

Sartorius Stedim Biotech

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

Extract from the Universal Registration Document 2025

# Assessment of the Board of Directors and Training

## Policy of the Board of Directors

Each year, the Board of Sartorius Stedim Biotech S.A. evaluates its own functioning, assessing its effectiveness, and ensuring that key issues have been properly prepared and addressed. It also reviews the individual contribution of its members to the Board's activities. To run this assessment, an online questionnaire is sent in advance to Board members, which encompasses around 30 questions, covering the most important aspects of the Board's activity. This questionnaire includes several questions on the work of its Chairman, the flow of information as well as the quality of meeting management. Other questions deal with the work of the two Committees.

The results and a report on the questionnaire are discussed each year. In the reporting year, eight Board members have completed this written questionnaire and this self-evaluation was discussed during the Board of Directors' meeting in December.

In addition, the Lead Independent Director conducts, on regular basis, every 3 years a personal interview with every Board member based on a semi-open interview guideline to complement the written survey. The next individual interviews are due to occur in 2026. The results of this exercise will be shared and discussed by the Board of Directors.

### **Strengths**

The Board pointed out the good professional qualifications and experience and also active participation of each member in the discussions. Absenteeism continued to be on a very low level in the reporting period. The frequency, preparation, and management of meetings was considered to be satisfactory, and the Board members highlighted the open and focused discussions that take place. The interface between the Board and the Committees is deemed satisfactory. In addition, the members valued the effective work of the two committees as well as the cooperation with the company's auditors.

### **Areas for Improvement**

While the new Board members highlight their initial positive feedback, they also mentioned that they need more time to provide a relevant full assessment. The Board members as a whole acknowledge and welcome the intent of the new Chairman to foster an ongoing dialogue above and beyond regular meetings. It has been recommended that the questionnaire be refined to provide additional space for open comments.

### **Onboarding for New Members of the Board of Directors / Training**

Understanding the Company's business, which includes its products, 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. As far as the Chairman is concerned, a strong and very significant onboarding process was carried out throughout the Group.

The onboarding is followed by regular training and update sessions that are offered to the Board members ;

In 2025, in addition to trainings that Board members undertake by themselves, the Company provided trainings focused on sustainability and on the Advanced Therapy Solutions business and products.