

In accordance with Articles L. 225-37-4 and L. 22-10-10 of the French Commercial Code, the following section includes the Report of the Board of Directors on corporate governance, the composition of the Board of Directors and the conditions for preparation and organization of the Board's work. In accordance with Article L. 22-10-10 of the French Commercial Code, the Company acknowledges that it voluntarily adheres to the corporate governance Code for listed companies (AFEP-MEDEF Code - December 2022). This report was prepared by the Legal Affairs Department and the Investor Relations Department, with the input of the Financial Department and Human Resources Department. The governance report was presented and approved by the Board of Directors on February 5, 2025.

3.1 The Board of Directors and its Committees

The Company is administered by a Board of Directors composed of eight members, three of whom are independent. The directors are appointed for a three-year period. With the exception of the Director representing the employees, the members of the Board of Directors are elected individually by the shareholders at Ordinary General Meetings at the recommendation of the Board, which, first, has received proposals from the Nomination and Remuneration Committee.

The organization of the works of the Board of Directors and its composition must be suited to the shareholding structure, to the size and the nature of the activity of Sartorius Stedim Biotech S.A. and the particular circumstances it can face.

Composition of the Board of Directors as of December 31, 2024

Further, taking into account the above, the Board of Directors, in the context of its corporate frame, ensures the good governance of the Company by considering, on a yearly basis, the balance in its composition and of its Committees, in particular in the representation of women and men, nationalities, balance of powers and diversity of skills by taking appropriate measures to guarantee to the shareholders and to the market that its missions are carried out with the necessary independence and objectivity. It makes public, via the following sections of this Universal Registration Document the objectives, methods and results of its politics on these subjects.

The Board of Directors

Name	Mandate	Gender	Age	Nationality	Number of mandates in non-Sartorius Group listed companies	Independent ¹	No. of years on the board	First Appointment	Expiration of current mandate ²	Audit Committee member	Remuneration & Nomination Committee member	Individual attendance at Board meetings	Individual attendance at the Audit Committee	Individual attendance at the Remuneration & Nomination Committee
Joachim KREUZBURG ³	Chairman of the Board	m	59	German	0		17	2007	2025		11/11			
René FÁBER ⁴	Chief Executive Officer	m	49	Slovak	0		5	2019	2025		10/11			
Pascale BOISSEL	Director	f	58	French	2	•	5	2019	2025	•	11/11	5/5	3/3	
Susan DEXTER	Director	f	69	American	0	•	9	2015	2027	•	11/11	5/5	3/3	
Romaine FERNANDES ⁵	Director representing employees	f	55	French	0		1	2023	2026		11/11			
Anne-Marie GRAFFIN	Director	f	63	French	3	•	9	2015	2027	•	11/11	5/5	32/3	
Lothar KAPPICH	Director	m	67	German	0		7	2017	2025	•	11/11	5/5	3/3	
Henri RIEY	Director	m	63	Monegasque	0		17	2007	2025		10/11			

1 In accordance with the Art. 10 of the AFEP-MEDEF code.

2 Directors are appointed until the date of the Annual General Shareholders' Meeting called to approve the financial statement of the previous fiscal year ending.

3 Mr. Joachim Kreuzburg is Chairman of the Board since 2007. Apart from being Chairman of the Board, Joachim Kreuzburg also has been President-Chief Executive Officer (PDG) from 2007 until March 27, 2023.

4 Mr. René Faber is Chief Executive Officer since March 27, 2023.

5 Mrs. Romaine Fernandes was appointed for three years. Pursuant to the Articles of Association, her mandate will expire at the end of the Ordinary Annual Shareholders' Meeting approving the financial statements for the previous financial year and held in the year in which her term of office expires. In other words, her term of office will expire at the end of the Ordinary Annual Shareholders' Meeting held in 2026.

Changes that have occurred within the membership of the Board and Committee during the financial year 2024

	Departure	Appointment	Reappointment
Board of Directors			Susan Dexter (26/03/2024) Anne-Marie Graffin (26/03/2024)
Audit Committee			Susan Dexter (26/03/2024) Anne-Marie Graffin (26/03/2024)
Remuneration and Nomination Committee			Susan Dexter (26/03/2024) Anne-Marie Graffin (26/03/2024)



Below are described the competencies of the members of the Board of Directors and their detailed Curriculum Vitae.

Competence Profile	Joachim Kreuzburg	Pascale Boissel	Susan Dexter	René Fäber
Corporate Governance	■	■		
Strategy development	■	■	■	■
Customer-specific perspectives			■	■
Technology and product development	■		■	■
International markets	■		■	■
Finance, audit and risk management	■	■	■	
Corporate and capital market law		■		
Employee-specific perspectives		■	■	■
Digitalization				
Sustainability and ESG	■		■	
Romaine Fernandes		■	■	■
Corporate Governance		■	■	■
Strategy development		■	■	■
Customer-specific perspectives	■			
Technology and product development				
International markets				
Finance, audit and risk management	■	■	■	■
Corporate and capital market law		■		
Employee-specific perspectives	■	■	■	
Digitalization				■
Sustainability and ESG				■

Joachim Kreuzburg

Chairman of the Board

Date of birth: April 22, 1965

Nationality: German

First appointment: June 29, 2007

Mandate renewed: March 29, 2022

Appointed until: Annual General Shareholders' Meeting 2025

Number of Sartorius Stedim Biotech shares held: 6

Other current directorships and positions within the Sartorius or Sartorius Stedim Biotech Group:

Chairman of the Executive Board (Vorstand) of Sartorius AG¹;

Managing Director of Sartorius Lab Holding GmbH;

Managing Director of SI Weende-Verwaltungs-GmbH;

Managing Director of SI Grone 1-Verwaltungs-GmbH;

Managing Director of SIV Grone 2 GmbH;

Managing Director of Sartorius Ventures GmbH;

Managing Director of Sartorius Lab Ventures GmbH;

Chairman of the Board of Directors of Sartorius North America Inc.

Past directorships held during the past five years within the Sartorius or Sartorius Stedim Biotech Group:

Chairman of the Supervisory Board of Sartorius Stedim Biotech GmbH;

Chairman of the Supervisory Board of Sartorius Corporate Administration GmbH;

Chairman of the Advisory Board of LabTwin GmbH;

Managing Director of Sartorius Corporate Administration GmbH;

Managing Director of SWT Treuhand GmbH;

Member of the Board of Directors of Essen Instruments, Inc.;

Member of the Board of Directors of Denver Instrument (Beijing) Co. Ltd.

Other current directorships and positions outside the Sartorius or Sartorius Stedim Biotech Group:

Member of the Supervisory Board (Aufsichtsrat) of Carl Zeiss AG, Germany;

Member of the Administrative Board (Verwaltungsrat) of Ottobock Management SE, Germany.

Past directorships held during the past five years outside the Sartorius or Sartorius Stedim Biotech Group:

Vice Chairman of the Supervisory Board (Aufsichtsrat) of Ottobock SE & Co. KGaA, Germany;

Member of the Economic Advisory Board (Wirtschaftsbeirat) of Norddeutsche Landesbank, Germany.

¹ Publicly listed

Educational and professional background:

Diplom-Maschinenbau-Ingenieur, Dr. rer. pol. (university degree in Mechanical Engineering, Doctorate in Economics)	
1992-1995	Research associate at the Institute for Solar Energy Research in Hamelin, Germany
1995-1999	Research associate at the Faculty of Economics and Management at the University of Hannover, Germany
Since May 1, 1999	Sartorius AG, Göttingen, Germany. Most recent position before promotion to the Executive Board: Vice President, Finances and Investor Relations
Since November 11, 2002	Member of the Executive Board of Sartorius AG, Göttingen, Germany
May 1, 2003- November 10, 2005	Spokesman (Sprecher) of the Executive Board of Sartorius AG, Göttingen, Germany
Since November 11, 2005	CEO and Executive Board Chairman of Sartorius AG, Göttingen, Germany; currently responsible for Group Strategy, Human Resources, Corporate Research, Legal Affairs, Communications, Sustainability

René Fáber

Chief Executive Officer

Date of birth: July 18, 1975

Nationality: Slovak

First appointment: March 26, 2019

Mandate renewed: March 29, 2022

Appointed until: Annual General Shareholders' Meeting 2025

Number of Sartorius Stedim Biotech shares held: 1

Other current directorships and positions within the Sartorius or Sartorius Stedim Biotech Group:

Member of the Executive Board of Sartorius AG¹;
 Chairman of the Supervisory Board of Sartorius Stedim Biotech GmbH;
 Chairman of the Advisory Board of Sartorius CellGenix GmbH;
 Member of the Board of Directors of Sartorius Albumedix Ltd.;
 Member of the Board of Directors of Sartorius Stedim BioOutsource Ltd.;
 Member of the Board of Directors of Sartorius Stedim North America Inc.;
 Member of the Board of Directors of Sartorius Korea Biotech LLC;
 Member of the Board of Directors of Sartorius Korea Operations LLC;
 Member of the Board of Directors of Sartorius Stedim (Shanghai) Trading Co., Ltd.;
 Vice Chairman of the Board of Directors of Sartorius Stedim Biotech (Beijing) Co., Ltd.;
 Member of the Board of Directors of POLYPLUS-TRANSFECTION S.A.;
 President and Chairman of the Executive Committee of Sartorius Stedim FMT S.A.S.;
 Chairman of the Advisory Board of Sartorius BIA Separations d.o.o.

¹ Publicly listed

Past directorships held during the past five years within the Sartorius or Sartorius Stedim Biotech Group:

Vice Chairman of the Supervisory Board of Sartorius Stedim Biotech GmbH;
Chairman of the Supervisory Board of Xell AG;
Member of the Advisory Board of BIA SEPARATIONS d.o.o.;
Member of the Board of Directors of Sartorius Stedim Japan K.K.

Other current directorships and positions outside the Sartorius or Sartorius Stedim Biotech Group:

None

Past directorships held during the past five years outside the Sartorius or Sartorius Stedim Biotech Group:

Member of the Advisory Board of Curexsys GmbH, Germany (until February 14, 2024).

Educational and professional background:

Master's degree in Chemistry from the Slovak University of Technology in Bratislava, Slovakia
PhD in Polymer Chemistry from the Technical University of Munich, Germany

2001-2002	Scientist at French specialty chemical group Rhodia, Slovakia
2002-2004	Postdoctoral researcher at Vivasience
2004-2018	Various positions at Sartorius Group (esp. Sartorius Stedim Biotech GmbH, Germany):
2004-2006	Scientist R&D Membrane Modification
2006-2010	Director Development and Production of surface-modified membranes
2010-2013	Vice President R&D Process Technologies
2012-2014	Value Creation Agent in Supplier Relationship Center of Roche and Genentech, San Francisco, USA
2014-2017	Vice President Marketing and Product Management Filtration Technologies
2016-2018	Key Account Manager Roche/Genentech
2017-2018	Vice President Marketing and Product Management Fermentation Technologies
2018	Head of Product Development, Bioprocess Solutions Division
Since 2019	Head of Bioprocess Solutions Division of Sartorius Group, Member of the Executive Board of Sartorius AG, Germany

Pascale Boissel

Independent Director and Chairwoman of the Audit Committee

Date of birth: October 15, 1966

Nationality: French

First appointment: March 26, 2019

Mandate renewed: March 29, 2022

Appointed until: Annual General Shareholders' Meeting 2025

Number of Sartorius Stedim Biotech shares held: 1

Other current directorships and positions outside the Sartorius or Sartorius Stedim Biotech Group:

Member of the Board of Directors of Poxel S.A.¹;

Member of the Supervisory Board of Innate Pharma S.A.¹

Past directorships (held during the past five years) outside the Sartorius or Sartorius Stedim Biotech Group:

None

Educational and professional background:

Graduated from HEC (Ecole des hautes Etudes de Commerciales): MBA in Finance and Audit

Graduated with a CPA diploma (diplôme d'expertise comptable & commissariat aux comptes)

2009-2012 Chief Financial Officer, IPSOGEN

2012-2016 Chief Financial Officer and Deputy Chief Executive Officer, BIOASTER Institute

2017-2018 Part-time Chief Financial Officer, ENYO PHARMA

2017-2021 Part-time Chief Financial Officer, NOVADISCOVERY

¹ Publicly listed

Susan Dexter

Independent Director

Date of birth: October 11, 1955

Nationality: American

First appointment: April 7, 2015

Mandate renewed: March 26, 2024

Appointed until: Annual General Shareholders' Meeting 2027

Number of Sartorius Stedim Biotech shares held: 6

Other current directorships and positions outside the Sartorius or Sartorius Stedim Biotech Group:

Member of the Board of Directors of ViroCell Biologics Ltd.:

Member of the Board of Directors of Virica Biotech Inc.

Past directorships (held during the past five years) outside the Sartorius or Sartorius Stedim Biotech Group:

None

Educational and professional background:

Degrees and certifications: BS in Immunology and Marketing (double major, honors), American University, Washington, D.C., USA

Harvard University Negotiation Course for Lawyers, Harvard University, Cambridge, Massachusetts, USA

Finance for Non-Financial Managers, Harvard University through Dow Chemical Company internal training program

1975-1980	University of Massachusetts Medical School, Research, mammalian cell culture, animal toxicology studies, basic research
1980-1986	Collaborative Research, Biotechnology Sales, in emerging markets for bioprocessing supplements and raw materials for biomanufacturing
1986-1998	Celltech Biologics, Lonza Biologics, Business Development, bioprocessing and manufacturing of biotechnology-based biotherapeutics
1998-2004	Collaborative BioAlliance, Dow Chemical Company (Dow Biotechnology Contract Manufacturing Services) – Vice President, Business Development for microbial fermentation services, technologies, and implementation of single-use bioprocessing technologies
2004-2008	Xcellerex, Inc. (now GE Healthcare), Chief Business Officer; CMO services for fully integrated single-use bioprocessing technology, sales of single-use bioprocessing technologies



2008-2020	Latham Biopharm Group, Managing Director; Due Diligence, Acting VP Business Development, for multiple CMOs offering contract manufacturing services to the biotechnology life sciences industry, strategic consulting, single-use disposable technology implementation, project management and high-level business development and marketing; Advisor and Speaker for BioProcess International, Outsourced Pharma
Since 2020	Sonnet Biotherapeutics, Inc., Chief Technical Officer Non-clinical CMC Supply Chain. Responsible for product development for Sonnet's pipeline of biotherapeutic cytokine assets for treatment of solid tumor cancers

Romaine Fernandes

Director representing employees

Date of birth: September 18, 1969

Nationality: French

First appointment: October 27, 2023

Appointed until: Annual General Shareholders' Meeting 2026

Number of Sartorius Stedim Biotech shares held: 1

Other current directorships and positions outside the Sartorius or Sartorius Stedim Biotech Group:

None

Past directorships (held during the past five years) outside the Sartorius or Sartorius Stedim Biotech Group:

None

Educational and professional background:

Bachelor of Commerce from the University of Mumbai, India

Diploma in Tourism, Bombay, India

1990 Cashier and Accounting, Hotel Oberoi Sheraton, India

1990-1995 Stewardess, Cathay Pacific Airways, Hong Kong

2003-2014 Administration and Reception, Sartorius Stedim Biotech, France

2009-2010 Assistant Manager, Biopharm Services, United Kingdom

2014-2016 Assistant Manager in General Services, Sartorius Stedim Biotech, France

2016-2019 Central Purchasing Manager, Sartorius Stedim Biotech, France

Since 2019 Purchasing Platform and Insurance Expert, Sartorius Stedim Biotech, France

Anne-Marie Graffin

Lead Independent Director and
Chairwoman of the Remuneration and Nomination Committee
Date of birth: May 3, 1961
Nationality: French

First appointment: April 7, 2015
Mandate renewed: March 26, 2024
Appointed until: Annual General Shareholders' Meeting 2027

Number of Sartorius Stedim Biotech shares held: 6

Other current directorships and positions outside the Sartorius or Sartorius Stedim Biotech Group:

Chairwoman of the Board of Directors of Valneva SE¹;
Member of the Supervisory Board of Nanobiotix S.A.¹;
Member of the Board of Directors of Vetoquinol S.A.¹

Past directorships (held during the past five years) outside the Sartorius or Sartorius Stedim Biotech Group:

Member of the Supervisory Board of M2Care S.A.S.;
President of SMAG Consulting S.A.S. (until October 31, 2024).

Educational and professional background:

Graduated from ESSEC Business School, Paris

1984-1987	Product Manager France, International Distillers and Vinters
1988-1990	Marketing Manager, URG0 Laboratories
1991-1995	Head of International Marketing Group, RoC S.A. (Johnson & Johnson)
1998-2000	Product Manager Adult Vaccines France, Sanofi Pasteur MSD
2001-2005	Head of Range, then Adult Vaccines Marketing Director Europe, Sanofi Pasteur MSD
2006-2008	Executive Director Business Management, Sanofi Pasteur MSD
2009-2010	Executive Vice President and Member of the Executive Committee, Sanofi Pasteur MSD
2011-2024	President, SMAG Consulting S.A.S.
Since 2011	Independent Non-Executive Board Member and Life Sciences Expert and Advisor

¹ Publicly listed

Lothar Kappich

Director

Date of birth: February 15, 1957

Nationality: German

First appointment: September 14, 2017

Mandate renewed: March 29, 2022

Appointed until: Annual General Shareholders' Meeting 2025

Number of Sartorius Stedim Biotech shares held: 1

Other current directorships and positions within the Sartorius or Sartorius Stedim Biotech Group:

Chairman of the Supervisory Board of Sartorius AG¹.

Past directorships (held during the past five years) within the Sartorius or Sartorius Stedim Biotech Group:

None

Other current directorships and positions outside the Sartorius or Sartorius Stedim Biotech Group:

None

Past directorships (held during the past five years) outside the Sartorius or Sartorius Stedim Biotech Group:

None

Educational and professional background:

Doctorate (Dr. rer. pol.) in Economics (subject of the doctoral dissertation: Theory of International Business Activity)

1988-1990 Controller in the Central Controlling department, Schering AG, Berlin

1990-2017 ECE Projektmanagement G.m.b.H. & Co. KG, Hamburg; latest position:
Managing Director of ECE's HR & Corporate Services as well as Managing
Director of numerous subsidiaries at the ECE Group

2007-2017 Member of the Supervisory Board of Sartorius AG, Göttingen

Since 2017 Chairman of the Supervisory Board of Sartorius AG, Göttingen, and Independent Business Consultant

1 Publicly listed

Henri Riey

Director

Date of birth: November 5, 1961

Nationality: Monegasque

First appointment: June 29, 2007

Mandate renewed: March 29, 2022

Appointed until: Annual General Shareholders' Meeting 2025

Number of Sartorius Stedim Biotech shares held: 11

Other current directorships and positions outside the Sartorius or Sartorius Stedim Biotech Group:

President of Aidea;

President of Groupe HR S.A.S.;

President of Association Monegasque de Cindynique;

Director and Secretary-Treasurer of The Princess Grace Foundation (Monaco).

Past directorships (held during the past five years) outside the Sartorius or Sartorius Stedim Biotech Group:

None

Educational and professional background:

Diplôme Institut Supérieur de Gestion (France)

(degree earned at the French Higher Institute of Business Management "Institut supérieur de gestion")

1985-1988	Fund Manager at Paribas
1988-1996	Fund Manager, responsible for the European Equity Fund Management Team at Barclays, France
1996-1999	Head of Research of Barclays Asset Management Europe
1999-2004	Executive Vice President of Barclays Asset Management, responsible for all fund management businesses
2004-2013	CFO of Hendyplan S.A.

1 Publicly listed

Registered Addresses

With regards to their social mandates, the members of the Board of Directors are domiciled at the Company's headquarters.

Lead Independent Director (LID)

In accordance with the further evolution of best governance practices, the Board of Directors has decided in its meeting on December 6, 2023 to create the position of a Lead Independent Director (LID).

The LID is appointed by the Board of Directors from among its Independent Directors, upon the proposal of the Nomination and Remuneration Committee. On March 26, 2024, the Board of Directors renewed Mrs Anne-Marie Graffin as their Lead Independent Director for the same period of her renewed mandate.

Duties :

The LID's duties include permanent specific tasks in relation to governance and/or shareholders relationship with the Board of Directors, such as, but not limited to:

- Helping the Chairman ensure that the Company's governance bodies are running smoothly. The BoD may mandate the LID with specific governance assignments, if necessary
- Considering and managing potential conflicts-of interest situations that may arise within the Board of Directors
- Reviewing the Related Parties Transactions between Sartorius Stedim Biotech and its majority shareholder Sartorius AG
- Adding points to the agenda of Board meetings and convening of a Board meeting in exceptional circumstances
- Obtaining an understanding of potential concerns of major shareholders who are not represented on the Board regarding governance matters and ensuring that such concerns are addressed and she/he is available for consultation.
- Conducting annual assessments of the BoD' and its committee's activities
- Organizing – whenever she/he deems necessary and at least once a year – meeting without the presence of the executive corporate officers.

Resources:

The LID:

- shall have access to all necessary documents and information to fulfil her/his duties;
- may request the assistance from an external advisor or services provider at the Company's expense, upon authorization of the Board of Directors;

- may meet the Company's operating managers after informing the Chairman and the Chief Executive Officer.

Report:

- The LID reports on the execution of her/his duties once a year to the BoD.

Director Representing Employees

Mrs. Romaine Fernandes was appointed Director representing employees for a 3-year term by CSE election (Comité Social et Economique) dated October 27, 2023, with effect from as of October 27, 2023. She holds the position of Purchasing Platform & Insurance Expert. Like any new Director, the Director Representing employees followed the regular onboarding procedure by an introduction course intended to perfect her knowledge of the Company's market, organization and strategic activities, which involved in particular individual interviews with the Group's main senior manager.

The Director representing employees does not receive Directors' fees as a "Director Representing the Employees". The components of her remuneration as an employee are not published.

Independent Directors' Assessment and Qualification

For companies being controlled by a majority shareholder, the portion of independent Board members should be at least one third of the Board of Directors. As of 31 December 2024, the Board of Directors of Sartorius Stedim Biotech S.A. is composed of 43% of independent members under the independence criteria defined by the APEF-MEDEF code. Pursuant to the principles of good corporate governance, the independent members may not be principal shareholders, employees, former Group employees, suppliers or bankers of the Group or major customers, nor may they have any other link likely to impair their judgment.

In accordance with the internal rules of the Board of Directors and in application of the AFEP-MEDEF code, the independence of Directors is discussed each year by the Board of Directors with respect to the criteria below. During the Board of Directors meetings, the independency criteria (Appendix N° 3 of the AFEP-MEDEF code) are analysed among the Board to verify their independency or non-independency status. Further, pursuant to the IAS 24, the declaration of absence of contract between the Board members or their related parties and the Company is discussed by and notified to the Board. Pursuant to article 10.4, 10.5, 10.6 and 10.7, it requires:

- May not be an employee or senior executive employee or director of his or her parent company or of one of its consolidated companies, and may not have been so during the five previous years (criterion 1);
- May not be a senior executive of a company in which the company directly or indirectly holds a director's position or in which an employee as such or a senior executive of the company (either currently or having been so for less than five years) holds a director's position (criterion 2);
- May have no business with the Company (criterion 3);
- May not have any close family ties with one of the senior executives (criterion 4);
- May not have been a statutory auditor of the company for the five past years (criterion 5);
- May not have been a director of the company for more than twelve years (criterion 6).

Pursuant to the recommendations 10.6 and 10.7 of the Afep-Medef Code, it is also specified that an independent director:

- May not receive variable compensation in cash (with the exception of "attendance directors' fees") or securities or any compensation related to the performance of the company or the Group;
- May not participate in the control of the Company or Sartorius AG (controlling shareholder), nor hold more than 10% of the share capital or voting rights, and not be in a conflict-of-interest situation.

In addition to the above-mentioned criteria, the Board of Directors analyses other factors, such as the ability to understand the issues and risks, prior to making a decision on whether a director qualifies as independent.

The Board of Directors' meeting of December, 2024 carried out its annual review of the independence of directors after hearing the opinion of the Nomination and Compensation Committee. After conducting an analysis of each criterion the Board concluded to classify the following three Directors as independent: Mrs. Pascale Boissel, Mrs. Susan Dexter, and Mrs Anne-Marie Graffin.

	Not an employee of SSB S.A. group	No cross-directorships	No significant business relationships	No family links	Not a statutory auditor	First appointment	Not a director for over 12 years	Classification adopted
Joachim Kreuzburg	✓	x	✓	✓	✓	2007	x	Not independent
René Fáber	✓	x	✓	✓	✓	2019	✓	Not independent
Pascale Boissel	✓	✓	✓	✓	✓	2019	✓	Independent
Susan Dexter	✓	✓	✓	✓	✓	2015	✓	Independent
Romaine Fernandes	x	✓	✓	✓	✓	2023	✓	Not independent
Anne-Marie Graffin	✓	✓	✓	✓	✓	2015	✓	Independent
Lothar Kappich	✓	x	✓	✓	✓	2017	✓	Not independent
Henri Riey	✓	✓	✓	✓	✓	2007	x	Not independent

Preventing Conflict of Interest

Based on statements made by the members of the Board of Directors to the Company, there are, to the best of the Company's knowledge no family relationships among the members of the company's Board of Directors.

Furthermore, to the Company's knowledge, there is no conflict of interest between any duty of the members of the Board of Directors and their private interests and/or other duties. A controlling mechanism is in place via the declaration of absence of contract between Board members and their related parties and the Company or/and its affiliates, pursuant to the IAS 24 declaration and the SAP automated processes, but also via the review of the agreements made by the Company under the regulated agreement process control.

Further, a Director must inform the Board as soon as he/she is aware of any conflicts of interest, or even the possibility of a potential conflict, and must refrain from any participation in discussions on the relevant subject matter and from voting on any associated resolutions as stipulated in the internal regulation of the Board of Directors. Besides, within his or her office of Director, each Director must ensure that there is no conflict of interest against the Company. The Charter sets out the rights and obligations of the Directors. It is delivered to each new Director when they take up office. Each Director is bound by and shall put in practice the rules contained in such Charter.

The Directors' Charter is included in the schedule of the Board of Director's Internal Regulation and defines the rights and obligations of the Directors, in particular regarding the code of ethics and prevention of conflicts of interest, as described in more detail on page 319 of this Universal Registration Document in the Section "Other Legal Information".

To the Company's knowledge, no settlement or agreement has been reached with shareholders, clients, suppliers or others to appoint a member of the Board of Directors.

If a business relationship with the Company is notified by a Director, the materiality of the business relationship is examined with regard to the volume of affairs, the job and/or shareholding of the Directors as to define whether such relationship is significant or not. In 2024, the Board of Directors conducted a materiality analysis, and concluded that there is no significant business relationship.



Another measure taken to ensure that control is not done in an abusive way is the composition of the Board of Directors and its Committees, which is as follows:

- Three out of seven members of the Board of Directors are independent (Director Representing Employees is not taken into account when determining this ratio).
- Three out of four members of the Audit Committee are independent, one of them being the Chairwoman of the Committee.
- Three out of four members of the Nomination and Remuneration Committee are independent, one of them being the Chairwoman of the Committee.

Balanced representation of women and men and diversity

Each year, the Board of Directors examines the desired balance in its composition and that of its committees, seeking in particular a balanced representation of men and women, and a wide diversity of skills and nationalities, reflecting both the highly technical and global nature of the company's business.

Specifically, regarding the threshold of 40% women to be reached at the level of the Board of Directors, under the provisions of Article L 225-1-1 and L 22-10-3 of the French Commercial Code, the Board of Directors has put significant effort into searching for skilled, independent and dedicated female directors with a proven level of expertise in biotechnology, life sciences or related industries. According to the definition of the aforementioned Article L 225-18-1 and L 22-10-03, the Board of Directors of Sartorius Stedim Biotech S.A. is composed of 43% of women as of December 31, 2024. If the Director representing the employees was taken into account, the Board of Directors would be composed of 50% of women.

In addition, according to Article 8 of the Afep-Medef Code, the Board shall describe the gender diversity policy applied to the governing bodies as well as the objectives of this policy, the implementation measures and the results achieved in the past financial year.

Gender Diversity in the Management Bodies below the Board of Directors

Sartorius Stedim Biotech is committed to a culture of openness and tolerance at its sites across the Group; thus, it promotes diversity at all levels of the company. The selected scope is the two management bodies below the Board (N-1 and N-2 positions). In alignment with the targets for female representation in its parent company, Sartorius AG, Sartorius Stedim Biotech's targets for female representation in the management bodies below the Board are one third for both the first and the second management level below the Board. These targets were set on February 8, 2023 with a deadline on December 31, 2025.

2024 results

On the first management level below the Board of Directors, which currently comprises seven positions, the percentage share of women amounted to 14% by the end of 2024 (N-1 level: one woman, six men; 2023: 20% women) and therefore was below the target figure of one third. On the second management level the percentage share of women stood at 32% at year-end (N-2 level: 13 women, 28 men; 2023: 27% women); thus, the target figure of one third was nearly reached. It should be noted that, due to the very small number of leadership positions especially on the first level, minor personnel changes can already result in considerable changes in percentage numbers. Moreover, the integration of acquired companies which are often men-led



technology start-ups or young companies has frequently resulted in fluctuations in the past, and this effect cannot be ruled out for the future.

To further foster female participation, Sartorius Stedim Biotech implemented dedicated measures both in its recruitment activities and in talent management. To maximize transparency, all management levels groupwide receive regular information on their staff structure including numbers on female participation. In addition, the ensures that its talent pipeline is balanced, for example by annual structured talent talks to identify promising candidates for expert or leadership positions, mentoring of female talent, and connecting female professionals through offering free membership in the Healthcare Businesswoman Association. Furthermore, measures to promote equal opportunity in the company comprise transparency on salaries. Where applicable, salaries of the Group are linked to rates agreed with the respective national trade unions. Using union rates makes remuneration more transparent and facilitates equal pay across a diverse workforce.

Although quantitative targets are only given for gender diversity, Sartorius Stedim Biotech views diversity in a broader sense, including age, cultural origin, nationality, educational background, professional qualifications, and experience. Greater diversity on all levels including management helps secure the long-term success of the Group by taking diverse perspectives into account and understanding global customers and markets. A fact sheet on diversity is published annually on the company's website (<https://www.sartorius.com/en/company/sustainability/people-diversity>).

Progress and achievements of the gender diversity policy in management bodies is reviewed on a yearly basis by the Board of Directors and was discussed in its February 2024 meeting.

Assessment of the Board of Directors and Training Policy of the Board of Directors

Once a year, the Board of Sartorius Stedim Biotech S.A. devotes its attention to discuss on how the Board operates, to check its effectiveness, to discuss whether major issues haven been suitably prepared and addressed, and to review each member's contribution to the Board's activities. In 2024 this self-evaluation was discussed in the Board of Directors meeting in December.

To run this assessment, a questionnaire was sent in advance to each Board member, which encompassed around 30 questions, covering the most important aspects of the Board's activity. This questionnaire also entailed several questions on the work of its chairman, the flow of information as well as the quality of meeting management. Other questions dealt with the work of the two committees, and below every topic there is ample room for comments and suggestions. In the reporting year, all eight Board members had completed this written questionnaire. In addition, the Lead Independent Director conducts, on regular basis, although, not every year, a personal interview with every Board member based on a semi-open interview guideline to complement the written survey. The results and a report on the questionnaire were discussed during the December Board of Directors meeting.

Strengths

The Board pointed out the good professional qualifications and long-standing experience of its members, the international diversity and perspectives, and the active participation of each member in the discussions. Absenteeism continued to be on a very low level in the reporting period. The frequency and preparation of meetings was considered to be very good by the BoD members. The non-executive BoD members acknowledged the high quality of the regular written reports provided via a digital platform on business results and activities and updates on a broad range of projects and organizational developments. In addition, the members highly valued the effective work of the two committees as well as the cooperation with the company's auditors. The insights provided in 2024 on SSB's newly established Advanced Therapies Solutions unit and the digitalization and IT security strategy were appreciated. The BoD recognized that changes resulting from previous assessments had been implemented promptly and lead to enhanced Board efficiency.

Areas for Improvement

The Board members aim to further develop their contributions to strategic discussions and devote sufficient time to discuss changes in market trends and the competitive landscape. Regular follow-up on the implemented efficiency measures would be appreciated as well as an overview on investments. In addition, to prepare for adequate succession planning, additional touchpoints with senior executives below the Board level would be appreciated as well as regular information about key executives hires and departures.

Onboarding for new members of the Board of Directors / Training

Understanding the Company's business, which includes its strategies, risks, financials, operations, management team, workforce, culture, and its competitive landscape and stakeholder expectations is of high importance for new Directors. However, the onboarding needs for new directors will vary from director to director depending on their background and experience and on the role the director is expected to play on the board and Board Committees. Beyond providing essential written information and initial orientation sessions a typical onboarding to the Sartorius Stedim Biotech Board includes site visits and several one-on-one meetings with senior leaders of the organization to develop a proper understanding of the business and its key governance processes.

The onboarding is followed by regular training and update sessions that are offered to the Board members; in 2024 a training focused on an update on the new CSRD reporting regulation.

Board of Directors' Internal Regulations and Balance of Powers and Repartition of Roles

The functions of Chairman of the Board of Directors and Chief Executive Officer are separated and the Board of Directors is governed by an Internal Regulation, which aims in particular, to ensure the balance of powers. Depending on the mode of exercise chosen by the Board of Directors, the Chairman or a CEO shall ensure, under his responsibility, the General Management of the Company. According to Article 19.3 of the Articles of Association, the CEO is vested with the broadest powers to act in all circumstances in the name of the Company. The CEO shall exercise these powers within the limit of the corporate objects, and subject to the powers expressly granted by law to Shareholders' Meetings and to the Board of Directors.

The CEO represents the Company in its dealings with third parties. According to the Internal Regulations of the Board of Directors, the General Management, the CEO, cannot make certain decisions without the prior authorization of the Board of Directors (see extract of the Internal Regulation page 332).

The Board of Directors elects a Chairman from among its members. Pursuant to article 16.3 of the Articles of Association, the Chairman represents the Board of Directors. He organises and directs its work, and reports on it to the General Meeting. He ensures the proper operation of the Company's decision-making bodies and ensures, in particular, that the directors are themselves in a position to fulfil their duties. Mrs Anne-Marie Graffin, a member of the Board of Director and of the Audit Committee was appointed as Lead Independent Director to ensure that control is exercised in a fair manner.

The Board of Directors meets at least once a year without the presence of the Executive Board Members to discuss various subjects. Such meeting took place on December 2, 2024 and the agenda included the remuneration of the Chief Executive Director.

The Board of Directors has adopted a set of Internal Regulations that defines and includes rules of operation for this body relating to its powers, members' attendance, and transactions requiring approval and prior validation with a certain number of triggering thresholds. The Board of Directors approves strategic investment projects and any transaction, in particular acquisitions or disposals that are likely to materially affect the Company's results, the structure of its balance sheet or risk profile. More precisely, the Board of Directors approves in advance certain decisions of the management such as budget, investments, financing, business activities, human resources, contracts, litigation, transactions or measures that go beyond the normal course of business, as described in more details on page 319 of this report in the Section Other Information of a Legal Nature.



Staggering and Renewal of the Mandate Terms

On March 27, 2023, the Board has decided to separate the functions of CEO of the Company and Chairman of the Board for the remaining duration of their mandates; the Board has elected Joachim Kreuzburg as Chairman of the Board (previously President-Directeur General), and Mr René Faber has become Chief Executive Officer (previously Deputy Chief Executive Officer).

To a certain extent, the expiry of the Board of Directors mandates is staggered with two mandates that have expired in 2024, five mandates expiring in 2025 and one mandate expiring in 2026. The Board of Directors, upon the recommendation of the Remuneration & Nomination Committee has renewed the mandates of Mrs. Anne-Marie Graffin and Mrs. Susan Dexter on March 26, 2024 on the basis of their competencies as demonstrated by their years of experience in such Director position and due to their long-standing position at the SSB Board of Directors, along with their professional qualifications, as described in the competencies matrix, above.

The next renewals are scheduled for 25 March 2025. In order to allow for a better staggering of terms of office in the future, the next General Meeting will allow the Articles of Association to be amended and, by that, at a later date, upon the recommendation of the Remuneration and Appointments Committee, and subject to approval by the General Meeting, to make appointments for two, three or four years.

Selection of New Board Members

Pursuant to the AFEP-MEDEF code, the selection of Board members is based on the following criterias:

- Desired balance with regard to the composition of the Company's ownership;
- Desired number of independent Board members;
- Proportion of men and women required by current regulations;
- Opportunity to renew terms;
- Competence, experience and specific expertise of each candidate.

Concerning the expertise profile, the Remuneration & Nomination Committee evaluates potential candidates primarily based on their management and strategy skills; familiarity with the Company, its industry and its international markets expertise; technological and product development expertise; financial and accounting expertise; legal and capital markets expertise; competence in the field of Corporate Social Responsibility, and digital skills. The Remuneration & Nomination Committee members perform their own evaluation of potential candidates based on the above-mentioned criteria and, where appropriate, may work with the assistance of an external firm. Such selection process is also applied to independent members of the Board of Directors.

Plurality of Mandates

In accordance with the APEF-MEDEF governance code for listed companies, an executive Director cannot exercise more than two other mandates as Director in listed companies outside its group, including foreign companies. In addition, the Director should also seek the opinion of the Board before accepting a new directorship in a listed company.

Moreover, a Director cannot exercise more than four other mandates in listed companies outside its group, including foreign companies. This recommendation is applied during the appointment or the renewal of the Director's mandate.

Procedures established and followed by the Committees are set up within their respective internal regulations.

Committee members are appointed by the Board of Directors. Special attention is paid by the Board of Directors to the renewal of the mandate of the Chairman of the Audit Committee, upon recommendation of the Remuneration and Nomination Committee.

Other Information

The Board of Directors met eleven times during 2024 fiscal year. The respective individual attendance of each Board of Directors member is presented on the first page of this governance section. The preparation and holding of the meetings of the Board of Directors and its Committees require significant availability and investment by the Directors. The individual attendance at Board and each Committee meeting is specified above.

The allocation of Directors' fees, based on the rate of attendance by each of the Directors at Board meetings and presence at the meetings of its various Committees, is described on page 232 of the present Universal Registration Document.

In accordance with the bylaws of the Company, each Director personally owns at least one share of the Company.

To the Company's knowledge, all Directors fulfil the following thresholds with regard to the number of mandates in listed companies:

- For the executive Directors: maximum of two mandates in listed companies not belonging to the group,
- For non-executive Directors: maximum of four mandates in listed companies not belonging to the group.

To the Company's knowledge, within the last five years, no member of the Board of Directors:

- has been convicted of fraud or has been subject to any official public investigation or sanction by statutory regulatory authorities;
- has been associated in his /her capacity of manager in any bankruptcy, receivership or liquidation;
- has been disqualified by a court from acting in the capacity of a member of an administrative, management or supervisory body of an issuer or from acting in the capacity of a management executive or conducting the business of any issuer.

Conditions for Preparation and Organization of the Work of the Board of Directors

Internal Rules and Regulations

The procedures governing the organization and functioning of the Board of Directors are defined by the Internal Regulations of the Board, described on page 317/319 of this Report.

The Internal Regulations currently applicable have been revised on February 7, 2024 and July 18, 2024 with the purpose of ensuring alignment with the latest legal, regulatory and statutory obligations applicable to the Company.

The Board of Directors deals with all matters concerning the proper operation of the Company and takes decisions on subjects affecting the Company.

Its Missions

The main missions of the Board of Directors are as follows:

- The Board of Directors shall define the Company's strategic goals and assess them from an overall perspective at least once a year, as proposed by the CEO, and ensure that these goals are implemented. It shall also appoint the corporate officers responsible for managing the Company in pursuit of this strategy and review all delegations of authority;
- The Board of Directors shall review the management of the Group and monitor the quality of information provided to shareholders and to the market through the financial statements or when material events occur, especially about the Company's shareholdings;
- The Board of Directors is responsible for approving all strategic investment projects and any transaction, in particular acquisitions or disposals, likely to materially affect the Company's results, the structure of its balance sheet or risk profile;
- The Board of Directors will beforehand decide on each significant transaction outside the scope of the announced strategy;
- The Board of Directors shall deliberate prior to making any changes to the management structure of the company, and shall be informed of the principal organizational changes;
- The Board of Directors shall examine the corporate and consolidated accounts and approve the management report and the sections of the annual report dealing with corporate governance and those setting out the company's policies with respect to remuneration and stock options, as the case may be;
- Although it is not a modification of the corporate purpose of the Company, the Board of Directors must seize the Shareholders' Meeting if the transaction concerns a preponderant share of the assets or the activities of the Group;

- The Board of Directors shall convene annual Shareholders' Meetings and propose changes to the Articles of Association.

The duties mentioned above summarize the Internal Regulation of the Board of Directors.

Activity Report of the Board of Directors for the 2024 Fiscal Year

The Board reviewed and approved the Company and consolidated accounts for 2023.

The Board of Directors considered and debated on the following at its meetings:

- Strategic direction and major Group projects
- Monitoring capital increase
- Annual, half-year and quarterly financial statements
- Budgets presented by executive management
- Information on the financial structure and cash flow items
- Significant off-balance sheet commitments
- Risk indicators for the Group – Internal Audit and Compliance
- Stock market performance
- Self-assessment of the Board members (interactive dialogue, areas for improvements)
- Elements of remuneration : definition, due or attributed
- Deep dive into acquisitions' integration road maps, market trends, innovation pipelines and the focus on geographical markets
- Sustainability, Corporate Social and Environmental Responsibility (goals, strategy, results, organization, public reporting);
- Appointment of PricewaterhouseCoopers (PwC) as the company's financial auditor for six years, ending on 31 December 2029, and as Sustainability auditors for three years, ending at the end of the shareholders' meeting in 2027.
- Preparing the General Shareholders' Meeting resolutions
- Setting up an Audit Committee that will oversee Sustainability issues and define the Lead Independent Director role at the Board of Directors level.
- Board Members' selection and renewals
- Preparing for the succession of the Chairman of the Board of Directors

Information to be provided to Directors

Before each Board meeting, the Directors are provided with the agenda items that require prior consideration, in due time.

Preliminary figures of the annual and interim statements are generally sent to all Directors at least one week before the meeting of the Audit Committee, which is always held on the day of or on the day before the Board meeting.

In addition to Board meetings, the Chairman regularly informs the Directors of any event or development that may have a material impact on Group operations or on any information previously communicated to the Board.

The members of the Board of Directors receive a copy of each press release published by the Company. The Directors may, at any time, request further information from the Chairman of the Board, who shall assess the relevance of the request.

The Audit Committee and the Remuneration and Nomination Committee are responsible for studying and making preparations for the Board's main deliberations in order to improve the Board's efficiency.

Under no circumstances do these Committees relieve the Board of Directors which has the only legal power of decision, nor are they allowed to cause division within its college, which is and remains responsible for the fulfilment of its missions. The Committees do not replace but are an emanation of the Board of Directors facilitating its work.

The Committees of the Board may consult, in the performance of their functions, any of the main Company's executive officers after having informed the Chairman of the Board of Directors and subject to reporting back to the Board.

The Committees of the Board may request external technical studies relating to matters within their competence, at the expense of the Company, after having informed the Chairman of the Board of Directors or the Board of Directors itself and subject to reporting back to the Board.

In the event the Committees solicit the services of external counsels (e.g. the Remuneration and Nomination Committee for the purpose of gathering information related to remuneration systems and levels applicable within the main markets), the Committees shall ensure the objectiveness of the sought advice.

Each Board of Directors meeting is preceded with at least one meeting of one of the two committees, depending on the addressed topics. The Committees remain accountable to the Board of Directors and address to them their position, advice and recommendations.

Procedures established and followed by the Committees are set up within their respective internal regulations.

Committee members are appointed by the Board of Directors. A special attention is paid by the Board of Directors to the renewal of the mandate of the Chairman of the Audit Committee.

Further, in compliance with Article 12.3 of the AFEP-MEDEF Code, the Board of Directors holds one meeting without the presence of the Executive Directors to discuss various topics, including remuneration of the Executive Director.

The Audit Committee

The Audit Committee assists the Board of Directors in areas relating to accounting policy, reporting, internal and external control, financial communication and management of the risks to which the company is exposed.

Since July 18, 2024, the Audit Committee is in charge of all matters pertaining to sustainability, thereby becoming a combined committee (Financial Audit and ESG) in charge of preparing decisions for the Board of Directors to decide upon.

Audit Committee Duties

Accounting policy and internal control:

- To proceed as soon as possible, and in any event prior to examination of the annual financial statements of the Company and, where appropriate, the consolidated financial statements by the Board of Directors, with the review of all the financial, interim and annual statements of the Company and, where appropriate, consolidated financial statements, including their notes and, where appropriate, the management report presented by the Board of Directors to the General Meeting of Shareholders called to approve the financial statements for the year ended and to present its observations to the Board of Directors. During the examination of the financial statements, the Committee pays particular attention to significant transactions that could have given rise to a conflict of interests;
- To ensure the pertinence of the selected methods and accounting procedures chosen by the company and to check their proper application;
- To check the accounting treatment of any significant transaction made by the company;
- To ensure that the internal procedures for data collection and control are sufficient to ensure the quality and reliability of the annual financial statements of the Company and, where appropriate, the Company's consolidated financial statements;
- To examine the scope of the consolidated companies and, where appropriate, the reasons for which any companies are not included.

External control

- To submit to the Board of Directors recommendations concerning the Statutory Auditors in view of their appointment or renewal by the Shareholders' Meeting; to analyze and issue an opinion on the definition, extent, and timetable of their assignment and their fees. For this purpose, the Committee steers the selection procedure for the Statutory Auditors and submits to the Board of Directors a recommendation on the Statutory Auditors proposed for appointment by the Shareholders' Meeting. The Committee proposes to the Board the selection procedure and, in particular, whether a call for tender should be issued. It supervises the call for tender and approves the specifications and the selection of the companies consulted, taking care to select the "best bid" and not the "lowest bid";
- To ensure the independence of the Statutory Auditors.

Risk analysis and prevention

- To analyze all disputes, including fiscal, that may have a significant impact on the Company's financial statements and, where appropriate, the Company's consolidated financial statements, or its financial position;
- To examine the company's exposure to significant financial and non-financial risks (as described in Page 50). The Committee examines the risks and significant off-balance sheet commitments and assesses the importance of malfunctions or weaknesses that it is made aware of and informs the Board, as appropriate; The Company has different internal procedures in place to identify and monitor any off-balance sheet commitments, for example, by using extended data requests to all consolidated entities at the year-end as well as having discussions during the year as part of the risk management to identify any material risks at an early stage.
- To review the conclusions of internal audit reports;
- To verify the satisfactory application of internal controls and information reporting procedures;
- To conduct interviews with senior management, particularly with regard to internal control reports and risks management.

Sustainability

- Review and make recommendations on the Company's strategy, ambitions, policies and commitments in terms of social and environmental responsibility, particularly in the following areas: environment and climate, sustainable development, ethics and compliance, human rights, health and safety;
- Monitor the Company's actions in the field of environmental and social responsibility, and their implementation;
- Review the annual reports and statements dedicated to environmental, social and governance matters;
- Examine environmental, social and governance risks, where appropriate, as part of the Company's annual risk assessment;
- Monitor the Company's results of the non-financial ratings, where applicable;
- Issue recommendations on non-financial criteria to be applied to the variable remuneration of executive directors;
- Examine specific skills, particularly in the areas of ESG issues, which could enrich the Board of Directors' work or may be used for selecting new candidates.

Regarding financial communication, the Audit Committee's duties include reviewing the company's financial communication relating to the annual and interim financial statements of the Company including the Annual Sustainability Declaration, as a part of the Management report.

Given the extent of its remit, the Audit Committee consults with the Statutory Auditors, but also with the Finance, Accounts and Treasury, and Sustainability Directors. These meetings may be held, at the Committee's request, without the Company's executive bodies being present.

Composition of the Audit Committee

As of December 31, 2024, the Audit Committee has four members:

- Mrs. Pascale Boissel, Chairwoman of the Committee
- Mrs. Susan Dexter
- Mrs. Anne-Marie Graffin
- Mr. Lothar Kappich

The Chairwoman of the Audit Committee is independent.

Three out of four members are independent. Therefore, the independence criteria are met by the Audit Committee pursuant to the recommendations of the Afep-Medef Code as described above.

In accordance with the recommendations of the Afep-Medef Code, no Executive Director can be a member of the Audit Committee, it being specified that the Company's CEO may be invited upon convening of the Chairwoman of the Audit Committee. When the Company's CEO is invited, he does not have the statutory right to participate, nor the right to vote. The Board of Directors of the Company believes that his presence at meetings, as the case may be, does not undermine the independence of the Audit Committee and it is important during debates that the Company's CEO can further explain business activities, if necessary. The Audit Committee can also consult and invite various guests, such as experts from Finance, Accounting, Legal, Sustainability and Treasury departments of the Company and the Chairman of the Board of Directors. The Audit Committee regularly makes use of this opportunity so that these experts can give additional detailed insights that are useful for the discussions.

The Head of Controlling is also present and acts as the secretary of the meetings.

Audit Committee's Internal Regulations

The Audit Committee has adopted a set of internal regulations and a charter designed to provide a framework for its duties and operation and, in particular, to ensure the implementation and application of independence criteria for its members. It also includes the conditions for remuneration of the latter.

The Audit Committee met five times during fiscal year 2024.

Activity Report of the Audit Committee for the 2024 Fiscal Year

The Committee reviewed and approved the Company and consolidated financial statements for 2023. During its meetings, the Audit Committee addressed and discussed the following points in particular:

- Annual and half-yearly financial statements and quarterly data
- Study and review of the 2024 budget
- Study and review of 2025 budget
- Review of the various Company management reports and Group management reports, as well as the Universal Registration Document, including study of the Annual Sustainability Declaration.
- Information relating to the financial structure and cash position
- Indicators of financial and non-financial risks (including environmental and social risks) within the Group, in particular by auditioning management (see risk typologies described on page 47ff)
- Internal audit and compliance report (including auditioning management)
- Stock market evolution
- Borrowings contracted
- Tender process and appointment of Statutory Auditors. The Audit Committee had defined certain criteria for the choice of the audit company to be selected: Independence, Professional qualification and practical experience; relevant industry expertise; audit methodology and processes; service concept and fees. Based on the written offers received, as well as the personal presentation of the candidates, the Audit Committee recommended to the Board of Directors to propose to the Shareholders' Meeting the appointment of PricewaterhouseCoopers (PwC) as the statutory auditor of the annual financial statements of Sartorius Stedim Biotech S.A. for a period of six financial years ending on December 31, 2029, and as sustainability auditor for a period of three years
- Study of the strategy, policies, actions and disclosure to be conducted in terms of sustainable development in the light of the regulatory latest evolution (Directive CSRD)

Remuneration and Nomination Committee

Remuneration and Nomination Committee duties

The Remuneration and Nomination Committee's purpose, according to its Internal Regulation, is to assist the company's Board of Directors in setting the remuneration policy for corporate officers and, in particular, relating to incentive mechanisms (allocation of stock options and bonus shares) that the Company may implement.

During the year, the Remuneration and Nomination Committee may consult all the company's executive members, after it has informed the Chairman of the Board of Directors, and must report on this to the Board.

The Remuneration and Nomination Committee's duties with regards to its nomination role include assisting the Board of Directors with the appointment or renewal of Board members. It shall:

- Issue reflections and recommendations to the Board of Directors with regard to the methods of performance of General Management and the status of the executive officers.
- Issue an opinion on proposals made by the Chairman of the Board of Directors for appointment of the Chief Executive Officer (where applicable).
- Prepare succession plans for the executive officers in the event of an unforeseen vacancy.
- Propose to the Board of Directors new Directors.
- Examine the classification as independent Director which is reviewed by the Board of Directors every year.
- Verify the due and proper application of the Code of Corporate Governance to which the Company refers to (AFEP-MEDEF code).

Composition of the Committee and Functioning

As of December 31, 2024, the Remuneration and Nomination Committee has four members:

- Mrs. Anne-Marie Graffin (Chairwoman)
- Mrs. Pascale Boissel
- Mrs. Susan Dexter
- Mr. Lothar Kappich

Three of the four members of the Remuneration and Nomination Committee are independent.

Additionally, the Head of Controlling is also present and acts as Secretary of the meetings. The Director Representing the Employees also attends the meetings of the Remuneration and Nomination Committee. When executive members are invited to take part to this combined Committee, they do not take part in discussions on remuneration.

The Remunerations and Nominations Committee met three times in the 2024 financial year.

Report on the Activities of the Remuneration and Nomination Committee for the 2024 Fiscal Year

- Renewal of Mrs Anne-Marie Graffin and Susan Dexter as Board members.
- Research on new Board members, including a careful look at the gender and competencies criterias.
- Preparing the succession plans for the SSB SA Chairman's replacement in close relation with the Chairman of SSB SA and the Chairman of the Supervisory Board of Sartorius AG.
- Allocation of the Directors' fees for the 2023 financial year
- Determination of the remuneration due or awarded to the corporate officers (including Executive Officers) for the 2023 financial year
- Determination of the remuneration policy of corporate officers (including Executive Officer) for the 2024 financial year
- Determination of the remuneration and target settings for the 2025 financial year for the Chief Executive Officer
- Analysis of the Independency status of Independent Board Members
- Determination of the Lead Independent Director duties

Report on the Activities of the Lead Director for the 2024 Fiscal Year

- Mrs Anne-Marie Graffin, Chairwoman of the Remuneration and Nomination Committee is also the Lead Independent Director. This year, for her first year of duty, she has for example, dealt with governance matters, prepared the Board meeting without executive, and conducted the self-evaluation of the Board.

Report on Corporate Governance

Regulated Agreement

Based on controls performed by the finance and legal department along with an automatic warning mechanism, no regulated agreement referred to in Articles L. 225-38 and seq. of the French Commercial Code was entered into by the Company during the 2024 financial year.

Corporate Governance Code / AFEP-MEDEF

In 2008 the Sartorius Stedim Biotech S.A. Board of Directors decided to follow the AFEP-MEDEF recommendations, and as from this date the Universal Registration Document takes into account the recommendations of the Code, as revised in December 2022, as the reference code for corporate governance (see www.medef.fr).

In accordance with the recommendations of the AFEP-MEDEF Code, this chapter identifies, in a summary table, those provisions of this Code which were not strictly applied and explains the reasons for that choice.

Specific Table on Recommendations of the AFEP MEDEF Code for the Governance of Listed Companies

Article	Deviations of the provisions of the Code	Explanations
16.3	Examination deadline of the accounts between the Audit Committee and the Board of Directors.	<p>For practical reasons, connected in particular to the presence within the Committee of a majority of non-resident members, the meetings of the Audit committee usually take place the same days as those of the Board of Directors. Taking into consideration this obligation, and in order to give to the Audit committee the possibility of achieving completely its missions, the internal rules of the Board mentions that any documents and useful information must be communicated to the Board by the Chairman and Chief Executive Officer upfront and in a sufficient delay. The files are then transmitted to the members of the Audit Committee with a sufficient notice period and at the latest three days before every meeting of the Committee or of the Board allowing them to have enough time for the examination of the statements before these meetings.</p> <p>Therefore, each member of the said committee is spending the necessary time to examine each topic and is duly enabled to require such information if needed.</p> <p>In addition, in accordance with the Committee's rules, each member must inform himself/herself and can request to the Chairman of the Board in a timely manner, to provide the necessary information.</p>
18	The Committee in charge of Remuneration and Nomination	
18.1	One of its members should be the Director representing the employees	<p>The Board of Directors decided to create a Remuneration and Nomination Committee with 75% of independent members.</p> <p>The Director representing the employees, without being a member of the Remuneration and Nomination Committee, is invited by the Board of Directors to attend and fully participate in the meetings of the Remuneration and Nomination Committee. Discussions related to remuneration and advantages of Company's officers are therefore fully transparent and shared with the Director representing the employees.</p>
20.	Ethical rules for directors	<p>The Director should be a shareholder personally and hold a fairly significant number of shares to the received Directors' fees: If he does not hold these shares when he takes office, he must use his remuneration as director to acquire them.</p> <p>The Board of Directors has implemented these ethic principles within its internal regulations, in particular within the Director Charter, which is attached to the internal regulations. Pursuant to the internal regulations of the Board of Directors, each Director must, during his entire term of office, own at least one share.</p>



3.2 Shareholders' Meeting

Convening

Ordinary Shareholders' Meetings are those convened to take all decisions that do not result in a revision of the bylaws. Extraordinary Shareholders' Meetings are those called to decide or authorize direct or indirect revisions to the bylaws. Special Meetings bring together the holders of a specific class of share to consider revisions to the rights of this class of share. Decisions made at the Shareholders' Meetings are binding for all shareholders, even those who are absent, dissenting or legally incapable or incapacitated. Shareholders' Meetings are convened by the Board of Directors or, by default, the statutory auditors or a person thus empowered. The Shareholders' Meetings are held at the registered offices or any other place stated in the notice of convocation. The forms and timescale of the notice of convocation are governed by French laws.

In 2024, Sartorius Stedim Biotech held its annual Shareholders' Meeting on 26 March 2024, both in physical presence in Aubagne, along with a live broadcast via its website.

The notice of meeting and the notices of convocation were published in the BALO on February 14, 2024, and on March 6, 2024 in the BALO and in La Provence on March 7, 2024 respectively. The documentation relating to the Shareholders' Meeting held on March 26, 2024 was posted on the company's website, as required by law.

Agenda

Notices and letters of convocation shall include the information required by law, particularly the agenda, the company e-mail address to which written questions from shareholders may be sent and, where applicable, a reference to the obligation to obtain the prior opinion or approval of the body of holders of securities giving access to the share capital.

The meeting may only deliberate on the matters placed on the agenda. It may, however, remove one or more directors at any time.

One or more shareholders representing the percentage of share capital required by law may, under the conditions and time limits set forth by law, request the inclusion of draft resolutions on the agenda.

In accordance with the provisions of Articles R 225-71 to R 225-74 of the French Commercial Code, requests from shareholders for draft resolutions to be included on the agenda, must be sent to the registered office by registered letter with acknowledgement of receipt from the date of publication of the Meeting announcement until 25 days before the General Meeting, or until 20 days, when the publication of the Meeting announcement is published more than 45 days before the General Meeting (the date of receipt of the request by the company being taken into account).

The request of a new item on the agenda must be substantiated. Requests for the inclusion of draft resolutions must be accompanied by the text of the draft resolutions, which may be accompanied by a brief explanatory statement. Such requests must be accompanied by proof of ownership or representation of the required fraction of share capital, in accordance to regulatory provisions.

Moreover, in accordance with the Articles L. 2323-67 paragraph 2 of the French Labour Code, requests for draft resolutions to be added on the agenda which are made by the Work Council have to be made within 10 days following the publication of the notice of the meeting.



If the meeting has been unable to make a valid decision due to a lack of the required quorum, the second meeting and, where appropriate, the second adjourned meeting are convened at least ten days in advance in the same manner as the first meeting.

The Shareholders' Meeting of 26 March 2024, was held in physical presence, but also broadcasted live and is available as an on-demand version on the Sartorius website at : Shareholders' Meeting | Sartorius Stedim Biotech S.A. : <https://www.sartorius.com/en/company/investor-relations/sartorius-stedim-biotech-sa-investor-relations/shareholders-meeting>

Admission to Meetings – Powers

Every shareholder has the right to attend Shareholders' Meetings and to participate in the discussions, in person or by proxy, regardless of the number of shares held, on simple proof of identity and the ownership of shares. The right to participate in a Shareholders' Meeting is subject to the condition that the shares must be recorded, in the name of the shareholder or the shareholder's appointed broker, either in the registered share accounts held by the company or in the bearer share accounts held by the authorized broker, by zero hours, Paris time, on the second working day prior to the meeting. The recording or registration of the shares in the bearer share accounts held by the authorized broker must be confirmed by a share certificate provided by the broker. This share certificate must be attached to the postal voting form, the proxy form or the application for an admission pass, issued in the name of the shareholder or on behalf of the shareholder represented by the appointed broker. A certificate must also be supplied to shareholders who wish to attend the Shareholders' Meeting in person but who have not received an admission pass by zero hours, Paris time, on the second working day prior to the meeting.

A shareholder may be represented by another shareholder, his or her spouse or by the partner with whom he or she signed a Civil Partnership. Furthermore, he or she may be represented by any other natural or legal person of his choice in accordance with the Articles L. 225-106 to L. 225-106-3 of the French Commercial Code. To this effect, the representative must present valid proof of proxy.

Legal representatives of shareholders who are legally incapable or incapacitated and individuals representing corporate shareholders take part in meetings, whether or not they are themselves shareholders .

Any shareholder may vote by post, using a registration form and sent to the company according to law and regulations; to be taken into account, this registration must be received by the company three days before the date of the Shareholders' Meeting.

In case of remote voting using an electronic vote, or a proxy vote given by electronic signature, this vote is made according to the conditions of the current regulations.

All legal documents relative to legal information for shareholders are made available to them at the registered office of the company, as well as on the internet website at Shareholders' Meeting | Sartorius Stedim Biotech S.A.: <https://www.sartorius.com/en/company/investor-relations/sartorius-stedim-biotech-sa-investor-relations/shareholders-meeting>

Shareholders have the opportunity to vote during the Shareholders' Meeting, or by mail using the Company's paper voting form. Registered shareholders use the voting form attached to their notice of meeting or by VOTACCESS; holders of bearer shares request the voting form and a shareholder certificate from the financial intermediary that manages their shares. They could vote by mail or by VOTACCESS.



3.3 Delegations Granted to the Board of Directors

Delegations of competence

Object - Duration	Limit	Use in 2024	Limit	Use in 2024
Authorization for the Company to trade in its own shares (OGM 26/03/2024 – Resolution n°16)	0,10% of the share capital of the Company (i.e 97,330 shares at the date of the OGM)	Granted for a period of 18 months as from 26/03/2024	Under liquidity contract, 586 437 shares were bought and 571 045 shares were sold, for a net number of 15.392 traded shares	
Ability to issue shares and/or securities giving access to the share capital of the company and/or securities giving the right to the allotment of the debt instruments, with preferential subscription rights of the shareholders. (EGM 26/03/2024 – Resolution n°18)	The limit is €6,000,000 (maximum nominal amount of the increase of the share capital) and € 2, 000,000,000 (maximum overall limit of the maximum nominal amount of the debt instruments) ; it being specified that the limits of the nominal amount of debt instrument issued, with or without preferential subscription rights of the shareholders, set from the nineteenth (19 th) to the twenty-two (22 nd) resolutions submitted to this Shareholders' Meeting shall be deducted from this overall limit.	Granted for a period of 26 months as from 26/03/2024		None
Ability to issue shares and/or securities giving access to the share capital of the company and/or securities giving the right of the allotment of debt instruments, without preferential subscription rights of the shareholders – through public offerings, other than those referred to in the Article L. 411-2 of the French Monetary and Financial Code. (EGM 26/03/2024 – Resolution n°19)	Autonomous limit of €6,000,000 (increase of the share capital) and overall limit of € 2, 000,000,000 (debt instruments).	Granted for a period of 26 months as from 26/03/2024		None
Ability to issue shares and/or securities giving access to the share capital of the Company and/or securities giving the right to the allotment of debt instruments, without preferential subscription rights of the shareholders – through public offers addressed exclusively to qualified investors or to a restricted circle of investors as defined in the article L. 411-2 of the French Monetary and Financial Code. (EGM 29/03/2022 – Resolution n°19)	Autonomous limit of €6,000,000 (increase of the share capital) and overall limit of €500,000,000 (debt instruments), it being specified that pursuant to Article L. 225 -136, 2 ^o of the French Commercial Code, the issue of new shares shall be limited to 20% of the share capital per year.	Cancelled by Resolution 20 by EGM 26/03/2024		Used on 03/02/2024 5,150,215 shares issued
Granted for a period of 26 months as from 29/03/2022				



Ability to issue shares and/or securities giving access to the share capital of the Company and/or securities giving the right to the allotment of debt instruments, without preferential subscription rights of the shareholders - through public offers addressed exclusively to qualified investors or to a restricted circle of investors as defined in the article L. 411-2 of the French Monetary and Financial Code. (EGM 26/03/2024 - Resolution n°20)	Autonomous limit of €6,000,000 (increase of the share capital) and overall limit of € 2, 000,000,000 (debt instruments), it being specified that pursuant to Article L. 225 -136, 2° of the French Commercial Code, the issue of new shares shall be limited to 20% of the share capital per year.	None
Ability to increase the number of shares and/or securities giving access to the share capital of the Company to be issued in the event of a share capital increase with or without preferential subscription rights of the shareholders (EGM 26/03/2024 - Resolution n°21)	The limit amount 15% of initial issue of shares, pursuant to the resolutions n° 18 and n°19 of the EGM of 26/03/2024 described above.	
Granted for a period of 26 months as from 26/03/2024		
Ability to decide to issue shares and/or securities giving or capable of giving access to the share capital of the Company as consideration for contributions in kind in shares and/or securities giving or capable of giving access to capital, without preferential subscription rights of shareholders. (EGM 26/03/2024 - Resolution n°22)	10% of the share capital of the Company at the date of the share capital increase (increase of the share capital) and overall limit of € 2, 000,000,000 (debt instruments).	None
Granted for a period of 26 months as from 26/03/2024		

Ability to increase the share capital through the capitalization of reserves, earnings or premiums or any other sum upon which capitalization would be permitted. (EGM 26/03/2024 – Resolution n° 23)	Autonomous limit of €6,000,000 (corresponding to the maximum nominal amount of the increase of the share capital).	None
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Ability to issue shares and/or securities giving or capable of giving access to the share capital of the Company, reserved for members of company savings plan, without preferential subscription rights of the shareholders (EGM 26/03/2024 – Resolution n° 24)	Autonomous limit of €6,000,000 corresponding to the maximum nominal amount of the increase of the share capital.	None
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Ability to grant free new or existing shares to the benefit of employees or corporate officers (EGM 26/03/2024 – Resolution n°25)	2% of the Company's share capital calculated on the granting date	None
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Ability to issue shares, without preferential subscription rights of the shareholders, to named beneficiaries EGM 27/03/2023 – Resolution n°13)	Nominal amount of the share capital increase or share capital increases limited to € 133,980.	None
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Ability to reduce the capital in accordance with Article L. 22-10-62 of the French Commercial Code; (EGM 26/03/2024 – Resolution n°26)	10% of the capital of the Company by period of 24 months.	None
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Granted for a period of period of (24) months as from 26/03/2024		

3.4 Remuneration of the Members of the Board and of the Executive Corporate Officers

I – Remuneration Policy of the Members of the Board and of the Executive Corporate Officers for the 2025 Fiscal Year (ex ante)

In accordance with Article L. 22-10-8 of the French Commercial Code, the corporate officers' remuneration policy, as described herein, will also be subject to a resolution to be proposed to the approval of the Shareholders' Meeting to be held on March 25th, 2025.

Remuneration Policy of the Chief Executive Officer

The following remuneration policy describes the remuneration policy for the Chief Executive Officer for the 2025 financial year, which was decided by the Board of Directors in its meeting held on February 5, 2025, upon proposal of the Remuneration and Nomination Committee, and which will be proposed to the approval of the shareholders' meeting to be held on March 25, 2025 (ex ante vote).

A. Main Features of the Remuneration Policy and Contribution Toward Promoting the Corporate Strategy and Long-Term Development of the Company

The remuneration policy for the Chief Executive Officer aims to remunerate the Chief Executive Officer appropriately in line with his tasks and responsibilities and to directly consider his performance and the success of the Company. Accordingly, the remuneration policy includes fixed remuneration components as well as short- and long-term variable remuneration components.

The Company strategy seeks to achieve profitable growth and a sustained, long-term increase in the value of the Company. This strategy is the basis from which the structure of the remuneration policy is derived for the Chief Executive Officer of Sartorius Stedim Biotech S.A.: The short-term variable remuneration depends on annual corporate targets that are aligned with key performance indicators for profitable growth of the Company. In addition to these, this short-term remuneration can also consider significant non-financial targets. Long-term remuneration depends on a corporate goal that reflects the sustainable and long-term growth of the Company and the Sartorius Stedim Biotech group; in addition, part of the long-term remuneration can also be aligned with meeting non-financial targets of the Company that are derived from the corporate strategy and are of material significance for the long-term positive further development of the Company. As a result, the company's remuneration policy creates incentives to promote the long-term and positive sustainable development of the Company.

B. Details of the 2025 Remuneration Policy

Remuneration components		Structure of the remuneration components		Maximum bonus (in % of the target amount)	Maximum remuneration	
Fixed Variable Cash	Fixed remuneration	Basic remuneration		100%	Maximum amount of all cash remuneration components for the respective fiscal year	
	Short-term variable remuneration	Sales revenue Order intake	40%	150%		
		Underlying EBITDA	40%			
		Ratio of net debt to underlying EBITDA	10%			
	Long-term variable remuneration	Employee engagement	10%	150%		
		Consolidated net profit	50%			
		Reduction of CO ₂ equivalent emission intensity	50%			

I. Remuneration Components

1. Overview of the Individual Remuneration Components

Remuneration consists of fixed and variable components. The fixed component is the fixed annual salary. The variable performance-based components are comprised of short-term components with a one-year assessment basis and of long-term components with a multi-year assessment basis.

2. Fixed Remuneration

Fixed annual remuneration is cash compensation related to a specific fiscal year and is based in particular on the area of duties and responsibilities of the respective executive corporate officer.

3. Variable Performance-Based Remuneration Components

a) Short-Term Variable Remuneration with a One-Year Assessment Basis

In addition to receiving fixed remuneration components, the Chief Executive Officer is entitled to receive short-term variable remuneration with a one-year assessment basis.

Target Parameters

Short-term variable remuneration on a one-year assessment basis consists of four individual components each related to different target parameters. There are three individual components related to the subordinate financial targets of average of sales revenue|order intake, underlying EBITDA, ratio of net debt to underlying EBITDA and as a non-financial subordinated target the employee engagement.

The target parameter of sales revenue|order intake is a measure of the average calculated from sales revenue and order intake and is a key performance indicator of growth. Underlying EBITDA (earnings before interest, taxes, depreciation and amortization) as a target parameter is adjusted for extraordinary items. This is a key profitability indicator of Sartorius Stedim Biotech Group and is used to provide a picture of Sartorius Stedim Biotech Group's operating development that is also internationally better comparable. The target parameter of the ratio of net debt to underlying EBITDA is calculated as the quotient of net debt and underlying EBITDA and is a key financial ratio regarding Sartorius Stedim Biotech Group's debt financing capacity. The target

parameter employees engagement currently polled twice a year within the scope of global employees' surveys.

To determine these financial target parameters, the Company provides regular reports as part of its periodic financial reporting. These targets are key control elements for profitable growth as well as for a sustainable and long-term increase in the value of the Company and serve to implement the overarching strategic goals of Sartorius Stedim Biotech Group. The non-financial target parameter employees engagement is an indicator of sustained employee retention, which is of essential importance for the competitiveness of a company on the labor market and thus for the long-term successful further development of the Company. As a result, this non-financial target parameter also promotes the overarching strategic goals of the Company. As ENPS has proven to be a particularly sensitive parameter with only limited informative value since its introduction, Board has decided for an alternative parameter that should adequately reflect employee engagement.

The remuneration policy intentionally does not rigidly prescribe the target parameters, however. Rather, the Board can set further target parameters, including non-financial ones, and/or replace existing target parameters by others. In turn, the particular target parameters must be used that the Company reports at least once annually as part of its periodic financial reporting. If non-financial target parameters are additionally used, these must be aligned with the targets that are derived from the corporate strategy and are of material importance for the long-term positive development of the Company. In adjusting financial target parameters, the Board shall ensure that the particular target parameters in their entirety continue to reflect key control elements for profitable growth as well as a sustainable and long-term increase in the value of the company. In addition, further non-financial targets may also be defined in the future. At least one target parameter is to be based on key indicators that measure the development of business volume and/or earnings.

Measurement of Target Achievement and Bonus Payment

For each target parameter, the Board determines a formula that is used to calculate the bonus to be paid for the respective individual component based on the degree of target achievement. In the process, the Board also defines (i) the minimum target achievement below which the bonus to be paid is zero, and (ii) the maximum target achievement above which the bonus to be paid does not increase further. As a result, the amount of a bonus to be paid is capped for each subordinate target at a maximum percentage of the individual target amount. This cap is currently 150% for all subordinate targets. However, the Board can elect to define a different cap in the future.

For every individual component of short-term variable remuneration on a one-year assessment basis, the Board shall set an individual target amount for each executive corporate officer before the beginning of a fiscal year. This target amount is used to determine the specific amount of a bonus to be paid based on the level of target achievement defined for the respective fiscal year. The targets are weighted for the individual Board members according to their area of responsibility.

In case of financial target parameters, the target at which the full target bonus amount is paid out (= 100% target achievement) is derived by the Board from the approved annual budget for the respective fiscal year and the level of target achievement is determined by comparison with the actual result, which is derived from the audited and approved consolidated financial statements for the respective fiscal year. If non-financial target parameters are aligned with values that are reported in the Sustainability Statement for the respective fiscal year, the degree of target achievement is determined by comparison of the target values with the actual results that are presented in the Sustainability Statement. In determining the level of target achievement, the Board can adjust the actual figure to allow for non-recurring, extraordinary circumstances and/or non-operating items for example resulting from acquisitions or divestments during the year.

Annual short-term variable remuneration is calculated for a fiscal year ended and paid in the following fiscal year. If an executive corporate officer joins or leaves the board without serving for a full year, his or her short-term variable remuneration will be calculated and determined on a pro-rated basis.

b) Long-Term Variable Remuneration Components

The long-term variable remuneration components for the Chief Executive Officer consist of the following two individual components: One component is related to the development of the consolidated net profit and one component to the reduction in CO₂ emission intensity as target parameters each in a four-year assessment period. As a result, the long-term variable remuneration components are also aligned with financial target parameters that measure profitable growth and a sustainable and long-term increase in the value of the Company and the achievement of the climate targets derived from the Company's sustainability strategy, and thus serve to implement the company's overarching strategic objectives.

The remuneration policy intentionally does not rigidly prescribe the target parameters currently used. Rather, the Board can set further financial and/or non-financial target parameters with at least a four-year assessment period, and/or replace existing target parameters by others. If the target parameters are financial targets, the Board must use those that the Company reports at least once annually as part of its periodic financial reporting. In adjusting financial target parameters, the Board shall ensure that the particular target parameters in their entirety continue to reflect key control elements for profitable growth as well as a sustainable and long-term increase in the value of the Company. If non-financial target parameters are additionally used, these must be aligned with the targets that are derived from the corporate strategy and are of material importance for the long-term positive development of the Company. Moreover, for each target parameter, the Board determines a formula used to calculate the bonus to be paid for the respective individual component based on the degree of target achievement. In the process, the Board also defines (i) the minimum target achievement below which the bonus to be paid is zero, and (ii) the maximum target achievement above which the bonus to be paid does not increase further. As a result, the amount of a bonus to be paid is capped for each subordinate target as a maximum percentage of the individual target amount.

The long-term variable remuneration components are each weighted at 50%. For each of the two individual components, the Board defines a separate individual target amount for every executive corporate officer before the beginning of a fiscal year. This target is used as the basis for calculating the specific bonus amount to be paid out based on the degree of achievement of the associated targets defined for the respective fiscal years.

Consolidated Net Profit

The individual component related to consolidated net profit has an assessment period of four consecutive fiscal years and begins with the fiscal year in which the tranche concerned is granted. A new tranche is granted on a rolling basis for each fiscal year that a member's appointment lasts. The amount paid out for a particular tranche depends on the total target achievement for the respective assessment period, which corresponds to the average target achievement for each of the four fiscal years of the relevant assessment period. For each fiscal year, the Board annually defines a target for consolidated net profit in euros, which is derived by the Board from the annual budget approved for the respective fiscal year.

To determine the level of target achievement for a fiscal year, the consolidated net profit, excluding amortization (reduction of the value of intangible assets from business combinations pursuant to IFRS 3) – as reported in the company's consolidated financial statements audited and approved – is compared to the particular target set by the Board. In individual cases, the Board may make further adjustments to the actual amount to allow for non-recurring, exceptional circumstances and/or non-operating items.

The amount to be paid out is determined based on the individual target amount and a formula defined by the Board. It provides for (i) a minimum target achievement which must be exceeded to receive a bonus and below which the amount paid out is zero, and (ii) a maximum target achievement, above which the bonus amount to be paid out does not increase further. The bonus paid out is thus capped in each case at a maximum percentage of the individual target amount. This cap is currently set at 150% and is reached at a target achievement level of 125%. In the future, however, the Board may also define a different cap.

This remuneration component is paid out at the end of the fourth fiscal year of the assessment period for the respective tranche.

Reduction of CO₂ Equivalent Emissions Intensity

This individual component related to the reduction of the CO₂ Equivalent Emissions Intensity has an assessment period of four fiscal years and begins with the fiscal year in which the tranche concerned is granted. A new tranche is granted on a rolling basis for each fiscal year. The amount paid out for a particular tranche depends on the individual target amount and target achievement for the respective assessment period. For each tranche, the Board annually defines a target for average annual reduction of the CO₂ Equivalent Emissions Intensity during the assessment period. This target corresponds to the current target of the Company's sustainability strategy in each case (currently a 10% reduction per fiscal year). To determine the target achievement of this parameter, the final value used is the actual value of the CO₂ Equivalent Emissions Intensity reached in the last fiscal year of the respective four-year assessment period for the corresponding tranche. In individual cases, the Board may make further adjustments to the actual value to allow for base effects and recording inaccuracies.

The amount to be paid out is determined based on the individual target amount and a formula defined by the Board. It provides for (i) a minimum target achievement, below which the amount paid out is zero, and (ii) a maximum target achievement, above which the bonus amount to be paid out does not increase further. The bonus paid out is thus capped in each case at a maximum percentage of the individual target amount. This cap is consistently set at 150% and is reached at a target achievement level of 150%. In the future, however, the Board may also define a different cap.

This remuneration component is paid out upon expiration of the fourth fiscal year in the respective period of assessment for the tranche concerned.

4. Commitments referred to in Article R. 22-10-14, II 6° of the French Commercial Code

The following commitments were subscribed by Sartorius AG, the controlling shareholder of the Company.

Earlier departure severance

Pursuant to a service agreement entered into between the Chief Executive Officer and Sartorius AG, the Chief Executive Officer has committed to a severance pay cap of a maximum of two annual salaries as a maximum, but not more than the salary of the remaining term of such service agreement, to cover cases in which the term of office of the executive corporate officer is terminated prematurely.

The severance payment is governed by German law relating to public listed companies and the Corporate Governance Code. It is a payment equivalent to a maximum of two years' salary, for the total of all payments, and calculated in accordance with recommendation G13 of the German Corporate Governance Code. The calculation breakdown consists of variable remuneration (based on past performance) + fixed remuneration + an estimate of long-term remuneration + any other element of the severance package. In any event, the total amount granted may not exceed this maximum amount equivalent to two years, whatever the grounds for claiming such remuneration.

In case the term of office of the corporate executive officers is terminated for good cause, no severance is due. Neither Sartorius AG nor Sartorius Stedim Biotech SA is paying extra-severance in the event of retirement.

Non-competition clause

The Chief Executive Officer has a post-contractual non-competition obligation in accordance with German law. This obligation will last for two years after an executive corporate officer has left the Sartorius Group. During this time, if the non-competition clause is not waived or terminated, this corporate executive officer member may claim half of his most recent annual remuneration received from Sartorius AG.



The rule for calculating the non-competition indemnity is "half the contractual benefits for each year of non-competition". This non-competition indemnity is not added automatically to the severance pay, but may form part of the amounts that make up a potential severance package.

The non-competition clause ceases to apply when the employee, retires from work, i.e. enters into an invalidity pension, an occupational invalidity pension or an early retirement pension. The retired person is not entitled to any non-competition indemnity for the period following his or her retirement. Furthermore, none of the members of the Board of Directors may be reappointed beyond the end of the calendar month in which a member of the Board of Directors reaches the age of 65 according to Sartorius AG.

Pension commitments

The Chief Executive Officer and current Chairman at the date of the document receive performance-related benefit commitments under a defined benefit plan when reappointed for the first time. In addition to including a basic pension, these commitments provide for the executive corporate officer to make his own contribution from his variable earnings and for the company to match this contribution by a bonus amount. A corporate officer may choose to receive such defined benefits in the form of a monthly retirement pension for old age or as a one-time payment to cover the member's retirement pension for old age and invalidity as well as in the form of survivor's benefits for the surviving spouse and children of the decedent.

Beyond such commitments, the current Chairman of the Board is additionally entitled under a former company pension scheme to receive performance-based retirement benefits based on the salary of a German federal civil servant classified as grade 10 of salary class B for ministry officials according to the Federal Civil Service Remuneration Act (*Bundesbesoldungsgesetz*). Such benefits are paid in the form of a retirement pension for old age and invalidity as well as in the form of survivors' benefits for the surviving spouse and children of the decedent.

After an executive corporate officer has turned 65, this shall be considered the regular age limit at which this executive corporate officer shall automatically be entitled to receive all such benefits. This pension commitment will be paid by Sartorius AG.

II. Procedure for Establishing and Implementing as well as Reviewing the Remuneration Policy

The Board of Directors shall establish and regularly review the remuneration policy for the Chief Executive Officer in accordance with legal requirements and propose changes to the Annual Shareholders' Meeting. The remuneration itself will be paid on behalf of Sartorius Stedim Biotech S.A. by the parent company Sartorius AG to the Chief Executive Officer. In turn Sartorius Stedim Biotech S.A. reimburses Sartorius AG at cost.

The Chief Executive Officer's fixed annual remuneration may change regularly, and more than at long intervals. Such remuneration changes are accompanied by a procedure in compliance with these policy principles and the ones described in Article 26.1.2 of the Code Afep-Medef. The decision is made via a discussion within the Remuneration & Nomination Committee, and is afterwards approved by the Board of Directors and proposed to the Shareholder meeting for approval.



In respect of the principles and criteria above mentioned, the Board of Directors, in its meeting held on February 5, 2025, decided that the remuneration policy of the Chief Executive Officer for the 2025 fiscal year will be as follows (variable remuneration under the assumption of 100% target achievement):

	in €	Chief Executive Officer % of total remuneration
Fixed remuneration	850,000	51.5%
Variable 1 year	550,000	33.3%
Order Intake Sales	220,000	13.3%
Underlying EBITDA	220,000	13.3%
Net debt to underlying EBITDA ratio	55,000	3.3%
Employees satisfaction	55,000	3.3%
Variable multi year	250,000	15.2%
Net result	125,000	7.6%
CO ₂ e intensity reduction	125,000	7.6%
Total	1,650,000	100.0%

Remuneration Policy of the Chairman of the Board

The Chairman of the Board, having a mandate at Sartorius group level, receives no remuneration from the Company, according to the remuneration policy of the Directors, as described below.

Remuneration Policy of the Directors

The remuneration of the Directors comprises fixed remuneration, variable remuneration and reimbursement of out-of-pocket expenses. Directors also serving as a member of a committee of the Board of Directors receive higher fixed remuneration as described below.

Directors' fees are calculated on an annual basis. For the 2025 fiscal year, subject to approval of the annual shareholders' meeting to be held on March 25, 2025, the Board of Directors, in its meetings held on February 5, 2025, and February 11, 2025, decided, upon proposal of the Remuneration and Nomination Committee, that the remuneration policy of the Directors shall be as follows.

Each Director receives a fixed remuneration of €20,000 per year, to be paid after the annual financial statements have been approved by the Annual Shareholders' Meeting and which falls due for payment after the Annual Shareholders' Meeting. The Chairman of the Board receives twice this amount. The Lead Independent Director, if any, receives a fixed lump-sum amount of €8,000 per full year. Furthermore, members of the Board receive an attendance fee of €5,000 per meeting for the first six (6) meetings per year and reimbursement of its expenses in addition to the fixed remuneration. For additional meetings, the members of the Board receive an attendance fee of €3,000 per meeting.

- For their membership in the Audit Committee, each Director receives a lump-sum amount of €7,000 per full year of membership in addition to the attendance fee of €4,500 per meeting. The chairmanship of the Audit Committee receives a lump-sum amount of €14,000 per full year that he or she holds the chairmanship in addition to the attendance fee.
- For their membership to the Remuneration & Nomination Committee, each Director receives a lump-sum amount of €7,000 per full year of membership in addition to the attendance fee of €4,500 per meeting.



The chairmanship of the Remuneration & Nomination Committee receives a lump-sum amount of €14,000 per full year that they hold the chairmanship in addition to the attendance fee.

The remuneration for the activities on any committee is due together with the remuneration under the terms of previous Subsection hereof.

- Any value-added tax is reimbursed by the Company, insofar as the members of the Board are entitled to invoice the Company separately for the value-added tax and they exercise this right.
- All these resolutions will not be applied for the Directors that got an executive top management activity at group level, as well as for the Director(s) representing employees. In this context, the executive corporate officers of the Company (i.e the Chairman of the Board and the Chief Executive Officer), as well as the Director(s) representing employees will not receive any remuneration for their membership.

The remuneration policy of the directors, as described above, has been determined by the Board of Directors in its meetings held on February 5, 2025, and February 11, 2025, upon recommendation of the Remuneration and Nomination Committee, and will be submitted for approval to the shareholders' meeting to be held on March 25, 2025. Pursuant to the Afep-Medef Code, the variable part of the remuneration is higher than the fixed part of the remuneration.

It is specified that the Board of Directors, in its meetings held on February 5, 2025, and February 11, 2025, upon recommendation of the Remuneration and Nomination Committee, has set the total maximum annual amount of Directors' remuneration to be distributed among the directors in respect of the 2025 financial year in accordance with the remuneration policy above at 640,000 € and will be submitted for approval to the shareholders' meeting to be held on March 25, 2025.

II – Remuneration Paid or Awarded to the Members of the Board and to the Executive Corporate Officers for the 2024 Fiscal Year (ex post)

The purpose of this report is to present a detailed explanation of the information mentioned in Article L. 22-10-9 of the French Commercial Code concerning the remuneration paid or awarded to the corporate officers for the 2024 fiscal year. This information will be subject to resolutions that will be proposed to the approval of the Shareholders' Meeting to be held on March 25th, 2025.

In accordance with the provisions of Article L. 22-10-34 of the French Commercial Code (ex post vote), the tables below describe:

- the fixed, variable and extraordinary components of the remuneration and the benefits of all kinds paid or awarded to Mr. Joachim Kreuzburg as Chairman from January 1st, 2024 to December 31, 2024;
- the fixed, variable and extraordinary components of the remuneration and the benefits of all kinds paid or awarded to Mr. René Fáber as Chief Executive Officer from January 1st, 2024 to December 31, 2024;

and

- the remuneration of the directors for the 2024 financial year.

Tables Summarizing the Remuneration and Options and Shares Granted to each Executive Corporate Officer

Until December 31, 2021, the executive corporate officers received their remuneration from Sartorius AG, the ultimate parent of the Company. A part of their various remuneration components was charged to the Company and other members of the Sartorius Stedim Biotech Group to reflect their services for the respective companies. As from January 1st, 2022, the remuneration of executive corporate officers is paid on behalf of Sartorius Stedim Biotech S.A. by the parent company Sartorius AG. In turn the Company has reimbursed Sartorius AG at cost.

Tables No. 1 of Annex 2, AMF position-recommendation No. 2021-02

René Fáber
(Chief Executive Officer from March 28, 2023)

€ in Thousands	Year 2024	Year 2023
Remuneration awarded	1,208	647
Valuation of multi-year variable remuneration awarded during the reporting period	0	0
Valuation of options granted during the reporting period	0	0
Valuation of performance shares granted during the reporting period	0	0
Valuation of other sections of long-term remuneration	0	0
Total	1,208	647

Joachim Kreuzburg
(Chief Executive Officer until March 27, 2023)

€ in Thousands	Year 2024 ¹	Year 2023
Remuneration awarded	0	198
Valuation of multi-year variable remuneration awarded during the reporting period	0	0
Valuation of options granted during the reporting period	0	0
Valuation of performance shares granted during the reporting period	0	0
Valuation of other sections of long-term remuneration	0	0
Total	0	198

¹Since March 28, 2023, Mr. Joachim Kreuzburg is only Chairman of the Board of Directors of the Company. Consequently, pursuant to the remuneration policy applicable to the Chairman for the 2024 financial year, he has received no remuneration from the Company.

René Fáber
(Deputy Chief Executive Officer until March 27, 2023)

€ in Thousands	Year 2024	Year 2023
Remuneration awarded	0	143
Valuation of multi-year variable remuneration awarded during the reporting period	0	0
Valuation of options granted during the reporting period	0	0
Valuation of performance shares granted during the reporting period	0	0
Valuation of other sections of long-term remuneration	0	0
Total	0	143

Summary of the Remuneration for Each Executive Corporate Officer

Tables No. 2 of Annex 2, AMF position-recommendation No. 2021-02

René Fáber
(Chief Executive Officer from March 28, 2023)

€ in Thousands	Year 2024		Year 2023	
	Amounts awarded	Amounts paid	Amounts awarded	Amounts paid
Fixed remuneration	750	750	450	450
Annual variable remuneration	258	0	0	0
Multi-year variable compensation	200	0	197	0
Exceptional remuneration	0	0	0	0
Remuneration awarded for the director's mandate	0	0	0	0
Benefits in kind	0	0	0	0
Total	1,208	750	647	450

Joachim Kreuzburg (Chief Executive Officer until March 27, 2023)

€ in Thousands	Year 2024 ¹		Year 2023	
	Amounts awarded	Amounts paid	Amounts awarded	Amounts paid
Fixed remuneration	0	0	133	133
Annual variable remuneration	0	0	0	0
Multi-year variable compensation	0	0	66	0
Exceptional remuneration	0	0	0	0
Remuneration awarded for the director's mandate	0	0	0	0
Benefits in kind	0	0	0	0
Total	0	0	198	133

¹ Since March 28, 2023, Mr. Joachim Kreuzburg is only Chairman of the Board of Directors of the Company. Consequently, pursuant to the remuneration policy applicable to the Chairman for the 2024 financial year, he has received no remuneration from the Company.

René Fáber
(Deputy Chief Executive Officer until March 27, 2023)

€ in Thousands	Year 2024		Year 2023	
	Amounts awarded	Amounts paid	Amounts awarded	Amounts paid
Fixed remuneration	0	0	90	90
Annual variable remuneration	0	0	0	122
Multi-year variable compensation	0	0	53	0
Exceptional remuneration	0	0	0	0
Remuneration awarded for the director's mandate	0	0	0	0
Benefits in kind	0	0	0	0
Total	0	0	143	212



Details on the Variable Remuneration Due or Awarded for Each Executive Corporate Officer for the 2024 Fiscal Year

		Chief Executive Officer		
in €	Minimum	Maximum	Target remuneration	Target achievement
Variable 1 year			450,000	257,580
Order Intake Sales	0%	120%	180,000	109,980
Underlying EBITDA	0%	120%	180,000	147,600
Net debt to underlying EBITDA ratio	0%	120%	45,000	0
Employees' Net Promoter Score	0%	120%	45,000	0
Variable multi year			200,000	200,000
Net result	0%	120%	100,000	100,000
CO ₂ e intensity reduction	0%	120%	100,000	100,000
Total			650,000	457,580

The maximum annual variable compensation with an assumption of 100% target achievement amounted to 46% of total remuneration for the Chief Executive Officer for the 2024 fiscal year.

Table on Directors' Meeting Fees and Other Remuneration Received by Board Members

Table No. 3 of Annex 2, AMF position-recommendation No. 2021-02

€ in Thousands	Year 2024		Year 2023	
	Amounts awarded	Amounts paid	Amounts awarded	Amounts paid
Dr. Joachim Kreuzburg	0	0	0	0
Fixed part	0	0	0	0
Variable part	0	0	0	0
Other remuneration	0	0	0	0
Pascale Boissel	101	93	93	71
Fixed part	36	36	36	50
Variable part	65	57	57	20
Other remuneration	0	0	0	0
Henri Riey	62	56	56	54
Fixed part	20	20	20	37
Variable part	42	36	36	17
Other remuneration	0	0	0	0
Susan Dexter	95	84	84	64
Fixed part	30	30	30	44
Variable part	65	54	54	20
Other remuneration	0	0	0	0
Anne-Marie Graffin	107	91	91	70
Fixed part	42	34	34	48
Variable part	65	57	57	22
Other remuneration	0	0	0	0
Lothar Kappich	95	84	84	68
Fixed part	30	30	30	46
Variable part	65	54	54	22
Other remuneration	0	0	0	0
Total	458	408	408	326

Performance Shares Available for Each Board Member

Not applicable.

Performance Shares Granted to Board Members

There is no performance share program in place for the board members of Sartorius Stedim Biotech S.A.

Stock Options Granted During the Reporting Period to the Board Members by the Issuer or Any Other Company of the Group

Table No. 4 of Annex 2, AMF position-recommendation No. 2021-02 is not applicable.

Stock Options Exercised During the Reporting Period by Each Board Member

Table No. 5 of Annex 2, AMF position-recommendation No. 2021-02 is not applicable.

Stock Options Granted | Historical Information

Table No. 8 of Annex 2, AMF position-recommendation No. 2021-02 is not applicable.

Stock Options Granted or long term variable remuneration to the Top Ten Non-Corporate Officers and Exercised by Them

Table No. 9 of Annex 2, AMF position-recommendation No. 2021-02 is not applicable.

Certain employees at the first and second level below the Board of Directors (N-1 and N-2) participate in a virtual performance share plan with a duration of 4 years per tranche (long term variable remuneration). The key performance indicators are "organic sales growth", "underlying EBITDA margin" and "CO₂ intensity reduction", as well as the development of the Sartorius AG share price.

Bonus Share Issues | Historical Information

Table No. 10 of Annex 2, AMF position-recommendation No. 2021-02 is not applicable.

Summary of the commitments made to the Executive Officers by Sartorius Stedim Biotech SA

Table No. 11 of Annex 2, AMF position-recommendation No. 2021-02 is not applicable.

Remuneration Ratios

Remuneration ratios are the ratios between the level of remuneration of the executive corporate officers and the average and median remuneration of the Company's employees. The table was prepared in accordance with the provisions of Article L. 22-10-9, I of the French Commercial Code.

In order to comply with the AFEP-MEDEF Code, and with the AFEP Guidelines on remuneration ratios published in February 2021, and despite the absence of employees within the Company, the following ratios have been established. This analysis includes the French subsidiaries held, directly or indirectly, by the Company on January 1st of the considered year, i.e. Sartorius Stedim FMT SAS, Sartorius Stedim Aseptics SAS, Sartorius Chromatography Resins SAS, Sartorius Chromatography Equipment SAS, and Sartorius Stedim France SAS, Polyplus transfection SA and Bio Elpida SAS.

The numerator of the ratios "Package paid for Mr. Joachim Kreuzburg" and "Package paid for Mr. René Fáber" is made of the details specified in the above tables and takes into account the separation of the functions of Chairman of the Board of Directors and Chief Executive Officer. The figures for 2023 and 2024 are not comparable to the previous years. Until December 31, 2021, only the portion recharged to Sartorius Stedim Biotech S.A. was considered.

Figures corresponding to the denominator relate to:

- The number of employees, the calculation of employees (full time, and “continuously present”)
- The figures taken into account to calculate the wages of 2024. To ensure consistency, all the wages paid to the employees in 2024 have been considered: fixed salary, yearly bonus, exceptional premium and benefits.

		2024	2023	2022	2021	2020
René Fáber (Chief Executive Officer from March 28, 2023)	Annual compensation € in Thousands	750	450			
	Change in %	67%				
	Ratio / average compensation	15	9			
	Change in %	67%				
	Ratio / median compensation	17	10			
	Change in %	67%				
Joachim Kreuzburg (Chief Executive Officer until March 27, 2023)	Annual compensation € in Thousands	0	364	1303	472	427
	Change in %		-72%	176%	11%	
	Ratio / average compensation	0	7	25	9	9
	Change in %		-71%	179%	-3%	
	Ratio / median compensation	0	9	32	11	12
	Change in %		-71%	180%	-4%	
René Fáber (Deputy Chief Executive Officer until March 27, 2023)	Annual compensation € in Thousands	0	212	651		
	Change in %		-67%			
	Ratio / average compensation	0	4	13		
	Change in %		-67%			
	Ratio / median compensation	0	5	16		
	Change in %		-67%			
Employees	Average compensation	54	51	51	52	53
	Change in %	6%	0%	-2%	-1%	
	Median compensation	43	43	40	41	42
	Change in %	1%	8%	-2%	-1%	
Group Performance	Underlying EBITDA	779	785	1,221	1,033	605
	Change in %	-1%	-36%	18%	71%	

3.5 Independent Auditors' Fees

Principal Independent Auditors

KPMG S.A.

Le Mirabeau
4 quai d'Arenc - boulevard Jacques Saadé
F-13002 Marseille
France

Represented by François Assada.

First commissioned by the Annual General Shareholders' Meeting on 7 April 2015.

Date commission expires: 2027 Annual General Shareholders' Meeting to approve the 2026 financial statements.

Member of the Compagnie régionale de Aix-Bastia.

PricewaterhouseCoopers Audit

63 rue de Villiers
92200 Neuilly-sur-Seine
France

Represented by Céline Darnet and Cédric Minarro.

First commissioned by the Annual General Share-holders' Meeting on 26 March 2024.

Date commission expires: 2030 Annual General Shareholders' Meeting to approve the 2029 financial statements.

Member of the Compagnie régionale de Versailles.

Independent Auditors' Fees

€ in Thousands	KPMG			PricewaterhouseCoopers		
	2024	2023	2024	2023	2023	2023
Audit						
Independent audit, certification, parent company & consolidated financial statements						
Parent company	78	24.9%	85	5.8%	91	29.1%
Subsidiaries	230	73.5%	1,383	94.2%	1,967	628.5%
Services directly related to audit services						
Parent company	0			70		
Subsidiaries	5			3		
Subtotal	313	100%	1467.6	100%	2,131	95%
Other services						
Legal, tax, corporate	0	0.0%	0	0.0%	110	4.9%
Information technology, other	0	0.0%	0	0.0%	0	0.0%
Subtotal	0	0.0%	0	0.0%	110	4.9%
Total	313	100.0%	1,468	100%	2,241	100.0%

€ in Thousands	Other			Total		
	2024	2023	2024	2023	2023	2023
Audit						
Independent audit, certification, parent company & consolidated financial statements						
Parent company				169	5.7%	85
Subsidiaries	342	63.5%	526	65.5%	2,539	85.3%
Services directly related to audit services						
Parent company						
Subsidiaries	38					
Subtotal	380	70.6%	526	65.5%	2,708	91.0%
Other services						
Legal, tax, corporate	140	26.0%	259	32.3%	249	8.4%
Information technology, other	18	3.4%	18	2.2%	18	0.6%
Subtotal	158	29.4%	276	34.5%	268	9.0%
Total	538	100.0%	802	100%	2,976	100.0%