

Shareholder Letter

To all JANSSEN COSMETICS Partner
Worldwide

Aachen, April 2026

Update on the Current Delivery Situation & Price Development

Dear Business Partners,

With this letter, we would like to inform you about both the current delivery situation and the present pricing policy.

Current Delivery (Stock) Situation

As we already mentioned in our February letter, the tense delivery situation continues. Globally increased **shortages of raw materials** and **major delays in international logistics** continue to significantly impact on our delivery capabilities. Despite all measures being taken, product availability has only marginally improved, and individual delivery times remain far above the usual levels. These prolonged lead times, combined with continued **strong demand**, remain a significant challenge. (For example, despite delivery difficulties, we even recorded 14% growth in March alone.)

We are working intensively and with the highest priority together with our production partners to achieve greater stability and planning security. We expect the first improvements to occur gradually from the end of May onward, but we kindly ask for your continued patience, as a return to full normalization will still take some time. We are keenly aware of the challenges this poses for your business and sincerely thank you for your loyalty and partnership.

Your forward-looking planning and close feedback are more important than ever for ensuring supply security. The more reliable and early you can communicate your medium-term sales planning, the better we can coordinate production and delivery capacities. Especially for large quantities of individual products or sudden increases in demand, early planning is extremely helpful.

Price Development and Market Environment

The global economic situation continues to lead to significant cost increases throughout the entire industry. Many of our suppliers have already announced price increases of 5–10%, and in some cases even over 12% or more. This is a trend that we will continue to monitor closely in the coming months.

Even though we do not wish to commit to concrete adjustments of our own sales prices currently, we believe it is responsible to raise your awareness of this topic at an early stage. In the interest of stable, mutual growth, we will communicate any necessary price adjustments prudently, fairly, and with appropriate advance notice.

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With best regards,



Ulrich Janssen

Reinhard Janssen