
GALDERMA
EST. 1981
Annual Report
2024

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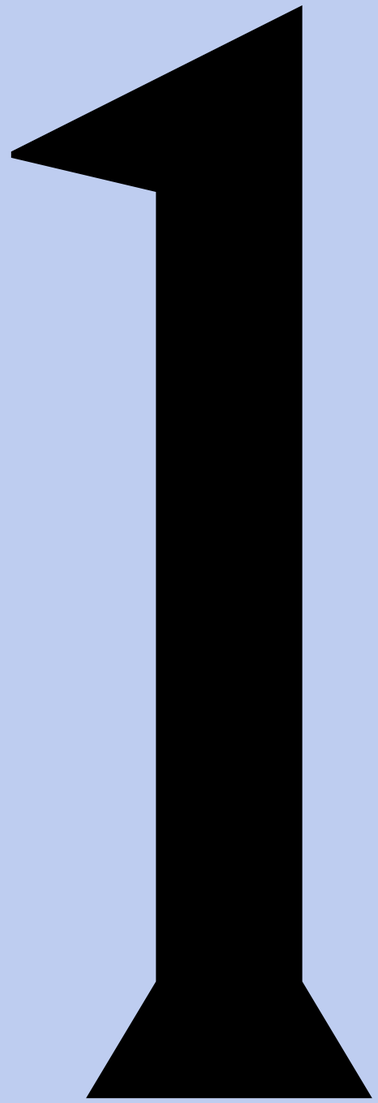
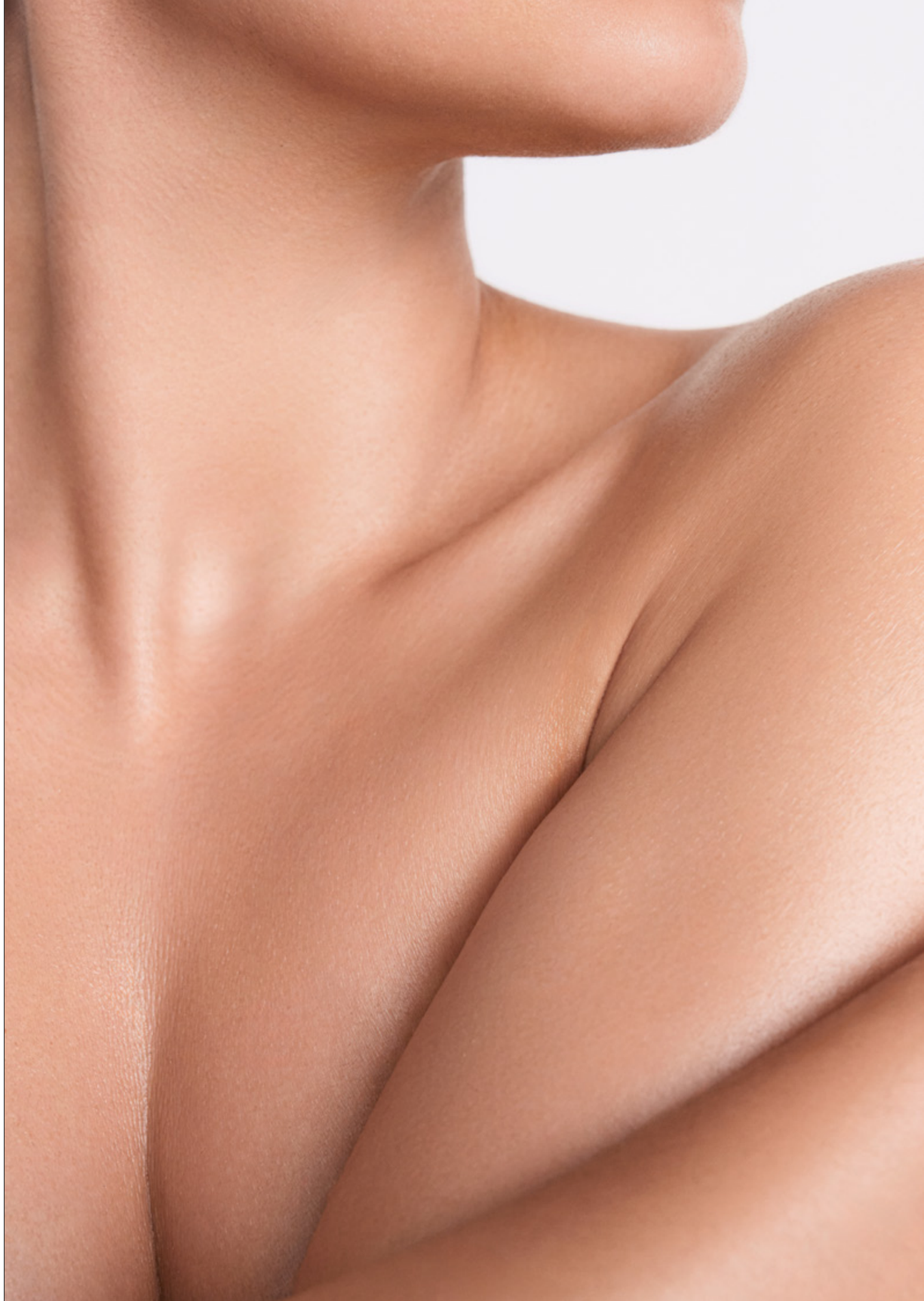


Part 1: 2024 HIGHLIGHTS

THE PURE-PLAY DERMATOLOGY CATEGORY LEADER

Since our foundation in 1981, Galderma has been dedicated to the human body's largest organ: the skin. We are recognized for our innovative, science-based portfolio of premium flagship brands and services spanning the full spectrum of the fast-growing dermatology market. A unified team spanning every corner of the globe, we strive to make a positive impact on people's lives and the world we live in. Working as one, we are united by our purpose of advancing dermatology for every skin story.



OUR PORTFOLIO OF BRANDS

Our unique Integrated Dermatology Strategy is the driving force behind Galderma's growth. It is our differentiating factor and underscores our ambition to advance our category leadership in dermatology.

We are strategically positioned in the resilient, highly attractive and consumer-focused sub-segments of injectable aesthetics, dermatological skincare and therapeutic dermatology. Our portfolio of premium brands and services work synergistically to meet individual consumer and patient needs with superior outcomes.

Injectable Aesthetics

Alluzience® Botulinum toxin type A
Azzalure® Botulinum toxin type A
relfydess® toxinum botulinicum typum A
Dysport aesthetic™
SCULPTRA®
Restylane®

Dermatological Skincare

ALASTIN™ by GALDERMA
Cetaphil®

Therapeutic Dermatology

nemluvio® (nemolizumab-ilto) for injection 30 mg
BENZAC®
LOCERYL®
ORACEA®
DAYLIGHT metvix® Methyl aminolevulinate
DIFFERIN
EPIDUO® FORTE (adapalene and benzoyl peroxide) Gel 0.3% / 2.5%
AKLIEF®
ONCE-DAILY soolantra® (IVERMECTIN) 10 / CREAM
Tetralysal®

OUR GLOBAL PRESENCE

In 2024, Galderma's strong growth momentum was supported by our focus on dynamic, highly attractive markets, with a presence in more than 90 countries.

Solidifying our growth

Net sales

4.410 billion USD

+9.3% year-on-year on a constant currency basis

Core EBITDA

1.031 billion USD

23.4% Core EBITDA margin

Increased perfomance across segments

Year-on-year net sales growth, on a constant currency basis

+9.6%
Injectable Aesthetics

+10.7%
Dermatological Skincare

+6.1%
Therapeutic Dermatology

We innovate through science

770+ clinical trials

conducted across more than 30 countries since 2019

250+ major regulatory approvals

received across more than 30 countries since 2019

600+

R&D professionals

We partner with healthcare professionals

10,000+ training events

hosted via the Galderma Aesthetic Injector Network (GAIN) in 2024

225,000+ healthcare professionals

educated, trained and engaged through medical awareness activities in 2024

We empower high-performing teams

7,000+ employees

worldwide

1,900+ sales force professionals

worldwide

50% of affiliates

certified as Great Place To Work®

We strive to make a positive impact

4 out of 4 plants

using 100% renewable electricity

>10% reduction of water intensity

in our operations year-on-year

FOREWORD FROM OUR CEO FLEMMING ØRNSKOV M.D., MPH

It is my pleasure to present Galderma's first annual report as a publicly listed company. 2024 was a defining year, marked by our successful initial public offering (IPO) on the SIX Swiss Exchange on March 22 – the largest IPO in Switzerland since 2017 and one of the largest healthcare IPOs ever. This milestone reflects the dedication of our entire team and reinforces our purpose of advancing dermatology for every skin story.

This achievement was the culmination of a remarkable transformation. Between 2019 and 2023, Galderma evolved from a business unit into a high-performance, standalone company, building the foundation that led to this pivotal moment. With a strong heritage in dermatological science and over 40 years of consumer expertise, we have become the category leader in dermatology, operating across its most attractive segments – injectable aesthetics, dermatological skincare and therapeutic dermatology.

At the heart of this success is our Integrated Dermatology Strategy, which combines science-based innovation, the industry's broadest portfolio and globally scaled omnichannel execution excellence to meet the evolving needs of patients and consumers worldwide.

While 2024 was a milestone year, our strategic focus remains unchanged. We are uniquely positioned in the fast-growing and underpenetrated dermatology market, valued at approximately 87 billion USD in 2023 and projected to reach more than 113 billion USD by 2027, growing at a 7% compound annual growth rate (CAGR). Among the key drivers of this expansion is our entry into biologics, particularly in therapeutic dermatology, where we are addressing unmet needs in atopic dermatitis and prurigo nodularis – markets expected to reach 20 billion USD and 2 billion USD in the mid-term, growing at CAGRs of 15% and 32%, respectively.

UNIQUELY POSITIONED THROUGH OUR INTEGRATED PLATFORM

Galderma's scalable, integrated dermatology platform uniquely positions us to leverage our strengths, drive competitive differentiation and unlock new opportunities for growth. In 2024, we strengthened this platform across three key pillars:

1. **The broadest portfolio with leading science and innovation**

In Injectable Aesthetics, we achieved key milestones, including completing the European decentralized procedure for Relfydess™ (RelabotulinumtoxinA), our next-generation liquid neuromodulator, and obtaining approvals in Australia, the United Kingdom and 14 European markets at the time of this report's publication. Relfydess launched in Germany and Spain in Q4, with further expansion ahead. Meanwhile, Sculptra® marked its 25th anniversary and launched successfully in Thailand, while Dysport® celebrated its 15th anniversary in

the U.S. Our Fillers portfolio, the broadest and most diverse hyaluronic acid range in the market, grew with the introduction of Restylane® SHAYPE™ in Canada and Restylane® VOLYME™ in China.

In Dermatological Skincare, we expanded our Cetaphil® range, including with Vitamin C and Ceramide serums in the U.S. and a locally tailored baby moisturizer in China. Meanwhile, Alastin® accelerated its global expansion with launches in Australia, Brazil and Colombia.

In Therapeutic Dermatology, Nemluvio® (nemolizumab) – the first and only biologic to directly target interleukin-31 receptor alpha – secured landmark U.S. Food and Drug Administration (FDA) approvals for the treatment of adults with prurigo nodularis and for patients aged 12 and older with moderate-to-severe atopic dermatitis, with strong early uptake. In Europe, a positive opinion from the Committee for Medicinal Products for Human Use (CHMP) for both conditions led to approval in February 2025, with the United Kingdom and Switzerland also granting the first approvals from the Access Consortium framework.

Our pipeline success was driven by the ARCADIA and OLYMPIA clinical programs, leading to approvals for Nemluvio in atopic dermatitis and prurigo nodularis, respectively. Full phase III results from ARCADIA 1 and 2 were published in *The Lancet*, while OLYMPIA 1 appeared in *JAMA Dermatology*. Long-term extension studies for both trials further reinforced these outcomes. Progress with Relfydess was supported by the phase III READY clinical trial program, with additional data also demonstrating long-term safety and efficacy.

2. Global scale with omnichannel excellence

Our global reach is powered by omnichannel execution excellence, supported by a significantly expanded sales force in 2024 compared to 2023 and over 34% year-on-year growth in e-commerce sales. In 2024, impactful advocacy campaigns drove significant consumer engagement, reaching billions of consumers worldwide. Highlights included the Cetaphil 'Game Time Glow' campaign, the 'Face of Cetaphil' initiative at New York Fashion Week, a collaboration with beauty creator Katie Fang for our Cetaphil Gentle Exfoliating line, and a viral success of Cetaphil activations in India that tapped into men's skincare trends.

3. Market-leading education and services

We continued to differentiate through market-leading education and services, highlighted by our presence at major congresses and events, including the American Academy of Dermatology (AAD) Annual Meeting, the American Society for Dermatologic Surgery (ASDS) 2024 Annual Meeting, the Aesthetic & Anti-Aging Medical World Congress (AMWC), the European Academy of Dermatology and Venereology (EADV) Congress, the International Master Course on Aging Science (IMCAS) World Congress, and the TOXINS 2024 International Conference.

Our training programs continued to lead the market, with initiatives such as the Galderma Aesthetic Injector Network (GAIN), contributing to the training and engagement of over 225,000 healthcare professionals. Highlights included GAIN LATAM in Mexico, the largest private injectable aesthetics event in Latin America, and GAIN JPAC in South Korea, which hosted over 650 healthcare professionals from 14 countries. Anchored by our NEXT by Galderma report, these events provided key insights into global aesthetics trends. To complement GAIN, we launched the Skin Knowledge and Innovation Network (SKIN), expanding education across our full portfolio.

PAVING THE WAY TO ACCELERATED GROWTH

With this progress, 2024 paves the way for a phase of accelerated growth, leveraging the solid foundation established from 2019 to 2023, during which we consistently outperformed the market. In this new chapter, we remain focused on superior performance, with growth expected to be driven by three critical factors: commercial excellence, platform and portfolio expansion, and especially consumer-focused innovation.

Commercial excellence will be achieved through targeted strategies, dynamic capital allocation and synergies from our integrated approach. Platform and portfolio expansion will prioritize geographic growth, with the rollout of Nemluvio and Relfydess to as many markets as possible, alongside key launches such as Sculptra in China, new indications for Restylane, Cetaphil line extensions, and the international rollout of Alastin. At the heart of our growth will be consumer-focused innovation, supported by significant investments in research and development (R&D) to advance our portfolio.

Our strong 2024 financial performance

Despite preparing for and executing our IPO, we remained focused on business fundamentals – driving growth and delivering strong results. In 2024, we achieved 4.4 billion USD in net sales, up 9.3% year-on-year in constant currency, driven by focused execution and innovation. We also delivered record profit, surpassing 1 billion USD in Core EBITDA for the first time, reflecting 12.9% year-on-year growth in constant currency. Core EBITDA margin was 23.4%, up 30 basis points compared to 2023.

All product categories grew, with notably strong performances in Injectable Aesthetics and Dermatological Skincare. International Markets – Galderma's largest reporting geography – drove strong growth, delivering another year of double-digit performance in underpenetrated markets. U.S growth was flat, with gains in Injectable Aesthetics, Dermatological Skincare and the first sales of Nemluvio offset by a decline in Therapeutic Dermatology.

As part of our commitment to lower our cost of capital, we successfully placed an inaugural bond of 500 million CHF during 2024, following two investment grade ratings from UBS and Zürcher Kantonalbank (BBB – "Improving" and BBB – "Stable," respectively).

POSITIONED FOR GROWTH WITH MARKET-LEADING PERFORMANCE

Advancing through our second growth phase, we remain confident in outperforming the market through science-based innovation. Our portfolio features three blockbuster platforms that span the full spectrum of the fast-growing dermatology market, positioning us for sustained leadership and expansion.

In Injectable Aesthetics, we aim to sustain our leadership with the world's leading portfolio. Within Neuromodulators, Relfydess offers blockbuster potential in its own right, with a differentiated profile through durable results, rapid onset, and a ready-to-use liquid formulation. In Fillers & Biostimulators, Sculptra – the first proven regenerative biostimulator – effectively addresses skin quality, volume loss and sagging. With this profile, and in combination with Restylane, it has opened a new growth avenue in the field of medication-driven weight loss by addressing unintended facial alterations, an area Galderma now leads with clinical trials.

In Dermatological Skincare, we will grow our heritage brand, Cetaphil, and advance Alastin as the leading choice for peri-procedural skincare. Growth will be driven by innovation, premiumization and untapped potential in underpenetrated International markets. Leveraging synergies with Injectable Aesthetics, we are preparing for the entry of Alastin into China, the world's second-largest peri-procedural market. Additionally, Galderma's expertise in consumer-focused itch treatments is enhanced by our new biologic offering.

Therapeutic Dermatology is set for significant future growth, driven by the differentiated profile of Nemluvio, which offers rapid itch relief, lasting skin improvement, a favorable safety profile and convenient dosing. Positioned as the preferred treatment for prurigo nodularis and a leading option for atopic dermatitis, Nemluvio remains under regulatory review by multiple authorities, including the remaining Access Consortium framework countries as well as Canada, Brazil and South Korea. Additional submissions are planned through 2025, alongside efforts to explore new indications. Peak sales for Nemluvio are projected to exceed 2 billion USD beyond the mid-term.

Galderma progresses through this second phase with a strong foundation for long-term value creation. Since our IPO, we have expanded our investor engagement, welcoming multiple new shareholders including L'Oréal, which acquired a 10% stake and joined us in a complementary R&D collaboration. In 2024, our stock was included in major indexes including the Swiss Market Index Mid (SMIM), FTSE Global Equity Index Series (GEIS), MSCI World Index and STOXX Europe 600, enhancing market visibility. We also advanced environmental, social and governance (ESG) initiatives and earned 18 Great Place to Work® designations.

Our success is powered by over 7,000 passionate and talented employees worldwide, whose dedication to dermatology drives our progress. Working closely with healthcare professionals and the dermatology community, we remain focused on delivering meaningful outcomes for consumers, patients and customers.

With this momentum, I am fully confident in Galderma's ability to sustain growth, innovate and lead with purpose in dermatology. I extend my thanks to everyone who contributed to making this year truly remarkable.

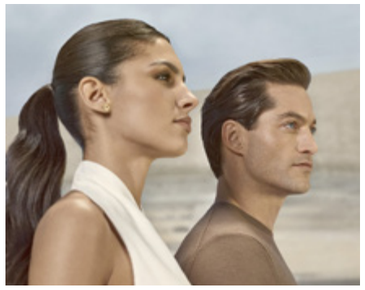
FLEMMING ØRNSKOV, M.D., MPH
Chief Executive Officer

"Working closely with healthcare professionals and the dermatology community, we remain focused on delivering meaningful outcomes for consumers, patients and customers."

A year of growth: building on our momentum

In 2024, we solidified our category leadership by further expanding our broad portfolio, global reach and leading engagement across the full market spectrum. We reached major milestones in our growth journey across all segments.

JANUARY



Restylane® SHAYPE™, a new hyaluronic acid injectable designed for augmenting the chin region, received regulatory approval in Canada.

At the **TOXINS International Conference**, Galderma presented results from the phase III READY-3 clinical trial demonstrating the positive efficacy and long duration of RelabotulinumtoxinA in treating frown lines and crow's feet.

We **celebrated the 25th anniversary of Sculptra®**, the first proven regenerative biostimulator, marking a quarter-century of innovation and trusted longevity in delivering natural-looking, aesthetic results.

FEBRUARY

At the International Master Course on Aging Science (IMCAS), we presented new data on **RelabotulinumtoxinA** from the phase III READY-1 and READY-2 studies.

Cetaphil® **took to the runway at New York Fashion Week with the 'Face of Cetaphil' activation and launched the American football-inspired #GameTimeGlow campaign**, resulting in increased brand awareness among key demographics.

We **launched NEXT by Galderma, a ground-breaking trend report** that unveils the six key trends set to shape the future of aesthetics. Its insights demonstrate our commitment to driving a better experience for healthcare professionals, patients and consumers.

MARCH

At the **American Academy of Dermatology (AAD) Annual Meeting**, we unveiled new data from two global phase III pivotal studies (ARCADIA 1 and ARCADIA 2) and the OLYMPIA open-label extension study, demonstrating the efficacy of nemolizumab in treating atopic dermatitis and prurigo nodularis.

We **launched the Skin Knowledge and Innovation Network (SKIN)** to expand education and training offerings for healthcare professionals working across dermatological skincare and therapeutic dermatology as part of our commitment to medical education.

We presented the latest updates on our leading Injectable Aesthetics portfolio, including Restylane SHAYPE and Sculptra, at the **Aesthetic & Anti-Aging Medicine World Congress (AMWC)**. We also unveiled new data from the READY-1 phase III and READY-2 phase III trials on the efficacy of RelabotulinumtoxinA.

We **debuted as a publicly-listed company (GALD) on the SIX Swiss Exchange,** marking a turning point in our growth journey. Our initial public offering (IPO) marked the largest placement volume in Switzerland since 2017.

APRIL

We **celebrated 15 years of Dysport® (abobotulinumtoxinA)**—also marketed as Azzalure® in Europe—a pillar of our blockbuster neuromodulator franchise, for moderate-to-severe glabellar lines.

MAY

We **launched Restylane VOLYME™** in China for contouring and volumization of the mid-face region, one of the world's fastest-growing aesthetics markets.

JUNE

We **inaugurated our new Global Capability Center in Barcelona,** Spain, to deploy new capabilities and effectively support our global teams.

Relfydess™ (RelabotulinumtoxinA), the first and only ready-to-use liquid neuromodulator, received marketing authorization in Australia.

JULY

Relfydess received a positive decision for use in Europe for the treatment of frown lines and crow's feet.

Cetaphil launched new high-potency Vitamin C and Ceramide Serums for sensitive skin, exclusively in the U.S.

We **published detailed results from the phase III ARCADIA 1 and 2 trials** in *The Lancet*, demonstrating the efficacy of nemolizumab in treating key aspects of atopic dermatitis.

AUGUST

We announced our exploration of a **new scientific partnership with L'Oréal**, with plans for a new R&D collaboration focused on complementary projects that could develop advanced, future-proof technologies with direct applications in the field of dermatology.

We **held a new edition of the Galderma Aesthetic Injectors Network (GAIN) in Latin America**, with more than 700 healthcare professionals who gathered to explore the future of aesthetic medicine via key findings from the NEXT by Galderma report.

Nemluvio® (nemolizumab) received regulatory approval in the U.S. for the treatment of adults with prurigo nodularis – a turning point reinforcing our commitment to offering treatment options for unmet needs. Following approval, Nemluvio was administered to the first patient within two days.

SEPTEMBER

We presented new data on prurigo nodularis, atopic dermatitis, acne, sensitive skin, injectable aesthetics and more at the **European Academy of Dermatology and Venereology (EADV) Congress.**

We **launched Alastin® in Brazil**, expanding the brand's presence internationally and tapping into another highly attractive and dynamic market.

We **launched the Cetaphil Gentle Exfoliating line** with Gen-Z beauty creator Katie Fang. The campaign exemplified how we continue to evolve and meet consumers where they are.

OCTOBER

At the **American Society for Dermatological Surgery (ASDS) Annual Meeting**, we presented data from the phase III READY-4 study demonstrating the long-term safety and efficacy of Relfydess (RelabotulinumtoxinA).

We **officially opened our new Alastin site** in Carlsbad, U.S., with state-of-the-art research and development facilities.

With the **launch of our video series Beauty × Medicine**, our CEO Flemming Ørnskov, M.D., MPH led discussions with key dermatology experts. Together, they unpack the forces and trends shaping the future of our field.

At **our largest ever GAIN event in the Asia-Pacific region**, 650 healthcare professionals from 14 countries gathered in South Korea. They explored key trends from the NEXT by Galderma report alongside live demonstrations and Meet-the-Experts sessions.

NOVEMBER

We published the full results from the phase III OLYMPIA 1 trial in *JAMA Dermatology*, evaluating the efficacy and safety of nemolizumab in adults with moderate-to-severe prurigo nodularis, showing the trial met all primary and key secondary endpoints.

DECEMBER

Nemluvio (nemolizumab) received regulatory approval in the U.S. for the treatment of patients 12 years and older with moderate-to-severe atopic dermatitis. Atopic dermatitis affects more than 230 million people worldwide, impacting approximately 7% of people in the U.S.

In Europe, the Committee for Medicinal Products for Human Use (CHMP) **adopted a positive opinion and recommended granting marketing authorization of Nemluvio** for the treatment of both atopic dermatitis and prurigo nodularis.

Dr. Shawn Kwatra is Chair of Dermatology at the University of Maryland School of Medicine. He sat down with Flemming Ørnskov, M.D., MPH to discuss the burden of itch, improving treatments for skin of color and more.

BEAUTY × MEDICINE Understanding diversity in dermatology with Dr. Shawn Kwatra

DR. FLEMMING ØRNSKOV: What is the role of innovation in the treatment of itch?

DR. SHAWN KWATRA: At the moment, itch is behind pain in terms of disease recognition. But itch can be just as burdensome for patients as pain.

There is a revolution going on now, and we are finally recognizing itch as its own disease. We are discovering more about pathways in different patient populations, developing more treatments and receiving new approvals.

I tell my patients: this is the best time to have chronic itch in the history of the world, because we have so many therapeutics.

FØ: Could you talk more about your research into skin of color?

SK: We find that skin diseases manifest differently on skin of color, and that treatment outcomes are dramatically worse for atopic dermatitis, prurigo nodularis and itch in general. Social disparities contribute to this substandard care.

People of color need therapeutics tailored to them. One of the barriers is that we haven't placed enough emphasis on diversity in dermatology.

FØ: How might tools like artificial intelligence be helpful in advancing your work?

SK: I think artificial intelligence (AI) is going to enhance diagnosis and treatment for skin conditions. AI tools can study how you scratch, or they can collect demographic information to help us predict disease courses and responses to therapeutics.

The best thing is academic-industry partnerships – they are what's really advancing our field. I'm looking forward to growing those partnerships together, as they are key drivers for progress.

These excerpts come from a longer conversation between Dr. Kwatra and Dr. Ørnskov as part of our Beauty x Medicine video series.

With a proven track record of sustainable value creation, we are building on our solid growth momentum. We continue to deliver a strong performance across categories and geographies through the successful execution of our unique Integrated Dermatology Strategy.

GROWTH: EXECUTING OUR STRATEGY TO DRIVE PERFORMANCE

Progress across categories and continents

Galderma's story is one of growth – past, present and future. Building on our proven track record and momentum, we continue to achieve growth through executing our strategy around the world and across all market segments.

We are focused on delivering a strong performance in key markets across categories and continents. Galderma's record annual net sales in 2024 bear out this dedication. Notably, our growth was purely organic, attesting to the strength of our current portfolio.

Performance across product categories
We continue to deliver significant growth across all three of our resilient, highly attractive and consumer-focused sub-segments of Injectable Aesthetics, Dermatological Skincare and Therapeutic Dermatology.

In Injectable Aesthetics, we significantly grew both of our sub-categories, Neuromodulators and Fillers & Biostimulators. This is a testament to the strength of our long-standing premium brands such as Sculptra® and Dysport®, as well as to our remarkable pipeline progress, with new product approvals and launches.

In Dermatological Skincare, growth was driven by our two flagship consumer brands: we launched new Cetaphil® lines and expanded Alastin® to Australia, Brazil and Colombia.

Meanwhile, in Therapeutic Dermatology, we achieved our first approvals for Nemluvio® (nemolizumab). This advancement sets up Galderma for strong future growth in this category.

Widespread growth around the world
We also continued to expand globally. Increasingly, Galderma's growth is driven by key markets that are still underpenetrated – a sign of our potential in the years to come. Among these, China stands out in particular for its strong trajectory in both Injectable Aesthetics and Dermatological Skincare.

Building on our strong foundations and proven strategy

We continue to accelerate our progress – which is made possible thanks to the foundation built over our 40+ year heritage in dermatology.

Galderma's history and dedication to the science of skin go back to 1981. Since our debut as the world's largest independent dermatology company in 2019, we have invested in building our integrated dermatology platform. Today, the new phase of our growth journey is enabled by our strong foundation.

Our key sources of competitive differentiation in dermatology

Fundamentals

Focus on dermatologists	Differentiation through science

Key factors to succeed across fast-growing dermatology segments

Portfolio breadth backed by science and innovation
Comprehensive portfolio providing superior outcomes across skin needs.

Synergistic, science-based flagship brands, backed by leading innovation.

Geographic presence and omnichannel execution
Global scale, geographic diversification and access to high growth.

Superior reach, engagement and brand equity, enabled by digital activation.

Differentiated education and value-adding offerings
Differentiated education and services to increase penetration and loyalty.

Actively driving safe and effective product administration and use.

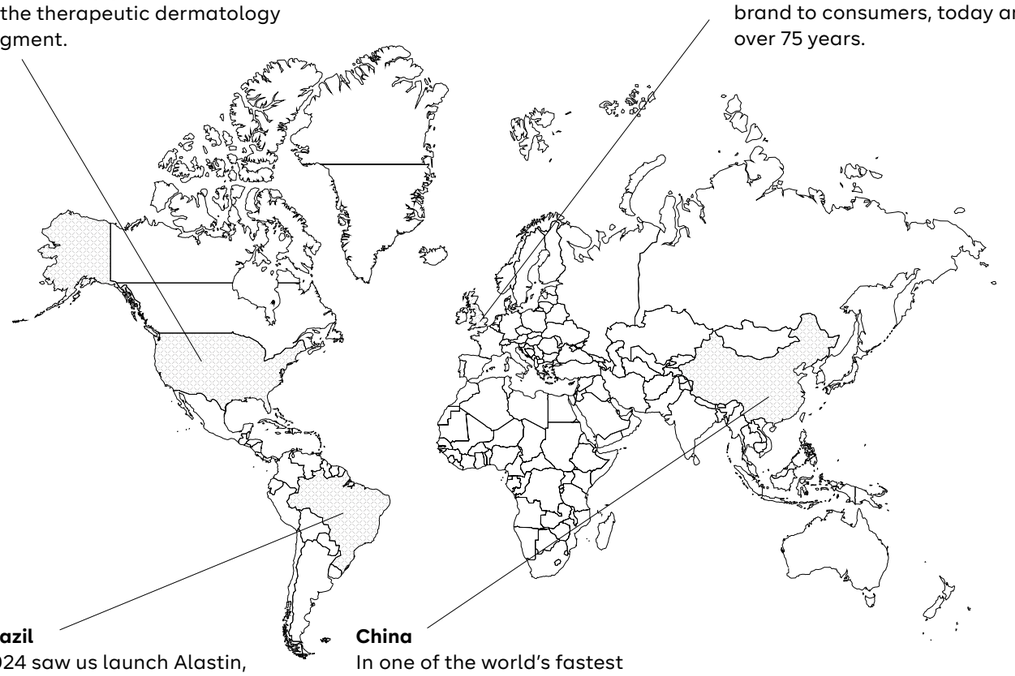
Highlighting excellent execution around the world

In key markets across the globe, we marked major growth milestones spanning all of our platforms in 2024.

United States
We launched and recorded our first sales of Nemluvio, our novel treatment for prurigo nodularis and atopic dermatitis, following U.S. FDA approval. This sets Galderma up for strong growth in the U.S. and in the therapeutic dermatology segment.

In parallel, we celebrated our Injectable Aesthetics portfolio at key milestones, including the 15th anniversary of Dysport.

United Kingdom
Cetaphil, the sensitive skincare brand recommended by dermatologists worldwide, achieved strong performance in the U.K. in 2024. This is a reflection of the relevance of our longest-standing brand to consumers, today and for over 75 years.



Brazil
2024 saw us launch Alastin, our rapidly growing, physician-dispensed skincare brand, in the key market of Brazil. With products specifically formulated for pre- and post-aesthetic procedure care, Alastin perfectly represents our cross-platform synergies.

China
In one of the world's fastest growing aesthetics markets, we launched innovative products from our flagship brands. These include Sculptra, the first and original biostimulator, and Restylane® VOLYME™, designed for contouring and volumization of the mid-face region.

Looking ahead on our growth journey

Going forward, we remain committed to building on the synergies within our company and across our products and services.

With a growing market focus on a holistic approach to skin health, consumers and patients are actively seeking to protect, treat and enhance their skin's appearance with the support of healthcare professionals. Galderma's integrated model is uniquely positioned to drive growth and advance the dermatology category.

In 2025, we aim to gain market share and optimize our science-led brands across product categories. Notably, we are focused on executing first-class launches of our novel biologics, Nemluvio and Relfydess™, in key markets, in addition to driving growth for our comprehensive portfolio covering the full spectrum of dermatology.

With these strategic priorities and milestones, we are poised to advance our category leadership, delivering groundbreaking solutions at pace with the evolving needs of consumers and patients.

"Through my conversations with healthcare professionals and patients, one thing is clear: skin health is a holistic journey – from daily care to medical treatment to aesthetics. Galderma's products have a role to play at every stage, reflecting the synergies we foster across dermatology. By uniting our efforts, we strengthen both our organization and the skin health of consumers and patients."

FLEMMING ØRNSKOV, M.D., MPH
Chief Executive Officer

INNOVATION: SCIENCE ADVANCING DERMATOLOGY

At Galderma, we leverage our scientific expertise and in-house R&D platform to remain at the forefront of dermatological innovation. We partner with other leaders in our field to target unmet patient needs and advance dermatology for every skin story.

Our best-in-class R&D capabilities accelerate innovation

Galderma's advanced research and development (R&D) pipeline promotes our company's growth and enables us to anticipate and meet patient needs across all of our three business areas: Injectable Aesthetics, Dermatological Skincare and Therapeutic Dermatology.

Galderma has built a cutting-edge R&D platform on the foundation of trusted expertise. The product of our 40+ year heritage in the industry positions us to advance our category leadership in dermatology.

Progress in the pipeline
Our R&D pipeline is ever-evolving, with projects in the earliest stages of exploratory research all the way through to filings for regulatory approvals. We are recognized for our innovative, science-based portfolio of premium flagship brands and services spanning the full spectrum of the fast-growing dermatology category.

Our globally integrated, in-house R&D platform keeps us at the forefront of dermatological innovation. Everywhere we operate, our more than 600 R&D professionals are leveraging scientific expertise and finding synergies across product categories. Over the past five years alone, we have secured more than 250 major regulatory approvals.

Injectable Aesthetics: shaping the future of aesthetics
In 2024, Galderma received major regulatory approvals for our Injectable Aesthetics solutions. In January, Galderma announced the Health Canada approval for Restylane® SHAYPE™, which leverages our proprietary NASHA HD™ technology to augment the chin region. A year-long study across Canada found that 97% of participants said they would recommend Restylane SHAYPE to a friend.

In July, Galderma completed the European Union decentralized procedure for Relfydess™ and received a positive decision for its use to improve the appearance of frown lines and crow's feet. Relfydess also received marketing authorization from Australia's Therapeutic Goods Administration. These achievements were the result of data from our READY clinical trials, which showed both early onset of action and sustained results.

Dermatological Skincare: market-leading, science-based solutions
Consumer needs are evolving fast – and Galderma's brands are, too. We engage with consumers and listen to their needs so we can continuously update our offerings to stay at the forefront of skincare. Our science-based, dermatologist-recommended Cetaphil® and Alastin® brands are market leaders, helping consumers look and feel their best.

In 2024, we expanded our portfolio with new Cetaphil high potency serums. The Vitamin C and Ceramide serums were clinically tested to ensure efficacy and suitability for sensitive skin. Galderma also launched the Cetaphil Gentle Exfoliating line.

Therapeutic Dermatology: continuous innovation meets patient needs
Galderma is committed to expanding our broad portfolio by developing new therapies in disease areas with high unmet medical needs. Nemluvio® (nemolizumab), the first monoclonal antibody specifically inhibiting the signaling of IL-31, was approved by the U.S. Food and Drug Administration (FDA) for the treatment of prurigo nodularis in August and of atopic dermatitis in December. We have also received filing acceptances in other countries around the world which led to approvals in Europe, Switzerland and the United Kingdom shortly after the close of the year.

Throughout the year, we shared data from the OLYMPIA and ARCADIA clinical trials of nemolizumab at major dermatology conferences like the 2024 European Academy of Dermatology and Venereology (EADV) Congress. At the same event, Galderma presented insights from our phase IV LEAP study of trifarotene (Aklief®) as a treatment for acne-induced hyperpigmentation.

Partnering with other innovators
Our advanced R&D pipeline makes us a partner of choice for many global research institutions. In 2024, we announced that we are exploring a new scientific partnership with L'Oréal, another innovator in the skincare sector.

We also engage with a global community of dermatologists and healthcare professionals that bring their insight to bear on our R&D priorities and initiatives. Galderma is dedicated to leveraging our leading position to create dialogue at major events and symposia like the EADV Congress, the American Academy of Dermatology (AAD) Annual Meeting and more.

A first-in-class treatment provides options for chronic diseases

In 2024, we received major approvals for Nemluvio, our novel treatment for atopic dermatitis (AD) and prurigo nodularis (PN) that reduces diseases' signs and symptoms and improves patients' lives.

AD and PN are two common skin diseases that, today, still remain with unmet medical need. Many patients are forced to live with unsatisfactory treatments that only partially manage life-altering symptoms like itch and painful skin lesions. Galderma aims to offer treatment options that may help improve quality of life for these patients.

Our ground-breaking treatment, Nemluvio (nemolizumab), targets IL-31, a neuroimmune cytokine that is involved in the disease pathway for both AD and PN. By blocking IL-31's signaling, nemolizumab addresses the root causes of skin inflammation, skin barrier disruption, skin remodeling and itch.

Improving access to our innovative treatment

In 2024, Galderma welcomed the news that the U.S. FDA approved Nemluvio for the treatment of PN in adult patients and AD patients 12 years and older. Following the close of the year, we received approvals for both indications in Europe, Switzerland and the U.K. Regulatory reviews are still underway in additional key markets.

Our clinical trial data paved the way for these successful regulatory filings. Both the OLYMPIA and ARCADIA programs showcased the safety and efficacy of Nemluvio. For example, our phase III OLYMPIA 1 and 2 trials demonstrated that half of participating patients with PN saw a marked reduction in sleep disturbance. Likewise, in phase III ARCADIA 1 and 2 trials, over one-third of participating AD patients experienced the same improvement in sleep quality.

Galderma was proud to share this and other promising insights in major medical journals. We also presented our data at various dermatology conferences, where we engaged with other experts and delivered three late-breaking presentations.

We are proud that this transformative treatment has already begun to improve quality of life for patients. Nemluvio's success is a major milestone in our journey to advance dermatology for every skin story.

Developing the next-generation liquid neuromodulator

Galderma received a positive decision in Europe for the use of Relfydess (RelabotulinumtoxinA) to treat frown lines and crow's feet.

Relfydess is our treatment for moderate-to-severe glabellar lines (frown lines) and lateral canthal lines (crow's feet). It is the first and only ready-to-use liquid neuromodulator created with PEARL™ Technology. This proprietary mechanism preserves molecule integrity and delivers a highly active, innovative and complex-free molecule, with 75% of patients maintaining improvements for six months for frown lines and crow's feet.

In 2024, we completed the European Union decentralized procedure for Relfydess and received a positive decision. As of this report's publication, Relfydess has been approved in Australia, the U.K., Switzerland and 14 European markets.

The ready-to-use formulation of Relfydess means injectors do not need to reconstitute the treatment from powder, as they typically do with other aesthetic injectables. This significantly reduces clinical preparation times and ensures that patients receive the same dose each time, making results more consistent and reliable.

From scientific trials to aesthetic clinics

READY-1 and READY-2 clinical trials first demonstrated the long-duration effect of RelabotulinumtoxinA. Their data also showed that more than one-third of patients saw improvement in the appearance of frown lines and crow's feet from day one of treatment. READY-3 phase III data reinforced these findings and showed the value of treating both indications at once. In October 2024, Galderma presented results from the phase III READY-4 trial at the 2024 American Society for Dermatological Surgery (ASDS) Annual Meeting. They demonstrated the long-term safety of repeated injections of RelabotulinumtoxinA for both frown lines and crow's feet, with efficacy and patient satisfaction maintained across multiple treatments.

TriHex Technology® boosts natural collagen and elastin production

Galderma's Alastin line leverages a proprietary blend of active peptides and botanicals to stimulate the skin's natural functioning and help consumers maintain younger-looking skin.

Many of the serums, sunscreens, cleansers and other skincare in the Alastin line have a distinguishing feature: they leverage Galderma's innovative TriHex Technology. This novel formulation includes molecules like Tripeptide-1 and Hexapeptide-12 that are shown to accelerate the process of skin rejuvenation. It makes skin smoother and more elastic, hydrates it, and improves the appearance of fine lines and wrinkles.

TriHex Technology works in three steps. It:

1. **Removes** old collagen and elastin that naturally breaks down as the skin ages
2. **Rebuilds** new proteins, supporting visible changes in the skin
3. **Replenishes** the skin through daily use, maintaining a healthy appearance

These three steps result in stronger skin that looks and feels better. Using products with TriHex Technology every day will result in a more youthful appearance and a healthier skin barrier.

Embracing an innovation mindset

Alastin benefits from over 50 scientific publications in peer-reviewed journals. In 2024, Dr. Alan Widgerow, M.D., Galderma's Chief Scientific Officer and Head of Alastin Skincare Innovations, published an article in *Journal of Cosmetic Dermatology* demonstrating the efficacy of Alastin's TransFORM Body Treatment and its TriHex Technology. Dr. Widgerow also published further research in the peer-reviewed journal *Cosmetics* where he and his collaborators at Alastin demonstrated the positive impact of Vitamin C on the skin, finding that it could potentially improve the skin's elasticity.

Both of these studies speak to the focus on innovation at Galderma. Their publication in influential outlets demonstrates our commitment to dialogue and collaboration with our peers, and cutting-edge research that drives our industry forward and fuels the growth of our portfolio of premium brands.

BRANDS: OUR SYNERGISTIC, PREMIUM PORTFOLIO

Galderma advances dermatology for every skin story by maintaining and developing a synergistic portfolio of premium flagship brands. Through clinical research, strong partnerships and strategic execution, we drive our company's growth and expand the options available to patients and consumers all over the world.

Injectable Aesthetics: market-leading neuromodulators

Galderma is committed to delivering the broadest Injectable Aesthetics portfolio on the market, enabling patients and healthcare professionals to achieve personalized results. Neuromodulators are a key component of our offer, including Relfydess™, Alluzience® and Dysport®.

Relfydess: a ground-breaking treatment receives approvals
Relfydess (RelabotulinumtoxinA) is the first and only ready-to-use liquid neuromodulator created with Galderma's proprietary PEARL™ Technology. This patented mechanism preserves molecule integrity and delivers a highly active, innovative, complex-free molecule, with up to 39% of patients seeing effects from day one and up to 75% of patients maintaining improvements for six months for frown lines and crow's feet. The liquid formula is optimized for simple volumetric dosing without reconstitution, ensuring consistency in each application. Relfydess is indicated for the treatment of frown lines and crow's feet at maximum smile that have psychological impacts on patients under the age of 65. In 2024, Galderma received a positive decision in Europe for the use of Relfydess to treat frown lines and crow's feet, as well as marketing authorization in Australia and in the U.K.

Alluzience: an innovative, world-first formulation
Alluzience (abobotulinumtoxinA solution) is the first ready-to-use BoNT-A liquid neuromodulator formulation available in Europe. It is indicated for temporary improvement in the appearance of moderate to severe glabellar lines at maximum frown in adults under age 65. Galderma consistently drives innovation forward by conducting studies and clinical trials on our brands, including Alluzience. For example, in 2024, we announced results from the phase IV STAR study demonstrating that patients treated with Alluzience achieved a natural and refreshed look while reporting high satisfaction.

Dysport: a market leader for more than three decades
Dysport (abobotulinumtoxinA) is one of the world's leading aesthetic neuromodulators. It offers temporary improvement in the appearance of moderate to severe glabellar lines (frown lines between the eyebrows) for adults under 65. AbobotulinumtoxinA is also marketed as Azzalure® in Europe for the treatment of frown lines and lateral canthal lines (crow's feet). With a 30-year track record around the world, Dysport is approved for therapeutic and aesthetic indications; in the latter case, it is licensed from Ipsen. It has been administered in more than 100 million aesthetic treatments, with extensive clinical evidence of safety and efficacy.

100 million+ aesthetic treatments

with Dysport to date

Synergies in action

At Galderma, we take a comprehensive approach to skin. We are committed to equipping healthcare professionals with tools and resources to provide patients with optimal peri- and post-treatment care. Across the spectrum of dermatology, we develop products that work together to offer a holistic approach to patients and consumers. For example, Alastin Skincare®, one of our Dermatological Skincare brands, features a suite of products to support patients at each step of their aesthetic treatment. Alastin's patented TriHex Technology® is clinically proven to enhance treatment outcomes and reduce recovery times.

Injectable Aesthetics: unmatched hyaluronic acid (HA) injectables and biostimulators

To meet the growing global demand for aesthetic treatments, Galderma continuously expands our offerings in HA injectables and biostimulators. We continue to identify and develop new applications for our blockbuster brands, Restylane® and Sculptra®, on the basis of their clinically proven formulas.

Restylane HA injectables: a diversity of options for individual needs
Cutting-edge since its inception, Restylane is the original stabilized hyaluronic acid (HA) dermal filler, with over 27 years of clinical experience and over 65 million treatments worldwide. Galderma has developed Restylane into the world's most diverse range of fillers, with a variety of different technologies and gel consistencies to suit different patient needs. Leveraging complementary technologies, NASHA HD™, NASHA® and OBT™, Restylane treatments are meaningfully designed to mimic the diverse range of facial structures and skin layers. With the highest G' for projection and highest flexibility, Restylane can provide benefits from structural support to a natural expression and a healthy glow. In 2024, Restylane® VOLYME™, which contours and adds volume to the mid-face for a youthful look, was launched in China, one of the world's fastest growing aesthetic markets. Restylane® SHAYPE™, designed for temporary augmentation of the chin region, was launched in Canada.

Regenerative biostimulation with Sculptra
Sculptra is the first proven regenerative biostimulator with a unique poly-L-lactic acid (PLLA-SCA™) formulation. It addresses the underlying causes of facial aging, including degradation of the extracellular matrix, which results in volume loss, laxity and the appearance of wrinkles. Sculptra encourages the remodeling of components of the extracellular matrix, such as elastin and collagen, helping to gradually restore facial volume and the look of fullness to wrinkles and folds over time. It smooths wrinkles and promotes qualities like firmness and glow for up to two years. For 25 years, Sculptra has demonstrated a superior safety profile and provided natural-looking results to patients, with optimal correction seen in approximately three months and results lasting over two years.

Synergies in action

Dermatologists, injectors and other healthcare professionals are at the center of our strategy. To maximize treatment outcomes and enhance patient satisfaction, Galderma has advanced methods and approaches for deploying our aesthetic solutions. In partnership with leading aesthetics practitioners, we developed Anatomy, Assessment, Range and Treatment (AART™), a methodology for creating individualized treatment plans. We also created an individualized treatment approach called Holistic Individualized Treatment (HIT™), designed to create a common language and facilitate a dialogue between patient and practitioner, with the aim of aligning on patient priorities and keeping satisfaction at the forefront. The SHAPE Up HIT was launched in 2024 in China alongside Restylane VOLYME, empowering aesthetics practitioners to deliver dynamic and natural mid-face solutions for their patients.

65 million + Restylane treatments

have been administered around the world

Dermatological Skincare: our heritage and a pillar of future growth

Our consumer-facing Dermatological Skincare business is our historical foundation, the origin of our premium portfolio. Our flagship brands are Cetaphil®, which first exceeded 1 billion USD in annual sales in 2023, and Alastin®, which continues to grow in the U.S. and other markets. We continuously leverage our expertise and leadership position to investigate new applications and broaden the options available to consumers.

Cetaphil: breaking new ground for three-quarters of a century
Invented in 1947, Cetaphil Gentle Skin Cleanser is now a leading, dermatologist-recommended gentle skincare brand. It includes moisturizing creams, lotions and Cetaphil Healthy Renew, the first healthy aging skincare line. Trusted and relied upon by millions of people all over the world, Cetaphil products help manage sensitive skin, a condition affecting roughly 70% of people. Galderma has continued to invest in Cetaphil, fueling its strong growth in international markets with innovative new offers. In 2024, we rolled out high-potency serums to meet growing demand, and launched the Cetaphil Gentle Exfoliating line in the U.S., providing gentle chemical exfoliation specifically for consumers with sensitive skin.

Alastin: a new category of science-driven products
Alastin is Galderma's premium brand of choice for peri-procedure skincare and for scientifically-backed restorative daily skincare. Whether to complement an aesthetic procedure or simply maintain skin's overall health, Alastin products work to remove, rebuild and replenish the skin's natural barrier. The brand leverages TriHex Technology®, a proprietary blend of active peptides and botanicals engineered to help the skin clear out old collagen and elastin and replenish these proteins daily. The serums, moisturizers, sunscreens and more in the Alastin range are all clinically tested and proven to be effective. Alastin's innovations demonstrate our deep understanding of skin science and decades of experience creating unique formulations that are effective as part of a holistic skincare routine.

45+

scientific publications demonstrate Alastin's effectiveness

Synergies in action

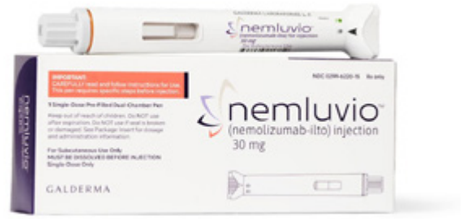
Our strategy enables us to identify synergies across our portfolio to offer the best outcomes to patients and consumers. For example, Galderma holds the leading portfolio across acne. While Aklief®, one of our Therapeutic Dermatology brands, treats acne at multiple levels, reducing inflammation, Cetaphil PRO supports and soothes the skin, making treatment even more effective. Restylane® Skinboosters™, in our Injectable Aesthetics portfolio, reduces the appearance of fine lines and other imperfections such as acne scars. Through these and other synergistic offerings, we leverage and enhance the effectiveness of our brands to treat skin conditions and improve overall skin health.

Therapeutic Dermatology: expanding treatment options for unmet needs

Galderma is dedicated to improving quality of life for those living with chronic and debilitating skin conditions. We target areas of high patient need such as acne, atopic dermatitis (AD) and prurigo nodularis (PN).

Aklief: a fast-acting, innovative acne treatment
Aklief® (trifarotene) is a topical acne medication available by prescription. It is indicated for the treatment of patients aged 12 and older with acne on the face and trunk (shoulders, chest and back), where many papules or pustules are present. Aklief Cream contains a topical fourth-generation retinoid molecule that targets acne's root causes, namely the retinoic acid receptor gamma (RAR-y), to reduce inflammation. It is the first such molecule approved to treat acne in 20 years, making it an innovative and welcome addition to the range of options available to those living with severe acne. Double-blind, randomized, vehicle-controlled clinical trials demonstrated Aklief's efficacy and safety, including reducing atrophic acne scarring and post-inflammatory hyperpigmentation. It works quickly and can be integrated into a user's daily skincare routine for best results.

Nemluvio: life-improving potential for millions of patients
Nemluvio® (nemolizumab) is the first approved monoclonal antibody that targets IL-31 receptor alpha, inhibiting the signaling of IL-31 which is a neuroimmune cytokine that drives the disease mechanisms of prurigo nodularis and atopic dermatitis, specifically itch and inflammation. Both of these skin conditions present burdensome symptoms: patients report that they struggle to focus on daily tasks or maintain healthy sleep patterns due to persistent and intense itch. In phase III clinical trials, Nemluvio has been shown to effectively and safely reduce itch intensity, clear (or almost clear) skin nodules and decrease sleep disturbances. In 2024, Nemluvio received U.S. Food and Drug Administration (FDA) approval to treat adults with prurigo nodularis, and for the treatment of patients of 12 years and older with moderate-to-severe atopic dermatitis. These approvals bring a new treatment option to the 181,000 people in the U.S. living with prurigo nodularis, and approximately 7% of people in the U.S. who live with atopic dermatitis.



1st retinoic acid receptor
approved to treat acne in 20 years

181,000 people
live with PN in the U.S. alone

230 million+ people
globally are affected by AD

Synergies in action

IL-31 is a neuroimmune cytokine involved in both atopic dermatitis and prurigo nodularis. IL-31 drives itch and is involved in inflammation and epidermal dysregulation in people with atopic dermatitis. In prurigo nodularis, it drives itch and is involved in inflammation, altered epidermal differentiation and fibrosis. With its unique role in directly stimulating sensory neurons related to itch and contributing to inflammation and barrier dysfunction, IL-31 is a bridge between the immune and nervous systems while also directly acting on structural cells in the skin.

EDUCATION AND SERVICES: OUR PARTNERSHIPS WITH HEALTHCARE PROFESSIONALS

Our trust-based partnerships with healthcare professionals are integral to how we innovate through science and build on our category leadership in dermatology. Our commitment to this stakeholder group is also a key pillar of our ESG strategy: through market-leading education and services, we provide our network with the best-in-class tools to grow with purpose.

Engaging with the global dermatology community

Galderma's commitment to education and collaboration with healthcare professionals drives innovation and responsible business practices. We strive to positively impact the field by providing our network with leading educational tools and partnership opportunities.

Galderma is the only truly scaled pure-play dermatology company focused on serving healthcare professionals across Injectable Aesthetics, Dermatological Skincare and Therapeutic Dermatology. In line with our dedication to making a positive impact on people's lives and the world we live in, we are committed to taking a leading role in medical education and training in dermatology.

Market-leading medical training for aesthetics professionals
For nearly a decade, the Galderma Aesthetic Injector Network (GAIN) has been a key part of our commitment to providing leading education and fostering engagement with the medical aesthetics community. Through GAIN, aesthetic professionals are equipped with the tools, resources and knowledge needed to advance their practices. The initiative features in-person events across the globe that include plenary sessions, product demonstrations, expert meet-ups, patient case discussions and key networking opportunities.

In 2024, we further expanded our global reach, hosting the first GAIN event in Latin America, which drew over 700 healthcare professionals. Meanwhile, the Grow with GAIN AART™ Tour launched in the U.S., offering education in seven major cities. The tour focused on the AART (Assessment, Anatomy, Range and Treatment) framework, business insights, peri- and post-procedure support with Alastin® and digital tools such as the augmented reality-powered platform, FACE by Galderma™. Additionally, we hosted the largest Asia-Pacific GAIN event to date in South Korea, tapping into the potential of the region, which houses some of the company's fastest growing markets.

To ensure education remains accessible, we also offer healthcare professionals easy-to-access tools via the GAIN Connect digital platform, which features downloadable resources, webinars and exclusive training materials.

10,000+

injector education events worldwide

110,000+

healthcare professionals engaged in GAIN events

Supporting sensitive skin science with expert-led insights
Galderma's Global Sensitive Skincare Faculty (GSSF) aims to create a better life for people with sensitive skin. Since its launch in 2022, the faculty has collaborated with healthcare professionals worldwide in a bid to transform the science of sensitive skin into practical advice, actionable insights and solutions.

In the time since its inception, the GSSF has conducted the most extensive global epidemiological study ever to assess and characterize sensitive skin worldwide. Its findings illuminated the underserved and underrecognized needs of the sensitive skin community. The results also informed the faculty's 2024 objectives, which included creating awareness for the GSSF and sharing knowledge on sensitive skin with:

- Peer-to-peer education
- Healthcare professional-to-patient and -consumer education

The GSSF launched action-led toolkits and resources to equip its members and the wider healthcare professional community with key information and guidance. In addition to resources for experts, the faculty introduced digital resources to foster wider consumer education.

One example is our participation in the Derm Club podcast, a three-episode series dedicated to giving experts the space to discuss advances in sensitive skin science. By hosting GSSF members, Galderma experts and industry peers, the faculty advanced on its 2024 objective to boost patient and consumer education via accessible, dynamic formats.

By empowering practitioners with the knowledge and resources they need, Galderma and the GSSF are helping to shape the future of how we address sensitive skincare and foster a culture of collaboration in the dermatological community.

KEY ACCOMPLISHMENTS OF THE GSSF

Surveyed 10,000 participants across 7 countries and 5 continents to uncover insights on the diagnosis and treatment of sensitive skin

"The GSSF brings the essence of collective mindset from experts across the world to help patients better."

DR. ANURAG TIWARI
GSSF member, India

"Sensitive skin is a growing challenge since almost 70% of the adult population worldwide complains about sensitive skin."

DR. FLAVIA ADDOR
GSSF member, Brazil

Forecasting key trends to strategically inform the aesthetic community
In 2024, Galderma launched NEXT by Galderma. As part of our dedication to collaborating with industry peers, NEXT serves as an essential forward-thinking resource, offering a comprehensive exploration of the trends poised to shape the future of aesthetics. Developed in partnership with nearly 40 global experts, including healthcare professionals and prominent influencers, it underscores Galderma's commitment to providing future-focused informational resources.

The NEXT by Galderma report is the culmination of a year of in-depth trend forecasting and research. It discusses six emerging trends and highlights three macro movements. With a focus on the future, Galderma aims to provide the industry with the insights needed to meet the evolving needs of aesthetic patients, supporting the holistic integration of aesthetics into overall beauty and well-being routines.

The report reflects our broader strategy of equipping healthcare professionals and industry partners with the tools and information they need to anticipate and address shifts in the aesthetics space. This initiative underscores Galderma's role as a trusted leader, ensuring the continued evolution of the industry while prioritizing patient care and outcomes. Additionally, the report is available in print and digital formats, ensuring ease of accessibility for our network.

By fostering knowledge exchange and collaboration, Galderma is not only leading advancements in aesthetics but also shaping the future of the dermatology field.

Fostering community to advance dermatology across segments
In 2024, Galderma launched the Skin Knowledge and Innovation Network (SKIN), underscoring our commitment to education in a bid to advance science for the betterment of our industry. Spanning the Dermatological Skincare and Therapeutic Dermatology categories, SKIN connects healthcare professionals with other industry experts, offering the latest insights, updates and advancements in dermatology. By fostering a collaborative global community, the platform enables professionals to engage with one another, share best practices and enhance their knowledge.

NEXT BY GALDERMA
IN NUMBERS

40
global experts' key insights and contributions

6
key trends anticipated to fuel demand and shape the future of aesthetics

3
core macro movements supporting industry growth

Galderma's first SKIN Train-the-Trainers event took place in South Korea in April 2024, hosting more than 50 dermatologists from across Asia. With community serving as the cornerstone of the event, industry experts shared knowledge and best practices via interactive workshops, panels and discussions, all led by leading clinicians.

Through SKIN, we're supporting dermatologists in enriching their practice and delivering high-quality care that caters to their patients' individual needs and concerns.

Leading medical progress through publications and congresses
Galderma aims to drive medical leadership through its strong presence at major scientific congresses. In 2024, we launched key initiatives at dermatology events worldwide, including symposia, late-breaking presentations, oral and e-posters, workshops, panel discussions and on-booth product demonstrations.

Our findings were shared at international gatherings such as the European Academy of Dermatology and Venereology (EADV) Congress, the Aesthetic & Anti-Aging Medicine World Congress (AMWC), the International Master Course on Aging Science (IMCAS) World Congress, the American Academy of Dermatology (AAD) Annual Meeting and the American Society for Dermatologic Surgery (ASDS) Annual Meeting, among others.

In tandem, we are dedicated to sharing our research with the wider medical community. Part of that includes publishing in leading journals such as *The Lancet*, *JAMA Dermatology, Journal of Cosmetic Dermatology*, *Journal of Drugs in Dermatology*, *Aesthetic Surgery Journal* and *Cosmetics*.

These initiatives highlight Galderma's ongoing dedication to fostering an educated and well-supported community of dermatology professionals and, ultimately, having a positive impact on the lives of patients and consumers worldwide.

770+
clinical trials founded since 2019

225,000+
healthcare professionals engaged through medical awareness activities

Galderma's advanced operations are a driving force behind our category leadership and sustainable value creation. Thanks to our continuously expanding manufacturing facilities, we are able to meet growing global demand in dermatology while driving the category forward.

MANUFACTURING:

SCALING INNOVATION CAPACITY

Our manufacturing sites

We are meeting ever-increasing demand for our three blockbuster product platforms thanks to four state-of-the-art manufacturing facilities, strategically positioned around the globe.

We leverage best-in-class technology at scale to meet growing demand and deliver outstanding results for consumers, patients and healthcare professionals. Our four manufacturing sites are seeing constant growth. We aim to continue that growth in 2025.

Uppsala: an expanding center for excellence
Our team at Galderma's Global Center of Excellence for Injectable Aesthetics in Uppsala, Sweden specializes in manufacturing aesthetics products like our premium flagship brand Restylane®.

It is also the birthplace of Relfydess™ (RelabotulinumtoxinA), the first and only ready-to-use liquid neuromodulator created with PEARL™ Technology. In 2024, the Swedish Medical Products Agency authorized the manufacturing and bioanalytical testing of Relfydess in Uppsala, prior to the successful completion of the European Union's Decentralized Procedure.

The Uppsala site was designed with growth in mind. Construction on the current site is set to be completed by the end of 2025. However, with its modular design, this site can expand seamlessly in the future alongside our pipeline.

Hortolândia: tripling capacity for Latin America
Brazil is among Galderma's top three markets worldwide, with a strong growth trajectory. Our Hortolândia site serves this expanding market as well as Latin America and other locations.

First opened in 2004, this production site celebrated its 20th anniversary in 2024. Galderma is planning a 20 million USD expansion of our Hortolândia site to triple production capacity and better serve its markets.

Baie-D'Urfé: the home of Cetaphil®
Galderma's largest manufacturing site, making over 170 million units a year, is located in Baie-D'Urfé, Canada. This facility is our main manufacturing plant in North America and serves markets worldwide. It is the home of global production operations for Cetaphil, as well as over-the-counter and prescription medicines for the U.S. market.

In 2025, the Baie-D'Urfé site will celebrate its 25th anniversary. As demand increases, we plan to continue our investment in and expansion of this site.

Alby-sur-Chéran: 30 years of innovation
Our site in Alby-sur-Chéran in France manufactures over-the-counter and prescription topicals including Differin®, Aklief®, and Epiduo®. Over 400 employees work in our production and distribution departments, making over 60 million units per year.

In 2024, our Alby-sur-Chéran site celebrated its 30th anniversary. Our Galderma employees at this site are highly dedicated – 23 of them have worked with us in Alby-sur-Chéran since the site's inauguration in 1994.

Galderma's Global Center of Excellence for Injectable Aesthetics in Uppsala, Sweden

4

manufacturing sites

330

million units produced a year

>70

years' combined manufacturing experience

Shaping sustainable manufacturing

We continue to optimize our manufacturing and distribution footprint to advance our growth with minimal effect on the environment.

We regularly explore and evaluate opportunities to enhance the sustainability of our products and reduce our environmental footprint. We aim to build a track record of continuous improvement for the benefit of people and our planet.

Initiatives for sustainable growth
We are also conscious that water is our most precious resource. Galderma regularly implements programs to recycle and reuse water and invests in measures to preserve water around manufacturing plants.

As a producer of dermatological treatments and skincare, we are naturally committed to expanding the sustainability of our formulations and packaging. Thorough life-cycle analysis helps us optimize the environmental impact of our products, and we prioritize initiatives in eco-design, manufacturing and transportation.

In addition to sending zero waste from our operations to landfill, all our manufacturing plants have waste intensity reduction targets. In 2024, Galderma decreased waste intensity by more than 10% year-over-year.

Reducing our footprint
To ultimately achieve our Scope 1 & 2 carbon neutrality ambition in our four manufacturing plants by 2030, we have developed individual plans tailored to each site's specificity and maturity. These plans include phasing specific capital expenditure to replace some carbon-intensive equipment and maintaining 100% renewable electricity across all manufacturing sites (achieved in 2023).

Galderma produces 70% of sold units in-house in our four factories. For outsourced production, we select third-party partners according to rigorous standards. We analyze their capability, capacity and efficiency. Our responsible sourcing initiative includes monitoring supply chain performance in health and safety, labor standards, business integrity and the environment.

We understand that environmental protection is a collective effort. That is why we have expanded our responsible sourcing initiative by launching a focused top supplier engagement program. It aims to better understand and measure our Scope 3 emissions and identify concrete reduction initiatives to support our greenhouse gas reduction pathway.

Galderma's facility in
Baie-D'Urfé, Canada

HIGH STANDARDS OF HEALTH AND SAFETY

At Galderma, we are committed to maintaining safe working environments. All our manufacturing plants have obtained and maintain multiple certifications, including ISO 14001, ISO 45001 and OHSAS 18001.

4 out of 4 plants use

100%

renewable electricity

As part of the Beauty x Medicine series, Flemming Ørnskov, M.D., MPH spoke with Dr. Stephanie Lam, a Hong Kong-based plastic surgeon. Their conversation touched on achieving natural results, beauty trends and the Galderma Aesthetic Injector Network (GAIN).

BEAUTY × MEDICINE Maintaining harmony with Dr. Stephanie Lam

DR. FLEMMING ØRNSKOV: Living in Hong Kong, you work with patients who have different backgrounds and skin types. How does that impact your practice?

DR. STEPHANIE LAM: Beauty is based on harmony. Even though our skin color or bone structure may be different, at the end of the day it's about skin laxity, skin quality, balance and proportions.

I am always after the natural result. I'm not afraid to say no to patients when they ask me to do something that could make them look overdone or unnatural in any way. I take my time with consultations and ask my patients not to rush into doing anything.

FØ: The NEXT by Galderma report identified beauty trends such as beauty fandom and mindful aesthetics. Are your patients interested in trends like these?

SL: I would say the NEXT trends that most accurately fit my patients are *proactive beauty* and *canceling age*.

When injectables first came onto the market, a lot of patients were looking for this 'wow' effect, especially in Asia. But now, as I continue along my own aesthetic journey and career, patients want to keep the parts of their faces that represent their true, authentic selves. I spend time talking to my patients to understand and respect what they want.

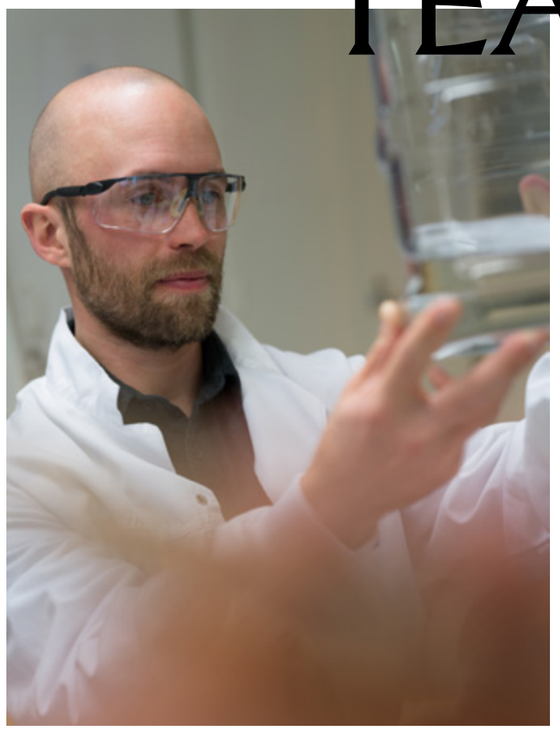
FØ: You are a member of GAIN. In your opinion, what is the value of an educational platform like this one?

SL: GAIN upholds high standards for quality across different regions. In Asia, for so long each country was doing its own thing, and when they talked to each other, they were not in agreement. Now that we have GAIN, we standardize everything, giving a unified message to our patients.

With GAIN, we have a comprehensive platform with tools like the Facial Assessment Scale and Holistic Individualized Treatment (HIT). These help doctors understand that we need to treat the face as a region rather than as a sum of its parts.

Dr. Lam and Dr. Ørnskov's full discussion is available online, as part of Galderma's Beauty x Medicine video series.

PEOPLE: EMPOWERING HIGH-PERFORMING TEAMS



Every member of the Galderma team, wherever they are in the world, brings exceptional talent and dedication. We have a high-performance culture of setting ambitious goals and delivering with exceptional execution.

Our culture of excellence

Across manufacturing, R&D, sales and every function in between, Galderma goes above and beyond to deliver outstanding results. Every member of our team contributes to our organization's growth journey.

At Galderma, we foster a high-performance culture where people can thrive and excel at what they do. This culture is built around our common purpose: advancing dermatology for every skin story. We all share a dedication to impacting the lives of patients and consumers for the better.

We also cultivate the spirit of innovation in all Galderma workplaces. Our pay-for-performance model rewards individuals, teams and regions that demonstrate innovation and impact. We all share in the success of our organization, and our compensation plans reflect this approach.

Our culture unlocks growth
Galderma is first and foremost a growth story, characterized by continuous progression. In our journey, our people propel us forward. We work together to make things happen, and we recruit individuals who will thrive in our fast-paced, collaborative environment.

Since our inception, Galderma has established our organization as a transformative, global industry leader with a dedication to innovation and patient-centricity. This success is deeply intertwined with the experiences and perspectives of our people, each of whom contributes unique and vital insights. We pride ourselves on being a diverse and inclusive workplace, everywhere we operate.

GALDERMA'S FOUR COMMITMENTS

Our culture of excellence is built on four commitments that create a steady base from which we can grow. These four commitments are:

1. We listen to consumers, patients and customers, always putting their needs first
2. We innovate to stay at the cutting edge, embracing our heritage in dermatology
3. We collaborate openly to empower each other and our partners
4. We rise above expectations to achieve outstanding results

Uniting our global teams around these commitments enables us to work toward the same goals. This is how we unlock and leverage the full potential of our people all around the world.

Career growth and professional development empowers employees

The success of our people is the success of our company. Through career growth opportunities and employee development programs, we create a space where people can develop their skills, going beyond the expectations of their roles.

Galderma performs best when our people do. We embrace individuality by offering programs that can be tailored to support everyone, no matter where they are in their careers. We offer robust career growth in all three lines of our business.

We also encourage our employees to push outside their comfort zones to gain experience and pursue growth opportunities in different areas of the organization. This lateral mobility helps us bolster our dynamic culture and continue pushing the boundaries of dermatology.

To ensure we uphold our commitments and fulfill our purpose, Galderma offers various career growth and development opportunities. We meet people where they are and help them get where they want to go.

Career growth opportunities
Galderma maintains a targeted assessment approach that can be tailored to people at all stages of their professional journey. Whether someone began working last year or 20 years ago, we can help them find and take their next step.

Internal career development opportunities include on-the-job stretch assignments and cross-functional moves. These give people the chance to apply their existing skills to a new area and learn more about how Galderma functions. We also provide formal learning, coaching and mentoring experiences that empower employees to take ownership over their careers and set achievable goals.

Employee development initiatives
Throughout the year, Galderma runs various initiatives aimed at cultivating professional and leadership skills that will serve employees throughout the course of their professional lives.

Leadership for Growth NextGen was created to foster Galderma's top talent. In 2024, participants in our leadership development program gathered in Vienna, Austria. Through immersive training, mentorship and cross-functional industry challenges, they gained the skills and insights they need to excel in today's business landscape.

Our IMMERSE Program brought together team members from all over the U.S. to immerse themselves in Galderma's purpose. The event promoted cross-functional relationships and helped each participant better understand their roles in our global organization. It prompted them to consider how they can leverage a team player mindset to bring us closer to Galderma's organization-wide goals.

The Accelerate Leadership Series brought together high performers ready to take their leadership skills to the next level. Over several months, the group gathered for bi-weekly discussions on topics ranging from understanding their leadership strengths to giving helpful feedback. Participants came away with a better understanding of how to build trust and get results.

Galderma's Individual Development Plans (IDPs) are developed through conversations between employees and their managers. To encourage everyone to leverage their IDPs, Galderma designated September 2024 as Development Month, and released a new training module to help individuals make and uphold their most impactful IDPs.

Building on our uniqueness

We value the individual contributions of our employees, who bring their unique perspectives to our work. Ideas flourish in our diverse and inclusive environment, translating into real business outcomes.

We encourage employees at all levels to share ideas, perspectives and challenges, and we ensure that when they do, they are heard. We know that our employees—as well as consumers, patients and customers—are all different, and we celebrate these differences as the source of our strength.

Respecting the dignity, privacy and personal rights of every employee is integral to our work. We expect every member of our team, as well as our business partners, to offer the same respect to each other, and to consumers and patients. This creates and strengthens welcoming workplaces where diversity is respected and honored.

Gauging our impact
We ensure that our diversity and inclusion efforts have tangible results. Galderma's global teams have established councils dedicated to tracking our progress and finding opportunities to become even more inclusive.

To ensure all voices have the chance to be heard, Galderma supports global employee resource groups. In the U.S., the Galderma Women's Leadership Network (WLN) fosters women's leadership skills across the organization. We are proud that today, women make up over 57% of our global workforce.

Looking outward: our external impact
Our commitment to inclusivity also extends to our external stakeholders. In clinical trials, Galderma enrolls a diverse range of participants representing a wide array of skin types, tones and textures.

Furthermore, Galderma has provided a grant for 'The Full Spectrum of Dermatology: A Diverse And Inclusive Atlas,' an online image gallery that provides hundreds of images of commonly diagnosed dermatologic conditions in a range of skin tones. In addition, since 2020, we have sponsored the annual conference of the National Urban League, a U.S. civil rights organization dedicated to improving skincare for historically underserved groups.

A Great Place to Work®, all over the globe

We are proud that Galderma workplaces are regular recipients of Great Place to Work certifications, providing external recognitions of our high-performing, collaborative and diverse culture.

Galderma acts with integrity and unwavering dedication to create an environment of collaboration and innovation, where everyone can grow, thrive and achieve their full potential.

Our efforts have been recognized around the world. Each year, many of our sites receive Great Place to Work or equivalent recognitions. These certifications reflect our unwavering commitment to creating exceptional employee experiences and fostering a culture where trust and high performance go hand in hand.

In 2024, 50% of our affiliates received Great Place to Work recognitions. Employees echoed this sentiment: in Argentina, Chile and Thailand, for instance, they shared satisfaction levels of 88%, 95% and 79%, respectively. Furthermore, Galderma U.S. was also declared a Great Place to Work by its workforce of nearly 1,200 people in 2024, a major milestone for our organization. Surveys we conducted showed that the overwhelming majority (85%) of U.S. employees feel welcome from day one on the Galderma team.

50%

of affiliates certified a Great Place to Work in 2024

95%

employee satisfaction at Galderma's Chile office

Camp Wonder: supporting children with skin conditions

We are committed to advancing dermatology and improving quality of life for everyone. This means promoting not only physical health, but also mental well-being. In 2024, Galderma once again supported Camp Wonder, an initiative dedicated to helping children with skin conditions find fun, friendship and community.

Every summer, the U.S.-based Children's Skin Disease Foundation (CSDF) runs its flagship program, Camp Wonder, a summer camp for children living with chronic and often life-threatening skin conditions. For one week, kids from all over the U.S. come together to take part in activities and support groups designed to help them explore their identities beyond the confines of their conditions.

Over the past 12 years, Galderma has donated nearly 2 million USD to CSDF and Camp Wonder. These funds enable children to attend the weeklong sleepaway camp for free, with no cost to their families. We also donate Cetaphil® and Differin® products for the campers to use to care for their skin on a day-to-day basis, helping manage distracting symptoms like itch.

Galderma volunteers feel their impact, firsthand

Galderma employees also provide volunteer assistance to help facilitate camp activities. Each year, we see how this partnership impacts both the kids at Camp Wonder and our colleagues who take part. One volunteer, who has taken part four times, says that he learns from the campers' perseverance in the face of adversity.

All Galderma team members who take part speak to what a moving experience Camp Wonder is, and how it brings our purpose to life for them. They come away understanding exactly why we are advancing dermatology: to help people like the kids at Camp Wonder take control of their skin stories and live their lives to the utmost.

2 million USD

donated to the CSDF since 2012

0 USD

paid by campers and their families

thanks in part to Galderma's support

As part of the Beauty x Medicine series, Flemming Ørnskov, M.D., MPH spoke with Dr. Aaron Farberg, a double board-certified dermatologist based in Texas, U.S., and a member of Galderma's Global Sensitive Skin Faculty.

BEAUTY × MEDICINE
The future lies in personalized medicine with Dr. Aaron Farberg

DR. FLEMMING ØRNSKOV: Dr. Farberg, you are well-known for your work across the full spectrum of skin health, including sensitive skin. What are some triggers that affect sensitive skin?

DR. AARON FARBERG: Think about the cities we live in, the pollution and simply our own lifestyles. Our skin reacts to that environment. It has a circadian rhythm to it as well, protecting itself during the day and renewing itself at night.

FØ: One of these unavoidable exposures in most of the world is UV exposure – sunlight. What can people do to protect their skin from UV damage?

AF: Apply and reapply sunscreen throughout the day. Avoid going out when it's most bright, seek shade and use UV-protective clothing. Beyond that, think about your skincare regimen and how it helps repair UV-induced oxidative stress.

FØ: How is your work in aesthetic and therapeutic dermatology linked?

AF: You cannot have one without the other. Acne, for example, starts with good skincare to manage and support the skin. You can also treat acne medically. Once you've taken care of the acne, you might want to address scarring. It's critical for dermatologists to approach patients in a comprehensive way, treating not just the medical disease.

FØ: What excites you about the field going forward?

AF: Dermatology is filled with innovation. There are a host of new molecules, but perhaps more important is how these formulations are going to be put together. The future lies in personalized medicine, personalized aesthetics, personalized therapies. We can't always make changes to patients' lifestyles or environments, but we can optimize treatment for every patient's skin.

These excerpts come from a longer conversation between Dr. Farberg and Dr. Ørnskov as part of our Beauty x Medicine video series.

"Galderma's growth continued on its positive trajectory in 2024. Bolstered by the success of its initial public offering, the team has consistently created value for shareholders, delivering record net sales and broad-based growth built on differentiated innovation and commercial excellence.

With a clear focus on executing its unique Integrated Dermatology Strategy, Galderma is dedicated to developing a comprehensive, science-based portfolio of premium brands. This strong portfolio, designed to meet the many different needs of consumers and patients across the full spectrum of dermatology, drove the company's wholly organic growth last year.

Led by its purpose to advance dermatology for every skin story, the team continues to deliver on its commitments, attesting to Galderma's reliable and market-leading position at the forefront of the dermatology category."

THOMAS EBELING
Chair of the Board of Directors

2

Part 2: COMPENSATION REPORT

Contents

Galderma 2024 Compensation Report

Letter to the shareholders of Galderma from the Chair of the Compensation Committee, Karen Ling

Dear Shareholders,

On behalf of the Board of Directors and the Compensation Committee, I am pleased to present the inaugural Galderma Compensation Report. This report details compensation applicable for the period from Galderma's initial public offering (IPO) on March 22, 2024, through December 31, 2024.

In preparation for its first Annual General Meeting as a newly listed public company, Galderma engaged with shareholders representing 60% of outstanding Galderma shares, as well as members of its investor community and proxy advisors. Much of their feedback supported us in preparing this report.

2024 was a monumental year for Galderma, marked by its IPO in March, representing the largest placement volume in Switzerland since 2017. After Galderma's listing on the SIX Swiss Exchange, the newly formed Compensation Committee, led by an independent committee chair, set its primary objective, which was to establish and refine a comprehensive and dedicated compensation framework that is:

- aligned with the company's strategy of building an integrated dermatology platform
- aligned with the interests of shareholders in delivering superior value creation through above-market growth, margin expansion and deleveraging
- focused on retaining the highly experienced executive team following the IPO
- providing incentives to drive strong, sustained performance

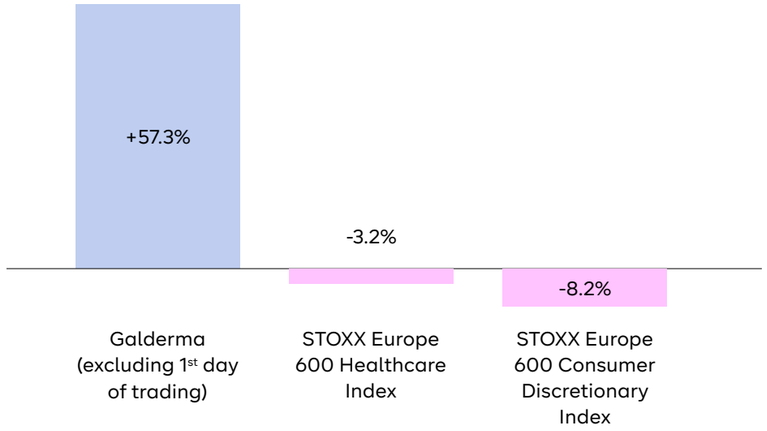
Galderma's story is one of a kind: in just over four years, the organization was transformed from a business unit to a standalone company that successfully went public in March 2024. The transformation was driven by a clear strategic direction—its unique Integrated Dermatology Strategy—and a rigorous execution plan from the new management team who invested alongside the consortium of investors. The company was led as if it were a public company from the beginning, including appropriate governance and financial processes as well as global compensation policies.

Since becoming an independent company in 2019, Galderma has consistently delivered on its financial and non-financial commitments, establishing a strong performance record underpinned by a clear strategy and delivered by an experienced management team. The success of Galderma is evidenced by its year-on-year outstanding financial results.

FY 2024 Net sales growth Year-on-year at constant currency	+9.3%
FY 2024 Core EBITDA margin	23.4%

Galderma's culture of going above and beyond is set at the top and is exemplified by management's commitment to regularly connecting with consumers, patients, healthcare professionals and investors. Galderma's performance is enabled by its management team. Its members have an exceptional track record and experience across the health and life sciences industry, fitting the company's growth aspirations and unique positioning in the market. The leadership have displayed their unique skillset and unrelenting focus on ensuring strong performance, setting up an efficient and integrated platform and delivering sustainable growth – a winning combination that continues to build momentum.

Galderma share price performance relative to key indices
March 22, 2024 – December 31, 2024 (last price), percent increase relative to March 22, 2024



As a validation of the outstanding achievement of the CEO and the leadership team that worked tirelessly to ensure a successful IPO, the International Financing Review awarded Galderma EMEA 2024 IPO of the Year. Since the IPO, Galderma's success is also clear from its impressive share performance both in terms of absolute growth as well as relative to market indices and its competitor landscape.

As a newly listed company, Galderma also entered a new phase in its compensation journey. The company designed and introduced a new Long-Term Incentive (LTI), as well as enhanced its Short-Term Incentive (STI). As detailed in the IPO Prospectus, following its emergence as a standalone company in 2019, Galderma's executives invested in a Management Participation Plan. Their personal investment was required to be eligible for this plan, ensuring full alignment with shareholders' interests to drive company growth. The plan was phased out at the IPO, and each executive's interests vested on the date of the IPO. Therefore, the Committee needed to ensure the new LTI plan provided sufficient long-term performance-based share awards that also provided adequate retention value. The Board of Directors approved a new LTI plan that included the introduction of Performance Share Units (PSUs) with long-term net sales compound annual growth rate (CAGR) and relative Total Shareholder Return metrics.

Going forward, we will continue to engage with investors and listen to feedback in evolving our compensation system as may be appropriate.

Galderma will continue to consider prevalent market practice, ensuring alignment with our compensation principles including strong orientation toward performance-related pay.

On behalf of the Compensation Committee, I would like to express my gratitude for your trust and investment in Galderma's future success. We look forward to our continuing collaboration.

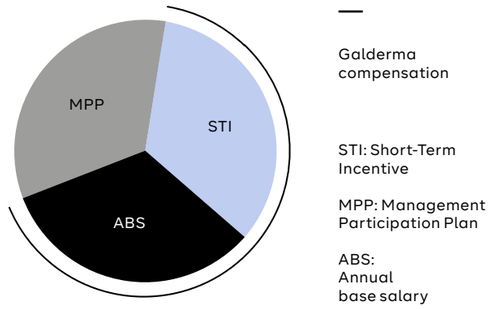
Sincerely,

KAREN LING,
Chair of the Compensation Committee

1. Galderma's journey and compensation development

To aid in understanding the compensation details covered in this inaugural Compensation Report, the following section outlines the company's growth journey. It contextualizes how the compensation framework has evolved together with the business landscape.

Phase 1 (2019-2023)
Starting with our incorporation as a standalone company in 2019, Galderma entered Phase 1 of its journey, establishing an integrated dermatology platform to rapidly unlock growth momentum. A key focus during that period was building an experienced management team with a proven track record of sustainable value creation. The compensation strategy applied at the time emphasized cash elements to ensure competitiveness. It also shifted the focus of the STI plan to be fully dependent on the financial outcomes of the company. At the same time, management were offered the opportunity to co-invest in the success of the company through a Management Participation Plan (MPP). As they were hired to join Galderma, they personally invested in the company and contributed to its growth journey as true shareholders. The MPP aligned the interests of the management team with Galderma's long-term success.



The figure shows the compensation structure during Phase 1 of Galderma's journey. Proportions are indicative and for illustrative purposes only.

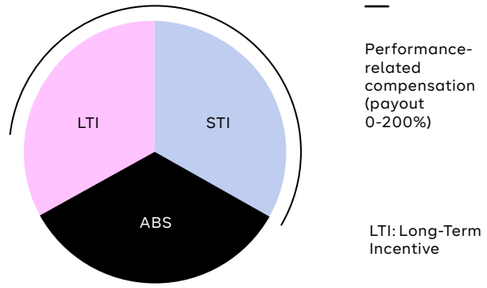
It is important to note that the investment opportunity provided to the management team represented a leap of faith at the time, requiring a significant personal financial commitment. Section 7 of the Compensation Report discloses information on the shareholding of the Executive Committee, a significant portion of which has arisen from investment in the MPP. Simultaneously, a number of senior managers were awarded the opportunity to participate in a Value Creation Bonus (VCB). The VCB was a milestone-based program contingent on reaching a significant corporate event such as an IPO, with a one-time payout in shares, or in shares and cash in equal proportions. This VCB plan proved to be extremely successful in retaining and engaging our critical employees since the start of our journey.

Phase 2 (2024-2025)
When Galderma became a public company on March 22, 2024, Phase 2 of its compensation journey began. The focus shifted to executing an already proven strategy, further bolstered by differentiated biologic entries, driving consistent above-market growth and attractive margin expansion.

With Galderma now listed on the SIX Swiss Exchange, the Compensation Committee turned its attention to setting up the new governance model. It also focused on creating a compensation framework that aligned the interests of the Executive Committee with those of the broader shareholder base. Following significant efforts ensuring a comprehensive approach to selecting a new compensation peer group, the compensation of the Executive Committee was benchmarked against listed companies. This benchmark took into consideration internal equity, geographical reach, regulatory environment, financial size and competitiveness.

Additionally, the introduction of an LTI plan and greater emphasis on total direct compensation moved us closer to establishing a more competitive pay mix. This mix is now aligned with the compensation offerings of listed companies where Galderma competes for talent.

The figure below illustrates the pay mix of the Executive Committee and the clear shift toward a long-term focused total reward offering.



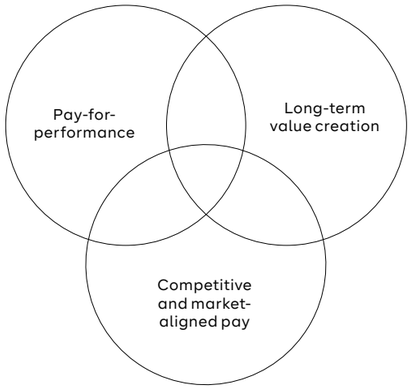
The figure shows the compensation structure during Phase 2 of Galderma's journey. Proportions are indicative and for illustrative purposes only. Actual compensation, including pay mix, are detailed in Section 5 of the Compensation Report.

Furthermore, the fees of the newly established Board of Directors were set at levels comparable to those of companies included in the Swiss Market Index (SMI), excluding financial services. This positioning also enables us to attract U.S. and other relevant international board member expertise.

Phase 3 (2026+)
At Galderma, we are committed to continuous improvement. To be able to grow and evolve at pace, a hallmark of the Galderma culture is relentless preparation for our next challenges. This future orientation is why it is possible to already outline Galderma's next phase to our shareholders and broader stakeholders. Phase 3 of the Galderma compensation journey is underpinned by ensuring sustainability, consistency and a continued focus on pay-for-performance. Aligning with the interests of Galderma shareholders remains a priority, as demonstrated by the planned changes to the composition of the LTI plan for the Executive Committee, shifting to 100% Performance Share Units (PSUs). More details on this can be found in Section 5, "Long-Term Incentive plan," of the Compensation Report. As Galderma evolves as a Swiss listed company, the Compensation Committee Chair and members will further engage with shareholders, the investor community and proxy advisors to ensure an open and transparent dialogue is maintained to support the company's compensation systems to mature alongside with the company's developments.

2. Compensation at a glance

Compensation Principles



Peer Groups

Audience	Approach
Board of Directors	Swiss Market Index, excluding financial services
Executive Committee	Customized peer group based on guiding principles (such as size, scope and geography)
All employees	Life-sciences and consumer industry focus

Executive Committee compensation policy summary

Compensation component	Payout vehicle	Performance metrics	Performance period	Payout min	Payout cap
Base salary and benefits	Cash, contributions and allowances	–	–	–	–
Short-term incentive	Cash	Yes Corporate financial: Net sales, Core EBITDA, Free cash flow. Strategic imperatives	Annual	Yes (0%)	Yes (200%)
Long-term incentive*	Equity	Yes Absolute and relative	3 years	Yes (0%)	Yes (200%)

* Summary description applies to Performance Share Units component. Full details of long-term incentives included in Section 5 of the Compensation Report.

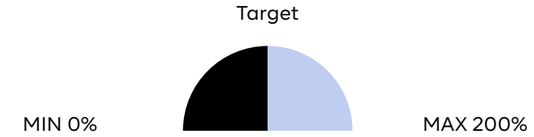
Pay-for-performance
The following illustrations outline the pay mix and summarize 2024 performance achievement under the regular STI plan for the Chief Executive Officer (CEO) and other Executive Committee members. Further details of other incentives are disclosed fully in Section 5 of the Compensation Report. High orientation toward performance-related pay at risk is a feature of Galderma's compensation principles and details of future measures to further enhance it are included in the Compensation Report.

GALDERMA SHORT-TERM INCENTIVE (STI) PLAN

Global STI plan — financial metrics

Metrics	Weighting
Net sales	40%
Core EBITDA	40%
Free cash flow	20%

Unless threshold performance is achieved on financial metric, no payout, regardless of individual performance.

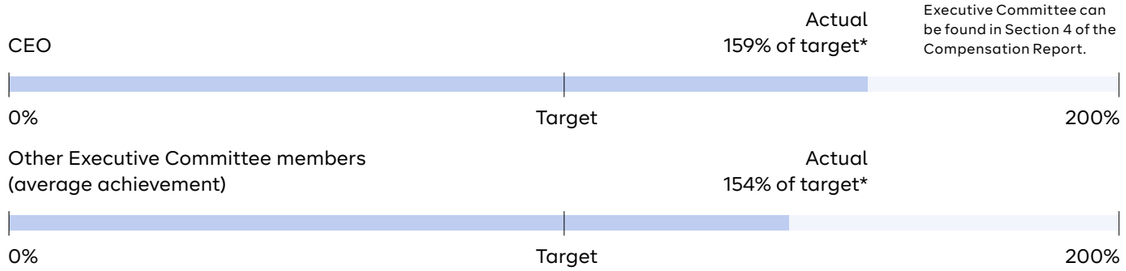


Achievement range metric assessment

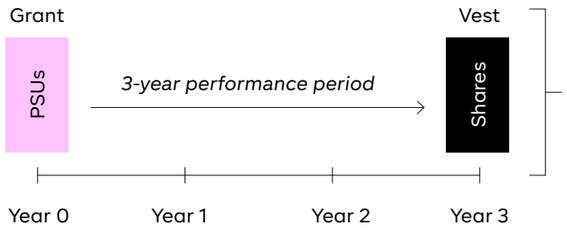
Final assessment by the Board of Directors including adjustment for achievement of company-wide strategic imperatives, including ESG, and deliverables specific to each role.

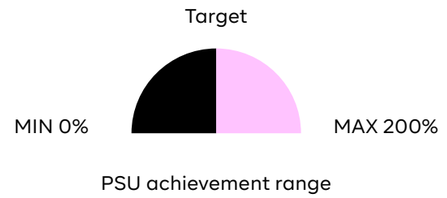
STI plan – Incentive outcome of the Executive Committee

* Full details of bonus payout amounts for the Executive Committee can be found in Section 4 of the Compensation Report.



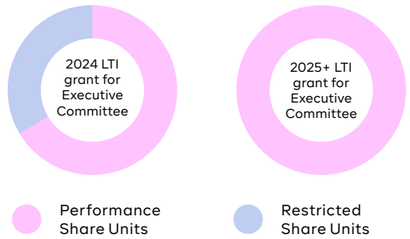
GALDERMA LONG-TERM INCENTIVE (LTI) PLAN





PSU achievement range

LTI plan vehicles and planned evolution following dialogue with shareholders



PSU plan – metrics

Metrics	Weighting
Net Sales CAGR	50%
Relative TSR	50%

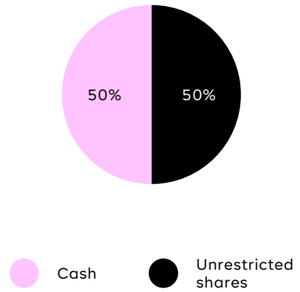
Board of Directors compensation

Board fees

In CHF (gross)	**Board of Directors** (base annual fee)	**Finance & Audit Committee** (membership fee)	**Other Committees** (membership fee)
Chair	950,000 CHF [1]	70,000 CHF	50,000 CHF
Vice-Chair	300,000 CHF	-	-
Member	250,000 CHF	35,000 CHF	25,000 CHF

1 The Chairperson of the Board of Directors does not receive additional fees for the committee memberships

Form of payment



Governance and Standards

What we do	*What we don't do*
✓ PAY-FOR-PERFORMANCE A majority portion of the compensation packages of our CEO and Executive Committee is tied to performance metrics	× EXCESSIVE RISK-TAKING We discourage excessive risk-taking that could jeopardize the long-term success of Galderma
✓ SUSTAINED SHAREHOLDER VALUE CREATION We align the interests of our Executive Committee and Board of Directors to those of our shareholders with robust shareholding requirements	× GOLDEN PARACHUTES Members of our Executive Committee and Board of Directors do not receive severance payments upon cessation of employment
✓ PAY AT A COMPETITIVE-MARKET ALIGNED LEVEL Our compensation programs are designed to compete for global talent. We benchmark Executive Committee compensation to global peers – majority European and minority U.S.	× SINGLE-TRIGGER EMPLOYMENT AGREEMENTS Payments in the event of change of control are subject to "double-trigger" conditions
✓ ANNUAL COMPENSATION REVIEW Every year we review our compensation programs and apply adjustments where necessary, informed by prevalent market trends	× GUARANTEED PAY INCREASES We do not give guaranteed pay increases to our Executive Committee and Board of Directors members
✓ RIGOROUS PERFORMANCE MANAGEMENT Each year we set stretch performance targets and conduct rigorous performance management reviews, allowing agility and execution for future success	× GUARANTEED BONUSES The payout of our incentive awards can vary from 0% to 200% of target, depending on performance
✓ RETAIN AN INDEPENDENT COMPENSATION CONSULTANT We work closely with leading independent compensation consultants to ensure the robustness and appropriateness of the design of our reward programs	× SAME PERFORMANCE METRICS IN STI AND LTI We utilize different performance metrics for our STI and LTI programs, thus avoid rewarding executives for the same performance
✓ MAJORITY INDEPENDENT COMPENSATION COMMITTEE MEMBERS The majority of our Compensation Committee members, including the Chair, are non-executive, independent directors	× OPTIONS AS PART OF COMPENSATION PROGRAMS Our LTI plan offers only restricted and performance share units
✓ CAP MAXIMUM PAYOUTS UNDER THE STI AND LTI AWARDS Caps at 200% are applied to STI and LTI	
✓ CLAWBACK PROVISIONS IN OUR INCENTIVE PLANS To promote long-term accountability for plan participants, we retain the option to claw back some or all of the awards paid out under our incentive plans	
✓ ENGAGE WITH SHAREHOLDERS AND PROXY ADVISORS ON COMPENSATION AND GOVERNANCE MATTERS We listen to the feedback from our shareholders and proxies on all matters relating to reward and governance	

3. Compensation and performance for the year

A foundational principle of Galderma's compensation system is pay-for-performance. 2024 was a transformative year for Galderma, driven by strong financial performance and strategic achievements that underscore our category leadership. This is reflected in Galderma's compensation incentives, including for the Executive Committee.

Executive Committee compensation
The year was defined by our landmark IPO in March, representing the largest placement volume in Switzerland since 2017. Becoming a publicly listed company on the SIX Swiss Exchange marked a turning point in our growth journey, reinforcing the resilience of our business and supporting our long-term ambitions.

Following our IPO, we further strengthened our financial position with the successful placement of an inaugural 500 million CHF bond offering in August 2024. This move bolstered Galderma's capital structure, providing additional flexibility to execute our growth strategy.

Key milestones included a major turning point for our Therapeutic Dermatology business, with the U.S. Food and Drug Administration (FDA)'s approval of Nemluvio® (nemolizumab) for the treatment of prurigo nodularis, then atopic dermatitis. This was followed by the European Committee for Medicinal Products for Human Use (CHMP) recommending the approval of nemolizumab for moderate-to-severe atopic dermatitis and prurigo nodularis in the European Union. These achievements both reinforce our commitment to providing treatment for unmet needs and strengthen our Therapeutic Dermatology subsegment. Europe also saw launches in key markets following the positive regulatory decision for Relfydess™ (RelabotulinumtoxinA)—the first and only ready-to-use liquid neuromodulator—which signal further momentum as we prepare to continue bringing this innovative biologic to new markets.

We delivered record organic net sales in 2024 and achieved significant growth across all three of our resilient, highly attractive and consumer-focused subsegments – including sustained growth in Injectable Aesthetics and Dermatological Skincare.

Our performance in 2024 sets a strong foundation for sustainable growth in the years ahead. These achievements reflect the strength of our Integrated Dermatology Strategy and our ability to deliver value across categories and geographies.

Compensation and performance
Led by the CEO and the rest of the Executive Committee, Galderma's achievements in 2024 have extended beyond the predefined performance metrics anticipated under the Short-Term Incentive (STI) and Long-Term Incentive (LTI) program design. For instance, the extraordinary absolute share price growth reflects high market confidence. Contributing factors include a razor-sharp focus on strategy execution and ensuring fiscal diligence and attention to growth in our key markets. A few highlighted examples of our Executive Committee achievements this year include a successful IPO in an untested market with a 9.6x oversubscribed book and 2.6x long-only coverage, which the Board of Directors recognizes as being due to the CEO's and Chief Financial Officer (CFO)'s relentless effort in its preparation. This included an accelerated roadshow in Zurich, New York and London with ~350 institutions meeting across 27 1:1 meetings and a dozen group sessions. Meanwhile, in synchrony with the IPO preparations, Galderma obtained approval in the U.S. for the treatment of adult patients suffering from prurigo nodularis with Nemluvio, which was launched later in the year. It also obtained approvals for Relfydess in Europe and Australia, and saw multiple other new product launches—such as Restylane(R) Volyme™ in China and the Cetaphil(R) Gentle Exfoliation line in the U.S.—as well as approvals for Sculptra(R) in China. For these reasons, the Board of Directors has approved additional one-time exceptional performance bonuses and LTI awards for 2024. Details are included below and in Section 4 of the Compensation Report.

The combined achievement of our STI predefined corporate financial metrics and strategic imperative objectives resulted in a payout of 159% of target for the CEO and 154% on average for the other members of the Executive Committee.

Galderma tracks progress against the performance objectives relevant to our LTI, namely net sales growth and relative total shareholder return. As the LTI was only launched in 2024, there has not yet been any vesting or performance testing of awards. The performance tracking is part of our compensation governance processes and acts as feedback to management in support of continued action toward Galderma's long-term targets.

Further details of the STI and LTI plans are provided in Section 5 of the Compensation Report.

4. Compensation outcomes for the year

Executive Committee compensation
The total compensation paid to members of the Executive Committee for the period between March 22, 2024 (IPO date) and December 31, 2024 is shown in detail in the table below.

Starting with the Annual General Meeting (AGM) on April 23, 2025 and in accordance with the Galderma Articles of Association, shareholders will be requested to approve the maximum fixed and variable compensation of the Executive Committee for the 2026 financial year.

Executive Committee compensation (audited)[1]
in thousand CHF unless otherwise specified
For the period March 22, 2024 – December 31, 2024

	Annual base salary	Short-Term Incentive[3]	LTI value at grant[4]	Social security and pension[5]	Other compensation and benefits[6]	Total
Dr. Flemming Ørnskov, CEO[2]	1,482	2,963	14,334	172	47	**18,998**
Other members of the Executive Committee	1,502	1,978	9,976	361	94	**13,911**
Total	2,984	4,941	24,310	533	141	**32,909**

Consistent with Swiss reporting rules, the 2023 Executive Committee compensation and Board of Directors fees accrued prior to listing on the SIX Swiss Exchange are not disclosed in this Compensation Report.

1 Compensation paid to members of the Executive Committee for the period March 22, 2024 – December 31, 2024 reported on a gross basis (before social security deductions) according to the accrual principle. All disclosed compensation relates to the period after IPO. Any pre-IPO compensation has been disclosed in the Galderma IPO Prospectus.

2 Highest paid member of the Executive Committee.

3 Annual Short-Term Incentive accrued for the period March 22, 2024 – December 31, 2024, and anticipated for payment in Q1 2025. This includes special bonuses for the same period amounting to 868,722 CHF, of which 602,780 CHF was paid to the CEO.

4 Value of LTI at grant. For the CEO, the grant consists of 197,897 share units and for the other members of the Executive Committee 137,733 share units, determined with reference to a predetermined fixed share price of 58.00 CHF per share. Exceptionally, in 2024 the LTI grant was 200% of the target LTI value. The valuation uses the following stripped dividend amounts: RSUs vesting in 2025 - 72.79 CHF, RSUs vesting in 2026 - 72.58 CHF, RSUs vesting in 2027 and PSUs - 72.36 CHF.

5 Represents the employer contributions for both statutory social security resulting in future employee benefit entitlement and company pension fund for the period March 22, 2024 - December 31, 2024. Total social security costs amounted to 1,749,928 CHF, of which 1,011,852 was for the CEO. This amount includes 8,322 CHF for the CEO and 28,633 CHF for the rest of the Executive Committee related to contributions resulting in a future benefit entitlement. Additionally, the total social security cost amount includes the estimated social security contributions related to LTI grants.

6 Other benefits such as education allowance, car allowance and health insurance contributions.

Board of Directors fees
The total fees paid to members of the Board of Directors for the period from March 22, 2024 (IPO date) through December 31, 2024 are detailed in the following table.

Starting with the Annual General Meeting (AGM) on April 23, 2025, and in accordance with the Galderma Articles of Association, shareholders will be requested to approve the maximum fees of the Board of Directors for the period from the AGM 2025 to the AGM 2026.

No other fees were paid to members of the Board of Directors in addition to those in the table below, with the exception of Dr. Flemming Ørnskov, whose compensation is detailed separately in the table, 'Executive Committee compensation.'

Board of Directors compensation (audited)[1]
in thousand CHF
For the period March 22, 2024 - December 31, 2024

Board of Directors member	Board of Directors function	Fixed cash fees[4]	Fixed share fees[4]	Social security[5]	Total
Thomas Ebeling	Chair of the Board of Directors Chair of the Strategy, ESG & Nomination Committee Member of the Compensation Committee	356	356	4	716
Sherilyn (Sheri) McCoy	Vice-Chair of the Board of Directors Member of the Strategy, ESG & Nomination Committee	122	122	-	244
Michael Bauer[2]	Member of the Strategy, ESG & Nomination Committee Member of the Finance & Audit Committee	-	-	-	-
Marcus Brennecke[2]	Member of the Compensation Committee	-	-	-	-
Daniel (Dan) Browne	Member of the Finance & Audit Committee	107	107	-	214
Maria Teresa (Tessa) Hilado	Chair of the Finance & Audit Committee	120	120	-	240
Karen Ling	Chair of the Compensation Committee	112	113	-	225
Dr. Flemming Ørnskov[3]	Member of the Strategy, ESG & Nomination Committee	-	-	-	-
Total		**817**	**818**	**4**	**1,639**

1 Compensation paid to members of the Board of Directors for the period March 22, 2024 – December 31, 2024, reported on a gross basis (before social security deductions) according to the accrual principle.

2 Michael Bauer and Marcus Brennecke have waived their Board of Directors compensation. No other compensation or benefits in kind have been awarded.

3 Dr. Flemming Ørnskov does not receive any compensation for being a member of the Board of Directors.

4 Includes Board of Directors membership and any committee chair/membership fees. See Section 2, Board of Directors compensation for more details. The number of shares granted was determined by dividing the contractual share grant amount by the closing share price on the date of grant.

5 Represents the employer contributions for statutory social security resulting in future employee benefit entitlement for the period March 22 – December 31, 2024. Total employer social security costs for the period amounted to 48,644 CHF.

5. Compensation system

Compensation policy

Principles

Galderma's purpose of advancing dermatology for every skin story is central to all that the company does. As the pure-play dermatology category leader, Galderma aims to continue executing on its already proven strategy for the next phase of growth. This focus is mirrored in our compensation principles and our approach to rewarding all employees, including the Executive Committee.

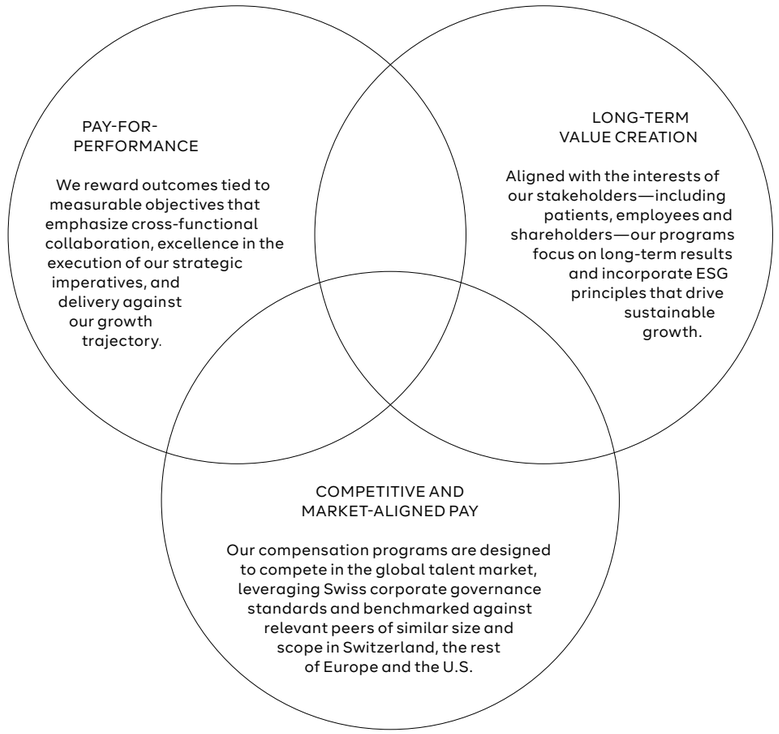
To attract, grow and retain talent with diverse backgrounds, we conduct rigorous compensation market analysis at all employee levels, leveraging data from dedicated external providers for each local market. Compensation levels are set to be competitive and exceed the relevant local minimum wage standards. Extensive detail on compensation benchmarking for the Executive Committee is disclosed in Section 6 of the Compensation Report.

Galderma's total reward strategy is grounded in a robust pay-for-performance approach, designed to foster a high-performance culture that acknowledges and rewards outstanding accomplishments. This strategy aligns employee compensation with company success by setting challenging yet attainable targets that directly influence variable incentive compensation. By tying rewards to clear, measurable outcomes, we ensure that exceptional individual and team achievements are recognized, which in turn ensures accountability and inspires sustained performance. This approach not only incentivizes employees to excel in their roles but also aligns their efforts with the company's broader strategic objectives, enhancing both personal and organizational success.

To facilitate long-term value creation, almost one tenth of the Galderma workforce has a long-term equity component in their total compensation package. This provides employees with a sense of ownership, an incentive to focus and deliver beyond the short term, and to align their interests with other Galderma shareholders. We are also in the planning stages of introducing an employee share purchase plan to allow more employees to participate as Galderma shareholders.

Galderma is an equal opportunity employer. We promote transparency, mutual respect, integrity and inclusion. We also recognize and adhere to collective bargaining agreements that may exist throughout Galderma, as far as the law permits.

Compensation principles



Compensation structure

The following table details the Executive Committee compensation structure. Further details on the Executive Committee incentive programs are shown in the following section.

Executive Committee compensation structure

Compensation component	Payout vehicle	Details
Base salary	Cash	Base salary is defined by a range of factors including prior experience , responsibilities, scope and market conditions[1] relevant to the individual .
Short-Term Incentive (STI)	Cash	The STI plan is designed to focus all eligible Galderma employees, including Executive Committee members, on corporate financial metrics and rewards individuals for year-on-year performance. The metrics and weightings differ depending on seniority and scope of responsibility. Corporate financial metrics form the baseline of the STI program and apply to all STI-eligible Galderma employees. These metrics are combined into an overall achievement from 0-150%. For the CEO and most of the Executive Committee[2] the applicable corporate financial metrics are: • Net sales – 40% weight • Core EBITDA – 40% weight • Free cash flow before financing – 20% weight The final STI outcome is adjusted, provided the corporate financial metric minimum threshold is met (if not, payout will always be zero). It is based on achievement of specific pre-defined strategic imperatives, comprised of individual, talent development, and environmental, social and governance (ESG) objectives. The resultant payout may range between 0%–200% of target.
Long-Term Incentive (LTI) plan	Equity Combination of Performance Share Units (PSUs) and Restricted Share Units (RSUs) converting to Galderma shares at the end of the vesting period	The LTI plan is subject to performance conditions and a three-year vesting cycle. The awards are granted once a year and no cash investment is required by the participants. PSU performance conditions are: • Net Sales Growth CAGR % – 50% weight, links company financial performance and growth to LTI • Relative Total Shareholder Return – 50% weight, serves as an indicator of Galderma's share price performance relative to a select reference group and links shareholder value creation to LTI The LTI grant for Executive Committee members is comprised of 2/3 PSUs and 1/3 RSUs. PSUs are subject to a three-year cliff vesting, whereas RSUs vest on a three-year staggered schedule, with 1/3 of the RSUs vesting each year following grant.

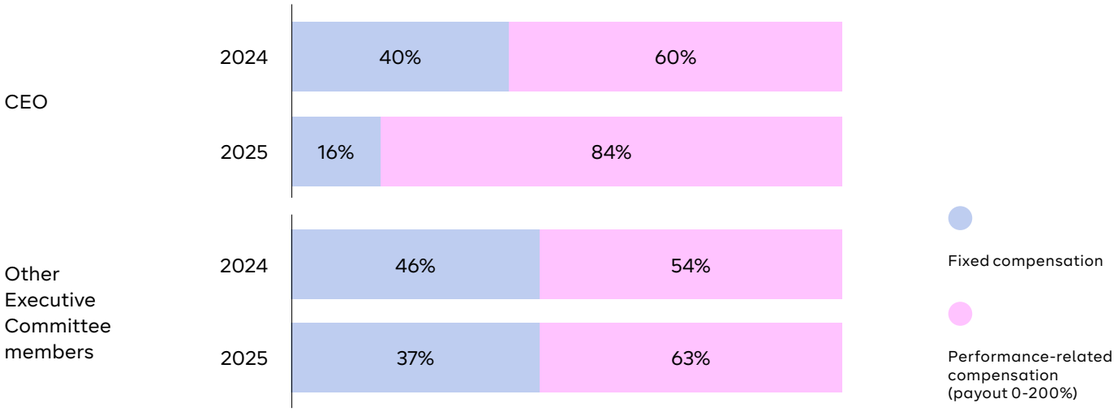
In addition, Executive Committee members participate in the Galderma employee benefit programs. The monetary value of these benefits is disclosed in this report's compensation tables. These programs seek to provide adequate support and care for Galderma employees and their families in the event of certain life events including retirement, sickness, death and disability. Depending on country of residence, examples of benefits available to employees include discounts on Galderma products, lunch and public transport subsidies, company cars, mobile phones, healthcare, life insurance and retirement plans. Galderma places extra focus on ensuring that the benefits programs extend across all of our employee groups, as health, well-being and financial safety are not perceived as advantages that should be reserved for the Executive Committee members only.

1 Assessment of market-competitive compensation, including STI and LTI, is conducted in accordance with the Galderma compensation governance and benchmarking principles, the details of which can be found in Section 6 of the Compensation Report.

2 For one member of the Executive Committee (Global Head of Operations), the applicable metrics are as follows: 20% net sales, 20% core EBITDA, 10% free cash flow before financing, 25% inventory value and 25% operations total budget.

Compensation mix
In line with our pay-for-performance reward principles, the compensation mix of the CEO and Executive Committee is structured so that the vast majority of the compensation paid out is performance-related at-risk compensation. The following figure demonstrates the commitment to these principles including versus our defined peers (see Section 6, 'Compensation benchmarking and advisors' of the Compensation Report), showing base salary and the RSU component of the LTI as fixed compensation components, and the STI plan and the PSU component of the LTI as performance-related compensation components. For 2025 and 2026, adjustments to the STI and LTI target levels and to the LTI award types in favor of only PSUs, as described in the following parts of this Compensation Report, will result in a significant change to the compensation mix in favor of performance-related at-risk compensation. After these adjustments, and compared to our identified benchmark peers, the CEO pay mix will be in the 90th percentile based on the ratio of performance-related compensation to fixed compensation.

Compensation mix of the Executive Committee



In 2026, the pay mix for the other Executive Committee members is proposed at 25% fixed and 75% performance-related compensation, reflecting the transition plan for all Executive Committee members to receive LTI awards only in the form of PSUs.

Details of the Executive Committee incentive programs
The combination of Short-Term and Long-Term Incentives balances the application of frequent target-setting and performance measurement with those relevant to the longer term. The short-term components are critical to ensure agility and focus on the execution of annual objectives, and long-term indicators are directed toward sustainable growth and stakeholder value creation.

Compensation governance for the determination of STI and LTI, including setting objectives and target levels as well as performance achievement, is a rigorous process ordinarily involving multiple review and assessment opportunities by the Compensation Committee before final endorsement and subsequent final approval by the Board of Directors. Particular attention is paid to ensure the targets set are stretched. Full details of the Compensation Committee activities and governance are disclosed in Section 6 of the Compensation Report.

Short-Term Incentive plan

The target STI-at-grant amounts are 100% of annual base salary for the CEO and between 50% and 100% of annual base salary for other Executive Committee members. From 2025 onwards, the target levels will be between 75% and 100% for other Executive Committee members. Adjustments have been applied to ensure Executive Committee packages are market-competitive and enhance the focus on pay-for-performance. These changes further orient overall packages toward higher proportions of performance-related compensation.

STI payout is capped at 200% of target. The floor is at 0% payout if corporate financial metric target thresholds are not achieved.

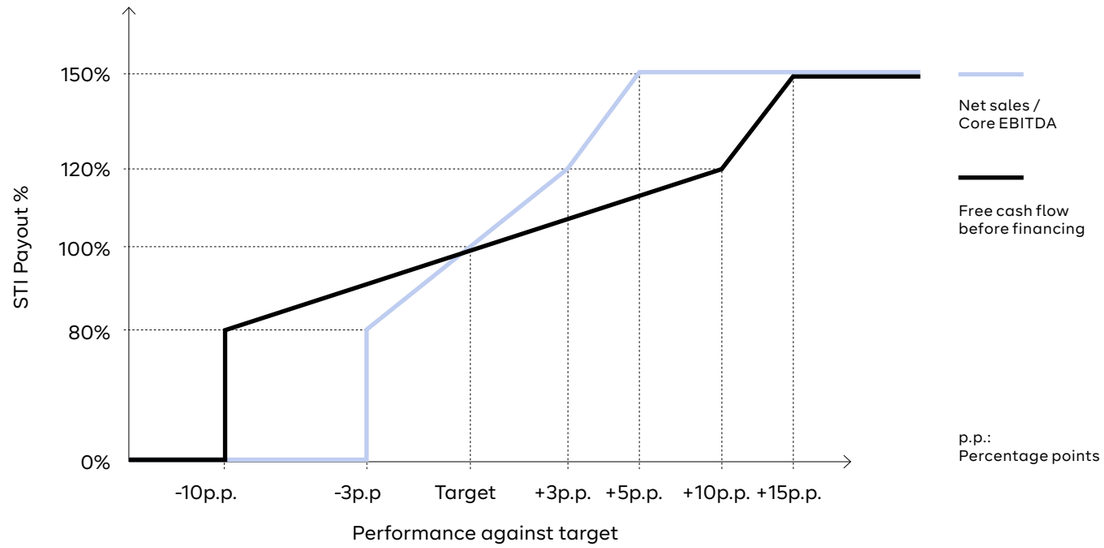
Details of the STI achievement and weighting of corporate financial metrics have already been provided in the Compensation Report, including Sections 2 and 3. Certain information, such as the minimum threshold, target and maximum caps for each metric, is considered commercially sensitive; the Board of Directors currently considers that these metrics could provide Galderma's competitors with an unfair advantage if disclosed.

The following figure illustrates the payout curve of the STI plan for three of the financial metrics.

A highlight feature of the STI strategic imperative objectives is the link to ESG objectives. The connection between compensation and ESG is a critical cornerstone of the Galderma ESG framework and governance, and of Galderma's ambition to advance its category leadership in dermatology. The ESG objectives include both five non-financial quantitative indicators, and a qualitative assessment of Galderma's progress towards its mid-term ESG ambition, based partly on the implementation of 15+ action plans associated with all major aspects of Galderma's ESG framework, as well as compliance with ESG reporting obligations and evaluation of the broader external perception of Galderma's ESG track record by key stakeholders. We believe that having a clear link between compensation and progress against ESG objectives reinforces the focus of Galderma senior leaders on the company's ESG targets. (Further general information on ESG at Galderma is available in the Report on Non-Financial Matters.)

The STI determination follows the Galderma governance process outlined in Section 6 of the Compensation Report, namely the authority to determine STI for the Executive Committee is held by the Board of Directors.

STI payout curve



Long-Term Incentive plan

Overview
The Galderma LTI plan was launched shortly after Galderma became a public company in March 2024. The purpose of the plan is to attract, engage and retain high-quality talent and to align the interests of key managers with the goals of Galderma and its shareholders.

The number of awards granted is determined by dividing the predefined individual values (based on annual base salary) by the market share price at the time of the grant. The market share price is determined based on a 10-day volume weighed average. In the year under review, the market share price was exceptionally determined with reference to a predetermined fixed price (see Section 4 of the Compensation Report). Grants typically occur in the second quarter (Q2) of each financial year.

All LTI participants currently receive Restricted Share Units (RSUs). A selection of the most senior leaders, including the Executive Committee, receive Performance Share Units (PSUs) in proportions indicated in the Executive Committee compensation structure overview in Section 2 of the Compensation Report. The Board of Directors has determined that the Executive Committee will receive 100% of LTI awards in PSUs, from 2025 for the CEO and CFO and from 2026 for all remaining Executive Committee members, further reinforcing our focus on performance-related compensation.

The LTI determination follows the Galderma governance process outlined in Section 6 of the Compensation Report, namely that authority to determine LTI for the Executive Committee is held by the Board of Directors.

LTI amounts
Target LTI at grant amounts to 300% of annual base salary for the CEO and between 180% and 240% of annual base salary for other Executive Committee members. From 2025 onwards, the target levels will be 425% for the CEO and between 180% and 300% for other Executive Committee members. Adjustments have been applied to ensure Executive Committee packages are market-competitive and enhance the focus on pay-for-performance. These changes further orient overall packages toward higher proportions of performance-related compensation.

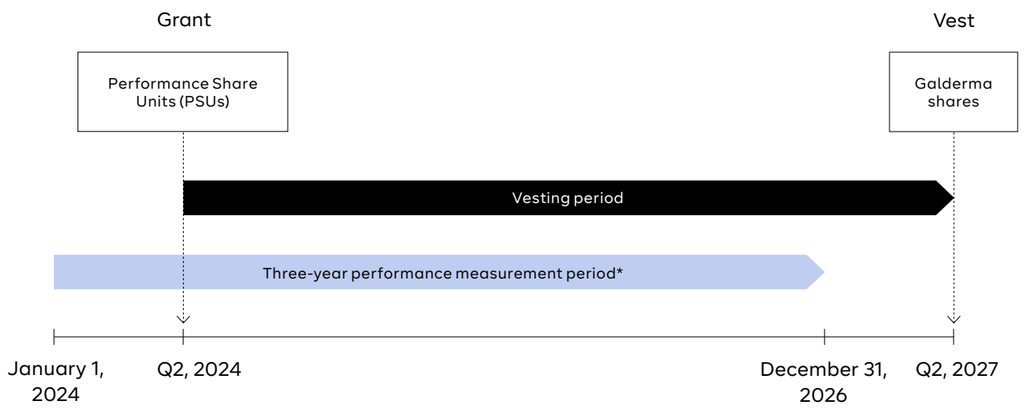
For PSUs, the final number of shares allocated is dependent on performance and can be between 0%-200% of PSUs granted.

LTI vesting and performance periods
Details of the vesting periods are provided in the table 'Executive Committee compensation structure' provided above in Section 5.

For PSUs, awards cliff-vest three years following grant. The PSU performance measurement period is generally three full calendar years, running from January 1 in the year of grant to December 31 in Year 3 following the grant as shown in the figure below.

Shares are allocated upon satisfaction of the vesting period and based on the level of performance metrics achievement applicable to PSUs. Once LTI awards vest, Executive Committee members are eligible to receive dividends on allocated shares. In addition, the LTI plan regulations provide the possibility for the Executive Committee members to accrue dividend equivalents on awards. For the 2024 LTI grant, no such dividend equivalents were included.

LTI vesting and performance periods



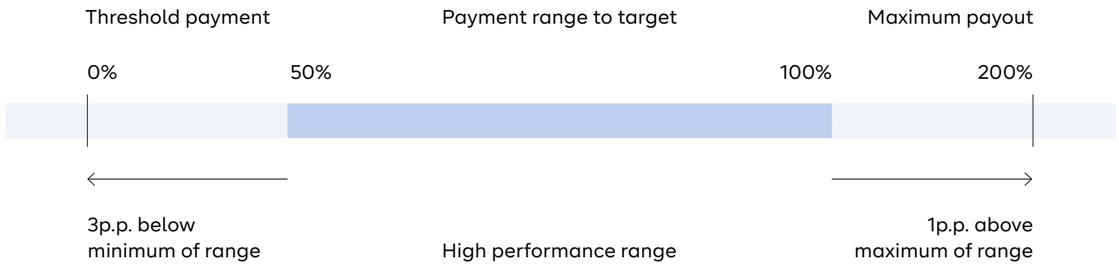
* For relative total shareholder return, the applicable performance period for the 2024 grants is exceptionally March 22, 2024 (IPO date) until December 31, 2026.

LTI performance conditions
Under the LTI plan, payout in Galderma shares for the PSU component is fully dependent on performance testing at the end of the three-year performance period. Two predefined PSU performance conditions are assessed, one absolute and the other relative, with 50% weighting for each. An equal weighting has been adopted to both appropriately capture the critical importance of these two performance indicators and ensure the Executive Committee and senior management have significant, sustained focus over the long term.

PSU absolute performance condition – net sales growth
Net sales growth is a critical internal financial performance metric for the long-term success of Galderma, which measures the percentage increase of Galderma's net product sales. This metric has been selected to ensure relentless Executive Committee and senior management commitment to advancing our differentiated innovation pipeline, which includes two disruptive biologics with blockbuster potential for long-term sustainable growth. The vesting scale is determined by the net sales growth on a constant currency CAGR during the performance period. Linear interpolation applies between each of the defined points on the vesting scale, as shown in the following figure, with an ambitious target-setting approach.

The payout design incentivizes achievement of ambitious net sales growth in line with the upper end of our guidance to investors and further compensates for any outstanding overachievement of target.

PSU net sales growth payout diagram



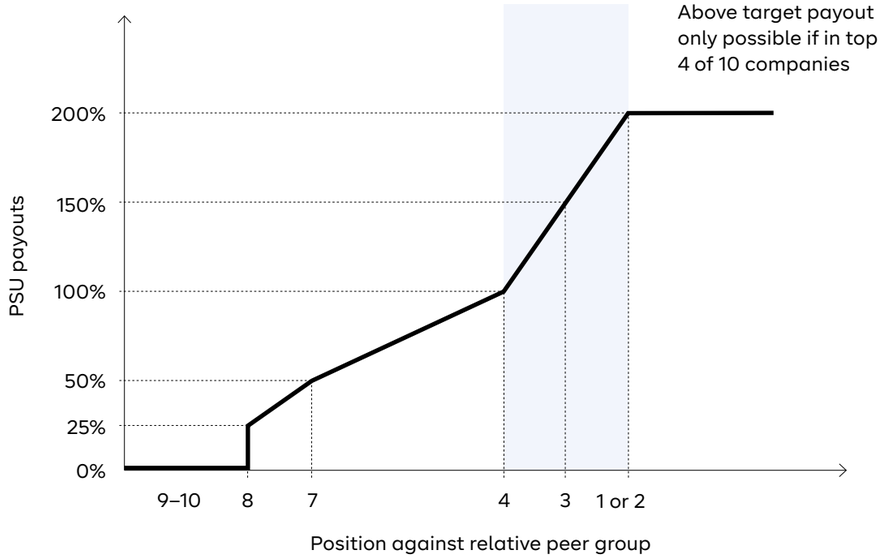
p.p. – percentage points

PSU relative performance condition – total shareholder return
Total shareholder return (TSR) represents the overall gain or loss generated by an investment over a specific period, incorporating both capital gains or losses from changes in share price and the reinvestment of dividends. It is widely considered a comprehensive measure of shareholder value creation and, accordingly, is a key long-term measure for management's performance and their commitment to Galderma and its investors. To ensure LTI participants are not rewarded for windfall market gains that may impact absolute TSR growth, Galderma's TSR is compared against a reference group of 10 companies. These companies were selected for their similarities to Galderma as leaders in other similar 'self-care' categories (namely Alcon in ophthalmology, Estée Lauder and L'Oréal in beauty, Straumann in odontology and Zoetis in animal health) and for their relevance as direct competitors or other reference companies for the purpose of LTI tracking (namely AbbVie, Beiersdorf, Haleon, Kenvue and Sanofi). The reference group of companies was defined considering extensive investor feedback from over 1,000 interactions with the global investor community which was collected and analyzed during the LTI design phase. Relative TSR is calculated by ranking Galderma's TSR against the TSR of the selected reference companies, thus providing insight into Galderma share price performance relative to the identified reference companies.

The Board of Directors retains the discretion to replace any reference companies that are no longer suitable based on pre-defined criteria, ensuring the reference group remains relevant.

Linear interpolation against each of the above points will apply if the vesting falls between any two points, as shown in the figure overleaf. The payout curve is designed so that target TSR performance is only achieved when reaching the top four of the 10 selected reference companies.

PSU relative total shareholder return payout curve



Clawback provisions
The LTI plan is subject to a clawback provision. In instances of fraud, gross negligence or willful misconduct, the Board of Directors retains the right to require a participant in the LTI plan to pay back any gross proceeds an Executive Committee participant gained from the sale of shares which such a participant received from vested awards under the LTI plan, and to forfeit or reduce in part or in full any outstanding awards.

Forfeiture conditions
In the event of cessation of employment, outstanding unvested awards are forfeited. The LTI plan regulations provide for exceptions in certain limited cases, such as retirement, disability or death. In such cessation of employment situations, awards are eligible for vesting – and where relevant remain subject to performance testing. The Board of Directors retains the right to grant exceptions to these regulations in special circumstances and on a case-by-case basis. In the year under review, the Board of Directors granted no such exceptions for Executive Committee members.

Change of control
The LTI plan regulations detail award settlement and rollover arrangements in cases of change of control, such as in the event of 33 ⅓% change of shareholding. Awards are eligible for an LTI rollover in case of change of control or an accelerated vesting and maximum payout, including if there is subsequent termination of employment of a participant, a so-called “double trigger.”

Board of Director fees
The Board of Directors fee structure and levels have been set to ensure competitiveness, market alignment and necessary independence.

Members of the Board of Directors receive fees for membership and additional fees for being either a chair or a member of a committee. The CEO and members of the Board of Directors who are employed by EQT are not eligible for Board fees. The chairperson of the Board of Directors does not receive additional fees for committee memberships.

All Board of Directors members are paid 50% in cash and 50% in unrestricted Galderma shares, including any chairperson or committee members who are eligible for compensation. Fees are generally paid in arrears, the cash portion quarterly and the share portion bi-annually (applying the closing share price on the relevant grant date). In the year under review, the share portion was exceptionally awarded in a single grant. Members of the Board of Directors are reimbursed for travel and other reasonable expenses according to Galderma’s Travel & Expenses Policy. No variable compensation is paid out to Board of Directors members.

The compensation framework for Board of Directors members is set out below:

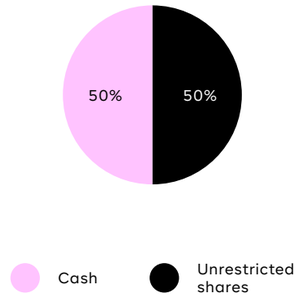
Board of Directors compensation

Board fees

In CHF (gross)	**Board of Directors** (base annual fee)	**Finance & Audit Committee** (membership fee)	**Other Committees** (membership fee)
Chair	950,000 CHF [1]	70,000 CHF	50,000 CHF
Vice-Chair	300,000 CHF	-	-
Member	250,000 CHF	35,000 CHF	25,000 CHF

1 The Chairperson of the Board of Directors does not receive additional fees for the committee memberships

Form of payment



In addition, alignment with shareholder interests is further reinforced through the minimum shareholding requirements which need to reach 100% of annual fees for members of the Board of Directors. Full details are provided in Section 7 of the Compensation Report.

6. Compensation governance

Role and responsibilities of the Compensation Committee
Every year, in accordance with the Galderma Articles of Association, the Board of Directors nominates the members of the Compensation Committee for individual elections at the Annual General Meeting of shareholders, with the possibility for re-election. The Compensation Committee reviews the aspects of Executive Committee compensation, the fee structure of the Board of Directors and the total reward framework for all Galderma employees in accordance with our Compensation Committee activities and governance (see table on page 104).

The Compensation Committee currently consists of three non-executive Board of Directors members, and a majority are independent – Karen Ling (Chair), Thomas Ebeling and Marcus Brennecke. The Compensation Committee may invite the CEO and other executives to attend meetings, as appropriate. However, the executives, including members of the Board of Directors, are not present during meetings discussing and evaluating their own compensation and have no influence on any decisions for their own compensation.

The Compensation Committee met three times in 2024. All of the members were present at all meetings.

Following each meeting, the Compensation Committee informs the Board of Directors of the topics discussed and provides their recommendations for approval by the full Board of Directors. Decisions are then recorded in the Board of Directors meeting minutes. Presentations and minutes of the Compensation Committee meetings are available to all members of the Board of Directors.

Compensation Committee activities and governance

The following table summarizes the typical anticipated Compensation Committee calendar and activities. The Compensation Committee is provided with all necessary information well in advance of each meeting, including for critical topics such as those identified by the Compensation Committee chairperson, as additional agenda items in a meeting prior to any review and/or endorsement. For the period between March 22, 2024 (IPO date) and December 31, 2024, the Compensation Committee held meetings in April, October and December.

Compensation Committee activities

	Compensation Committee meetings			
	Q1	Q2	Q3	Q4
Board of Directors and Executive Committee compensation	✓		✓	✓
Endorse compensation principles for Board of Directors and Executive Committee^			✓	
Endorse current-year CEO and Board of Directors compensation^				✓
Review proposed maximum aggregate amount of compensation of the Executive Committee and Board of Directors subject to shareholder vote				✓
Endorse maximum aggregate amount of compensation of Board of Directors and Executive Committee subject to shareholder vote*	✓			
Short-Term Incentive (STI)	✓	✓	✓	✓
Endorse Executive Committee STI objectives for the year^	✓			
Review STI program for Executive Committee		✓		
Review STI target as % of annual base salary for Executive Committee^			✓	
Review anticipated STI achievement for Executive Committee^				✓
Endorse prior-year STI achievement and payout^	✓			
Long-Term Incentive (LTI)	✓	✓	✓	✓
Endorse LTI award volume overall program and for Executive Committee^	✓			
Review LTI program for Executive Committee, including metrics, targets, payout curve and endorse any changes^		✓		✓
Review and endorse LTI target as % of annual base salary for Executive Committee^			✓	
Review and endorse LTI achievement and payout (when applicable)^	✓			
Governance	✓		✓	✓
Review Compensation Report drafting evolution			✓	✓
Endorse Compensation Report *	✓			
Global compensation framework	✓		✓	✓

Items marked with a ^ are subject to final approval by the Board of Directors.
Items marked with a * is subject to final approval by Galderma shareholders.
The Compensation Report is submitted to the shareholders for a consultative, non-binding vote at the AGM.

The Compensation Committee may identify the need for additional meetings during the year, with a standing placeholder for at least one additional meeting in the first quarter.

The following table summarizes the compensation governance model, including recommendations and approval levels.

Compensation topic	Recommendation	Approval
Board of Directors maximum aggregate amount until next AGM	■	■
Executive Committee maximum aggregate amount for the following financial year	■	■
Compensation Report and its content	■	■*
Board of Directors fees and compensation package	■	■
Executive Committee compensation packages	■	■
Annual STI and LTI grants (Executive Committee)	■	■
Final STI achievement and LTI vesting factor	■	■
Design of the compensation and benefits strategy of the company	■	■
Employment agreement terms & conditions (company) and termination terms for Executive Committee	■	■

■ Board of Directors ■ Compensation Committee ■ Shareholders at AGM

* In addition, the Compensation Report is submitted to the shareholders for a non-binding consultative vote at the AGM

Compensation governance

Shareholder engagement

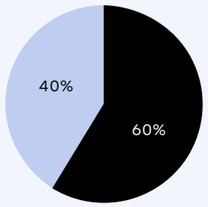
Engaging with our shareholders is a cornerstone of Galderma's success and commitment to good governance. Since the IPO, a combination of the Executive Committee and members of the Board of Directors have met with Galderma shareholders and leading proxy advisory firms.

On compensation-related matters, meetings have been attended by the Chair of the Compensation Committee, Karen Ling, and members of management including Galderma's Chief Human Resources Officer (CHRO), Head of Global Rewards and Head of Investor Relations. Galderma seeks to foster an open dialogue with shareholders. Our proactive engagement, even ahead of our first Compensation Report, has been initiated to reinforce this commitment and gain understanding of shareholders' expectations while respecting equal treatment and restraining from any preferential release of information during such meetings. Meetings were held with investors representing at least 60% of Galderma shareholders.

Galderma intends to continue its active shareholder engagement and use feedback received from these discussions to help guide any future changes to our Board of Directors and Executive Committee compensation programs and governance practices.

Beyond compensation-related engagement, the Galderma investor relations team and members of senior management, including our CEO and CFO, regularly communicate with investors through quarterly earnings calls, investor and industry conferences, analyst meetings and individual discussions with shareholders.

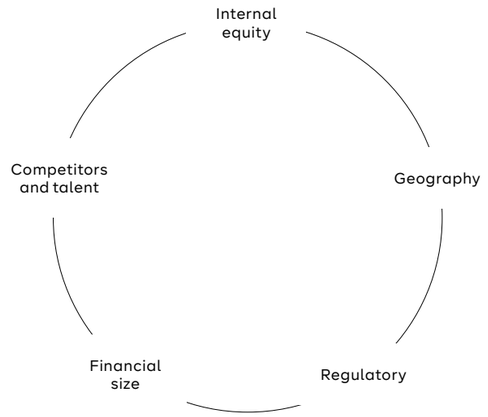
Direct meetings held with investors representing 60% of Galderma shares



Compensation benchmarking and advisors
Compensation is reviewed and benchmarked against relevant market peers to ensure Galderma remains competitive and is well positioned to attract outstanding talent.

Five guiding principles, as shown in the following figure, help us determine which companies should be included in the Executive Committee and Board of Directors benchmarking peer groups. The guiding principles applicable to Galderma have been approved by the Board of Directors and are a key factor for determining any compensation adjustments. This includes those that have been applied for the Executive Committee and are outlined throughout the Compensation Report in relevant sections.

Guiding principles for compensation benchmarking



- **Internal equity** is addressed through the selection of a single peer group applicable to all Executive Committee members.
- **Geography** is also a crucial factor, with the peer group representing an international footprint. Given Galderma's global reach and strategic emphasis on the U.S. market, alongside fast-growing market capitalization—already reaching the Swiss Market Index Mid (SMIM)—the peer group is carefully selected to reflect a balanced geographical diversity. This approach ensures the inclusion of companies with strong U.S. market representation (and no more than one third of the total peer group list), while also including peers from Switzerland and the rest of Europe.
- From a **regulatory** perspective, we focus on listed companies with an international market orientation.
- In terms of **financial size**, we target companies comparable to Galderma in revenue and market capitalization, taking note of the company growth projections. As an indication, the peer group of the most recent Executive Committee benchmark had resultant revenue ranging between 3.8–11.0 B USD and a market capitalization of 10.9–41.5 B USD (ranges show 25th percentile and 75th percentile).
- Lastly, Galderma prioritizes **competitors and talent** by selecting peer companies from Galderma's industry and adjacent sectors such as healthcare, pharmaceuticals, biotechnology, and consumer discretionary, focusing on where we compete for talent. An additional cross-reference measure was applied to include companies used to measure TSR under the LTI described in Section 5 of the Compensation Report that meet these guiding principles.

For the Board of Directors, the benchmarking peer group used consists 100% of listed companies within the Swiss Market Index (SMI), excluding financial services. This approach is consistent and reasonable when taking into account the profile of Galderma and its anticipated growth and development. In all benchmarking activities, both the SMI and SMIM practices were monitored.

On an ad hoc basis, Galderma engages with and uses external consultants to assist with certain aspects of compensation and benefits. In 2024, Galderma obtained market insights and advisory services from PricewaterhouseCoopers (PwC) and Willis Towers Watson (WTW). Galderma did not award any additional mandates to WTW. PwC were awarded additional non-compensation and benefits-related mandates, including related to tax and actuarial services.

Governing source materials
The Compensation Report is prepared in accordance with Swiss laws and regulations, including the Swiss Code of Obligations. It also considers the Directive on Information Relating to Corporate Governance issued by SIX Swiss Exchange, as well as the Guidelines of the Swiss Code of Best Practice for Corporate Governance established by economiesuisse.

Galderma's Articles of Association set out the framework regarding the election of members of the Compensation Committee (Art. 23), the approval of the maximum compensation for the Board of Directors (until the completion of the next ordinary shareholders' meeting) and the Executive Committee (for the following financial year) (Art. 27), the supplementary amount of compensation available in case of changes to the Executive Committee (Art. 28), the compensation composition of members of the Board of Directors and the Executive Committee (Art. 29) and employment agreements with the Board of Directors and members of the Executive Committee (Art. 30).

The company may enter into non-compete agreements with members of the Executive Committee for the time after termination of employment. Any potential compensation paid for non-compete will not exceed the average annual compensation of the member over the last three financial years. In the year under review, there was no Executive Committee compensation awarded under non-compete agreements. Notice periods for the Executive Committee are limited to a maximum of 12 months.

The Galderma Articles of Association can be found on the Galderma website: galderma.com/governance.

7. Additional information on shareholding and compensation

Shareholdings of the Executive Committee and Board of Directors

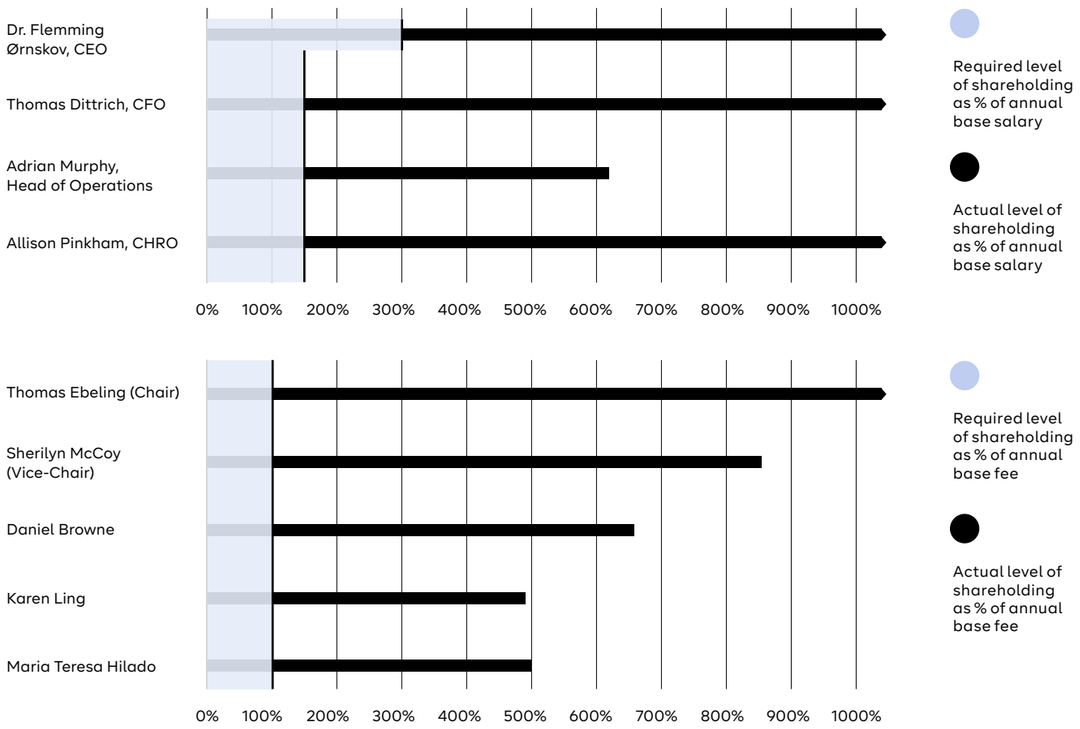
Minimum shareholding requirements
The shareholding guidelines of Galderma seek to foster alignment with the interests of Galderma shareholders and thereby require Executive Committee members, other designated senior executives and members of the Board of Directors to hold a minimum number of Galderma shares. The minimum shareholding requirements are shown in the accompanying table.

Position	Minimum shareholding requirement
CEO	300% of annual base salary
Other Executive Committee members and designated senior executives	150% of annual base salary
Members of the Board of Directors	100% of annual base fee

Shareholding guidelines
The following figure shows the current shareholding of the Executive Committee and Board of Directors, who all exceed the minimum shareholding requirements as at December 31, 2024.

Shareholding guidelines

Shareholding guidelines



The period to reach the minimum shareholding requirement is five years from the latter of (a) the listing of the Galderma shares on the SIX Swiss exchange or (b) the election or appointment, with the requirement being reviewed annually by the Board of Directors.

The number of shares and other Galderma securities held by members of the Executive Committee and Board of Directors as of December 31, 2024 is shown in the following tables. Shareholding listed in the table below as Restricted Share Units and Performance Share Units are those delivered through Galderma's LTI plan. Other shareholding listed were initially acquired by executives through their personal investment as part of previous management and board participation in Galderma's growth plan between 2020 and the IPO.

Shareholding of Executive Committee and related parties (audited)[1]

Member	Number of shares (blocked and unblocked)	Restricted Share Units (RSUs)	Performance Share Units (PSUs)	Other options, warrants, other derivatives
Dr. Flemming Ørnskov, CEO	1,515,291	65,306	132,591	-
Thomas Dittrich	549,858	23,050	46,798	-
Adrian Murphy	17,926	11,493	23,334	-
Allison Pinkham	48,935	10,909	22,149	-

Shareholding of Board of Directors and related parties (audited)[1]

Member	Number of shares (blocked and unblocked)	Restricted Share Units (RSUs)	Performance Share Units (PSUs)	Other options, warrants, other derivatives
Thomas Ebeling (Chair)	527,169	-	-	-
Sherilyn McCoy (Vice-Chair)	25,447	-	-	-
Michael Bauer[2]	-	-	-	-
Marcus Brennecke[2]	-	-	-	-
Daniel Browne	16,455	-	-	-
Maria Teresa Hilado	12,367	-	-	-
Karen Ling	12,288	-	-	-
Dr. Flemming Ørnskov	1,515,291	65,306	132,591	-

1 As of December 31, 2024, no non-executive member of the Board of Directors held any option-like instruments and Executive Committee members held only RSUs, PSUs and shares. Furthermore, as of December 31, 2024, no related parties of the Executive Committee and Board of Directors held any option-like instruments. The definition of "related parties" is detailed in Section 11 of Galderma's Organizational Regulations Galderma became an independent, listed company on March 22, 2024. Therefore, no disclosure of shareholdings in Galderma for the year 2023 or a comparison to shareholding in the year 2023 is applicable.

2 Michael Bauer and Marcus Brennecke are representatives of Galderma's largest shareholder, EQT.

Loans and credits (audited)
No loans or credits were accrued for or outstanding by any member of the Executive Committee or Board of Directors as of December 31, 2024.

Related parties and former members (audited)
No compensation was paid to related parties or former members of the Executive Committee or Board of Directors. Additionally, no loans or credits were accrued for or outstanding by any related parties or former members of the Executive Committee or Board of Directors.

External mandates of the Executive Committee and Board of Directors (audited)
The following table outlines the mandates of the members of the Executive Committee and Board of Directors at other companies with an economic purpose in line with the disclosure requirement under Art. 734e of the Swiss Code of Obligations, as well as all activities of the respective members in line with requirements under Sections 3.2 and 4.2 of the annex to the Directive on Information relating to Corporate Governance of SIX.

Galderma Executive Committee – other mandates (audited)

Executive Committee member	Company	Position
Dr. Flemming Ørnskov, CEO	Waters Corporation	Chair of the Board of Directors
Thomas Dittrich	SIG Schweizerische Industrie Gesellschaft AG	Member of the Board of Directors
Adrian Murphy	-	-
Allison Pinkham	-	-

Galderma Board of Directors – other mandates (audited)

Board of Directors member	Company	Position
Thomas Ebeling (Chair)	Recipharm SHL Medical Cullinan Oncology, Inc. Orna Therapeutics, Inc. Heilpflanzenwohl GmbH	Member of the Board of Directors Member of the Board of Directors Member of the Board of Directors Member of the Board of Directors Member of the Board of Directors
Sherilyn McCoy (Vice-Chair)	AstraZeneca plc Stryker Corporation Kimberly-Clark Corporation Parexel Sail Biomedicines Dechra Pharmaceuticals	Member of the Board of Directors Member of the Board of Directors Member of the Board of Directors Chair of the Board of Directors Chair of the Board of Directors Chair of the Board of Directors
Michael Bauer	SPT Labtech Viturin AG EQT Partners AG Dechra Pharmaceuticals	Member of the Board of Directors Chair of the Board of Directors Chair of the Board of Directors Member of the Advisory Committee
Marcus Brennecke	Cerba HealthCare S.A.S Ottobock SE & Co. KGaA Recipharm AB	Member of the Board of Directors Member of the Board of Directors Member of the Board of Directors
Daniel Browne	Rythera Therapeutics Avava Medical Inc. Fount Bio Inc. Yuvan Research Yuva Biosciences Inc.	Member of the Board of Directors Member of the Board of Directors Member of the Board of Directors Strategic Advisor Member of the Board of Directors
Maria Teresa Hilado	Campbell Soup Company Zimmer Biomet Holdings, Inc. Curia Global, Inc. Simtra Biopharma Solutions	Member of the Board of Directors Member of the Board of Directors Member of the Board of Directors Member of the Board of Directors
Karen Ling	iRhythm Technologies, Inc. Bausch+Lomb Corporation The Jed Foundation	Member of the Board of Directors (Chair of the Compensation and Human Capital Management Committee) Member of the Board of Directors (Chair of the Talent and Compensation Committee) Member of the Board of Directors (Chair of the Governance and Nominating Committee)
Dr. Flemming Ørnskov	Waters Corporation	Chair of the Board of Directors

Gender representation (audited)
The composition of the Executive Committee and Board of Directors complies with the gender representation requirement per Art. 734f of the Swiss Code of Obligations.

Report of the statutory auditor

To the General Meeting of Galderma Group AG, Zug

Report on the Audit of the Compensation Report

Opinion
We have audited the Compensation Report of Galderma Group AG (the Company) for the year ended 31 December 2024. The audit was limited to the information pursuant to Art. 734a-734f of the Swiss Code of Obligations (CO) in the tables and paragraphs marked “audited” including the respective footnotes, on pages 92, 93, 109 and 110 of the Compensation Report.

In our opinion, the information pursuant to Art. 734a-734f CO in the accompanying Compensation Report complies with Swiss law and the Company’s articles of incorporation.

Basis for Opinion
We conducted our audit in accordance with Swiss law and Swiss Standards on Auditing (SA-CH). Our responsibilities under those provisions and standards are further described in the “Auditor’s Responsibilities for the Audit of the Compensation Report” section of our report. We are independent of the Company in accordance with the provisions of Swiss law and the requirements of the Swiss audit profession, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information
The Board of Directors is responsible for the other information. The other information comprises the information included in the annual report, but does not include the tables and paragraphs marked “audited” including the respective footnotes in the Compensation Report, the consolidated financial statements, the stand-alone financial statements and our auditor’s reports thereon.

Our opinion on the Compensation Report does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the Compensation Report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the audited financial information in the Compensation Report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Board of Directors' Responsibilities for the Compensation Report
The Board of Directors is responsible for the preparation of a Compensation Report in accordance with the provisions of Swiss law and the Company’s articles of incorporation, and for such internal control as the Board of Directors determines is necessary to enable the preparation of a Compensation Report that is free from material misstatement, whether due to fraud or error. The Board of Directors is also responsible for designing the Compensation system and defining individual Compensation packages.

Auditor’s Responsibilities for the Audit of the Compensation Report
Our objectives are to obtain reasonable assurance about whether the information pursuant to Art. 734a-734f CO is free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Swiss law and SA-CH will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this Compensation Report.

As part of an audit in accordance with Swiss law and SA-CH, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

— Identify and assess the risks of material misstatement in the Compensation Report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

— Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company’s internal control.

— Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.

We communicate with the Board of Directors or its relevant committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Board of Directors or its relevant committee with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

KPMG AG

Stéphane Nusbaumer
Licensed Audit Expert
Auditor in Charge

Cécile Ginier
Licensed Audit Expert

Zug, 20 March 2025

KPMG AG, Landis + Gyr-Strasse 1, CH-6302 Zug

Part 3: REPORT ON NON-FINANCIAL MATTERS

Galderma's progress since becoming a standalone company in 2019 has been significant.

DELIVERING ON OUR ESG PRIORITIES

We have built a highly efficient and scalable platform and an unparalleled portfolio of premium, flagship brands. We have also solidified our position as the pure-play dermatology category leader. Galderma's leadership is driven by our unique Integrated Dermatology Strategy and our focus on the fast-growing segments of injectable aesthetics, dermatological skincare and therapeutic dermatology.

In 2024, we reached a landmark milestone when Galderma was listed as a public company on the SIX Swiss Exchange. Building on Galderma's established dermatology platform, our next phase of growth will focus on executing our already proven strategy to continue outgrowing the attractive dermatology market.

"We recognize that the success of the company is also linked to the positive impact it creates across its stakeholder groups."

As we reflect on Galderma's journey, it is clear that our commitment to excellence extends far beyond commercial success and shareholder returns. We recognize that the success of the company is also linked to the positive impact it creates across its stakeholder groups.

Galderma's purpose is to advance dermatology for every skin story. Our comprehensive environmental, social and governance (ESG) framework is integral, both to this purpose and to our bold ambition: to advance our category leadership in dermatology. Developing our ESG framework has been a collaborative process, ensuring that we focus on the issues that matter most – to our employees, patients and consumers, to healthcare professionals and to our society at large.

Through stakeholder engagement and rigorous assessment, we identified 16 focus areas that define the scope of our strategy related to ESG matters. Our ESG agenda is centered on two themes: first, advancing dermatology through scaling up healthcare professional education, training and medical awareness, and second, enhancing our sustainability performance across our manufacturing sites.

While we choose to place a particular focus on those two themes in the mid-term, we plan to also drive steady progress across the entire ESG framework and ensure that our priorities adapt to an evolving external environment. As such, we have aligned our ESG agenda with the Task Force on Climate-Related Financial Disclosure (TCFD) recommendations. Our ESG governance structure has been strengthened to ensure accountability and transparency at every level, and we are proactively managing climate-related risks and opportunities to bolster the resilience of our integrated platform – now, and in the future.

I firmly believe that every individual has a role to play in driving meaningful change. And today, with a robust strategy related to ESG matters alongside clear metrics and targets to guide our progress, we are well positioned to make significant strides in our ESG journey. Galderma is committed to continuing to lead our industry with innovation, integrity and a relentless pursuit of excellence in all areas.

FLEMMING ØRNSKOV, M.D., MPH
Chief Executive Officer

Since 2022, we have focused on laying down the foundation of a Galderma-wide ESG agenda characterized by three key elements.

First, we established our comprehensive ESG framework with 16 focus areas, identified through an impact materiality assessment, clustered by Galderma's four key stakeholder groups. This framework guides our ESG efforts and reporting throughout the organization.

Second, we launched a governance framework spearheaded by the ESG Council, chaired by our Chief Executive Officer and composed of all members of our Executive Committee plus a select group of relevant functional leaders such as the Global Head of Research & Development, the General Counsel & Chief Compliance Officer, the Chief Communications Officer and the Chief Procurement Officer. The ESG Council oversees our advancement against our ESG ambition and guarantees the alignment of our internal targets with Galderma's existing strategic and financial governance cycle. The ESG Council also cascades ESG accountability down throughout the organization, including the integration of non-financial objectives within our Executive Compensation framework. Since Galderma's initial pulic offering (IPO), our ESG governance has been further strengthened by the establishment of a Strategy, ESG & Nomination Committee that ultimately reviews and oversees Galderma's approach to ESG.

Third, we defined our mid-range ESG ambition, supported by over 20 internal quantitative targets covering our ESG framework. As part of the definition of our mid-range ambition, we identified two priority topics in line with Galderma's strategy centered around dermatologists, as well as our track record and capacity to continue to deliver significant improvement on these topics in alignment with stakeholder expectations. These two priority topics are, first, education, training and medical awareness activities, and second, sustainable production. They are further detailed in the section, 'Our mid-range ambition.'

In addition to ensuring Galderma delivers on its ESG commitments, advances flagship ESG programs such as our Sustainable Packaging Initiative and develops a robust climate change plan, the focus of the ESG team for 2025 is on progressively improving disclosure to prepare Galderma for future reporting under the Corporate Sustainability Reporting Directive (CSRD).

EMIL IVANOV
Head of Strategy,
Investor Relations & ESG

"We established our comprehensive ESG framework with 16 focus areas. This framework guides our ESG efforts and reporting throughout the organization."

100%

renewable electricity across our four manufacturing plants

225,000+

healthcare professionals educated, trained and engaged through medical awareness activities in 2024

250+

major health authority approvals since 2020

0

Class 1 recalls

50%

of our affiliates have received Great Place to Work® certifications

Galderma believes ESG is rooted in every dimension of our business, starting with our purpose of advancing dermatology for every skin story, all the way to actually addressing our patients' and consumers' needs.

ESTABLISHING GALDERMA'S ORGANIZATION-WIDE ESG AGENDA

Our fit-for-purpose ESG set-up has focused on building a coherent, pragmatic and value-adding ESG function at Galderma, embedding ESG principles through objectives into every relevant function of the organization. We have laid the foundations of an organization-wide ESG agenda, driven by three key ESG elements:

- **A comprehensive ESG framework** that guides our efforts and reporting throughout the organization
- **A robust ESG governance** that drives alignment between ESG considerations and Galderma's strategic and financial governance cycles
- **A clear ESG ambition** that focuses our efforts on two priority topics while delivering consistent improvement across other material topics

In this first report on non-financial matters, we provide details around each of these foundational elements, including how they were built, how they are used and how they are likely to evolve in the coming years.

Building a comprehensive ESG framework

Galderma's 16 material ESG topics have been informing and guiding our efforts for the past two years.

Our ESG framework spans our whole stakeholder ecosystem

The health of our skin is a reflection of the world we live in and our wellbeing; we are proud that our efforts contribute to improving both.

EMPLOYEES

- Health and safety
- Diversity and inclusion
- Employee engagement and labor practices
- Talent recruitment and development

PATIENTS & CONSUMERS

- Product safety and quality
- Product innovation
- Product availability and access
- Awareness and advocacy

SOCIETY

- Suistainable products and production
- Responsible sourcing
- Serving communities
- Compliance and corporate governance

HEALTHCARE PROFESSIONALS & CUSTOMERS

- Scientific knowledge
- Medical education and training
- Support for investigator-initiated trials
- Service and solution innovation

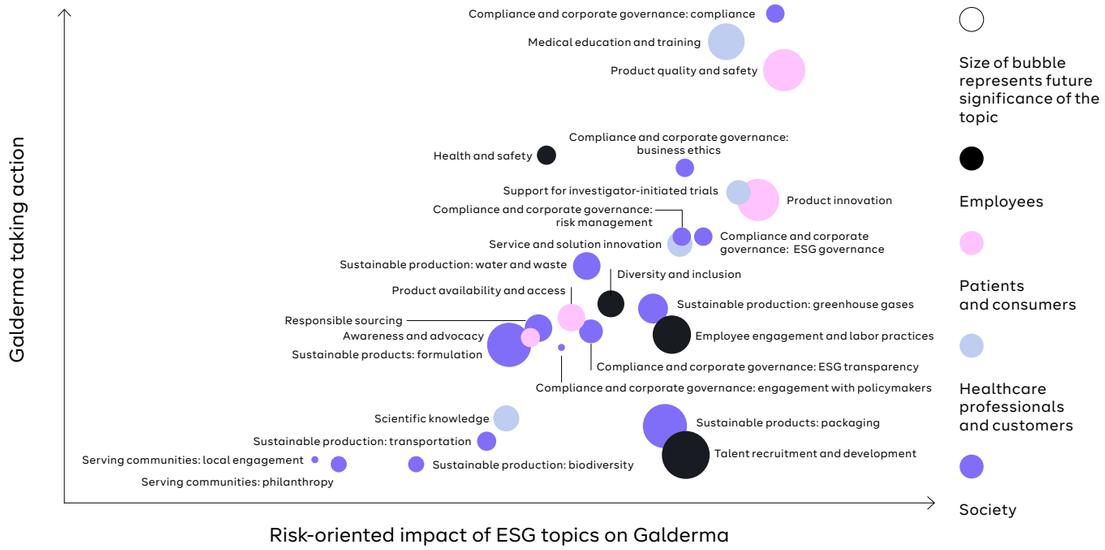
Responsible business with effective governance and established compliance, risk management audit and legal processes

To define material ESG topics for Galderma, we embarked on a broad-based effort consisting of two separate phases. The first phase comprised stand-alone interviews with both internal and external stakeholders, including customers, non-governmental organizations (NGOs), healthcare professionals and investors. The aim of these interviews was to understand Galderma's context in relation to its impacts—concerning its activities, business relationships and stakeholders—and identify potentially material ESG topics. As a result, 27 ESG topics for Galderma were identified.

The second phase focused on assessing the materiality of the 27 ESG topics identified in the first phase through a survey. All functions were involved and colleagues had to assess each of the 27 topics based on three factors:

- **Scale:** how significant the risk to Galderma's business would be if this topic were not addressed in the coming years
- **Scope:** how much of a priority this topic would be for Galderma in the coming year
- **Irremediable character:** how actively Galderma is addressing this topic today

Using the outcome of the survey, all 27 ESG topics were mapped in an impact materiality matrix:



Ten ESG topics were highlighted as material for Galderma, with appropriate management: Product quality and safety, Product innovation, Medical education and training, Service and solution innovation, Sustainable production (water and waste), Health and safety, and Compliance and corporate governance (risk management, compliance, business ethics, ESG governance).

Additionally, 11 ESG topics were highlighted as material for Galderma with further work to be done against those: Talent recruitment and development, Employee engagement and labor practices, Sustainable products (packaging, formulation, greenhouse gas), Product availability and access, Responsible sourcing, Diversity and inclusion, Compliance and corporate governance (ESG transparency) and Scientific knowledge, awareness and advocacy.

Meanwhile, six ESG topics were identified as not material for Galderma, namely: Support for investigator-initiated trials, Compliance and corporate governance (engagement with policymakers), Sustainable production (transportation, biodiversity, local engagement, philanthropy).

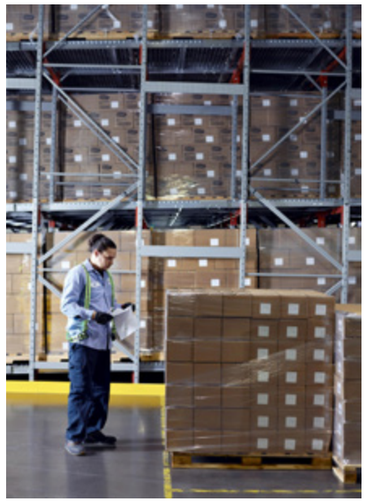
Using the outcome of our two-phase impact materiality assessment, we designed Galderma's ESG framework. We organized the 21 material topics[1] across 16 focus areas, clustered by Galderma's four key stakeholder groups: employees, patients & consumers, healthcare professionals & customers, and society.

Our ESG framework is what guides our ESG efforts and reporting across the entire organization, as we believe that every Galderma employee has a role to play in Galderma's success, including advancing our ESG agenda. In the coming years, as the ESG function matures, we are planning to review and update this framework to ensure it always encompasses all the material ESG topics for Galderma.

1 Note that for completeness we also included support for investigator-initiated trials, despite being assessed as not material, as we believe it helps advance the science and practice of dermatology with healthcare professionals.

EMPLOYEES

Employees are Galderma's most valuable asset. It is only through maximizing the potential of every employee that we will be able to advance our category leadership in dermatology. To this end, Galderma has implemented a well-defined governance framework, which guides how our company, employees and partners operate. The foundations of this framework are the company's Code of Ethics and Supplier Code. We have implemented specific policies and procedures related to, among other topics, anti-bribery, anti-corruption, anti-harassment, conflict of interest, ethical decision-making, labor standards (including respect for the rights of all employees), and third-party risk management. We encourage our employees to speak up and report potential misconduct, categorized as any conduct that violates applicable laws, regulations, Galderma's Code of Ethics, internal policies and procedures, or any other actions constituting unprofessional or unethical behavior. Employees can report any potential misconduct to either senior managers, line managers, Human Resources Business Partners or any member of the Legal & Compliance function. Alternatively, our Integrity Reporting Hotline is also available for all employees and business partners to raise concerns anonymously, with a dedicated governance system including a well-defined process for investigating suspected misconduct while ensuring full confidentiality and guaranteeing no retaliation.



Health and safety:
Galderma takes the health and safety of its employees seriously. This implies driving specific initiatives such as implementing rigorous health and safety protocols, and conducting regular health and safety trainings based on learnings from past incidents to prevent accidents and health hazards. Ultimately, Galderma has obtained and maintains ISO 45001 certificates across all four manufacturing plants.

Diversity and inclusion:
Galderma promotes a diverse and inclusive workplace where employees feel valued and respected. This includes developing and implementing internal policies and standard operating procedures that support equal opportunities and prevent discrimination and harassment. It also includes driving initiatives that foster a culture where every employee can feel free to be themselves at work.

Employee engagement and labor practices:
Galderma operates in compliance with local labor laws and regulations and selectively goes beyond to foster higher employee engagement and satisfaction. This encompasses, for example, offering the opportunity for employees to work from home two days per week, where applicable, or conducting functional or regional pulse surveys to gather real-time insights from employees on various work-related topics.

Talent recruitment and development:
Galderma seeks to attract, retain and develop top talent to sustain and fuel its strong growth trajectory. This requires implementing robust and unified recruitment strategies across all management levels, providing employees with learning opportunities through an extensive training catalogue and developing key talents with specific programs such as Galderma's Leadership for Growth NextGen program, a flagship initiative designed to accelerate the promotion of young talents to general manager roles.

HEALTHCARE PROFESSIONALS & CUSTOMERS

Dermatology-focused healthcare professionals and customers are at the center of our Integrated Dermatology Strategy, rooted in our strong consumer heritage and deep science foundation. We therefore regularly train and engage with over 200,000 healthcare professionals. This includes hosting over 10,000 events annually through the Galderma Aesthetic Injector Network (GAIN), a leading provider of medical education and training to aesthetic practitioners globally, as well as having a prominent presence at dermatology congresses around the world. Other examples of value-adding offerings include ASPIRE, Galderma's loyalty program in the U.S. for consumers and healthcare professionals, or tech-enabled solutions, such as FACE by Galderma, an aesthetic visualization application that simulates the results of injectable treatments in real time. To ensure that both promotional and non-promotional activities and interactions with healthcare professionals, conducted by or on behalf of Galderma, are fully compliant with all applicable laws and regulations and reflect Galderma's high ethical standards, we have established a Code on Interactions with healthcare professionals (HCP Code). In addition to defining how Galderma employees or companies acting for or on behalf of Galderma are expected to conduct themselves when interacting with healthcare professionals, the HCP Code sets out key principles and standards including the requirement for fair, balanced, truthful and non-misleading information in both educational and promotional materials related to Galderma's brands.

Scientific knowledge:
Galderma promotes the advancement of scientific knowledge in the field of dermatology. This translates into operating a robust R&D function as well as holding numerous symposia and events in the dermatology space to exchange and increase dermatology knowledge globally across key skincare conditions such as atopic dermatitis, prurigo nodularis, acne, rosacea, sensitive skin and aging skin, and for general skincare topics.

Medical education and training:
Galderma aims to be at the forefront of medical education and training. We strive to maintain the highest education standards, thereby ensuring the best treatment and advice for patients and consumers. To this end, every year we train over 100,000 healthcare professionals through our GAIN program and also engage with over 100,000 healthcare professionals through, for example, congresses, symposia and continuous medical education.

Support for investigator-initiated trials:
Galderma supports ethical, independent clinical research conducted by qualified third-party investigators. This helps advance the science and practice of dermatology with healthcare professionals.

Service and solution innovation:
Galderma develops value-adding services and solutions, leveraging technology as appropriate. This encompasses the development of tools such as Cetaphil AI Skin Analysis, an advanced artificial intelligence (AI) technology which enhances users' experiences by providing insights into sensitive skin.

PATIENTS & CONSUMERS

Patients and consumers guide our efforts as we aim to improve their lives by continuing to lead in dermatology and launch better, more efficient products. We consider patients' and consumers' 'skin stories', recognizing that dermatology is a very personal and emotional category as skin journeys continue to evolve over a lifetime. For example, our Galderma Medical Affairs model is designed based on our commitment to listening to patients and consumers, embedding their voices into our programs.

Product safety and quality:
Galderma ensures that all products meet the highest standards of safety and quality. This involves rigorous testing, quality control processes and compliance with all regulatory requirements. To this end, we embed, in our Quality Management System, globally recognized regulations such as those published by health and regulatory authorities (also known as GxP policies), the International Council for Harmonization of Technical Requirements for Pharmaceuticals for Human Use (ICH) and International Organization for Standardization (ISO) standards.

Product innovation:
Galderma focuses on advancing the science and practice of dermatology by delivering premium, cutting-edge brands, developed through scientific innovation. This is achieved through the combination of strong in-house R&D capabilities. These have led, for example, to the development of Relfydess™, the first and only ready-to-use liquid neuromodulator created with PEARL™ technology, developed and manufactured by Galderma. Additionally, these have resulted in targeted co-licensing arrangements for Nemluvio® (nemolizumab), approved for the treatment of prurigo nodularis, as well as for moderate-to-severe atopic dermatitis.

Product availability and access:
Galderma's brands are made available to as many patients and consumers as possible across the full spectrum of dermatology through injectable aesthetics, dermatological skincare and therapeutic dermatology. This means regularly exploring ways to expand access to our brands to underserved patient populations through initiatives such as Galderma Care Connect or the Galderma Patient Services program for Nemluvio.

Awareness and advocacy:
Galderma, as the self-care category leader in dermatology, raises awareness and educates customers about a wide range of skin conditions and treatments. This includes running public education campaigns such as our recent U.K. acne awareness campaign that recorded over 80 million impressions on social media.

SOCIETY

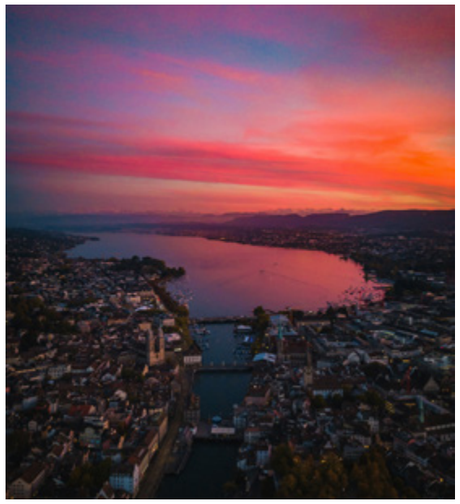
Society represents the broad ecosystem in which Galderma is evolving. As a responsible business with the bold ambition to advance our category leadership in dermatology, our commitment to making a positive societal impact is integral to our growth outlook. In addition to having established a set of robust rules codified in our Supplier Code, we enforce ethical and sustainable practices throughout the value chain with Galderma's responsible sourcing program. We also strive to minimize our environmental footprint in our manufacturing operations, work on improving the sustainability of our products and engage in proactive dialogue with our investors to potentially deploy impactful ESG initiatives.

Sustainable products and production:
Galderma focuses its environmental sustainability agenda on well-defined areas where we can make a difference, now and in the future. This involves working to optimize our portfolio and our processes to reduce our environmental impact, in particular by reducing water and waste intensity and minimizing our manufacturing plants' greenhouse gas footprint (i.e., Scope 1 & Scope 2).

Responsible sourcing:
Galderma is accountable for high-quality manufacturing, distribution and promotion of its brands and expects similar behavior from all parties, partners and suppliers that we deal with in our day-to-day operations. This is enforced through a comprehensive Supplier Code that covers a number of topics that are important to Galderma, from business integrity to labor standards and the environment. Going beyond the Code, Galderma has also introduced a responsible sourcing program to monitor ethics and sustainability across our value chain.

Serving communities:
Galderma contributes to the well-being of communities through corporate social responsibility initiatives related to skin and skin health. This includes product donations, volunteer programs and partnerships with relevant local organizations.

Compliance and corporate governance:
Galderma strives for the highest standards and integrity, with well-defined governance that guides how our company, employees and partners conduct business. This encompasses a comprehensive compliance program to prevent, detect and respond to non-compliant behavior, including but not limited to policies and procedures, risk assessment, training and communication.



Implementing robust ESG governance

Starting from the belief that ESG should be embedded in every relevant function of the organization, we implemented a top-down ESG governance model, following three key design principles:

- **Outcome-focused:** The ultimate objective of our ESG governance is to deliver against our strategy regarding ESG matters while delivering value for our stakeholders, including but not limited to the achievement of our ESG targets and the management of ESG impacts, risks and opportunities. This implies that the way our committees operate and the adopted meeting cadence should serve this purpose.

- **Transparent:** The central ESG function monitors progress, ultimately tracking and regularly reporting against our ESG targets and, more broadly, our ESG agenda to the relevant decision-makers. This allows for the rapid deployment of specific action plans to address lagging targets if required.

- **Leader-led:** While the central ESG function structures and acts as a thought partner for all ESG-related topics within Galderma, functional leaders are responsible for setting and delivering against appropriately ambitious ESG targets. This guarantees that our strategy regarding ESG matters is cascaded down suitably within the relevant functions.

To further strengthen accountability and leadership oversight within our ESG governance, we link the compensation of our executives to the achievement of Galderma's ESG targets. Specifically, short-term incentives factor in the achievement of select non-financial indicators, the completion of action plans across material topics and the perception of Galderma's ESG agenda among relevant external stakeholders.

Galderma' ESG governance is structured around three management levels, namely the Board of Directors, the Executive Committee and within functions:

- **Board of Directors Sub-Committee:** The Strategy, ESG & Nomination Committee, which is the highest ESG governing body, oversees our overall ESG agenda, reviews our sustainability report and makes recommendations to the Board of Directors regarding Galderma's strategy and reputation regarding ESG matters. This board committee is also responsible for reviewing and overseeing Galderma's strategy and business plan. As such it guarantees that our strategy regarding ESG matters is aligned with Galderma's strategy, including related ESG impacts, risks and opportunities management.

- **Executive Sub-Committee:** Created in 2023, this executive-level oversight mechanism is chaired by the CEO and includes the Executive Committee and senior leaders such as the Global Head of Research & Development, the General Counsel & Chief Compliance Officer, the Chief Communications Officer and the Chief Procurement Officer. The council meets twice a year to review our ESG targets, track progress on non-financial indicators and monitor proper management of ESG impacts, risks and opportunities.

- **Cross-Functional ESG Working Group:** Led by our Global Lead ESG and Strategic Projects, this group ensures robust quarterly performance tracking against functional ESG targets and supports functions in developing and achieving their ESG action plans to ultimately ensure proper management of ESG impacts, risks and opportunities.

The outlined ESG governance mechanism drives alignment with existing strategic and financial governance cycles while cascading down ESG accountability, including risk and opportunity management, within the relevant business functions. We plan to regularly review and challenge our current ESG governance mechanism to ensure it is adequately set up to report under the relevant regulations, to manage ESG impacts, risks and opportunities and to ultimately help us achieve our strategy regarding ESG matters.

Governance body	Main mandate	Membership	Meeting cadence	Link with existing strategic and financial governance cycles
Strategy, ESG & Nomination Committee	• **Review and oversee Galderma's strategy and reputation regarding ESG matters** and advise the Board on measures to ensure the long-term sustainability of the Group	• Thomas Ebeling • Michael Bauer • Sherilyn McCoy • Dr. Flemming Ørnskov	• Twice a year	• **Review and oversee Galderma's overall strategy**
ESG Council	• **Define Galderma's strategy regarding ESG matters,** e.g., set short/mid-term targets across non-financial indicators and endorse functional action plans • **Regularly review progress** against Galderma's strategy regarding ESG matters and monitor our reputation against ESG matters	• Galderma Executive Committee • Select Galderma leaders, incl. Chief R&D Officer, Chief Procurement Officer, General Counsel & Chief Compliance Officer • Head of IR, Strategy & ESG, Global Lead ESG and Strategic Projects	• Twice a year	• **Ensure that Galderma's strategy regarding ESG matters is aligned with Galderma's overall strategy**
ESG functional meetings	• **Develop functional action plans** to deliver on Galderma's strategy regarding ESG matters and manage ESG impacts, risks and opportunities • **Report progress against short/mid-term ESG targets for the relevant functions,** and solve and/or escalate challenges and trade-offs	• Global Lead ESG and Strategic Projects • Relevant functional leads, incl. across HR, Procurement, Operations, Ethics and Compliance, etc.	• Quarterly • Ad hoc (if required)	• **Deliver on Galderma's strategy regarding ESG matters**

Developing a realistic ESG ambition

Galderma is committed to building a track record of continuous improvement across our entire ESG framework. Moreover, within our ESG framework, we have decided to focus our efforts on two priority topics, which have been identified based on their alignment with Galderma's corporate strategy centered around dermatologists (dermatology-focused healthcare professionals, including aesthetic practitioners), and Galderma's track record and capacity to deliver significant improvements in the responsible use of resources and minimization of environmental impacts.

1. **Demonstrate Galderma's commitment to 'Dermatologists+' by scaling up education, training and medical awareness activities**

As the only truly scaled pure-play dermatology company focused on serving dermatologists across product categories, Galderma's education, training and medical awareness activities are critical to advancing dermatology for every skin story, including driving safe and compliant product use. Galderma aims to educate, train and engage with over 250,000 healthcare professionals annually by 2030.

2. **Demonstrate environmental focus in our manufacturing facilities by reducing our Scope 1 & 2 emissions and minimizing usage of natural resources**

In recent years, Galderma has delivered notable improvements in its environmental footprint, including, but not limited to, water consumption and greenhouse gas emission intensity. As such, Galderma is well positioned to build on this strong track record and to continue improving the environmental footprint of our manufacturing plants.

Galderma aims to:

- Gradually reduce Scope 1 & 2 emissions towards carbon neutrality in our manufacturing plants by 2030
- Maintain 100% renewable electricity in our manufacturing plants
- Reduce water and waste intensity by 20% by 2030 versus a 2022 baseline

3. **Go further in our comprehensive ESG efforts, addressing our four stakeholder groups**

For each stakeholder group, we have created a tailored ESG roadmap with concrete actions and associated indicators. The roadmap involves the entire Galderma organization, as we are convinced that every Galderma colleague has a role to play in helping develop and advance our ESG agenda. We regularly review our ESG roadmap and monitor our performance. Galderma aims to build a track record of continuous improvement across the rest of our ESG framework and deploy transformative initiatives.

Next in this report are concrete and tangible examples of how we are approaching select material topics. In the coming years, we will strive to selectively increase disclosure to address investors' questions and comply with our CSRD reporting obligations.

Medical education and training

CONTEXT
Medical education and training improve treatment quality and outcomes across various healthcare fields. In dermatology, they are critical for ensuring proper patient care from diagnosis to treatment, to ultimately achieve optimal care and maximize health outcomes globally. Furthermore, despite the increasing integration of neuromodulators, fillers and biostimulators into beauty and wellness routines, proper injection techniques are often overlooked in academic curricula.

As the pure-play dermatology category leader, Galderma is dedicated to advancing dermatology for every skin story and is committed to actively driving safe and effective administration and use of its brands through education, training and medical awareness activities.

APPROACH AND PERFORMANCE
Given its global footprint and reach, Galderma stands out as one of the few companies able to perform education, training and medical awareness activities at scale. To deliver on our commitments to driving safe and effective use of our brands and ultimately deliver the best possible care to patients and consumers, we have set up industry-leading educational and scientific engagement platforms. In 2024, more than 225,000[1] healthcare professionals were reached through education, training and medical awareness activities such as:

- **Galderma Aesthetic Injector Network (GAIN):** GAIN is Galderma's long-established training platform designed to educate, inspire and empower through the creation of a unique community of highly trained, clinically proficient healthcare professionals. Created by aesthetic practitioners for aesthetic practitioners, GAIN's primary purpose is to encourage and facilitate the sharing of knowledge and improve and guarantee a safe and high-quality treatment experience for both patients and aesthetic practitioners. In 2024, we held more than 10,000 events, ultimately educating and training more than 110,000 healthcare professionals. Additionally, we expanded our digital footprint for education and training, deploying e-learning modules on our GAIN Connect platform and launching a GAIN by Galderma private Instagram channel.
- **Global Sensitive Skincare Faculty (GSSF):** GSSF is a global community of approximately 20 renowned skincare experts established in 2023. This community co-creates, together with Galderma, scientific insights to improve the management of sensitive skin and the quality of life for patients with sensitive skin. Insights generated and disseminated among dermatologists and healthcare professionals ultimately maximize our impact on patients' lives.
- **Presence at leading medical congresses and events:** Galderma regularly participates—presenting scientific insights and advancements—in leading dermatology-focused congresses and events such as the European Academy of Dermatology and Venereology (EADV) Congress, the International Master Course on Aging Science (IMCAS) World Congress, the American Academy of Dermatology (AAD) Annual Meeting and the Aesthetic & Anti-Aging Medicine World Congress (AMWC). In 2024, more than 6,000 healthcare professionals visited our booths during these congresses.

OUTLOOK
Galderma aspires to continue driving leadership in dermatology. We aim to educate, train and conduct medical awareness activities with over 250,000 healthcare professionals annually by 2030 across our educational and scientific engagement platforms.

1 Single training contact points; one healthcare professional can be trained more than once.

Sustainable production

CONTEXT
Reducing the environmental impact of production while maintaining high standards of product quality and efficacy is table stakes for every company operating in today's environment. This of course encompasses reducing emissions into the air, water and soil, minimizing water withdrawal and water consumption as well as decreasing waste generation. While various regulations (including CSRD) will improve transparency and accountability in the medium to long term, companies are already investing in technologies that lower their emission footprints and improve the overall resource efficiency across their value chains.

Galderma, as a responsible business operating across the globe, is committed to reducing the environmental footprint of its production and regularly explores and evaluates initiatives supporting this commitment. Further, Galderma has obtained and maintains relevant environmental certifications such as ISO 14001 across all four manufacturing plants.

APPROACH AND PERFORMANCE
Galderma focuses its environmental sustainability agenda on material risk and opportunity areas identified through our recent TCFD analysis and learnings from various past programs and initiatives. We develop yearly targets, with regular tracking across our four manufacturing plants.

- **Greenhouse gas emissions:** While greenhouse gas emissions generated in our four manufacturing plants are relatively small when compared to Galderma's total footprint (including Scope 3), Galderma controls and therefore directly influences emissions in manufacturing plants. To ultimately achieve our Scope 1 & 2 carbon neutrality ambition in our four manufacturing plants by 2030, we have developed individual plans tailored to the specificity and maturity of each site. These plans include phasing specific capital expenditure to replace carbon-intensive equipment (e.g., gas boilers) and maintaining 100% renewable electricity across all manufacturing sites (achieved in 2023). It also comprises the acquisition of high-quality carbon credits to compensate for residual emissions.

	2022	2023	2024
Manufacturing plants			
Scope 1 & 2 – location-based (thousand tons of CO_2e)	7.4	6.8	*Assessment ongoing*
Scope 1 & 2 – market-based (thousand tons of CO2e)	7.9	4.0	*Assessment ongoing*
Renewable electricity (% of total electricity)	57	100	100
Total Galderma			
Scope 1 (thousand tons of CO2e)	9.8	7.6	*Assessment ongoing*
Scope 2 – location-based (thousand tons of CO2e)	5.6	5.5	*Assessment ongoing*
Scope 2 – market-based (thousand tons of CO2e)	4.2	0.7	*Assessment ongoing*
Scope 3 (thousand tons of CO2e)	*No assessment performed in 2022*	332.1	*Assessment ongoing*
Renewable electricity (% of total electricity)	61	97	*Assessment ongoing*

- **Water:** Galderma is committed to enhancing its overall water withdrawal and consumption efficiency. Several actions have already been taken over the past decade, such as reducing purge volumes and optimizing cooling processes. They have led to significant reduction in water withdrawal intensity. In 2024, we improved our tracking abilities across our manufacturing plants, installing water meters and sensors when required. Furthermore, through various initiatives, we decreased our 2024 water withdrawal intensity by more than 10% year-over-year.

	2022	2023	2024
Manufacturing plants			
Water withdrawal intensity (volume of water withdrawn in cubic meter per ton bulk produced)[1]	5.6	5.6	5.0

- **Waste:** Over recent years, we have deployed various initiatives to not only reduce overall waste intensity but also to improve waste treatment with zero tons of waste from manufacturing plants going to landfill. During 2024, notable initiatives included introducing recyclable pallets in our Hortolândia (Brazil) manufacturing plant and minimizing waste rejects from the packaging lines in our Baie-D'Urfé (Canada) plant. Ultimately, we decreased our 2024 waste intensity by more than 10% year-over-year.

	2022	2023	2024
Manufacturing plants			
Waste intensity (tons of waste per ton bulk produced)[1]	110.2	108.4	94.6

OUTLOOK
In 2025 and beyond, we will expand the monitoring and reporting of our environmental performance in our manufacturing sites across various indicators. We will also deploy initiatives aimed at improving our environmental performance in the short, mid and long-term, including but not limited to:

- Reducing our GHG footprint across Scope 1 & 2 to reach carbon neutrality in our manufacturing plants by 2030
- Reducing water withdrawal intensity by 20% from a 2022 baseline across our manufacturing plants by 2030
- Reducing waste intensity by 20% from a 2022 baseline across our manufacturing plants by 2030
- Managing our operations in an environmentally responsible manner, including maintaining all relevant certifications such as ISO 14001

1 Slight discrepancies with previously communicated data are linked to restatements and methodology changes across our manufacturing plants.

Sustainable products

CONTEXT
Companies are increasingly taking on the challenge of developing products that are not only safe and efficient but also offer sustainable features, both in terms of packaging and composition. While laws and regulations regarding sustainable products vary greatly by geography, global initiatives, such as the Ellen MacArthur Foundation's New Plastics Economy initiative, provide a framework to tackle the environmental impact of packaging at scale. This includes developing packaging that is recyclable, biodegradable, reusable or contains a certain amount of recycled content. Moreover, the use of natural, bio-based, or bio-sourced ingredients contributes to the 'clean beauty' trend that we have observed and continue to observe across the dermatological skincare product category.

Galderma runs an integrated operations function with four manufacturing plants located in Alby-sur-Chéran, France; Baie-D'Urfé, Canada; Hortolândia, Brazil; and Uppsala, Sweden, which produce approximately 65% of the products we sell by unit volume. This allows us to maintain control over the manufacturing processes and selectively launch innovations that offer sustainable features while always maintaining safety and efficiency.

APPROACH AND PERFORMANCE
Galderma developed and continuously evolves two central frameworks to ensure sustainability is embedded into new Dermatological Skincare product innovation:

- **Clean Beauty Charter:** Our Clean Beauty Charter is a live document, continuously reviewed and updated, which lists ingredients that Galderma "should not use," "should avoid using" or "can use" as part of every new Dermatological Skincare product development cycle. The list typically reflects the latest regulatory updates as well as the newest safety and medical concerns. In 2024, we started including an environmental assessment of ingredients listed in the Clean Beauty Charter, both in terms of environmental impact (e.g., biodegradability) and carbon footprint to inform our efforts on Scope 3 reduction.
- **Sustainable Packaging Initiative:** In 2024, we launched a broad-based initiative to identify all potential sustainable packaging solutions that could be applied across our Dermatological Skincare portfolio. It involves prioritizing these initiatives according to their impact and feasibility, and considering specific resource availability such as post-consumer recycled (PCR) plastic. The aim is to ultimately secure the adequate resources to deploy and implement prioritized initiatives. Galderma has already launched some sustainable packaging in the past, mainly as part of broader innovation initiatives such as Cetaphil's rebranding. But this is the first-ever initiative aimed at providing a structured, group-wide approach to removing, reducing or replacing virgin materials in our packaging. To ensure the success of this Sustainable Packaging Initiative, we assembled a multi-disciplinary project team, including Operations, Procurement, R&D, Commercial and ESG functions.

It is important to note that our Injectable Aesthetics and Therapeutic Dermatology brands are typically subject to medical device and drug regulations, making the development and deployment of sustainable product initiatives at scale more difficult. We nevertheless apply learnings from the various sustainability initiatives launched across our Dermatological Skincare portfolio to our Injectable Aesthetics and Therapeutic Dermatology portfolios. For example, for our new product Relfydess, we adapted our packaging, offering larger packs (e.g., up to 10 vials) to reduce materials and the amount of consumables needed to reconstitute our products.

OUTLOOK
Galderma will further leverage these two central frameworks to progressively develop more sustainable products. We also plan to increase disclosure around our packaging ambition and the activities supporting it with the advancement of our Sustainable Packaging Initiative.

Health and safety

CONTEXT
Ensuring that workplaces are safe and healthy for every employee and contractor across every location should be paramount to companies' strategies related to ESG matters. A workplace that is free of hazards typically positively impacts a company's financial performance and corporate reputation.

Across Galderma, Occupational Health & Safety (OHS) is mostly related to exposure to two types of hazards. These include exposure to hazardous substances during the production process and physical hazards such as machinery-related injuries.

APPROACH AND PERFORMANCE
Across Galderma's manufacturing plants and affiliates' locations, employees' health and safety is a key priority. We have implemented, and strive to continuously improve, a comprehensive OHS program, supported by an OHS management systems recognized by ISO 45001 certificates. Our OHS management system is implemented throughout all four manufacturing plants and includes OHS risk assessments and rigorous mitigation strategies focused on accident prevention. Our dedicated environment, health and safety (EHS) teams throughout our organization continuously analyze and learn from incidents across both our sites and in other companies' plants to improve our health and safety approach and mindset.

Galderma's commitment to ensuring every employee is provided with a hazard-free workplace implies not only ensuring compliance with all legal and regulatory requirements but also fostering a proactive culture of safety and well-being. We have therefore implemented rigorous OHS tracking and ensure corrective measures and actions are taken to address any issues in a timely manner.

We are also exploring advanced OHS management and behavioral-based safety tools to enhance our safety protocols and continuously share and foster good practices across all sites. One such practice implemented across our manufacturing plants is the 'Stop&Go' program, which encourages employees to pause and assess safety conditions before proceeding with any task. This helps ensure a proactive approach to hazard identification and risk mitigation. We also hold regular safety talks and organize OHS gemba walks in our manufacturing plants to infuse safety into our culture and enhance employee engagement around OHS topics across the organization.

In 2024, we recorded significant improvements in our safety performance, underpinned by the significant decrease in the number of recordable injuries per million working hours in 2024.

	2022	2023	2024
Recordable injuries (number)	14	19	10
Recordable injuries rate (number of recordable injuries per million working hours)	1.2	1.4	0.8

OUTLOOK
Galderma aspires to a workplace free of injuries and illnesses. Going forward, we will continue operating and refining our OHS program. Specifically, we plan to:

- Ensure all employees across sites receive the necessary training, including identifying any gaps in knowledge and skills to tailor our training programs to meet employees' specific needs
- Maintain an open line of communication among all Galderma sites to share learnings around OHS cases and disseminate best practices
- Reinforce our 'Stop&Go' culture to embed an OHS mindset into our daily operations, ultimately preventing accidents and promoting a safer work environment for every employee

Diversity and inclusion

CONTEXT
Research has shown that companies with more diverse and inclusive workforces perform better. While correlation does not necessarily mean causation, a diverse and inclusive workforce typically results in greater access to talent and increased employee engagement. In today's challenging job market, the promotion of diversity and inclusion within a company translates into a competitive advantage.

At Galderma, we strongly believe that our people and workforce should reflect our communities and the consumers we serve, and that everyone can and should be their authentic selves in the workplace. Ultimately, innovation is fueled by a workforce where various ideas and points of view are combined and lead to better solutions.

APPROACH AND PERFORMANCE
First and foremost, we have established a set of strong policies and procedures. These ensure that there is no place for any sort of discrimination or harassment on any basis, including but not limited to origin, nationality, religion, race, gender, age or sexual orientation. They also ensure that safe reporting channels are available for every Galderma stakeholder that experiences or witnesses any violation of these strong internal rules. Our Code of Ethics, our Anti-Discrimination, Harassment, Bullying, Retaliation and Violence Policy and our Speak Up Policy are the foundation of diversity and inclusion at Galderma.

Second, we have included gender diversity within Galderma's ESG agenda. We are therefore monitoring the proportion of women within Galderma's workforce and at management level (i.e., CEO, CEO-1 and CEO-2). In 2024, we recorded 57.2% women in Galderma's workforce and 47% in our management level. We are also tracking a set of global initiatives aimed at improving gender diversity within Galderma. These include but are not limited to removing gender-coded language in job postings, tracking gender diversity throughout our hiring process to ensure a balanced representation of candidates, actively tracking diversity in succession planning, including for senior roles, or upskilling our Talent Acquisition team and hiring managers on unconscious biases and inclusive hiring practices.

	2022	2023	2024
Women in Galderma's workforce (% of women in total workforce)	55.9	56.9	57.2
Women in Galderma's management (% of women in management)	36.4	42.5	47

Third, we have launched both global and local diversity and inclusion initiatives. Examples of local initiatives include those led by our U.S. team – it oversees two employee resource groups: our Women's Leadership Network and our Multicultural Employee Resource Group. Examples also include the initiative driven by our Colombian affiliate through which individuals with disabilities have been included in internship programs since 2023.

OUTLOOK
Galderma is committed to further enhancing diversity and inclusion through updating its policies and procedures as required, and by promoting group-wide and local initiatives.

Employee engagement and labor practices

CONTEXT
In addition to fostering a diverse and inclusive workplace, engaging with employees helps create an environment where they perform better. Only by establishing ethical and attractive labor practices can companies expect their employees to uphold organizational values in their daily work, including in interactions with stakeholders throughout the value chain.

At Galderma, we recognize that our employees are our most valuable asset and best ambassadors. Their satisfaction, along with a respectful and ethical work environment, is paramount to our success as a company.

APPROACH AND PERFORMANCE
As part of Galderma's ambition to advance our category leadership in dermatology, we have revamped the way we work to create a high-performance organization that supports, rewards and incentivizes excellence.

To support this ambition, we launched a new, simplified performance management approach in 2022. This new approach focuses on sustaining our high-performance culture and encompasses yearly outcome-based objective-setting and regular feedback sessions for every employee. 98% of our active regular employees have completed their 2024 end-of-year reviews, confirming how central this process has become for performance management at Galderma.

We also designed a global compensation framework that we tailor to local conditions to make sure we are competitive in each market in which we operate. Our bonus structures incentivize high performance as well as end-to-end thinking, and ensure employees benefit when Galderma performs. In addition, we provide each employee with an internal platform to recognize colleagues that have demonstrated significant contributions and gone above and beyond in their work.

Beyond performance management and benefits, we are proud to provide employees with attractive labor conditions. These include a flexible working policy with two days of home office where applicable, flexible leave arrangements (e.g., for dependent care), and other location-specific conditions such as parental leave and public-transportation support. Furthermore, Galderma recognizes the right of employees to freedom of association and collective bargaining, according to the applicable law of a given country.

We are currently focused on obtaining and maintaining Great Place To Work® certifications as they underscore our commitment to employee satisfaction and an attractive work environment. In 2024, 50% of our affiliates went through the certification process, including location-wide surveys, and ultimately obtained certification, including our biggest affiliate, the U.S.

OUTLOOK
Galderma will regularly explore whether the way we work as a company serves our ambition, selectively engaging with employees to gather feedback to ensure labor practices remain both ethical and attractive. Specifically, we will seek to maintain the percentage of affiliates covered by Great Place To Work® or equivalent certifications. We will also augment our performance management approach with additional features such as individual development plans for every employee.

Scientific knowledge

CONTEXT
Advancing scientific knowledge to develop innovative solutions allows companies not only to build competitive advantages but more importantly to address unmet needs. In the dermatology industry, scientific knowledge typically results in innovation that improves patients' and consumers' lives.

To drive growth and leadership in dermatology, Galderma is therefore strongly committed to science. Our R&D organization—which includes scientists, dermatologists, engineers, analysts and other employees involved in product innovation—generates ideas, develops new products and improves, extends, redesigns and reformulates existing products.

APPROACH AND PERFORMANCE
Building upon Galderma's longstanding history of cutting-edge innovation with novel, differentiated and science-backed products, our R&D organization remains the cornerstone of our commitment to advancing dermatology for every skin story. Galderma operates a global team of over 600 R&D professionals who have driven the achievement of more than 250 major health authority approvals since January 2020.

Galderma's R&D organization develops products throughout strategic therapeutic areas across Injectable Aesthetics, Dermatological Skincare and Therapeutic Dermatology. In addition to our in-house R&D resources and capabilities, we are a dermatologic partner of choice for academic and industrial research collaboration around the world. These collaborations enable access to complementary perspectives, different areas of expertise, emerging technologies and disruptive concepts. They extend our ability to serve the needs of healthcare professionals and patients, thus helping advance scientific knowledge.

Galderma also advances scientific knowledge by conducting clinical trials, seeking to continuously demonstrate its clinical and scientific endeavors to the public. We believe patients, consumers and healthcare professionals should have access to medically important information from our clinical research. Therefore, we register our Phase IIb, III and IV clinical interventional trials involving drugs, biologics, medical devices and combination products in publicly accessible databases prior to enrollment of the first participant for any clinical trial. We also publish the results in a timely, objective, accurate and balanced manner, regardless of trial outcomes. This is done in compliance with legal and regulatory requirements, as well as guidance from the Declaration of Helsinki and the International Committee of Medical Journal Editors. Furthermore, the ethical conduct of clinical trials is upheld through our Pipeline Committee, chaired by the Global Head of Research & Development, which governs matters relating to product pipeline, quality and safety and is responsible for decisions associated with our product development programs.

In addition, Galderma holds numerous symposia and events in the dermatology space to exchange and increase dermatology knowledge globally across key skincare conditions. For more details, see the Medical education and training section.

OUTLOOK
Galderma is dedicated to continuing its journey of advancing scientific knowledge in the field of dermatology, demonstrating its ethical, clinical and scientific endeavors to the public through appropriate means.

Product quality and safety

CONTEXT
Product quality and safety are foundational priorities for any company committed to excellence. Providing safe and high-quality products not only secures the well-being of customers but, furthermore, builds trust and satisfaction throughout value chains.

Galderma's primary focus is therefore to protect patients & consumers and serve healthcare professionals & customers by always delivering safe products of the right quality. Our trusted premium brands, and the innovation behind them, drive our growth, and the stakeholders we serve come first.

APPROACH AND PERFORMANCE
We take the monitoring of our products' quality and safety very seriously. Our vigilance activities cover our entire portfolio, including pharmacovigilance, cosmetovigilance and medical devices vigilance. Similarly, our quality operations cover all our brands, ensuring high-quality products across our own operations and throughout the value chain.

Galderma has developed policies based on GxP policies. These set the framework for a robust global quality and vigilance management system. They focus on developing and delivering safe products of the right quality to our patients, consumers, healthcare professionals and customers as well as ensuring global consistency across quality processes and product safety. Our policies ensure continuous monitoring of Galderma products' risk-benefit balance to safeguard public health and patient and consumer protection. These include ISO and the ICH. In addition to policies, we operate our robust quality and vigilance system through a comprehensive set of standard operating procedures. These documents organize integrated medical safety evaluations and risk-benefit assessments, quality risk assessments and execution of audits, and support the management and monitoring of deviations and risk mitigation.

We deploy a state-of-the-art auditing strategy, including both a strategic regular audit program and a yearly audit program. In addition to internal quality and vigilance audits, we are regularly subject to inspections by health and regulatory authorities and other recognized certification organizations. These audits and inspections guarantee regulatory compliance and the highest product quality and safety at our manufacturing plants as well as the efficient distribution and supply of our products. In 2024, Galderma and our external partners underwent more than 20 inspections from various health authorities, including but not limited to Sweden's Medical Products Agency (MPA), Brazil's Health Regulatory Agency (ANVISA), China's National Medical Products Administration (NMPA), and South Korea's Ministry of Food and Drug Safety (MFDS).

All Galderma employees, as well as staff acting on behalf of Galderma (permanent and temporary staff and trainees included), regardless of their location and role within Galderma, regularly receive adequate GxP training. This helps ensure that all quality and vigilance requirements are known, applied and maintained, and that all safety and quality information is properly channeled to the established Galderma network.

In addition to clear guidelines regarding the collection, management, evaluation, correction, prevention and submission of post-marketing reports of adverse events or undesirable effects, we also have relevant guidelines for the management of major quality events and product recalls, as well as emergency response procedures. All of these activities are regularly tested through internal audits, mock inspections and mock recalls. We are proud that we have not recorded any Class 1 product recalls for the past 10 years and that we went through more than 10 good clinical practice inspections, conducted by the FDA, of our pivotal Injectable Aesthetics and Therapeutic Dermatology programs during the last two years without any major or critical observations.

Finally, we encourage consumers, patients, healthcare professionals and customers to report personal health concerns, adverse events or quality issues via this link, ultimately helping us ensure the quality and safety of our products.

OUTLOOK
Galderma is fully committed to maintaining its safety and quality track record, ensuring the well-being of all our stakeholders. We will continue to make it a priority by setting ambitious targets and monitoring delivery against them. These include but are not limited to maintaining zero Class 1 product recalls, undergoing all necessary health authority's inspection with a minimum of 95% of inspections without critical findings and executing as per our internal audit plan.

Responsible sourcing

CONTEXT
Beyond owned and controlled operations, companies increasingly have a role to play in fostering sustainable and responsible corporate behavior throughout their value chains. Upcoming regulations will create transparency and shared accountability, hopefully driving positive and enduring change throughout global value chains.

For Galderma, social and environmental standards and performance play an important role when selecting our partners. Only by working with companies that share similar values can we stay true to our commitment to provide consumers, patients and customers with premium, cutting-edge brands and services.

APPROACH AND PERFORMANCE
Galderma's responsible sourcing approach is primarily guided by our Supplier Code. It enables Galderma to enforce corporate business principles by establishing the standards that we require our suppliers and their employees, agents and subcontractors to adhere to when conducting business with and for Galderma. The Supplier Code covers numerous topics that are important to Galderma, from business integrity to labor standards and environmental commitments. We require all companies that we work with to adhere to the principles laid out by signing our Supplier Code.

Going beyond the Supplier Code, we are also running a responsible sourcing program to monitor social and environmental performance across our value chain. Monitoring is carried out through third-party audit, either on-site (e.g., via inspection by certification companies) or online (e.g., using EcoVadis' assessment platform). If a supplier does not pass an audit, a corrective action plan is requested and followed up on. Ultimately, Galderma reserves the right to terminate an agreement with any supplier who does not comply. Since 2022, more than 80% of the spend that can be influenced by procurement has been covered through such audits.

	2022	2023	2024
Spend covered through a compliant audit (% of spend)	80	81	80

We believe that there are no reasonable grounds to suspect child labor in either our manufacturing footprint or our supply chain. Three of our manufacturing plants are based in countries with a low risk of child labor, and regular checks as part of certification efforts and health authorities' audits are performed in our fourth manufacturing plant. Furthermore, we believe our responsible sourcing initiatives allow us to mitigate any risks of child labor throughout our supply chain.

In 2024, we expanded our responsible sourcing program by launching a dedicated top supplier engagement program. It aims at better understanding and measuring our Scope 3 emissions and identifying concrete reduction initiatives to support our greenhouse gas reduction pathway. The program involves our top 80-90 suppliers in terms of spend in our most carbon-intensive procurement categories. The program was structured in two phases. The first one focused on primary data collection such as detailed life cycle assessments for specific raw materials that have helped improve the accuracy healthcare professionals 2024 Scope 3 calculation. The second phase included specific discussion rounds with a subset of top suppliers to explore potentially mutually beneficial initiatives to reduce greenhouse gas emissions. As 2024 was the first year we rolled out this program, we have also derived key learnings for the design of our 2025 top supplier engagement program, such as refining our top suppliers selection process to focus on the biggest greenhouse gas emitters.

OUTLOOK
Galderma recognizes the effort still required to reach fully transparent value chains where every actor upholds high social and environmental standards. To this end, in 2025, we will implement a robust responsible sourcing standard operating procedure further specifying requirements by supplier type. This standard operating procedure will support our ambition to ultimately reach fully transparent value chains. In parallel, we will also continue deploying our responsible sourcing program, aimed at covering more than 80% of the spend that can be influenced by procurement with an audit. Additionally, we will maintain our top supplier engagement program, aiming to develop detailed Scope 3 targets for key material categories.

Compliance and corporate governance

CONTEXT
Companies must establish and maintain trust-based relationships with all relevant stakeholders. This is typically enforced through a strong set of internal rules, policies and procedures that all employees must adhere to. Beyond this set of hard rules, companies must build the right governance structures to guarantee capital is deployed efficiently to balance stakeholders' interests.

Galderma strives for the highest standards of ethics and integrity. Our robust policies, procedures and governance mechanisms define and guide how our company, employees and partners are expected to conduct business.

APPROACH AND PERFORMANCE
Over the past years, Galderma's corporate structure has rapidly evolved. It has progressed from a joint venture between L'Oréal and Nestlé, to a wholly owned subsidiary of Nestlé, a private company in late 2019 and, since March 2024, a publicly listed company. To ensure that the high level of ethics and compliance in Galderma's operations are upheld and stakeholders' expectations are met, Galderma has implemented (and keeps evolving) a state-of-the-art ethics and compliance program. This program guides our ethics and compliance efforts across seven strategic pillars: governance, training & communication, third party management, monitoring, risk assessment, speak up system & investigations, and policies & procedures. Regarding policies & procedures, we deploy a comprehensive set of internal documents, with the most critical codes and policies outlined below.

First, Galderma's Code of Ethics provides the ethical cornerstones and expectations for conducting business at Galderma. The Code is a resource for, and applies to, all employees of Galderma. It is available in 13 languages. It covers all relevant Galderma stakeholders, including but not limited to employees, patients, consumers, customers and business partners.

Second, Galderma's Code on Interactions with Healthcare Professionals (HCP Code) defines how employees and partners conducting business for or on behalf or Galderma are expected to conduct themselves when interacting with healthcare professionals. The underlying principle of the HCP Code is to ensure that nothing of value is ever offered to an HCP in a way that could influence her or his decision to treat a patient, ultimately ensuring patient safety. The HCP Code lays out specific standards including the requirement for fair, balanced, truthful and non-misleading information in both educational and promotional materials related to Galderma's brands. In furtherance of the HCP Code, a comprehensive healthcare professionals compliance policy framework outlines the more specific rules that apply in areas such as healthcare professional and healthcare organization (HCO) engagements, promotional and non-promotional materials, hospitality, sample management, gift restrictions and educational items, product training and education meetings, marketing programs, external funding, disclosure and reporting of healthcare professionals and HCO interactions. Please note that some Galderma affiliates publish reports directly on relevant local websites.

Third, Galderma's Anti-Bribery and Anti-Corruption Policy clearly sets out anti-bribery and anti-corruption requirements and expectations for all Galderma employees. Specifically, it strictly prohibits all forms of bribery and corruption, whether involving a government official, a private person or an entity, and whether direct or through a third party.

Fourth, Galderma's Conflict of Interest Policy outlines how every Galderma representative is responsible for acting in the best interests of Galderma at all times. This includes avoiding situations that present or create a potential, perceived or actual conflict between his or her personal interest(s) and those of Galderma.

Finally, our Speak Up & Investigations Policy regulates the management of allegations made or concerns raised that are, or could potentially be, violations of law or internal codes or policies, or which otherwise constitute an illegal, unprofessional or unethical behavior. The policy also outlines how such reports can be made confidentially, safely and anonymously and underpins the company's 'no retaliation' commitment.

In addition to these foundational documents, Galderma deploys various policies and standard operating procedures to ensure that any activity performed by or on behalf of Galderma is done in a compliant and ethical manner. Furthermore, all employees are trained regularly on ethics and compliance. In 2024, over 98% of our employees were trained on ethics and compliance, reflecting a steady increase compared to previous years' completion rates.

	2022	2023	2024
Employees that have completed Galderma's training on ethics and compliance (% of total employees)	95	97	98

OUTLOOK
Galderma will continue to evolve its policy framework and reinforce its applicable policies, procedures and governance mechanisms to maintain business integrity. Furthermore, we will continue to ensure proper training on foundational ethics and compliance principles for all relevant employees.

Alignment with the TCFD framework

As outlined across this report on non-financial matters, our report on non-financial matters rests on three key pillars: a comprehensive ESG framework, robust ESG governance and a clear ESG ambition. To ensure that our strategy is sufficiently comprehensive, we are following the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD).

We set up a cross-functional working group to identify and characterize climate-related risks and opportunities faced by Galderma across all TCFD categories. Once the aspirations were set, we started by listing, for each TCFD category, the relevant risks and opportunities and their associated channel of impact on Galderma. To develop a comprehensive list of the relevant risks and opportunities, we leveraged both the extensive risk identification exercise performed as part of our initial public offering and external benchmarks. To each relevant risk or opportunity, we then assigned:

- A time horizon to align with Galderma's strategic planning cycle and with the assessment of material impacts, risks and opportunities: Short term for yearly target-setting, 0-1 year; mid-term for our medium-range planning, 1-5 years; and long-term, over 5 years
- A probability of the risk or opportunity materializing (from possible to certain)
- The magnitude of impact of the risk or opportunity on Galderma (from low to high)

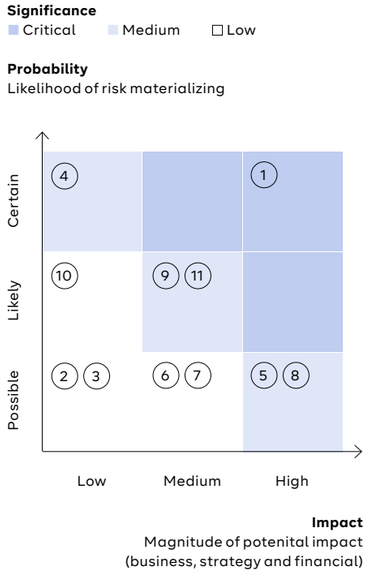
The magnitude of risks and opportunities was assessed qualitatively. "Low" typically represents limited potential impact on our operations, while "high" potentially amounts to a top- or bottom-line impact. We are planning on further strengthening our climate-related risks and opportunities assessment process in the coming years under the sponsorship of the ESG Council. This may include launching a qualitative risks and opportunities assessment or a multi-scenario analysis.

"Galderma's Enterprise Risk Management has been designed as an end-to-end, fit-for-purpose process, in which risks are reviewed and managed from both a value creation and a value protection perspective. Climate-related risks and opportunities are now managed in the same way as all the other risks and opportunities Galderma faces: they are embedded in decision-making processes, with risk ownership and accountability established through effective monitoring mechanisms."

JAAP VAN OERLE,
Head of Internal Audit

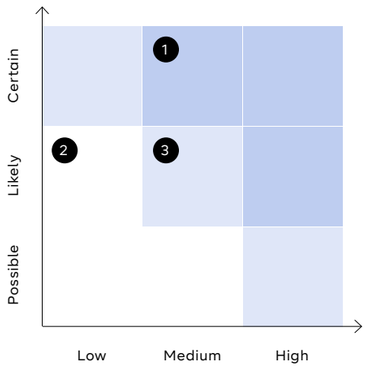
All our material climate-related risks and opportunities are summarized below:

Material risks:



TCFD CATEGORY		POTENTIAL RISKS AND CHANNEL OF IMPACT	TIME HORIZON[1]
Policy & legal risk	1	Heightened operating costs and liability risks due to reinforced climate laws and regulations	Short, Mid & Long
	2	Increased capital expenditures to meet country-specific decarbonization targets	Mid & Long
Technology risk		*Not relevant to Galderma: To enable innovation at scale and support the rapid growth of our business, Galderma's operations embrace the most advanced manufacturing technologies. This includes improvements or innovations that support the transition to a lower-carbon, energy efficient economic system (e.g., process optimization, replacement of carbon intensive equipment)*	
Market risk	3	Sustained reduced supply of raw materials due to structural changes in suppliers' production means/strategies	Mid & Long
	4	Increased cost of key raw materials/inputs driven by supply chain disruptions and/or rapid shifts in consumer demand	Short & Mid
Reputation risk	5	Reduced access to capital/financing opportunities due to misalignment with stakeholders' expectations in terms of climate performance	Mid & Long
	6	Lower sales caused by misalignment with customers' expectations in terms of sustainability performance (incl. climate)	Mid
	7	Higher operational costs caused by difficulty in attracting and retaining key talents	Mid
Acute risk	8	Increased impairment linked to damages to sites and business interruptions due to severe weather events (e.g., cyclones, floods, wildfires)	Short, Mid & Long
	9	Higher operating costs and/or lost sales due to severe weather events (e.g., drought, cyclones)	Short, Mid & Long
Chronic risk	10	Increased operating costs driven by higher energy needs (incl. cooling) to ensure business continuity during chronic weather events (e.g., heat waves)	Mid & Long
	11	Increased capital expenditure to improve efficiency of manufacturing process to ensure business continuity during chronic weather events (e.g., chronic water stress)	Mid & Long

Material opportunities:



TCFD CATEGORY		POTENTIAL OPPORTUNITY AND CHANNEL OF IMPACT	TIME HORIZON[1]
Resource efficiency	1	Reduced operating costs given higher efficiency and lower resource consumption in manufacturing process	Mid & Long
Energy Source	2	Reduced operating costs given lower reliance on expensive carbon-intensive energy-generation methods (i.e., assuming carbon taxes rolled out)	Long
Products & Services		*Not relevant to Galderma: consumer choice in the dermatology space is mainly driven by efficacy*	
Markets		*Not relevant to Galderma: we are already a global company and do not foresee any transition opportunities*	
Resilience	3	Improved resilience to adverse climate events (both acute and chronic), safeguarding business continuity	Short, Mid & Long

1 Short term (yearly target setting): 0-1 year | Mid term (aligned with strategic financial planning cycle): 1-5 years | Long term: over 5 years
Note: Basis for physical climate scenario: IPCC SSP1-2.6 | Basis for transition scenario: IEA NZE

Out of all our material climate-related risks and opportunities, one specific risk and one specific opportunity were rated of significant importance under our base-case scenario. The risk is heightened operating costs and liability risks due to reinforced climate laws and regulations. Meanwhile, the opportunity is reduced operating costs given higher efficiency and lower resource consumption in our manufacturing process. We believe our strategy to address ESG matters enables Galderma to properly manage this risk and this opportunity. Our robust ESG governance regularly surfaces risks and opportunities related to regulations and stakeholders' expectation, enabling fast decision making on adequate mitigation strategies in alignment with Galderma's financial and governance cycles. Further details on both the risk and opportunity are available below:

	Heightened operating costs and liability risks due to reinforced climate laws and regulations	**Reduced operating costs given higher efficiency** and lower resource consumption in manufacturing process
Description	Operating costs related to compliance with new ESG-linked regulations and disclosure requirements likely to increase (e.g., build-up of non-financial reporting and associated audit fees, process improvements in manufacturing footprint)	Operating costs related to the manufacturing of our products and our energy footprint likely to decrease given higher energy and resource consumption efficiency (e.g., less water consumed, fewer raw materials consumed)
Time horizon	**Short, mid and long term** – Regulations have already been (e.g., Swiss law) or are being implemented (e.g., CSRD)	**Mid and long term** – Efficiency improvements in our manufacturing processes will take some time to materialize
Probability	**High** – Reporting regulations, impacting companies have entered/will enter into force	**High** – Emerging regulations, impacting companies have entered/will enter into force
Mangement response	**ESG governance in place, with bi-annual ESG Council to create transparency around existing and emerging regulations** and endorse action plans and associated investments to ensure compliance	**ESG governance in place, with bi-annual ESG Council to create transparency around stakeholders'** expectations and endorse action plans and associated investments to ensure we meet these expectations

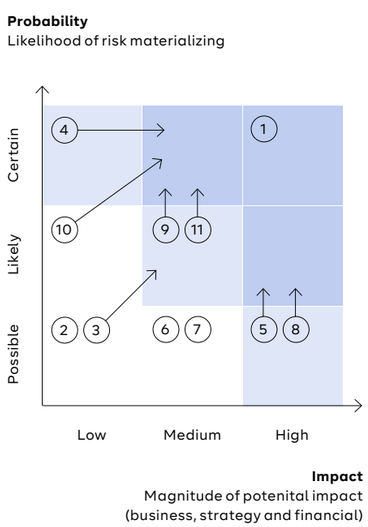
To assess the resilience of our strategy related to ESG matters, we further performed a qualitative scenario analysis, using a 2°C or higher scenario. Specifically, to pressure test our physical climate scenario, we used the SSP5-8.5 scenario and for our transition scenario, we used the IEA STEPS. Note that it was assumed, in our scenario analysis, that physical-related impact on risks and opportunities would be stronger than the impact of potential easing of governments' climate commitments under transition scenario IEA STEPS. Based on available comprehensive descriptions of impacts under these scenarios (e.g., summary for policymakers from the Intergovernmental Panel On Climate Change), we developed specific "what if" questions and qualitatively assessed the potential effect on our identified risks and opportunities. Below you will find a summary of how our risks and opportunities and their respective channels of impact are affected:

FOCAL QUESTIONS			**ASSUMED MAGNITUDE OF CHANGE**			
What if...	**Relevant driver for Galderma**	**Risk / Ops impacted**	**Likelihood**		**Impact**	
Extreme weather events were to become more frequent and severe (incl. more widespread)	Heavy precipitation/pluvial flood	(4)	–	No change as already certain	↑	Longer supply chain recovery
	Severe storm	(10)	↑	Given higher frequency	↑	Given higher intensity
	Fire weather	(8)	↑	Given higher frequency	–	No change as already high
Chronic weather events were to become more intense	Hydrological drought	(9)	↑	Given higher frequency	–	No change as still limited in time
	Extreme heat	(11)	↑	Given higher frequency	–	No change as CAPEX planned
	Coastal flood	(3)	↑	Given higher frequency/intensity	–	Not possible to correctly assess
Private sector (incl. investors, sovereign wealth fund (swf)) **were to step up expectations** to make up for lack of guidance from policymakers	Availability of raw materials	(3)	↑	Few suppliers with scale for specific materials	↑	Faster transition away from specific materials
	Availability of capital	(5)	↑	Investors with significant power (e.g., sovereign wealth funds)	–	No change as already high
Public sector (incl. customers/ consumers) **were to expect more from companies**	Demand for specific products	(6)	–	No change as less relevant target compared to bigger healthcare/consumer peers	–	No change as impact dependent on frequency
	Reputation					

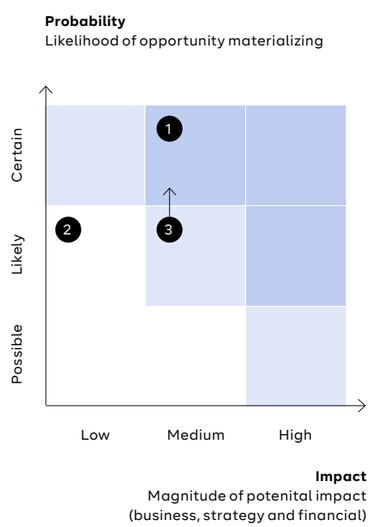
Our scenario analysis resulted in more risks and opportunities being rated "of significant importance." As shown below, flagged as "of critical significance" were six risks—increased cost of key raw materials/inputs driven by supply chain disruptions and/or rapid shifts in demands, reduced access to capital/ financing opportunities due to misalignment with stakeholders' expectations in terms of climate performance, increased impairments linked to damages to sites and business interruptions due to severe weather events, highest operating costs and/or lost sales due to severe weather events, increased operating costs driven by higher energy needs to ensure business continuity during chronic weather events and increased capital expenditure to improve efficiency of manufacturing process to ensure business continuity during chronic weather events—and one opportunity, namely improved resilience to adverse climate events (both acute and chronic), safeguarding business continuity.

SCENARIO ANALYSIS UNDER A 2°C OR MORE SCENARIO

Evolution of risks



Evolution of opportunities



While we believe our robust ESG governance also allows Galderma to create transparency around these additional risks and opportunities, we recognize that specific mitigation mechanisms go beyond our strategy related to ESG matters. For example, initiatives such as implementing double sourcing strategies to de-risk raw material supply or uniformizing business continuity plans across manufacturing plants and office locations are led by various functions as part of Galderma's overall strategy. Beyond the links between our ESG governance and the existing strategic and financial governance cycles described under our robust ESG governance section, we have included ESG and climate-related as part of our broader enterprise risk management framework. This ensures that no risks and opportunities are overlooked and that clear mitigation mechanisms are properly implemented across Galderma.

Alignment with Art. 964b CO

Disclosure in accordance with the Swiss Code of Obligations

Requirement	Section	Page
Description of the business model	Business highlights	6
Description of the policies and measures taken (incl. of effectiveness of these measures) regarding:	Developing a realistic ESG ambition	132
Environmental matters (incl. CO_2 goals)	Sustainable production, Sustainable products, Responsible sourcing	134, 135, 137, 145
Social issues	Medical education and training, Scientific knowledge, Product quality and safety, Responsible sourcing, Compliance and corporate governance	133, 142, 143, 145, 146, 147
Employee-related issues	Health and safety, Diversity and inclusion, Employee engagement and labor practices	138, 139, 140
Respect for human rights	Employee engagement and labor practices, Responsible sourcing, Compliance and corporate governance	140, 145, 146, 147
Combating corruption	Compliance and corporate governance	146, 147
Description of main risks	Alignment with the TCFD framework	148, 149, 150, 151
Summary of main performance indicators	Key indicators, Sustainable production, Responsible sourcing	119, 134, 135, 145

The information contained in the sections referenced in the index constitutes the non-financial reporting pursuant to Art. 964b of the Swiss Code of Obligations (CO). The shareholder vote on the non-financial matter report required by Art. 964c CO is limited to the content of these sections.

4

Part 4: CORPORATE GOVERNANCE REPORT

Galderma is committed to the principles of best corporate governance and practice, which we believe benefit our strategy and objectives while at the same time strengthening our relationships with investors, employees, customers, suppliers and other business partners.

Our Corporate Governance Report presents the structure, rules and processes that form the basis of Galderma's corporate governance. This report follows the structure of the SIX Swiss Exchange Directive on Information relating to Corporate Governance (DCG) and reflects the recommendations of the Swiss Code of Best Practice for Corporate Governance (the Swiss Code), issued by the Swiss Business Federation (*economiesuisse*), both as in force on December 31, 2024.

To avoid duplication of information, cross-references to other parts of the Annual Report are made in some sections, namely to the Consolidated Financial Statements and the Compensation Report. The principles and rules of Galderma's corporate governance are additionally outlined in the Articles of Association and in the Organizational Regulations of Galderma Group AG.

1. GROUP STRUCTURE AND SHAREHOLDERS

1.1 Group structure

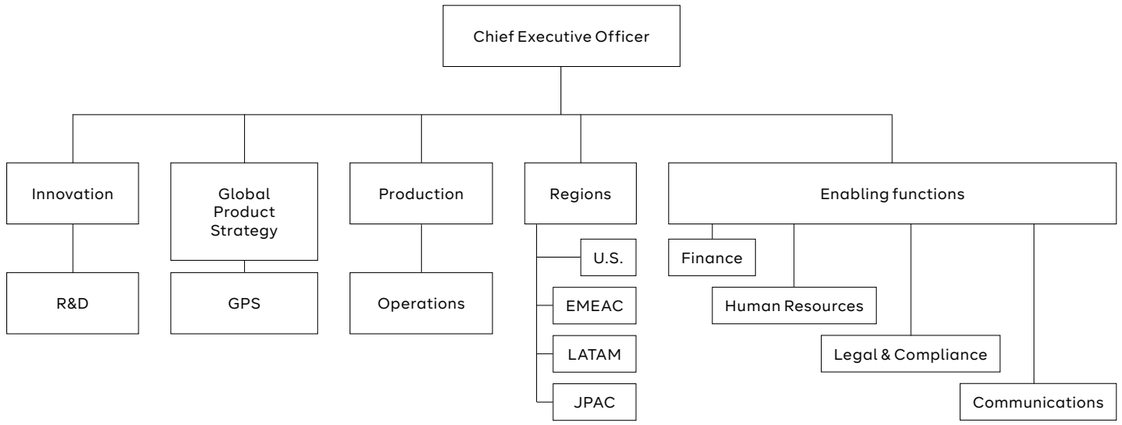
1.1.1 Galderma's operational group structure

The company's operational structure as of December 31, 2024 is shown on the graph below. Galderma's Executive Committee is comprised of the Chief Executive Officer (CEO), Chief Financial Officer (CFO), Chief Human Resources Officer (CHRO) and Head of Operations.

R&D includes Clinical Development, Global Medical Affairs, Global Regulatory Affairs, Project Management and Early Development, Product Development, Global Pharmacovigilance, and Program Leadership for Injectable Aesthetics and Nemolizumab.

Global Product Strategy consists of Franchises, Market Access, Commercial Operations & Digital, and Customer Education.

Operations includes Manufacturing, Quality and Supply Chain.



Galderma operates in the following regions: U.S., EMEAC, LATAM and JPAC. Galderma reports financial results by two geographies: U.S. and International markets, the latter including EMEAC, LATAM and JPAC.

Enabling functions consist of Finance, Human Resources, Communications, Legal & Compliance, IT and Procurement.

Galderma's business focuses on the three main market segments, namely Injectable Aesthetics, Dermatological Skincare and Therapeutic Dermatology.

Injectable Aesthetics		Dermatological Skincare	Therapeutic Dermatology
Neuromodulators	**Fillers & Biostimulators**		
Dysport aesthetic™	Restylane®	Cetaphil®	nemluvio®
Alluzience® Botulinum toxin type A	SCULPTRA®	ALASTIN™ by GALDERMA	EPIDUO FORTE® adapalene and benzoyl peroxide gel 0.1%/2.5%
Azzalure® Botulinum toxin type A			AKLIEF®
relfydess® toxinum botulinicum typum A			ORACEA®
			soolantra® ONCE-DAILY (IVERMECTIN) 10 mg/g CREAM
			metvix®
			BENZAC®
			DIFFERIN®
			LOCERYL®

1.1.2 All listed companies belonging to the Galderma Group

Galderma is organized as a group of companies (the Galderma Group) of which Galderma Group AG (Galderma or the Company) is the ultimate parent company. The Company's registered offices are at Zählerweg 10, CH-6300 Zug, Switzerland.

Its shares have been listed on the SIX Swiss Exchange in Switzerland (ISIN: CH1335392721, ticker symbol: GALD, valor number: 133.539.272) since March 22, 2024.

On December 31, 2024, the market capitalization of Galderma was 23.89 billion CHF.

Except for the Company, there are no other listed companies belonging to the Galderma Group.

1.1.3 Non-listed companies belonging to Galderma Group

On December 31, 2024, the non-listed companies belonging to Galderma Group AG included the following:

Country	Domicile	Entry Name		Share capital	Shareholding & voting rights 2024[1]
Argentina	Buenos Aires	Galderma Argentina SA	ARS	1,342,456,122.00	100 %
Australia	Sydney	Galderma Australia Pty Ltd	AUD	2,500,300.00	100 %
Austria	Vienna	Galderma Austria GmbH	EUR	35,000.00	100 %
Brazil	Hortolândia	Galderma Brasil Ltda	BRL	299,741,602.00	100 %
Brazil	São Paulo	Galderma Distribuidora do Brasil Ltda.	BRL	22,798,971.00	100 %
Canada	Baie-D'Urfé	G. Production Inc.	CAD	55,100.00	100 %
Canada	Saint John	Galderma Canada Inc.	CAD	1,000,000.00	100 %
Chile	Santiago de Chile	Galderma Chile Laboratorios Ltda	CLP	12,330,000.00	100 %
China	Shanghai	Q-MED International Trading (Shanghai) Ltd	USD	1,675,000.00	100 %
Colombia	Bogota	Galderma de Colombia SA	COP	2,250,000,000.00	100 %
France	Courbevoie	Galderma International SAS	EUR	940,020.00	100 %
France	Biot	Galderma Research and Development SNC	EUR	30,322,852.00	100 %
France	Alby-sur-Chéran	Laboratoires Galderma SAS	EUR	14,015,454.00	100 %
Germany	Düsseldorf	Galderma Laboratorium GmbH	EUR	800,000.00	100 %
Hong Kong	Hong Kong	Galderma Hong Kong Ltd	HKD	10,000.00	100 %
India	Mumbai	Galderma India Private Limited	INR	24,156,000.00	100 %
Indonesia	Jakarta	PT Galderma Indonesia Healthcare	IDR	10,170,027,000.00	100 %
Italy	Milano	Galderma Italia Spa	EUR	612,000.00	100 %
Japan	Tokyo	Galderma K.K.	JPY	10,000,000.00	100 %
Kingdom of Saudi Arabia	Sajir	Galderma Arabia Limited	SAR	30,000,000.00	100 %
Malaysia	Kuala Lumpur	Galderma Malaysia Sdn. Bhd.	MYR	4,200,000.00	100 %
Mexico	Mexico City	Galderma Mexico SA de CV	MXN	3,735,000.00	100 %
Netherlands	Breda	Galderma Benelux B.V.	EUR	18,002.00	100 %
Netherlands	Breda	Galderma Finance Europe BV	USD	1.00	100 %
Philippines	Manila	Galderma Philippines, Inc.	PHP	12,500,000.00	100 %
Poland	Warsaw	Galderma Polska Sp. ZOO	PLN	93,000.00	100 %
Russia	Moscow	OOO Galderma	RUB	25,000,000.00	100 %
Singapore	Singapore	Galderma Singapore Private Ltd	SGD	1,387,000.00	100 %
Singapore	Singapore	Galderma Production Singapore Pte. Ltd	SGD	100,000.00	100 %
South Africa	Johannesburg	Galderma Laboratories South Africa (PTY) Ltd	ZAR	375,000.00	100 %
South Korea	Seoul	Galderma Korea Ltd	KRW	500,000,000.00	100 %
Spain	Madrid	Laboratorios Galderma SA	EUR	432,480.00	100 %
Spain	Barcelona	Galderma Services Spain SL	EUR	10,000.00	100 %
Sweden	Uppsala	Galderma Nordic AB	SEK	100,000.00	100 %
Sweden	Uppsala	Q-MED AB	SEK	24,845,500.00	100 %
Switzerland	Zug	Galderma Holding SA	CHF	100,000.00	100 %
Switzerland	Zug	Galderma Pharma SA	CHF	48,900,000.00	100 %
Switzerland	Zug	Galderma SA	CHF	178,100.00	100 %
Thailand	Bangkok	Galderma (Thailand) Ltd.	THB	100,000,000.00	100 %
United Arab Emirates	Dubai	Galderma Middle East FZ LLC	AED	5,000,000.00	100 %
United Kingdom	London	Galderma (U.K.) Ltd	GBP	1,500,000.00	100 %
United States	Dallas	Galderma Laboratories LP	N/A	N/A[2]	100 %
United States	Dallas	Galderma Research & Development LLC	USD	100.00	100 %
United States	Dallas	SHDS, Inc.	USD	100.00	100 %
United States	Dallas	Galderma Services Inc.	USD	981.00	100 %
United States	Carlsbad	Alastin Skincare, Inc.	USD	0.10	100 %
Vietnam	Ho Chi Minh City	Galderma Vietnam Company Limited	VND	34,905,000,000.00	100 %

1 Non-listed companies belonging to Galderma Group as of Deceber 31, 2024. List can also be found in note 21.1. of the audited consolidated financial statements on page 48

2 Not applicable to "Limited Partnership" type of companies

1.2 Significant shareholders

To the best of the Company's knowledge, the following shareholders had holdings reaching or exceeding 3% of the voting rights in the Company, as notified in accordance with Art. 120 of the Swiss Federal Act on Financial Market Infrastructures and Market Conduct in Securities and Derivatives Trading (FinMIA):

As of December 14, 2024, the shareholder group including EQT Fund Management S.à r.l., Luxembourg (as a fund management company of certain collective investment schemes); Abu Dhabi Investment Authority, Abu Dhabi; AE Government of Singapore, Singapore; and L'Oréal S.A., Paris, held directly or indirectly through Sunshine SwissCo GmbH, Zug (for EQT Fund Management S.à r.l.) and Auba Investment Pte. Ltd., Singapore (for the Government of Singapore), registered 153,406,650 shares, relating to 64.48% of the voting rights in the Company. The representative of the shareholder group is EQT Fund Management S.à r.l., Luxembourg.

For further details of the group notification relating to the type and details of the understanding, the relation to the significant shareholder notification of December 14, 2024 (see next page), and the participation structure of the beneficial owners, please refer to the detailed notification on the SIX Swiss Exchange significant shareholders disclosure platform.

As of March 18, 2025, the group of sellers in connection with the initial public offering and listing of shares of the Company on SIX Swiss Exchange, comprising of EQT Fund Management S.à r.l., Luxembourg (as a fund management company of certain collective investment schemes); Abu Dhabi Investment Authority, Abu Dhabi; and AE Government of Singapore, Singapore, held directly or indirectly, through Sunshine SwissCo GmbH, Zug, (for EQT Fund Management S.à r.l.) and Auba Investment Pte. Ltd., Singapore (for the Government of Singapore), 114,616,886 registered shares, relating to 48.18% of the voting rights in the Company. The representative of the group of sellers is EQT Fund Management S.à r.l., Luxembourg.

For further details of the group of sellers relating to the type and details of understanding, and the participation structure of the beneficial owners, please refer to the detailed notification on the SIX Swiss Exchange significant shareholders disclosure platform.

As of March 18, 2025, Wellington Management Group LLP, Boston, US held 1,347,784 registered shares, relating to 3.25% of the voting rights in the Company. For further details relating to the type and details of understanding, and the participation structure of the beneficial owner, please refer to the detailed notification on the SIX Swiss Exchange significant shareholders disclosure platform.

The most recent notifications and any further disclosure notifications submitted and published in 2024 and 2025 can be found at the SIX Swiss Exchange significant shareholder disclosure platform. The exact number of shares held by the relevant shareholder or shareholder groups may have changed since the date of their latest shareholder's notification.

1.3 Cross-shareholdings

Galderma has not entered into any cross-shareholdings exceeding 5% of the holdings of capital or voting rights on both sides.

2. CAPITAL STRUCTURE

2.1 Ordinary capital

The ordinary share capital of the Company amounts to 2,378,976.35 CHF and is divided into 237,897,635 fully paid-in registered shares with a par value of 0.01 CHF each.

2.2 Capital band and conditional capital

Following are summaries of the Company's capital band (Art. 4a of the Articles of Association) and two categories of conditional share capital (Arts. 4b and 4c of the Articles of Association).

2.2.1 Capital band (capital range)

The Company has a capital band (capital range) of 2,260,027.53 CHF (lower limit) to 2,616,873.98 CHF (upper limit). Within this range, the Board of Directors is authorized to increase or reduce the share capital one or several times and by any amounts until March 12, 2029 by the latest.

The capital increase or reduction can be effected by issuing fully paid-in registered shares with a par value of 0.01 CHF each and canceling registered shares with a par value of 0.01 CHF each, as applicable; by increasing or reducing the par value of the existing shares within the limits of the capital range; or by simultaneous reduction and re-increase of the share capital.

For further details regarding the capital range, please refer to Art. 4a of the Articles of Association.

2.2.2 Conditional capital for employee participation

Galderma's share capital may be increased through the issuance of a maximum of 23,789,763 fully paid-in registered shares with a par value of 0.01 CHF each to a maximum amount of 237,897.63 CHF for the purpose of employee participation plans, taking into account the compensation principles pursuant to Art. 29 of the Articles of Association. The capital increase can be conducted through the exercise or mandatory exercise of rights to acquire shares, which were granted to or imposed on, amongst others, members of the Board of Directors, members of the Executive Committee, employees, contractors or consultants of the Company.

For further details regarding the conditional capital for employee participation, please refer to Art. 4b of the Articles of Association.

2.2.3 *Conditional capital for financing or acquisitions and other purposes*

Galderma's share capital may be increased through the issuance of a maximum of 23,789,763 fully paid-in registered shares with a par value of 0.01 CHF each to a maximum amount of 237,897.63 CHF. The capital increase can be conducted through the exercise or mandatory exercise of conversion, exchange, option, subscription or other rights to acquire shares or through obligations to acquire shares, which were granted to or imposed on shareholders or third parties alone or in connection with bonds, notes, options, warrants or other securities or contractual obligations (the Financial Instruments). The main conditions of such Financial Instruments are determined by the Board of Directors.

For further details regarding the conditional capital for financing and acquisitions, please refer to Art. 4c of the Articles of Association.

2.3 Changes in capital

The Company was incorporated on February 7, 2022, at which time the issued share capital amounted to 100,000 CHF, divided into 10,000,000 fully paid-in registered shares with a nominal value of 0.01 CHF each. On March 5, 2024, the Company: increased its share capital to 2,000,000 CHF, divided into 200,000,000 fully paid-in registered shares with a nominal value of 0.01 CHF each; created a capital range of 1,900,000 CHF (lower limit) to 2,200,000 CHF (upper limit) for various purposes (Art. 4a of the Articles of Association); created conditional share capital for employee participation in the amount of 200,000 CHF (Art. 4b of the Articles of Association); and created conditional share capital for financing, acquisitions and other purposes in the amount of 200,000 CHF (Art. 4c of the Articles of Association). In preparation of the initial public offering, on March 21, 2024, the Company: increased the share capital by way of an ordinary capital increase from 378,976.35 CHF to 2,378,976.35 CHF divided into 237,897,635 fully paid-in registered shares with a nominal value of 0.01 CHF to source the shares in the initial public offering; increased the upper limit of the capital range for various purposes (Art. 4a of the Articles of Association) to 2,616,873.98 CHF; increased the conditional share capital for employee participation (Art. 4b of the Articles of Association) to 237,897.63 CHF; and increased the conditional share capital for financing, acquisitions and other purposes (Art. 4c of the Articles of Association) to 237,897.63 CHF.

Since its initial listing of the shares on SIX Swiss Exchange on March 22, 2024 until the date of this Report, the Company has not changed its share capital.

2.4 Shares and participation certificates

As of December 31, 2024, Galderma's capital is composed of 237,897,635 registered shares with a nominal value of 0.01 CHF each, fully paid up.

The Company may issue its registered shares as uncertificated securities pursuant to Art. 973c or 973d of the Swiss Code of Obligations (CO), as intermediated securities in the sense of the Federal Intermediated Securities Act (FISA), or in the form of single or global certificates. A shareholder has no right to request a conversion of the registered shares issued in one form into another form.

Shareholders have the right to receive dividends. Each share recorded in the share register a share with voting rights has one vote. See also Section 2.6.1 below on this point.

Galderma has not issued participation certificates (*Partizipationsscheine*).

2.5 Dividend right certificates

Galderma has not issued any dividend right certificates (*Genussscheine*).

2.6 Limitations on transferability and nominee registrations

2.6.1 *Limitations on transferability along with an indication of group clauses in the Articles of Association and rules for granting exceptions*

For as long as the shares are intermediated securities within the meaning of the FISA, any transfer and collateralization of shares must be made in accordance with the FISA. Specifically, any transfer of shares is effected by a corresponding entry in the securities deposit account of a bank or a depository institution and no shares can be transferred by way of assignment. The Company maintains a share register and records the full name, address and citizenship (in the case of legal entities, the company name and registered office) of the shareholders and usufructuaries therein.

Purchasers of registered shares who declare that they have acquired those shares in their own name and for their own account will be entered without limitation in the share register as registered shareholders with voting rights. Persons who do not declare to have acquired the respective shares in their own name and for their own account are considered 'Nominees.' The Board of Directors may register Nominees as shareholders with voting rights if the Nominee has entered into an agreement with the Company regarding its position and is subject to a recognized bank or financial market supervision. (In the year under review, no agreement with Nominees was entered into by the Company.) The Board may, after having heard the concerned registered shareholder or Nominee, cancel entries in the share register that were based on false or misleading information with retroactive effect as of the date of entry. The Articles of Association do not contain any group clauses.

In special cases, the Board of Directors may grant exceptions from the rules concerning Nominees.

For further details regarding voting rights restrictions and representation at the shareholders meeting, please refer to Art. 6 of the Articles of Association and Section 6.1 of this report.

2.6.2 *Reasons for granting exceptions in the year under review*

In the year under review, no exemptions to Nominees or shareholders were granted

2.6.3 *Admissibility of nominee registrations, indication of percent clauses and registration conditions*

Please refer to Sections 2.6.1 and 2.6.2 of this report.

2.6.4 *Procedure and conditions for canceling statutory privileges and limitations on transferability*

Please refer to Section 6.1.3 of this report.

2.7 Convertible bonds and options

As of December 31, 2024, there were no outstanding convertible bonds or options issued by the Galderma Group.

Details of the Galderma Long-Term Incentive plan, which provides Galderma employees with certain rights to Galderma shares, are included in the Compensation Report 2024.

3. BOARD OF DIRECTORS

Name	Year of birth	Education/qualifications	Nationality	First election	Mandate expires at
Thomas Ebeling, *Chair*	1959	• Degree in Psychology	Swiss / German	2022	AGM 2025
Sherilyn (Sheri) McCoy, *Vice-Chair*	1958	• Bachelor's degree in Textile Chemistry • Master's degree in Chemical Engineering • MBA Rutgers University	U.S.	2022	AGM 2025
Michael Bauer, *Member*	1976	• Master's degree in Business Administration • MBA University of Chicago Booth Business School	Swiss	2022	AGM 2025
Marcus Brennecke, Member	1961	• MBA, majoring in Corporate Finance and Accounting	German	2024	AGM 2025
Daniel (Dan) Browne, *Member*	1961	• MBA Pepperdine Graziadio Business School	U.S.	2022	AGM 2025
Maria Teresa (Tessa) Hilado, *Member*	1964	• Bachelor's degree in Management Engineering • MBA, University of Virginia, Darden Graduate School	U.S. / Philippines	2022	AGM 2025
Karen Ling, *Member*	1963	• Bachelor's degree in Economics • Juris doctorate	U.S.	2022	AGM 2025
Dr. Flemming Ørnskov, *Member*	1958	• Doctor of Medicine • Master of Public Health, Harvard University School of Public Health • MBA INSEAD	Danish / Swiss	2022	AGM 2025

The Board of Directors is responsible for Galderma's overall direction and oversight of management, and holds the ultimate decision-making authority, with the exception of matters reserved for shareholders.

The Company believes that the composition of the Board of Directors should reflect the Company's objectives, strategic requirements, geographical reach and culture. The Board of Directors should further be diverse in terms of gender, nationality, geography/region and business experience. In furtherance of this, the Board of Directors has determined a wide range of skills to ensure that all members are fully qualified, committed and will devote the necessary time and effort to effectively perform their responsibilities.

All Board members are elected annually in accordance with Swiss corporate law and Galderma's Articles of Association.

3.1 Members of the Board of Directors

The Board of Directors consists of eight board members. For more information see Section 3.3.

3.2 Information on executive/non-executive members of the Board of Directors

With the exception of Dr. Flemming Ørnskov, all members of the Board of Directors are non-executive members.

All non-executive members of the Board of Directors were not previously members of the Galderma management team.

All other members of the Board of Directors are independent as defined in the Swiss Code with the exception of Dr. Flemming Ørnskov, who is CEO of

Galderma, and Michael Bauer and Marcus Brennecke, who are employees of EQT Partners – one of the significant shareholders of the Company (for further information on the significant shareholders, see Section 1.2).

3.3 Professional background and other activities and functions

THOMAS EBELING

- German and Swiss citizen
- Born in 1959
- Chairperson of the Board of Directors
- Chairperson of the Strategy, ESG & Nomination Committee
- Member of the Compensation Committee

Thomas Ebeling was the Chair of the Advisory Committee of the Group from 2019 through the Company's initial public offering, and has been the Chair of the Board of Directors of the Company since its initial public offering. His experience includes marketing and management, including his role as Marketing Director and then General Manager of Pepsi-Cola Germany (1993–1996). In 1997, Thomas Ebeling joined Novartis, where he gained extensive knowledge of the pharmaceutical industry as a member of the Executive Committee of Novartis (1998); as the CEO of Novartis Nutrition (1998–2000); as the CEO of Novartis Pharmaceuticals (2000–2007); and as the CEO of Novartis Consumer Health (2007–2008). From 2009 to 2018, he also served as CEO of ProSiebenSat.1 Media SE. He previously served as a non-executive director on the boards of Bayer, Lonza, Ocean Outdoor, GfK SE and Qiagen, NV. In addition to his position as a member of the Board of Directors of the Company, he currently serves on the boards of directors of SHL Medical, Cullinan Oncology, Inc., Orna Therapeutics, Inc, Recipharm and Heilpflanzewohl. He holds a degree in psychology from the University of Hamburg.

SHERILYN (SHERI) MCCOY

- U.S. citizen
- Born in 1958
- Vice-Chair of the Board of Directors
- Member of the Strategy, ESG & Nomination Committee

Sherilyn (Sheri) McCoy was a member of the advisory committee of the Group from 2019 through the Company's initial public offering, and has been the Vice-Chair of the Board of Directors of the Company since its initial public offering. Her extensive experience in healthcare includes roles of increasing responsibility within pharmaceutical and consumer groups as well as the position of Chair of the surgical care group at Johnson & Johnson (1982–2012), where she ultimately served as Vice Chairman of the Executive Committee and member of the office of the Chairman. She was the Chief Executive Officer and a member of the Board of Directors for Avon Products Inc. (2012–2018), which provided her with further experience in mergers & acquisitions (M&A), emerging markets and leading complex global organizations. In addition to her position as a member of the Board of Directors of the Company, she currently serves on several boards of directors in the healthcare industry, including AstraZeneca Plc., Stryker Corporation, Kimberly-Clark Corporation, Parexel (Chairperson), Sail Biomedicines and Dechra Pharmaceuticals (Chairperson). Sherilyn McCoy holds a Bachelor's degree in Textile Chemistry from the University of Massachusetts Dartmouth, a Master's degree in Chemical Engineering from Princeton University and an MBA from Rutgers University.

MICHAEL BAUER

- Swiss citizen
- Born in 1976
- Non-executive member of the Board of Directors
- Member of the Finance and Audit Committee
- Member of the Strategy, ESG & Nomination Committee

Michael Bauer was a member of the Advisory Committee of the Group from 2019 through the Company's initial public offering, and has been a member of the Board of Directors of the Company since its initial public offering. He joined EQT Partners in 2009 and is currently a partner, Head of EQT's Private Equity Switzerland team and Global Co-Head of EQT's Healthcare Sector team. In addition to his position as a member of the Board of Directors of the Company, he currently serves on the boards of SPT Labtech (via holding company Seaport Topco Limited), of Viturin AG (as Chair) and EQT Partners AG, and is a member of the Advisory Committee to the Board of Dechra Pharmaceuticals. He holds an MBA from the University of St. Gallen and an MBA from the University of Chicago Booth School of Business.

MARCUS BRENNECKE

- German citizen
- Born in 1961
- Non-executive member of the Board of Directors
- Member of the Compensation Committee

Marcus Brennecke was a member of the Advisory Committee of the Group from 2023 through the Company's initial public offering, and has been a member of the Board of Directors of the Company since its initial public offering. He joined EQT Partners in 2005 and is currently a member of both the Equity Partners and Future Fund Investment committees, Chairman of the Portfolio Review Committee within EQT Equity and a member of the Global Investment Forum. Prior to joining EQT Partners, he held various positions at Axel Springer SE (1987–1994) and in private equity (2001-2004), as Managing Partner at Schoeller Metternich Brennecke, Founder and Member of the Supervisory Board at Initium AG (2000), Managing Partner at Juventas AG (1996–2000), and Investment Manager at CHA Holding AG (1994–1996). He has extensive knowledge in various industries, having formerly served on several boards – including BSN medical GmbH, Carl Zeiss Vision International GmbH, CBR Fashion Holding GmbH, Duni AB, Springer SBM One GmbH, Tognum AG, Kabel BW (formerly known as Kabel Baden-Württemberg) GmbH & Co. KG, and WS Audiology Pte. Ltd. In addition to his position as a member of the Board of Directors of the Company, he currently serves on several boards in the healthcare industry, including Cerba HealthCare S.A.S., Ottobock SE & Co. KGaA and Recipharm AB. He holds an MBA, majoring in Corporate Finance and Accounting, from the University of St. Gallen.

DANIEL (DAN) BROWNE

- U.S. citizen
- Born in 1961
- Non-executive member of the Board of Directors
- Member of the Finance and Audit Committee

Daniel (Dan) Browne was a member of the Advisory Committee of the Group from 2020 through the Company's initial public offering, and has been a member of the Board of Directors of the Company since its initial public offering. He has extensive experience in the biotech industry, including the development of multiple innovative products that are leaders in their category, as well as critical business development and partnership activities. In particular, Daniel Browne is the Co-founder, former President and CEO of Revance Therapeutics, Inc., which he grew from early-stage incubator in 2002 to a highly successful initial public offering in 2014. He also has previous experience as Executive Chairman for Rythera Therapeutics, Inc. (2020–present). In addition to his position as a member of the Board of Directors of the Company, he currently serves on the boards of directors of AVAVA, Inc., Fount Bio, Inc. and Yuva Biosciences, Inc. He holds an MBA from Pepperdine Graziadio Business School.

MARIA TERESA (TESSA) HILADO

- Non-executive member
- U.S. and Philippines citizen
- Born in 1964
- Non-executive member of the Board of Directors
- Chairperson of the Finance and Audit Committee

Maria Teresa (Tessa) Hilado was a member of the Advisory Committee of the Group from 2022 through the Company's initial public offering, and has been a member of the Board of Directors of the Company since its initial public offering. She has extensive knowledge of the pharmaceutical industry, having formerly served as Executive Vice President and CFO of Allergan, Inc. (now AbbVie) (2014–2018), and contributes strong financial acumen and expertise in managing global corporations. Her long experience as an executive in finance and treasury includes prior positions at PepsiCo, Inc. (2009–2014), Schering Plough (now Merck) (2008–2009) and General Motors Corporation (1990–2008). In addition to her position as a member of the Board of Directors of the Company, she currently serves on the Board of Directors of The Campbell's Company, Zimmer Biomet Holdings, Inc., Simtra Biopharma Solutions and Curia Global, Inc. (private company). She holds a Bachelor's degree in Management Engineering from Ateneo de Manila University and an MBA from the Darden Graduate School of the University of Virginia.

KAREN LING

- U.S. citizen
- Born in 1963
- Non-executive member of the Board of Directors
- Chairperson of the Compensation Committee

Karen Ling was a member of the Advisory Committee of the Group from 2022 through the Company's initial public offering, and has been a member of the Board of Directors of the Company since its initial public offering. She started her career as a lawyer at Goldstein & Manello, P.C. (1988–1994). She gained extensive knowledge of the pharmaceutical industry in various roles, including as Vice President, Employee Benefits and Compensation within the Human Resources department at Wyeth, LLC (now Pfizer) (1994–2008). Her experience also includes positions as Senior Vice President at Merck & Co., Inc. (2008–2014), and Executive Vice President and CHRO at Allergan, Inc. (now AbbVie) (2014–2019) and American International Group, Inc. (2019–2021). In addition to her position as a member of the Board of Directors of the Company, she currently serves on the Board of Directors of iRhythm Technologies, Inc. She holds a Bachelor's degree in Economics from Yale University and a Juris Doctor from Boston University School of Law. She was admitted to practice law in New York in 1990 (currently inactive) and Massachusetts in 1998.

DR. FLEMMING ØRNSKOV

- Danish and Swiss citizen
- Born in 1958
- Executive member of the Board of Directors
- Member of the Strategy, ESG & Nomination Committee
- Chief Executive Officer

Flemming Ørnskov, M.D., MPH joined Galderma as CEO in October 2019. Prior to joining Galderma, he served as CEO of Shire plc from 2013 to 2019. Earlier in his career he held a number of leadership positions at Bayer, Novartis and Merck. He is currently a non-executive Chairman of Waters Corporation. Flemming Ørnskov qualified as a Doctor of Medicine at the University of Copenhagen Medical School and earned a Master of Public Health from Harvard University School of Public Health, as well as an MBA from INSEAD.

3.4 External mandates, functions and vested interests

Overview on external mandates, functions and vested interests for each of the Board members outlined above as of December 31, 2024:

Board of Directors member	Company	Position
Thomas Ebeling (Chair)	Recipharm	Member of the Board of Directors
	SHL Medical	Member of the Board of Directors
	Cullinan Oncology, Inc.	Member of the Board of Directors
	Orna Therapeutics, Inc.	Member of the Board of Directors
	Heilpflanzenwohl GmbH	Member of the Board of Directors
Sherilyn McCoy (Vice-Chair)	AstraZeneca Plc	Member of the Board of Directors
	Stryker Corporation	Member of the Board of Directors
	Kimberly-Clark Corporation	Member of the Board of Directors
	Parexel	Chair of the Board of Directors
	Sail Biomedicines	Chair of the Board of Directors
	Dechra Pharmaceuticals	Chair of the Board of Directors
Michael Bauer	SPT Labtech	Member of the Board of Directors
	Viturin AG	Chair of the Board of Directors
	EQT Partners AG	Chair of the Board of Directors
	Dechra Pharmaceuticals	Member of the Advisory Committee
Marcus Brennecke	Cerba HealthCare S.A.S	Member of the Board of Directors
	Ottobock SE & Co. KGaA	Member of the Board of Directors
	Recipharm AB	Member of the Board of Directors
Daniel Browne	Rythera Therapeutics	Member of the Board of Directors
	Avava Medical Inc.	Member of the Board of Directors
	Fount Bio Inc.	Member of the Board of Directors
	Yuvan Research	Strategic Advisor
	Yuva Biosciences Inc.	Member of the Board of Directors
Maria Teresa Hilado	Campbell Soup Company	Member of the Board of Directors
	Zimmer Biomet Holdings, Inc.	Member of the Board of Directors
	Curia Global, Inc.	Member of the Board of Directors
	Simtra Biopharma Solutions	Member of the Board of Directors
Karen Ling	iRhythm Technologies, Inc	Member of the Board of Directors (Chair of the Compensation and Human Capital Management Committee)
	Bausch+Lomb Corporation	Member of the Board of Directors (Chair of the Talent & Compensation Committee)
	The Jed Foundation	Member of the Board of Directors (Chair of the Governance & Nominating Committee)
Dr. Flemming Ørnskov	Waters Corporation	Chair of the Board of Directors

3.5 Number of permitted activities

Pursuant to Art. 31 of the Articles of Association, no member of the Board of Directors may hold more than 10 additional mandates, of which no more than four may be in listed companies.

The following mandates shall not be subject to these limitations:

a) Mandates in companies that are controlled by Galderma or that control Galderma

b) Mandates that a member of the Board of Directors holds at the request of Galderma or companies controlled by it. No member of the Board of Directors shall hold more than 10 such mandates.

c) Mandates in associations, professional or trade associations, foundations, trusts, employee welfare foundations, educational institutions, and similar organizations. No member of the Board of Directors shall hold more than 10 such mandates.

"Mandates" shall mean mandates in comparable functions at other enterprises with an economic purpose. Mandates in different legal entities that are under joint control, or the same beneficial ownership, are deemed one mandate.

All members of the Board of Directors comply with the provisions set out in Art. 31 of the Articles of Association.

3.6 Elections and terms of office

The Shareholders' Meeting shall elect the members of the Board of Directors and the Chairperson of the Board of Directors individually and for a term of office until the completion of the next Ordinary Shareholders' Meeting. Re-election is possible.

Except for the election of the Chairperson of the Board of Directors and the members of the Compensation Committee by the shareholders at the Shareholders' Meeting, the Board of Directors shall constitute itself. The Board of Directors may, among other functions, elect one or several Vice-Chairpersons and appoint a secretary who need not be a member of the Board of Directors.

The rules in the Articles of Association reflect the statutory legal provisions with regard to the appointment of the Chairperson, the members of the Compensation Committee and the independent proxy.

3.7 Internal organizational structure

3.7.1 Allocation of tasks within the Board of Directors

The Board of Directors consists of the Chairperson, the Vice-Chairperson and the other Board members. The Board of Directors strives to select the committee members based on their professional background and experience. In accordance with Galderma's Articles of Association, there must be no less than three and no more than 10 members. The members of the Board of Directors sat on the following committees in 2024:

	Compensation Committee	Strategy, ESG & Nomination Committee	Finance and Audit Committee
Thomas Ebeling	☑	☑ (Chair)	
Sherilyn McCoy		☑	
Michael Bauer		☑	☑
Marcus Brennecke	☑		
Daniel Browne			☑
Maria Teresa Hilado			☑ (Chair)
Karen Ling	☑ (Chair)		
Dr. Flemming Ørnskov		☑	

3.7.2 Tasks and areas of responsibility for the Board of Directors and its Committees

The Board of Directors has three standing committees: the Compensation Committee; the Strategy, ESG & Nomination Committee; and the Finance and Audit Committee. The Board may form additional ad hoc and standing committees for particular areas within the scope of its duties to deal with specific issues. In the year under review, no additional committees were introduced.

Each committee has the power to procure any information and assistance from within the Company and the Galderma Group that it needs in order to discharge its responsibilities, and is authorized to obtain subject-specific professional consultancy services from third parties at the expense of the Company.

Subject to the provisions of the Articles of Association and the Organizational Regulations, each of the committees shall generally comprise no less than three directors.

For an overview of the current members of each committee as of December 31, 2024, please refer to Section 3.7.1 of this report.

FINANCE AND AUDIT COMMITTEE

The Finance and Audit Committee assists the Board of Directors with respect to matters involving the financial and risk management aspects of governance, as well as in overseeing the accounting and financial reporting processes, and the risk management and compliance processes of the Company and the Galderma Group. The Finance and Audit Committee focuses on assessing the adequacy and effectiveness of the Galderma Group's internal and prudential systems and controls in relation to both financial and non-financial risks. This includes compliance with legal and regulatory obligations, insurance and related matters. The Finance and Audit Committee will also obtain reasonable assurance with respect to the activity of the internal audit; evaluate the external auditors regarding the fulfillment of the necessary qualifications and independence according to the applicable legal provisions; and make proposals to the Board of Directors concerning the choice of the external auditors. The specific responsibilities, functioning and reporting of the Finance and Audit Committee are set forth in Section 4 of the Organizational Regulations.

In line with Galderma's Organizational Regulations, the majority of the members of the Finance and Audit Committee are independent as defined in the Swiss Code, and a majority of the members of the Finance and Audit Committee, including its Chair, are experienced in financial and accounting matters.

The Finance and Audit Committee holds meetings as often as required but, in any event, at least three times a year.

For an overview of the meetings held in the year under review, please refer to Section 3.7.4.

COMPENSATION COMMITTEE

The Compensation Committee is entrusted with responsibilities that include the review and recommendation of compensation policies and plans (e.g., incentive compensation and equity plans) and the compensation of the members of the Executive Committee. In this context, it makes proposals to the Board regarding the remuneration package, including the bonus and the terms of employment, of the CEO and, upon recommendation of the CEO, the ratification of the remuneration packages of the other members of the Executive Committee. The Compensation Committee is also responsible for submitting proposals and recommendations to the Board of Directors regarding general compensation matters and employee benefits. The Compensation Committee further supports the Board of Directors in preparing the compensation proposals for the general meeting. The specific responsibilities, functioning and reporting of the Compensation Committee are set forth in Section 5 of the Organizational Regulations.

According to the Organizational Regulations, at least the majority of the members of the Compensation Committee shall be independent as defined in the Swiss Code. The members of the Compensation Committee are individually elected by the general meeting for a one-year term. The Chair of the Compensation Committee shall be independent and is appointed by the Board of Directors.

The Compensation Committee holds meetings as often as required but, in any event, at least twice a year.

For an overview of the meetings held in the year under review, please refer to Section 3.7.4.

STRATEGY, ESG &
NOMINATION COMMITTEE

The Strategy, ESG & Nomination Committee is entrusted with responsibilities that include the review and assessment of the strategy and business plan of the Galderma Group and monitors their implementation by the CEO. In this context, it also reviews strategic market trends, market opportunities, risks and potential competitors, and makes proposals to the Board regarding material transactions. The Strategy, ESG & Nomination Committee is also responsible for submitting proposals and recommendations to the Board of Directors regarding the dividend policy and share buyback programs of the Company. It further supports the Board of Directors in nomination and succession planning matters, including ensuring long-term planning of appropriate appointments to the Board and the position of CEO and the other members of the Executive Committee. It assesses, in accordance with applicable laws and the Swiss Code, the independence and any potential conflicts of interest of the members of the Board. With respect to ESG matters, it oversees the Galderma Group's global strategy and reputation, including overall good corporate governance of the Galderma Group. The Strategy, ESG & Nomination Committee further reviews the sustainability report intended for publication and makes a proposal to the Board with respect to the approval of such a report. In this context, it also oversees the Galderma Group's communication and engagement on ESG matters with employees, investors, customers, the media and the general public. It annually conducts a self-assessment of the Board and the Board Committees and assesses the CEO and the other members of the Executive Committee. The specific responsibilities, functioning and reporting of the Strategy, ESG & Nomination Committee are set forth in Section 6 of the Organizational Regulations.

According to the Organizational Regulations, at least half (or the majority in case of an odd number) of the members of the Strategy, ESG & Nomination Committee shall be independent as defined in the Swiss Code.

The Strategy, ESG & Nomination Committee holds meetings as often as required but, in any event, at least four times a year, with two meetings being dedicated to ESG matters.

For an overview of the meetings held in the year under review, please refer to Section 3.7.4 of this report.

3.7.3 Working methods of the Board of Directors and its committees

The Board has the overall responsibility for overseeing, directing and supervising the management of the Company and the Galderma Group. It shall also approve any matter which has to be submitted to the Board according to the Company's Organizational Regulations. The Board's non-transferable and inalienable duties are set out in Art. 716a of the Swiss Code of Obligations as well as Art. 21 of the Articles of Association.

The Board meets at the invitation of the Chair or of the secretary on the Chair's behalf. Meetings are called as often as the business of the Company requires, but at least four times a year, or whenever a member indicating the reasons so requests a meeting, but at least four times a year.

Board resolutions are passed by a majority of the votes cast. In the case of a tie, the Chair (or acting chairperson at the meeting) has the casting vote. Subject to certain exceptions, the Board is quorate when a majority of its members are present.

Resolutions may be adopted by way of written consent or electronically, unless a member requests they be discussed.

The committees act in advisory capacity (unless provided with such authority by a special resolution of the Board of Directors). The Board remains ultimately responsible for the tasks delegated to the committees by Swiss law, the Articles of Association or the Organizational Regulations.

The committees keep the Chair of the Board of Directors informed on a current basis about all important strategic issues and transactions as well as any business situations and/or developments within their scope of responsibilities and duties. The Chair monitors such informational duties of the committees. The Chair of each committee provides the full Board of Directors at their meeting with an overview of key topics discussed at the most recent committee meeting.

Each committee meets at such frequency as it deems necessary to fulfill its duties, normally ahead of ordinary Board meetings, which are expected to take place at least four times per year. Additional meetings may be held and may be convened at the request of either the Board of Directors or any committee member.

3.7.4 Number of meetings, duration and attendance

Meetings held in 2024 since 22 March 2024 (IPO)	Frequency / number of meeetings	Average duration (hours)
Board of Directors	4 times	5.6 hours
Compensation Committee	3 times	2.25 hours
Strategy, ESG & Nomination Committee	4 times	1.8 hours
Finance and Audit Committee	2 times	2.75 hours

	Board of Directors	Strategy, ESG & Nomination Committee	Compensation Committee	Finance and Audit Committee
Number of meetings	4	4	3	2
T. Ebeling	4	4	3	-
S. McCoy	2	3	-	-
M. Bauer	4	4	-	2
M. Brennecke	3	-	3	-
D. Browne	4	-	-	2
T. Hilado	4	-	-	2
K. Ling	4	-	3	-
F. Ørnskov	4	4	3	-

In principle, members of the Executive Committee (other than the CEO) or other members of senior management occasionally participate in the meetings of the Board or the Committees (as guests without the right to vote), when the Board or a Committee discusses matters in relation to their respective responsibilities. All Board meetings are attended by the CFO. Additionally, in the year under review, the CFO attended the meetings of the Finance and Audit Committee, while the CHRO attended the meetings of the Strategy, ESG & Nomination Committee as well as the Compensation Committee.

In the year under review, the external auditor participated in some of the meetings of the Finance and Audit Committee. Representatives of Willis Towers Watson attended some of the meetings of the Compensation Committe in relation to the revision of the employee compensation scheme.

3.8 Definition of areas of responsibility between the Board of Directors and the Executive Committee

The Board has delegated to the CEO responsibility for the overall management of the Company and the Galderma Group, with the exception of the specific duties that are explicitly stipulated as a Board responsibility by law, the Articles of Association or the Organizational Regulations. In this context, the Board of Directors retains certain duties (in addition to the non-transferable and irrevocable duties described above), such as annually approving the budgets and business plans for the Galderma Group, monitoring risks, and ensuring that fundamental policies and controls are in place for compliance with applicable law and regulations. In addition, the Organizational Regulations set out specific parameters, including financial thresholds, for certain strategic, operational and financial matters that remain within the competence of the Board of Directors (Annex 1 of the Organizational Regulations).

The CEO is appointed by the Board. The other members of the Executive Committee are appointed or removed by the Board upon recommendation of the CEO. The CEO is responsible for: implementing the strategy of the Company and the Galderma Group and the decisions taken by the Board and the committees; managing and supervising the day-to-day business of the Galderma Group; organizing the Executive Committee and preparing, calling and chairing Executive Committee meetings; and ensuring a timely and orderly flow of information between the Executive Committee and the Board.

3.9 Information and control instruments vis-à-vis the Executive Committee

The Board of Directors receives all necessary information from the Executive Committee to perform its supervisory duty and to make the decisions that are reserved for the Board of Directors.

3.9.1 Regular reports of the Executive Committee to the Board of Directors

A report from the CEO is a standing agenda item at each ordinary board meeting where the CEO provides insight into the development of the Group's business and key strategic initiatives. In addition to these meetings, on a monthly basis the Board of Directors receives sales and financial reports with an executive summary; an assessment of the Group's monthly and year-to-date revenue; the profit and loss statement, the balance sheet and the cash flow statement; as well as selected Group key performance indicators (KPIs), updates on various initiatives and the Group's outlook.

In addition, the Chair and the CEO are in contact at regular intervals with respect to all major business matters. Extraordinary matters, including significant unanticipated developments, must immediately be reported to the Chair, who forwards the information to the other members of the Board of Directors.

Each Director is entitled to request information concerning all of Galderma's affairs reasonably necessary to fulfill his or her fiduciary duties. For Directors requiring information or wishing to review documents outside of ordinary Board meetings,

the Director may request from the CEO information concerning the course of business of the Company and the Group after having informed the Chair. To the extent necessary for the fulfilment of his/her duties, each Director may also request that the Chair be granted access to the relevant Company records.

3.9.2 Internal Audit

Internal Audit is an independent and objective assurance and advisory activity that is guided by a philosophy of adding value by helping to shape the future of Galderma (Galderma Group AG and its affiliates). The purpose of Internal Audit is to strengthen Galderma's ability to create, protect and sustain value by providing the Board of Directors and Group's management with independent, risk-based and objective assurance, advice, insight and foresight.

Internal Audit assists Galderma in accomplishing its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of the organization's governance, decision-making and control processes. All processes, operations, activities and systems can be subject to Internal Audit's evaluation. The quality of decision-making processes gives management the confidence to take risks and pursue opportunities.

Internal Audit's mandate is established by and received from the Finance and Audit Committee and set out in the Internal Audit Charter. Internal Audit is independent and reports functionally directly to Galderma's Finance and Audit Committee, and administratively (i.e., for day-to-day operations) to the Chief Financial Officer.

The Finance and Audit Committee monitors that Internal Audit remains free from interference by any element in the organization, including matters of audit selection, scope, procedures, frequency, timing or report content to permit maintenance of a necessary independent and objective mental attitude. Internal Audit will govern itself by adhering to The Institute of Internal Auditors' (IIA) Global Internal Audit Standards. These Standards constitute principles of the fundamental requirements for the professional practice of internal auditing and for evaluating the effectiveness of Internal Audit's performance.

3.9.3 Internal control system

Galderma has implemented a financial internal control framework, in accordance with the requirements of Swiss law, comprising relevant policies, procedures and controls. It provides the Group's management and Board of Directors with a reasonable degree of assurance that business processes are performed efficiently and effectively in compliance with policies and laws, that assets are safeguarded and that financial statements are proper and reliable.

3.9.4 Enterprise risk management

At Galderma, risk management is a continuous process based on a concept that is embedded in the governance of high-quality decision-making processes. Accordingly, risks are managed at all levels of the organization and throughout all stages of doing business: planning, prioritization, execution and evaluation.

In Galderma's objective-centric approach to risk management, risks are reviewed and managed from both a value creation and a value protection perspective:

- *Value creation:* as Galderma takes risks to achieve its objectives, management identifies and manages risks to the operational execution with a view to increase the likelihood of success
- *Value protection:* when exposed to threats outside its direct control, management identifies and responds to those threats in order to be prepared to mitigate their potential impact

Responsibilities for governance and decision-making as well as risk monitoring and oversight have been aligned with the Group's value chain. On an operational level, the Executive Committee has ultimate responsibility for decision-making and stewardship of the organization and delegates responsibilities to three committees:

- The Pipeline Committee governs matters relating to the product pipeline
- The Inline Committee governs commercial matters relating to inline products
- The Corporate Committee governs non-product cross-functional related matters

The IIA's Three Lines Model for integrated risk management fits seamlessly with Galderma's governance and decision-making framework. Galderma establishes risk ownership and accountability through effective monitoring and oversight mechanisms of the three committees, in which:

- The first line represents line management that takes and manages risks through defined decision-making processes and authorities
- The second line represents functions that act as enablers in decision making to support management in exercising control
- The third line represents Internal Audit, which provides assurance on risk management effectiveness by assessing risk and control awareness in decision-making processes and monitoring effectiveness

Risk and uncertainty factors

Generally, one of the risks for Galderma is product quality and patient and consumer safety. To mitigate this, the Group-wide Product Safety Council oversees patient safety and the product quality control framework; the Pharmacovigilance and Quality functions, processes and dashboards, and quality management system are in line with Good Industry Practices (GxP); activities and coverage include quality audits and inspections; medical officers or safety officers in the businesses; mandatory employee training and anti-counterfeit measures.

Another significant risk is supply chain disruptions, which could result in production delays, revenue losses and product shortages. The Company mitigates this by having a diversified supplier base and crisis management plans, sufficient inventory buffers for critical raw materials and regional supplier diversification.

Furthermore, non-compliance with evolving laws and regulations also poses a risk. The Company issues policies and procedures including, among others, Galderma's Code of Ethics, our Anti Bribery & Corruption Policy (ABAC Policy) and our Global Code on Interactions with Healthcare Professionals (HCP Code). All employees are bound by and obligated to comply with the Code of Ethics and Galderma's ABAC Policy and receive training on these. The HCP Code regulates interactions with healthcare professionals and applies to all employees in relevant customer-facing roles. In addition to having set up an upgraded Integrity Reporting Hotline, Galderma monitors and audits company activities while also carrying out compliance risk assessments on an as-needed basis.

4. EXECUTIVE COMMITTEE

The Executive Committee is headed by the CEO and currently comprises the CEO, the CFO, the CHRO and the Head of Global Operations.

4.1 Members of the Executive Committee

Name	Year of birth	Nationality	Function	Education/Qualifications
Dr. Flemming Ørnskov	1958	Danish/Swiss	CEO	• Doctor of Medicine • Master of Public Health, Harvard University School of Public Health • MBA INSEAD
Thomas Dittrich	1964	Swiss/German	CFO	• Master of Science in Mechanical Engineering and Robotics, Munich Technical University • Master's in Finance, Controlling and Accounting, University of St. Gallen
Allison Pinkham	1975	U.S.	CHRO	• Bachelor's in Communication Studies, Virginia Tech University
Adrian Murphy	1970	Irish	Head of Global Operations	• Degree in Materials Science, University of Limerick • Diplomas in Strategic Management, Process Engineering and People Management, Institute of Commercial Management

4.2 Professional background and other activities and functions

DR. FLEMMING ØRNSKOV

- Danish and Swiss citizen
- Born in 1958
- Chief Executive Officer

Please refer to Section 3.3.

THOMAS DITTRICH	• Swiss and German citizen • Born in 1964 • Chief Financial Officer	Thomas Dittrich became Chief Financial Officer of the Galderma Group in October 2019, overseeing global finance, tax, treasury, insurance, global strategic sourcing, global IT, corporate strategy, investor relations and ESG. Previously, Mr. Dittrich was Chief Financial Officer and Executive Member of the Board of Directors at Shire plc. He joined Shire plc in 2018 from Sulzer Ltd. where he served as Chief Financial Officer and a Member of the Executive Committee, and Chief Executive Officer ad interim between August and December 2015. Prior to joining Sulzer Ltd., Mr. Dittrich gained extensive knowledge of the pharmaceutical industry working for eight years at Amgen Inc. as Vice President, Finance Corporate Planning and Chief Accounting Officer, and previously as Chief Financial Officer of Amgen International. Prior to that, he held various finance and general manager positions for eight years at Dell, Inc. after working in various M&A and management consulting roles. Mr. Dittrich holds a Master of Science degree in Mechanical Engineering and Robotics from the Munich Technical University and a Master in Finance, Controlling and Accounting from the University of St. Gallen. Since April 2024, he is also a non-executive Member of the Board of Directors of the SIX-listed industrial company SIG Schweizerische Industrie Gesellschaft AG, in Neuhausen/Rheinfall.

ALLISON PINKHAM	• U.S. citizen • Born in 1975 • Chief Human Resources Officer	Allison Pinkham became Chief Human Resources Officer at Galderma in July 2021. Previously, Ms. Pinkham was Senior Vice President and Chief People Officer at Heineken USA. She also spent nearly 10 years with the pharmaceutical company Boehringer Ingelheim, where she served in increasingly senior roles, and ultimately as Vice President of Human Resources with responsibilities across Europe, the Middle East, Asia and North America. Prior to that, she worked in financial services at MasterCard, in academia at the University of Virginia's Darden Business School and in management consultancy at both Accenture and Booz Allen Hamilton. Ms. Pinkham holds a Bachelor's degree in Communication Studies from Virginia Tech University.

ADRIAN MURPHY	• Irish citizen • Born in 1970 • Head of Global Operations	Adrian Murphy became Head of Global Operations at Galderma in May 2022. Previously, he was responsible for internal and external global manufacturing operations supporting Takeda's Biologics, Cell & Gene Therapy business. Prior to this, Mr. Murphy held senior leadership roles in biologics manufacturing and supply chain management with Merck Sharp & Dohme and gained experience working in operations, engineering and supply chain roles at Procter & Gamble and Campbell Soup. He holds a degree in Materials Science from the University of Limerick and further diplomas in Strategic Management, Process Engineering and People Management from the Institute of Commercial Management.

4.3 External mandates, functions and vested interests

Overview of external mandates, functions and vested interests for each member of the Executive Committee as at 31 December 2024:

Executive Committee member	Company	Position
Dr. Flemming Ørnskov	Waters Corporation	Chair of the Board of Directors
Thomas Dittrich	SIG Schweizerische Industrie Gesellschaft AG	Member of the Board of Directors
Allison Pinkham	n/a	n/a
Adrian Murphy	n/a	n/a

4.4 Number of permitted activities

Pursuant to Art. 31 of the Articles of Association, no member of the Executive Committee may hold more than five additional mandates, of which no more than one may be in a listed company. Each of these mandates is subject to approval by the Board of Directors.

The following mandates are not subject to these limitations:

- Mandates in companies that are controlled by Galderma or that control Galderma.
- Mandates that a member of the Executive Committee holds at the request of Galderma or companies controlled by it. No member of the Executive Committee shall hold more than 10 such mandates.
- Mandates in associations, professional or trade associations, foundations, trusts, employee welfare foundations, educational institutions or similar organizations. No member of the Executive Committee shall hold more than 10 such mandates.

Mandates shall mean mandates in comparable functions at other enterprises with an economic purpose. Mandates in different legal entities that are under joint control, or the same beneficial ownership, are deemed one mandate.

All members of the Executive Committee comply with the provisions set out in Art. 31 of the Articles of Association.

4.5 Management contracts

There are no management contracts with third parties.

5. COMPENSATION, SHAREHOLDINGS AND LOANS

Information on compensation and shareholdings of the members of the Board of Directors and the Executive Committee can be found in the Compensation Report 2024.

6. SHAREHOLDERS' PARTICIPATION RIGHTS

6.1 Voting rights restrictions and representation

6.1.1 Voting rights restrictions and rules on granting exceptions

Each share registered with the right to vote entitles the holder to one vote at shareholder meetings ("one share, one vote"). Voting rights may be exercised only after a shareholder, usufructuary or nominee has been registered in the share register of the Company up to a specific date (the "Record Date") designated each time by the Board of Directors. The voting rights are further subject to the conditions of Arts. 6 and 7 of the Articles of Association (Art. 14 para. 1 of the Articles of Association).

Acquirers of shares will be recorded in the share register upon their request if they expressly declare that they have acquired these registered shares in their own name and for their own account, that there is no agreement on the redemption of the relevant shares and that they bear the economic risk associated with the shares (Art. 6 para. 2 of the Articles of Association).

The Board of Directors may register individual persons who do not expressly make the declarations pursuant to Art. 6 para. 2 of the Articles of Association as nominees, if the Nominee has entered into an agreement with the Company regarding its position and is subject to a recognized bank or financial market supervision.

Galderma's Articles of Association do not contain any percentage limit on voting rights or a group clause.

6.1.2 Reasons for granting exceptions in the year under review

No exceptions to voting right restrictions were granted in the year under review.

6.1.3 Procedure and conditions for abolishing voting rights restrictions in the Articles of Association

Art. 15 of the Articles of Association outlines important shareholder resolutions that require a qualified majority (two thirds of the votes represented and the majority of the par value of shares represented), including the easement or abolition of the restriction of the transferability of the registered shares. All other resolutions can be passed by a simple majority of shareholders, to the extent that Swiss law does not provide otherwise.

For information regarding the convocation of general meetings and the inclusion of items on the agenda, see Sections 6.3 and 6.4.

6.1.4 Rules on participation in the General Meeting of shareholders

In general meetings of shareholders, each shareholder has equal rights, including equal voting rights per share. At shareholders' meetings, each shareholder may be represented by the Independent Proxy or by means of a written proxy by any other person, who need

not be a shareholder. The Company accepts only one representative per share (Art. 14 para. 2 of the Articles of Association). The Board of Directors determines the requirements regarding proxies and voting instructions (Art. 6 of the Articles of Association).

The Board of Directors can determine that the shareholders' meeting be held simultaneously at different locations, provided that the contributions of the participants are transmitted directly by video and audio to all venues, and that shareholders who are not present at the venue(s) of the shareholders' meeting may exercise their rights by electronic means. Alternatively, the Board of Directors may also provide that the Shareholders' Meeting be held by electronic means without a venue (Art. 12 of the Articles of Association).

6.1.5 Rules on instructions to the Independent Proxy and on the electronic participation in the General Meeting of shareholders

The Independent Proxy has a duty to exercise the voting rights assigned to him, her or it by shareholders in accordance with their instructions. Further duties of the Independent Proxy are governed by the relevant statutory provisions. Art. 8 of the Articles of Association provides that the general meeting elects an Independent Proxy. Natural persons as well as legal entities and partnerships are eligible for election. The term of office of the Independent Proxy ends at the next general meeting. Re-election is possible. Swiss law allows for proxy instructions both in written as well as electronic form.

For the period between the 2024 general meeting and the next general meeting, Altenburger Ltd legal + tax, Seestrasse 39, 8700 Küsnacht-Zurich, has been elected as the Independent Proxy.

6.2 Quorums required by the Articles of Association

Galderma's statutory rules do not differ from applicable legal provisions. In this context, please refer to Section 6.1.3 and Art. 15 of the Articles of Association.

6.3 Convocation of the General Meeting of Shareholders

Galderma's statutory rules (Art. 9 of the Articles of Association) do not differ from applicable legal provisions.

The Ordinary Shareholders' Meetings shall be held each year within six months of the close of the financial year of the Company (Art. 9 para. 1 of the Articles of Association). Extraordinary Shareholders' Meetings shall be held if (a) the Board of Directors or the auditors deem it necessary; (b) so resolved by a Shareholders' Meeting; or (c) shareholders who hold, alone or together, shares representing at least 5% of the share capital or votes so request in writing, indicating the matters to be discussed and the corresponding proposals and, in case of elections, the names of the nominated candidates (Art. 9 para. 2 of the Articles of Association). There is no provision in the Articles of Association requiring the presence of a quorum for general meetings of shareholders of the Company.

6.4 Inclusion of items on the agenda

Shareholders who, alone or together, hold at least 0.5% of the share capital or the votes may request that an item be included on the agenda or that a proposal relating to an agenda item be included in the notice convening the Shareholders' Meeting. Such a request must be received by the Company in writing at least 45 calendar days prior to the Shareholders' Meeting, specifying the agenda item and the proposal(s) (Art. 11 para. 1 of the Articles of Association). No resolutions may be passed at a Shareholders' Meeting on proposals concerning agenda items for which proper notice was not given; this provision shall not apply, however, to proposals made during a Shareholders' Meeting to convene an Extraordinary Shareholders' Meeting or to initiate a special investigation (Art. 11 para. 2 of the Articles of Association). No prior notice is required to bring proposals related to items already on the agenda or for the discussion of matters on which no resolution is to be taken (Art. 11 para. 3 of the Articles of Association).

6.5 Entries in the share register

The relevant date to determine the shareholders' right to participate in the General Meeting on the basis of the registrations appearing in the share register is set by the Board of Directors and disclosed in the invitation to the general meeting of shareholders.

7. CHANGE OF CONTROL AND DEFENSE MEASURES

7.1 Duty to make an offer / opting-out

According to the Financial Market Infrastructure Act (FinMIA), an investor who acquires more than 33 ⅓% of the voting rights (directly, indirectly or in concert with third parties), whether they are exercisable or not, is required to submit a takeover offer for all shares outstanding.

According to Art. 36 of the Articles of Association, the following entities are, when acting alone or in concert pursuant to rt. 135 FinMIA, exempt from the duty of submitting takeover offers (opting-out): (a) Sunshine SwissCo AG and Auba Investment Pte Ltd, including in each case their direct or indirect partners or shareholders as well as any other entity or person that controls or otherwise holds any relevant interest in, or is affiliated with, them; and (b) Luxinva S.A., the Abu Dhabi Investment Authority and its subsidiary undertakings. However, in each case, any portfolio investment companies of these shareholders are excluded. This opting-out provision will expire on December 31, 2029.

Other than that, the Articles of Association do not contain a general opting-out or opting-up provision.

7.2 Clauses on change of control

Details of change of control provisions in the Galderma Long-Term Incentive plan are provided in the Compensation Report 2024.

None of the Board of Directors and Executive Committee members has a change of control clause in his/her agreement with the Company.

8. AUDITORS

8.1 Duration of the mandate and term of office of the lead auditor

KPMG SA, Zug branch, Landis + Gyr-Strasse 1, 6300 Zug, Switzerland, is the independent auditor of the Company. The auditor in charge is Stéphane Nusbaumer, who has been carrying out this function since the incorporation of the Company on February 7, 2022. The auditor in charge is rotated at least every seven years.

The shareholders confirm the appointment of the auditors on an annual basis at the general meeting of shareholders.

8.2 Auditing fees

The auditing fees paid to KPMG in their capacity as Galderma Group auditors for 2024 amount to 4,251 K CHF.

8.3 Additional fees

In addition, KPMG provided non-audit services amounting to 1,632 K CHF. The non-audit services provided by KPMG mainly comprised services in connection with the initial public offering of Galderma Group AG in 2024 and assurance services for the interim consolidated financial statements 2024. In addition, KPMG provided tax services.

8.4 Information instruments pertaining to the external audit

The Finance and Audit Committee is responsible for evaluating the performance and independence of the external auditors on behalf of the Board of Directors. It consists of a continuous evaluation with the auditor's update being part of the Finance and Audit Committee agenda meetings (three times a year); such evaluations are complemented with private sessions held between members of the Committee and the external auditors. The criteria applied for the assessment include professional competence, sufficiency of resources, audit quality and the ability to provide effective and practical recommendations and coordination of the external auditors with the Finance and Audit Committee and senior management.

In the year under review, KPMG AG attended one meeting of the Finance and Audit Committee until the public listing on March 22, 2024 and two meetings of the Finance and Audit Committee since the public listing. In those meetings, the external auditors presented the 2024 audit strategy and their interim 2024 results.

9. INFORMATION POLICY

Galderma pursues a proactive and professional communication policy to all market participants. Galderma publishes price-sensitive information in accordance with the obligation to disclose price-sensitive facts as required by the SIX Swiss Exchange. Ad hoc announcements are made available on Galderma's website, media and financial information providers as well as submitted to SIX Exchange Regulation. Additionally, Galderma's website provides a news and subscription service that allows interested parties to receive, via e-mail distribution, free and timely notification of price-sensitive information. The service can be accessed at the links indicated at the end of this section.

The Company releases its financial results in the form of an ad hoc release and webcast prior to the publication of the annual report. Its annual report is published in electronic form within four months of the December 31 balance sheet date. In addition, results for the first half of each fiscal year are released in electronic form within three months of the June 30 balance sheet date. The Company's annual report and half-year results are announced via ad hoc announcement, and media and investor conferences in person or online.

The invitation to the Annual General Meeting is published on our website and in the Swiss Official Gazette of Commerce. Notices to shareholders and other announcements are made by publication in the Swiss Official Gazette of Commerce. The Board of Directors may designate further means for official publications.

Contact details

Copies of all information and documents pertaining to press releases, media conferences, investor updates and presentations at analyst and investor presentation conferences can be downloaded from www.galderma.com

Registered office

Galderma Group AG
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+41 58 455 85 92

Weblinks

The Company's website:
https://www.galderma.com/

Subscription to ad hoc messages (push system):
https://investors.galderma.com/

Ad hoc messages (pull system):
https://www.galderma.com/newsroom-new

Financial reports:
https://investors.galderma.com/financial-reports

Corporate calendar:
https://investors.galderma.com/events-presentations

10. BLACK-OUT PERIODS

The Insider Trading Policy of the Company foresees general black-out periods, during which financial results are being prepared, but not yet publicly disclosed, and the blocked persons (as described below) are prohibited from trading in securities of the Company. The general black-out periods started in 2024 seven calendar days before the end of each quarter and ended one full trading day following the public release of the applicable financial results, i.e., as follows:

- The period starting on December 25 and ending one full trading day following the public release of the full year results;
- The period starting on March 25 and ending one full trading day following the public release of the results or trading update for the first quarter;
- The period starting on June 24 and ending one full trading day following the public release of the half year results;
- The period starting on September 24 and ending one full trading day following the public release of the results or trading update for the third quarter.

The following general black-out periods were in effect in 2024:

2024
March 25 – April 24, 2024
June 24 – July 25, 2024
September 24 – October 24, 2024
December 24, 2024 – March 6, 2025

Black-out persons are the members of the Board, the members of the Executive Committee and the secretary of the Board, any staff reporting directly to the CEO, selected staff reporting directly to the CFO as determined by the General Counsel in consultation with the CEO and/or CFO (e.g., global heads of accounting, controlling, treasury, tax, strategy and investor relations, and regional heads of finance), members of selected Galderma committees as determined by the General Counsel in consultation with the CEO and/or CFO, any staff from Finance in charge of the preparation of financial reporting or otherwise having access to inside information, any staff from Legal and Compliance, Investor Relations and Communications having access to inside information, chiefs of staff and executive assistants to any of the foregoing persons, any external advisor having access to inside information as well as any other person determined by the General Counsel in consultation with the CEO and/or the CFO.

Furthermore, there are special black-out periods, during which material confidential projects are being conducted, but have not yet been publicly disclosed and, during such periods, special blocked persons are prohibited from trading in securities of the Company.

Exceptions to the restrictions during black-out periods are possible in cases of personal hardship, where the CEO and the CFO, acting jointly and following consultation with the General Counsel, may allow exceptions to a black-out period upon reasoned request by the blocked person, provided that such person is not in possession of inside information.

GALDERMA

EST. 1981

CREDITS

Photography
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CAPA pictures – Sylvain Granjon

Design
STUDIO C

GALDERMA

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Galderma Group AG

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