Sustainability Factbook 2025

Content

1. Foreword

Dear readers,

For tesa and our customers, sustainability is redefining competitiveness and is driving the next wave of innovation for our customers across industries. In a world facing global warming, resource scarcity, and evolving regulations, sustainability has become the foundation for how we create customer value at scale for our customers, strengthen our teams, and shape the future of adhesive solutions to turn innovation into real-world impact through partnership.

As an innovation-driven manufacturer operating within complex global value chains, we have both the opportunity and the responsibility to drive positive change. Our technologies connect industries, products, and people. With that comes responsibility to make this impact more sustainable. Guided by internationally recognized frameworks such as the UN Global Compact and the Sustainable Development Goals, we are shaping solutions that combine measurable environmental and societal impact with long-term business success.

In 2025, we made measurable progress. We reduced our Scope 1 and 2 emissions by 50% compared to the 2018 baseline – a clear step toward climate-neutral production and more resilient operations. This achievement reflects the dedication of our global teams, wo continue to optimize energy efficiency, expand renewable energy use, and rethink how we operate every day.

We advanced sustainability across our value chain. By the end of 2025, 32 percent of our products and packaging came from recycled or bio-based materials. Tackling scope 3 emissions remain a key challenge and a major lever for impact. In 2025, we worked closely with around 50 suppliers to develop CO_2 reduction roadmaps and expanded initiatives such as our Supplier Green Energy Program. These joint efforts underscore that progress depends on long-term partnerships, transparency, and collective action.

Looking ahead, the focus is clear: continuing to drive transformation in line with our 2030 targets with clear priorities and execution discipline. This means further reducing emissions across the value chain, scaling the use of recycled and bio-based materials and expanding circular solutions. Innovations such as our debonding on demand technologies show how sustainability and customer value go hand in hand – enabling strong, reliable bonds that can be removed precisely and cleanly when needed. These solutions support repairability, rework ability and recycling of products, enabling circular design from the beginning to help our customers reduce waste, save resources, and improve total cost of ownership.

Our journey is far from over, but our direction is clear. By combining technological excellence, strong partnerships, and a shared commitment to action, we are creating sustainable solutions that deliver measurable value for our customers, for society, and for the long-term success of our business.

None of this progress would be possible without our people. They are the driving force behind our transformation – the creators, innovators and collaborators who turn expertise into impact every day. To everyone contributing to this transformation, our 5,400 employees worldwide, our partners, and our customers, thank you for your dedication, creativity, and trust. Together, we are shaping a more sustainable future and setting new standards for responsible industry leadership.

Dr. Kourosh Bahrami, CEO tesa SE

Global Innovation and Local Presence: The tesa Business Model

tesa has been bonding materials and bringing ideas, people and markets together for more than 125 years. As a global driver of innovation in more than 100 countries, tesa is now a multinational company that develops innovative adhesive tapes and self-adhesive product solutions for industry, commercial customers and consumers.

A portfolio of more than 7,000 products now helps improve the works, products and lives of tesa customers. tesa® solutions can be found in many future-defining technologies, from electric cars to smartphones. An electric car, for example, can feature more than 130 tesa® adhesive tapes, and a smartphone over 70. These products may go unseen by the people who use them, but they can help make everyday devices lighter, more efficient and more durable.

Two pillars of success

The tesa business model is based on two strong pillars. The first comprises tailored solutions for industry, which account for a majority of all sales. tesa works closely with customers to develop innovative products, improve existing ones and optimize processes.

The second pillar consists of solutions for consumers and professional craftsmen. With around 300 applications in the tesa® portfolio — including the well-known tesafilm® — tesa makes everyday life easier for millions of people worldwide, whether they are pursuing hobbies or renovating their homes. The tesa Group's total sales in 2025 amounted to €1.7 billion (2024: €1.7 billion)

A global network with local roots

Based in Norderstedt near Hamburg, tesa has developed a global production network with six plants — two in Germany and one each in Italy, China, the US, and Vietnam. We test our applications at eleven Customer Solution Centers to ensure they comply with the highest standards and fulfill customer requirements as effectively as possible. In addition, the local-for-local approach in the supply chain shortens transportation distances and enables fast response times. With dedication and expertise, around 5,300 employees drive tesa's success and shape the company's future.

Innovation as a driving force, sustainability as a priority

tesa's largest competitive advantage is its ongoing search for new solutions and efforts to push the boundaries of what's possible. This capacity for innovation is an integral part of the company's DNA. With its sights clearly set on future trends and technologies, the company is doing its part to promote progress in the adhesive industry. More than 600 experts in product and technology development do their best every day to launch innovative products that not only fulfill current requirements and expectations but often exceed them, while also setting new standards.

tesa's innovative power is also a key driving force for everything associated with the development of more sustainable products and solutions. As an international company, manufacturer of innovative adhesive solutions, business partner and employer, tesa has made sustainability a top priority and is working relentlessly to transform the business for a more sustainable future.

2. Sustainability Strategy

We are committed to creating sustainable adhesive products and solutions that reduce our environmental impact and support our customers in reaching their sustainability targets. Guided by a science-based approach, we leverage our expertise to drive innovation.

We firmly believe that our company can achieve long-term market success and growth only with a sustainable approach. We are positioning ourselves as a future-oriented company with a clear focus on sustainability, innovation and digitalization. The sustainability strategy is an integral part of our corporate strategy. We achieve long-term growth by focusing on innovation and promote the sustainability transformation through transparency, consistency and responsibility. There are five action areas in which we address strategically relevant topics that represent our company's value chain and therefore have a significant impact on the sustainability transformation in our business. These strategically relevant topics include product development, the purchase of raw materials and goods, production, energy supply, logistics and the end of life of our products.

tesa provides employees across all levels and functions with the awareness, knowledge and skills they need to ensure a successful, comprehensive transformation at the company and thus make sustainability an integral part of all its business activities.

2.1 Key Strategic Action Areas

To implement our strategy, we have established ambitious goals throughout all these action areas, which we plan to achieve by 2030.

Reduce emissions

In the "Reduce emissions" action area, we are working hard to lower our global emissions in in-house production and in upstream and downstream processes. The corresponding goals we have set for ourselves are ambitious. In addition to reducing absolute energy consumption, increasing energy efficiency also plays a key role. To achieve this goal, we are increasingly making use of technologies that use resources and energy more sparingly.

- We are committed to climate-neutral production relative to the base year of 2018 (Scope 1 and 2).
- Our plan is to reduce indirect emissions along the value chain by 20% compared with the base year of 2018 (Scope 3).

Source responsibly

Our aim is to ensure compliance with fair working conditions, human rights and environmental standards along the supply chain, which is why we are making every effort to evaluate suppliers more thoroughly than ever before, and to help them to develop accordingly. For example, we invite our partners to undergo a comprehensive assessment on the EcoVadis rating platform and thus ensure that they share our sustainability standards. Our long-term goal is to procure our raw materials in a way that is 100% responsible and sustainable.

- We aim to make our supply chains fully transparent.
- We ensure that at least 80% of our direct spend goes to suppliers that share our sustainability standards.

Rethink materials

More than 600 product developers, chemists and engineers are working on developing technologies and products that make our own tesa® adhesive solutions more sustainable or help increase the sustainability of our customers' products and processes. We are making every effort to reduce non-recycled fossil-based plastics and are moving increasingly toward the use of recycled and bio-based materials.

- 70% of the materials used in our products and packaging should be recycled or bio-based.
- We aim to cut our use of non-recycled fossil-based plastics in half. We already achieved this for our packaging by the end of 2025.

Push circularity

We promote the circular economy and conserve resources, with a key focus on preventing waste. Where waste is unavoidable, we will try to recycle it through various means. In addition, tesa will invest extensively in further development of solvent-free production technologies.

- By 2030, we will offer selected products with sustainable end-of-life solutions.
- We are investing extensively in solvent-free processes and full recovery of solvents.

Support customers

For many of our customers, transforming their business, services and products for greater sustainability is also a key goal. With our more sustainable adhesive solutions and products, our plan is not only to minimize our own environmental footprint, but also to help our customers achieve their sustainability goals.

- We offer our customers innovative adhesive solutions that can help make their processes and products more sustainable.
- We will make it possible to measure the results of our joint efforts.

2.2 Sustainability Management

The Executive Board is responsible for sustainability and for implementing the strategy.
In 2024, the new Technology Board role was created, which is also responsible for sustainability. Technology and sustainability are closely intertwined in this function; the new Executive Board position underlines our science-based approach and our commitment to developing and promoting more sustainable adhesive solutions.

The Corporate Sustainability department is managed by the Head of Sustainability, who reports directly to the Executive Board and is responsible for the global sustainability strategy.
Program managers are in charge of programs with roadmaps and action plans, ensuring successful integration of sustainability throughout all the departments.

With a global network of selected employees, we work across all regions and functions to implement our action plans and achieve milestones along our journey to our 2030 sustainability goals.

We also maintain constant dialogue with our external stakeholders. Such discussions allow us to review our sustainability efforts on an ongoing basis and to incorporate current social and environmental trends into our strategic planning.

2.3 Ratings and Assessments

External, independent assessments are conducted on the basis of respected ratings that comprehensively evaluate sustainability performance on a high level. They not only increase the trust of customers, the general public and other stakeholders, but also help us objectively measure and compare our own performance. The requirements and recommendations resulting from the assessments can also serve as a foundation for internal improvements and motivate us to implement and continuously optimize more sustainable processes. Based on our research, CDP and EcoVadis are the forms of assessment most relevant to tesa.

CDP

CDP collects environmental data from companies at regular intervals on behalf of investors and now maintains the world's largest database of this type. CDP has recognized our efforts in the area of climate protection with the best score of A. tesa received a score of B in the area of water. We are continuing to prioritize various measures to improve this rating.

EcoVadis

EcoVadis, a well-known rating platform for companies with global procurement chains, has presented us with the Gold Medal in recognition of our sustainability achievements, which places tesa among the top 5% of outstanding companies.

3. Environment

We as a company plan to help limit the increase in the global average temperature. The Science Based Target initiative (SBTi) has validated and confirmed our net-zero target for 2045, which was formulated in partnership with our parent company, Beiersdorf. Our gradual emission reduction targets extend to both upstream and downstream processes as well as our own production. We also aim to use resources more efficiently and carefully by promoting the circular economy, with a focus on waste prevention, technological innovations and full recovery of solvents.

3.1 Energy & Emissions

We have established goals for reducing our emissions and plan to achieve climate-neutral production by 2030 (-90% Scope 1 & 2 vs. 2018). We also aim to reduce our Scope 3 emissions by 20% in absolute terms within the same period. Our contribution to overcoming the global climate crisis and accelerating the positive economic shift to greater sustainability is a central driving force of our efforts and, consequently, climate protection is a core element of our sustainability strategy. Our management is responsible for overseeing relevant decisions relevant to the climate, which includes monitoring progress in attaining climate targets and implementing the corresponding climate protection measures.

Reducing emissions

We record, consolidate and analyze our energy consumption and calculate our GHG emissions in accordance with the guidelines of the Greenhouse Gas Protocol (GHG Protocol). In 2025 we recalculated our base year 2018 due to enhancements in quality of data.

By the end of 2025, we cut Scope 1 and 2 emissions by 50.2% from 83,213 tCO_2 in 2018 to 41,418 tCO_2, achieving our -50% target (see Figs. 1 & 2). This was due to more renewable energy use and AI-optimized energy management. GHG emissions per metric ton of product dropped 46% compared to 2018 (see Fig. 3).

Figure 1

Scope 1 & 2 emissions in t CO_2e	**2018**	**2024**	**2025**
Scope 1 emissions	66,029	50,940	41,005
Scope 2 emissions	17,184	477	413
Total	**83,213**	**51,417**	**41,418**

Figure 2

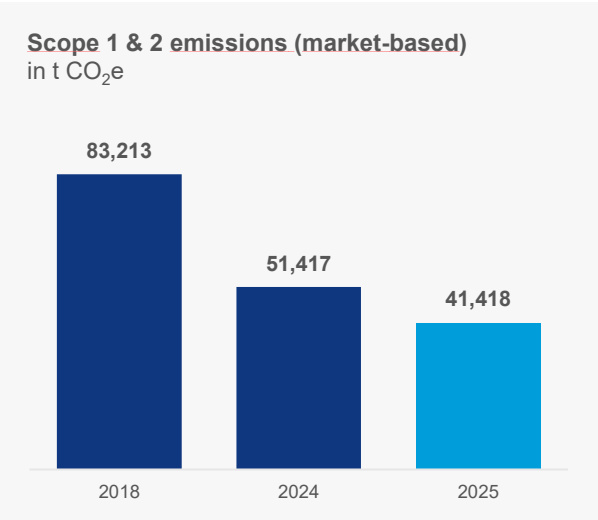
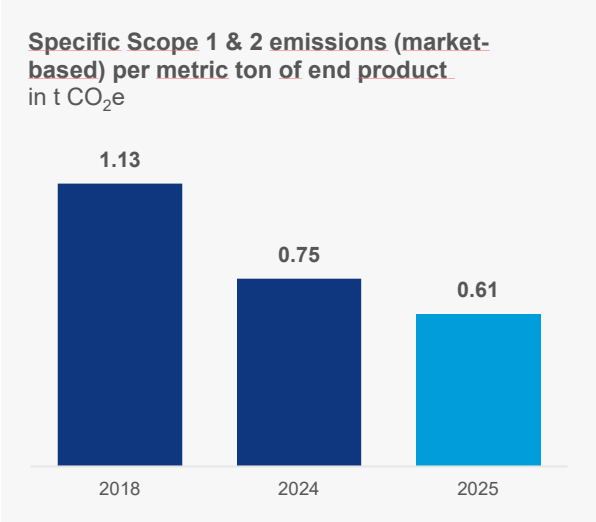


Figure 3



Energy savings and energy efficiency

To achieve climate-neutral production (Scope 1 & 2) by 2030, we have developed a comprehensive energy strategy that combines energy-saving measures and increased efficiency with the use of renewable energies rather than fossil fuels.

The chemical industry uses a great deal of energy, with many processes requiring high temperatures and pressure. Whether we achieve our ambitious 2030 climate target will depend largely on the success of our efforts to reduce our energy consumption per metric ton of end product. Specifically, we plan to minimize the use of natural gas, which is employed primarily in steam generation, coating systems and the operation of our combined heat and power (CHP) plants, replacing it with sustainable energy sources.

Reducing energy consumption always goes hand in hand with more efficient use of available resources. Technological advancements such as the introduction of solvent-free processes, for example, also play a major role in improving the energy efficiency of our plants and manufacturing operation. tesa's plant in Sparta, USA, transitioned to solvent-free production in 2023. By 2024, this change lowered CO_2 emissions by about 1,000 metric tons compared to the prior year. See Fig. 4 for the overview of energy consumption in 2025.

Figure 4

Energy Mix (in MWh)	**2024**	**2025**
Fuel oil	635	842
Natural gas	203,506	153,678
District heat	1,144	1,018
Total fossil energy consumption	**205,284**	**155,538**
Fuel consumption from renewable sources (including biomass, biofuels, etc.)	45,000	94,852
Purchased renewable electricity	65,541	53,990
Consumption on-site solar PV from self-generation	4,067	9,673
Total energy consumption from renewable sources	**114,608**	**158,515**
Total energy consumption	**319,892**	**314,053**

Energy Share (in%)		
Share of fossil sources in total energy consumption	64	50
Share of renewable sources in total energy consumption	36	50

Energy Production (in MWh)		
Non-renewable energy production	9,833	5,168
Renewable energy production	19,794	37,762

However, transitioning to energy-efficient technologies and processes that minimize the use of fossil fuels can be a very complex process. Meeting our goals will require substantial investment in new production facilities and energy infrastructure.

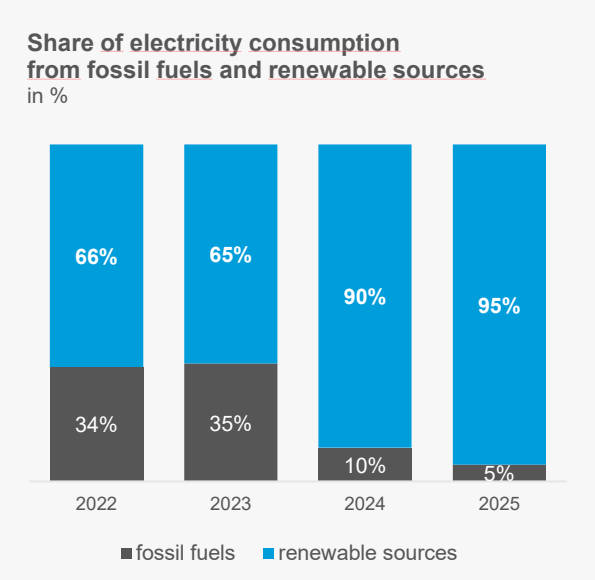
Hence we are implementing a variety of measures at our sites around the world, such as process optimization in production, heat loss reduction and waste heat recycling.

- In 2025 we installed a 1,6 MW air-water heat pump on top of our global headquarters in Norderstedt, which delivers carbon-free heating and cooling for the entire site. The installation will reduce emissions by >90% and primary energy use by >60% compared to a standard gas boiler.
- Plant Offenburg installed a 5 MW electric steam boiler to generate steam. The renewable electricity needed is provided by an onsite photovoltaics installation and from the grid.
- Energy intelligence software was implemented globally in 2025 to gain transparency about global energy use, simulate future energy demand and operate flexible energy equipment based on market costs.
- Plant Hamburg has been awarded the prestigious dena energy efficiency award for their pioneering energy transformation concept utilizing green hydrogen and a larger power to heat and storage unit.
- A rotary concentrator was installed at the Suzhou plant in China in late 2024 to process exhaust air from coating systems, eliminating the need for natural gas in thermal oxidation. This approach is expected to reduce 500,000 m³ of natural gas annually starting in 2025.
- Our Vietnam plant achieved LEED Gold status in 2024. Roof solar panels provide nearly 10% of its energy, complemented by exclusive use of LED lighting, a 73% reduction in water usage, fully recycled irrigation systems, and rainwater ponds for habitat protection.

Expanding renewable energy

We again expanded our on-site electricity production by adding photovoltaics in 2025. Our largest photovoltaic system to date, with a maximum electrical output of 5.5 MWp, was commissioned at the Offenburg plant in spring 2025. Further PV systems were put into operation at the headquarters and the Sparta plant. Further investments, both in photovoltaics and the building of wind turbines, are in the pipeline. In 2025, we generated roughly 10,000 MWh of renewable electricity ourselves (4,000 MWh in 2024) with photovoltaic systems across all locations and covered 95% of our worldwide electricity demand with electricity from renewable sources (see Fig. 5).

Figure 5



At the Hamburg plant, green hydrogen will play a central role in our transition to climate-neutral steam generation, supplementing green electricity to meet the high process heat demands. As part of our commitment to innovative technologies, tesa is preparing to replace gas-fired steam boilers with new systems capable of operating on hydrogen. In collaboration with Hamburger Energienetze GmbH, tesa plans to connect the Hamburg plant to the supply grid as part of the HH-WIN (Hamburg Hydrogen Industrial Network) project. The use of hydrogen has the potential to save around 6,000 t of CO_2 annually. The tesa plant in Hamburg is set to produce the first adhesive tapes using green hydrogen by 2027.

We operate combined cooling, heat and power (CCHP) and combined heat and power (CHP) plants at several of our production facilities, and use the electricity and heat generated for purposes that include heating or cooling production processes. The CHP plants run mostly on biogas. Biogas is generated in Europe and supplied to the European gas grid, which means we can use renewable, more climate-friendly energy sources even when operating CHP plants. Due to the amount of biogas certificates allocated to the individual plants, we used 100% renewable electricity at the headquarters, Offenburg and Hamburg plant. Biogenic Scope 1 emissions are reported separately in our inventory (see Fig. 6). Our aim for the future is to increasingly operate CHP plants only as required to ensure security of supply and economic viability, which is why we introduced digital energy management at our German locations in 2025.

Figure 6

Biogenic Scope emissions in t CO_2e	**2018**	**2024**	**2025**
Biogenic Scope 1 emissions	–	8,870	18,697

Environment and energy management systems

The tesa Environmental & Energy Policy sets out aspirations and serves as a framework for continuous improvement in environmental performance and resource efficiency. It addresses the material impacts, risks and opportunities we have identified regarding climate change, energy, water and biodiversity, as well as resource use and circular economy.

The policy is part of tesa's environmental management system. At all seven production sites, we use ISO 14001-certified environmental management systems to organize and plan operational environmental protection. In addition, tesa uses energy management systems in line with internationally recognized standards. Four production sites and the tesa headquarters are certified in accordance with ISO 50001.

As part of our environmental program, all tesa plants define up-to-date measures each year to expand our joint contribution to climate protection. Corporate management regularly takes part in this process through a management review. The environmental and energy experts at each of the locations bear operational responsibility for the process and for implementing the defined measures.

We use our internal planning and reporting structures to identify, assess and monitor risks as well as action that we can take to reduce CO_2 emissions. We evaluate the effectiveness of our activities by tracking site-specific energy consumption on a monthly basis.

3.2 Upstream & Downstream Emissions

We aim to reduce our Scope 3 emissions by 20% in absolute terms by 2030 compared with the 2018 baseline.

As a manufacturer, we leverage multiple strategies to lower upstream supply chain emissions. We have found that procured commodities and energy use during material production are the main sources.

tesa has initiated a wide range of projects and measures to prevent or reduce Scope 3 emissions along the supply chain. In particular, we are focusing on conserving materials to increase efficiency, and on transitioning from fossil-derived raw materials to recycled and biobased alternatives. The optimization of transportation routes also plays a crucial role in this context. We expect our suppliers to transition to renewable energy sources and develop climate reduction targets. For more information on our supplier energy initiatives and their importance for tesa, please refer to chapter 6.2: Supplier Green Energy Program. Overall, our Scope 3 emissions slightly decreased with 2.5% from 2018 to 2025 with rising sales (see Fig. 7).

Figure 7

Scope 3 emissions in t CO_2e	**2018**	**2024**	**2025**
3.1 Purchased goods and services	337,904	339,571	340,990
3.3 Fuel-related and energy-related emissions	12,554	15,738	12,339
3.4 Upstream transportation and distribution	46,338	42,081	42,669
3.5 Waste	5,496	2,629	3,355
3.6 Business travel	14,377	5,473	7,298
3.7 Employee commuting	4,191	3,597	3,594
3.12 End-of-life treatment of sold products	102,750	100,894	100,386
Total	**523,610**	**509,983**	**510,631**

Optimized logistics

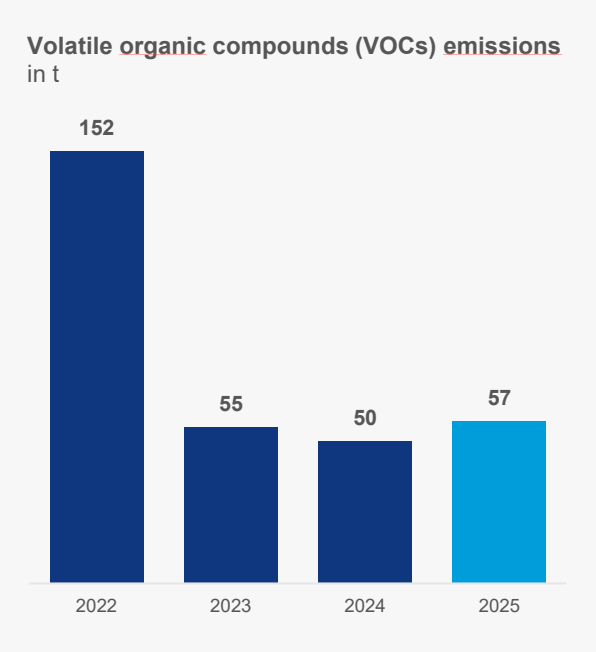
Logistics also plays an important role when it comes to reducing Scope 3 emissions. Our logistics road map outlines measures up to 2030, such as reducing air freight, shifting from road to rail, load optimization and further expansion of local production capacities and local purchasing.

3.3 Air Emissions and Noise

tesa implements targeted measures to minimize air-emissions and other local environmental impacts in its production processes. Enclosed systems, exhaust-air purification and filtration technologies help reduce particulate emissions, while optimized ventilation and solvent-air treatment systems mitigate odor.

The production process for some of our products also generates solvent emissions in the form of volatile organic compounds (VOCs). Under certain conditions, these can have a negative impact on the formation of ground-level ozone. As such, we aim to reduce VOC emissions to a minimum. To this end, we use regenerative thermal oxidation systems for thermal exhaust gas purification, as well as adsorption and waste air purification plants with solvent recovery. tesa reports global VOC emissions annually. Our global VOC emissions measured 57 metric tons in 2025 (see Fig. 8). While the VOC emission trend is disclosed, the total weight of air pollutants is not currently reported as a consolidated metric.

Figure 8



Noise emissions are limited through low-noise equipment and a preventive maintenance approach that replaces components before abnormal noise can occur. All newly purchased machinery undergoes testing for emissions, noise and operational safety before commissioning. In addition, a Leak Detection and Repair (LDAR) program is in place at relevant sites to identify and address fugitive emissions at an early stage.

3.4 Waste

In its efforts to use resources sparingly and carefully, tesa promotes the circular economy, with a focus on avoiding waste. Our long-term strategic goal is to minimize the environmental

impact of our products and reduce the waste they generate. As part of its sustainability strategy, tesa has committed to offering selected products with sustainable end-of-life solutions by 2030 as well as investing in solvent-free processes and full recovery of solvents.

“Reduce, reuse, recycle” is the approach of our waste and raw materials management. The highest priority is waste prevention and, where that is not possible, waste reduction. Where waste is unavoidable, we try to recycle it by various means. Waste is disposed of only if none of these solutions is feasible. We have set our plants the strategic goal of zero waste to landfill for production waste by 2025. In 2024, we were able to dispose more than 95% of our waste without landfills. In 2025 we registered an increase due to production shifts. The Sparta location (USA) is responsible for the small volume remaining. We will continue to work on developing alternatives to landfill for production waste in the years to come.

Waste generated during the production process is collected and separated into various waste categories and then recycled to the greatest extent possible.

Overall, the total amount of waste generated in our plants increased compared to 2024. The reasons for the increase are the integration of the new plant in Vietnam and the increased production volume compared to the previous year. In the reporting year, 85% of waste was recycled (previous year 89%) (see Fig. 9).

Figure 9

Waste volumes by type and disposal method in t	**2022**	**2023**	**2024**	**2025**
Recycling of non-hazardous waste	12,367	11,462	12,734	13,954
Recycling of hazardous waste	5,959	4,188	5,728	6,148
Disposal of non-hazardous waste	1,180	1,014	1,504	2,704
Disposal of hazardous waste	1,306	1,255	755	888
Total	**20,812**	**17,919**	**20,721**	**23,694**

Recovering solvents

Aiming to use materials efficiently and recycle them wherever possible, our plants work to minimize production-related losses of raw materials across all process steps. In this context, tesa will invest extensively in the further development of solvent-free and energy-efficient production technologies. The company also plans to develop additional production capacities with solvent-free technologies. The coating systems that currently use solvents will be retrofitted with equipment enabling them to fully recover the solvents at the end of the process and thus keep them in circulation.

Increased share of recycled benzine

Recovered benzine is utilized for mixing and diluting at the tesa plant in Hamburg. We are identifying more areas where fresh benzine in our processes can be substituted with recycled benzine without affecting quality. Initial approvals for impacted products are complete. Our goal is to achieve a 70% quota for recycled benzine overall, with approximately 50% achieved for 2025.

Circular use of acetone and benzene

Following the completion of a challenging project, we have successfully implemented an external circular economy for acetone. The water-soluble solvents from our solvent recovery units are now externally distilled, yielding fresh-quality acetone. This process allows approximately half of the desorbate to be recycled, resulting in annual savings of around 700 tons of fresh acetone. The rest is managed by a secondary recycler to guarantee secure disposal, and further increases in recycling are targeted for 2027. Recycled acetone achieves a CO_2 footprint that is only 20% of fossil acetone.

By raising the reuse rate of regenerated benzene from 35% to 75% and broadening circular solutions to additional solvents, we anticipate reducing fresh solvent consumption by at least 40% compared to 2018 in the near future.

Employees: ideas over waste

We aim to raise awareness of how to prevent unnecessary waste and how to recycle correctly when it comes to our employees, as well. It is important to us to actively involve them in our efforts to continuously reduce energy and resource consumption.

We continued the successful “Big Ideas Instead of Waste” campaign at the tesa plant in Offenburg in 2025, which involves employees from production, process development and technology. Project meetings for determining the feasibility of proposed improvements and discussing best-practice solutions are held on a regular basis. The project also encompasses communication measures to raise employee awareness about the subject matter and the value of their individual contributions. A total of 12 resource efficiency projects were implemented at tesa’s Offenburg plant in 2025. With these projects, we were able to reduce waste by more than 200,000 m² and energy consumption by 347,000 kWh.

3.5 Water

Conserve resources and act responsibly and appreciatively. This is a maxim that also applies to the way we deal with water – a precious and, in some regions, scarce resource. This includes protecting water sources from pollution caused by our production activities. The associated responsibility is also reflected in our comprehensive corporate guidelines on environmental protection.

Responsible water management

tesa practices responsible water management through preventive and efficient measures at all sites, such as installing rainwater harvesting systems to lower freshwater usage and support circular water use. At our Suzhou site, a rainwater harvesting system has been implemented to support more efficient water use in operations. The system saves approximately 1,200 m³ of water per year, contributing to reduced freshwater consumption and more sustainable water management. Over the past five years, this corresponds to a total water saving of around 6,000 m³. We enforce strict protocols to prevent groundwater contamination, including containment areas, risk-based assessments and emergency procedures for handling hazardous substances. Liquids threatening water are managed only in designated, properly equipped areas, with emergency plans activated for leaks. Regular ISO 14001 audits ensure compliance and improvement. tesa continually refines its water management to reduce operational risks, using the WRI Aqueduct Water Risk Atlas for annual site assessments.

tesa discloses information about its water management practices in the context of CDP, currently holding a score of B in Water Security.

Water volumes and sources

We use water as an auxiliary material in a variety of areas such as the production of adhesives, cooling processes and steam generation. The overall share of water-based

products in our portfolio has increased over the last several years. As such, we are pursuing the goal of using water as sparingly as possible. We have adopted a number of measures to this end. We collect water-related data on aspects such as water consumption and wastewater volumes at all production facilities on an annual basis. The total water consumption decreased by 18% from 2024 to 2025 (see Fig. 10).

Figure 10

Waste volumes in m^3	**2024**	**2025**
Total water consumption	153,234	**125,440**
Total water withdrawal	452,737	64,345
Total water discharges	299,503	338,905

Water we use is obtained primarily from the local drinking water supply and from groundwater. Water is reused multiple times in our cooling systems; however, no water is officially classified as recycled or reused under current reporting standards. As a result, the total amount of recycled or reused water is reported as zero. Our wastewater is differentiated into sewage and rainwater, and concentration levels are monitored continuously. Wastewater is also examined for prescribed parameters by an external laboratory each month. Our plant in Vietnam has a rainwater treatment system. The treated water is used to irrigate plants on the factory grounds.

3.6 Other Metrics

tesa reports selected environmental metrics aligned with mandatory and voluntary disclosure frameworks. Biodiversity-related metrics are covered through reporting by our parent company Beiersdorf. Product-use metrics are included through packaging information and recyclability guidance provided on our product labels. tesa currently does not report specific metrics on environmental services or advocacy.

4. People

Our employees are the key to our success as an innovative company. Their skills and commitment drive the development of new product solutions and processes and provide us with a decisive competitive advantage. We are creating a work environment that strengthens inclusion, diversity, equity and accessibility; promotes continuous employee development and codetermination; and cultivates the physical and mental health of our employees – all with the aim of providing our staff with optimal support and fostering their loyalty to us an attractive employer over the long term.

People Values

We team up – We are open-minded and strive for success together as a team.

We challenge ourselves – We are committed and open to change and challenge ourselves.

We set the pace – We are self-driven and proactive.

We focus on our customers – We are close to our customers, which allows us to anticipate and meet their needs.

We act responsibly – We always act fairly, honestly and responsibly.

We achieve and improve – We are always willing to improve our performance and thus achieve the best results possible.

4.1 Corporate Culture and Values

Our corporate culture is based on appreciation of and respect for all employees. Honesty, trust, tolerance and integrity are the bedrock of our partnership. In addition, our goal is to promote performance, team spirit and interdisciplinary, international collaboration.

Our People Values are an essential component of our corporate culture that brings us together as a community, regardless of the department or country we work in, and reflects our organization's core areas of expertise.

The People Values serve as guidelines for our behavior and our annual performance appraisals and help us incorporate both personal and professional aspects into employee development. As a result, we are able to maintain an environment of appreciation and mutual respect, which not only strengthens the community, but also takes individual requirements into account.

4.2 Developing People at tesa

Competition for skilled employees is fierce, particularly in scientific and technical areas, and the effects of digitalization and internationalization are also bringing about a rapid transformation in work requirements and working methods. Highly qualified, performance-oriented and committed employees are a decisive competitive advantage for us.

Broad learning and growth options

Our aim is not only to attract committed experts with strong qualifications, but also to retain them over the long term. This is why it is particularly important to us to provide our

employees with personalized support and encouragement, while empowering them to take an active role in shaping their own professional development.

Specific goals for both professional and personal growth are jointly defined during the Employee–Manager Dialogue as part of tesa's Annual Review. All employees receive structured onboarding, and their continuous development is supported through a wide range of training opportunities aligned with their individual needs and career goals. These include mandatory global trainings on topics such as Compliance, Anti-Corruption, Code of Conduct, Cyber Security and Global Procurement, combined with voluntary offers to build professional, social, digital, and leadership skills. A key focus is the systematic development of digital and AI skills. Through the global tesa AI Enablement, employees follow a structured, multi-phase curriculum introducing AI foundations, ethical considerations and practical workplace applications. Our digital learning hub provides flexible access to courses tailored to personal learning needs, supporting both mandatory and voluntary training. It plays a central role in the systematic development of digital and AI skills, offering employees a structured, multi-phase curriculum as part of the global tesa AI Enablement program.

To make sustainability an integral part of every aspect of our business activities, all our employees have been required to participate in mandatory sustainability trainings on our global learning platform since 2023. This ensures that employees across all levels and functions have the awareness, knowledge, skills and way of thinking they need to ensure a successful, comprehensive transformation at the company. So far, 99% of employees have completed our sustainability training.

Young talent development

Our aim is to systematically nurture promising young employees and promote company loyalty with consistent youth development, which will ultimately allow us to respond appropriately to challenges in the labor market and the competitive environment. Globally, tesa engages interns and working students across functions, complemented by a strong focus on apprenticeships and dual study programs.

tesa offers an independent training program with a strong focus on technical aspects at our headquarters in Norderstedt as well as at the Hamburg and Offenburg production sites. These include apprenticeships for chemical technicians, electronics technicians for operational technology, industrial mechanics, machinery and system operators, and mechatronics technicians.

In addition, tesa provides a broad range of dual study opportunities, such as programs in business administration, data science, green technologies, industrial and mechanical engineering and business informatics. Interns and student employees with outstanding performance are eligible to join our "tesa Young Alumni Program", designed to retain young talents and create additional development opportunities.

Employee participation and social dialogue

The opportunity to actively participate in decision-making processes strengthens collaboration between employees and the management and thus helps employees identify with the company, which in turn increases efficiency and boosts innovation. Employee representation works closely with the management to advocate for the interests of staff and continuously optimize working conditions. Our European works council promotes social dialog on a European level and represents employees from multiple countries. The council is made up of representatives of the company management, as well as employee representatives selected or recognized on a national level. This committee holds regular meetings to enable the exchange of information between employee representatives and company management and promote constructive collaboration. Outside Europe, employee

participation is ensured in line with applicable local legal requirements.

Work-life balance and health management

A healthy work-life balance is key to employees' physical and mental health. With flexible working times and the option to work from home for applicable roles, our employees can adjust their work schedules to their personal requirements and life phases.

We also provide maternity and paternity leave across all global locations as part of a broader set of country-specific initiatives supporting employee well-being. In Germany, for example, we offer comprehensive health management with ergonomic workspaces and fitness opportunities. As both physical and mental health play an important role, we ensure access to psychosocial and medical support.

Inclusion, diversity and equal opportunity

Diversity contributes significantly to innovation and competitiveness at companies. We firmly believe that integrating different perspectives, experiences and skills can lead to more creative solutions and new, forward-looking ideas. At the same time, an inclusive corporate culture attracts talented staff and increases employee satisfaction, which has a positive impact on the work environment. As part of this commitment, tesa has established a Global Social Sustainability Program that provides a structured, company-wide framework to strengthen inclusion, diversity, equity, accessibility, fair working conditions and social responsibility across all regions.

For us, equal opportunity means that all employees are treated with fairness and respect, receive equitable working conditions and have access to adequate development opportunities. No one may be disadvantaged without objective reason on the basis of their ethnic or social origin, skin color, nationality, gender or gender identity, beliefs, worldview or political opinion, physical constitution, sexual orientation, age, appearance or other personal characteristics.

tesa aims to provide fair, competitive and non-discriminatory compensation for its employees. Pay and benefit decisions are guided by objective criteria such as job responsibilities, qualifications, experience, performance and local market conditions. Compensation practices are designed to align with applicable legal requirements, including minimum wage and equal pay regulations, while taking into account local frameworks and practices. We believe that this not only improves the work culture, but also promotes efficiency and creativity at the company.

We actively recruit people with diverse cultural backgrounds. Today, 86 nationalities are represented across tesa globally. This diversity strengthens an inclusive working environment that reflects our global markets and enhances collaboration with customers, suppliers and society (see Fig. 11 and 12. All forms of discrimination are strictly prohibited, as are child and forced labor, which are fundamentally incompatible with our values.

Figure 11

tesa employees by gender absolute	**2024**	**2025**
Female	1,906	1,881
Male	3,473	3,435
Others	0	0
Total	**5,379**	**5,316**

Figure 12

tesa employees by region absolute	**2024**	**2025**
Europe	3,384	3,311
America	645	637
Africa/Asia/Australia	1,350	1,368
Total	**5,379**	**5,316**

Inclusion at tesa is embedded in a range of measures addressing diverse employee needs and supporting collaboration across functions, locations and cultural contexts. In Germany, representative bodies for

employees with disabilities at our headquarters and production sites support the integration of employees with severe or equivalent disabilities, as well as those at risk of disability. This is complemented by targeted programs to support the integration of disadvantaged groups and partnerships with organizations such as Elbe-Werkstätten GmbH, which train and employ people with disabilities.

4.3 Compliance

Standards, statutory requirements and internal policies provide essential guidance for responsible corporate management at tesa.

By adhering to these provisions consistently, we strengthen trust and position tesa as a credible partner for our stakeholders and interest groups.

Code of Conduct – basic values for responsible action

We take our social responsibilities seriously and support employees, managers and governing bodies in internalizing the principles and values that guide our main business activities. Our Code of Conduct (CoC) was developed to ensure that our strict compliance requirements are met to the greatest possible extent. It serves as an overarching value framework for all business activities and covers core principles of corporate governance; integrity topics such as corruption prevention, conflicts of interest, gifts and invitations; handling of corporate resources, information and data; the working environment (including occupational safety, respect, diversity and equal opportunities); and compliance with principles and the reporting of violations. The CoC is binding for all employees worldwide and is regularly updated in close cooperation with the relevant functions. While managers are responsible for implementing the CoC within their areas, they receive support from the local Compliance Organization (Local Compliance Officers and Managers) as well as Corporate Compliance Management.

Our commitment to responsible business conduct is further reinforced through internally recognized standards. As a member of the UN Global Compact, we are bound by the following international standards and guidelines:

- the United Nations' (UN) Universal Declaration of Human Rights
- the guidelines of the Organisation for Economic Co-operation and Development (OECD) for multinational enterprises the fundamental conventions of the International Labour Organization (ILO)

Our Human Rights Policy Statement applies company-wide and extends to our supply chains; it is supported by awareness-raising measures on matters of labor law such as child and forced labor and other human rights issues such as discrimination and harassment. This includes comprehensive knowledge of the purpose and function of our company-wide whistleblower system. Additional target-group-specific training measures help embed all compliance principles across the company. We routinely train thousands of employees worldwide on the Code of Conduct, corruption prevention, antitrust law and data protection. In the 2025 fiscal year, tesa achieved an overall participation rate of 99%.

External assessments

In addition to our internal measures, tesa is regularly assessed by independent external auditors on sustainability matters. These assessments include virtual evaluations such as the EcoVadis Rating and the CDP disclosure process, which independently review our environmental and social performance. In addition, several on-site and virtual audits are conducted at our locations, including FSC® certification audits and customer-specific assessments. Together, these external evaluations provide transparent, credible confirmation of our sustainability efforts across multiple sites and systems and complement our internal compliance controls.

Compliance management system

Our Group-wide Compliance Management System (CMS) is based on established standards such as the Auditing Standard IDW PS 980. It is designed to ensure compliance with key legal and internal requirements and follows the core principles of prevention, detection and response, and improvement. Preventive measures, such as policies, communication and training support the avoidance of misconduct.

Regular Compliance Risk Assessments conducted centrally and locally help identify relevant risks early. Their results inform the continuous improvement of our global and local compliance programs. Violations of legal or internal requirements are addressed appropriately based on each individual case and lead to further enhancements of the CMS. The local Compliance Organization ensures that CMS components are communicated, anchored and monitored at all tesa sites worldwide. In addition, our CMS is aligned with internationally recognized management system standards. For information security, tesa follows the ISO/IEC 27001 standard and implements its key management elements, including regular internal and external audits, structured documentation and record-keeping, management reviews and ongoing improvement of the management system.

A central element of our CMS is our digital whistleblower system, which is available to all employees and managers as well as customers, suppliers and other external stakeholders worldwide. It enables violations to be reported directly, confidentially and, if preferred, anonymously (see p. 45 “Dealing with violations”). Processes for handling incoming reports comply with the EU Whistleblower Directive and national legal requirements. Access to reports is restricted to trained case managers in Compliance, Audit and relevant expert functions. They process all cases confidentially, objectively and independently.

For further information about the areas of focus of our CMS, please consult the Compliance section of the non-financial disclosure we submit jointly with our parent company, Beiersdorf.

4.4 Occupational Health and Safety

As an international company, we bear responsibility for the welfare of employees and contractors. Our aim is for them to benefit from the highest health and safety standards. We are pursuing the goal of reducing the number of workplace accidents to zero. We seek to prevent work-related illnesses and strain through effective measures. This concern pertains to both physical and mental strain.

We assess on a regular basis whether and, if so, how we can make our company workplaces even safer and more conducive to good health. In this context, we rely on prevention and targeted occupational health and safety measures. We raise our employees’ awareness of possible risks – for their own protection and for that of their colleagues.

Occupational safety management

Our internal management system in the area of occupational safety is based on the relevant statutory provisions, as well as our Group-wide occupational safety policy, which centers on six key topics: crisis and emergency management, health care, risk assessment and ratings, accident prevention, fire and explosion prevention, and plant safety. The occupational safety policy is further specified through internal preventive measures and specific operating instructions. For example, all employees need to take part in training courses on safety risks and potential hazards. In this way, we aim to promote correct and responsible behavior and thus to prevent accidents and hazards to health.

The occupational safety policy also applies equally to subcontractors who handle tasks at our production sites. Corporate management works with the occupational safety unit in the context of occupational safety committees and

the annual management review to assess the accidents that occurred in the course of a given year and initiate corresponding measures to further improve employee safety and reduce occupational hazards to health.

Our occupational safety management activities focus on production facilities, as the risks of accidents and adverse health effects are greater there than at our office locations.

We are adapting the structure of our management system to enable continuous development of our integrated management system (IMS) and more effectively support our sustainability goals. Thus far, ISO 45001 and “Systematic safety” certification has been organized individually at each of the sites. Starting in 2025, we will go one step further and introduce matrix certification.

Boosting collaboration across site borders

In the interest of promoting international communication between the safety specialists at our sites, we established a new global executive position in 2023. The global teams discuss key occupational health and safety risks, initiate joint projects, compare notes on experiences and successful outcomes and define standards during their annual meetings. This procedure contributes to the continuous improvement of accident prevention measures at tesa.

In 2024, tesa introduced new software to improve the safety management system that not only simplifies reporting, monitoring and integrated management, but also standardizes processes and strengthens collaboration across multiple sites. The aim is to identify and evaluate topics relevant to safety more efficiently, simplify implementation of safety guidelines and create a safer working environment. After a successful pilot phase at two production facilities, the solution has been rolled out to all other sites in 2025.

Comprehensive preventive measures

As a matter of course, tesa provides suitable personal protective equipment to all employees who require it. In order to ensure that individual circumstances are fully taken into account, items of equipment are selected jointly with the employees in question.

All employees are required to take part in basic occupational health and safety training. Safety training for external service providers is also conducted at all sites on a regular basis.

Systematic and ad hoc risk assessments serve as the basis for the selection and configuration of work resources, work processes and workspaces, allowing technical and organizational flaws to be prevented and employees to work in a manner that protects their health and safety. Typical events that initiate a risk assessment include the introduction of new or modified machinery, workspaces or work processes, as these can impact the health and safety of our employees. We combat the associated risks with systematic safety measures such as safety-focused acceptance processes before commissioning new machinery, and/or regular inspections.

Any new machines and systems purchased must satisfy our requirements on noise emissions, among other things. Noise levels are regularly measured in the various operational areas of the plants. The use of some monomers in the polymerization process may result in unpleasant odors that can cause stress. We employ a variety of countermeasures such as using attachments for air filter systems.

Documentation of workplace accidents

We use established safety indicators to monitor and document workplace accidents across our operations. These include Lost Time Incidents (LTI), the Lost Time Incident Rate (LITR), Total Recordable Incidents (TRI) and the Total Recordable Incident Rate (TRIR).

In 2025, tesa reported 20 LTI, corresponding to an LTIR of 2.1. The TRI amounted to 34, resulting in a TRIR of 3.6. These indicators provide a comprehensive overview of our

occupational safety performance and enable consistent tracking and comparison over time (see Fig. 13). Compared to the previous reporting cycle, we expanded our reporting scope and are now reporting the safety figures for the entire tesa Group.

Figure 13

Occupational safety figures	2025
Lost Time Incidents (LTI)	20
Lost Time Incident Rate (LTIR)	2.1
Total Recordable Incidents (TRI)	34
Total Recordable Incident Rate (TRIR)	**3.6**

Handling hazardous substances and accident risks

The handling of hazardous substances is also regulated in detail. The occupational safety unit works with the Corporate Regulatory Affairs unit and the responsible personnel from product and technology development and production to create a corresponding structure for tesa-specific processes on the handling, labeling, storing and transporting of hazardous substances, supported by risk-based assessments and clearly defined response protocols. Equipment and workspaces are inspected for safety and sources of emissions at regular intervals. At many locations, preventive health exams can be carried out directly on site by the company medical service.

Where possible, tesa seeks to substitute hazardous substances with safer alternatives and continues to expand the use of bio-based, recycled and less hazardous raw materials. In addition, targeted measures help reduce the use and release of persistent substances, including the implementation of solvent-free technologies, full solvent-recovery systems and continuous improvements in chemical process safety.

5. Products and Materials

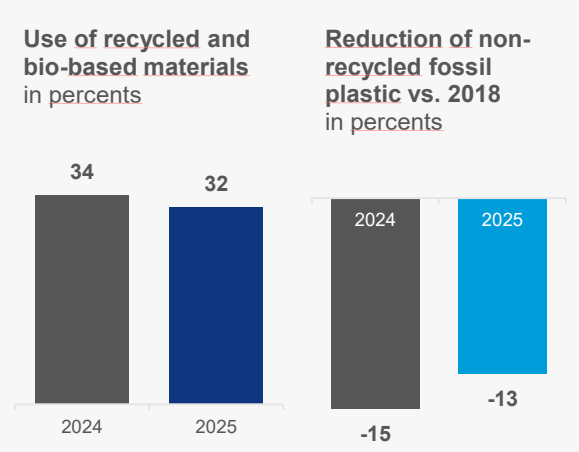
With our innovative product solutions, we strive to provide customers with technological advancements that allow them to actively contribute to increased sustainability. We are placing greater emphasis on the use of recycled and bio-based raw materials in both our products and packaging. Leveraging our technological expertise and innovative capabilities, we are focused on developing adhesives and adhesive tapes with more sustainable characteristics. Our overarching strategic objective is to design and manufacture adhesive solutions that not only help us meet our own ambitious sustainability targets, but also enable our customers to improve their environmental footprints.

5.1 Replacing Materials

Utilizing bio-based commodities and reusing materials reduces reliance on new resources, making a substantial contribution to sustainability. We have set a clear goal: by 2030, 70% of the materials used in our products and packaging will come from recycled or bio-based sources. As of the end of 2025, we achieved a rate of 32%.

Additionally, we aim to reduce our usage of plastic derived from non-recycled fossil-fuel sources by 50% by 2030, having already reached a 13% reduction by the end of 2025 (see Fig. 14).

Figure 14



Resource inflows and outflows are tracked through direct measurements of purchasing and consumption volumes, with bio-based and secondary material classifications made by experts. These targets encompass all globally sourced materials and packaging for products we manufacture ourselves. For the reporting year, we gained access to a greater volume of primary data.

The entire life cycle

We are committed to improving product sustainability by considering each stage of our products' life cycles – starting from raw material extraction and production, continuing through use, and finishing at end-of-life. In 2020, we launched a project sustainability assessment tool that helps us evaluate the environmental impact of our product and technology development efforts. This tool is central to our sustainability strategy, as all new projects are reviewed with its framework, helping us manage our development portfolio more effectively. Since its introduction, we

have created over 100 products that support our sustainability goals.

Because our products rely on a wide range of chemical compounds and are subject to demanding performance standards, we often tailor sustainability measures to individual projects rather than apply a one-size-fits-all approach.

For proper waste management and support for circular material flows, we offer clear disposal instructions on our packaging. Although tesa does not run external take-back or buy-back programs, our internal processes consistently assess sustainability criteria to reduce end-of-life waste. These practices influence product design and help lessen the environmental footprint throughout the entire life cycle. Also, we are aiming to offering selected products with sustainable end-of-life solutions by 2030.

Recycled and bio-based materials from responsible sources

Our objective is to minimize environmental impacts from the outset, beginning with the development process. We are actively seeking responsible sources for raw materials, including expanding our FSC® certification (FSC® C148769). With 116 FSC®-certified products, we are actively expanding the use of responsibly sourced materials across our portfolio. The use of FSC®-certified paper – for backing materials, release liners or packaging – marks an important step in creating more sustainable adhesive tapes.

tesa already utilizes bio-based raw materials like natural rubber and natural resins, which can be added in pure or modified forms to adhesives made from rubbers, acrylates, and other polymers. We are making greater use of PEFC-certified natural rubber sourced responsibly. By the end of 2025, we reached a 95% share of PEFC-certified natural rubber.

We have also replaced virgin fossil-based raw materials with recycled materials such as post-consumer recycled PET in our production processes. Products like tesa® 60412 and tesa® 60418 are made with up to 90% recycled material, significantly reducing the demand for new polymers.

Biomass balance approach

For certain products, tesa applies the biomass balance approach -— a calculation method that allocates renewable raw materials to the production of basic chemicals, partially replacing fossil-based inputs. In 2025, for example, we launched tesa® 4024 PV4, a universal carton sealing tape featuring a bio-based acrylic adhesive. The tape contains 65% bio-based acrylic adhesive according to the mass balance approach and achieves up to a 31% lower carbon footprint compared to its predecessor, based on cradle-to-gate analysis including biogenic carbon uptake.

5.2 Certifications

Reliable guarantees of origin with high-quality certifications play a crucial role when bio-based or recycled materials are used.

FSC®

We have been procuring resources from well-managed, FSC®-certified forests, recycled materials and other controlled sources. This is what the FSC® label represents. The independent Forest Stewardship Council® awards this globally recognized label to acknowledge responsible procurement of wood and paper.

tesa SE has been FSC®-certified since 2019, and our plants at several sites also operate in accordance with the FSC® standard: Suzhou in China, Concagno in Italy, Offenburg and Hamburg in Germany, and in Vietnam.

We have also been expanding FSC® certification at our sales organizations, with 24 sites now part of our multi-site certification (status end 2025). We will continue pursuing more certifications in the future.

ISCC PLUS

In 2023, the Hamburg plant was our first site to receive certification in accordance with the International Sustainability and Carbon Certification (ISCC) PLUS standard. ISCC PLUS offers a framework for ensuring sustainability, traceability and responsible procurement of biomass and renewable raw materials along the supply chain and provides transparent guidelines for companies that use the mass balance approach. The plants in Hamburg and Offenburg in Germany as well as Concagno in Italy successfully completed their re-certification audits in 2025.

5.3 Debonding on demand

Removability and recyclability play a key role at the end of the product life cycle, as they have a major impact on the circular economy. These aspects help reduce waste significantly, especially for customers.

With the development of its “debonding on demand” technology, tesa is setting new benchmarks in terms of repairability and recycling. At a time when flexibility and sustainability are becoming increasingly important, this innovation makes it possible to release adhesive bonds with temperature, electricity, lasers or electromagnetic induction, without damaging the materials. This technology conserves resources and offers new opportunities for product design, production processing, repair during the use phase and recycling at the end of the product life cycle.

There is already high demand for these solutions, particularly in the electronics industry. Bond & Detach® technology, which enables mechanical separation (stretch and release), is already used in more than 1.8 billion smartphones worldwide. In the automotive industry, reversible bonds simplify handling and support improvements during production, which reduces waste and can conserve valuable resources. “Debonding on demand” products also improve the recyclability of complex assemblies such as electric car batteries by simplifying disassembly of individual components. The innovative technology makes it possible to repair and replace parts, not only extending the useful life of devices but also significantly reducing electronic waste.

5.4 Product Carbon Footprint (PCF)

We also analyze the carbon footprint of our products (PCF) in great detail, which is why we continue to update our databases linking all significant raw materials and packaging with primary and secondary emission factors. We also maintain dialog with our suppliers to improve the accuracy of our calculations on the basis of the most comprehensive primary data possible. The data we collect in this way is used for internal management and accounting purposes, as well as for customer information. We have identified and quantified specific sources of emissions among our suppliers during the reporting period, which will allow us to systematically improve our own emissions balance sheet through appropriate measures.

The framework that describes our PCF calculation approach was independently assessed in 2024. The company responsible for the assessment is confident that the PCF explanations for our products comply with the ISO 14067 standard, an internationally recognized standard for calculating the carbon footprints of products. To make the process of calculating footprints more representative in the future, we will continue to work on refining the required background data. Furthermore, we started a project to further increase the precision of our PCF calculations in terms of technology, geography and time. We’ll replace average data in our calculations with more specific activity data and add indicators to transparently show the representativeness of any of our PCF results.

5.5 Packaging

Packaging tapes

Packaging tapes are an indispensable element of the packaging industry, as they make the packaging process more efficient, reliable and cost-effective. At the same time,

traditional packaging tapes can sometimes compromise the recycling process for cardboard packaging. Most of our packaging tapes with increased sustainability are designed in such a way that they do not need to be removed, but can be recycled along with the box, without compromising the recycling process. This has been confirmed using INGEDE Method 12, a testing method of the International Association of the Deinking Industry (INGEDE) for the recyclability of printed products.

Own packaging

We are committed to avoiding, reducing and making packaging recyclable or more sustainable. We label packaging components to ensure proper disposal where necessary.

We have implemented a range of measures to transition our packaging to recycled and bio-based materials. These programs were intended to reduce the use of fossil virgin plastics in our packaging by 50% by the end of 2025 compared to 2018. With a 63% reduction in fossil virgin plastics in our packaging, we exceeded our target by the end of 2025. For the period through 2030, we plan to define new targets in 2026.

The following projects, for example, played a key role in 2025:

- Plastic end-walls at all plants worldwide were switched to 100% recycled material (PCR or PIR).
- Roll cores made from polyethylene (PE) were replaced with equivalents made from recycled material.
- The transformation of our roll bags and film tubes was also expanded globally. The proportion of recycled material is between 40 and 100% depending on the region, and we will continue to work on increasing those figures.

Figure 15

Resource Inflows and Outflows	Metric	Unit	tesa
Raw materials			
Total raw materials used	Total weight of raw materials used in our products	kt	88
Share of biological raw materials sustainability sourced	Share of biological raw materials sustainably certified	%	12
Packaging materials			
Total use of packaging materials	Total weight of packaging materials used in our products	kt	11
Share of packaging materials of biological origin, sustainably sourced	Share of packaging materials of biological origin, sustainably certified	%	43
Secondary material	Total weight of recyclates in our packaging materials	kt	7
Secondary material relative to total packaging consumption	Proportion of recyclates in our packaging materials	%	68
Total weight of products and technical and biological materials			
Total weight of products and technical and biological materials	Sum total of packaging materials and raw materials	kt	99
Share of biological materials sustainably sourced	Share of packaging materials and raw materials of biological origin that are certified as sustainable	%	15
Weight of secondary reused or recycled components	Total weight of recyclates in our packaging materials	kt	9
Percentage of secondary reused or recycled components	Proportion of recyclates in the total resource inflow	%	9

5.6 Product Safety

Our products are designed to meet the highest quality and safety standards, as well as the diverse expectations of stakeholders throughout their life cycles. All tesa production facilities have certified management systems that comply with globally recognized quality requirements, standards and regulations. In addition to the applicable laws and regulations, we also adhere to the requirements of our internal Product Safety Guidelines, which describe mandatory measures that enable us to further increase the safety of our products.

Audits

Under our quality management system, our sites are subject to internal and external audits for conformity with ISO 9001 and IATF 16949. Our Quality Management department and product safety officers are responsible for our internal audits, which are carried out both regularly and on an ad hoc basis. These audits assess product development and production, as well as further areas where necessary. In the year under review, the production facilities of the tesa Group were once again successfully audited in line with globally recognized quality requirements and standards. IATF 16949 certification, in particular, assesses the conformity of all products, processes, systems and services, as well as product safety.

Product safety officers

Product safety management is an essential component of quality management at tesa and is co-directed by corporate management. Each of our plants worldwide has a Product Safety & Conformity Representative (PSCR) who reports to the corporate officer responsible for product safety (Corporate PSCR). All PSCRs must undergo accredited external training. PSCRs are typically also the quality officers of their plants. Our Corporate Regulatory Affairs department is responsible for assessing the materials and substances used in our products. As a general rule, there is an information sheet (e.g., a safety data sheet) for each product that contains safety-related information on aspects such as materials and substances, proper storage and handling, and recommendations for disposal.

Risk assessments

The prevention of product defects is a key priority for us. For this reason, the Product Development and Production departments conduct risk assessments or failure mode and effects analyses (FMEA) for every new project. This helps them identify potential defects in design, production or even instructions, such as inaccurate user manuals, during the product development process. Once products are on the market, our business units continue to monitor them. If these units determine that an additional risk assessment and evaluation or additional or new measures are required, they initiate the necessary steps to ensure the health and safety of our customers and employees.

tesa ensures customer health and safety through structured emergency preparedness procedures and clear internal escalation pathways. While no formal product recall process exists due to the nature of our products, established management routines enable rapid corrective action when required. Potential health impacts are systematically assessed using internal chemical databases and regulatory screenings. Dedicated Customer Health & Safety risk assessments are integrated into our product safety processes to identify and mitigate risks early in the product life cycle.

6. Supply Chain

We procure raw materials, products and services through global supply chains. High product quality, security of supply and joint development towards compatible sustainability targets are important to us. That is why we prioritize long-term strategic relationships built on trust with business partners who share, and verifiably adhere to, our principles of sustainable and responsible business management.

6.1 Responsible Sourcing

We want to ensure that fair working conditions, human rights and environmental protection standards are upheld along the supply chain. To attain this goal, we have become involved in associations and plan to create transparency based on certifications and supplier evaluations. By 2030, we intend to direct at least 80% of our direct materials spend to suppliers that share our sustainability standards (2025: 78%). In the long term, we aim to achieve fully responsible and sustainable sourcing.

High standards based on guidelines

The provisions underpinning our global purchasing processes are set out in our Global Procurement Policy (GPP), which – as part of the Group-wide Compliance Manual – contains binding rules of conduct for tesa as a purchasing company. Suppliers who deliver directly to us are required to sign the Code of Conduct for Suppliers (CoCfS), which sets out fundamental rules and obligations in the areas of human rights, labor standards, environmental protection and corruption prevention. Apart from that, sustainability requirements are increasingly being incorporated into tesa's internal procurement guidelines and processes to further advance our responsible sourcing targets.

Human rights and fair working conditions

Failure to meet minimum social standards can jeopardize the safety, health and well-being of people across the value chain. Our Code of Conduct for Suppliers (CoCS) therefore requires tesa suppliers to respect internationally recognized human rights and comply with relevant standards – rejecting child labor, forced labor and discrimination; safeguarding freedom of association; and observing regulations on wages, working hours and occupational safety.

Beyond reputational risks, regulatory expectations continue to increase – including through Germany's Supply Chain Due Diligence Act (LkSG). To meet these expectations and our own ambitions, we reassess human rights risks in our operations and supply chain on a regular basis and implement preventive measures to ensure compliance.

We underline this commitment with our Human Rights Policy Statement, aligned with the principles of the United Nations Global Compact (UNGC) and informed by the UN Universal Declaration of Human Rights, ILO conventions, OECD guidance and applicable national requirements.

Dealing with violations

To enable fair and accessible reporting, tesa offers multiple channels for raising concerns. A key element is our protected, secure and independent reporting platform “Your Voice – Our Bond,” available worldwide around the clock and allowing anonymous reports if preferred.

If violations are identified, we define mandatory corrective actions. Should improvements not be achieved, we reserve the right to suspend or terminate business relationships, ensuring that our partners meet their social, environmental and economic responsibilities.

6.2 Supplier Green Energy program

The Scope 3 emissions of our upstream supply chain account for a large amount of our total Scope 3 emissions. Most of these emissions are the result of the energy required for the processes of our direct suppliers (Tier 1 Suppliers) and their own sub-suppliers (Tier 2-N Suppliers). Reducing this share of emissions is an important part of achieving our goal of reducing Scope 3 emissions by at least 20% compared with the base year of 2018 by 2030. In 2024, we launched the “Supply Chain Green Energy Program” which focuses on working with and engaging our suppliers to develop strategies for reducing these energy-related Scope 3 emissions for their products and promoting their implementation.

Through the program, we are working with tier 1 to tier n suppliers to develop measures, such as energy efficiency initiatives, for reducing the consumption of conventional energy, as well as those that focus on promoting the purchase and generation of renewable energy by our suppliers.

In 2025, we engaged around 50 suppliers in individually tailored discussions to manage their CO2 impact to our products and create an individual roadmap for CO2 emissions reduction. At the same time, tesa had its supply chain GHG reduction calculation methodology audited by a third party, which further increased the reliability and accuracy of tesa-defined processes and acquired data.

The suppliers’ scope will be expanded in 2026 with the aim of further engaging the tesa supply chain to enable and achieve potential for CO_2 reduction by applying the same requirements with tailored discussion for all selected partners. A supplier academy with a focus on green energy measures will be created to further support the tesa supply chain within its “Green Energy Program”.

Based on close collaboration with our suppliers and the resulting measures, we plan to reduce our supply chain CO_2 emissions significantly. We are confident that this approach will not only support our sustainability goals but also strengthen our supply chain collaboration and promote long-term partnerships.

Industry Exchange: Best Practices & Supply Chain Award

tesa remains committed to advancing a sustainable supply chain in collaboration with industry peers and partners.

In 2025, tesa participated in the Sustainable Supply Chain Exchange hosted by the European Union Chamber of Commerce. During the session, tesa communicated with best-practice members to review and discuss their supply chain management approaches. tesa also delivered a presentation outlining the company’s sustainable supply chain action areas, targets and progress to date.

Additionally, in 2025 tesa Greater China was awarded the European Chamber Sustainable Business Awards (SBA) – Resilient Supply Chain and Industry Development Award.

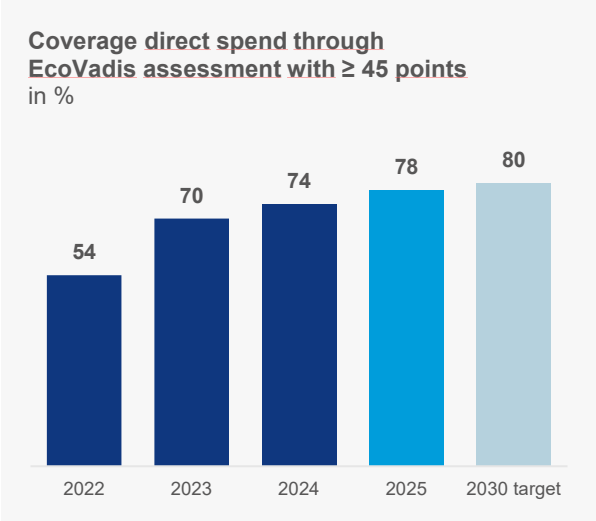
The award recognizes tesa’s future-oriented ecosystem. By integrating digital risk intelligence, consistent localization and

supplier decarbonization programs, tesa Global Procurement is building responsible and resilient supply chain structures. Empowered by AI, these measures ensure that our procurement strategy, suppliers compliance and corporations remain aligned with our sustainability ambitions.

6.3 Transparency in the Supply Chain

As part of our commitment to responsible procurement, we have been encouraging our direct suppliers to participate in EcoVadis sustainability assessments since 2020. The assessments provide transparency on suppliers' performance in the areas of environment, labor and human rights, ethics and sustainable procurement, and they support a structured evaluation of how responsibly suppliers manufacture products and source raw materials and services. Our objective is that by 2030, at least 80% of our total direct purchasing volume will be sourced from suppliers with an EcoVadis rating of at least 45 points, thereby meeting our requirements for responsible supply chains (see Fig. 16). In addition, we promote continuous capability building by encouraging both buyers and suppliers to participate regularly in online training courses on sustainability-related topics.

Figure 16



We further strengthened our approach by introducing a scorecard-based, two-stage screening process for supplier sustainability assessment. In the first stage, our Global Procurement and Corporate Sustainability departments conduct quarterly screenings to identify suppliers that may require a more detailed risk analysis. By the end of 2025, around 8,500 suppliers had been screened. The assessment considers country-specific and industry-specific risks, as well as annual purchasing volume. Suppliers identified as potentially higher risk undergo a second-stage evaluation, during which we engage with them to define and implement appropriate measures to mitigate identified sustainability risks.

Transparency in the supply chain and certification case for natural rubber

Also in line with the transparency target, tesa has aimed to certify its supply chain to the extent possible. For natural rubber, we have focused on the goal of buying up to 95% of our total spend from PEFC-certified materials (directly purchased natural rubber), reflecting our commitment to responsible sourcing and end-to-end traceability. In 2025, tesa successfully mapped 100% of its natural rubber supply chain and significantly increased the share of certified suppliers. Natural rubber remains a renewable but risk-exposed material, often linked to deforestation, biodiversity loss, greenhouse gas emissions and social challenges. By working closely with partners, conducting regular exchanges and ensuring compliance with robust certification systems such as PEFC, tesa is strengthening transparency, safeguarding human rights and promoting sustainable forestry practices. These efforts not only secure responsibly sourced raw materials for our tapes but also serve as a blueprint for elevating sustainability standards across all supplier categories on our path toward 100% responsible sourcing.

7. SDG Index

We contribute to the following Sustainable Development Goals (SDGs) and their corresponding targets:

SDG	SDG Target	Our contribution	In this report
	**Achieve gender equality and empower all women and girls.**		
5.5	Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life.	At tesa, all employees have the same opportunities – regardless of gender, age, origin, sexual orientation or religion. tesa is also committed to gender equality within the work-force and in management positions. By mid-2027, 30% of the first management level and 35% of the second level are to be filled by women.	p. 15 et seq.
	**Ensure access to affordable, reliable, sustainable and modern energy for all.**		
7.2	By 2030, increase substantially the share of renewable energy in the global energy mix.	Since the end of 2020, renewable energy sources provide 100% of the electricity purchased for all tesa sites worldwide. We are supporting the development of renewable energy by purchasing green electricity. In the future, we want to rely more on the use of renewable fuel sources, such as biogas for our CHP systems.	p. 7 et seq.
7.3	By 2030, double the global rate of improvement in energy efficiency.	The production facilities in Hamburg, Offenburg and Italy, as well as our headquarters, are certified according to ISO 50001 for energy efficiency. The introduction of the energy management systems paved the way for further increasing the energy efficiency of our facilities. Another strategic approach for tesa is the use of energy and resource-saving technologies. This includes the efficient generation of our own energy through cogeneration and photovoltaic systems.	p. 9 et seq.

	**Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.**		
8.4	Improve progressively, through 2030, global resource efficiency in consumption and production and endeavor to decouple economic growth from environmental degradation, in accordance with the ten-year framework of programs on sustainable consumption and production, with developed countries taking the lead.	Our products should be as harmless as possible to the environment over their entire lifecycle. During development and manufacturing we take care to ensure resource efficiency and to avoid production waste as much as possible. Measures to this end are an integral part of our environmental protection activities as a company. Of the materials for our products and packaging, 70% should be made from recycled or bio-based materials by 2030. Reducing and avoiding packaging material also helps minimize waste and thus negative effects on the environment. For example, we wanted to halve the use of non-recycled fossil-based plastic in our packaging by 2025 compared to 2018 and exceeded our target with a 63% reduction by the end of 2025.	p. 25 et seq.
8.8	Protect labor rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants and those in precarious employment.	As a responsible employer, we see it as our duty to protect our employees from risks and hazards in the exercise of their activities. With a wide range of measures, we contribute to preventing accidents and occupational illnesses. We have created a supplier program to increase transparency in our supply chain. We ask direct suppliers to share their sustainability performance with us.	p. 17 et seq.
	**Ensure sustainable consumption and production patterns.**		
12.2	By 2030, achieve the sustainable management and efficient use of natural resources.	tesa develops eco-friendly, solvent-free production methods and uses bio-based and recycled raw materials wherever possible and sensible. We take care to ensure resource efficiency and avoid production waste from the early stages of developing our products and the methods used to produce them. By using raw materials with FSC® certification, tesa also supports sustainable and responsible forest management. Many of our products are therefore already FSC® certified (FSC® C148769).	p. 26 et seq.
12.4:	By 2030, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water, and soil to minimize their adverse impacts on human health and the environment.	There is no way to eliminate all waste when producing goods. Our waste and raw materials management activities are geared toward using materials efficiently and recycling wherever possible. Therefore, we constantly work on minimizing production-related losses in the raw materials we use. tesa recycles almost all non-hazardous waste and hazardous waste containing solvents.	p. 10 et seq.

	**Take urgent action to combat climate change and its impacts.**		
13.1	Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.	We achieved the target of reducing our Scope 1 and Scope 2 emissions by 50% in absolute terms by 2025 compared to 2018. We want to achieve climate-neutral production by 2030. This goal is in line with the state of science (Science Based Targets initiative) to limit global warming to 1.5 degrees Celsius. Scope 3 emissions are to fall by 20% in absolute terms by 2030 compared to 2018. We are aiming to achieve a completely climate-neutral business model by 2050 at the latest.	p. 7 et seq.
	**Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.**		
15.1	By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under inter- national agreements.	We aim to use water responsibly. Our primary concerns are using water efficiently and protecting it against contamination. Every year, we keep track at our production facilities of water data such as water consumption and effluent quantities and perform a regular water risk assessment. We also report the results through CDP.	p. 12 et seq.
	**Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.**		
16.5	Substantially reduce corruption and bribery in all their forms.	We reject any form of corruption, bribery or other forms of unlawful conduct. Corruption prevention is one of tesa's Core Compliance Fields and plays a central role in the Compliance Management System.	p. 19 et seq.

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Responsibility Statement
tesa is responsible for the content of this Sustainability Factbook.

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