, implementing, and tracking the actions, and in this process the initiatives are adapted to the specific requirements and safety risks of the respective sites.

tesa Health Management Program

Action	The tesa health management program is aimed at promoting the health and well-being of all employees in Germany long-term by offering preventive care such as ergonomic workplace design, exercise and nutrition programs, health check-ups, as well as social and psychological counseling. All company health management offerings can be viewed on the intranet.
Scope	tesa SE, tesa Werk Hamburg GmbH, tesa Werk Offenburg GmbH, tesa Manufacturing GmbH
Time horizon	Ongoing
Expected outcome	The offering is intended to boost the resilience of employees and promote their mental and physical health in the long term.
Progress	The active uptake that the health management offering enjoyed in the reporting year reflects the continuous implementation and acceptance of the actions.

Actions Related to Equal Treatment and Opportunities for All
Consumer
Our products are made for everyone. To drive innovation and ensure business success, it is therefore essential that our workforce reflect the diversity of our consumers and that our corporate culture enables everyone to contribute their full potential.

We make targeted investments in training, skills development, and initiatives that promote diversity, equity, and inclusion (DE&I). Our commitment is strategically embedded and guided by clear global objectives and prioritized actions set out in our "DE&I Roadmap".

Our initiatives take effect both internally and externally, including through leadership training, learning offerings, and dialogue formats for all employees, as well as through our support of organizations such as the "PROUT AT WORK Foundation," the "LEAD Network," and "The Valuable 500."

Representative Body for People With Severe Disabilities

Action	Beiersdorf AG's representative body for people with severe disabilities is legally mandated and represents the interests of employees with severe disabilities and equivalent status as well as persons exposed to an increased disability risk. The body's main task is to promote the participation of affected persons in working life, provide support in day-to-day work, and actively represent them in company actions and initiatives. To effectively fulfill these responsibilities, the representative body for employees with severe disabilities is released from regular duties. Information on our representative body for people with severe disabilities is available to employees on the intranet.
Scope	Germany, Consumer Business Segment, excluding La Prairie
Time horizon	Ongoing
Expected outcome	The representative body for people with severe disabilities is intended to improve the integration of persons with (severe) disabilities and equivalent status and strengthen their participation in working life.
Progress	The work of the representative body is carried out continuously and according to demand in order to break down barriers, promote an inclusive working environment, and ensure reliable support at all times.

Training and Skills Development

Action	With our "Global DE&I Knowledge Framework," which is part of our "DE&I Roadmap," we provide training to our employees on the topic of diversity and inclusion through various formats, including the "Global DE&I Essentials Journey" training program. This flagship learning initiative by Beiersdorf equips leaders through an internal "Train the Trainer" concept with a sustainable foundation of knowledge and practices, enabling them to strengthen their teams through inclusive leadership. In addition, selected employees are qualified as "Change Makers" to help anchor the program's content within the organization in the long term. In parallel, we further strengthened our commitment to diversity and inclusion – particularly in the area of inclusion of people with disabilities. Our global "Disability Inclusion Squads" have actively driven this work forward, supported by various external partner organizations that provide additional expertise and fresh impulses.
Scope	Global, Consumer Business Segment, excluding La Prairie
Time horizon	Ongoing
Expected outcome	With the "Knowledge Framework," we aim to foster an inclusive corporate culture that benefits from diverse perspectives and, in turn, becomes more innovative and high-performing. By training our leadership teams, we expect to shape a long-term team culture in which every individual feels respected and able to realize their full potential. In addition, the disability initiatives are intended to break down more barriers and strengthen the equal participation of all employees.
Progress	Worldwide, 85% of all leaders participated in the "Global DE&I Essentials Journey" learning program during the reporting year. This enabled us to strengthen both the reach that is critical for cultural transformation and the relevant DE&I capabilities by 2025. At the same time, our efforts to advance disability inclusion were significantly driven forward by the work of more than 30 "Disability Inclusion Squads" and through collaboration with various external partner organizations.

Information Events With a Focus on Diversity, Equity & Inclusion

Action	In the 2025 reporting year, we hosted various events that highlighted different facets of diversity. Through lectures and discussions, renowned experts from academia and business, as well as activists, addressed topics such as anti-racism, neurodiversity, and support for LGBTQIA+ individuals experiencing discrimination. These formats are organized in close collaboration with our employee communities. A few concrete examples include: • "Colors of Pride" exhibition and walkabouts during Pride Month, as well as participation in "Rainbowflash" and Christopher Street Day (CSD) in Hamburg, organized by the "Be You" community. • A theme week in celebration of "International Women's Day" (IWD) 2025, with offers such as a keynote speech introducing the new "MOMHood" community and a health talk on menopause organized by the "SisterhoodisPower" community. • Expert talks to strengthen inclusion competencies within the organization, as well as an event on the International Day of Persons with Disabilities featuring keynotes and an interactive "Ability Empathy Lab", organized by the "Ability" community.
Scope	Global, Consumer Business Segment, excluding La Prairie
Time horizon	Ongoing
Expected outcome	The keynote speeches and events are intended to broaden the knowledge and experience horizon of our employees and encourage a culture of diversity and togetherness.
Progress	The implementation of "Diversity, Equity & Inclusion" events and initiatives continued successfully in the reporting year to promote dialogue and sustainably strengthen an inclusive corporate culture.

Employee Communities

Action	In a total of seven grassroots communities, our employees actively engage in topics relevant to different groups, including people with disabilities, parents, Black and People of Color (BPoC), different generations, as well as people of diverse cultural backgrounds and gender identities. In close collaboration with the DE&I team, these employee communities organize training and events. The communities include: • "Be You" which campaigns for raising awareness, education, and an inclusive, supportive working environment for people of diverse gender identities. • "SisterhoodisPower," a community in which women support one another on their career paths through mentoring and networking, while promoting gender equality. Since 2025, this has been complemented by "MOMhood," a network for current and expectant mothers that creates space for exchange and connection and fosters understanding of different life situations. • "New Generation 50+," a community representing the interests of experienced colleagues with a focus on digital training and cross-generational learning. • "WEnited," a community that strengthens the sense of belonging among international colleagues through dialogue, joint activities, and a supportive buddy program. • "dad.icated," a network for fathers and fathers-to-be that advocates for the compatibility of active fatherhood and career development. • "ability," a community committed to increasing visibility, participation, and inclusion of employees with disabilities within the organization. • "2B.HUE," a community that promotes networking, visibility, and empowerment of BPoC with African heritage across the company.
Scope	Hamburg, Consumer Business Segment, excluding La Prairie
Time horizon	Ongoing
Expected outcome	Our employee communities contribute to fostering an inclusive corporate culture by facilitating exchange and networking, making diverse perspectives more visible. These perspectives also inform the ongoing development of our DE&I strategy.
Progress	Our employees are actively involved in the communities. Reporting year 2025 saw the establishment of the new "2B.Hue" community and creation of the new "MOMHood" initiative within the "SisterhoodisPower" community.

Educational Measures on Diversity in Management Positions

Action	Through specific educational measures, we want to encourage diversity in management positions worldwide. Gender diversity is an established reality within our organization, and we are committed to upholding it. In the reporting year, our employee community "SisterhoodisPower" organized the "International Women's Week" to mark IWD on March 8, 2025. Under the motto "#AccelerateAction," all employees – regardless of gender or position – had the opportunity to attend various events on strengthening and visibility of women, engage in dialogue, and network.
Scope	Global, Consumer Business Segment, excluding La Prairie
Time horizon	Ongoing
Expected outcome	Through regular information events and discussion formats, we want to broaden the knowledge and experience horizons of our employees and encourage a culture of diversity and togetherness.
Progress	A total of seven events and several networking occasions were held as part of IWD 2025, including joint lunches with members of the Executive Board.

Female Talent Program

Action	In the reporting year, we successfully continued the "Female Talent Program" in collaboration with the London-based company "Shape Talent." The aim of this initiative is to strengthen women across our global organization, enhance the visibility of their potential, and effectively support them on their individual and collective paths into leadership roles. The program addresses societal, organizational, and personal barriers that can influence career progression. Its focus is on developing authentic leadership capabilities, building strategic networks, and strengthening the individual effectiveness and visibility of female talent.
Scope	Global, Consumer Business Segment, excluding La Prairie
Time horizon	Ongoing
Expected outcome	These actions are designed to promote gender equality and break down barriers so that women can realize their full potential.
Progress	We continued with our Female Talent Program in Finance in 2025. A fourth cohort is planned in 2026.

Talent Processes

Action	At Beiersdorf, we pursue a clear talent management vision: to systematically identify talent, support individual development, and ensure forward-looking succession planning for key positions. Our goal is to enable all employees to actively shape their personal and professional development. Our global talent processes provide the central framework for this approach. The annual "Develop Your Way" process supports employees and leaders in reflecting on potential, identifying development needs, and defining individual development pathways. This process is based on a standardized assessment approach that, among other factors, considers learning agility – the ability to adapt quickly in a dynamic environment and to continuously learn. To ensure a consistent and fair evaluation, potential and development directions are aligned within management teams. HR plays a central steering and governance role, ensuring that the process is continuously aligned with strategic priorities. The implementation of development plans is supported by a broad range of learning and development offerings, international programs, and project-based formats. A further key pillar of our talent management approach is structured succession planning for key positions. The objective is to sustainably secure critical roles, build a robust talent network, and strengthen organizational performance and agility over the long term.
Scope	Global, Consumer Business Segment, excluding La Prairie
Time horizon	Ongoing
Expected outcome	The talent processes are intended to drive the creation of strong, measurable talent networks, pools, and succession plans. In addition, they are to support the promotion and development of talent by giving structured feedback and defining individual development steps for each employee.
Progress	The "Develop Your Way" process is completed annually by employees and managers. This is documented in the HR management system to ensure structured implementation and transparent traceability.

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Performance Management

Action	The skills of our employees form the basis for individual development and business decisions. Continuous feedback on performance and behavior as well as an objective assessment of available development and growth opportunities are essential for development that leads to the intended outcomes. With the Performance Management process, we therefore want to foster constructive dialogue between employees and their direct supervisors to create an environment that supports both performance and personal growth. At Beiersdorf AG and its German subsidiaries, Performance Management is governed by the respective company agreements.
Scope	Global, Consumer Business Segment, excluding La Prairie
Time horizon	Ongoing
Expected outcome	Performance Management is aimed at promoting a trust-based, constructive feedback culture and supporting employee development.
Progress	Managers conduct the Performance Management process annually and document it in the HR management system to ensure that it is applied consistently and can be traced.

Training Programs

Action	Beiersdorf promotes continuous training and skills development for all employees. Alongside mandatory compliance training on topics such as data privacy, anti-discrimination, and ethical conduct, we offer a broad range of learning and development opportunities, including programs on leadership, communication, and occupational health and safety. In addition, our professional academies (e.g., Sales, R&D, Procurement, Finance, Marketing) as well as regional units develop tailored learning programs for their target groups to address individual skills requirements specifically. An important milestone was the introduction of our "SKILLCARE" learning experience platform, which has been available worldwide since July 2024. It pools internal and external learning offerings and supports self-determined learning in everyday working life. Other key actions include face-to-face training on topics like conflict management and project management as well as a global program for digital upskilling in areas such as Office 365, GenAI, data, and automation. In addition, we offer individual development opportunities for all career levels as well as local options such as language courses. The contents of our training programs are regularly updated to take account of changes in the legal and business environments. A particular focus is placed on the continuous development of our leaders. Our global leadership development portfolio supports leaders at different levels in successfully meeting role requirements, making well-reflected leadership decisions, and effectively leading teams in a dynamic environment. The programs combine elements such as self-reflection, practice-oriented learning, peer exchange, and individual feedback, thereby strengthening the ability to actively shape change, empower employees, and foster a high-performing, inclusive corporate culture. In this way, our leadership programs make an important contribution to the sustainable development of our organization and to ensuring strong leadership capabilities worldwide.
Scope	Global, Consumer Business Segment, excluding La Prairie
Time horizon	Ongoing
Expected outcome	The training programs are designed to strengthen the professional and social skills of employees and managers, promote effective and responsible behavior, and thereby support a high-performing, future-oriented, and responsible corporate culture.
Progress	The progress of these actions is demonstrated by the continuous uptake of our learning offerings, which we track systematically through, among other metrics, the number of licenses issued and the number of learning elements successfully completed. For the mandatory training on compliance topics, employee attendance is documented to provide evidence that the training requirement has been met (see the chapter "G1 – Business Conduct").

tesa

Different perspectives help us better understand the needs of our customers while simultaneously promoting the innovative spirit of tesa. This is why our HR departments and managers around the world attach great importance to promoting diversity and preventing discrimination of any kind. We are committed to diversity and equal opportunities in all aspects of the company. We also support programs for the integration of disadvantaged groups.

Representative Body for People With Severe Disabilities

Action	tesa SE's representative body for people with severe disabilities represents the interests of employees with severe disabilities and equivalent status as well as persons exposed to an increased disability risk. The body's main task is to promote the participation of affected employees in working life, provide support in day-to-day work, and actively represent them in company actions and initiatives. Employees can access information on our representative body for people with severe disabilities on the intranet. In addition, at our headquarters in Norderstedt, we work together with "Elbe Nord," a company that trains and employs people with disabilities.
Scope	tesa SE, tesa Werk Offenburg GmbH, tesa Werk Hamburg GmbH, tesa Manufacturing GmbH
Time horizon	Ongoing
Expected outcome	The representative body for people with severe disabilities is intended to ensure that people with severe disabilities and equivalent status are better integrated into everyday working life.
Progress	The work of the representative body is carried out continuously and according to demand in order to break down barriers, promote an inclusive working environment, and ensure reliable support at all times.

Talent Review Process

Action	The tesa "Talent Review Process" is a key component of our talent management activities and takes place annually. With the support of the HR department, management teams calibrate assessments of their employees' performance and potential. The aim is to identify talented individuals and potential managers, create tailored development plans, and plan succession scenarios for key positions.
Scope	Global, tesa Business Segment
Time horizon	Ongoing
Expected outcome	Through the "Talent Review Process," we endeavor to identify talent, build strong and measurable talent networks and pools, promote and challenge talent, and provide them with standardized, constructive feedback and a solid foundation for their development.
Progress	In 2025, we fully digitalized the "Talent Review Process" and introduced it globally via "SAP SuccessFactors" for around 4,000 employees. The digitalization is aimed at making the process more transparent and achieving greater comparability and higher implementation rates.

tesa Performance Management

Action	The skills and potential of our employees form the basis for individual development and business decisions. Continuous feedback on performance and behavior as well as an objective assessment of available development and growth opportunities are essential for further development that leads to the intended outcomes. With the "tesa Performance Management" (tPM), we therefore want to foster constructive dialogue between employees and their direct supervisors to create an environment that supports both performance and personal growth. The tPM system is governed by a Group works agreement.
Scope	Global, tesa Business Segment
Time horizon	Ongoing
Expected outcome	With the tPM, we want to strengthen our feedback culture and promote the development of our employees on an individual basis.
Progress	The tPM was fully digitalized via "SAP SuccessFactors" in 2025, resulting in a significant increase in the implementation rate. The digitalization also included around 1,300 commercial employees.

tesa Competencies Review

Action	The "tesa Competencies Review" (tCR) comprises a 2.5-day "Development Center" component and a subsequent "Learning Journey". Participation in the tCR is by nomination as part of the annual "Talent Review" and its aim is to provide participants with a targeted analysis of their strengths and areas for development in work-related situations. After completing the tCR, participants receive detailed feedback and work out specific development measures together with their supervisors, the HR department, and tCR colleagues. These actions are recorded in a "Development Action Plan" (DAP) and serve as the basis for further professional development. The expected outcome is an in-depth insight into personal strengths and areas for improvement, the validation of potential for future career steps, and the expansion of participants' self-reflection skills.
Scope	Global, tesa Business Segment
Time horizon	Ongoing
Expected outcome	The compilation and definition of a "Development Action Plan" is intended to promote targeted employee development.
Progress	In 2025, the tCR's design was changed to adapt it to the expanded skills of employees in the area of artificial intelligence (AI). Participants can now perform the tasks using the tesa AI tools to prepare for the review. A total of 17 participants completed the tCR in the reporting year and subsequently compiled individual Development Action Plans.

Training Programs

Action	All employees are required to participate in compliance training on topics such as data privacy, anti-discrimination, prevention of harassment, child and forced labor, and ethical conduct. Training materials are regularly updated to reflect changes in laws, policies, and business practices. In addition to compliance training, other voluntary programs are offered, such as training on occupational safety, leadership skills, intercultural communication, conflict management, and sustainable business practices. These programs are designed to develop employees' professional and social skills and promote a responsible corporate culture. Special training courses on topics such as innovation management and digital skills are also offered regularly to prepare employees for the challenges of a constantly changing working world.
Scope	Global, tesa Business Segment
Time horizon	Ongoing
Expected outcome	Training and skills development of our employees
Progress	For the mandatory training on compliance topics, employee attendance is documented to provide evidence that the training requirement has been met. Compliance with regulatory requirements and the effectiveness of the training are additionally reviewed by performing regular analyses and controls. The offering of voluntary training was also taken up in the reporting year; for instance around 3,800 employees took part in an AI training program. In addition, our employees actively used around 1,300 LinkedIn licenses for the digital learning offering.

We have not defined any specific actions on relevant topics, such as gender equality or equal pay for work of equal value at present. This is due to the ongoing development of corresponding programs and initiatives. We are actively working to eliminate existing gaps as part of our "Global Social Sustainability" program.

Targets Related to the Company's Own Workforce

Our targets in connection with our workforce are defined in close consultation with relevant internal stakeholders, including employees and workers' representatives. In this process, we take their views into account, both in the definition of the target and in the continuous enhancement of our actions. Progress is regularly monitored in dialogue with the units involved, and this allows us to identify insights and potential improvements at an early stage and integrate them into the enhancement of our strategies.

The NIVEA-Kao Japan joint venture is not included within the scope of the targets.

Targets in Relation to Working Conditions

Consumer

Occupational Safety Target: No Accidents

Target	Our ongoing strategic target is to reduce the number of occupational accidents and cases of work-related ill health as well as excessive physical and psychological stress factors to zero. This target is intended to help us implement our "Safety and Health Policy" and promote our health protection activities.
Base year and baseline value	Annual target achievement
Progress	In the production and logistic centers, the "Recordable Incident Rate" (RIR) in 2025 was 1.7 accidents per million working hours. The RIR including the office-only sites was 1.6. This rate includes all injuries resulting in lost time as well as cases of work restrictions and medical treatment over and above first aid.
Scope	Global, Consumer Business Segment (production sites and offices) including self-operated logistic centers (excluding Chantecaille)
Methodologies and assumptions	See this chapter's [section on health and safety metrics](#)
Stakeholder involvement in target setting	The employees at the production and logistics sites were involved via the local Security, Health & Environment (SHE) managers in setting the target.
Target monitoring	We monitor progress toward the target using the RIR. This is tracked annually.

The Consumer Business Segment does not currently have any global targets for topics such as working time and work-life balance. The effectiveness of the policies relating to these topics is not monitored either at present. This is due to the ongoing development of corresponding global programs and initiatives, which are currently being implemented primarily at local or regional level. For example, we

have entered into extensive agreements on targets for improving working conditions as part of works agreements with the German works councils. Beiersdorf nevertheless ensures that the minimum standards in these areas are met in accordance with national laws. Site-specific legal and collectively agreed requirements apply; implementation is therefore done at local level and in accordance with applicable law and the needs of our local employees. Responsibility for this lies with local and regional HR managers.

tesa

The well-being of our employees is of the utmost importance to us, and we have a responsibility to promote and maintain it in the long term. This concern not only strengthens our corporate culture, but is also intended to make tesa more attractive to talent and to set us apart from our competitors. As a global company, we are committed to creating comparable working conditions and adapting them to local and national conditions worldwide.

Occupational Safety Target: Vision Zero

Target	tesa is committed to the "Vision Zero" target, which is the continuous reduction of workplace accidents with the long-term ambition of achieving zero occupational accidents. This target is embedded as a long-term strategic goal for tesa, which is committed to reducing workplace accidents while simultaneously maximizing effectiveness and efficiency. Through this strategically anchored "Vision Zero" target, we aim to contribute to the implementation of the "tesa Policy on Occupational Safety and Health."
Base year and baseline value	Annual target achievement
Progress	At tesa, progress has been measured using the "lost time injury rate" (LTIR). The LTIR, previously known as the "accident frequency rate" (AFR), is an established indicator at tesa. For 2025, a specific interim target was set: reduce the LTIR from 3.3 accidents per million working hours in 2024 to 3.0. The actual LTIR was 2.1 accidents with lost time per million working hours. In 2025, the "total recordable incident rate" (TRIR) was measured for the first time. It amounted to 3.6 recordable incidents per million working hours. Progress on the TRIR can therefore be measured starting in 2026. A target value for the TRIR is planned for development in 2027.
Scope	Global, tesa Business Segment
Methodologies and assumptions	By defining and measuring the LTIR, all reportable workplace accidents resulting in at least one day of absence from work are recorded. Data collection is standardized and carried out across all locations via the company-wide SHE reporting system and the "Quentic" software. Data collection for calculating the TRIR is also performed using the "Quentic" software. The TRIR includes all lost time incidents, medical treatment cases, and restricted work cases.
Stakeholder involvement in target setting	No stakeholders were involved in setting the target.
Target monitoring	We monitor progress using the LTIR, which is captured annually. From 2027 onwards, we will define additional targets for the TRIR to ensure a more comprehensive consideration of the accident rate.
Changes vs. prior year	As described under Progress, the TRIR was first collected in 2025, which will complement the progress measurement of the "Vision Zero" target in the future.

Currently, tesa has not defined any targets for topics such as working time and work-life balance. This is due to the ongoing development of corresponding programs and initiatives. We are actively working to eliminate these gaps as part a "Global Social Sustainability" program rolled out in October 2025. This will result in a gap analysis, on the basis of which a strategy for closing the gaps will be defined and implemented in the future within appropriate time horizons. tesa nevertheless ensures that the minimum standards in these areas are met in accordance with national laws. Responsibility for this lies with local and regional HR managers.

Targets in Relation to Equal Treatment and Opportunities for All

Consumer

With the following targets, we aim to contribute to our "DE&I-Roadmap" and promote equal opportunities at the company while at the same time meeting legal requirements. The targets are set on the basis of half-yearly HR data from the global HR information system of Beiersdorf AG. No stakeholders were involved in setting the target.

Beiersdorf Gender Parity Ambition

Target	Our target by 2025 was to achieve a gender parity in all management positions (management levels 1-4) worldwide, with a ratio of 50:50.
Base year and baseline value	2020; in 2020, the gender balance of all management positions (management levels 1-4) worldwide was 45.5% at the end of the year.
Progress	Gender parity was achieved ahead of schedule: as of September 2023, 50.3% of leadership positions worldwide were held by women. At the end of the 2025 reporting year, the value remained constant at 52.3%.
Scope	Global, Consumer Business Segment, excluding La Prairie
Methodologies and assumptions	The data of all employees at management levels 1-4 worldwide is included, regardless of type of contract or employment model. The target is defined on the basis of a binary gender classification (male/female). The target was formulated in accordance with the company's internal "DE&I Roadmap." No external scenarios or forecasting models were used. Target achievement is based on the assumption that by taking targeted actions, such as transparent succession planning, diverse talent pools, and raising awareness among managers, it is possible to continuously increase the proportion of women in management positions. Local legal frameworks and cultural differences were taken into account in implementing the target. The defined global target – gender parity for all management positions worldwide – was, however, set independently of these local factors.
Target monitoring	The metrics are collected every six months at global, regional, and functional level and shared with the Executive Board. HR business partners and managers develop specific actions based on this data.

Representation of Women in Top Management

Target	In addition to our global "Gender Parity Ambition," in Germany we are bound by the legal regulations on the equal participation of men and women in leadership positions. In accordance with § 76 (4) *AktG*, the Executive Board has set binding targets for Beiersdorf AG to increase the proportion of women for the two management levels below the Executive Board, which must be achieved by the end of 2026. We are also subject to the statutory obligation of a minimum proportion of 30% women and men on the Supervisory Board and at least one woman on the Executive Board. Building on this, the Supervisory Board has set a voluntary target of 30% for the proportion of women on the Executive Board. • Executive Board: at least 30% women • Management level 1: at least 35% by December 31, 2026 • Management level 2: at least 50% by December 31, 2026 • Supervisory Board: at least 30% women
Base year and baseline value	2022 and 2023; in 2022, the proportion of women on the Executive Board was 38%, at management level 1 it was 31%, and at management level 2 it was 48%. In 2023, the proportion of women on the Supervisory Board was 41.7%.
Progress	The targets mentioned above are set against the following actual figures for the proportion of women: • Executive Board: 50.0% • Management level 1: 42.1% • Management level 2: 48.1% • Supervisory Board: 58.3% Thus, three of the four targets were reached and exceeded ahead of schedule, as is evident, e.g., from the gender parity achieved in the Executive Board in 2025.
Scope	Beiersdorf AG
Methodologies and assumptions	The targets are set on the basis of half-yearly HR data from the central HR system of Beiersdorf AG. The data of all employees at the management levels below the Executive Board as well as on the Executive Board and Supervisory Board of Beiersdorf AG in Germany is included, regardless of type of contract or employment model. The definition of management levels follows the internal organizational structure and is strictly based on the legal requirements pursuant to § 76(4) *AktG* and § 111(5) *AktG* for the Supervisory Board and on § 76(3a) *AktG* for the Executive Board. The targets were set in accordance with the legal requirements as well as supplementary voluntary commitments made by the company. No external scenarios or forecasting models were used in this process. Target achievement is based on the assumption that by taking targeted actions, such as transparent succession planning, structured development programs, and raising awareness among managers, it is possible to continuously increase the proportion of women.
Target monitoring	The metrics are collected every six months at global, regional, and functional level and shared with the Executive Board. HR business partners and managers develop specific actions based on this data.

Equal Pay

Target	Our ambition is to achieve the "Universal Fair Pay Leader" certification. The internationally recognized certification process is a reliable guide through the complex jungle of certifications and is an effective control, management, and communication tool for the implementation of equal opportunities and equality in companies and organizations. In Germany, the certification is awarded by "UNIVERSAL FAIR PAY CHECK®".
Base year and baseline value	2024; for 2024, there was a 0.98% adjusted gender pay gap in favor of male employees. The assessment was conducted in 50 countries, covering around 70% of our global workforce.
Progress	By 2026, we aim to keep the adjusted gender pay gap at up to 1% and the unadjusted gender pay gap at up to 10%.
Scope	Global, Consumer Business Segment
Methodologies and assumptions	The adjusted gender pay gap describes the pay difference between female and male employees after accounting for legitimate factors that can objectively influence remuneration. Unlike the unadjusted gender pay gap, which reflects the raw average pay difference, the adjusted gap isolates the portion of the pay difference that cannot be explained by structural or role-related factors. To calculate the adjusted gender pay gap, a statistical model is applied to the remuneration data of all employees. The model determines a predicted pay level for each employee based on a set of legitimate factors, including job grade and level, experience and tenure, leadership responsibility, performance assessments, job function, location, and recent role changes such as promotions or new hires. The adjusted gender pay gap is derived by comparing the model-predicted pay levels of women and men, thereby identifying the share of the gap that remains unexplained after these factors are taken into account. This approach enables a more precise understanding of structural pay differences and supports the identification of cases where targeted remediation may be required.
Target monitoring	The metrics are collected annually at global, regional, and functional level and submitted to our external certification partner. HR business partners and managers use this data to develop specific actions to eliminate inequality.

Training and Skills Development

Target	Under our "Global DE&I Knowledge Framework," we had the target of providing our employees with training on the topic of diversity in various formats. The "Global DE&I Essentials Journey" training program used a special "Train-the-Trainer" concept to provide around 80% of our 3,000 global managers with a sustainable foundation of DE&I knowledge by the end of 2025 as part of Beiersdorf's largest learning initiative, and to strengthen the inclusive management of teams.
Base year and baseline value	2024; at the end of 2024, the percentage of managers trained stood at 40%.
Progress	As reported in this chapter under "Actions," 85% of all managers worldwide participated in the "Global DE&I Essentials Journey" learning program in the reporting year. The defined target was thus achieved.
Scope	Global, Consumer Business Segment, excluding La Prairie and Chantecaille
Methodologies and assumptions	The analysis is based on the number of participants.
Target monitoring	The metrics were continuously collected at global, regional, and functional level via the attendance lists for training sessions.

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Our goal at tesa is to create a working environment in which all employees have equal opportunities. We endeavor specifically to promote diversity and inclusion in order to enhance our innovative capacity and to be able to meet the needs of our customers better.

Increasing the Proportion of Women in Leadership Positions

Target	We have set ourselves the target of having women account for 30% of positions at the first level below the Executive Board and 35% of positions at the second level within tesa SE by mid-2027.
Base year and baseline value	n/a
Progress	Progress is continuously monitored and reviewed. At the end of the reporting year 2025, the percentage of women at the first level is 10.0% (2024: 7.14%) and at the second level 20.7% (2024: 22.62%).
Scope	tesa SE
Methodologies and assumptions	The collection of this number is not a metric required by the ESRS and therefore does not correspond to the metrics for S1-9 diversity information. The target is based on international guidelines on gender equality, in particular the requirements of the General Equal Treatment Act (*Allgemeinen Gleichbehandlungsgesetzes - AGG*) in Germany and the EU Equal Treatment Directive (Directive 2006/54/EC).
Target monitoring	Annual survey and analysis of gender diversity at the relevant management levels

tesa Performance Management

Target	Standardized employee performance reviews at all tesa sites worldwide are designed to strengthen the feedback culture and promote a reliable culture of discussion. We aim to achieve this through honest and respectful discussions between employees and managers, focusing not only on mutual feedback regarding the previous period but also on the further development of employees. Every employee worldwide who is eligible should also have a development meeting. This target is intended to help with the implementation of Group works agreement t-74.
Base year and baseline value	Annual target achievement
Progress	The target is continuously tracked and monitored. In April 2025, a global implementation rate of 92% was achieved for financial year 2024. This means that 92% of global employees who were eligible for a feedback meeting received one. In the previous year, the implementation rate at headquarters was 79% – the global implementation rate was not yet available at that time.
Scope	Global, tesa Business Segment
Methodologies and assumptions	The target was derived from the Group works agreement on the topic of a shared framework for the structure of employee performance reviews and is based on the information provided by employees. It therefore includes all employees.
Target monitoring	Annual survey and analysis of the number of employees who have had a feedback meeting. The period under review covers the respective previous financial year, and the performance reviews for a financial year (= calendar year) must be completed by the end of the first quarter of the subsequent year.
Changes vs. prior year	A reporting system was introduced in 2025 so that the implementation rate is now available globally.

Training and Skills Development

Target	Our ongoing target is that all employees should complete global mandatory training on key compliance requirements, strategies, and skills. The training is intended to ensure that all eligible employees have the necessary knowledge and skills to meet company-wide standards and regulatory requirements. The training courses can be completed via our learning hub and are not aimed at commercial employees. Mandatory training includes: • "Anti-Corruption": Raising awareness and preventing corruption • "Antitrust Compliance": Promoting conduct in accordance with competition law • "Code of Conduct": Communicating standards of conduct and corporate values • "Cyber Security": Increasing awareness of IT security and protection against cyber threats • "Data Protection": Ensuring understanding of how personal data is handled • "Global Procurement": Training on procurement policies and processes • "Sustainability Program": Promoting knowledge and commitment in the area of sustainability • "PME@tesa": Developing project management skills
Base year and baseline value	Annual target achievement
Progress	The key figures are continuously collected at both global and regional levels through training participation lists. At the end of the reporting year, the following participation rates in the mandatory training courses were achieved: • "Anti-Corruption": 99.8% • "Antitrust Compliance": 99.9% • "Code of Conduct": 96.0% • "Cyber Security": 98.1% • "Data Protection": 99.4% • "Global Procurement": 97.6% • "Sustainability Program": 98.5% • "PME@tesa": 96.7%
Scope	Global, tesa Business Segment
Methodologies and assumptions	The implementation of training courses is tracked on the "Learning Hub" platform and compliance rates are generated.
Target monitoring	The target is monitored by analyzing participation rates.
Changes to previous year	The "Antitrust Compliance," "Anti-Corruption," and "Data Privacy" training courses were rolled out in 2025.

tesa does not currently have any defined targets for the topic of equal pay for work of equal value. This is due to the ongoing development of corresponding programs and initiatives. We are actively working to eliminate these gaps as part of a worldwide "Global Social Sustainability" program to be able to include this data in our reporting in the future. The program was successfully introduced in the reporting period and we subsequently began to identify any gaps. tesa nevertheless ensures that the

minimum standards in these areas are met in accordance with national laws. Responsibility for this lies with local and regional HR managers.

Metrics Related to the Company's Own Workforce

Characteristics of the Company's Employees

Data on the total number of the company's own employees by gender is collected using the Group-wide HR information system. It is analyzed on the basis of the headcount and relates to the reporting date as of the end of the reporting period and is based on the number of employees. Unless otherwise stated, the number of employees indicates the actual number of our employees (headcount). The underlying definition of employee is based on German legal provisions.

We calculate the turnover rate by dividing the number of employees who left the company in the reporting period by the total number of employees at the end of the reporting period and then multiplying the result by 100.

For disclosing the breakdown by contract type, the number of temporary contracts is mainly attributable to project-related activities and seasonal requirements, for which a temporary contract is initially offered. We do not consider temporary employment a structural response to uncertainty but a flexible HR planning and development tool. Likewise, we regard part-time employment as a positive and voluntary working model that enables employees to balance their professional duties with their individual life situations – in particular with regard to work-life balance, training, or personal development phases.

In this report, we do not use estimates for the metrics on the characteristics of the employees. All information is based on actual data that has been gathered and documented.

The total number of employees is disclosed by region under "Regional Reporting" in the consolidated financial statements. The breakdown by countries whose share of the total workforce exceeds 10% is disclosed in the combined management report under "Business and Strategy."

Headcount of Employees

	Unit	Consumer	tesa	Group
Male	Headcount	7,661	3,435	11,096
Female	Headcount	9,420	1,881	11,301
Other	Headcount	2	–	2
Total employees	Headcount	17,083	5,316	**22,399**

Employee Turnover

	Unit	Consumer	tesa	Group
Number of employees who have left the company	Headcount	2,511	630	3,141
Turnover rate	%	15	12	14

Employees by Contract Type and Gender

		Male			Female			Other			Group
	Unit	Consumer	tesa	Total	Consumer	tesa	Total	Consumer	tesa	Total	Group
Number of employees	Head-count	7,661	3,435	11,096	9,420	1,881	11,301	2	–	2	22,399
Number of permanent employees	Head-count	7,075	2,941	10,016	8,703	1,585	10,288	1	–	1	20,305

Employees by Contract Type and Gender

| | | Male | | | Female | | | Other | | | |
	Unit	Consumer	tesa	Total	Consumer	tesa	Total	Consumer	tesa	Total	Group
Number of temporary employees	Head-count	577	494	1,071	697	296	993	1	–	1	2,065
Number of non-guaranteed hours employees	Head-count	9	–	9	20	–	20	–	–	–	29
Number of full-time employees	Head-count	7,533	3,329	10,862	8,345	1,570	9,915	1	–	1	20,778
Number of part-time employees	Head-count	128	106	234	1,075	311	1,386	1	–	1	1,621

Diversity Metrics

The collection of the absolute and percentage number of employees in the top two management levels is carried out as of the end of the reporting period using the respective HR information systems of the two business units. The analysis is based on the headcount. Our calculation is guided by the company-specific definition of "top management." This comprises all positions within management groups MG 1 through MG 3, the "executives" sub-group (with the exception of certain special levels), as well as the management of the production centers.

The number of our employees by age group is also determined using the HR information system on the basis of the headcount. The date of birth is used to calculate age and allocate employees to the specified age groups.

Gender Diversity at the Top Two Management Levels

	Unit	Consumer	tesa	Group
Number of female employees at the top two management levels	Headcount	200	23	223
Percentage of female employees at the top two management levels	%	46.7	16.4	39.3
Number of male employees at the top two management levels	Headcount	228	117	345
Percentage of male employees at the top two management levels	%	53.3	83.6	60.7

Age Distribution

	Unit	Consumer	tesa	Group
Number of employees under 30 years of age	Headcount	2,772	638	3,410
Percentage of employees under 30 years of age	%	16.2	12.0	15.2
Number of employees between 30 and 50 years of age	Headcount	11,410	3,492	14,902
Percentage of employees between 30 and 50 years of age	%	66.8	65.7	66.5
Number of employees over 50 years of age	Headcount	2,901	1,186	4,087
Percentage of employees over 50 years of age	%	17.0	22.3	18.2

Health and Safety Metrics

For the Consumer Business Segment, the accident rates and working hours for the production and logistics sites are evaluated monthly using the "Quentic" safety management system; the reportable accidents are recorded directly when the accident occurs. We record accidents and working hours annually for the office sites. The working hours are subject to an estimate based on the contractual working hours per full-time equivalent. The data collected includes interns; it does not include Chantecaille. The percentage of covered workforce is calculated based on headcount. The uncertainty

in data collection primarily concerns the underlying working hours and accident surveys at our office sites. The accident-related data is checked as part of our audits at the sites, however it is not validated by a third party.

Since 2025, all loss events have been recorded in "Quentic" also for the tesa Business Segment to ensure that the metrics are comparable between the Consumer and tesa Business Segments. The data for calculating the LTIR and the underlying number of working hours is gathered in the "SoFi" database. The number of working hours is subject to a calculation based on the average contractual working hours per full-time equivalent. For the production sites, the occurrence of accidents is analyzed on a monthly basis. Accidents and working hours are recorded annually for the office sites. The uncertainty in data collection essentially relates to the underlying working hours and incorrect accident recordings.

Health and Safety

	Unit	Consumer	tesa	Group
Percentage of the company's workforce covered by the company's health and safety management system	%	27	61	35
Number of deaths from work-related injuries	Number	–	–	–
Number of deaths from work-related ill-health	Number	–	–	–
Number of recordable accidents at work	Number	57	34	91
Rate of recordable accidents at work	Number/million working hours	1.7	3.6	2.1

Remuneration Metrics

For the analysis of the gender pay gap and the ratio of the annual target remuneration of the highest-paid individual to the median annual target remuneration of all employees, we used the compensation data of all employees (headcount) within the Beiersdorf Group. The NIVEA-Kao joint venture in Japan is excluded from these metrics.

We collect data through a globally coordinated survey that gathers remuneration information from our employees. Both metrics are calculated based on annual gross target remuneration, including base salary and allowances, as well as short- and long-term variable remuneration components. Part-time employment is converted into full-time equivalents. For the 2025 reporting year, the target salaries that were available following the announcement of the company bonus in April 2025 for the Consumer Business Segment were the basis; the corresponding headcount also refers to April. For the tesa Business Segment, the target salaries from October 2025 were used; the headcount applied likewise refers to October.

The unadjusted gender pay gap (expressed as a percentage) is calculated as the difference between the average gross earnings of female and male employees, divided by the average gross earnings of male employees. Factors such as position, professional experience, and education are not taken into account.

For 2025, the unadjusted gender pay gap amounts to 0.02%.

Gender Pay Gap (unadjusted) in %

Consumer	tesa	Group
-5.42	10.27	0.02

For the calculation of the ratio of the annual target remuneration of the highest-paid individual to the median annual target remuneration of all employees, the median is determined based on the annual target remuneration of all employees. The individual with the highest target remuneration is excluded

from this calculation. The ratio is obtained by dividing the annual target remuneration of the highest-paid individual by the median annual target remuneration of all employees.

The resulting ratio of the annual target remuneration of the highest-paid individual to the median annual target remuneration of all employees for 2025 is 125.83.

Ratio of the Remuneration of the Highest-Paid Individual to the Median Remuneration of All Employees

Consumer	tesa	Group
132.54	108.55	125.83

ESRS S2 – Workers in the Value Chain

Material Impacts, Risks and Opportunities

As part of our <u>materiality assessment</u>, we identified the following negative impacts on workers in our upstream value chain.

IRO	Description	Value chain	Time horizon
Working conditions (health and safety, working time, adequate wages, freedom of association, collective bargaining); Equal treatment and opportunities for all (measures against violence and harassment in the workplace); Other work-related rights (child labor, forced labor)			
➖	The business activities in the supply chains of our global activities are associated with high pressure on workers in various sectors, such as agricultural products. This may be an indirect contribution to difficult working conditions, particularly at the lower end of high risk supply chains, such as production of raw materials based on palm oil or rubber. Negative impacts may be inadequate health and safety measures, violations of working time and wage regulations, suppression of freedom of association, discrimination at the workplace, or child or forced labor.	Upstream	⬤

➕ Positive impact ➖ Negative impact ❗ Risk ⭐ Opportunity

🔘 Short term 🔘 Medium term 🔘 Long term

In view of our global procurement of materials and services, the following groups of workers in particular may be subject to material impacts:

- Workers of subcontractors who perform activities at Beiersdorf production sites without being directly employed by Beiersdorf;

- Workers of direct business partners in manufacturing industries (such as the packaging industry) or in service industries;

- Workers engaged in labor-intensive service activities such as value added services (VAS), i.e., services which go beyond mere product delivery and enhance brand presence;

- Workers in the upstream supply chain involved in raw material extraction, such as the palm oil or natural rubber industries.

The negative impacts we identified on workers in the value chain may be either systemic or isolated incidents, such as in countries with weak or lacking human rights standards, or due to misconduct by individual business partners. We identify business-specific risks annually in a risk analysis based on international indices and information sources. We also perform risk profiling of business partners relevant to procurement, using external software such as "EcoVadis IQ" and adding our own procurement data. This enables prioritization and targeted planning of actions.

Moreover, the Consumer Business Segment identified critical product groups that require special attention through a risk assessment for the procurement categories of our renewable materials.

Policies Related to Workers in the Value Chain

We define responsible sourcing as a supply chain in which laws are adhered to, human rights are respected, natural ecosystems are protected, climate effects are mitigated, and positive developments are promoted in the countries of origin of our materials and services. Fair working conditions and respect for human rights have a particularly high priority.

We aim to put this plan into action using our company policies. These policies are based on applicable legislation and international standards such as the UN's "Universal Declaration of Human Rights," the conventions of the International Labour Organization (ILO), the "Guidelines for Multinational Enterprises" of the Organisation for Economic Co-operation and Development (OECD), the Ten

Principles of the UN Global Compact (UNGC), and the UN's "2030 Agenda for Sustainable Development." We also comply with country-specific regulations and official governmental requirements.

Code of Conduct for Business Partners (Consumer)

Key content	The "Code of Conduct for Business Partners" (CoCB) addresses the negative impacts on workers in the value chain identified as material and those associated with air and water pollution in the Consumer Business Segment. The CoCB focuses on four critical areas: • Human rights and labor standards • Workplace health and safety • Corporate integrity • Environmental protection The CoCB obliges our business partners to prohibit practices such as child labor, forced labor, human trafficking, discrimination, restrictions on freedom of assembly, and violations of environmental and occupational safety regulations. The CoCB also mandates the provision of grievance mechanisms.
Scope	Signing the CoCB is mandatory for direct business partners with an annual business volume exceeding €25,000. The document also requires business partners to communicate the CoCB's content to upstream partners, irrespective of industry or region. In this way, workers in precarious procurement situations, such as subcontracting, should be protected to the same extent.
Responsibility	The Vice President Sustainability (who is also the Human Rights Officer) and the Vice President Procurement are responsible for the CoCB.
Consideration of stakeholder interests	We applied the best practice policy of the "AIM-Progress" multi-stakeholder initiative for responsible procurement in revising the CoCB. This enabled stakeholder interests to be appropriately addressed in the policy.
Availability	The policy is publicly available via our website.

Human Rights Policy Statement (Consumer)

Key content	The "Human Rights Policy Statement" relates to matters including responsible sourcing strategies to ensure worker safety and health, and environmental protection across the value chain. It explicitly prohibits child labor, forced labor, and human trafficking. It also details our approach to human rights protection, covering the areas: • Setting up risk management (including annual risk analysis and description of prioritized risks) • Establishing preventive measures in our own operations, at direct suppliers and, where applicable, indirect suppliers, including evaluations of their effectiveness • Remediation actions in our own operations, at direct and, where applicable, indirect suppliers • Description of expectations of employees and suppliers concerning human and environmental rights • Provision of a grievance mechanism The policy statement therefore addresses the material impacts relating to workers in our value chain, and the material topics freedom of association/collective bargaining, health and safety, and diversity with respect to our own workforce.
Scope	The policy statement applies to our employees and those of our business partners.
Responsibility	The Vice President Sustainability is responsible for ensuring that the content is up to date and for implementation.
Consideration of stakeholder interests	Stakeholder interests were not considered in preparing the policy statement.
Availability	The policy statement is publicly available via our website.

Responsible Sourcing Policy (Consumer)

Topic-related content	The "Responsible Sourcing Policy" of the Consumer Business Segment comprises our own obligation and the requirement of our business partners to comply with international, national, and local human rights legislation and regulations.
Reference	A detailed description of the "Responsible Sourcing Policy" can be found in chapter "ESRS S3 – Affected Communities."

Code of Conduct for Suppliers (tesa)

Key content	tesa's "Code of Conduct for Suppliers" (CoCS) addresses all negative impacts on workers in the value chain identified as material as well as the upstream negative impacts on air and water pollution identified as material. It forms the basis for supplier relationships and activities to procure goods and services with the aim to achieve positive impacts on people, society, and the environment. The CoCS primarily focuses on five critical areas: • Corporate integrity • Human rights and labor standards • Occupational safety • Environmental protection • Grievance mechanisms Child labor, forced labor, discrimination, restrictions on freedom of assembly, violations of working time and wage regulations, and violations of environmental and occupational safety regulations are not tolerated. The topic of human trafficking is not covered.
Scope	The CoCS requires all tesa suppliers, regardless of business volume, to support and respect international human rights and adhere to relevant guidelines and standards. Suppliers are also required to pass on the CoCS specifications to their own suppliers. In this way, workers in potentially precarious procurement situations, such as subcontracting, should be protected by the same policy.
Responsibility	At tesa, the Chief Sustainability Officer (who is also Human Rights Officer) and the Vice President Global Procurement support the implementation of the CoCS.
Consideration of stakeholder interests	We considered stakeholder interests by including internal functions relevant to sustainability, such as purchasing and corporate sustainability.
Availability	The CoCS is made available to all stakeholders through the tesa website and is sent to business partners before the contract is signed.

Human Rights Policy Statement (tesa)

Key content	The tesa "Human Rights Policy Statement" sets out our approach to upholding human rights and environmental standards. It also addresses the provision of a grievance mechanism. Through its policy statement, tesa commits to strengthening human rights and preventing human rights violations both within its own operations and in its dealings with business partners. It addresses the material impacts on workers in the value chain, and the material topics freedom of association/collective bargaining, health and safety, and working conditions – in particular working time and equal pay for work of equal value with respect to our own workforce.
Scope	The policy statement applies to all tesa employees and those of our business partners.
Responsibility	The tesa Executive Board has signed the statement, making it collectively responsible for its implementation and compliance.
Consideration of stakeholder interests	We considered stakeholder interests by including internal functions relevant to sustainability, such as purchasing, corporate sustainability, and corporate compliance.
Availability	The policy statement is available to the public and business partners, regardless of region or procurement category, on the tesa website.

Processes for Engaging with Workers in the Value Chain

Beiersdorf aligns its measures to protect workers in the value chain with civil society organizations. In this way, we aim to consider the interests of affected workers in our due diligence processes as effectively as possible. Examples of stakeholder engagement include the following:

- We work closely with direct business partners – including Evonik – and with NGOs such as the WWF in our field projects in the palm oil, shea butter, and coconut oil supply chains of the Consumer Business Segment. These partnerships ensure that the actions are aligned with the local situation and needs of the workers, particularly vulnerable groups.

- The Consumer Business Segment has been working with "responsible sourcing" consultants since 2020, in order to include the perspective of particularly vulnerable groups in our risk analysis and prioritize critical procurement categories of our renewable materials.

- Thanks to the training offered by the Consumer Business Segment to smaller business partners with limited resources, we are in a position to understand their specific challenges and their workers, and offer targeted support.

- As a member of the UNGC, we are part of a network of government bodies, research institutions, and civil society organizations that supports the private sector in operating responsibly and

upholding human rights. The perspectives of workers are represented by civil society UNGC organizations.

- The standardized "Sedex Members Ethical Trade Audit" (SMETA) involves surveying employees of business partners and their subcontractors to ensure that they are aware of labor rights, that freedom of assembly is safeguarded, and that violations can be reported safely. Irregularities are followed up with agreed corrective measures.

Channels for Workers in the Value Chain to Raise Concerns

Beiersdorf offers various channels for both internal and external individuals to report compliance violations, including human rights abuses. These include the "Speak up. We care." (Consumer) and "Your voice. Our bond." (tesa) whistleblowing systems (see chapter "ESRS G1 – Business Conduct"). Employees and workers in the value chain can report violations via these systems with protection, security, and – where legally permissible – anonymity. The reports are processed by the Human Rights Officer and the Head of Sustainability Strategy & Reporting in the Consumer Business Segment, and by the Compliance Manager Legal Affairs and the Head of Sustainable Procurement in the tesa Business Segment.

In the reporting year, the following report relating to human rights of workers in the value chain was submitted to one of our business partners via the "Speak up. We care." whistleblowing system. The allegation concerned excessive working hours beyond legal limits and remuneration below the statutory requirements. The allegation was investigated and audited both internally and externally. The investigation did not substantiate the allegation. In the tesa Business Segment, no reports were submitted via the "Your voice. Our bond." whistleblowing system.

The Consumer Business Segment additionally provides an email address for reporting concerns: incidents_cases@beiersdorf.com. Both this email address and the whistleblowing platform are communicated along the value chain through the CoCB/CoCS. Business partners are required to confirm by signing the CoCB/CoCS, that they communicate the offered reporting channels within their own organizations or provide their own reporting channels. Moreover, free training offered to business partners emphasizes the importance of whistleblowing mechanisms for workers in the value chain.

Finally, for complex risk supply chains, such as those involving palm oil in the Consumer Business Segment, we work closely with direct raw material suppliers and other stakeholders. Through multi-stakeholder initiatives like the "Roundtable on Sustainable Palm Oil" (RSPO) and the "Action for Sustainable Derivatives" (ASD) (see chapter "ESRS S3 – Affected Communities"), we collectively investigate reported concerns, verify their validity, and collaboratively establish appropriate measures. No effectiveness check is carried out for the remedial actions taken.

In line with the company-wide "Source Responsibly" sustainability target, tesa has developed a multi-step transparency process to supplement the "EcoVadis IQ" risk profiling. This process enables systematic coverage and assessment of the entire supply chain, most importantly for bio-based materials and high-risk suppliers identified through the "EcoVadis IQ" assessment. The aim of this multi-step process is to ensure that all companies involved in the tesa supply chain comply with our requirements. If this process identifies a risk in the supply chain, tesa defines appropriate mitigating actions.

Actions Related to Workers in the Value Chain

Beiersdorf has various processes and actions in place to prevent negative impacts on workers in the value chain. The CoCB (Consumer), CoCS (tesa), and "EcoVadis IQ" risk profiling form the basis for these actions. There are additional actions in the Consumer and tesa Business Segments that promote

responsible supplier management in their own business areas and thereby aim to prevent negative impacts from our indirect business partners.

The described measures require close cross-functional coordination, where responsibilities are distributed but the content is largely developed collaboratively. If a business partner repeatedly exhibits non-compliance, fails to cooperate on corrective actions, or is involved in severe violations such as child or forced labor, the business relationship may be questioned and, if necessary, terminated. Best practices from industry associations such as "AIM-Progress" are integrated into these efforts. This initiative unites the Consumer Business Segment with over 40 leading manufacturers in the "fast-moving consumer goods" industry to collaboratively advance procurement in line with social sustainability criteria across the sector. Direct dialogue with companies of comparable size or position also plays an important role in assessing whether our measures are appropriate and effective.

On-Site Audit in Line With the "SMETA" Standard

Action	If business partners are classified as high-risk, the implementation of an on-site audit according to the "SMETA" 4-pillar protocol should be demonstrated. This action aids in identifying actual negative impacts on workers in the value chain. The "SMETA" standard is a widely used social audit covering four core areas: working conditions, health and safety for employees, environmental performance, and business ethics. The audits are carried out by independent, SMETA-accredited auditors and managed via the Sedex online platform.
Scope	Global, Group
Time horizon	Ongoing
Expected outcome	Irregularities are discussed with the responsible personnel at production sites, and corresponding corrective actions, including a timeline for implementation, are determined. Finally, these actions are verified by the original auditors. Once the actions are confirmed, the process concludes. If auditors reject the actions, business partners must revise them. This continuous improvement process ensures that irregularities are progressively identified, documented, and resolved.
Progress	To monitor progress of this action, we have defined internal performance indicators for the procurement function, structured along a multi-year scaling system. These metrics are tracked monthly.

"EcoVadis" Assessments

Action	Business partners classified as medium-risk are required to undergo a sustainability assessment via the "EcoVadis" online platform. This assessment provides insight into the likelihood of negative impacts occurring. The "EcoVadis" evaluations, which are already in use, focus on 21 sustainability criteria divided into four thematic areas: environment, labor and human rights, ethics, and sustainable sourcing. The criteria are based on international sustainability standards such as the Ten Principles of the UN Global Compact and the ILO conventions. To ensure high data quality, the responses provided by business partners are evaluated by trained "EcoVadis" analysts and converted into a scorecard. To standardize the sustainability assessments via "EcoVadis," the Consumer Business Segment established a global "Procurement Support Center" in 2023. At tesa, this is covered by the Sustainable Procurement department.
Scope	Global, Group
Time horizon	Ongoing
Expected outcome	If the overall result falls below a certain threshold, we engage with the business partner to implement the prioritized improvement measures identified by the system.
Progress	To monitor progress of this action, we have defined internal performance indicators for the procurement function, structured along a multi-year scaling system. These metrics are tracked monthly.

E-Learning on Human Rights

Action	A mandatory e-learning course on human rights has been in place since 2024. The aim is to raise awareness among employees of the basis rights and freedoms to which every human being is entitled, and inform them of due diligence obligations and our standards and principles. Employees can access the e-learning modules via the internal training platform.
Scope	Global, excluding production staff, Consumer Business Segment
Time horizon	Ongoing
Expected outcome	A total of 90% of the relevant employees (see Scope) are to be trained on fundamental due diligence processes. In addition, the training should emphasize the importance of the CoC.
Progress	Training completion rate: 88%

E-Learning on Human Rights Due Diligence for Procurement Staff

Action	We have developed an optional e-learning program with three modules for procurement staff. It is designed to provide clear and practical understanding of human rights due diligence obligations. Procurement staff can access the e-learning module via the internal training platform.
Scope	Global, Consumer Business Segment
Time horizon	Ongoing
Expected outcome	The objective is to increase awareness of the human rights due diligence processes and their relevance in supplier management.
Progress	Progress is not monitored.

Training for Business Partners

Action	We support our business partners through free training on our website on establishing due diligence processes for human rights and the environment.
Scope	Business partners, Consumer Business Segment
Time horizon	Ongoing
Expected outcome	The training is designed as a guide for business partners to carry out their human rights and environmental due diligence obligations.
Progress	Progress is not reported.

Sustainable Procurement Department

Action	tesa established the Sustainable Procurement department within Global Procurement at the end of 2023 and has been developing it ever since. The "Procurement Service Hub" also supports the implementation of the processes and measures. Furthermore, Global Procurement has taken on the role of ESG expert for the supply chain.
Scope	Global, tesa Business Segment
Time horizon	Ongoing
Expected outcome	The Sustainable Procurement department was designed to focus on developing and realizing a responsible and supply chain-compliant purchasing strategy. In close collaboration with other involved departments, it ensures that all strategic decisions align with tesa's sustainability targets. Business partners are expected to address sustainability matters in their own business practices.
Progress	In 2025, tesa developed a multi-step risk analysis based on "EcoVadis IQ," promoted systematic mapping of selected supply chain categories, and increased the certification rate for materials such as paper (FSC®/PEFC) and rubber. It also included more suppliers in the "EcoVadis" assessment to improve transparency and sustainability.

Actions Beyond Direct Business Partners

The following actions go beyond direct business partners and relate to additional workers in the value chain.

Palm Oil Procurement

Action	Sustainability criteria are integrated into the procurement of palm oil-based raw materials, guided by the requirements of international initiatives such as RSPO certifications.
Reference	Additional details on this and on community engagement in these supply chains are provided in chapters "ESRS S3 – Affected Communities" and "ESRS E4 – Biodiversity and Ecosystems."

AI-Based Risk Screening With "Sphera"

Action	To be informed early about potential negative impacts in our value chain, Beiersdorf continuously utilizes AI-based risk screening by "Sphera." This tool maps Beiersdorf's supply networks and monitors them by scanning various data sources and news outlets. If an identified risk affects a business partner, one of their subsidiaries, or a third company known in the supply network, Beiersdorf receives an alert via a customized dashboard.
Scope	Global, Consumer Business Segment
Time horizon	Ongoing
Expected outcome	Awareness of incidents within monitored supply chains.
Progress	In the reporting year, one incident was examined in detail following its initial classification.

Review and Development of Actions in Both Business Segments

Corporate decisions, such as on mergers and acquisitions or on restructuring the product portfolio, may have an impact on workers in the supply chain. Beiersdorf is aware of this field of tension and addresses it in the design of the described actions. In this context in particular, but also more broadly, it is important for both business segments to regularly review their activities.

Overall, we assess our actions relating to workers in the supply chain as effective. There was a potential incident of non-compliance with human rights in the Consumer Business Segment during the reporting year. We investigated it after becoming aware of it through our risk screening. However, we ruled out any connection to our value chain.

No incidents were reported in the tesa Business Segment in the reporting year. Beiersdorf provides appropriate means and resources to deal with identified incidents with the highest priority. This includes responsible functions and employees attending external webinars and other training opportunities. Additional financial resources were provided in the reporting year to automate our due diligence processes.

Management further underscores the importance of these topics through regular updates and communication with the Executive Board and oversight committees.

Targets Related to Workers in the Value Chain

Beiersdorf has established targets aimed at preventing potential negative impacts on workers in the value chain. They underpin the implementation of our policies such as the CoCB (Consumer), CoCS (tesa), and our policy statements. The perspectives of workers in the value chain or their legitimate representatives were not included in our target setting.

We record relevant metrics on an ongoing basis to monitor progress. We present them at global level monthly to the Vice President Procurement and the Vice President Sustainability (Consumer), and on an ongoing basis to the Head of Corporate Sustainability and the Vice President Global Procurement (tesa). In addition, relevant members of the Executive Board are informed quarterly. The data basis is derived from internal master data and contract management systems, and from the external "EcoVadis" IQ platform.

The targets of the Consumer and tesa Business Segments were consolidated at Group level in the reporting year; they continue to apply.

Coverage of 90% of All Expenditure Through Signed CoCB and CoCS

Target	Coverage of more than 90% of worldwide expenditure with suppliers who have signed the CoCB (Consumer) or CoCS (tesa). This target applies independently of the respective valid version of the CoCB or CoCS. The target was not achieved for 2025.
Base year and baseline value	Annual target achievement
Progress	89.9%
Scope	Global, excluding NIVEA-Kao
Methodologies and assumptions	Business partners who sign our CoCB or CoCS are familiarized with our environmental and human rights requirements and commit to respecting them and ensuring that there will be no negative impact on workers.

Risk Assessment of 100% of Business Partners With a Business Volume Exceeding €50,000

Target	In the reporting year, the target was for all Beiersdorf business partners with an annual business volume exceeding €50,000 to have generated a risk profile via "EcoVadis IQ" or a similar solution. Business partners falling below this threshold were excluded from this target. The target was not fully achieved for 2025.
Base year and baseline value	Annual target achievement
Progress	94%
Scope	Global, excluding NIVEA-Kao
Methodologies and assumptions	Risk profiles for business partners enable prioritization and focused enactment of the actions described above in this chapter.

ESRS S3 – Affected Communities

Material Impacts, Risks, and Opportunities

As part of the materiality assessment, we identified a negative impact on indigenous communities in the Consumer Business Segment resulting from our business activities and the related supply chains.[12]

IRO	Description	Value chain	Time horizon
Rights of indigenous peoples (free, prior, and informed consent)			
⊖	The expansion of palm oil plantations is often associated with displacement of indigenous communities and conflicts regarding land rights.	Upstream (Consumer)	●○

⊕ Positive impact ⊖ Negative impact ❗ Risk ★ Opportunity

●○ Short term ○●○ Medium term ○○● Long term

As a cosmetics manufacturer, Beiersdorf uses substances based on palm (kernel) oil. As part of our sustainability strategy, palm (kernel) oil has been identified as a high risk raw material. This is due, among other reasons, to negative impacts on the environment and affected communities[13] in the main countries of origin, Indonesia and Malaysia. The expansion of palm oil plantations is frequently associated with displacement of certain communities and conflicts regarding land rights. The early detection and reduction of negative impacts on (indigenous) communities is therefore a fundamental part of our sustainability agenda.

Beiersdorf has implemented various firmly established structures relating to due diligence and human rights requirements along the supply chain. Details are provided in chapter "ESRS S2 – Workers in the value chain." The strategy development includes and assesses risks and impacts on affected communities.

Policies Related to Affected Communities

We take strict precautions to ensure that our procurement is as responsible as possible and that the human rights of indigenous communities are upheld. Beiersdorf has defined minimum standards for the recognition, protection, and promotion of the rights of indigenous communities, which are set out in more detail in the policies presented below. These standards concern both individual and collective rights, as well as cultural rights and identity, the right to education, health, employment, language, equal rights, and effective participation in all matters affecting them.

In order to meet these obligations, we require all direct business partners to comply with our internal policies and their requirements in their own business activities and along their entire value chains.

Engagement with affected communities is an important lever to ensure that our human rights and environmental expectations reflect their collective interests along the supply chains. Moreover, the only reliable way to assess compliance with these requirements is via close dialogue with all actors involved. In this context, "all actors" refers to Beiersdorf and our direct business partners. The dialogue takes place between Beiersdorf and its direct suppliers. Through our policies, we communicate our requirements along the supply chain and obligate our suppliers to cascade these requirements further upstream within their own supply chains. Compliance is verified, for example, through external certifications such as RSPO, through verification measures, including support provided by the Action for Sustainable Derivatives (ASD) initiative, as well as through the identification of complaints and incidents. Details are provided in chapter "ESRS S2 – Workers in the value chain."

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[12] No impacts, risks, or opportunities were identified in this area for tesa, so the chapter "ESRS S3 – Affected Communities" relates solely to the Consumer Business Segment.

[13] The ESRS definition of affected communities includes both local and indigenous communities at an endpoint of the value chain (e.g., at the site of raw material harvesting), which often have close ties and are therefore considered together.

Responsible Sourcing Policy

Key content	Beiersdorf sources and uses renewable raw and packaging materials, the cultivation and production of which may result in negative impacts on affected communities in some cases. Our "Responsible Sourcing Policy" commits us to compliance with environmental, social, and ethical standards as well as legal regulations along the entire value chain. We aim to strengthen the resilience of our supply chains, minimize negative impacts on affected communities and workers in the value chain, and promote positive effects for people and the environment. The overarching objective of the policy is to encourage our business partners to comply with the relevant standards and applicable laws and enable responsible sourcing throughout the value chain. This includes: - compliance with international, national, and local laws/requirements, - upholding human rights for all people and groups along the supply chain, a halt to deforestation, and conversion of natural ecosystems, - mitigation and minimization of climate impacts, and - continual and positive environmental and social improvements in key sourcing areas.
Scope	The policy covers the raw materials palm (kernel) oil and its derivatives, soybean oil, coconut oil, and paper for primary packaging. It applies worldwide for all products manufactured by Beiersdorf and third party providers.
Responsibility	The Vice President Sustainability as well as the Vice President Procurement are responsible for implementation of the policy.
Third-party standards/initiatives	The "Responsible Sourcing Policy" is in line with the relevant international frameworks, guidelines, and standards, including the Universal Declaration of Human Rights, the conventions of the International Labour Organization (ILO), the Guidelines for Multinational Enterprises of the Organisation for Economic Co-operation and Development (OECD), and the principles of free, prior, and informed consent (FPIC).
Consideration of stakeholder interests	In developing the "Responsible Sourcing Policy," we considered the interests of the stakeholders in our main sourcing countries, such as Indonesia and Malaysia, in the palm (kernel) oil supply chain. This involved discourse with representatives of the World Wide Fund For Nature (WWF). We also discussed the feasibility of the final policy with strategically important suppliers, including three that supply Beiersdorf with palm-based raw materials. Affected communities in our supply chain were not directly involved.
Availability	The policy is available to business partners via the download center on the company's website.

Sustainable Palm Policy

Topic-related content	The "Sustainable Palm Policy" addresses matters including upholding human and labor rights, the prohibition of child and forced labor, and respect for the land rights of local communities. We also commit ourselves and require our business partners to comply with the FPIC principles throughout our supply chain for palm-based raw materials (palm oil, palm kernel oil and their derivatives). We have supplemented this with our "Sustainable Palm Roadmap," which focuses on sustainability certifications, transparency in the supply chain, and promoting transformation in the sourcing countries.
Reference	An in-depth description of the "Sustainable Palm Policy" and "Sustainable Palm Roadmap" is provided in chapter "ESRS E4 – Biodiversity and Ecosystems."

Processes for Engaging with Affected Communities

Beiersdorf has an effect in particular on communities and indigenous peoples living and working in the most important countries of origin of palm-based raw materials – albeit indirectly. This is because of the multi-tier supply chain between Beiersdorf, direct suppliers, and the palm oil mills and plantations. In addition to the actions set out in chapter "ESRS S2 – Workers in the Value Chain," we also conduct an annual supply chain transparency analysis in conjunction with the ASD initiative to record the sourcing regions all the way to the mills for our palm-based raw materials. The analysis showed that more than 90% of our palm-based raw materials come from Indonesia and Malaysia. Both countries are home to a relatively large number of indigenous communities (transparency analysis performed in 2025 with volumes from 2024).

Although Beiersdorf has not defined any strategic processes for engaging with affected communities, it worked with the WWF to support smallholder palm oil farmers in the identified main supply countries in the reporting year. A detailed description is provided in the actions section of this chapter.

Beiersdorf is involved in decisions about the measures that the WWF implements in the two countries in close cooperation with the communities in the project regions. All relevant stakeholders were consulted prior to the start of the project as part of an FPIC process. This included discussing and coordinating the project idea and planned measures with the smallholder farmers. During the project implementation,

WWF Indonesia and WWF Malaysia are in regular contact with the communities in the project regions and other relevant stakeholders.

The WWF reports on the progress of the projects, any delays, and if necessary, adjustments to the activities. The effectiveness of the cooperation has been and continues to be measured using predefined indicators; for example, the number of smallholders certified in accordance with the Roundtable on Sustainable Palm Oil (RSPO) standard is monitored. The WWF's Environmental and Social Safeguards Framework provides an institutional mechanism to address the environmental and social risks associated with the work of the WWF. Its objective is to achieve better nature conservation results and improve the social well-being of local communities where the WWF is active. The project's progress is reported annually to the Vice President Sustainability, who is operationally responsible for including the findings of the projects in the corporate strategies.

Channels for Affected Communities to Raise Concerns

We are actively committed to preventing or minimizing breaches of our standards of conduct and negative influences along our supply chain. Further information is provided in chapters "ESRS S2 – Workers in the Value Chain" and "ESRS G1 – Business Conduct." This grievance channel is also available in Bahasa Indonesia for Indonesia and Malaysia; this language is also understood in Malaysia. The affected communities were not directly consulted in the process of establishing the channels. In the event of any negative impact on affected communities, a defined procedure for documenting and reviewing incidents is applied by the Responsible Sourcing team and a collective complaints procedure is used in cooperation with the ASD.

Actions Related to Affected Communities

Beiersdorf takes various actions to meet the specified obligations for responsible sourcing. We aim to promote respect for human rights and consideration of the interests of all affected communities.

We worked on two projects in Indonesia and Malaysia with our supplier Evonik and the WWF in the reporting year. The two projects were formally approved by Beiersdorf and Evonik in advance and are being operationally implemented by the WWF. Beiersdorf provided financial support to the project in Indonesia until its conclusion in August 2025, and continues to support the project in Malaysia. In this way, we are addressing the material negative impact identified in the affected communities area. Negative effects associated with the FPIC principles can be counteracted specifically through official legalization and subsequent certification of smallholder farmers' land in line with the RSPO standard.

No serious problems or incidents concerning human rights relating to the affected communities were reported in the reporting year. Nor were there any significant negative impacts on the project villages, meaning that no specific remedial actions were necessary. Instead, preventive measures were implemented and further developed. The effectiveness of these measures is reviewed through regular dialogue with the project managers.

WWF Project in Indonesia

Action	Beiersdorf is working with Evonik and the WWF on a project supporting the transition to sustainable management of oil palm trees in line with RSPO criteria in the project region of West Kalimantan in the Indonesian part of Borneo. The "Asosiasi Mitra Bersama" (AMB) smallholder association was formed during the initial phase of the project. WWF Indonesia has conducted various activities to support the association and its members, including providing training on farming methods that are less damaging to the environment than conventional practices, on occupational safety, and on fire prevention. This has enabled smallholder farmers to increase capacities, in order to address RSPO requirements on their plantations, such as health and safety at work, upholding human rights, and environmental criteria. Receiving RSPO certification in phase two of the project shows that the smallholders are operating their palm oil plantations in accordance with these standards.
Scope	Direct actions were aimed at a total of 350 smallholders who were trained in sustainable production and received support in the RSPO certification process.
Time horizon	The project ran from September 2018 to August 2025.
Expected outcome	The objective of phase two of the project was to support at least 200 smallholders on palm oil plantations in obtaining RSPO certification of their land and establishing direct market access to a mill. The certification of a total of 201 smallholder farmers was already achieved in 2024.
Progress	All targets were achieved as of project completion.

WWF Project in Malaysia

Action	Beiersdorf is also supporting a landscape project with Evonik and the WWF in the project region of Tabin, Sabah, in the Malaysian area of Borneo. WWF representatives hold regular meetings with smallholder farmers to inform the communities about more sustainable farming practices and the advantages of RSPO certification, and to offer support in the certification process. The WWF team and the affected communities also work together to restore ecological corridors, in order to mitigate the conflict between humans and animals exacerbated by palm oil plantations for the long term.
Scope	The project is being realized in part of the Tabin region, and is aimed primarily at the communities of small and medium-sized farmers living there, who occupy a total cultivation area of more than 15,000 hectares.
Time horizon	The planned period for the actions extends from September 2020 to October 2026.
Expected outcome	The aim is to have trained the small and medium-sized farmers in the project region in more sustainable farming practices and to have helped them through the RSPO certification process by 2026. The plan is to have a total of 15,000 hectares of cultivation area certified under the RSPO standard. In addition, at least one ecological corridor should be established by 2026 and maintained, to enable wild animals to migrate between different habitats.
Progress	In the reporting year, a total of 1,116.76 hectares were certified under the RSPO standard for the first time. Moreover, 70% of the planned activities to establish an ecological corridor were completed.

Transparency Analysis of the Palm (Kernel) Oil Supply Chain

Action	Beiersdorf aims to be able to trace the origin of its palm-based raw materials throughout the supply chain as far as refineries, mills, and plantations. To promote this transparency, Beiersdorf became a founding member of the cross-industry ASD initiative, which has been promoting transparency and sustainability in palm (kernel) oil derivative supply chains since 2019. ASD obtains comprehensive information on the upstream supply chain through direct queries submitted to suppliers in order to achieve increased transparency along the entire palm (kernel) oil supply chain.
Scope	The transparency analysis covers the entire palm-based raw material supply chain and includes all direct suppliers that supply Beiersdorf with palm and palm (kernel) oil-based raw materials. It includes all tiers, from refineries, through mills, right down to plantations, to provide in-depth knowledge of the supply chain structures and players.
Time horizon	The supply chain transparency analysis is performed annually and is based on the production volume of the previous year.
Expected outcome	The ASD initiative is intended to enable systematic tracing of the supply chain for palm and palm kernel oil, as well as its derivatives, in order to identify all actors down to the plantation level and create increased transparency across the entire supply chain. This transparency as well as satellite monitoring of changes on land in the main reference regions can help to address the actual occurrence of the impact identified as significantly negative for affected communities. Identifying individual actors allows Beiersdorf to take targeted measures to address violations of corporate requirements to protect communities.
Progress	In the reporting year, Beiersdorf was able to trace 97% of the production volume back to the level of refineries, 92% to mills, and 79% to plantations.

Targets Related to Affected Communities

Although Beiersdorf has not defined strategic targets as regards affected communities, it measures the effectiveness and progress of its actions and projects using quantitative indicators.

One overarching target of Beiersdorf is to source 100% RSPO-certified palm-based raw materials in line with the "Mass Balance" approach. We already achieved this target at the end of 2020 and have maintained it ever since. Additional details are provided in chapter "ESRS E4 – Biodiversity and Ecosystems."

ESRS S4 – Consumers and End-Users

Material Impacts, Risks, and Opportunities

In the double [materiality assessment](), Beiersdorf has identified impacts, risks, and opportunities in relation to the topic consumer health and safety.[14]

IRO	Description	Value chain	Time horizon
Personal safety of consumers (health and safety)			
⊕	The products from the Consumer Business Segment help to prevent and treat dermatological conditions for consumers.	Downstream (Consumer)	▬
⊖	Despite a detailed and comprehensive safety assessment of all products, individual sensitivities, improper application or misuse of products may result in adverse health effects to consumers, for example, skin reactions such as irritant or allergic contact dermatitis. This is unavoidable and does not confirm that the products have not been properly evaluated.	Downstream (Consumer)	▬
❗	The sale of products that are not safe or do not meet quality criteria may result in product recalls and potential legal action. This would involve financial loss due to the associated costs. Reputational damage is another possible consequence.	Downstream (Consumer)	▬
★	Beiersdorf's focus on high quality, safe, and health-promoting products enables it to set its brands apart in the market, build a loyal customer base, and position itself as a leading company in the health-conscious cosmetics sector.	Own operations (Consumer)	▬

⊕ Positive impact ⊖ Negative impact ❗ Risk ★ Opportunity

▬ Short term ▬ Medium term ▬ Long term

Our products offer a wide range of benefits in both skin care and health care, from protection to rejuvenation. However, if a product does not meet our internal standards or comply with regulatory requirements, it may pose the risk of insufficient protection of the health of consumers or end-users. Due to robust procedures for evaluating raw materials, formulations, and packaging, potential adverse health effects are generally confined to individual skin intolerance reactions. Both our potential negative impact and our actual positive impact can affect consumers directly, as well as professionals as end-users who apply our products to their clients.

To understand the needs of vulnerable consumers and end-users, and to safeguard these groups, our product safety assessments are designed to include all consumer types, with specific attention to the needs of those at greater risk. In addition, we monitor and evaluate all adverse reactions reported by consumers in order to identify potential issues and implement improvements to product quality or safety.

Policies Related to Consumers and End-Users

A team of experienced, highly qualified safety assessors and regulatory managers ensures that we meet both legal and our own requirements regarding the quality of our products as stipulated in relevant company policies. These policies provide an encompassing framework to manage our material impacts, risk, and opportunity concerning consumers and end-users.

The team performs all legally required evaluations and approvals of our raw materials, formulas, packaging materials, and product claims to verify their safety and compatibility for consumers. Our safety assessors only approve finished cosmetic products for market release after evaluation in accordance with internationally recognized rules for safety assessment set out in the "EU Cosmetics Regulation 1223/2009" and the requirements of the "SCCS Notes of Guidance" in their twelfth revision from 2023. The latter are published by the "Scientific Committee on Consumer Safety" (SCCS) and are applicable EU-wide.

[14] No impacts, risks, or opportunities were identified for tesa in this area, therefore the chapter "ESRS S4 – Consumers and End-Users" refers exclusively to the Consumer Business Segment.

Global Quality Policy

Key content	The "Global Quality Policy" outlines Beiersdorf's commitment to quality, regulatory compliance, and consumer satisfaction. This policy serves as a guiding principle for decision-making and setting quality objectives. Top management aims to ensure that the "Global Quality Policy": • is applicable for the purpose of the organization including a commitment to maintaining the effectiveness of our quality management system (QMS), • provides a framework for establishing and reviewing quality objectives, and • is communicated and understood throughout the organization and included in the training of new employees on the QMS. We monitor the effectiveness of the policy based on a set of QMS Key Performance Indicators (KPIs), defined and monitored by the Quality Leadership team. The goal is to allocate adequate resources to implement the "Global Quality Policy" and to establish adequate risk mitigation measures.
Scope	The policy serves to address and mitigate the material potential negative impact of consumer intolerance reactions or other complaints. It applies globally to all Beiersdorf products in the Consumer Business Segment and covers all Beiersdorf employees.
Responsibility	The CEO is responsible for implementing the policy.
Third-party standards/initiatives	The "Global Quality Policy" is aligned with international standards such as "ISO 22716 GMP for Cosmetics," "ISO 13485 for Medical Devices," and "ICH Q10 for Medicinal Products."
Consideration of stakeholder interests	Stakeholder interests have been incorporated into the regulatory requirements referenced in the policy. In setting our quality objectives, we have specifically considered consumer expectations for product quality.
Availability	The policy is made available to the employees via the QMS.

Product Safety Policy for Cosmetic Products

Key content	The "Product Safety Policy for Cosmetic Products" is intended to ensure that all cosmetic products placed on the market by the company across all regions are safe for our consumers. It requires a thorough assessment of raw materials, formulas, packaging and product presentation for their intended use, as well as post-market surveillance. It further states that safety procedures should be regularly reviewed to keep them state-of-the-art. The policy stipulates that all products must be approved prior to production. We monitor the policy's effectiveness with a set of KPIs for Quality Management, recording any exceptions or deviations, such as non-conformities, managed according to our QMS. Consumer complaint rates are also monitored for adverse reactions, which can trigger investigation and corrective actions.
Scope	The policy serves to address and mitigate the material potential negative impact of consumer intolerance reactions. It applies globally and to all consumers of the Beiersdorf products in the Consumer Business Segment and covers all Beiersdorf staff responsible for design, production, and placing of products on the market.
Responsibility	The Vice President Global Product Stewardship is responsible for implementing the policy; the Research and Development (R&D) Leadership Team is responsible for allocating adequate resources to implement the necessary activities and ensure adequate risk control.
Third-party standards/initiatives	In addition to meeting regulatory requirements, our approach to cosmetic product safety assessment aligns with guidance provided by the "Organisation for Economic Co-operation and Development" (OECD) and the "International Cooperation on Cosmetics Regulation" (ICCR).
Consideration of stakeholder interests	Stakeholder interests have been incorporated into the regulatory requirements referenced in the policy.
Availability	Excerpts of the policy are publicly available on our website.

Raw Materials Policy

Key content	The "Raw Materials Policy" establishes that Beiersdorf develops, manufactures, and markets our products in accordance with our principles for consumer safety and well-being. The policy specifies that materials need to have passed through a multi-stage selection process involving our experts in a number of specialist functions. Specifically: • Raw materials must meet stringent quality criteria, which we continuously update to comply with the latest regulations and international directives. • Toxicologists thoroughly check each raw material; all available information regarding characteristics that could result in potential health risks are included in this process. • Raw materials should be tested in vitro if required, using all relevant test procedures (e.g., cell cultures to obtain additional findings about interactions with living systems). • Skin compatibility of raw materials in product applications is tested using volunteers. The "Raw Materials Policy" serves as an initial measure to both address and mitigate the material potential negative impact of consumer intolerance reactions, while contributing to the opportunity of promoting consumers' health and well-being.
Scope	The policy applies globally to all consumers of Beiersdorf products in the Consumer Business Segment and covers all Beiersdorf employees responsible for design and formulation of our products.
Responsibility	The Vice President Sustainability is responsible for implementing the directive.
Third-party standards/initiatives	Our selection criteria are based on regulatory requirements and also take into account third-party standards, in particular those relating to chemicals policy.
Consideration of stakeholder interests	Our selection criteria for raw materials account for external third-party standards and initiatives, including those established by non-governmental organizations, which in turn are informed by their respective stakeholders' interests.
Availability	The policy is publicly available on our website.

Processes for Engaging with Consumers and End-Users

Our products for cosmetic and medical skin care and therapeutic applications contribute to the health and well-being of our consumers. This means that we remain in close dialogue with our consumers and end-users to understand current and future needs. In doing so, we also ensure that our products meet expectations and promote holistic approaches to skin care.

At our research center in Hamburg, as well as in our global regions, we regularly engage with consumers, conduct studies and surveys, observe usage habits, and inquire about expectations. By staying close to our consumers, we can glean valuable information about how we can improve our products and packaging and how our products can be designed for quality, effectiveness, tactility, and ease and pleasure of use.

Trained employees and external subjects take part in highly standardized testing procedures and descriptive panels in which they analyze and describe the properties of creams and lotions during and after application, focusing on characteristics like consistency, spreadability, moisture content, and feeling on the skin.

We strive to keep abreast of the latest research and maintain in-depth dialogue with the scientific community, government authorities, and public organizations. Our relationships with product safety and environmental interest groups are just as important. They allow us to actively participate in discussions on critical issues.

Beiersdorf scientists publish findings on skin research in peer-reviewed journals, as listed on our website. We engage with experts and host events with dermatologists and other specialists to promote skin well-being. Beiersdorf sponsors institutions whose aims include disseminating information on dermatological science, such as the German "Information Network of Departments of Dermatology" (IVDK). Research partnerships, like our collaboration with the "German Cancer Research Center" (DKFZ), cover important and diverse fields of consumer health. We actively participate in industry associations such as "Cosmetics Europe" (CE) to promote responsible product care. Additionally, we contribute significantly to international initiatives for consumer safety, e.g., the "International Collaboration on Cosmetics Safety" (ICCS).

Product information is made available to consumers through various channels, including social media, product labels, and information leaflets. This information includes claims, product composition, usage directions, and/or warnings.

Consumers and end-users can inquire about products using the contact details provided with the products and through our brands' websites. Our Sales teams also offer information regarding the beneficial and appropriate use of our products. For specific product types and applications, supporting information is made available on our website or directly to pharmacies, for example in the form of frequently asked questions (FAQs). On the Beiersdorf websites, we share information that is specifically relevant to our consumers and related to positive and negative impacts on their health and well-being.

Channels for Consumers and End-Users to Raise Concerns

Consumer and customer satisfaction is the basis of our business success. Consumers in all our markets around the world can reach us directly via various communication channels such as social media, email, and telephone hotlines. Under the responsibility of the Vice President Global Quality Management, a global network of "Consumer Interaction" managers ensures that our uniformly high-quality standards for contact with consumers are maintained in the respective markets. In addition, we evaluate worldwide complaints centrally, analyze their causes, and implement optimization measures. Consumers and end-users can also report any complaints or concerns via our whistleblowing system. Details are described in chapter "ESRS G1 – Business Conduct."

Consumer complaints, including any adverse health reactions, are monitored and evaluated to identify and respond to any potential concerns in quality or product safety. This is required under relevant "standard operating procedures" (SOPs) and quality manuals.

In the case of a quality defect or a consumer health complaint, our global network of Quality Managers and our international Complaints Management organization analyze the case and initiate necessary measures for rapid adjustment. Our critical complaints and issues management includes handling adverse reactions. The Quality Management team is responsible for evaluating complaints and managing product safety implications according to the corresponding SOP.

All consumer complaints are monitored and compared with baseline rates. Trend analyses are also performed to ensure there are no significant negative impacts on consumers. Complaint patterns with high numbers of undesirable effects or atypical types of adverse reactions immediately trigger an investigation and any necessary corrective and/or preventive actions. Any potential serious undesirable effect is evaluated on a case-by-case basis to ensure that safety measures are in place to protect consumer health.

Data and incidents are summarized in our monthly "Consumer Complaints and Post Launch Surveillance Report." The baseline for our post-market surveillance data is 2023. In addition, we conduct industry benchmarking, e.g., through the IVDK. These measures to monitor complaints, incidents and related processes are aligned with the above policies directly relevant to our material impacts, risk, and opportunity concerning consumers and end-users.

Consumer and end-user issues can be escalated and trigger further actions by our Quality Management team in accordance with our "Crisis Management Manual." The Crisis Management team directly informs our CEO and Executive Board of any critical issues. Any legal reporting obligations in the event of serious incidents are always taken into account and, if necessary, implemented in a timely manner.

Actions Related to Consumers and End-Users

Various procedures address and mitigate material risks and negative impacts while enhancing positive outcomes for consumers and end-users. The procedures described above are part of a decision-making process that ensures all identified negative impacts are systematically assessed and addressed with suitable measures.

In addition to the ongoing actions described below that promote the safety and tolerability of our products, Beiersdorf takes actions that are primarily intended to make a positive contribution to the health and well-being of consumers. Our NIVEA, Eucerin, Hansaplast, Elastoplast, and Curitas brands implement local projects that are tailored to the needs and concerns of their consumers. These "Brand Social Missions" aim to strengthen individual health, enable better social connections and promote fairer societies.

Corrective Actions for Existing Products

Action	For existing products, corrective actions for identified potential negative impacts or further negative effects on consumer experiences and intolerance reactions are evaluated and managed through a corrective action and prevention plan. This plan follows the process for managing non-conformities, such as described in our SOP for "Non-conformity Management." Managing product recalls, if necessary, is described in our SOP "Product Recall from Consumers." Corresponding change management and risk mitigation procedures are documented according to our SOPs for "Change Management" and "Quality Manuals."
Scope	Global
Time horizon	Ongoing
Expected outcome	Any negative effects, such as product intolerance or dissatisfaction, are promptly addressed and mitigated through corrective actions, ensuring product safety, quality, and satisfaction. If necessary, affected products may be recalled, and improvements may be implemented to prevent similar issues in the future.
Progress	n/a

Risk Assessment and Innovation Management

Action	Risk assessment and risk management processes, including the pursuit of relevant opportunities, are embedded in all projects as described in our "Integrated Innovation Management" process. As part of this process, new products and technologies are developed to treat injured skin, further promote healthy skin, and advance skin care.
Scope	Global
Time horizon	Ongoing
Expected outcome	Innovative products and technologies that enhance skin health and advance skin care are to be developed, ensuring consumers benefit from safer, more effective, and forward-thinking solutions tailored to their needs.
Progress	n/a

Safety Assessments

Action	In the interests of consumer protection, our safety assessors work closely with relevant departments in Research and Development (R&D) and Supply Chain. In addition to experience and expertise, evaluating the safety of cosmetic and medical products requires, above all, scientific exchange and knowledge of new findings regarding the compatibility and safety of raw materials, formulas, and packaging materials, as well as compliance with legal and regulatory standards, taking into account the state-of-the-art. Accordingly, our safety assessors attend international conferences, participate in working groups and expert teams, and also take part in specialist international training courses.
Scope	Global
Time horizon	Ongoing
Expected outcome	The goal of this professional exchange and training is to ensure that we meet certification requirements and apply the latest scientific developments. It is also important that we hold our external service providers and suppliers, such as raw material manufacturers, accountable. They must certify compliance with statutory and Beiersdorf-specific requirements that go beyond the legally specified scope.
Progress	n/a

Launch of the EcoBeautyScore

Action	In 2025, Beiersdorf participated in the launch of the "EcoBeautyScore," the first industry-wide environmental scoring system that enables cosmetic and personal care brands to provide clear, credible, and comparable information about the environmental impact of their products. Developed with the involvement of more than 70 cosmetics companies and industry associations worldwide, "EcoBeautyScore" scores range from A (highest) to E (lowest). The scores can be accessed by consumers on the product detail pages available online.
Scope	In 2025, the "EcoBeautyScore" was available for NIVEA and Eucerin Face Care products.
Time horizon	Ongoing
Expected outcome	The "EcoBeautyScore" is designed to help consumers quickly understand and compare the environmental impact of products from different brands. In using it, we want to empower consumers with the information they need to make more informed and sustainable choices. At the same time, the "EcoBeautyScore" is intended to drive greater transparency across the beauty industry by making environmental impacts more visible and easier to assess.
Progress	NIVEA and Eucerin started implementing the "EcoBeautyScore" for face care products in European markets in 2025. A total of 99% of NIVEA's and 100% of Eucerin's Face Care assortments received A and B scores. Additional segments will be introduced over time, with the aim of covering all cosmetic products across global markets.

Targets Related to Consumers and End-Users

Consumer health and safety targets and benchmarks are managed internally as they are based on sensitive information such as market data and formulation performance. Without comparable data in standardized reporting formats, such as deviations or complaint rates, external publication is of little relevance. Beiersdorf therefore does not publish any specific targets in this area, but reports on all cases of non-compliance.

Our commitment to consumer health and safety is reflected in the implementation of strict processes and standards. Beiersdorf monitors the effectiveness of the measures through three central processes:

- Technical approval of all raw materials and end products

- Compliance with regulatory requirements with the goal of full conformity

- Ensuring skin compatibility through comprehensive testing and market monitoring

Product safety is supported through adherence to international regulations such as the "EU Cosmetics Regulation 1223/2009," and "EU Medical Device Regulation 2017/745," as well as through alignment with internal policies such as the "Global Quality Policy" and the "Product Safety Policy." Further product safety procedures comprise strict quality controls of raw materials, formulations, and manufacturing processes, which adhere to internationally recognized standards such as "ISO 22716 GMP for Cosmetics" and "ISO 13485 for Medical Devices." By firmly embedding product safety into its processes, Beiersdorf can achieve its targets and systematically develop its actions. At the same time, these approaches play a crucial role in product innovations and Beiersdorf's market success. They are closely linked to the goals and actions of our R&D organization, including the launch of the "EcoBeautyScore" described above.

Governance Information

ESRS G1 – Business Conduct

Material Impacts, Risks, and Opportunities

As part of the double [materiality assessment](#), we identified both negative and positive impacts related to business conduct for Beiersdorf that arise from our business activities.

IRO	Description	Value chain	Time horizon
Corporate culture			
➕	The Consumer and tesa Business Segments have policies on business conduct that promote corporate culture. In this way, they commit to actively identifying, reporting, and investigating behavior that violates the law or the Code of Conduct.	Own operations	◖
Protection of whistleblowers			
➖	Missing accessible reporting systems for whistleblowers entails the risk that misconduct remains unreported, harms employees, and fosters a culture of silence.	Own operations	◖

➕ Positive impact   ➖ Negative impact   ❗ Risk   ★ Opportunity

◖ Short term   ◗ Medium term   ◖ Long term

As a globally operating company with complex value chains, Beiersdorf bears a high level of corporate responsibility and is obliged to comply with various legal requirements and other regulations. Policies such as our Codes of Conduct (CoC) reflect the principles and values of our corporate culture and help us fulfill this obligation.

Corporate Culture and Business Conduct Policies

The core values of the Consumer Business Segment are Care, Simplicity, Courage and Trust. They serve as a daily benchmark ensuring that we communicate and act consistently across all our business areas. At tesa, the core principles include Respect, Honesty, Trust, Tolerance, and Integrity. These values of both business segments are reflected in our CoC as well as in key policies that further elaborate the requirements of the CoC. The CoC of Consumer and tesa were developed jointly and in alignment with all major functions. They are binding for all companies within the business segments across the Group.

It is the responsibility of managers to implement the CoC and resulting policies within the business units and to monitor compliance. At the same time, they must prevent unacceptable behavior or take appropriate measures to prevent violations of rules within their area of responsibility. They receive significant support from Compliance Officers in the regions and subsidiaries, as well as from local management.

We further reaffirm our expectations and minimum standards through memberships in recognized initiatives and associations. Both Beiersdorf AG and tesa SE are members of the United Nations (UN) "Global Compact" and are committed to the core labor standards of the "International Labour Organization" (ILO), the "UN Universal Declaration of Human Rights," and the "OECD Guidelines for Multinational Enterprises." These international guidelines form the basis of the Codes of Conduct for our Consumer and tesa Business Segments. With the CoC of both business units, we address our material impacts on business conduct and on our own workforce.

Code of Conduct for Employees (Consumer)

Key content	The Consumer "Code of Conduct for Employees" translates our values into standards and ethical principles. It provides a common foundation for our daily activities by summarizing, explaining, and codifying the key rules and requirements of relevant corporate functions. The CoC defines behavioral principles for the following topics: • Core principles (e.g., product safety, antitrust law, and corruption) • Working environment (occupational health and safety, diversity and inclusion) • Conflicts of interest, gifts, and invitations • Handling of information, resources, and financial issues • Society and community • Compliance with principles and reporting of compliance violations (incl. handling of strictly confidential matters)
Scope	The CoC is binding for all managers and employees in the Consumer Business Segment – at all levels and in all subsidiaries worldwide.
Responsibility	Overall responsibility for the CoC lies with the Executive Board, which is regularly informed about CoC compliance through annual compliance reporting. The Supervisory Board, as the oversight body, is also informed about the compliance reporting results. The Global Compliance and Corporate Auditing functions as well as local Compliance Officers continuously monitor compliance with the CoC and investigate violations. Intentional violations have consequences under labor law in accordance with applicable regulations. The Global Compliance function is also responsible for regular updates to the CoC.
Third-party standards/initiatives	see above
Consideration of stakeholder interests	The CoC was developed in close cooperation and alignment with the main functions responsible for the respective CoC topic areas. Updates are also carried out in close coordination with these departments. The works council is informed about updates to the CoC as required by its function.
Availability	The CoC is available on the intranet and publicly on the Beiersdorf website and is therefore accessible to all employees.

tesa Code of Conduct

Key content	The "tesa Code of Conduct" is a binding behavioral guideline for all employees in their day-to-day decision-making and serves as a common guideline on all key issues of business ethics. It defines expectations for ourselves, how we interact with each other internally, and how we behave externally. It is a commitment to responsible conduct toward customers, business partners, and the public. Core elements of the CoC include rules for ethically appropriate business conduct in the following topic areas: • Core principles of corporate governance • Integrity (especially in relation to corruption, conflicts of interest, gifts, and invitations) • Handling of corporate resources, information, and data • Working environment (occupational safety, respect, diversity, and equal opportunities) • Sustainability • Compliance with principles and reporting of compliance violations (incl. whistleblower protection)
Scope	The tesa Code of Conduct applies to all employees worldwide, regardless of their function or position. We expect all employees to uphold and act according to these ethical principles.
Responsibility	Corporate HR Management is responsible for governance of the tesa CoC, including regular updates. The Executive Board is informed about compliance with the CoC as part of annual compliance reporting. The Supervisory Board, as the oversight body, is also informed about the reporting results.
Third-party standards/initiatives	see above
Consideration of stakeholder interests	The CoC was developed with close involvement of the relevant departments responsible for the respective topic areas. Annual updates of the CoC take place in close coordination with these functions (particularly Corporate Compliance) and include revisions as well as global communication to HR representatives.
Availability	Management ensures that the CoC is easily accessible and that its principles and ethical values are regularly communicated to all employees. This includes publication on the tesa intranet and on the public tesa website.

Group-Wide Compliance Management Systems (CMS)

Consumer and tesa each have their own closely aligned CMS. Both systems are based on recognized international standards such as the CMS audit standard IDW PS 980. The purpose of our CMS is to ensure compliance with key legal requirements and internal rules in all countries where Beiersdorf operates. Their responsibilities therefore include, among other things, implementing essential

compliance programs in a structured manner across the organization and, in particular, timely identification and management of relevant compliance risks.

We pursue the following principles:

- Prevention: We implement preventive measures to avoid improper behavior. This includes our CoC, additional policies, communication, and training measures.

- Detection: We conduct annual risk analyses centrally and locally in subsidiaries to identify key compliance risks at an early stage across the Group.

- Response and improvement: We present the results of the risk analyses to the Executive Board and use them to continuously adapt and improve our global and local compliance programs. Any violations of legal or internal requirements are addressed appropriately based on the individual case. We also derive continuous improvements for the CMS of both business segments.

Local Compliance Officers in regions and subsidiaries communicate the compliance program elements to employees and support their local implementation. This ensures that all CMS components are anchored, monitored, and improved at sites worldwide.

Group-Wide Whistleblower and Reporting Systems
As part of their CMS, Consumer and tesa have implemented and communicated various reporting systems and channels. These allow reporting of any behavioral misconduct – illegal or contrary to internal policies – anonymously if desired. Policies and guidelines, for example on whistleblowing, case management, and ad-hoc reporting, are implemented.

The Consumer Business Segment operates the "Speak up. We care." platform. The tesa Business Segment uses the "Your voice – Our bond." whistleblower platform. Both platforms are provided by the same system provider and are available worldwide 24/7. They are accessible in multiple languages and available not only to employees but also to external stakeholders such as customers, consumers, suppliers, and other parties wishing to report a concern. Examples of reportable misconduct include violations of corporate policy, human rights issues, corruption, and bribery. Information on how to submit complaints and on the subsequent processing steps is openly available on corporate websites, the intranet, and the whistleblower platform landing pages. Additionally, there are further internal reporting channels available to our employees: for example, they can contact local or central Compliance Officers, use central email addresses, or – within the Consumer business unit – call a central compliance hotline. Employees are regularly informed about the reporting systems and channels as part of communication activities.

In accordance with the EU Whistleblower Directive (EU 2019/1937), we have established processes to respond promptly to incoming reports. Access to and processing of reports is systemically restricted to selected employees in Corporate Compliance, Corporate Audit, and relevant internal experts ("case managers"). Case managers receive training on the reporting procedure and the related processes as needed. They only receive access to reports relevant to their area. Processing follows internal procedures, standards, and the *Hinweisgeberschutzgesetz* (*German Whistleblower Protection Act, HinSchG*). This obliges case managers and other persons entrusted with investigating the report to handle all information and investigative measures confidentially and objectively, and to act independently. Any conflicts of interest in dealing with the reporting person, the complaint, or the investigative measures must be disclosed and managed without delay. The identity of the reporting person is treated as confidential throughout the entire process – also to protect them from potential retaliation. Disclosures are made only where legally required or strictly necessary for proper clarification, and, where possible, is agreed in advance with the reporting person. The same applies to the identity of, and the handling of information relating to, the person accused and any other

individuals involved. In addition to protecting the confidentiality of the reporting person's identity, further protection mechanisms are in place. For example, affected employees are offered support from social services or other psychosocial assistance if needed. They may also contact other trusted functions at any time, such as the works council, if they fear retaliation or similar adverse consequences.

The Consumer Business Segment continuously reviews the effectiveness of its whistleblower system. For example, it compares the number of reports received with data from other similar-sized companies to ensure appropriate use. In 2025, a communication initiative was launched to re-inform all employees about available whistleblowing channels. Through the country websites, we aim to ensure that the whistleblowing channels are easily accessible to all relevant external stakeholders worldwide. These measures ensure that internal and external stakeholders can access and trust the systems.

The tesa Business Segment also regularly reviews the effectiveness and accessibility of its whistleblower system, conducting technical functionality tests of "Your voice – Our bond" and visibility checks on internal and external communication channels. Through these measures, tesa ensures that the systems are both technically accessible and trustworthy.

Compliance Trainings

A key component of our CMS is a risk-based and target-group-specific training concept including e-learning and classroom training on various compliance topics. Beiersdorf has established unified global training procedures coordinated with the responsible Executive Board member and implemented them in all subsidiaries.

Training on the CoC of the business segments takes place every two years (tesa) or every four years (Consumer). Participation is mandatory for all employees worldwide. Training covers topics such as governance, personal integrity, handling of corporate resources, information, and data, and what to do in the event of violations. Training on anti-corruption, antitrust, and data privacy is conducted every two years for both business segments.

For the Consumer Business Segment, anti-corruption training is mandatory worldwide for all employees (except production workers), targeting functions with higher corruption risk, including sales, marketing, procurement, and management. Antitrust training is likewise offered globally to all employees (except production workers) with additional advanced training for high-risk functions. Data privacy training is mandatory for all employees EU-wide (except production workers).

For tesa, training on anti-corruption, antitrust, and data privacy follows a risk-based approach. All employees with computer access receive data privacy training. Anti-corruption and antitrust training is targeted at employees with higher risk exposure, especially managers and employees in key areas such as Sales, Marketing, Procurement, Legal & Compliance and other relevant functions. Assignments are made on a topic-specific basis. Additional training may be conducted as needed but is not factored into the participation rate.

Beiersdorf has defined a minimum global participation rate of at least 95% annually for the compliance training topics mentioned above. This rate is determined on the basis of the annual target groups for each compliance training focus area, separately for the Consumer and tesa Business Segments as described above and defined in their respective training policies. It is then measured against the training courses successfully completed by the respective target groups in Consumer and tesa during the reporting year.

For the Consumer Business Segment, the participation rate includes not only Beiersdorf companies but also the La Prairie, Chantecaille, and S-Biomedic entities. NIVEA-Kao is not included. The participation rate and the measures necessary to achieve it are continuously monitored by the local Compliance

Officers. They are supported by a global training cockpit that displays the annual target group and the status of training participation. The data is provided automatically through the global training system.

The tesa Business Segment also continuously monitors its participation rate. The required data is likewise provided automatically through the global training system. Compliance with the global target rate is ensured through clearly defined escalation processes and close collaboration with the local compliance organization.

Participation target achievement is reported separately for each business segment and is part of the annual joint reporting to the Executive Board and Supervisory Board. In the reporting year 2025, the participation rate was 98% for Consumer Business Segment and 99% for tesa Business Segment.

In addition to training, employees are regularly informed about relevant compliance topics and updates through various communication channels such as the intranet and emails. We also maintain regular contact with local subsidiaries, for example regarding relevant updates, emerging questions, and best practices.

Annex

A. Disclosure Requirements in ESRS Covered by the Company's Non-Financial Statement

Standard	Disclosure requirement	In accordance with ESRS	Page
General Information			
	BP-1 – General basis for preparation of the non-financial statement	yes	48
	BP-2 – Disclosures in relation to specific circumstances	yes	49
	GOV-1 – The role of the administrative, management and supervisory bodies	yes	49
	GOV-2– Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	yes	52
	GOV-3 – Integration of sustainability-related performance in incentive schemes	yes	53
ESRS 2	GOV-4 – Statement on due diligence	yes	171
General Disclosures	GOV-5 – Risk management and internal controls over sustainability reporting	yes	54
	SBM-1 – Strategy, business model and value chain	yes	54
	SBM-2 – Interests and views of stakeholders	yes	57
	SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model	yes	60
	IRO-1 – Description of the processes to identify and assess material impacts, risks and opportunities	yes	61
	IRO-2 – Disclosure requirements in ESRS covered by the undertaking's non-financial statement	yes	162
	List of datapoints in cross-cutting and topical standards that derive from other EU legislation	yes	166

Standard	Disclosure requirement	In accordance with ESRS	Page
Environmental Information			
ESRS E1 Climate Change	GOV-3 – Integration of sustainability-related performance in incentive schemes	yes	53
	E1-1 – Transition plan for climate change mitigation	yes	63
	SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model	yes	63
	IRO-1 – Description of the processes to identify and assess material climate-related impacts, risks and opportunities	yes	63
	E1-2 – Policies related to climate change mitigation and adaptation	yes	66
	E1-3 – Actions and resources in relation to climate change policies	yes	67
	E1-4 – Targets related to climate change mitigation and adaptation	yes	70
	E1-5 – Energy consumption and mix	no	73
	E1-6 – Gross Scopes 1, 2, 3 and Total GHG emissions	no	79
	E1-7 – GHG removals and GHG mitigation projects financed through carbon credits	yes	77
ESRS E2 Pollution	IRO-1 – Description of the processes to identify and assess material pollution-related impacts, risks and opportunities	yes	61
	E2-1 – Policies related to pollution	yes	81
	E2-2 – Actions and resources related to pollution	yes	83
	E2-3 – Targets related to pollution	yes	84
ESRS E3 Water	IRO-1 – Description of the processes to identify and assess material water and marine resources-related impacts, risks and opportunities	yes	61
	E3-1 – Policies related to water and marine resources	yes	86
	E3-2 – Actions and resources related to water and marine resources	yes	87
	E3-3 – Targets related to water and marine resources	yes	89
	E3-4 – Water consumption	no	90
ESRS E4 Biodiversity and Ecosystems	SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model	yes	92
	IRO-1 – Description of processes to identify and assess material biodiversity and ecosystem-related impacts, risks and opportunities	yes	92
	E4-2 – Policies related to biodiversity and ecosystems	yes	93
	E4-3 – Actions and resources related to biodiversity and ecosystems	yes	94
	E4-4 – Targets related to biodiversity and ecosystems	yes	95
ESRS E5 Resource Use and Circular Economy	IRO-1 – Description of the processes to identify and assess material resource use and circular economy-related impacts, risks and opportunities	yes	61
	E5-1 – Policies related to resource use and circular economy	yes	96
	E5-2 – Actions and resources related to resource use and circular economy	yes	97
	E5-3 – Targets related to resource use and circular economy	yes	98
	E5-4 – Resource inflows	no	101
	E5-5 – Resource outflows	no	101

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Standard	Disclosure requirement	In accordance with ESRS	Page
Social Information			
	SBM-2 – Interests and views of stakeholders	yes	57
	SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model	yes	113
	S1-1 – Policies related to own workforce	no	113
	S1-2 – Processes for engaging with own workers and workers' representatives about impacts	yes	117
	S1-3 – Processes to remediate negative impacts and channels for own workers to raise concerns	yes	119
ESRS S1 **Own Workforce**	S1-4 – Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	no	119
	S1-5 – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	no	129
	S1-6 – Characteristics of the undertaking's employees	yes	134
	S1-9 – Diversity metrics	yes	135
	S1-14 – Health and safety metrics	no	135
	S1-16 – Compensation metrics (pay gap and total remuneration)	no	136
	SBM-2 – Interests and views of stakeholders	yes	57
	SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model	yes	138
	S2-1 – Policies related to value chain workers	yes	138
	S2-2 – Processes for engaging with value chain workers about impacts	yes	140
ESRS S2 **Workers in the Value Chain**[1]	S2-3 – Processes to remediate negative impacts and channels for value chain workers to raise concerns	yes	141
	S2-4 – Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions	yes	141
	S2-5 – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	yes	144
	SBM-2 – Interests and views of stakeholders	yes	57
	SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model	yes	146
	S3-1 – Policies related to affected communities	yes	146
	S3-2 – Processes for engaging with affected communities about impacts	yes	147
ESRS S3 **Affected Communities**[1]	S3-3 – Processes to remediate negative impacts and channels for affected communities to raise concerns	yes	148
	S3-4 – Taking action on material impacts on affected communities, and approaches to managing material risks and pursuing material opportunities related to affected communities, and effectiveness of those actions	yes	148
	S3-5 – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	yes	149

Standard	Disclosure requirement	In accordance with ESRS	Page
	SBM-2 – Interests and views of stakeholders	yes	57
	SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model	yes	151
	S4-1 – Policies related to consumers and end-users	yes	151
	S4-2 – Processes for engaging with consumers and end-users about impacts	yes	153
ESRS S4 Consumers and End-Users¹	S4-3 – Processes to remediate negative impacts and channels for consumers and end-users to raise concerns	yes	154
	S4-4 – Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions	yes	155
	S4-5 – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	yes	156

¹ The ESRS compliance assessment considers the simplifications set out in the Quick-Fix Delegated Act.

Standard	Disclosure requirement	In accordance with ESRS	Page
Governance Information			
	GOV-1 – The role of the administrative, supervisory and management bodies	yes	49
ESRS G1 Business Conduct	IRO-1 – Description of the processes to identify and assess material impacts, risks and opportunities	yes	61
	G1-1– Business conduct policies and corporate culture	yes	157

B. List of Datapoints in Cross-Cutting and Topical Standards that Derive from other EU Legislation

Disclosure Requirement	Data-point	Name	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Page
ESRS 2 GOV-1	21 (d)	Board's gender diversity	Indicator number 13 of Table #1 of Annex 1		Commission Delegated Regulation (EU) 2020/1816, Annex II		49
ESRS 2 GOV-1	21 (e)	Percentage of board members who are independent			Delegated Regulation (EU) 2020/1816, Annex II		49
ESRS 2 GOV-4	30	Statement on due diligence	Indicator number 10 Table #3 of Annex 1				171
ESRS 2 SBM-1	40 (d) i	Involvement in activities related to fossil fuel activities	Indicators number 4 Table #1 of Annex 1	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Table 1: Qualitative information on Environmental risk and Table 2: Qualitative information on Social risk	Delegated Regulation (EU) 2020/1816, Annex II		54
ESRS 2 SBM-1	40 (d) ii	Involvement in activities related to chemical production	Indicator number 9 Table #2 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II		54
ESRS 2 SBM-1	40 (d) iii	Involvement in activities related to controversial weapons	Indicator number 14 Table #1 of Annex 1		Delegated Regulation (EU) 2020/1818, Article 12(1) Delegated Regulation (EU) 2020/1816, Annex II		54
ESRS 2 SBM-1	40 (d) iv	Involvement in activities related to cultivation and production of tobacco			Delegated Regulation (EU) 2020/1818, Article 12(1) Delegated Regulation (EU) 2020/1816, Annex II		54
ESRS E1-1	14	Transition plan to reach climate neutrality by 2050				Regulation (EU) 2021/1119, Article 2(1)	65
ESRS E1-1	16 (g)	Undertakings excluded from Paris-aligned Benchmarks		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book – Climate change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Delegated Regulation (EU) 2020/1818, Article12.1 (d) to (g), and Article 12.2		65

Disclosure Requirement	Data-point	Name	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Page
ESRS E1-4	34	GHG emission reduction targets	Indicator number 4 Table #2 of Annex 1	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book – Climate change transition risk: alignment metrics	Delegated Regulation (EU) 2020/1818, Article 6		70
ESRS E1-5	38	Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors)	Indicator number 5 Table #1 and Indicator number 5 Table #2 of Annex 1				73
ESRS E1-5	37	Energy consumption and mix	Indicator number 5 Table #1 of Annex 1				73
ESRS E1-5	40 – 43	Energy intensity associated with activities in high climate impact sectors	Indicator number 6 Table #1 of Annex 1				not reported
ESRS E1-6	44	Gross Scope 1, 2, 3 and Total GHG emissions	Indicators number 1 and 2 Table #1 of Annex 1	Article 449a; Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book – Climate change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Delegated Regulation (EU) 2020/1818, Article 5(1), 6 and 8(1)		79
ESRS E1-6	53 – 55	Gross GHG emissions intensity	Indicators number 3 Table #1 of Annex 1	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book – Climate change transition risk: alignment metrics	Delegated Regulation (EU) 2020/1818, Article 8(1)		not reported
ESRS E1-7	56	GHG removals and carbon credits				Regulation (EU) 2021/1119, Article 2(1)	75
ESRS E1-9	66	Exposure of the benchmark portfolio to climate-related physical risks			Delegated Regulation (EU) 2020/1818, Annex II Delegated Regulation (EU) 2020/1816, Annex II		Phase-in

Disclosure Requirement	Data-point	Name	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Page
ESRS E1-9	66 (a)	Disaggregation of monetary amounts by acute and chronic physical risk		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraphs 46 and 47; Template 5: Banking book – Climate change physical risk: Exposures subject to physical risk.			Phase-in
ESRS E1-9	66 (c)	Location of significant assets at material physical risk					
ESRS E1-9	67 (c)	Breakdown of the carrying value of its real estate assets by energy-efficiency classes		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraph 34;Template 2:Banking book – Climate change transition risk: Loans collateralised by immovable property – Energy efficiency of the collateral			Phase-in
ESRS E1-9	69	Degree of exposure of the portfolio to climate-related opportunities			Delegated Regulation (EU) 2020/1818, Annex II		Phase-in
ESRS E2-4	28	Amount of each pollutant listed in Annex II of the E-PRTR Regulation (European Pollutant Release and Transfer Register) emitted to air, water and soil	Indicator number 8 Table #1 of Annex 1 Indicator number 2 Table #2 of Annex 1 Indicator number 1 Table #2 of Annex 1 Indicator number 3 Table #2 of Annex 1				not material
ESRS E3-1	9	Water and marine resources	Indicator number 7 Table #2 of Annex 1				86
ESRS E3-1	13	Dedicated policy paragraph	Indicator number 8 Table 2 of Annex 1				86
ESRS E3-1	14	Sustainable oceans and seas	Indicator number 12 Table #2 of Annex 1				not material
ESRS E3-4	28 (c)	Total water recycled and reused	Indicator number 6.2 Table #2 of Annex 1				90
ESRS E3-4	29	Total water consumption in m^3 per net revenue on own operations	Indicator number 6.1 Table #2 of Annex 1				not reported
ESRS 2 – SBM-3 – E4	16 (a) i		Indicator number 7 Table #1 of Annex 1				92
ESRS 2 – SBM-3 – E4	16 (b)		Indicator number 10 Table #2 of Annex 1				92
ESRS 2 – SBM-3 – E4	16 (c)		Indicator number 14 Table #2 of Annex 1				92
ESRS E4-2	24 (b)	Sustainable land/ agriculture practices or policies	Indicator number 11 Table #2 of Annex 1				93

Disclosure Requirement	Data-point	Name	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Page
ESRS E4-2	24 (c)	Sustainable oceans/ seas practices or policies	Indicator number 12 Table #2 of Annex 1				not material
ESRS E4-2	24 (d)	Policies to address deforestation	Indicator number 15 Table #2 of Annex 1				93
ESRS E5-5	37 (d)	Non-recycled waste	Indicator number 13 Table #2 of Annex 1				not material
ESRS E5-5	39	Hazardous waste and radioactive waste	Indicator number 9 Table #1 of Annex 1				not material
ESRS 2 SBM-3 – S1	14 (f)	Risk of incidents of forced labour	Indicator number 13 Table #3 of Annex I				113
ESRS 2 SBM-3 – S1	14 (g)	Risk of incidents of child labour	Indicator number 12 Table #3 of Annex I				113
ESRS S1-1	20	Human rights policy commitments	Indicator number 9 Table #3 and Indicator number 11 Table #1 of Annex I				113
ESRS S1-1	21	Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8			Delegated Regulation (EU) 2020/1816, Annex II		113
ESRS S1-1	22	processes and measures for preventing trafficking in human beings	Indicator number 11 Table #3 of Annex I				113
ESRS S1-1	23	workplace accident prevention policy or management system	Indicator number 1 Table #3 of Annex I				113
ESRS S1-3	32 (c)	grievance/ complaints handling mechanisms	Indicator number 5 Table #3 of Annex I				119
ESRS S1-14	88 (b) and (c)	Number of fatalities and number and rate of work-related accidents	Indicator number 2 Table #3 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II		135
ESRS S1-16	88 (e)	Number of days lost to injuries, accidents, fatalities or illness	Indicator number 3 Table #3 of Annex I				135
ESRS S1-16	97 (a)	Unadjusted gender pay gap	Indicator number 12 Table #1 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II		136
ESRS S1-16	97 (b)	Excessive CEO pay ratio	Indicator number 8 Table #3 of Annex I				136
ESRS S1-17	103 (a)	Incidents of discrimination	Indicator number 7 Table #3 of Annex I				not reported
ESRS S1-17	104 (a)	Non-respect of UNGPs on Business and Human Rights and OECD guidelines	Indicator number 10 Table #1 and Indicator n. 14 Table #3 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818 Art 12 (1)		not reported
ESRS 2 SBM-3 – S2	11 (b)	Significant risk of child labour or forced labour in the value chain	Indicators number 12 and n. 13 Table #3 of Annex I				138

Disclosure Requirement	Data-point	Name	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Page
ESRS S2-1	17	Human rights policy commitments	Indicator number 9 Table #3 and Indicator n. 11 Table #1 of Annex 1				138
ESRS S2-1	18	Policies related to value chain workers	Indicator number 11 and n. 4 Table #3 of Annex 1				138
ESRS S2-1	19	Non-respect of UNGPs on Business and Human Rights principles and OECD guidelines	Indicator number 10 Table #1 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)		138
ESRS S2-4	19	Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8			Delegated Regulation (EU) 2020/1816, Annex II		138
ESRS S2-4	36	Human rights issues and incidents connected to its upstream and downstream value chain	Indicator number 14 Table #3 of Annex 1				141
ESRS S3-1	16	Human rights policy commitments	Indicator number 9 Table #3 of Annex 1 and Indicator number 11 Table #1 of Annex 1				146
ESRS S3-1	17	Non-respect of UNGPs on Business and Human Rights, ILO principles or and OECD guidelines	Indicator number 10 Table #1 Annex 1		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)		146
ESRS S3-4	36	Human rights issues and incidents	Indicator number 14 Table #3 of Annex 1				148
ESRS S4-1	16	Policies related to consumers and end-users	Indicator number 9 Table #3 and Indicator number 11 Table #1 of Annex 1				151
ESRS S4-1	17	Non-respect of UNGPs on Business and Human Rights and OECD guidelines	Indicator number 10 Table #1 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)		not material
ESRS S4-4	35	Human rights issues and incidents	Indicator number 14 Table #3 of Annex 1				not material
ESRS G1-1	10 (b)	United Nations Convention against corruption	Indicator number 15 Table #3 of Annex 1				157
ESRS G1-1	10 (d)	Protection of whistle-blowers	Indicator number 6 Table #3 of Annex 1				157
ESRS G1-4	24 (a)	Fines for violation of anti-corruption and anti-bribery laws	Indicator number 17 Table #3 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II)		not material
ESRS G1-4	24 (b)	Standards of anti-corruption and anti-bribery	Indicator number 16 Table #3 of Annex 1				not material

C. Statement on Due Diligence

Core elements of due diligence	Section	Page
a) Embedding due diligence in governance, strategy, and business model	Information Provided to and Sustainability Matters Addressed by the Undertaking's Administrative, Management and Supervisory Bodies	52
	Integration of Sustainability-Related Performance in Incentive Schemes	53
	Material Impacts, Risks and Opportunities and their Interaction with Strategy and Business Model	60, 63, 81, 86, 92, 96, 113, 138, 146, 151, 157
b) Engaging with affected stakeholders in all key steps of the due diligence	Interests and Views of Stakeholders	57
	Description of the Process to Identify and Assess Material Impacts, Risks and Opportunities	61, 63, 92
c) Identifying and assessing adverse impacts	Description of the Processes to Identify and Assess Material Impacts, Risks and Opportunities	61, 63, 92
d) Taking actions to address those adverse impacts	Transition Plan for Climate Change Mitigation	65
	Actions Related to Climate Change	67
	Actions Related to Pollution	83
	Actions Related to Water	87
	Actions Related to Biodiversity and Ecosystems	94
	Actions Related to Resource Use and Circular Economy	97
	Actions Related to the Company's Own Workforce	119
	Actions Related to Workers in the Value Chain	141
	Actions Related to Affected Communities	148
	Actions Related to Consumers and End-Users	155
e) Tracking the effectiveness of these efforts and communicating	Targets Related to Climate Change	70
	Targets Related to Pollution	84
	Targets Related to Water	89
	Targets Related to Biodiversity and Ecosystems	95
	Targets Related to Resource Use and Circular Economy	98
	Targets Related to the Company's Own Workforce	129
	Targets Related to Workers in the Value Chain	144
	Targets Related to Affected Communities	149
	Targets Related to Consumers and End-Users	156