



SUNSTAR

Building
Momentum
for the Future

2025
Sunstar Group Report

January – December 2025

Strengthening Sunstar for the Next Era

To our employees, customers, partners, and the communities we serve around the world.

As a member of the founding family, I would like to express my sincere appreciation for your continued trust and dedication. In 2025, Sunstar continued to move forward with focus and discipline, strengthening the way we operate as one global company. The commitment and professionalism of our people, combined with the confidence of our customers and partners, remain the foundation of our progress.

In 2024, the Board of Directors made a deliberate decision to embark on the next chapter of Sunstar's development. We recognized that the world around us is evolving rapidly—socially, economically, and technologically—and that Sunstar must evolve with equal clarity and purpose. Guided by our three strategic pillars—Driving Growth, Creating Efficiency, and Building Capability—we began reinforcing the foundations required for long-term success. Over the past year, this has meant strengthening governance, empowering leaders, and deepening collaboration across regions and functions. Meaningful transformation requires conviction, discipline, and sustained effort.

Our Corporate Motto



Leadership Principles

- Be passionately consumer-focused
- Ceaselessly pursue the most advanced technologies, highest product quality and most competitive cost
- Build a sound, resilient business structure
- Drive future growth by applying a global business perspective
- Nurture human resources to their fullest potential
- Work to achieve business goals united as one global team

People Principles

- Boldly approach your work with a strong sense of mission
- Perform your work with a positive attitude, acting respectfully and professionally at all times
- Strive to study continuously to strengthen your abilities and broaden your knowledge
- Act with a challenging spirit and cultivate your creative power
- Work together in the spirit of harmony and cooperation
- Trust others and earn their trust
- Endeavor to improve your health and overall wellness
- Value the support you receive from others, reciprocate with gratitude



execution, the responsibility of the founding family is to safeguard Sunstar's long-term relevance, resilience, and entrepreneurial spirit across generations. Our corporate motto remains our compass: "Always strive to help people everywhere achieve better health and enhance their quality of life." Anchored in the values that have shaped Sunstar over decades—quality, integrity, and a forward-looking spirit—we will continue making the necessary adjustments to ensure we remain competitive and relevant in a changing world.

Progress requires courage. It calls on each of us to take responsibility within our own sphere of influence and to contribute actively to Sunstar's advancement. By doing so, Sunstar will emerge stronger, more focused, and better equipped to seize the opportunities ahead.

Finally, I would like to express my sincere appreciation to all who contribute to Sunstar's progress—our employees, whose dedication and expertise drive our success; our customers and partners, who place their trust in us; and the communities we serve around the world. Your confidence and collaboration inspire us to continue building for the long term.

As the founding family, we remain deeply committed to stewarding Sunstar responsibly and sustainably for generations to come. Together, we will continue shaping a strong and confident future for Sunstar.

Mayumi Kaneda
Member of the Board

We are at an important moment in our history. My grandfather founded Sunstar in Japan in 1932, and my father played a pivotal role in shaping it into the global company it is today. As the founding family enters its third generation of stewardship and governance, we are committed to securing Sunstar's long-term future by building on what they established, honoring their values, and supporting the company's continued evolution in the years ahead. We will do so with clarity of direction, transparency in communication, and deep respect for our people.

I feel a strong sense of stewardship to uphold Sunstar's mission and heritage as the company continues to evolve. As professional management leads the business with operational excellence and strategic



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Supporting Better Health and Quality of Life

At Sunstar, our motto comes to life through the way we innovate, operate, and create long-term value across our Consumer and Industrial businesses.

Together, our business performance, sustainability initiatives, and governance reflect how we are strengthening our capabilities to contribute in ways that are meaningful, enduring, and aligned with the evolving needs of consumers and society.

Message from the Board

SUNSTAR

Sunstar exists to help people everywhere achieve better health and enhance their quality of life. Across our Consumer and Industrial businesses, and guided by our history, we use our expertise in science and engineering to benefit our customers and society.

In 2024, Sunstar launched a group-wide transformation, guided by the three pillars of Driving Growth, Creating Efficiency, and Building Capability. Throughout 2025, the Board has overseen the Group Executive Committee's execution of these priorities, with particular attention to governance and risk management, ensuring the foundations are in place to support the company's evolution, and that our key initiatives are supported by strong, reliable operations.

Against this backdrop, the Consumer and Industrial businesses continued to advance their priorities in 2025.

The Consumer Business has remained focused on strengthening its core oral care business globally. The transformation of its R&D and Supply Chain & Quality operating models is improving global alignment and advancing innovation that meets genuine consumer needs, supported by the evolution of its marketing function into a truly global capability driving strategic progress.

The Industrial Business continued to deliver high-value solutions across its two product divisions of Chemical Products and MC. Ongoing efforts to reduce environmental impact through efficient product design and manufacturing processes remain paramount.

We know progress is a collective effort. In 2025, the dedication of Sunstar employees around the world was essential to moving the Group forward. This is why as a board, we make it a priority to listen to Sunstar's people. We're grateful to the many employees we've been able to spend time with throughout the year, as well as those who shared their opinions through the employee engagement survey. This feedback reinforced the importance of consistent communication, clear priorities, and an environment in which people can do their best work. We commit to ensuring the company's leaders keep these principles at the heart of Sunstar's continued evolution.



So much has been achieved, and we thank every single one of our employees for being part of this journey. We are already seeing the positive effects of your hard work and commitment. We also know there is further to go.

On behalf of the Board, I also thank Sunstar's customers, partners, and shareholders for their continued support and trust. With stronger foundations in place, Sunstar is well positioned to accelerate growth with confidence and clear direction.

Michel Pettigrew
Chairman

Sunstar Group: Our Story

Sunstar's story began in Japan in 1932, driven by innovation and ambition. From portable bicycle glue to pioneering oral care, these early breakthroughs laid the foundations of our global Industrial and Consumer businesses.



1932
Kunio Kaneda,
Sunstar's founder,
in Osaka, Japan.

INDUSTRIAL BUSINESS



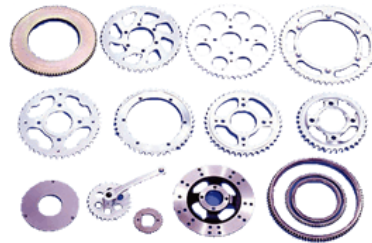
1932

Founder Kunio Kaneda invents portable glue for bicycle tire repairs



1954

Production of bicycle cranksets begins



1961

Motorcycle sprockets emerge as a new success



1967

Entry into industrial sealants through Sunstar Essex Chemical Company, marked by the introduction of Betaseal 169 construction sealant



1973

Mass production of motorcycle brake discs begins

1930

1940

1950

1960

1970

1980

CONSUMER BUSINESS



1946

Sunstar toothpaste in tubes transforms Japan's oral care market



1966

Sunstar establishes U.S. joint venture to launch VO5 Hairspray



1968

Sunstar introduces another innovation: Salt Toothpaste

1986

The Portside Symposium on the control of periodontal disease marks the beginning of Sunstar's research into the oral-systemic health connection



1988

Launch of the holistic health brand KENKODOJO®

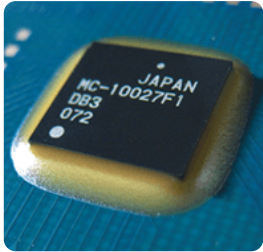


1989

Launch of the GUM® brand

Our unique heritage continues to shape our ethos: applying science and engineering to help people achieve better health and enhance their quality of life. Today, this purpose is reflected in our focus on long-term value creation, underpinned by sustainable growth, increased efficiency, the continuous

building of capability, and a commitment to clear and consistent communication. Working collaboratively as one global team, with respected expertise and meaningful impact, we are responding to evolving societal expectations and scientific innovation, while navigating an increasingly dynamic commercial environment.



1990s

Industrial materials achieve success in electronics



1990s

Establishment of Sunstar Chemical Thailand (SCT) and Sunstar Engineering Indonesia (SEI)



2004

Establishment of Sunstar Guangzhou (China)



2009

Singapore factory built to supply regional motorcycle plants



2017

Expansion into indoor air quality through U-Vix acquisition



2024

Development of environmentally friendly brake disc

1990

2000

2010

2020



1990

Launch of the world's first periodontal antibiotic treatment



1998

Introduction of the Ora² brand



2005

Entry into premium skincare with the launch of EQUITANCE



2011

Global introduction of GUM Soft-Picks



2022

Launch of GUM Playbrush, advancing connected oral care

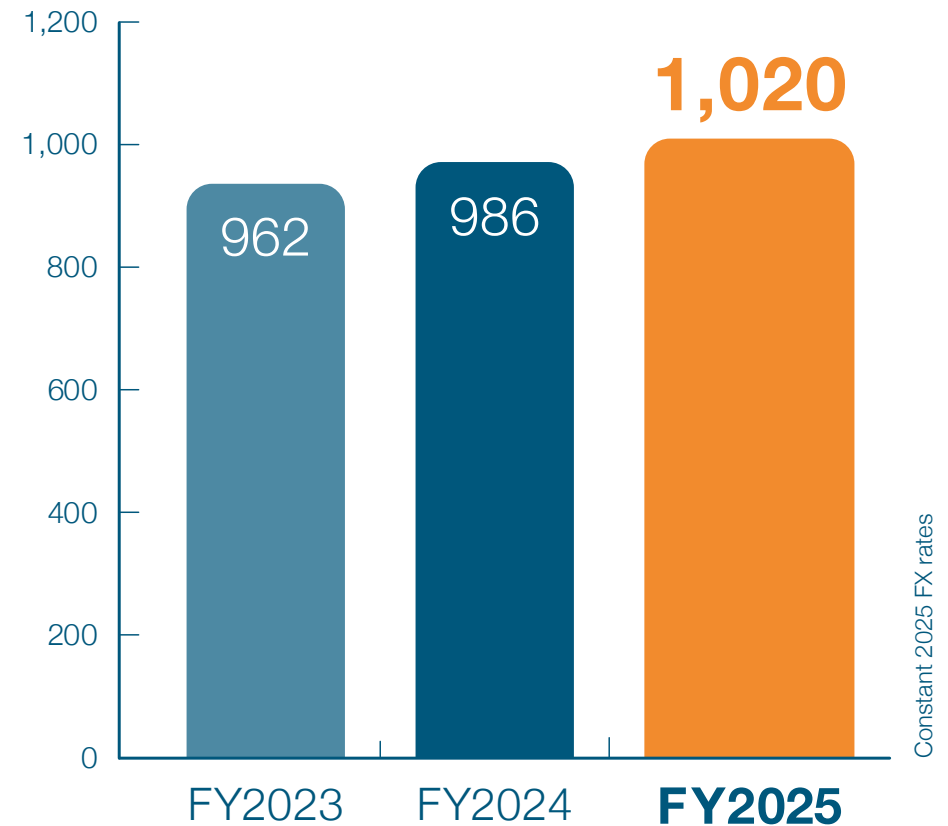
Sunstar Group Business Performance

Total Sunstar Group revenue in FY2025 was 1,020 million CHF, representing approximately 3.4% growth over the previous year at a constant exchange rate (CFx; -1.6% change when including the impact of exchange rates).

Our Consumer Business grew 2.8% at CFx thanks to targeted product innovation, effective promotions, and the continued success of our interdental products. Our Industrial Business grew 4.3% at CFx, driven by high-performance adhesives and sealing products for the automotive industry and the expansion of the MC Division in key emerging markets.

The financial information in this report is in accordance with International Financial Reporting Standards (IFRS).

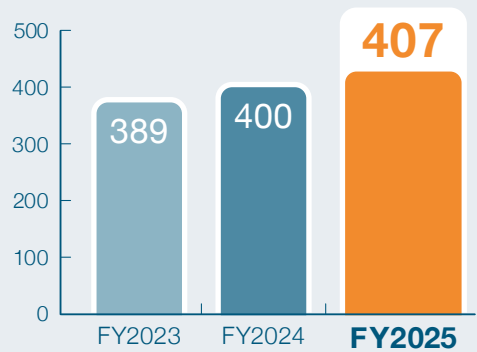
**Total Sales at
Constant Exchange Rates** (Million CHF)



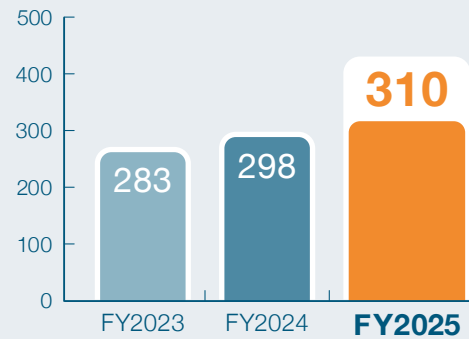
Key Numbers

(Performance Basis)

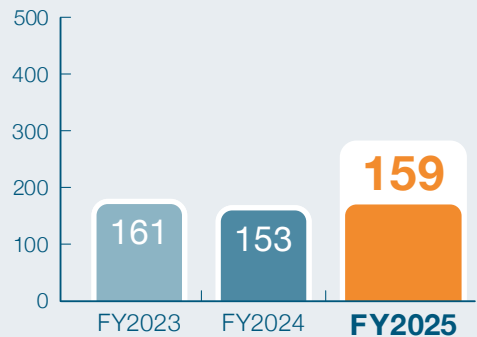
Japan | Net Sales (Million CHF)



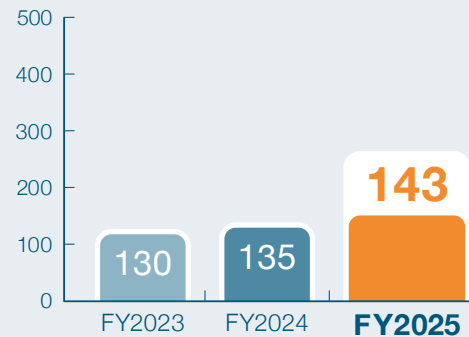
Americas | Net Sales (Million CHF)



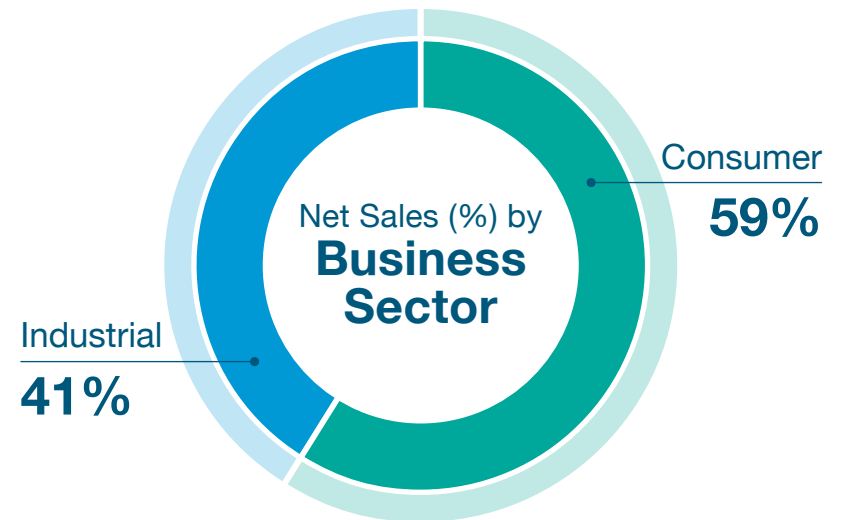
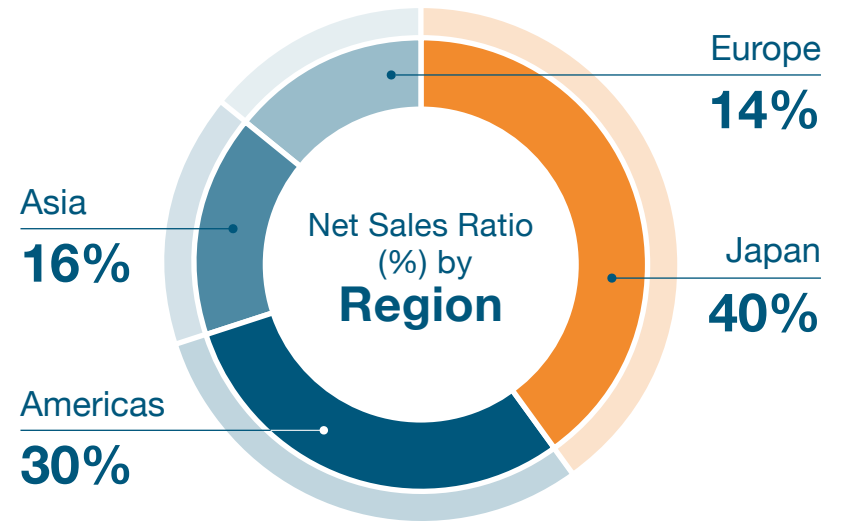
Asia | Net Sales (Million CHF)



Europe | Net Sales (Million CHF)



FY2025 Net Sales





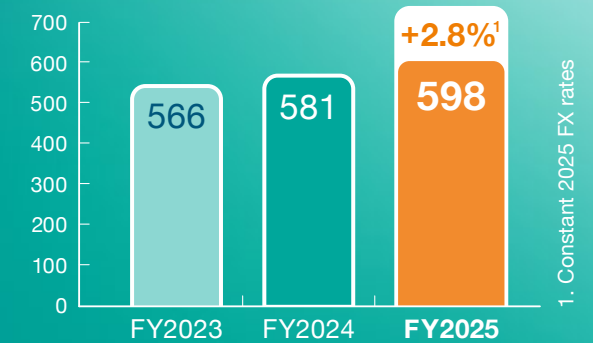
Our Consumer Business

Sustaining a Healthy Mouth and Body

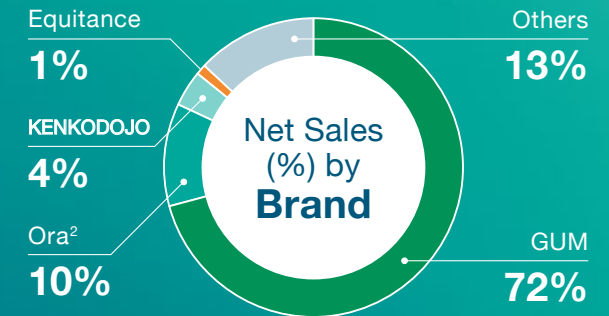
Our Consumer Business primarily operates in the oral care sector, offering one of the most comprehensive product portfolios in the industry. Our brand portfolio reflects our commitment to oral health, beauty and wellness.

Consumer Business

Net Sales (Million CHF)



Our global oral health brand, delivering superior gum and mouth health through deeper, precision care—enhancing whole-body health.



Our regional oral beauty care brand sold in Japan and Asia, offering superior stain control for a naturally whiter smile and instant emotional uplift.



KENKODOJO

Our innovative Japanese nutrition brand, helping enhance the body's fundamental functions thanks to the power of nature.



2025 Achievements & Future Outlook

In 2025, we strengthened the foundations for sustainable growth by sharpening execution, reinforcing brand fundamentals, and advancing consumer-centric innovation.

Key achievements this year include:

Scaling a Global Innovation Engine

Continued our transformation by establishing Consumer Global R&D and Global Supply Chain & Quality models, improving cross-regional alignment and agility. We also advanced our Global Marketing function —moving from a regional approach toward a truly global model to better meet consumer needs and capture growth opportunities.

Commercial Momentum in Priority Channels

Delivered revenue growth through targeted product innovation, effective promotions, and continued strong performance of our interdental products. We also strengthened initiatives in fast-growing channels through sharper channel prioritization, supporting continued expansion in challenging retail environments.

Improved Brand Fundamentals

Increased awareness and share across strategic categories through effective portfolio expansion, stronger activation, and reinforced professional endorsement—creating a stronger base to scale growth.

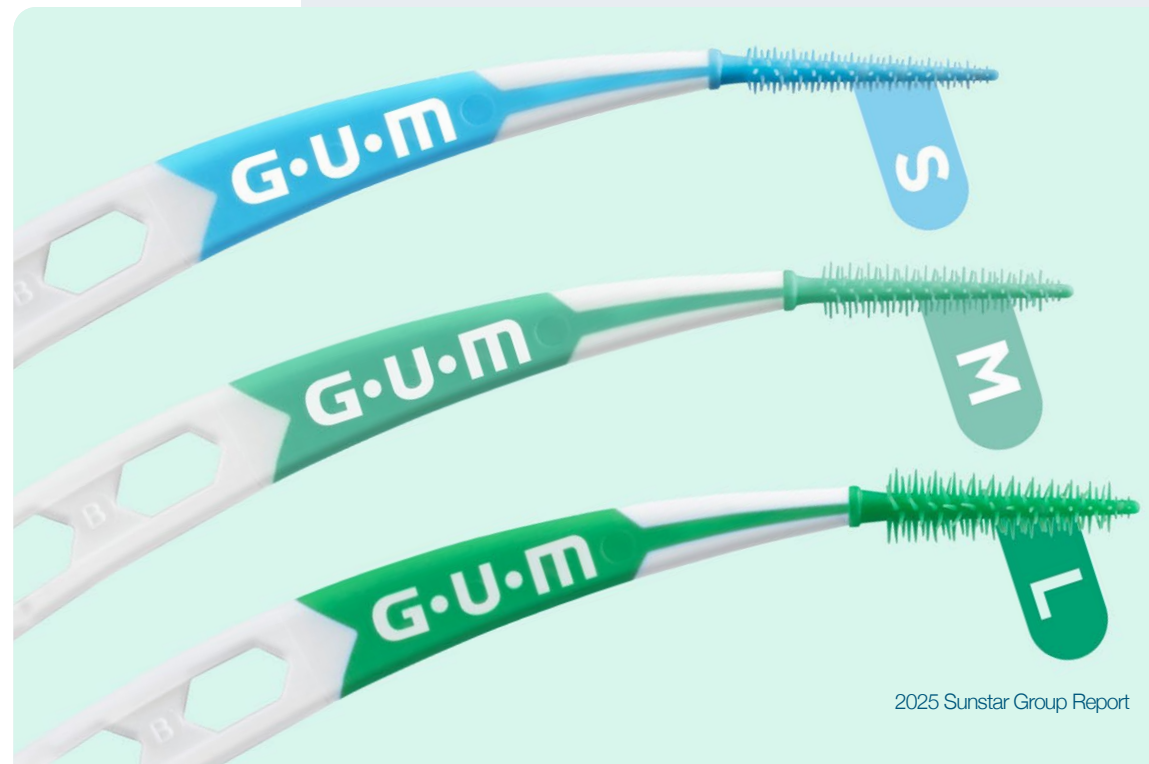
Expanded Innovation Through Collaboration

Deepened industry–academia–community partnerships to raise awareness of the link between oral and overall health and gather direct consumer feedback to shape future innovation.

Environmental Highlights

Sunstar Group has set a goal to cut the share of petroleum-based plastics used in containers and packaging to 50% by 2030. In Japan in 2025, as part of the Sunstar Tonic Shampoo renewal, we introduced a biomass plastic container made with 28% plant-based raw materials. The container received the BiomassPla certification from the Japan BioPlastics Association.

Across our markets, we are improving recyclability through better material choices and clearer recycling instructions—helping more of our products and packaging support a circular economy.



Scaling for Growth and Innovation

As we accelerate the global growth of our oral care business, our focus is on brand leadership, consumer-centric innovation, and digital transformation.

Strengthening Our Connected Oral Health Capabilities

We have established a dedicated function that brings together software technology innovation, and consumer-centric solutions to provide personalized services and education for continuous oral health improvements to consumers and oral care professionals.

Accelerating Innovation

We are leveraging consumer-driven and data-powered insights to develop impactful and scalable innovative solutions that advance our mission of improving oral health and well-being globally.

Advancing Our Core Oral Care Brands

Our clear, differentiated propositions support category leadership and long-term growth.



KENKODOJO

Since 1988, we have been committed to the health food industry in Japan through the KENKODOJO brand, continuously driving growth and innovation.

In November 2025, KENKODOJO launched Surana S, a new functional food product containing HMPA. HMPA has been reported to activate the body's metabolic switch (AMP-activated protein kinase), thereby promoting fat and sugar metabolism. It has also been reported to help reduce visceral fat and waist circumference in individuals with higher BMI, as well as to lower LDL cholesterol and postprandial blood glucose levels.

Regions Overview

Japan/Asia Oral Care

Business Expansion at Costco China

Strengthened our presence at Costco China—one of the market’s few growing retail channels—through a focused in-store promotion for GUM. The campaign delivered strong shopper response, with GUM toothpaste ranking as the channel’s top-selling toothpaste during the event period, reinforcing our strategic focus on high-potential growth channels.

Collaboration and Innovation in Osaka

Continued to leverage Sunstar’s Osaka Satellite Research Institute within Osaka Prefecture’s “Kento” life science cluster to advance solutions focused on oral frailty and overall health. In 2025, we joined the “Kento Festival,” engaging more than 1,000 visitors through oral function measurement activities and new product promotion—helping us learn directly from consumers and inform future development.

Extending Healthy Life Expectancy With Nutrition and Oral Care

Building on our partnership agreement, we worked with Yamanashi Prefecture and the Yamanashi Dental Association to promote healthier longevity. In 2025, we held a public lecture in Kofu City highlighting how nutrition and daily oral care can support the healthy life expectancy of older citizens, with around 150 participants attending.



Americas Oral Care



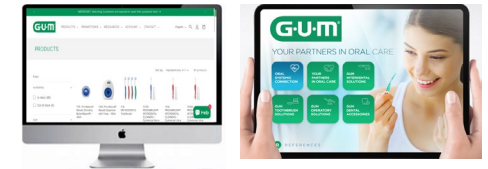
LATAM Delivers Record Sales Across Multiple Countries

GUM consolidated its No. 2 position in oral care in Argentina with the successful launch of the new Advanced Care line. Brazil delivered double-digit growth driven by channel expansion. Colombia combined accelerated growth with record profitability, while Mexico sustained robust performance and strengthened its leadership across key segments.

GUM market share grew across strategic categories in Latin America, enabling the region to close 2025 with solid momentum and a strengthened foundation for sustainable, profitable growth.

Driving Record Sales in Canada Through Brand and Channel Execution

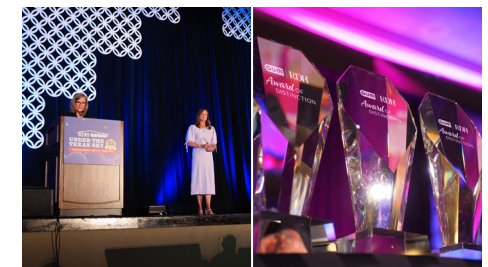
Canada delivered record sales and strong profit growth in 2025, marking



five consecutive years of growth. Performance was driven by new retail listings, portfolio expansion, and continued strength in interdental. Key initiatives included the GUM “Healthier Gums, Healthier You” campaign and a new digital selling tool for oral care professionals.

Recognizing Hygienists’ Contributions to the Dental Care Industry

Through the 24th annual GUM | RDH Award of Distinction, GUM continued to celebrate and empower dental hygienists. Over 100 applications across the US and Canada were received for the 2025 awards and 6 recipients were recognized for their exceptional contributions.



Regions Overview

Europe Oral Care

GUM Takes Top Spots in France

In 2025, GUM became the No. 1 oral care brand in the French pharmacy channel with 11.4% market share. GUM was also recognized as the No. 1 recommended interdental brand by oral care professionals, reinforcing its leadership position with a 53% category share. In addition, GUM secured the No. 1 position in orthodontic care, achieving a 43% category share.



Commitment to Science-Based Innovation

Sunstar's presence at EuroPerio 11 in Vienna underscored our commitment to science-based innovation. The GUM booth highlighted the oral microbiome, interdental care, and patient behavior change, attracting 213 registrants to its learning program. Sunstar also hosted a scientific session led by Prof. Filippo Graziani on challenges in the interdental space. Separately, the Sunstar Foundation Perio Research Awards underscored the Foundation's long-term support for periodontal research.



Prof. Filippo Graziani

Powering Up GUM ORTHO Across Europe and MENA

In February, a dedicated 360° Sales & Marketing program activated every touchpoint—from dental offices to retail shelves—to maximize impact of the GUM SONIC ORTHO electric toothbrush launch.

The strategy generated immediate impact: GUM ORTHO achieved 16% growth across Europe, significantly outperforming the brand. The campaign also generated +10% uplift in MENA.



Shopper campaign key visual



GUM booth



Sunstar Foundation Perio Research Awards ceremony



Our Industrial Business

Delivering High-Value Engineering Solutions

Our Industrial Business delivers high-value engineering solutions to customers worldwide, supplying specialty chemicals for the automotive, construction, and electronics industries alongside precision metal components for the mobility sector.

As we strengthen this business, we are also reducing our environmental impact by designing products and operating manufacturing processes that use resources more efficiently and generate less waste. These improvements are embedded across development and production, supporting long-term performance while lowering our environmental footprint.

Chemical Products Division

We manufacture and sell adhesives and sealants that support safety, durability, and resource efficiency across industrial applications. In the automotive field, we serve global customers with materials that enable lightweighting, improved fuel efficiency, and longer product lifecycles. In construction, we have established strong business foundations in Japan and China, where our products enhance structural reliability and energy performance.

We are also expanding into new areas, including materials for electronic components, responding to growing demand for advanced technologies while promoting responsible chemical management and environmentally conscious product development.

MC Division

We manufacture and sell precision metal components to customers worldwide. Our portfolio includes motorcycle discs and sprockets, outboard motor ring gears, and a range of high precision, reliable automotive components.

Across our manufacturing sites, we maintain high standards of safety, quality, and productivity, while reducing environmental impact through energy-efficient processes and optimized resource use. These efforts support a stable supply for our customers and sustainable manufacturing practices.

How Our Industrial Business Is Organized

Chemical Products Division



- Automotive
- Construction
- Electronics

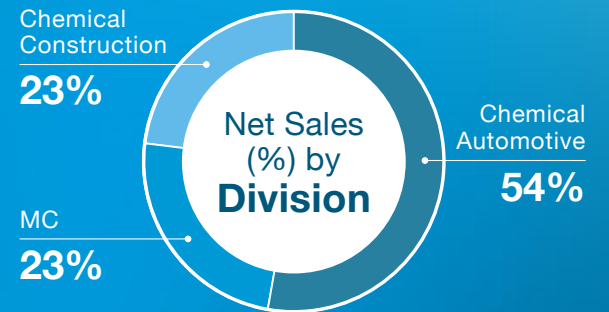
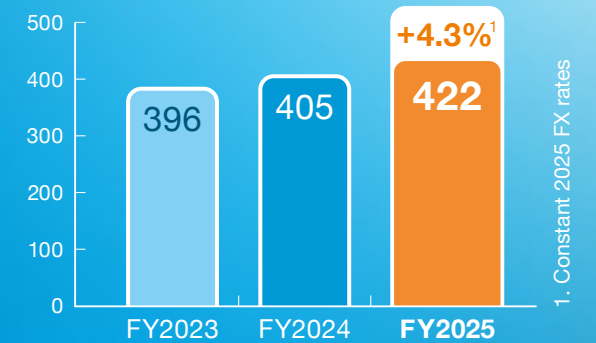
MC Division



- Motorcycle parts
- Others (mobility and home appliance parts)

Industrial Business

Net Sales (Million CHF)



Performance Highlights in FY2025

Chemical Products Division

- **Automotive:** Sales increased as new development projects with European and North American automakers expanded in the North American market, supported by strengthened production capacity.
- **Construction:** We enhanced our product lineup and reinforced sales activities in China. In Japan, a significant volume of sealants was adopted for projects related to the Osaka Expo.
- **Electronics:** In-vehicle monitors using bezel glue have been widely adopted by multiple automotive OEMs.



MC Division

- **Motorcycle parts:** We expanded our customer base for motorcycle parts, including the adoption of our discs by emerging electric motorcycle manufacturers. We achieved cost reductions by improving energy efficiency in production processes, such as reducing power consumption in heat treatment operations.
- **Others:** We expanded our business by securing new fine blanking parts projects from Europe's largest automotive parts manufacturer and, as a new challenge, began supplying motor cores produced using high-speed press technology, thereby broadening our customer base in the home appliance sector.



Outlook and Growth Strategy

While our Industrial Business serves customers across two main product divisions—Chemical Products and MC—we manage the business internally through operating divisions.

To strengthen accountability and accelerate decision-making, we have reorganized our internal structure into three operating divisions: Chemical Automotive, Chemical Construction, and MC.

The Chemical Automotive Division is organized across three regions—Japan, Asia, and Europe & the Americas—with dedicated officers to clarify accountability and strengthen execution. R&D within the Chemical Automotive Division is managed globally to enhance development efficiency and overall performance.

In the **Chemical Automotive Division**, we plan to establish local subsidiaries in India and Mexico in FY2026, building stronger regional business foundations. In parallel, we will continue to expand our business with European, North American, and Chinese automakers, capturing global growth opportunities while managing risks through a phased and disciplined approach.

In the **Chemical Construction Division**, we aim to become a comprehensive chemical construction materials manufacturer by expanding our product

categories and promoting collaboration with external partners, while accelerating business development across Asia.

In the **MC Division**, we will reinforce production efficiency, strengthen competitiveness, and expand market share in our core two wheel business, while broadening our metal processing capabilities and developing new opportunities with automotive and home appliance manufacturers.



Sustainability

Doing Our Part for a Sustainable Future

At Sunstar, we recognize that sustainability—encompassing environmental, social, and governance initiatives—is essential to the planet’s future and our long-term business resilience. Our approach focuses on co-creating with stakeholders to leverage the strengths and opportunities of both our Consumer and Industrial businesses in building a sustainable future.

Through our business activities, Sunstar contributes to the achievement of four key SDGs¹.



1. The SDGs (Sustainable Development Goals) are 17 global goals adopted by UN member states to achieve a sustainable world with a balanced economy, environment, and society by the year 2030.



More information:
www.sunstar.com/sustainability

Our Environmental Efforts

Climate action is a key focus of our sustainability initiatives. We are reducing our environmental footprint through sustainable material and energy choices, along with more efficient resource use.

From increasing plant-based and recycled materials to achieving 100% renewable energy, our actions drive lasting impact. We are also expanding emissions tracking across our value chain for greater accountability and meaningful carbon reduction.








Our 2024 performance against our mid- to long-term environmental targets is shown on the right.

Progress in 2025

In 2025, we achieved the following main outcomes:

- We expanded **the use of plant-based plastics** in products and packaging for toothbrushes, interdental brushes, mouthwash, and shampoo.
- We accelerated **renewable electricity procurement** in Japan, Asia, and the Americas in 2025, building on progress in Europe.
- We stayed on track to achieve our 2025 CO₂ emissions reduction target through increased **renewable electricity** use and improved **factory equipment** efficiency.

Progress Toward Sunstar Group Mid- to Long-Term Environmental Targets

	Achieved 2022	Achieved 2023	Achieved 2024	Target 2030
 Plastics in containers and packaging: Increase in plant-based/recycled plastic usage rate	6%	14%	27%	50%
 Used containers and packaging: Increase in percentage of recyclable/reusable material usage	68%	75%	74%	100%
 Paper used in containers and packaging: Increase in usage rate of FSC ¹ certified or other certified paper products	70%	71%	81%	100%
 Palm oil usage in products: Increase in ratio of RSPO ² certified or other certified renewable palm oils	14%	25%	40%	100%
 Electricity use in own plants and offices: Increase proportion of renewable (CO ₂ -free) electricity	27%	24%	24%	100%
 Water usage in own plants: Reduce volume of water usage per production volume	9%	-23%	-12%	-20%
 CO₂ emissions in own plants and offices: Reduce volume of emissions (scope1+2)	-21%	-13%	-17%	-85%

1. FSC® (Forest Stewardship Council®) | FSC-N003962 | More about FSC: www.fsc.org
 2. RSPO (Roundtable on Sustainable Palm Oil) | Our progress: www.rspo.org/members/12085

New Environmental Initiatives in 2025

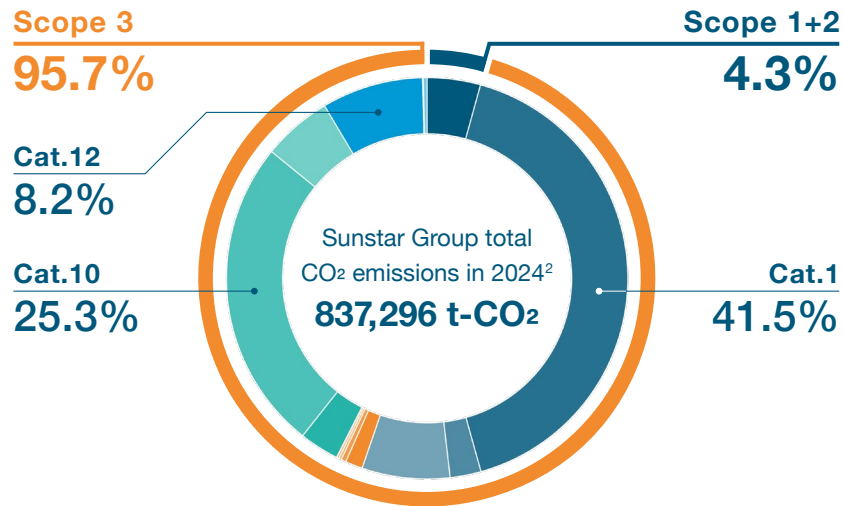
We have committed to setting CO₂ emissions reduction targets aligned with SBTi.

As regulations and international standards on climate change continue to develop, companies are expected to reduce not only CO₂ emissions from their own factories and offices (Scope 1 and 2), but also CO₂ emissions from all business activities, including raw material production, transportation, product use, and disposal (Scope 3). Therefore, in 2025, we calculated Scope 1, 2, and 3 CO₂ emissions for 2024 across our major global locations. We formally declared our intention to set CO₂ emission reduction target aligned with SBTi,¹ an international certification framework for CO₂ emission reduction targets.



We continue to reduce the use of petroleum-derived plastics in consumer products and packaging and lower the environmental impact during manufacturing for motorcycle metal parts and sealant packaging.

Learn more on our website: www.sunstar.com/sustainability/environment/products



Scope 1+2 Fuel and electricity at own sites	Scope 3, Cat.1 Raw material production	Scope 3, Cat.2 Facility investment	Scope 3, Cat.3 Energy mining and refining	Scope 3, Cat.4 Raw material transportation	Scope 3, Cat.5 Plant waste	Scope 3, Cat.6 Employee travel	Scope 3, Cat.7 Employee commuting
4.3%	41.5%	2.5%	7.1%	1.4%	0.4%	0.2%	0.2%
Scope 3, Cat.8 Leased equipment	Scope 3, Cat.9 Product delivery	Scope 3, Cat.10 Processing at client plants	Scope 3, Cat.11 Product use	Scope 3, Cat.12 Product waste	Scope 3, Cat.13 Lessee companies	Scope 3, Cat.14 Franchisee facilities	Scope 3, Cat.15 Investee companies
0.01%	3.2%	25.3%	5.6%	8.2%	0.04%	0.02%	0.3%



In RSPO's 2025 evaluation, Sunstar achieved the top score by increasing our RSPO-certified raw materials by 12% year on year and implementing the recommended action plan.



In EcoVadis' sustainability assessment, Sunstar Engineering Europe GmbH earned a Silver Medal, placing it among the top 15% of companies, while Sunstar Inc. (Japan) received the Commitment Badge.

1. Science Based Targets initiative (SBTi) = A corporate climate action organization that develops standards, tools, and guidance to help companies set greenhouse gas emissions reduction targets aligned with climate science. 2. The calculation excludes certain smaller sites and companies newly acquired by Sunstar. We intend to expand the scope of calculation over time.

Building a Culture of Growth and Innovation

We want Sunstar to be a place where our colleagues are inspired to deliver sustainable business growth by improving the health and well-being of people across the world. Our work is guided by our three transformation pillars: Driving Growth, Creating Efficiency, and Building Capability.

Our People Framework

Our Global HR Mission Statement is anchored in four commitments, guiding how we support our people across the Group:

- **Talent Attraction & Development:** accelerate business growth by attracting & retaining the best people and developing their skills and capabilities to the next level.
- **Employee Engagement:** help create deep emotional bonds between our colleagues and our mission to inspire high achievement culture.
- **Sustainable Performance:** invest into wellness of our colleagues to enable sustained delivery of results over the long term.
- **Continuously Improving Systems and Processes:** deliver agile HR solutions that enable measurable business acceleration.

Listening and Taking Action

- In 2025, we carried out our first global people engagement survey across the Sunstar Group. With a participation rate of 77%, the results reflect the commitment of our people.
- We are taking action in response to the results and will share updates internally on the improvements being put in place, while continuing to listen to our people.

Valuing Our People

Creating an environment which unlocks the power of diverse perspectives

- Combining experience acquired outside Sunstar with long-standing employees, the power of different generations, genders and nationalities.
- Recognizing and understanding different thinking and communication styles, and lived experiences, which enable people to contribute authentically and work effectively together.

Understanding the role of leaders in unlocking team potential

- We invest in training and coaching to enable managers to develop individuals' strengths, creating environments where people feel supported and empowered.

Investing in our people

- We invest in recognition, learning, and connection through initiatives such as the Global Four Awards. We also continuously build the capability of our HR team to provide strong, people-centered support across the company—helping teams share expertise, solve problems faster, and bring stronger ideas to the work we do for customers.

Keeping health, well-being, and quality of life at the heart of sustainable performance

- Supporting good health—both physical and mental—allows our people to perform, in a sustainable, efficient way, over the long term.
- We recognize that efficiency, shaped by the tools people use every day, contributes to quality of life: when technology works well and is easy to use, it saves time and supports focus.

Contributing to Society



Research Grants and Awareness

Sunstar recognizes and supports research on periodontal disease and the relationship between oral and systemic health, as well as the work of dental hygienists worldwide, while promoting broader awareness of these efforts.



Community Support

We supported local communities through donations of oral care products, daily necessities, and toys in Switzerland, Germany, Canada, and Thailand; blood donation activities in the United States, Indonesia, and Thailand; and biodiversity initiatives in Germany, including tree planting and beekeeping.



Disaster Relief and Health Awareness

In Thailand, we provided essential supplies, including food and medicine, for major flood relief efforts. We have also supplied oral care products in response to past large-scale disasters in Japan and Spain. In Japan, we continue nationwide awareness campaigns to raise awareness of the importance of maintaining oral health during disasters.



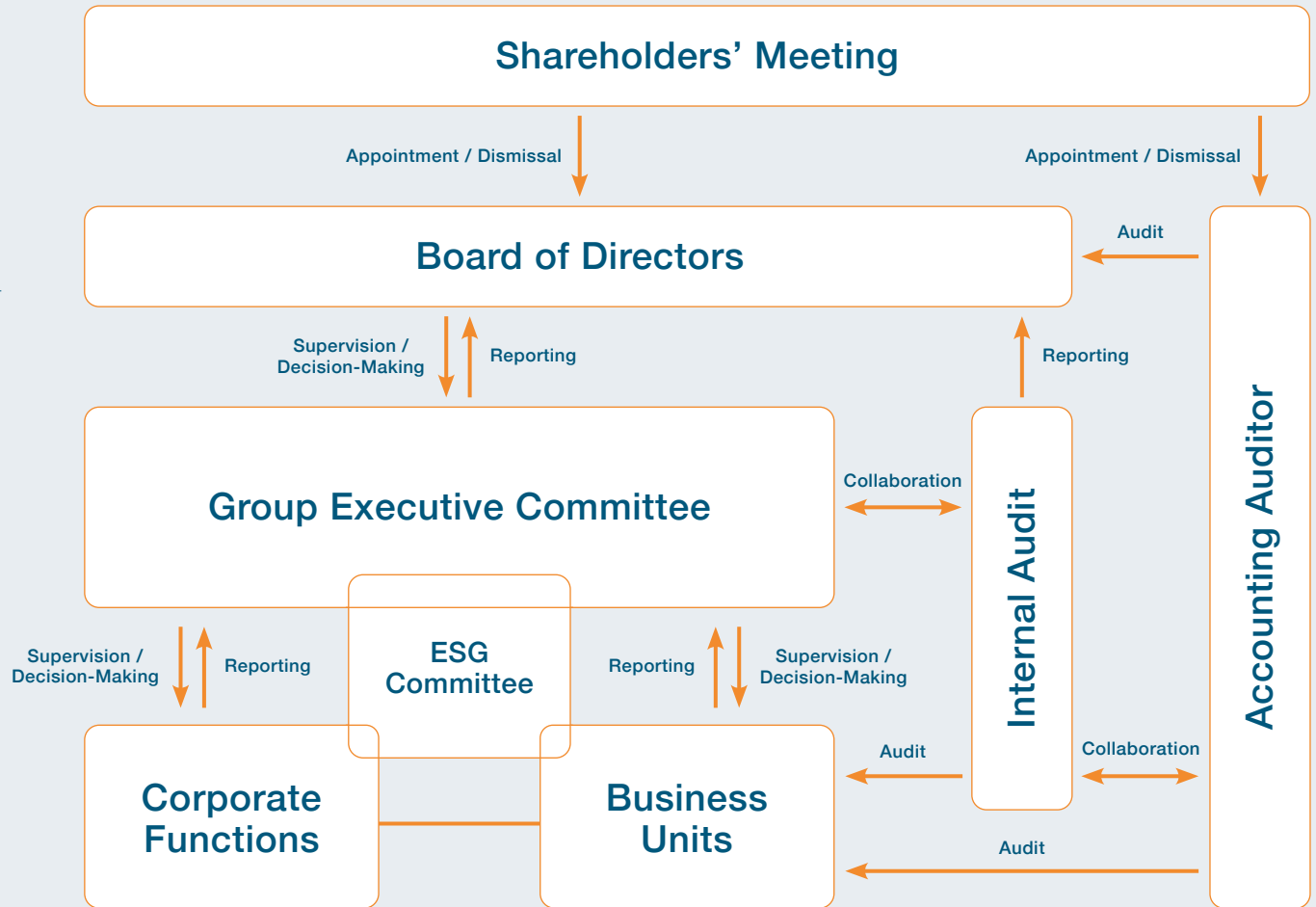
Cultural Support

Sunstar supports the Japanese culture of our origins through employee participation in local cultural events, including the Awa Odori Dance Festival in Tokushima and the Shingen-ko Festival in Yamanashi, where our factories are located. We also support the Nihon Shodo Bijutsuin (Calligraphic Art Institute in Japan).

Our Approach to Governance

At Sunstar, we are committed to high standards of governance and operations, guided by our motto and vision.

Our corporate governance framework enables transparent decision-making, reporting, and information sharing, reinforcing our commitment to ethical leadership and sustainable business practices.



Establishment of ESG Committee

To accelerate our sustainability initiatives, we established an ESG committee in 2025. Comprising senior executives and managers from key global functions and business units, the committee reviews and prioritizes overall policies and key initiatives based on an assessment of our sustainability capabilities.



Our Leadership

Our Group Executive Committee brings together our most senior leaders to guide the business and maintain a strong focus on performance and growth. It includes the leaders of our Consumer and Industrial businesses and Corporate Functions.

Group Executive Committee



Yuji Okamoto

Chair of the Executive Committee



Akihiko Kuroki

CEO, Consumer Business



Masaki Ukai

CEO, Industrial Business



Philippe Georges

Group Chief Financial Officer (CFO)



René Bujard

Group HR & Corporate Communications



Wieland Noetzold

Group Governance, Risk and Compliance (GRC)



Andrew Thorson

Secretary of the Board
Group Legal

Board of Directors



Michel Pettigrew

Chairman



Marcel Schmid

Vice-Chairman



Mayumi Kaneda

Member of the Board

Risk Management

A Strong Risk Management Strategy for Active Risk Mitigation

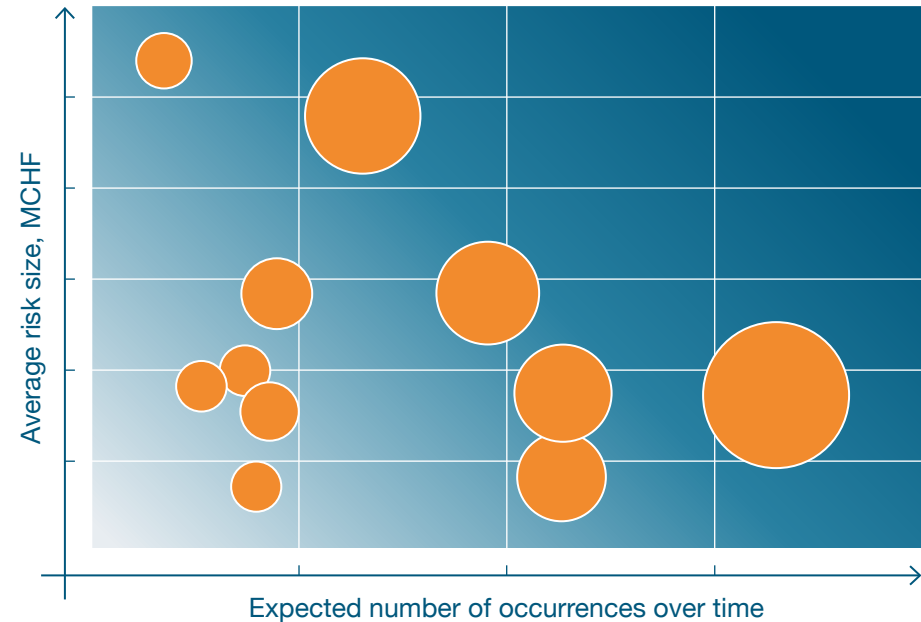
Our Enterprise Risk Management (ERM) function was created to actively assist our board of directors, senior management, and operational teams to reduce Sunstar's risk exposure.

The function works closely with the different business units to systematically identify, assess, mitigate, and monitor our strategic risks, thus playing an important role in enhancing our long-term resilience.

Over the years, we have developed a suite of innovative tools, positioning Sunstar as a leader in risk management.

Identifying Exposures Using Quantification

Global Risk Map – Top Categories by Size (Size = Potential lost profit)



Our Risk Management framework focuses on three main principles:

01.

Risk Quantification

We quantify and aggregate risks through advanced analysis of financial KPIs and risk attributes, to provide a comprehensive view of potential exposures at a local and global level.

02.

Ongoing Tracking and Analysis

We enhance our risk prediction accuracy and strategies by comparing forecasted risks with materialized events.

03.

Risk Mitigation Workshops

We ensure active risk reduction through regularly engaging our leadership teams. These efforts contributed to an average risk value reduction of 15% over a rolling three-year period ending in 2025.



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