

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

Extract from the Universal Registration Document 2024

# 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 have 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.